



# IMPACT REPORT 2025

liaise  
Your goals are our goals

A leading provider of support for people with learning disabilities, autistic people, and people with associated complex support needs

Highbury Crescent Rooms,  
70 Ronalds Road, London, N5 1XA

**Call** 0330 500 5050

**Email** [enquiries@liaise.com](mailto:enquiries@liaise.com)

**Website** [liaise.com](http://liaise.com)

 [facebook.com/liaiseUK](https://facebook.com/liaiseUK)

 [linkedin.com/company/liaiseuk](https://linkedin.com/company/liaiseuk)

# Contents

- 02 Welcome
- 05 Introduction To The Quality Team
- 09 Positive Behaviour Support (PBS) Team
- 13 Co-Production and Community Engagement
- 17 Connor's Story: A Journey To Confidence And Colour
- 21 Opening New Services
- 25 Adam's Story: A Journey From Struggle To Self-Belief
- 31 Stakeholder Feedback
- 34 Colleague Awards and Recognition
- 37 Transparency and Accountability
- 03 Our Homes
- 07 Michaels Story: A New Chapter After Years Of Challenge
- 11 Quality and Regulatory Achievements
- 15 Sustainability and ESG Commitments
- 19 Property and Improvements
- 23 Innovation and Digital Transformation
- 27 Employee Development and Engagement
- 33 External Industry Recognition
- 35 Susie's Story: New Beginnings At St. James House
- 38 Looking Forward To 2026

# Welcome



“Our focus on personalised care and support is the centre of everything we do.”

Welcome to the 2025 edition of our impact report.

I am delighted to be able to share with you some of the inspiring stories from the people we support and the amazing achievements by our wonderful team members.

I am so proud of what we have achieved in the last 12 months, welcoming new people to our homes, increasing our staff family to over 1,100, opening new homes and being recognised by national awards bodies and positive CQC reports. I have to give my thanks, as ever, to my wonderful colleagues across Liaise who make such a difference every day; they are truly inspirational!

I also have to thank our influencers and the families and friends of the people we support; their energy and passion help us personalise our care and ensure we keep to our highest standards. Plus, of course, thank you to our partner commissioners and social workers who work tirelessly to achieve the best for people.

Without wishing to dampen the mood, it would be remiss of me not to mention the challenges the sector faces in 2025. In particular, the increase in employers' national insurance from April 2025 will have a significant impact on the sector and, in consequence, on people's lives. Widespread campaigning to recognise this, together with the impact on charities and GPs, unfortunately, has not led to an exemption, and without equivalent funding, the sector will suffer as a result. National funding for care remains difficult and often appears a low priority, with local authorities and NHS organisations struggling to meet the increasing cost of care due to their cost pressures and lack of central support. Sector challenges have also increased with recent announcements that

suggest access to vital overseas who have been integral to the post-Covid recovery of the workforce may be at risk.

Although it has been a challenging year, we remain committed to growth, innovation, and strengthening partnerships, ensuring our services continue to evolve despite these external pressures.

Against this backdrop, we work with over 50 funding bodies on a daily basis to ensure appropriate levels of personalised support are provided despite these pressures. We believe it is even more important than ever that we continue to deliver outstanding care to the people we support and focus on their needs and ambitions above all else. Together we have driven significant progress across our core goals: enhancing care quality, fostering an exceptional workplace, and achieving sustainable growth.

I hope you enjoy this year's impact report!

**David Petrie,  
Chief Executive**

 Residential

 Supported Living



View all our homes, scan the QR code and filter by location and vacancy



<https://liase.com/home/>

# Our Homes

Liaise homes are designed to feel just like home. Across London, the South, and East of England, 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.

With each new referral or transition, we look not only at what's needed now, but what's possible over time. Whether someone is moving into their first supported home or taking steps toward more independent living, we offer safe, personalised spaces where people can grow, connect, and live meaningful lives.

Our presence across five regions allows us to match support with place giving people choice and continuity.

## Our Homes

**47 homes across 5 regions;**  
Including 37 residential and 10 supported living homes. All homes are person-centred, safe, and community-focused.



## People We Support

**280 individuals supported**  
Each person receives tailored support that reflects their unique goals, strengths, and preferences



## Our Colleagues

**1100+ support professionals**  
Colleagues across Liaise work with compassion, consistency, and a shared commitment to positive outcomes



# Introduction



“Our commitment to person-centred care has driven transformative initiatives that have significantly improved the quality of life for the people we support.”

As Director of Quality & Governance, I am proud to reflect on a year of meaningful progress and innovation at Liaise. Our commitment to person-centred care has driven transformative initiatives that have significantly improved the quality of life for the people we support, whether through enhanced independence, increased community participation, or enriched daily experiences. Across London, the South, and East of England, our teams work with adults with learning disabilities, autism, sensory impairments, and complex needs, ensuring each individual receives care that is tailored, responsive, and empowering.

The launch of our Assurance, Risk, and Compliance (ARC) framework 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. Our outcomes-based pathways have empowered individuals to set personal goals and celebrate achievements, whether in education, employment, leisure, or health, helping them lead fulfilling and purposeful lives.

Central to our approach is co-production. Through our Liaise Influencers, representatives from the people we support, we've embedded lived experience into decision-making, service design, and everyday improvements. Their voices have helped shape our People We Support Charter and have guided major initiatives such as our Champions & Influencers Day, ensuring that change is meaningful, relevant, and led by those who experience it directly.

We've invested over £2 million in home improvements, introducing smart technologies, environmental adaptations, and sustainability initiatives to create safe,

welcoming environments that actively promote wellbeing. These enhancements, combined with our ESG strategy aligned with the UN Sustainable Development Goals, reflect our dedication to ethical, inclusive, and environmentally responsible care.

I am also delighted to introduce you to Sarah Hopkins our new Head of Quality. Sarah comes to us with a wealth of experience in the sector having worked in Adult Social Care for many years, including as a Registered Nurse, a Registered Manager, a Regional Quality and Compliance Manager and several posts as Head of Quality and Compliance. Sarah has worked for a number of large providers based in England, Scotland and Australia in elderly care, acute care, mental health, and LD and autism. Sarah will be building on the work of the last 3 years to ensure we continue to provide the best possible quality care and support

The stories within this report, from increased independence and reduced medication to thriving community engagement and new skills development, are a testament to the impact of our work. These achievements are made possible by our exceptional colleagues, whose compassion, professionalism, and dedication continue to inspire. Together, we are shaping a future where every person feels safe, valued, and supported to live a fulfilling life.

