

RECOVERY FOR ALL

Trustee appointment

Candidate pack

Providing Hope and Better Lives

Explore the trustee role

Charity No. 1002224 I Company No. 2540814

Your guide to Ara

Contents

Welcome from our Chair 03

About Ara and our approach 04

Our values 05

Our impact 06-08

Peer Academy 09

Our people 10

Our services 11

Trustee role description 12

Practical commitment and Board support 13

Who we are looking for 14

How to apply 15

Welcome from our Chair

An invitation to help shape Ara's next chapter

Dear Candidate,



Thank you for your interest in becoming a Trustee of Ara Recovery for All.

Ara works across England and Wales to provide Hope and Better Lives for people affected by homelessness, gambling harms, substance use and social exclusion. In the last six years, we have supported more than 125,000 people, including 43,481 in 2025-26.

We are seeking Trustees who share our values and can bring strategic insight, constructive challenge and sound judgement to the Board. This is an opportunity to help govern a forward-thinking charity at an important point in its development.

We welcome interest from experienced Trustees and from people considering their first non-executive role. A thorough induction and ongoing support will be provided.

If you are motivated by our purpose, committed to inclusive leadership and ready to contribute your skills and experience, we would be delighted to hear from you.

David Thomas

Chair of the Board



About Ara

Recovery for all

Ara Recovery for All provides free, confidential support to individuals and families affected by homelessness, substance use, gambling harms and resettling after prison. Our history is rooted in community support since 1987, and our mission is to empower people through therapeutic services, housing solutions and tailored recovery programmes.

We work to provide Hope and Better Lives for people across England and Wales. We have supported over 125,000 individuals in the past six years, including 43,481 last year, many from marginalised communities.

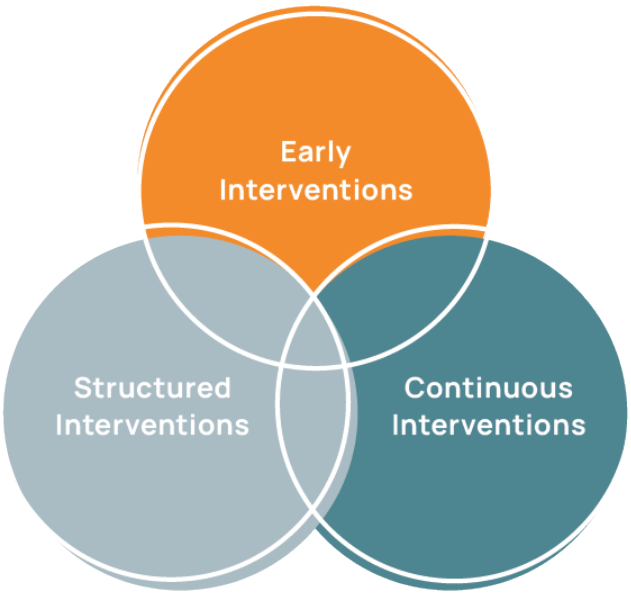
As a forward-thinking and fast-moving organisation, our values are at the heart of everything we do. Our actions consistently align with our mission to drive positive change and innovate solutions for the communities that we serve.

Beneficiary contact & access points

We have a whole-system approach to service provision, from Early Interventions in the community, to Structured Interventions and Continuous Interventions that allow people to sustain a better quality of life. We do this by providing:

- Criminal justice interventions & resettlement
- Structured talking therapies & group work
- Community engagement & social prescribing
- Education & training
- Information, advice & guidance
- Specialist housing support
- Peer mentoring
- Social inclusion
- Recovery management





Our values

How we work and lead

Aspiring

We are ambitious for clients, act with purpose, are motivated and eager for change. We are committed to enterprising solutions and the best possible outcomes.

Brave

Brave, confident and courageous in our actions. We are fearless in finding positive solutions and calling out prejudice. We are excited, vigorous and energetic in helping our beneficiaries achieve better lives.

Competent

Competent, capable, skilled and accomplished in our service provision, seeking the best. Expert, adept and professional in everything we do. We seek excellence in our service provision, actions and outcomes, always seeking to become better.

Determined

Determined, persistent and consistent with our beneficiaries. We are unceasing in our passion for learning and growth. We are relentless in our ambition for sustained and continuous improvements. We are tenacious in our pursuit of better lives and hope for our beneficiaries.

Trustees are expected to model these values in Board discussions, decision-making, scrutiny and their relationships with colleagues and stakeholders.

