



LIAISE OPERATIONAL MANAGEMENT PLAN

1. Introduction

Liaise provides specialist and bespoke support for adults with learning disabilities, autistic people and individuals with complex needs and behaviours of concern. Our pathway of integrated services includes supported living and residential care accommodation across London, the Midlands, the South and East of England.

The accommodation we provide forms an important component of the adult social care system. The national policy for care for adults with learning disabilities or autism focuses on ensuring that these individuals receive the right support and care to live full lives in their communities. The policy supports the inclusion of autistic people and people with a learning disability in residential care, ensuring they have choices, dignity, independence and access to local communities. Our schemes respond positively to these objectives and provide accommodation within ordinary residential environments where individuals can live safely with access to the appropriate levels of care whilst also being able to utilise the amenities and facilities available in residential locations.

In a residential home, the individual will live alongside other people and receive support in a place that feels comfortable and familiar. Our facilities include;

- A private bedroom with an en-suite bathroom
- Shared communal areas, such as living rooms, kitchen, and a garden
- Round-the-clock support from a dedicated team who are there 24/7

Those living in our supported living units enjoy the privacy and independence of self-contained accommodation, but with the same level of commitment to care and support. We deliver person-centred care, tailored to individual needs, and with support covering assistance with matters like cooking, budgeting, appointments, or personal care.

We are committed to creating more high-quality homes where people can live safely, independently where possible, and with the right support to thrive. At the same time, we recognise that our homes are typically located within established residential areas and we therefore place significant emphasis on ensuring that we operate in a responsible and considerate manner. Maintaining positive relationships with neighbours and ensuring that homes integrate appropriately within local communities are important aspects of the organisation's approach to service delivery.

This Operational Management Plan (OMP) has been prepared on behalf of Liaise in support of planning applications for residential care accommodation. The document explains how homes operated by Liaise will function in practice and sets out the operational procedures that ensure homes are managed responsibly within residential environments.

2. Structure of the Operational Management Plan

The Operational Management Plan is intended to provide a clear explanation of the operational arrangements associated with our facilities and to demonstrate how these homes will operate in practice. The Plan explains how our homes will function on a day-to-day basis and sets out the procedures that are in place to ensure that they are appropriately managed. The Plan therefore addresses several key operational considerations including:

- the care model
- resident support arrangements
- staffing structures
- safeguarding procedures
- community integration
- amenity considerations
- traffic and access arrangements
- governance and monitoring processes

By setting out these operational arrangements in a transparent manner, the document aims to provide reassurance that homes operated by Liaise will operate responsibly and will integrate successfully within the residential communities in which they are located.

Issues such as planning policy context, site characteristics and development design are to be addressed separately within the Planning Statement prepared for individual planning applications.

3. Operational Summary

The key operational characteristics of supported living homes operated by Liaise are summarised below.

Nature of accommodation	Accommodation for adults with learning disabilities and complex support needs within ordinary residential environments.
Resident tenure	Residents either hold individual tenancies (supported living) or enter under a Resident Agreement (residential homes) and occupy the home as their permanent residence.
Local need	Liaise works closely with local authority Adult Social Care teams to ensure that accommodation responds appropriately to identified local needs.
Typical Size	4 to 8 residents per property.

Care and support model	Person-centred care with tailored support based on individual needs (care regulated by the CQC).
Staffing	Support workers present as required by individual care plans (often 1:1 support) with overnight staff where necessary.
Management	Each home overseen by a Registered Manager with 24-hour on-call management support.
Community integration	Residents encouraged to participate in everyday community activities.
Traffic generation	Comparable to a typical residential dwelling; residents rarely own cars. Locations typically provide opportunities for staff to travel by sustainable modes of transport.
Neighbour liaison	Complaints handled through formal procedures and local management oversight to ensure that homes operate responsibly within residential neighbourhoods.

4. About Liaise

Founded in 1995, Liaise has developed extensive experience in delivering specialist care and supported living services for individuals with complex support requirements.

Liaise currently operates 49 homes across England, including in Cambridgeshire, Hampshire, West Sussex, Kent, Greater London, Essex, Hart, Buckinghamshire and Norfolk. We currently support approximately 280 individuals and employ over 1,100 staff members across care, operational and management roles.