Thank you for being part of this journey.



**Debbie Cotton-Soares**  
Director of Quality & Governance

# Matthews's Story

## Taking the first step towards employment

We're thankful to Matthew for allowing us to share his journey. Matthew's step towards employment is one of hope, growth, and new opportunities.

Matthew has always wanted a job where he could contribute to the community and feel proud of his achievements. Until recently, however, a lack of confidence held him back from pursuing employment. With encouragement from his mum and dedicated support from the team at Knoll House, Matthew took a significant step forward: applying for a part-time role at Mencap's Community Hub.

This wasn't just a job application - it was a milestone in Matthew's journey toward independence, community engagement, and professional development. At first, he felt nervous about the process, but with the support of our staff, Matthew built up the confidence to identify his strengths, rehearse interview techniques, and understand what working at the hub would involve.



His efforts paid off. Matthew was invited to interview - a clear recognition of his potential and progress. On the day, he approached the panel with calm determination, communicated his skills effectively, and made a strong impression. Although he wasn't offered the role this time, Mencap praised his performance and encouraged him to stay involved, even offering future volunteering opportunities.

Most importantly, Matthew now sees himself as capable of achieving his goal of employment. This experience has equipped him with practical skills in communication, self-presentation, and resilience. It has also sparked a renewed motivation to pursue both paid and voluntary roles. With continued support and growing self-belief, Matthew is already preparing his next applications - each one a step closer to greater independence, skill-building, and a fulfilling future.



# Positive Behaviour Support (PBS) Team



“ I am extremely proud to be part of Liaise's Specialist Support Team, who consist of motivated and caring professionals wanting to make a meaningful difference to the lives of the people we support.”

We are dedicated to continue working in collaboration with professionals, families and colleagues to increase individuals' quality of lives, reducing restrictions and ensuring their voices continue to be heard

At Liaise, all colleagues are trained in Positive Behaviour Support (PBS) through our online learning portal and face-to-face Proact-SCIPr training. This strengths-based approach equips staff to provide positive, proactive support that is shaped by each person's needs and aspirations. For some, behaviours may be seen as challenging to others and can limit freedoms and choices. PBS ensures our colleagues focus on people's strengths, building independence, and fostering safer, more supportive environments.

## Our Specialist Support Team

Our Positive Behaviour Support Practitioners, Speech and Language Therapists, and Occupational Therapists play a vital role in delivering person-centred care. Working alongside individuals, they focus on increasing choice and control, reducing restrictions, and ensuring people have opportunities to participate fully in daily life.

### They work to:

- ▶ Learn about each person's unique needs, strengths, and aspirations
- ▶ Promote choice and control in daily decision-making
- ▶ Reduce unnecessary restrictions to enhance independence
- ▶ Collaborate with frontline colleagues to shape tailored support strategies

## Strength Based Support

This approach prioritises communication, sensory integration, and emotional regulation. By supporting people in ways that recognise their unique needs, our colleagues help build confidence, resilience, and stronger quality of life outcomes.

### This helps people to:

- ▶ Communicate more confidently and effectively
- ▶ Develop coping strategies for managing emotions and sensory needs
- ▶ Take part in meaningful activities that enrich their wellbeing
- ▶ Build resilience and independence in everyday life

## PBS in Action

Our multidisciplinary team works closely with frontline colleagues to create personalised strategies for each person we support. Through proactive support and therapeutic interventions, we have seen significant reductions in restrictive practices, including the safe withdrawal of controlled medications and a move away from physical interventions. This ensures every individual experiences safer, more empowering environments.

### Pathways to Independence

This year we launched our outcomes-based pathway model, co-designed with the people we support. It helps track progress toward greater independence, reduced restrictions, and enriched life experiences.

<p>Set personal goals that matter to the individual</p> 	<p>See progress clearly over time through measurable outcomes</p> 	<p>Support the safe withdrawal of unnecessary medications</p> 	<p>Minimise the need for physical interventions</p> 
<p>Gain confidence in decision-making and daily life</p> 	<p>Achieve a more fulfilling and independent lifestyle</p> 	<p>Promote positive risk-taking to encourage independence</p> 	<p>Create safer, more empowering environments across all homes</p> 