Gambling harm prevention

Our impact / A snapshot of 2025-26

Raising awareness is at the heart of our prevention work. By reaching into communities, workplaces, the Armed Forces and partner organisations, we help people recognise the signs of gambling harm and know where to turn for support before things escalate.

43,481
Total people reached through our work across the country

17,748
young people educated

18,386
People offered information, advice and guidance about gambling harms

210
Members of the Armed Forces and veterans trained to recognise gambling harms

6
Workplace charters signed with organisations committed to tackling gambling harms

2,872
Professionals trained through our Bet You Can Help programme

1,739
Brief interventions delivered in community settings

245
Regional organisations we collaborated with on prevention activities

"I honestly can say that I'm overwhelmed with the support I've been given."

"Ara is a dedicated and effective partner whose work has a clear and positive impact."

"We found staff were respectful and non-judgemental."

Our work combines prevention, treatment, housing, resettlement and recovery support. The Board's role is to ensure that Ara remains focused on charitable outcomes, evidence of impact and the people and communities we serve.

Housing and recovery

Our impact / Housing, homelessness and recovery

Ara is the lead provider for Bristol Homelessness Pathway 4. Its housing and specialist support services help people build recovery, maintain stable housing, reconnect with services and move towards independence.

218
Clients housed in our recovery community accommodation

57
Positive move-ons, including obtaining private rented accommodation in the city

100%
of clients reported satisfaction with the service they received

98%
would recommend the service to others

20 People moved in to private rented accommodation

8 People moved into rehabilitation or abstinent housing

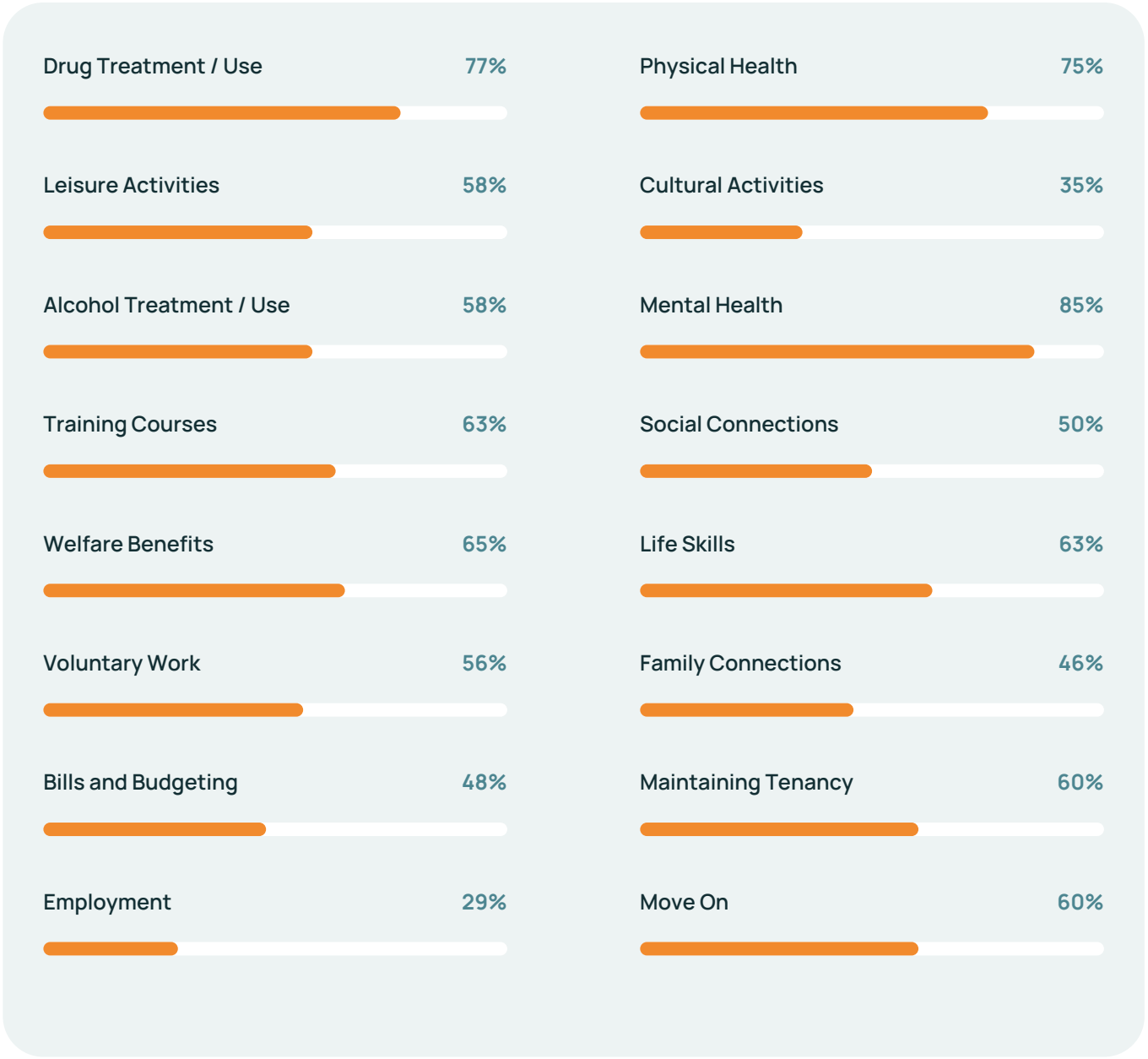
24 People progressed from Prep into Change housing

