



# Three Year Strategy

*My Life, My Way*

2026 - 2029





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# Welcome Chief Executive Officer

**Welcome to Ategi's strategic plan for the period 2026 to 2029. It is shaped by our enduring commitment to ensuring people we support have choice and control in how they live their lives, against the changing landscape of social care legislation and best practice.**

We start by thanking the People We Support Forum for creating the title of our strategy, our road map for the next 3 years. 'My Life, My Way'

The purpose of this strategy is to provide a clear, long-term roadmap that will guide us towards achieving our mission and delivering maximum impact. Our previous strategy 'Their lives, Their way' delivered strong results and helped us achieve significant progress toward our mission. Therefore, building on that success with 'My Life, My Way' will take us further to ensure that continuity remains for our stakeholders while allowing us to adapt to changing needs, new opportunities, and lessons learned.

By refining and extending what has proven effective, we can maintain momentum, strengthen impact, and remain agile in what will continue to be a challenging time for social care provision.

Ategi exists to empower people to live independent, fulfilling lives through compassionate and personalised social care. Those values underpinned our approach more than 30 years ago and remains as strong and valid today. As we

look ahead, this strategic plan sets out our vision for the next three years: to strengthen our services; to adapt and innovate in response to changing needs & pressures; and build sustainable partnerships that put people at the heart of everything we do. Our collective strength is far greater when we work together and we must work together as we have some challenges ahead of us.

The Casey Commission, established in 2025, is tasked with reforming adult social care in England. It aims to develop recommendations for a National Care Service; address funding; inequality of services; and engage with those who use and provide care. The Commission is working in two phases: the first will publish medium-term recommendations in 2026, while the second will focus on long-term, fundamental reform, with a final report due in 2028 – which feels too long to wait.

The consequences of inadequate social care in Wales and England are being experienced now and are far-reaching, affecting not only individuals who require support but also wider society. Hospitals and the healthcare system is experiencing significant strain as thousands of patients remain unable to be discharged while they await appropriate care.

With new legislative frameworks and policies in place, or pending, we try to remain optimistic and hope to see improvements in the next 3 years. The Health and Social Care (Wales) Act 2025 marked a pivotal moment for Welsh social care as the Act strengthens

# Welcome Chief Executive Officer

the regulation and provision of services with enhanced regulatory powers for Care Inspectorate Wales and Social Care Wales, supporting robust oversight and continuous improvement, and the introduction of direct payments within NHS Continuing Healthcare, empowering individuals with greater choice and control.

In England, statutory guidance was also updated in 2025 with changes to the provision of re-ablement care and clearer eligibility criteria – both helping to place a renewed focus on preventing needs from escalating.

Our updated strategic priorities have one significant difference. We no longer have a separate co-production objective; instead, we have threaded our ambition for real co-production through everything that we do – in every priority and objective that we have. Thereby demonstrating our learning from the last 3 years.

## Strategic Priorities for 2025–2028

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.

2. A Great Place: Ensuring that Ategi is a great place for people to work, for stakeholders who have contact with us and our Shared Lives carers who we support in their roles.

3. Future Fitness: We will invest in ourselves to ensure that we are fit for the future and ready to embrace change.

4. Financially Robust: We will take all possible steps to remain financially robust and sustainable in order to protect the delivery of our services.

While we wait for the Casey Commission recommendations in 2028, immediate action is needed to start to remedy the major problems facing the social care system. Our hopes are with the 10-Year Health Plan for the NHS that is working (now) on the transformation of care, with two of its three shifts focusing on moving care from hospitals to community and shifting from treating sickness to prevention.

**Guided by our values of respect, inclusion, and integrity, this plan is not just a roadmap—it is a commitment to delivering high-quality care that transforms lives and communities.**



A handwritten signature in purple ink, appearing to read 'Kate Allen'.

**Kate Allen**

Chief Executive Officer

# Who We Are

**Ategi is a registered charity and 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 set-up as a community interest company in 1994 before registering as a charity in 1999. We quickly developed (and maintain) a strong reputation for helping people to live positive lives in ordinary houses within their community in and around Cardiff.

Since the early 2000's Ategi has also been providing support in England and transforming the lives of people with additional needs across the UK.

We achieve this through three different ways; Supported Living, Community Support and Shared Lives. Our approach is underpinned with 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.

During the 2025 strategy review, the Board of Trustees reaffirmed the charity's existing mission statement.

## Our Mission:

**Cefnogi pobl i fyw eu bywydau gorau, eu ffordd**

**Supporting People To Live Their Best Lives, Their Way**

We believe adults with support needs 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.