Our services are rooted in local communities, shaped by the people who live in them, and delivered by teams who know that consistency and compassion matter most. Our homes provide stable living environments where residents can develop independence while maintaining access to professional care and support. The organisation's approach places a strong emphasis on dignity, independence and inclusion. Residents are supported in ways which promote autonomy while ensuring that appropriate assistance is available where required. We work closely with families, healthcare professionals and local authorities to ensure that individuals receive services tailored to their specific needs.

Over many years the organisation has developed comprehensive operational procedures, staff training programmes and governance systems which ensure that homes are managed effectively and that residents receive high-quality support. The experience gained through the operation of numerous homes allows Liaise to apply consistent standards and operational practices across its services.

Liaise is regulated by the Care Quality Commission (CQC), the independent regulator for health and adult social care services in England. The CQC monitors, inspects and rates services against five key standards: Safe, Effective, Caring, Responsive and Well-Led.

Within its services, and through our Outcomes Pathway Model, Liaise focuses on 10 key areas of wellbeing – setting meaningful goals with the people we support and providing person-led care that drives real, lasting change;

- Physical Health
- Mental Health
- Feeling Good
- Relationships
- How you spend your Time
- How you spend your Money
- Growing Independence
- Living Skills
- Communicating & Letters
- Being Safe

Liaise adheres to recognised best practice frameworks including the REACH Standards for Supported Living, which promote independence, genuine tenancy rights and separation between housing and support provision. These standards ensure that individuals choose where and with whom they live, have a genuine tenancy in their own home, and receive support that does not control access to housing.

Liaise also follows the Tenant Engagement Standards, which promote transparency, accountability and meaningful involvement of tenants in decisions affecting their homes and services.

5. Our Care Model

The philosophy adopted by Liaise focuses on enabling individuals with learning disabilities and complex support needs to live as independently as possible while ensuring that appropriate support is available whenever required. Our approach reflects best practice within the social care sector and aligns with national policy objectives which promote independence, dignity and community integration.

Our homes are designed to provide domestic environments rather than institutional settings. Residents live within ordinary residential properties located within established neighbourhoods. This allows residents to remain connected with their communities while benefiting from the support provided by trained staff.

This approach also places strong emphasis on choice and control. Residents are encouraged to make decisions about their daily routines, personal interests and the activities they participate in.

Support workers assist residents where required with a wide range of daily activities including cooking, shopping, personal care, attending appointments and participating in recreational activities. The level of support provided varies depending on the needs of each individual resident and the nature of their support plan, with flexible arrangements to cater for changing care requirements. Staff encourage residents to develop practical life skills which support greater independence over time.

Crucially, the accommodation is designed to feel like home. In our residential homes, residents have their own bedrooms including en-suite. Communal living areas, dining area and kitchen are provided, and our schemes also include external shared gardens. This arrangement provides residents with both privacy and opportunities for social interaction within a supportive environment.

Typically, there are between 4 and 8 units in each of our homes.

Within Supported Living units, residents typically have their own self-contained accommodation including bedroom, kitchenette and bathroom as well as access to communal living areas. Residents hold individual tenancies and occupy their accommodation as their permanent residence, ensuring they benefit from the same housing rights and security as any other tenant. Housing provision is delivered through a registered housing provider, ensuring a clear separation between housing and support arrangements in accordance with supported living principles.

The schemes do not provide temporary accommodation or hostel-type accommodation.

6. Person-Centred Care

Person-centred care forms the foundation of the services delivered by Liaise. Each resident has an individual support plan which identifies their needs, preferences, aspirations and support requirements. Support plans are developed collaboratively with residents, their families and relevant professionals and provide guidance to staff regarding the care and support required. Support plans are reviewed regularly to ensure that care arrangements remain appropriate and responsive to changing circumstances.

The person-centred approach ensures that residents remain actively involved in decisions relating to their care and support. This approach also recognises that each individual has unique needs and preferences which should be reflected in the support they receive.

7. Admissions and Assessment Process

Prior to any individual moving into a Liaise home a comprehensive assessment process is undertaken. The purpose of this process is to ensure that the accommodation and support arrangements are appropriate for the individual concerned and that placements are compatible with existing residents.

The assessment process typically involves consultation with local authority commissioners, healthcare professionals, family members and the individual themselves. This collaborative process helps ensure that decisions relating to placements are informed by a detailed understanding of the individual's needs and circumstances.