11 People progressed from Change into Abstinent housing

Breadth of Ara support

What clients worked on with their support worker

Our Housing Support Practitioners helped clients to access a wide range of activities and life skills to boost their recovery:



Peer Academy

Lived experience, participation and progression

The Ara Peer Academy is our structured programme for people with lived experience of recovery who want to support others on their journey.

Through training, supervision and hands-on practice across our services, our Peers develop the skills and confidence to make a real difference, while strengthening the role of lived experience across our organisation.



6 Peers in our first Ara Peer Academy cohort, all with lived experience of recovery

93% Training attendance across the cohort, reflecting strong engagement

100% of Peers report improved confidence, wellbeing and a sense of purpose

75% Supervision attendance, supporting Peers throughout their journey

36 Hours of structured group training delivered to our Peer Cohort

42 Pathway 4 client interactions led by our Peers

6 Peer-led sessions and activities delivered across our services

2 Peers progressing into further training, volunteering or employment

Our people

Employee survey

Ara is committed to equality, diversity and inclusion both in the workplace and when recruiting employees. We are keen to provide a safe and empowering work environment for all members of the Ara team.

30%

of employees have direct lived experience of the issues that we support people with

89%

of employees say that they are proud to work at Ara

95%

of employees say that they have positive relationships with their colleagues

95%

of staff can see how they make a positive difference to the lives of the people we support

"

"I'm proud to work for Ara. Feels like we work together very well across the organisation to contribute to best practice and growth of our services."

"

"I genuinely enjoy coming to work. I'm kept busy, supported and encouraged to learn new things. The training course has helped me build skills to do my job well, and it also makes me feel valued and appreciated."

"

"I love working here. It feels different to other places I've been at, there's a real sense of trying to do the best for people, no matter what."

Our services

A diverse portfolio with a common purpose



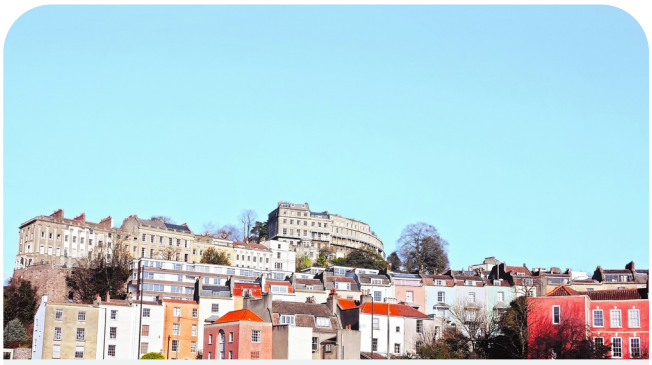
Homelessness & Housing

Bristol Homelessness Pathway 4, Specialist Housing Support, Housing First, Higher Needs Floating Support



Gambling Harms

Treatment, prevention and education for adults, young people and families.



Prison Resettlement

Sourcing accommodation and resettlement support for people leaving custody.



Peer Support

Training and practical opportunities for people with lived experience of recovery.

Trustee role description

Collective responsibility for Ara's governance and direction

Trustees share collective responsibility for Ara's overall direction, financial health, legal compliance and delivery of charitable outcomes. They bring their skills, knowledge and experience to help the Board reach sound decisions and govern well.

01 Purpose & Strategy

- Promote Ara's mission to provide hope and better lives
- Contribute to the development, approval and review of strategy.
- Safeguard Ara's charitable purpose and ensure resources are used to advance it.
- Monitor performance, outcomes and progress against agreed priorities.