Individuals may require Ategi support for a variety of reasons, including learning disabilities, mental health challenges, autism, substance use, physical disabilities, cognitive impairments, and acquired brain injuries. As a provider of adult services, we have developed significant expertise in supporting people with additional needs as they become older; when needs can change as they do for everyone. We also assist young adults, as they transition from special education needs and children's services.

The geographical location of our services varies according to local authority commissions. As we start this strategic period in 2026 we have three office locations in South Wales, South East England and South West England. Our staff in these locations draw on their local knowledge to provide a variety of support services to areas including; Cardiff, Rhondda Cynon Taf, Swansea, Neath Port Talbot, South Gloucestershire, Central Bedfordshire, Buckinghamshire, Windsor and Maidenhead, Slough and Southwark.

# How We Work

## Ategi's Evolving Mission

**Ategi is dedicated to supporting people to live their best lives. Our key priority is always the provision of high-quality support to those who need it and achieving that is dependent on our employees and our Shared Lives carers.**

Our strategy is shaped by:

- The imperative to provide high-quality, personalised support in ordinary homes and communities.
- The need to address health inequalities and ensure that people with additional needs and disabilities are not adversely affected.
- A commitment to partnership, co-production, and continuous improvement, informed by the voices of those we support, our carers, and our staff.

**With that in mind our objectives have been co-produced and will enable us to achieve our goals.**



### **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.



### **2. A Great Place:**

Ensuring that Ategi is a great place for people to work, for stakeholders who have contact with us and our Shared Lives carers who we support in their roles.



### **3. Future Fitness:**

We will invest in ourselves to ensure that we are fit for the future and ready to embrace change.



### **4. Financially Robust:**

We will take all possible steps to remain financially robust and sustainable in order to protect the delivery of our services.

We aim to create an environment where people feel valued, connected to our purpose, and motivated to contribute. Our long-standing experience in social care, combined with our commitment to continuous learning, ensures we remain well-equipped to adapt to an evolving social care landscape.

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).

Sector-wide reforms emphasise digital transformation, workforce development, and joined-up services. These priorities align with Ategi's ambition to deliver outstanding, person-centred support.

# How We Support People

## The Ategi Approach

**Ategi's support approach is built on the principle of providing personalised, evidence-based care that is flexible and designed with each individual. It focuses on Strengths Based Practice to build resilience and independence, and uses tools like Outcomes Star to set personal goals that matter to the person.**

Depending on individual needs, Ategi incorporates Positive Behaviour Support for those with learning disabilities or the Psychologically Informed Environment framework to address emotional and psychological barriers. These elements work together to improve wellbeing, independence, and quality of life, supported by ongoing training for staff to ensure best practice.

We support and empower people to control their life, providing them with help and encouragement when they need it. Whilst not underestimating the challenges people face, good support can be better achieved when time is taken to listen and understand what is important to the person being supported and co-produce strategies that suit them. This fundamentally begins with inclusive communication between the support team and the person being supported. It is our responsibility to learn and understand the individual, their communication style and their responses. We work hard to identify the additional challenges affecting people—which may include cognitive or communication difficulties, physical or sensory sensitivities, or barriers in their living or community



Support Circles volunteers enjoying a game of ping pong.

environment. Our staff draw on a high level of professional skill and practice-based expertise to understand how these factors shape an individual's experiences and support needs.

Staff are trained to interpret behaviour as communication, recognise subtle cues, and build trusting relationships that empower the person. By integrating structured assessment tools, reflective practice, and multi-disciplinary collaboration, our team ensures that support is tailored, consistent, and responsive—enabling people with learning disabilities to thrive and participate fully in their chosen way of life.

We collaborate with the person being supported designing a support plan with them, and other people who are important to them, that meets their specific needs and improves their quality of life.

# We Care

## Ategi's Values

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



### 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.**

The people we support have a wide range of strengths, abilities, backgrounds and experiences, all of which are essential to understand when working out how to provide the best support.

Developing the right support therefore depends on us forming a trusting relationship with them and the people that are important to them. We want to demonstrate that people are heard, respected and confident that their needs, preferences and aspirations are truly understood.

This foundation of trust enables meaningful collaboration and helps support to be both effective and empowering, aligning closely with our strengths-based and person-centred approach.

Enabling people to live healthy and happy lives is at the very heart of the charity.

We will continue to deepen relationships across Wales and England, strengthening multidisciplinary partnerships to ensure holistic, joined-up support for people with a range of needs. Our internal quality assessment framework will be developed further ensuring continuous improvement and greater reach.

## Our focus for 2026–2029

- Accessible communication for all – developing the skills of our frontline staff further aligning with our commitment to respectful and inclusive communication.
- Co-production – ensuring the people we support have opportunities to shape our services, priorities, and quality measures. Building on our commitment to thread co-production through everything we do and amplifying expert-by-experience voices.
- Inclusive, holistic support for diverse needs – ensuring consistent application of strengths-based and positive behaviour support practice across Wales and England.
- Build on partnerships with health, local authority and voluntary sector organisations to deliver coordinated support, influence change and promote social care positively.
- Strengthening impact measurement – expanding our internal quality assessment framework to better capture outcomes and lived-experience feedback.

