

Centre for Armenian Information and Advice

Strategic Plan 2019-2021

MISSION

Building bridges towards equality, opportunity, cultural identity and greater inclusivity for Armenians in the UK and the wider community.

VISION

A thriving community that embraces and enriches the lives of all Armenians in the UK and the wider community through 1) immigration, housing and welfare advice, 2) education, training and employment support, and 3) social, cultural and wellness opportunities.

STRATEGIC AIMS

1. Achieve organisational excellence as a trusted service provider
2. Create a positive, inclusive and welcoming atmosphere at our Centre for our community, our friends, our partners, volunteers and staff members
3. Maintain universal Armenian traditions of hospitality and generosity, education, craft, love and care
4. Enhance quality of life, especially for older people, by reducing isolation and inequality, and supporting the diverse needs of the Armenian community in London through social inclusion, welfare, education and cultural programmes
5. Promote Armenian heritage, language and culture for public benefit

OUTCOMES

In achieving our strategic aims, the Centre for Armenian Information and Advice (CAIA) will:

- 1) Become a centre of excellence:
 - **Inspiring** inclusivity, diversity and innovation in all areas of our work
 - **Ensuring** efficiency, productivity, relevancy and high impact of services
 - **Supporting** the growth and well-being of our staff, volunteers and community
 - **Mobilising** and exercising wise stewardship of the organization's resources to maximise outputs
 - **Maintaining** a managerially robust and financially secure organisation
- 2) Operate as a trusted service provider for:
 - **Families and individuals of all ages** to explore their Armenian heritage and develop their sense of culture

- **Young people** to become motivated by activities that foster integration as well as greater ownership of and connection to the community
- **Older Armenians** to rely on a safe and welcoming place to connect
- **Our community**, including service users, volunteers, membership, staff members and leadership to proactively contribute to developing the organisation through a free flow of ideas and feedback

VALUES

Armenian tradition encompasses a mosaic of values enriched by experiences from across the world. In striving to be a centre of excellence for all Armenians in the UK, we have agreed the following values as our promise to the community. These values will guide all of work including how we operate day to day, how we develop and provide services, and how we make decisions that impact our community.

Leadership

We strive to be a centre of excellence for the Armenian community and we will work tirelessly for it by focusing on our mission, motivating our employees, serving our constituencies and maintaining morale. We will ensure that our behaviours embody the spirit of the organisation.

Inclusivity

We welcome all Armenians and anyone interested in our community and heritage. We respect and promote diversity within the Armenian community and within our organisation. Those seeking support will find a safe and confidential space at our Centre.

Accountability

We are accountable to our members and beneficiaries. We will work collaboratively and transparently with other organisations and individuals to achieve mutually beneficial partnerships. We will use our resources efficiently and effectively because we recognise ourselves as custodians for the future of the organisation.

Collaboration

We will provide opportunities for our members and service users to contribute to planning and delivering services. We will add value for our donors by seeking out creative and responsible partnerships.

Learning

For the last 30 years, we have built our community up, sustained our culture and enriched Armenian lives in London. We recognize that to continue to make this kind of impact, we must be forward thinking and open to change. We will learn from the things we do well and the things that could be done better and encourage new ideas, while recognising the hard work it has taken to create this resource for our community.

BACKGROUND

CAIA is a registered charity in England and Wales, founded in 1986 by Armenian migrants in the UK. CAIA pioneered efforts that enhanced the quality of life for Armenian migrants and disadvantaged members of the Armenian community in the UK.

Today, we seek to maintain the same universal Armenian traditions of generosity and hospitality, education and training, family values, and respect for older people in our community. To that end, we provide a range of services to meet the diverse needs and interests of all members of our community in London and further afield.

Research conducted in 2017/2018 showed gaps in our services for community friends aged 20-50 years, as well as young people who felt CAIA was not relevant to their experience growing up Armenian in a vastly multi-cultural part of the world. Research carried out by independent consultants also highlighted structural and operational issues that could negatively impact our fundraising efforts, partnership-seeking and other efforts to become sustainable and remain relevant to the Armenian community in the UK.

At a Strategic Planning Day held in August 2018, CAIA's Board and staff members reviewed feedback from over 50 members of the Armenian community. The decisions were taken to refresh our mission and values statements, agree high level strategic aims and set out key objectives for the next 3 years.

The purpose of this strategic plan is to modernise CAIA where this is needed, whilst maintaining a strong link to our history and heritage for the Armenian community, and ensuring CAIA is strategically and operationally robust to serve future generations in the UK.

IMPLEMENTATION

CAIA's Board of Directors is accountable for this strategic plan and for setting a path to reaching its objectives. The CEO is tasked with achieving the objectives in this plan, which also operates as a guide for generating revenue until such time as a stand alone fundraising plan is written. Trustees will review this plan annually and amend by majority vote when necessary.