



Three Year Strategy

Their Lives, Their Way

2022 – 2025



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Welcome Chief Executive Officer

Welcome to our three year strategic plan 'Their Lives, Their Way'.

Ategi was founded on innovation, compassion and determination. With a solid reputation for helping people to live their best lives in ordinary homes and families within their community we have come through turbulent times to keep doing what we do best; and we will continue with that same determination throughout our journey from 2022 to 2025.

The outgoing strategic period saw Ategi undertake a number of measures to place itself in a position of strength as the Covid-19 pandemic eased. Whilst undeniably awful for so many, people with additional needs, such as learning disabilities and mental health conditions, faced the additional challenges of health inequalities as research has shown their Covid-related deaths were considerably higher than that of the general population of England and Wales. Furthermore, too many people remain in poor quality, ineffective and inappropriate care and support settings where choice and human rights are being unacceptably restricted.

As this strategy is published, the UK Government has released its 'Building the Right Support Action Plan' (July 2022) which sets out the intentions to ensure there is the better provision of community support for those who need it. It complements the Welsh Government 'Learning Disability Strategic Plan' (May 2022) however, we await to see what follows as 'Together for Mental Health',

the Welsh strategy and plan to deliver improved mental health and well-being, is due to conclude in 2022.

The two new Action Plans share similarities as they refer to self-directed, personalised support and preventative strategies that will keep people safe, involved and equal citizens in our societies. Ategi is one of a few organisations to fully understand the benefits that Shared Lives services can offer, providing people with access to independent and community living within a family environment. Alongside our Supported Living and Visiting Support services, we are at the forefront of offering real choice when delivering community support and we welcome the partnership approach that the Building the Right Support Delivery Board (England) and Learning Disability Ministerial Advisory Group (Wales) aspire to achieve – time will tell.

Our new strategy not only includes our ongoing commitment to people needing, or wanting, our support, we will be taking extra steps to ensure we are 'a great place'. We want our Shared Lives carers to enjoy working with us, and our employees to like working for us.

In Wales, we are keen to contribute to the principles of The Future of Wales Generation Act and make it a better place to live and work, now and in the future. The Government has recently launched its five-year plan 'More Than Just Words' to support health and social care organisations like Ategi to develop an active Welsh Offer.

Welcome Chief Executive Officer

We are at the beginning of that journey and are keen to explore how we can embrace our Welsh heritage, and how by working together we can achieve sustainable development.

Likewise in England, we want to participate in the UK's commitment to build back greener and positively impact climate change by aiming for the net zero targets by 2050. Alongside exploring ways to be involved in provider collaborations within the new Integrated care system approach that will see the partnerships of organisations come together to deliver joined-up health and care services that will improve the lives of people who live and work in their area.

Finally, as we progress through years 2 and 3, I am particularly keen to seek out opportunities to become involved in research, design and education that could influence and positively impact society and the environment, exploring changes that directly benefit people needing support.

I consider myself very fortunate to have joined Ategi at the point we are finalising and launching our three-year strategy. It is one that will see us through two special anniversaries in 2024 as we celebrate both 30 years as a company and 25 years as a charity. I look forward to celebrating the achievements of the people we support with you.



Kate Allen
Chief Executive

A handwritten signature in purple ink, appearing to read 'Kate Allen', written over a light blue grid background.

Kate Allen
Chief Executive Officer

Who we are

Ategi is a charitable social care provider delivering support to people who need assistance to live their best life.

Originating from a group of professionals involved in the transition of people from Ely Hospital in Cardiff, we were originally a community interest company in 1994 before registering as a charity in 1999. We quickly developed a positive and strong reputation for helping people to live positive lives in ordinary houses within their community in and around Cardiff and we now have a significant history of transforming the lives of people we support across Wales and England.

We achieve this through three different ways; Supported Living, Visiting Support and Shared Lives. Our approach is underpinned by the principles of a strengths-based framework that focuses on individuals' abilities and positive risk-taking to enable them to live the life they choose, in the way they choose to do it.

As part of our strategy development, the Board of Trustees reviewed the charity's mission statement - agreeing that our overarching ambition is clear:

Our Mission:

Cefnogi pobl i fyw eu bywydau gorau, eu ffordd

Supporting people to live their best lives, their way



Ruksana visiting the library. She is supported through Visiting Support.