02 Governance & Compliance

- Act in Ara's best interests and with reasonable care and skill.
- Maintain appropriate oversight of safeguarding, quality, risk and organisational reputation.
- Ensure compliance with the governing document, charity and company law, and relevant regulation.

03 Finance & Accountability

- Protect Ara's assets and ensure robust financial controls and sustainable planning.
- Ensure accountability to beneficiaries, funders, partners, staff and the wider public.
- Scrutinise performance information and hold the executive team to account.

04 Leadership & Culture

- Support and constructively challenge the Chief Executive and senior leadership.
- Contribute to Board learning, evaluation and continuous improvement.
- Promote Ara's values, equality, diversity and inclusion.

Joining the Board

Practical commitment and what you can expect

Approx. 8 days per year

Unpaid voluntary role • Reasonable expenses reimbursed

Practical commitment

Time Commitment

The time commitment is around 8 days per year. Board meetings are half day and take place quarterly at Ara's Bristol office, though hybrid meetings are possible. Short Board development meetings take place in between. In addition there will be preparation time, induction, learning and occasional strategy or ambassadorial events.

Term Of Office

Terms of office will follow Ara's governing document and agreed Board policy, with Trustees normally appointed for three years and then eligible for reappointment.

Location & Format

Meetings will be held in person. Candidates should be willing to engage with Ara's work across Bristol and South West England where appropriate.

Checks & Eligibility

Appointment is subject to eligibility to act as a charity trustee and company director, satisfactory references and any proportionate checks required for the role.

Expenses

Ara will reimburse reasonable expenses in line with its policy so that Trustees are not financially disadvantaged by volunteering.

What you can expect

01 A structured induction covering Ara's services, strategy, finances, governance and key risks.

02 Access to relevant papers, policies and organisational information.

03 Opportunities to meet staff, visit services and hear directly about impact.

04 Ongoing learning and development relevant to Trustee responsibilities.

05 A Board culture that values respectful debate, constructive challenge and collective decision-making.

06 The opportunity to use your experience to support an ambitious organisation delivering practical impact.

95%

of staff can see how they make a positive difference to the lives of the people Ara supports.

Who we are looking for

Skills, experience and personal qualities

We want to build a diverse, inclusive and effective Board. Previous Trustee experience is welcome but is not essential. Ara seeks to recruit people who have a keen interest in recovery and a desire to build on their understanding through experience and who:

Feel that their personal values and beliefs align with those of Ara.

Are able and willing to allocate enough time to the role.

Are looking to bring their skills and experience to a meaningful and proactive role.

Any person aged 18 or over can act as a Ara Trustee provided they are not disqualified under the Charities Act. We ensure appointments are made following a transparent, balanced and appropriate process and based on merit.

Essential

- Commitment to Ara's purpose and values
- Willingness to act as an ambassador for Ara
- Strategic thinking and sound judgement
- Ability to scrutinise complex information and offer constructive challenge
- Collaborative behaviour and respect for collective responsibility
- Commitment to equality, diversity and inclusion
- Integrity, objectivity and willingness to declare conflicts
- Sufficient time and energy to fulfil the role

Additional experience of interest

- Charity governance or non-executive leadership
- Finance, audit, risk or commercial development
- Commissioning, public services or health and social care
- Housing, homelessness, criminal justice or safeguarding
- Gambling harms, substance use or recovery services
- Digital, data, impact, communications or fundraising
- Lived experience relevant to Ara's work
- Experience of operating across England and Wales

We encourage applications from people whose voices and perspectives are under-represented in charity leadership.

How to apply

Application process and timetable

Please submit the following:

- A current CV, including the names and contact details of two referees.
- A supporting statement explaining your interest in Ara and how your skills and experience meet the person specification.
- Details of any actual or potential conflicts of interest that may be relevant to the appointment.



1

Informal Conversations

Contact Ara at info@recovery4all.co.uk or call 0330 1340 286.

2

Closing Date

Friday 4 December 2026, 12pm.

3

Shortlisting

Week commencing Monday 7 December 2026.

4

Interviews

Throughout December 2026.

5

Board Approval / Appointment

Appointments confirmed in early 2027.

Ara is committed to fair and transparent recruitment. We welcome applications from people of all backgrounds and will discuss reasonable adjustments with candidates who require them.



RECOVERY FOR ALL

Providing Hope and Better Lives

0330 1340 286

info@recovery4all.co.uk

www.recovery4all.co.uk

11-12 Kings Court, King Street, Bristol, BS1 4EF