**Governance Oversight:  
Quality & Safeguarding Committee**

# 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.**

We will continue to foster a positive organisational culture and well-supported staff team. When staff feel valued and included, they bring stability, empathy and confidence to their work—qualities that directly enhance the experience of the people they support.

Maintaining excellent staff retention and low turnover will ensure we have a consistent team to build essential trusting relationships, understanding individual communication styles which ensures our support is not only tailored but genuinely responsive to each

person's needs. This helps people feel safe, understood and respected, enabling them to develop skills and confidence, and live with greater independence.

We will strengthen career pathways, grow specialist roles, and broaden development opportunities across practice, management and leadership.

We will embed co-production not only with the people we support, but with staff and Shared Lives carers—ensuring their voices and expertise help shape decisions and strengthen our organisation.

Diversity, inclusion and equitable opportunities will be at the heart of our workforce strategy.

## Our focus for 2026–2029

- Celebrate our excellent staff retention and positive culture, positioning Ategi as a sector-leading employer where people feel proud, connected and supported.
- Strengthen the voice of staff and Shared Lives carers, ensuring co-production isn't only with people we support.
- Expand career pathways, building on our commitment to leadership development and progression opportunities.
- Continue recognition of people's contribution, exploring innovative non-financial recognition approaches alongside the Real Living Wage commitment.
- Embed equality, diversity and inclusion, using self-assessment, holding ourselves to account and driving change.

**Governance Oversight:  
Quality & Safeguarding Committee**

# Strategic Priority 3

## Future Fit

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

With more than 30 years of experience behind us, investing in our future is essential as the social care landscape continues to evolve. To remain effective and resilient, we must proactively strengthen our foundations—whether through digital innovation, environmental responsibility, or developing the skills and capacity of our workforce.

Much of the organisation's last strategic period was focused on laying this groundwork. Looking ahead, investing in ourselves will ensure Ategi can adapt to the challenges embrace new ways of working, whilst continuing to concentrate on providing high-quality support.

We will continue our efforts to promote social care as a positive career option for young adults considering their options, and people contemplating a career change - alongside proactively contributing to research studies and evidence that seeks to improve adult social care.

We will continue to evolve our digital strategy to maximise efficiency, improve evidence of our impact, and enhance accessibility for staff, carers and the people we support.

Through continuous reflection, innovation and learning, we will position Ategi to respond proactively to changes in the sector and the needs of the people we support.

## Our focus for 2026–2029

- Ensuring a culture of continual reflection and learning, ensuring the organisation stays agile, monitors emerging needs, and adapts proactively.
- Delivery of our digital strategy, maximising digital tools for evidence, efficiency, accessibility and collaboration.
- Strengthening research and thought leadership, continuing our efforts to influence the future of social care.
- Maintain ongoing investment in workforce digital capability, ensuring no one is left behind as technology adoption increases & more people experience the benefits.
- Prioritise climate-conscious operations, supporting low-carbon & sustainable ambitions in Wales and the wider UK.

**Governance Oversight:  
Finance, Risk & Audit Committee**

# Strategic priority 4

## Financially robust

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

Underpinning our core purpose is our need to be financially robust as this secures the charity's ability to continue delivering excellent support in a challenging social care environment.

Local authorities face ongoing financial pressures, and we must be able to offer affordable, value-driven solutions without compromising the wellbeing of the people support. We have a social conscience to ensure our income, whether local authority, grant or donations, is used efficiently and responsibly.

We will continue to secure a sound financial position ensuring stability during periods of uncertainty whilst also enabling us to adapt to change with prudent investment in areas that enhance our impact—such as digital transformation, workforce development and service improvement – and support our ambition to be future fit.

We will also seek to diversify our income streams through fundraising, partnerships, social enterprise opportunities and sustainable service expansion. Resources will be invested prudently, supporting activities that enhance impact, strengthen resilience or improve efficiency.

## Our focus for 2026–2029

- Maintaining focus on affordability – adopting internal efficiencies to minimise costs and operating as leanly as possible
- Affordability without compromise—committing to providing best value solutions for struggling local authorities without detriment to people we support.
- Broadening income streams – expanding opportunities for fundraising, partnerships, and social enterprise.
- Achieving scale sustainably, expanding services where it benefits people and helps spread costs.
- Investing only where it directly enhances support, impact or efficiency, maintaining prudent stewardship of public funds.

**Governance Oversight:  
Finance, Risk & Audit Committee**



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