We believe that adults who need additional support should be able to access the same opportunities as others; recognise and build on their personal strengths; and achieve their goals and ambitions in life. Our role is the provision of support that empowers and enables people to achieve positive changes in their lives. Common reasons for people needing Ategi support are learning disability, poor mental health, autism, substance misuse, physical disability, cognitive impairment and acquired brain injury. We have provided support services to older people previously and with an aging population across the UK we are keen to explore the re-provision of those services with a suitably skilled staff team.

We currently have community based teams working in Cardiff, Rhondda Cynon Taf, Swansea, Neath Port Talbot, South Gloucestershire, Buckinghamshire, Windsor and Maidenhead and Southwark, who draw on local knowledge to support people to access community resources.

Where we are going

Our key priority will always be the provision of high-quality support to those who need it and we recognise that achieving that is dependent on our employees and our carers. We want to ensure that people enjoy working with us and that they feel connected to our aims and valued. With a history spanning almost 30 years, we will ensure that as well as learning from our past we will invest in the future to ensure we are equipped to respond to a changing social care and working environment. With approximately 360 people reliant on our support (May 2022) we have a responsibility to ensure that we are financially viable and sustainable. Finally, we want to use our expertise to both raise awareness of the needs of people with mental health difficulties and/or learning disabilities; and to drive change and improvements for people who are often excluded or discriminated against (intentionally or otherwise).

Our key priority will always be the provision of high-quality support to those who need it.

We are proud to be ambitious and we have developed a strategy that focuses on 5 key priorities that we believe will help us achieve our mission for the coming three years. We want to be known for:

1. Providing quality support
2. Being a great place; to work for and with
3. Positioning ourselves to be future fit
4. Ensuring we are financially robust
5. Embracing co-production and influence



1

Provide quality support



2

Be a great place to work for, and with



3

Position ourselves to be future fit



4

Ensure we are financially robust



5

Embrace co-production and influence

How we work

We support and empower people to take control of their life, providing them with help and encouragement when they need it. Whilst not underestimating the challenges people face, good support can be made easier if the time is taken to listen and understand what is important to the person and tailor the support to suit them. Inclusive communication is fundamental to achieving goals and objectives; when supporting someone it is our responsibility to learn and understand the individual, their communication style and their responses. For some people, this might include distressed behaviour when things aren't going well for them.

We work hard to identify the additional challenges affecting people which might be cognitive or communication difficulties;

physical or sensory sensitivities; or the living or community environment. Our staff have the expertise and we provide ongoing training that equips them with the skills and knowledge they need to be the best they can be.

Rather than design support with a deficit model, strengths-based practice allows us to focus on skills and positive attributes. We collaborate with the person being supported; design a support plan with them, and other people who are important to them, that meets their specific needs and improves their quality of life. Positive Behaviour Support (PBS) underpins our learning disability practice and we want to strengthen our PBS skills further in the next 3 years.



Trevor having a cup of coffee with his support worker. He's supported by Ategi's Supported Living service.

How we work

Supporting our practice are the values we operate by that inform our behaviours and our approach to providing services is underpinned by our values.

We are ambitious: we enable the people we support, employees & carers to be successful.

We are inclusive: we recognise, welcome & value differences.

We are authentic: we are fair, honest & act with integrity.

We are kind: we are considerate of others in everything we do; personalising our approach to be the best it can be.

We are collaborative: we are curious; we work, listen & learn with others in our journey for continuous improvement.

Our values: We are...



Ambitious

We enable people we support, employees & carers to be successful



Inclusive

We recognise, welcome & value differences



Authentic

We are fair, honest & act with integrity



Kind

We are considerate of others in everything we do; personalising our approach to be the best it can be



Collaborative

We are curious; we work, listen & learn with others in our journey for continuous improvement

Strategic priority 1

Quality Support

The provision of high quality support to those who need it is the foundation of the charity and our priority in everything we do.

We continually enhance our services, exploring different and new ways of meeting individual needs in order to reach more people who can benefit from our support approach and deliver greater impact.

The people we support have different abilities, needs, histories and circumstances and our objective is to nurture strong, trusting relationships that enable us to work together to identify their personal goals across all aspects of their life and wellbeing. Our approach is built on a combined positive behavioural support and strengths-based practice.

