

## Balance Impact/outcomes framework

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### Description

The detail set out below are the primary indicators underpinning delivery and impact of the charity's future activity covered by the corporate strategy and its associated delivery plan objectives. These are not set in stone and may vary depending on performance against our delivery KPI's during any given year.

Objective 1 - That we build services that are financially sustainable and resilient to changes in local markets	Impact
Delivering growth sustainable revenues and a diversified income portfolio	Charity reserve achieves minimum 4 months running costs end Q4 2025.  Contracted activity from alternatives to LBK increased by 20% against 2022 baseline.
Budget flexibility, control and management is routine and fully accountable	Budget Deficit reductions by minimum of 30% against 22/23 baseline annually
Central costs and management overheads are reduced as a percentage of our corporate budget	Indirect costs maintained at 3% of overall budget
Lower reliance on agency capacity generates improved departmental margins	Agency utilization reduced to 4% of total staffing budget  Departmental deficits reduced by 50% from current projections year on year to 2025.

Objective 2 - That our interventions are quality assured and measurable by impact	Impact
Delivering governance and quality assurance that consistently meets industry standards	ISO 9001 quality assured and validated Rated by CQC as "good"
A comprehensive evaluation and quality outcomes framework across the business	Impact and evaluation framework agreed and instituted by year end  90% staff and volunteers complete mandatory and refresher training annually  Minimum of 20% of staff per year get access to elective courses toward personal development objectives.
That we meet independently adjudicated quality evaluation standards for our operations and governance	ISO 9001 quality assured and validated
Objective 3 - That we build interventions that mobilise skills, knowledge and abilities to direct our work and shape its impact	
Skills knowledge and abilities align with the charity's changing needs and demands	ISO 9001 quality assured and validated
Achieve industry standard for training and development across all operational disciplines	90% of all staff and volunteer have met mandatory training requirements
Building on our values and strengths as a service provider to drive new business and contractual relationships	90% of staff report that their training and development needs are met Partnership based activity contributes a net 5% of total turnover by 2025

Objective 4 - That our operations are scalable, targeted and appropriate to our core business	Impact
Delivering governance and quality assurance that consistently meets industry standards.	ISO 9001 quality assured and validated
Extend the experiential leadership and knowledge base of users, their families and staff in shaping service design and delivery outcomes.	<p>Self-evaluation identifies 90% of Trusted Charity Standards reached</p> <p>80% of those using our services indicate they increased confidence in shaping and controlling their lives and the charity's activities</p> <p>90% of staff complete training PC and Asset-based planning</p> <p>80% of staff, users and volunteers indicate they have influenced the shape and design of services</p> <p>80% of those using our services indicate measurable improvements in the confidence and control of their lives</p>
Objective 5 - That we deliver measurably increased social skills, confidence and independence in those supported by our work	
That our operational support and interventions are Person centred and client led	80% of those using our services indicate measurable improvements in the confidence and control of their lives
Support and services that are shaped, led and built on the strengths of those using and delivering them.	<p>80% of staff say they have confidence in the charity to support their skills and development needs.</p> <p>75% of users, carers and family members cite Balance as their preferred provider of services.</p>