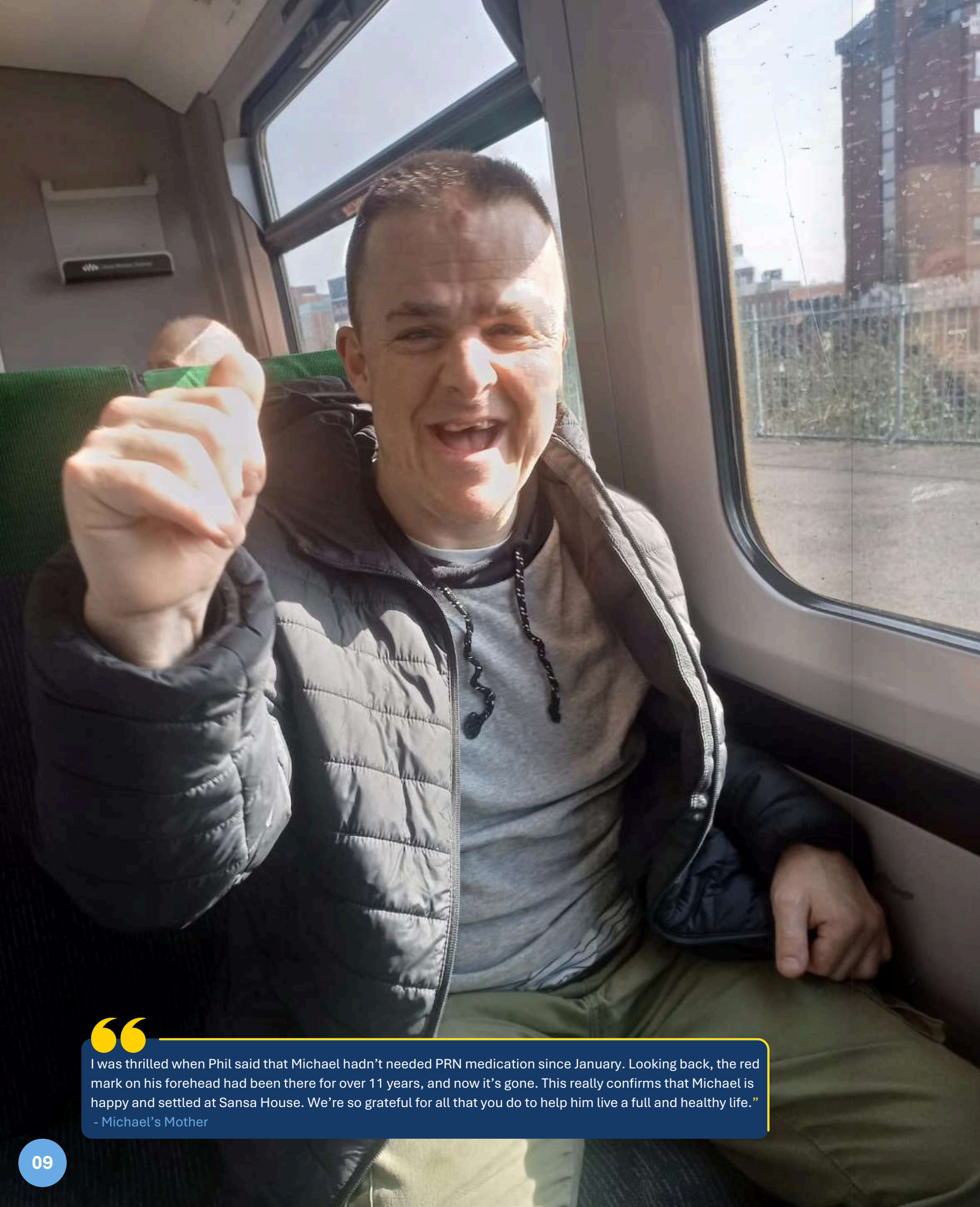
## Outcomes Pathways

The outcomes of PBS are seen every day across our services. From Michael's transformation at Sansa House to Connor's growing confidence, these stories show the tangible difference specialist support can make.

<p>Regain mobility and independence</p> 	<p>Communicate with confidence</p> 
<p>Participate fully in community activities</p> 	<p>Thrive in safe, supportive environments</p> 



Together, our colleagues and specialist teams are creating environments where people feel safe, heard, and supported to thrive. PBS is not just a framework; it is a way of working that places people at the centre of their own journey, delivering meaningful change and enhanced quality of life.



# Michael's Story

## A new chapter after years of challenge

We're so grateful to Michael and his family for kindly allowing us to share his journey. Michael's journey to greater stability, health and happiness is one of hope and remarkable change. After many years of difficulties and uncertainty, Michael has found a home where he can thrive.

With the right support in place, things began to change. Long-standing restrictions were lifted, his medication was reviewed, and for the first time in years, Michael began to thrive; walking confidently, enjoying life and showing real signs of happiness.

Michael had lived at another provider since 2005, spending nearly two decades in care that, over time, no longer met his needs. Increasing concerns about his safety and well-being led Hampshire to approach us for support. In July 2024, Michael moved into Sansa House, beginning a new chapter in his life.



At the time, he was on high doses of medication, including controlled drugs and frequent PRN use. Michael was experiencing around four serious incidents each day. He had a long-term injury on his forehead from self-harming, wasn't able to go out, and had a heavily restricted diet. He also had unmet health needs and, as a deaf person, required tailored communication support.



Within weeks of arriving, the team put in place a personalised medication reduction plan, a full health check, and physio support to help with mobility. They also worked closely with Michael to safely remove restrictions, improve his communication environment, and gently reintroduce positive routines, giving him greater autonomy and confidence in his day-to-day life.



Restrictions were gradually lifted. Michael now goes out regularly, no longer requires any controlled medication or physical interventions, and is enjoying a varied diet. Most importantly, he's happy and settled, and for the first time in over a decade, the injury on his forehead has fully healed.



“I was thrilled when Phil said that Michael hadn't needed PRN medication since January. Looking back, the red mark on his forehead had been there for over 11 years, and now it's gone. This really confirms that Michael is happy and settled at Sansa House. We're so grateful for all that you do to help him live a full and healthy life.”  
- Michael's Mother

# Quality and Regulatory Achievements

## Driving consistent improvement through governance, outcomes, and person-led care

“Quality isn’t just about meeting standards, it’s about making sure every person feels safe, valued, and supported to reach their goals.”

At Liaise, we are committed to delivering the highest standards of personalised care. Over the past year, we have strengthened the systems that support quality by launching a new Assurance, Risk, and Compliance (ARC) framework, aligned with the CQC Fundamental Standards. This has improved oversight, consistency, and co-production across our services.

We have updated our existing care planning systems and also introduced our outcomes-based pathway, a person-centred tool that helps individuals and keyworkers identify strengths, set meaningful goals, and track progress toward a better quality of life. These tools ensure support is not only safe and compliant but also tailored and impactful.

Together, these initiatives have led to measurable improvements in service quality and lived experience for the people we support.

### ARC Framework

Our ARC framework brings together governance, assurance, and feedback in one unified model, supporting safer, stronger services across every region.



### Outcomes-Based Pathways

This pathway empowers people to lead their progress, identifying goals that matter to them, with support that adapts as their needs evolve.



## Regulatory Performance

Although the Care Quality Commission inspected only two services this year, we maintained a strong internal focus on compliance and continuous improvement. Our independent quality compliance audits helped ensure high standards across all regions, with 97% of services rated Good or Outstanding.

“This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.”

“People and their relatives spoke positively about the staff and management team. They told us they could approach them with any ideas, worries or concerns. They had confidence action would be taken.”

- CQC’s report on Chantry House

### Compliments

We received 347 compliments regarding our staff and the quality of care provided by Liaise – 55% from family members, and 285 were from external professionals from health or social care.

“Always a pleasure to come to Ashwood House. Happiness is ingrained in the walls. Thank you for always being welcoming and transparent.”  
- Local Surgery

“Always a seamless communication pathway. All staff know residents very well. A warm inviting home.”  
- Healthcare Professional

“Excellent professionalism of all staff. Responsive to residents need and genuine care for those in their care. Manager very in tune with needs of all resident’s and does a great job of advocating their needs.”  
- Healthcare Professional

“Person supported attended her pre-operation appointment with staff, this appointment involved answering medical questions and supporting the person with a blood test, ECG, height and weight. Two nurses complimented both staff, saying we were the best care staff they have ever seen.”  
- Hospital staff

### Complaints

We received 57 complaints over the last year, none from external health or social care professionals. Every concern was investigated with transparency, following our duty of candour 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.