Assessments are undertaken through a face-to-face assessment process with the individual concerned. Where an individual has complex needs or behaviours that may challenge social boundaries, a Positive Behaviour Support practitioner will also participate in the assessment process to ensure that appropriate support strategies can be identified.

Key factors considered during the assessment process include:

- the individual's care and support requirements
- behavioural characteristics and support needs
- compatibility with existing residents
- the suitability of the accommodation environment
- the availability of appropriate staff support

Liaise operates a structured multi-stage referral and approval process to ensure that placements are appropriate. Initial enquiries are reviewed by the Regional General Manager and, where relevant, the Head of Positive Behaviour Support. Following assessment, the proposed placement is reviewed by operational management teams and the senior executive team before being formally approved by the Chief Executive Officer and offered to the commissioning authority.

By undertaking a thorough assessment prior to placement, Liaise seeks to ensure that our homes provide stable and supportive environments for residents. The assessment process also allows Liaise to identify any specific support arrangements which may be required to ensure that the placement is successful.

8. Liaison with Adult Social Care

Liaise works closely with local authority Adult Social Care teams in relation to the provision of care accommodation.

Discussions are undertaken with commissioners and social care professionals to understand local demand and supply for care accommodation. This collaborative approach helps ensure that our homes respond appropriately to identified needs within the local area.

Local authority commissioners are typically responsible for identifying individuals who may benefit from care accommodation and for arranging placements where appropriate.

By maintaining close working relationships with Adult Social Care teams, Liaise is able to ensure that placements are made responsibly and that residents receive appropriate levels of support. This communication also allows Liaise to ensure that services remain responsive to changing needs within the local area.

9. Positive Behaviour Support

Liaise adopts Positive Behaviour Support approaches across its services. This focuses on understanding the underlying causes of behaviour and implementing proactive strategies which promote positive outcomes for residents.

Staff receive specialist training in Positive Behaviour Support and work alongside healthcare professionals and behavioural specialists where necessary. The aim of this approach is to create supportive environments which enable residents to feel safe, respected and empowered.

Positive Behaviour Support also assists staff in managing behaviours constructively while maintaining supportive living environments. Our support teams:

- learn about each person's unique needs, strengths, and aspirations.
- promote choice and control in daily decision-making.
- reduce unnecessary restrictions to enhance independence; and
- collaborate with frontline colleagues to shape tailored support strategies.

10. Staffing and Operational Management

Homes operated by Liaise are staffed by trained support workers whose role is to provide care and assistance tailored to the needs of each individual resident and to support residents in developing practical life skills and maintaining independence wherever possible.

Staffing levels within our homes vary depending on the number of residents living within the property and the level of support required. Individuals supported within Liaise homes often have high-acuity care needs and in many cases, support is delivered on a 1:1 basis during daytime hours. Staff work on shift patterns with changeovers at approximately 7/8am, 2pm and 8pm.

Overnight support arrangements may involve sleep-in staff or waking night staff, depending on individual care requirements.

Each home is overseen by a Registered Manager, responsible for regulatory compliance, staff supervision and the day-to-day management of the service. Liaise also operates a 24-hour on-call management system, ensuring that both staff and residents always have access to senior management support. This management structure ensures that homes operate safely and effectively and that staff receive appropriate supervision and support.

Regular staff supervision, team meetings and operational reviews help ensure that support arrangements remain effective and responsive to the needs of residents.

11. Partnership Working with Families and Professionals

The provision of care support services often involves collaboration with a range of professionals and support networks. Liaise recognises that effective partnership working plays an important role in ensuring that residents receive support which reflects their medical, social and personal needs and which promotes wellbeing, stability and independence.

Residents may have ongoing relationships with family members, healthcare professionals, social workers or other support organisations. Liaise works closely with these stakeholders to ensure that the support provided to residents reflects their individual needs and circumstances. Family members can often play an important role in the lives of residents and may continue to provide emotional support, guidance and involvement in decision-making where appropriate. Liaise recognises the value of maintaining positive relationships with families and seeks to maintain open and constructive communication wherever possible.

Healthcare professionals may also be involved in supporting residents depending on their individual needs. This may include general practitioners, therapists, specialist clinicians or community healthcare services.