We focus on what people can do, not what they can't. We help them to identify the

strengths that they can build on and the resources around them that can help them achieve this. This approach ensures they stay in control, maintains their choice and helps to develop their confidence, skills and by doing so, increases their wellbeing and independence. Particularly when working with those with complex needs, we take a multi-disciplinary approach working in close partnership with other organisations, ensuring a holistic, joined up and consistent approach which utilises partner's expertise to access support and overcome obstacles, and is based on best practice.

We assess how good we are through our internal quality assessment framework and a key objective within our strategy is to be better able to assess and record our impact and the outcomes achieved by people we support.

Our strategic ambitions:

In addition to providing high-quality support, each and every day, we will deliver the following within the next strategic period:

Year 1: 2022 & 2023

- Review & revise our Quality Assurance process; ensuring a comprehensive audit structure informs our practice
- Introduce tools to help evidence outcomes for people supported
- Define and articulate 'The Ategi' support approach

Year 2: 2023 & 2024

- Target the promotion of our services to reach and suit a more diverse population
- Embrace technology and digital means to explore the benefits to the quality and delivery of support
- Facilitate PBS accreditation amongst our workforce

Year 3: 2024 & 2025

- Develop our support offering and services for carers to aid better outcomes for people we support
- Achieved an outstanding rating in at least one of our CQC regulated services and no Non-Compliance's in our CIW regulated services

Strategic priority 2

A great place

We want Ategi to be a 'great place' for people to work and for shared lives carers who work with us.

The charity's people are central to ensuring the people we support are happy, safe and achieve all that they want to. We want to retain and recruit employees and carers with the same compassionate values as our own.

Recognising that a diverse workforce offers Ategi and the people we support a much richer service, we will honestly self-assess our position on equality, diversity and inclusion using the outcome to guide our actions.

We will keep investing in training and development across practice, management and leadership at every level. We will return to some in-person training to complement the online provision, and we will explore mentoring and coaching as required. We have a vast range of skills and expertise within the team

that we will nurture further to develop specialist roles in areas such as communication, positive behavioural support and safeguarding. This will enable us to better meet the needs of individuals with complex needs and backgrounds.

We want to be an employer with career progression opportunities so we will design and implement a career development programme for our staff that will facilitate secondment openings and promotion.

The easing of the pandemic restrictions will enable Ategi to reconnect with people. We are keen to rebuild and create new relationships with our Shared Lives carers whose compassion and kindness never ceases to amaze us. Likewise, we want to explore ways to listen and respond to our workforce who have worked so hard through the Covid-19 pandemic.

Our strategic ambitions:

To demonstrate in practice the value we have for our employees and carers we will deliver the following within the next strategic period:

Year 1: 2022 & 2023

- Rebuild networking and engagement opportunities
- Develop a staff forum to create a fair and open channel of communication.
- Assess our diversity and be transparent with the results
- Review our approach to recruiting carers to be able to provide support to more people

Year 2: 2023 & 2024

- Develop a strategy & framework to enable volunteer involvement in the charity's activities
- Design & introduce an Ategi Career Development Programme
- Expand our training strategy to include specialist practice opportunities

Year 3: 2024 & 2025

- Gain recognition and award status as an employer of choice and a Great Place to work
- Explore a membership model and associated benefits for stakeholder groups
- Enhance volunteering opportunities through every aspect of the charity's activities

Strategic priority 3

Future fit

Ategi will continue to invest in itself to ensure that we are fit for the future and ready to embrace change.

The environment is constantly evolving giving the third sector a permanent struggle with digital transformation as available resources are typically invested in the provision of frontline services, sometimes to the detriment of the supporting infrastructure. Ategi has invested heavily in its people resources in the period prior to this strategy and is ready for that investment to move onto other areas.

This strategy will see the charity develop a digital strategy that will be our pathway to ensuring we can both maximise the benefits of digitalisation and ensure our workforce are equipped with the requisite skills to operate in a digital world.

We are proud to work across both Wales and England, recognising the different and diverse needs and approaches to social care in each country. Being able to care and support our people (whoever they are) appropriately requires us to be able to communicate effectively and with respect. This strategy will see us develop our Welsh language offer and strategy in order to meet the Welsh language standards in social care.

We also want to be a climate conscious organisation that considers the impact of our decisions and actions on the environment in which we live. The Welsh Government is committed to a low carbon Wales and whilst the public sector targets may not apply, Ategi is keen to support efforts to tackle climate change and contribute to reducing emissions and transitioning to a net zero economy.