# Co-Production and Community Engagement

Together, we listen, include, and build brighter futures, one voice, one idea, one connection at a time.

“We believe that people thrive when they’re included in shaping their own support and the world around them.”

At the heart of Liaise is a commitment to doing things with people, not for them. Co-production and community engagement aren’t projects or add-ons; they’re part of how we live and work every day. Whether it’s making choices about daily routines, influencing big decisions, or taking the next step into college, local volunteering, or part-time work, every voice matters. That’s why we focus on creating space for real conversations, shared ideas, and joint planning.

Our Champions and Influencers play a vital role in this. They help turn feedback into action, bring creative energy to service improvements, and ensure everyone has a seat at the table. Across homes and regions, teams and individuals are building environments where people feel heard, valued, and empowered to grow. From small daily decisions to big, bold milestones, co-production builds confidence, connection, and lasting impact. It reminds us that progress is most powerful when it’s shaped together.

## Champions and Influencer Day

Our annual Champions and Influencers Day in November 2024 brought together passionate colleagues from across Liaise to share ideas, celebrate successes, and shape the future together.



Our Champions said

“I wanted to be a Champion to try and make a change for the people I work with and the people I support.”

Each home was represented by a Champion, a colleague selected to help lead positive change, and an Influencer, a person we support who volunteers their voice to shape the services that matter to them. Together, they brought insight, energy, and lived experience to every conversation.

The day featured open discussions around the colleague survey, including a dedicated “You Said, We Listened” session, and transparent conversations about how we’ll continue improving. Workshops on goal setting and outcome planning gave Champions practical tools to support meaningful progress. We also explored what makes a great Liaise home, with plenty of celebration for those helping to drive that vision every day - with feedback and insights that have since been built into the specifications for all our new homes.

“The most rewarding part of being a Champion and team leader is the satisfaction and joy from helping the people we support.”

## Community Focus



### South East Sports Day

Born after the Covid lockdowns, the South East Sports Day was created to bring people back together. Now in its third year, it remains a calendar highlight, co-produced with the people we support from start to finish.

At Bramshaw House, everyone helped shape the event, from choosing races, designing t-shirts, and inviting families to join. An Open Space Permit was secured from the local council, and local companies supported with equipment and speakers. The day was also attended by representatives from senior management and support departments, reinforcing its importance across the organisation.

Events ranged from the wheelchair race to the dance-off, all chosen for fun and inclusion. The day ended with Bramshaw winning the shield for the second year running, a proud moment during the home’s 20th anniversary. Every participant received a medal, but the real victory was the joy and togetherness shared across the field.

### Nicholas Tremendous Achievement

Nicholas began his journey toward independence by using public transport for the first time with a carefully phased approach. After building his confidence through preparatory van simulations, he boarded his first public bus, managing stops, starts, and transitions calmly and successfully.

Building on this foundation, Nicholas celebrated another breakthrough, when he took his first train journey. Travelling to Bramley, he navigated the station with composure, enjoyed visiting a local bakery, and paused in a café, all without distress.

These achievements reflect Nicholas’s growing independence, trust in his support team, and a willingness to embrace new experiences, milestones that mark real progress in his self-confidence and community engagement.



### Lilas Cruising Through Nature

The gentlemen of Lilas and Shulas love getting out into nature, and one of their favourite weekly adventures is cruising through the Norfolk Broads National Park.

With regular bookings in place, the motor cruise typically lasts around an hour, sometimes longer if time allows. Along the way, they spot all kinds of wildlife. These sightings often spark lively conversations on the drive home, adding to the joy of the experience.

On one memorable trip, the gentlemen were invited to take the helm of the cruiser. Receiving certificates for their efforts was a proud moment.

# Sustainability and ESG Commitments



Liaise is embedding environmental sustainability into its operations as part of a broader ESG strategy, aligned with its mission to deliver high-quality, person-centred care. While currently rated as “Progressing” in ESG maturity, we have laid strong foundations for environmental stewardship, with clear targets for improvement by FY 2026 onwards.

**3 GOOD HEALTH AND WELL-BEING**

Liaise continues to promote health and wellbeing across its services. The appointment of a Head of Quality with a clinical background will further support this ambition and drive continued improvement beyond regulatory requirements.

**4 QUALITY EDUCATION**

We continue to strengthen our Academy offer, with full compliance across all mandatory training areas. We have had 45 colleagues join through apprenticeship schemes and supported a number of colleagues to gain professional qualifications through the Liaise Academy (see page 27). As young adults move into our homes, we support the continuation of education and encourage all people we support to keep learning, whether through new communication skills or formal education opportunities.

**8 DECENT WORK AND ECONOMIC GROWTH**

Governance has strengthened with the launch of our new Quality and Governance Sub-Committee, chaired independently and attended by a Board member. This ensures we are transparent and accountable throughout the organisation. Employee engagement has improved through enhanced benefits and policies, helping reduce staff turnover to 20% over two years. Annual surveys from staff, people supported, and families inform improvements across the organisation.

**10 REDUCED INEQUALITIES**

All our services are embedded in local communities, employing local staff or people moving into the area. We support people to move closer to their families and friends and act as advocate as needed in engaging with local facilities and community fostering inclusion and social value.

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**

Over the past year, we’ve consolidated waste services across all 43 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 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.



Since May 2024, all residential and supported living sites have operated on green electricity tariffs. Liaise is investing in infrastructure, including a CAPEX project to install separate energy meters, alongside smart thermostats and audits to improve monitoring and efficiency. Green Champions will promote energy-saving behaviours. SECR reporting is complete and a formal carbon reduction plan is underway. The focus remains on real emissions reduction. Climate risks like heatwaves are now built into risk registers to protect the people we support.

## ESG Governance and Future Commitments

Environmental sustainability is embedded in Liaise’s ESG governance, led by the Quality & Governance Director, Deborah Cotton-Soares. Liaise aligns its efforts with six UN Sustainable Development Goals, including Climate Action and Responsible Consumption.

By integrating environmental considerations into its care delivery model, Liaise demonstrates a commitment to sustainable growth, regulatory compliance, and improved well-being for the people it supports and the wider community.