12. Staff Training and Professional Development

Liaise places significant emphasis on staff training and professional development to ensure that our homes are staffed by well-trained professionals who are able to deliver high standards of care and support.

Staff working within our homes receive training in a range of areas including safeguarding, health and safety, communication skills, positive behaviour support and person-centred care. Training programmes are designed to ensure that staff possess the knowledge and skills required to support individuals with complex needs safely and effectively. Training may also include specialist modules depending on the needs of the residents being supported.

All staff are required to complete the Care Certificate and mandatory training required to meet Care Quality Commission and local authority commissioning standards. Staff are also encouraged to undertake professional qualifications in Health and Social Care, including Diploma Levels 2, 3, 4 and 5.

In addition to formal training programmes, staff benefit from ongoing professional development opportunities which enable them to build experience and develop specialist skills. Regular supervision sessions allow staff to reflect on their practice and identify areas where further development may be beneficial.

We also continue to strengthen our Academy offer. We have had 45 colleagues join through apprenticeship schemes and have supported a number of colleagues to gain professional qualifications through the Liaise Academy.

13. Safeguarding and Resident Protection

Safeguarding is a fundamental component of the services delivered by Liaise to ensure that our homes provide safe environments where residents can live with dignity and security.

The organisation operates safeguarding procedures designed to ensure that residents are protected from abuse, neglect or exploitation and that any concerns are addressed promptly and appropriately.

Staff working within the homes receive safeguarding training and are expected to remain vigilant to any concerns relating to resident welfare. Where safeguarding concerns arise, staff follow established reporting procedures which may involve notifying management and working with relevant safeguarding authorities.

Liaise works closely with local authority safeguarding teams and other professionals to ensure that safeguarding concerns are addressed effectively.

14. Day-to-Day Living and Community Integration

Residents living within the homes are encouraged to participate in everyday activities to promote independence and wellbeing and to establish meaningful connections with their local communities, while receiving appropriate support.

Within our homes this may include cooking meals, maintaining personal routines and interacting with other residents.

Participation in community activities also forms an important part of the operating model and helps promote confidence, independence and social inclusion. Residents may access local shops, community facilities, recreational activities and social opportunities within the surrounding area.

Where appropriate, residents may also be supported to access education, volunteering opportunities or supported employment.

15. High Quality Living Environments

Liaise is committed to investing in high-quality environments that meet the needs of the people we support. Each home provides an attractive yet practical living space for residents.

Maintaining properties to a high standard is an important part of ensuring that residents are able to live within safe and comfortable environments. We have an annual capital plan to guide improvement works across our services (which in the past year has resulted in more than £2 million worth of upgrades across our homes).

We operate a Computer Aided Facilities Management (CAFM) system which enables staff to report maintenance issues through an online portal and ensures that repairs are undertaken promptly and that homes remain safe and comfortable for residents. Routine inspections and planned maintenance programmes help ensure that properties remain suitable for their intended purpose and continue to provide appropriate accommodation for residents.

16. Amenity Protection and Neighbour Relations

Liaise recognises the importance of maintaining positive relationships with neighbours and the wider community.

The day-to-day activities associated with the homes are broadly comparable to those associated with a typical residential household. Liaise actively supports residents in becoming positive members of their communities. Staff support residents in understanding social boundaries and encourage respectful behaviour towards neighbours and the wider community.

Many individuals supported within Liaise homes, particularly those with autism, follow structured daily routines and may be sensitive to noise or environmental disturbance. As a result, behaviour likely to cause disturbance to neighbours is typically limited.

Where concerns are raised by neighbours or members of the public, Liaise will investigate the matter and take appropriate steps to address the issue where necessary. This may involve engaging with residents, staff or relevant professionals to identify appropriate solutions. Each concern is investigated with transparency, following our duty of care and commitment to improvement. We treat complaints as opportunities to learn, adapt, and do better, ensuring every voice is heard and every response leads to positive change.

The aim of this approach is to ensure that our homes operate harmoniously within residential neighbourhoods and that the amenity of surrounding residents is appropriately protected.

17. Traffic, Access, Car Parking and Servicing

Homes operated by Liaise are typically located within established residential areas which benefit from good access to local services, community facilities and public transport networks.

When identifying potential properties, Liaise seeks where possible to select locations that are accessible and well connected to local infrastructure. Locating homes in accessible locations helps ensure that residents are able to access services and opportunities within the community while also enabling staff to travel to and from work using a variety of transport options.

