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| **Springboard for Growth** Ara Organisational Strategy 2018-2023www.addictionrecovery.org.ukCharity no. 1002224 | Limited company no. 2540814 |
| **Charitable Objectives**: “Ara provides services to people who experience poverty; physical and/or mental ill health including addiction; housing problems; and social and economic exclusion. These services are provided in the community, in prisons and in residential settings including in accommodation owned or managed by Ara.” | **Purpose:** We make life better because we believe passionately that people can change and recover.  | **Vision**: We are a vibrant organisation and by 2023 we will :- be working with 50% more beneficiaries; be financially robust with income from a diverse range of sources; increasingly collaborate with like-minded partners; be recognised nationally for excellence; be an employer of choice. As an organisation we will continue to innovate and will have expanded our services geographically. |
| **Values –** We are**:** | **Passionate** | **Dynamic** | **Enduring** | **Respectful** | **Professional** | **Supportive** |
| **Ara’s Broad Strategic Goals** |
| **Increase the Number of Housing Options for Ara’s Beneficiaries**  | **Increase the Number of People Accessing and Benefitting from Ara’s Mental Health Services**  | **Take actions to reduce the Harms Caused by Problem Gambling**  | **Develop Existing and Create New Partnerships with Like Minded Organisations** |
| *Strategic Priorities* | *Strategic Priorities* | *Strategic Priorities* | *Strategic Priorities* |
| Maintain and improve performance of the housing contract | To Provide level 2 IAPT services after the NHS locational recommissioning next year | Increase our service penetration from 2.5% to 20% of people with a problem gambling issue | Build on our existing partnerships with CGL, P3, St Mary Redcliff and AWP increasing our services footprint |
| Acquire more units of accommodation | Develop new and innovative housing solutions  | To improve client outcomes | Deliver Ara’s Mental Health Services in other geographical areas  | Deliver Young Peoples education and prevention services past the pilot phase | Form new partnerships to Meet the needs of the IAPT recommissioning exercise. |
| Increase the geographical reach of Ara’s housing services  | Increase the number of refurbished council properties | Provide Ara Mental Health Services in different settings | Target underrepresented groups to our service | Establish a South Wales and West Expert Hub for the Treatment of Problem Gambling | Expand the Geographical Range of Problem Gambling Services  | Form creative relationships to increase housing options and stock | Develop a range of mutually beneficial commercial partnerships |
| **Foundations of Ara** |
| Become a measurable employer of choice. Manage staff turnover and absence to ensure continued good performance  | Sure Ara continues to achieve ISO 9001 and Matrix accreditation. Is a Living Wage Foundation, Disability Confident Employer | Ensure Ara continues to be financially well managed and has a diverse range of income streams | Ensure that the Board has the resources available to provide the golden threads of Good Governance, Strategic Vision and Ambassadorial Role |