Linnet House replaced their old vegetable garden with new accessible vegetable beds



Matt volunteers weekly with Muddy Boots, a conservation team helping to improve habitats for wildlife in Norfolk



Rachael volunteers at the local charity store a few hours every week



Feclaire earned a Merit in her Level 3 Health and Social Care qualification through the Liaise Academy!



# Connor's Story

## A journey to confidence and colour

We'd like to thank Connor and his family for giving us permission to share his story.

Connor is a young man with a learning disability, epilepsy and autism who moved into our Norfolk service in 2017. Since then, he's made incredible progress, growing in confidence, developing his communication, and embracing who he is with pride and joy.

When Connor first moved into Ashwood House, he brought with him a bright personality and a range of interests; from princess dresses, gardening, and a deep fascination with combine harvesters. but day-to-day life wasn't without challenges.

Communication was a key area of support. Connor used limited speech and often found it difficult to express his needs clearly.



Over the months that followed, Connor's communication began to improve in remarkable ways. He started using more words, with greater clarity and intent.

His family noticed the change too, not just from frequent speech, but conversations filled with meaning and confidence. New routines, a consistent team, and a focus on Connor's strengths all played a part in helping him feel in control and understood.

One of the biggest steps forward came when the team, alongside Connor's parents and epilepsy nurse, reviewed the need for a listening monitor in his bedroom, something that has been in place for many years due to seizure history.

After careful consideration and with everyone's support, the monitor was removed. When the change was explained, Connor expressed "I'm Free," a powerful and spontaneous moment that captured his and the team's hard work.



Connor's progress hasn't just been about routines or communication, it's also been about celebrating who he is.

Last summer, he attended Norfolk Pride with rainbow-dyed hair and a huge smile. In October, he went to his first drag show, which he loved. And during harvest season, his support team took him on countryside drives to watch the combine harvesters at work. Now he confidently takes part in community life.



“Over the past year, Connor has made remarkable progress that fills our hearts with pride and gratitude. From small steps to big milestones, he's grown in ways we once only hoped for. His communication skills have improved noticeably and he's showing more confidence in expressing himself and engaging with others.”  
- Connor's Mother

# Property and Improvements

Investing in environments that help people thrive

## Capital Investment

We launched a structured annual capital plan to guide improvement works across our services. Over the past year, this has resulted in more than £2 million worth of upgrades across 45 homes.

These improvements included:

- New flooring and redecoration
- Refreshed bathrooms, staff areas, and garden
- General enhancements to comfort, safety and design
- IT infrastructure and security improvements

**£800,000**

investment across 45 homes



## Compliance Monitoring

We've introduced compliance management software to improve how we track and manage safety across all properties. This ensures key checks and actions are never missed, from fire safety to equipment servicing.



“At Liaise, we're committed to creating high-quality environments that meet the needs of the people we support.”

## Facilities Management

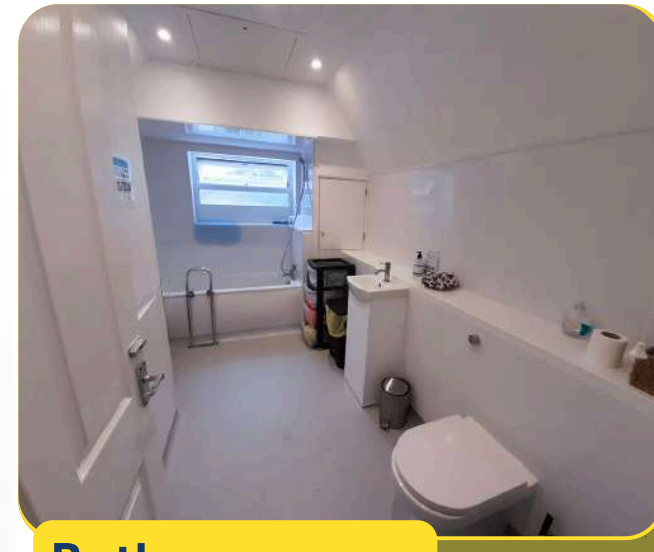
To streamline reporting and repairs, we introduced a computer-aided facilities management (CAFM) system. This allows our colleagues to log jobs online and receive real-time updates on progress and completion, helping to keep our homes running smoothly and efficiently. So far, the system has decreased our response time down to an average of 2 hours 19 minutes.



## Transparent Oversight

All estate activity is now closely monitored to ensure response times remain efficient and that every job contributes to a safe, warm, and welcoming environment.

Our goal is simple: to create spaces where people feel safe, valued, and at home, and to manage them with care, accountability, and forward-thinking systems.



**Bathroom**  
Cornfields

## Some Of Our Improvements This Year



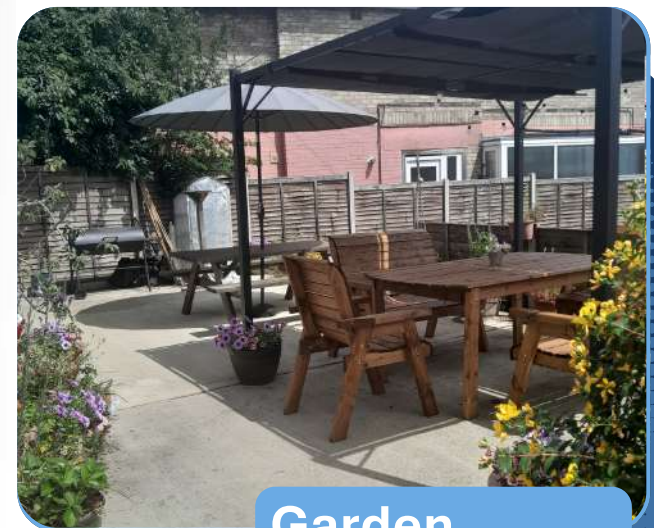
**Kitchen**  
Totteridge House



**Summer House**  
Crossbrook



**Sensory Room**  
Bramshaw House



**Garden**  
Ashwood House



**Bedroom**  
Crossbrook Court

# Opening New Services

## Expanding Our Impact Across the Midlands

“At Liaise, we are committed to creating more high-quality homes where people can live safely, independently, and with the right support to thrive.”

In 2025, we have made significant progress towards this vision. So far, we've opened new services in Cambridgeshire, Lincolnshire and Hampshire, transforming underused properties into vibrant Supported Living homes. The first of these, a peaceful cul-de-sac of four bungalows in Farcet, Peterborough, welcomed its first tenant in March 2025.