Experience across our existing homes indicates that staff travel patterns vary depending on shift arrangements and local transport availability. We understand that approximately 50% of staff travel to our homes by private car, with the remainder travelling using sustainable transport options such as public transport, walking, cycling or car-sharing arrangements.

Shift patterns within homes typically involve defined start and finish times which means that staff arrivals and departures generally occur in limited numbers at predictable times rather than generating continuous traffic movements throughout the day.

Residents living within care accommodation rarely own private vehicles and therefore do not typically generate regular car parking demands. Individuals supported within Liaise homes typically rely on staff assistance, community transport services, taxis or public transport where appropriate.

Visitor activity associated with our homes is generally modest and broadly comparable with that associated with a typical residential household. Visits from family members, friends or healthcare professionals occur periodically but do not generate significant or regular traffic movements.

Servicing requirements associated with our homes are also modest and comparable with those associated with normal residential properties. Deliveries of groceries, household supplies and occasional maintenance visits occur periodically but do not generate unusual servicing demands.

Emergency access to our homes is provided via the surrounding residential street network in the same way as other dwellings. Emergency services are therefore able to access the property where necessary without requiring any special arrangements.

Overall, the operation of care accommodation is not expected to generate significant traffic movements or parking demand and is broadly comparable to that associated with a conventional residential dwelling. As such, the operation of our schemes is not expected to give rise to any material impacts in terms of traffic movements, parking demand or highway safety within the surrounding area.

18. Anti-Social Behaviour Management

Liaise operates a formal Anti-Social Behaviour Policy which establishes procedures for responding to complaints or incidents. The policy defines anti-social behaviour as conduct which may cause harassment, alarm or distress to other individuals or members of the community.

The organisation's approach to managing anti-social behaviour focuses on prevention, early intervention and constructive resolution of issues where they arise. Staff working within our homes are trained to identify and respond to situations which may give rise to concerns.

Where incidents occur, Liaise investigates the matter and work with residents, staff, families and relevant authorities to identify appropriate solutions. The aim of these procedures is to ensure that concerns are addressed promptly while maintaining supportive environments for residents.

19. Environmental Responsibility

Liaise is committed to minimising the environmental impact of its operations wherever reasonably possible. Environmental initiatives include energy efficiency measures, responsible waste management and sustainable procurement practices. For example, over the past year, we've consolidated waste services across all our homes to improve recycling and reduce landfill. Food waste segregation has also been introduced to meet new legislation, supporting compliance and circular waste solutions like composting and biogas. Recognising the ecological and therapeutic value of green spaces, we are also expanding biodiversity initiatives. Around 20% of sites now have vegetable or wildlife gardens, with plans to extend this estate wide, offering environmental benefits and meaningful engagement for the people we support.

Where appropriate, residents may also be encouraged to participate in environmentally beneficial activities such as recycling or gardening. These measures help ensure that our homes operate responsibly and contribute positively to environmental sustainability.

20. Governance, Monitoring and Continuous Improvement

Liaise operates governance and quality assurance procedures designed to ensure that services are delivered safely and effectively.

We have recently launched our Assurance, Risk, and Compliance (ARC) framework which has strengthened governance and consistency across services, supporting both staff and the people we support with clearer guidance, robust oversight, and a culture of continuous improvement. Feedback from residents, families and professionals is used to inform service development and maintain high standards of care.

These arrangements ensure that services remain responsive to the needs of residents while maintaining high standards of operational management.

21. Conclusion

This Operational Management Plan has been prepared to provide an explanation of the operational framework associated with residential and supported living homes operated by Liaise. The document demonstrates that Liaise is an experienced and responsible provider with established procedures in place to ensure that homes are appropriately managed and that residents receive high quality care and support.

The model delivered by Liaise enables individuals with complex needs to live as independently as possible within ordinary residential environments while benefiting from tailored support provided by trained staff. The operational arrangements described within this document ensure that homes operate in a manner consistent with residential settings and that the amenity of surrounding residents is appropriately protected.

Overall, the information provided demonstrates that homes operated by Liaise can operate successfully within residential neighbourhoods while making a positive contribution towards meeting the need for appropriate accommodation and support for adults with complex needs.