Our strategic ambitions:

In order to remain responsive and agile to the changing environment in which we work and provide services we will:

Year 1: 2022 & 2023

- Create our first Welsh language offer and introduce tools to support the Welsh Language skills of our current and future workforce
- Create our digital vision and develop a strategy that will generate efficiencies in systems across the organisation
- Gather data to establish baseline our carbon footprint and environmental impact

Year 2: 2023 & 2024

- Extend our website to enhance carer and employee experience and engagement
- Embrace assistive technology to consider how it can be used to improve the quality and lives of people we support
- Introduce and report progress transparently against climate and carbon emission targets

Year 3: 2024 & 2025

- Support our employees to develop a courtesy level of Welsh when greeting people
- Continually review our systems & processes to ensure adequacy for future challenges

Strategic priority 4

Financially robust

Ategi will prioritise being financially robust and sustainable in order to protect the delivery of our services.

With a background of depleted funding in social care, a severely burdened health care system and unfulfilled government promises – the future direction of social care continues to be uncertain. However, it will remain that many, often vulnerable, people need the lifeline support services that Ategi provides in order to live the life they choose and likewise, it is prudent to predict, and expect, that austerity will continue for the foreseeable future and the duration of this strategic period.

As a publically funded service provider we respect the need to operate as efficiently as possible however, we will not compromise on the quality of support we provide.

We will continue to seek further efficiencies internally, however, we will also focus efforts on extending our services to meet the needs of more people and in doing so, achieve economies of scale, whilst improving lives.

We are proud of our charitable status, investing resources in improving our services to people we support, carers and employees. We will seek to generate additional income that will help us do more through fundraising with trusts, corporate support and individual giving.

We will also explore the benefits of a trading company enabling us to explore social enterprises, and employment opportunities alongside generating for-profit work that we can reinvest back into the charity.

Our strategic ambitions:

To ensure we are both financially viable and sustainable in order to support our services and growth we will:

Year 1: 2022 & 2023

- Develop our first fundraising strategy
- Proactively seek opportunities and apply for new contracts using local authority procurement systems
- Extend our service provision of Shared Lives in both Wales and England to change the lives of more people needing support
- Ensure our financial reporting processes and controls assist us in our journey to growth

Year 2: 2023 & 2024

- Generate additional income from fundraising and grants that will enable us to create work experience opportunities for people we support
- Review our infrastructure and capacity; operating as leanly as possible without affecting quality.
- Explore diversifying and widening our service provision to different client groups

Year 3: 2024 & 2025

- Develop corporate giving and business sponsorships to support our charitable aims
- Provide services in at least two new local authority areas

Strategic priority 5

Embracing co-production & influence

Ategi's services are underpinned by powerful values of respect, empowering & enabling people.

The strength of our decisions comes from the input and diversity of the people we support, our Shared Lives carers, our employees and our Board of Trustees. By embedding co-production in all that we do we will achieve better results for those receiving our support, and also for the wider social care sector. It is a common sense approach that if we inform our work first-hand by those we support and work with, we are more likely to get it right for those who need it now, and in the future.

We made a strong start with the framework of this strategy being generated from individual contributions from facilitated workshops. We will do more of this over the course of the next 3 years; and we will listen intently to the

information that experts by experience share with us, using it to shape what we do.

The pandemic proved first hand that many don't understand the challenges faced by the people we support, nor the consequences they can experience from a social care model that doesn't respond appropriately. Ategi wants to do more to challenge the inequalities that people often face and will use our platform to raise individual and collective voices about the issues affecting them most.

We want to generate change and will explore every opportunity to become a sector thought leader, participating and supporting research that seeks to change the environment, the model and society – not the person. From here, we will seek to share our knowledge and our learning to drive improvements.

Our strategic ambitions:

Genuine co-production will enable Ategi to provide services and create opportunities for people we support, that are led by people we support:

Year 1: 2022 & 2023

- Set-up appropriate forums to engage with people we support to explore their priorities
- Establish strong connections with other local voluntary organisations
- Develop a co-production programme to enable stakeholders to influence and shape the provision of our services

Year 2: 2023 & 2024

- Establish a relationship with the University of South Wales to explore opportunities for student placements & research projects
- Explore the benefits of peer support arrangements for Shared Lives carers
- Raise our profile through the publication & presentation of thought leader contributions

Year 3: 2024 & 2025

- Use our reputation to campaign and create a voice for people and carers on issues that they tell us are important to them
- Ensure our information is in an accessible format and language that best suits the audience

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