### Designed for Living Well

Our new services reflect our core values: person-centred care, empowerment, inclusion. Each home is designed to:

- Support personal aspirations
- Enable greater independence
- Offer safety, stability, and community connection

### Community Impact

The new services offer a broader advantage to the region. As we grow, we are proud to bring:

- Local jobs and training opportunities
- Greater access to inclusive housing
- Social connections that reduce isolation

Each location is CQC-registered and led by a Registered Manager, ensuring we meet and exceed the Right support, right care, right culture framework. We work closely with individuals and families to plan each transition, focusing on what matters most to them.

### Meet the New Regional Management Team

We've also welcomed a new Regional Management Team for the Midlands region. Together, they are leading this exciting expansion and helping us deliver outstanding care to more people than ever.



“We are excited for the future, providing amazing homes and having positive impacts on the lives of the people we are yet to meet.”

**Lisa Yearn,**  
Regional General Manager,  
East Anglia and Midlands



Beth Conroy (left- Upwell Lodge manager) with Bola Tofowomo (right- Peterborough Road manager)

## Our New Services



**Peterborough Road,**  
Farcet, Cambridgeshire

Peterborough Road is a brand-new supported living development offering four self-contained, wheelchair-accessible bungalows. Each home features a private, secure garden with a patio, lawn, and lockable shed, ideal for enjoying outdoor space in comfort and safety.

With dedicated parking (two spaces per bungalow) and excellent transport links, residents can easily reach Peterborough city centre and train station, connecting them to shops, entertainment, and major cities including London, Nottingham, and Sheffield.



**Riverside Haven,**  
Spalding, Lincolnshire

Riverside Haven is a thoughtfully designed supported-living home with six fully refurbished, self-contained apartments. Each includes a second bedroom that can be used as a sensory room, an open-plan kitchen and lounge, and private access via stairs or lift.

Just a short walk from the heart of Spalding, residents can enjoy charming shops, historic museums, and a dynamic arts centre. Spalding also has excellent transport links, with direct rail connections to Lincoln, Nottingham, and Peterborough.



**Upwell Lodge,**  
March, Cambridgeshire

Upwell Lodge features four modern, self-contained apartments across two accessible floors, each offering space, privacy, and comfort. Residents enjoy private gardens as well as a shared garden and conservatory space.

Located near March High Street, it's close to shops, parks, a SEND college, and cultural spots like the March Museum. With great transport links and a welcoming community, Upwell Lodge blends specialist care with independence.

Discover more developments across our regions.

Scan the QR code



<https://liaise.com/new-developments/>

# Innovation and Digital Transformation

From infrastructure upgrades to AI in care, we're using technology to improve lives.

“We continue to drive innovation by significantly upgrading our technological infrastructure across our homes”

Technology continues to play a key role in how we improve lives at Liaise. Over the past year, we've upgraded infrastructure across our homes, added secondary network lines for greater reliability, and replaced outdated equipment to improve security and performance.

We've relaunched our website to better reflect who we are, with a focus on accessibility and ease of use for families, professionals and staff. Internally, new platforms like Liaise Life are helping teams stay connected and informed.

Alongside this, we're exploring how AI and other digital tools can enhance the way we deliver care, supporting greater independence, reducing admin, and helping us deliver even more person-centred outcomes.

## The Infrastructure Behind Great Care

### Network & Infrastructure

We've upgraded network systems across our homes to provide faster, more secure connections. Improved reliability and remote access mean staff can work more efficiently, wherever they are.



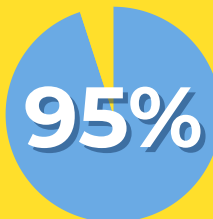
### Cloud-Based Solutions

New digital platforms now support care planning, medication management and communication, making everyday tasks simpler and improving continuity of care.



### Data Protection

With robust security measures and new firewalls in place, our Microsoft Secure Score remains consistently high, helping protect sensitive data and maintain trust.



### A.I. In Care

We're exploring how AI can support more person-centred, responsive care, from tailoring support plans and predicting individual needs, to improving decision-making through better use of data and trends.



## Home Upgrades and Security Enhancements

Over the past year, we've made significant improvements across our homes and systems to strengthen connectivity, modernise our digital presence, and safeguard data. These upgrades ensure our teams have the tools they need to deliver seamless, secure, and person-centred care every day.

### Network Improvements

We've upgraded networks in over 30 homes, boosting Wi-Fi reliability and speeding up connections. These improvements ensure staff can access systems smoothly, wherever they are, supporting better care and communication every day.



### Relaunched Website



Our new website reflects Liaise's mission and values with a fresh, accessible design. It provides families, professionals and staff with clearer, easier access to essential information and services.

### Connected Systems



We've introduced five new digital platforms that link data across departments. This integration improves oversight, streamlines workflows and supports more informed decisions to benefit people we support.

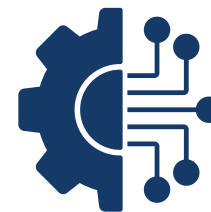
### Security and Data Protection

Our security measures have been strengthened with updated firewalls, encryption and regular staff training. Certified in Cyber Essentials Plus, we protect sensitive data and guard against phishing and unauthorised access.



## Looking Forward

### A.I. Pilot Rollout



We're trialling AI tools in selected homes to reduce paperwork, minimise duplication and improve daily efficiency. Early feedback is helping shape how we use AI safely and meaningfully, freeing up more time for personalised support.

### Liaise Life



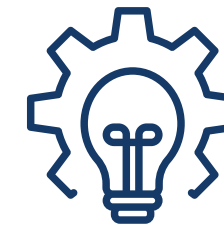
Rolling out a staff-wide intranet platform designed to bridge connections between homes, support teams and behind-the-scenes staff, strengthening communication and collaboration across the organisation.

### New Dashboards



New dashboards provide managers with real-time data and insights, helping them monitor care delivery more effectively. This reduces administrative tasks and allows more time to focus on supporting people in our homes.

### Assistive Technologies



We're actively exploring new assistive technologies and digital tools designed to promote greater independence and improve the quality of life for the people we support. This ongoing research ensures we adopt innovations that truly make a difference.



# Adam's Story

## A journey from struggle to self-belief

Thank you to Adam for allowing us to share his journey.

Adam, one of the people we support in our Marlow community, is a kind, energetic and thoughtful individual. He brings warmth and joy to those around him. Over time, Adam has made meaningful progress, developing new skills, confidence and independence. His journey is a powerful example of what can be achieved with the right support, strong relationships and a deep belief in someone's potential.

Not long ago, Adam relied on regular medication to manage behaviours that challenged him. But with consistent, person-centred support and belief in his abilities, Adam began to move forward.

He has now been medication-free for over a year, a significant milestone that's improved his emotional well-being and day-to-day life. It's a powerful reminder of what people can achieve when given time and the right support.



In March 2025, Adam made a dream come true with a trip to Disneyland Paris. It was more than a holiday; it was a celebration of his progress.

From meeting favourite characters to exploring the park, every moment brought joy. For Adam, it marked just how far he's come. For those around him, it was deeply moving to see his happiness shine through.

Adam continues to set his sights on new goals and embracing new opportunities. This autumn, he'll begin an IT course at college, combining his passion for technology with a desire to learn new skills and take on new challenges.

He's also planning his next adventure, a cruise holiday. These plans reflect not only his confidence, but his growing independence and excitement for the future.



Adam's story is still unfolding. Each step forward reflects his resilience, growth and determination. He inspires those around him and reminds us that, with so much already achieved and with the right support, anything is possible.

What's next for Adam? Whatever it is, he's ready, and the future looks bright.

# Employee Development and Engagement

From development to opportunity, we're proud to be a great place to work

“From qualifications to recognition, we're proud of the progress our teams are making.”

The Liaise Academy continues to support personal development across all roles in the business. Through vocational qualifications, colleagues gain valuable learning opportunities that boost their skills and confidence, helping people thrive. This focus on growth and care excellence is what makes Liaise a great place to work.



### Liaise Academy Vocational Qualification

Through the Liaise Academy program, over 45 colleagues have successfully completed vocational qualifications, including;

- Level 5 Operational Manager - 1 colleague
- Level 5 Leader in Adult Care - 3 colleagues
- Level 4 Lead Practitioner in Adult Care - 1 colleague
- Level 3 Lead Adult Care - 32 colleagues
- Level 2 Adult Care Worker - 10 colleagues

15 colleagues have already enrolled in our new safeguarding programme.

## Face-to-Face Learning in Action

Delivered through the Academy, the face to face courses support ongoing quality of care in ensuring trained and competent colleagues.



## Russell Day

Operational Departmental Manager Level 5

Russell Day, Commercial Operations Manager, recently completed his Operations Departmental Manager Level 5 through the Liaise Academy, having not undertaken formal learning for several years.

Gaining a Distinction in the apprenticeship has had a clear and lasting impact on Russell's role at Liaise. The programme strengthened his leadership, communication, and strategic planning skills, enabling him to support colleagues more effectively and with greater confidence.

He credits the consistent support from management across the organisation as a key part of his success. Encouragement from leaders helped build self-belief and maintain momentum throughout the journey.

The opportunity was made possible through the Liaise Academy, whose guidance and resources were central to his achievement. Russell describes the Academy as a vital source of support, helping to make professional growth feel accessible and meaningful.

The experience has deepened his contribution to the business and enhanced his approach to leadership. It has also reinforced his commitment to continuous improvement for himself and the teams he leads.



“An apprenticeship can be transformative no matter how long it's been since formal learning. It builds not just your knowledge, but the value you bring every day.”



## Elsie Ngu

Adult Care Diploma, Level 3

Elsie Ngu Shindoh, a Senior Support Worker at Linnet House in the South Region, recently completed her Level 3 Diploma in Adult Care through the Liaise Academy, a proud milestone in her professional journey.

The qualification deepened her understanding of person-centred care, safeguarding, communication and leadership in adult social care. It gave Elsie the opportunity to reflect on her practice, build confidence and develop new skills to lead and support others effectively.

Completing the course has strengthened her commitment to delivering high-quality care and has opened up future opportunities in senior roles. Elsie is now exploring the possibility of further qualifications and continued professional growth.

“Joining the Liaise Academy has been a rewarding experience. I built practical skills, gained confidence, and took real steps forward in my development”

She credits both the Liaise Academy and the Linnet House management team for their encouragement and support. For Elsie, the experience was more than a course, it was a chance to grow, progress and feel valued in her role. It reflects the culture of learning and development that makes Liaise a rewarding place to work.



### Ellie Charge

#### Manchester Post-Basic Dysphagia Course

In November 2024, Ellie was supported by Liaise to attend the Manchester Post-Basic Dysphagia Course, a specialist training for Health Professionals to deepen their understanding of eating and drinking difficulties. It was a fantastic opportunity for Ellie to expand her knowledge and build confidence in a key area of care.

The course provided detailed insight into how swallowing develops, why some people experience difficulties, and how to support them effectively. Ellie learned how posture, positioning, and environmental factors can be vital when eating and drinking, as well as swallowing exercises and a range of therapeutic interventions.

It was an intense learning experience, but one Ellie found incredibly valuable. She now feels much more equipped to support individuals within Liaise who live with dysphagia, ensuring their safety, preserving their dignity, and helping them maintain the best possible quality of life.

Ellie is proud of what she has achieved and grateful for the opportunity to develop her clinical skills. The experience has made a clear impact on her practice and reflects Liaise's ongoing commitment to professional learning and person-centred care.



Completing the course allowed me to gain vital skills and knowledge within my profession, and increased my confidence with helping those with swallowing difficulties improve their quality of life”

### Ian Knight

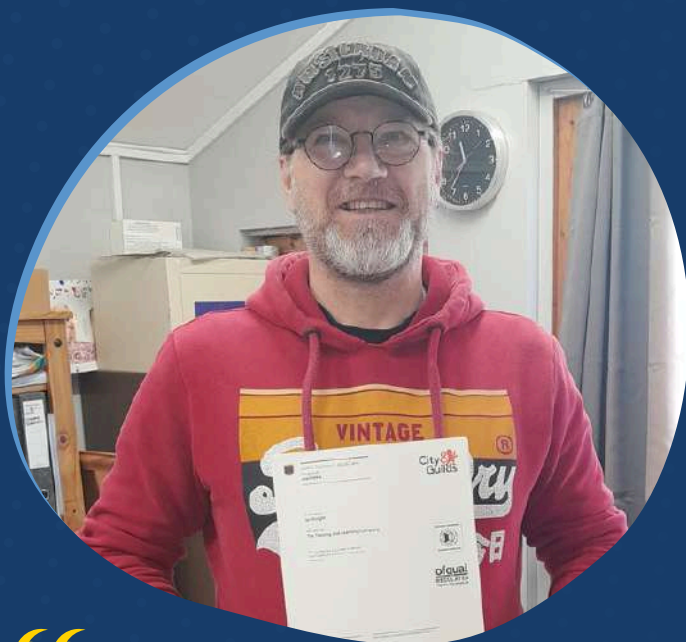
#### Adult Care Diploma, Level 3

Ian Knight, a Senior Support Worker at Ashwood House in Norfolk, recently completed his Level 3 Diploma in Adult Care through the Liaise Academy, a proud milestone after years away from formal education.

Returning to study felt daunting, but Ian was determined to grow in his role. With support from his management team and the Liaise Academy, he embraced the opportunity to build confidence and deepen his knowledge.

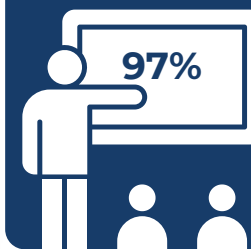
The course helped him reflect on his practice and build on years of experience. He especially valued learning more about safeguarding and person-centred care. Flexible assessment options suited his learning style and made a real difference.

Ian credits his assessor for helping him recognise the knowledge he already had. Completing the diploma renewed his enthusiasm for learning and strengthened his belief in his role as a leader and mentor.



I felt empowered because the assessor gave me a choice of writing my responses or having them recorded. I chose recording and realised that I have so much knowledge and doing the Diploma allowed me to put this into a framework”

### Internal Training and Compliance



We have continued to maintain a consistent 97% compliance in our e-learning through our partnership with Your Hippo.

### Safeguarding Qualification

We are among the first care providers to offer the new Safeguarding Level 3 qualification, with 14 colleagues already enrolled.



**Promotions**  
Over 20 colleagues promoted, through talent management and in recognition of providing career pathways.



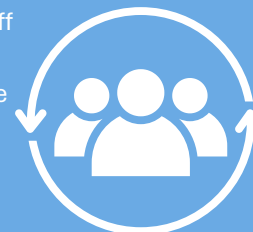
**Proact-SCIPR UK Training**  
Seven qualified instructors refreshed their certification this year, and a deputy manager has begun training to become an instructor.



### Agency Use Reduction

We continued last year's progress on reducing our reliance on agency-supplied staff. By the year-end, the agency has accounted for 1.5% of our care, a 50% reduction since 2022.

**Staff Retention and Onboarding**  
This year, we have seen a 22% staff turnover, which is trending just below industry average, but we are maintaining a stable workforce to deliver consistency in care. We also welcomed over 200 new starters across all roles at Liaise.



**Staff Survey**  
Our latest staff survey has shown that we maintained a positive Employee Net Promoter Score (eNPS) of +33.



**Savings Initiative**  
We launched a savings initiative through Wagestream, with over 370 colleagues now regularly saving each month securely within a click of a button.



**Champions Network**  
We have maintained our Champions Network by arranging quarterly meetings with the Executive Team, listening to any challenges and working to find resolutions.



**Feedback from our colleagues using Wagestream**  
“I am very grateful that this app exists, it's so easy to use and I feel less embarrassed about not having to turn down outings due to having no money as I can always access my wages”  
“I have a better understanding of how much I earn and how much I can spend, and how much I have left. When I am struggling financially, I don't feel stress because I know that I can rely on the app to withdraw funds to help me live today”

# Stakeholder Feedback

## Listening, learning and improving through the voices of the people we support, their families and our colleagues

This year, we carried out four dedicated surveys to hear directly from the people who know us best, the individuals we support, their families, our colleagues, and wider stakeholders. Each group offered valuable perspectives on what we are doing well and where we can grow. Their feedback highlights the importance of safety, independence, clear communication, practical skills, connection, and overall wellness in our services. By listening closely and acting on these insights, we continue to refine our approach, strengthen relationships, and ensure that every person experiences care that is personalised, responsive, and empowering. Together, these voices give us a fuller picture of our impact and guide us in shaping services that are safe, inclusive, and truly person-led.

“Hearing directly from the people we support and their families helps us make services safer, more personalised, and more empowering every day.”

## Hearing from the People We Support

We grouped the survey responses into key themes that reflect what matters most to the people we support, from safety and independence to comfort and overall satisfaction.

### Safe, Respected and Secure

97% of people shared that they feel safe and respected where they live, while 98% told us their privacy is upheld. This reflects a strong foundation for wellbeing and trust.



### Supporting Choice and Independence

98% of people said they are able to choose the activities they want to do, while 93% described receiving positive support to live as independently as possible, with meaningful involvement in their daily routines.



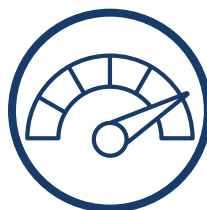
### Happy and Comfort

98% described their home as clean, while 96% said their home is warm and welcoming. These basics make a real difference in how comfortable, relaxed, and settled people feel each day.



### Overall Satisfaction and Access

93% of people said they are happy with the support they receive. This contributed to an overall Net Promoter Score of 92%, reflecting a high level of trust and satisfaction across all our homes.



## What Families Told Us

Families shared honest, thoughtful feedback about the care their loved ones receive, highlighting strong relationships, trust, and a growing sense of partnership.

### Respect and Relationships

97% of families said staff were good or very good, while 96% felt people were treated with dignity and respect. These results show strong, trusting relationships built on compassion and professionalism.



### Feeling Heard and Involved

92% of families said they feel listened to, and 90% felt involved in their loved one's care and support. These responses reflect a culture of collaboration and open communication.



### Adapting to Needs



92% of families felt we responded well to the changing needs of their loved ones, while our Net Promoter Score rose from 42% to 71%. This shows growing confidence in our ability to adapt, improve and deliver responsive care.

### In Their Words

These comments reflect the heartfelt trust families place in Liaise, and the meaningful difference it makes in their lives.

“Carry on like this, we are happy because my son is happy. I cannot thank enough all of you for your hard work. Thank you very much. Wish you all the best.”

“We are really pleased with the care that he receives in this home. It is always a relief to know he is in a safe, positive and caring environment which always acts in his best interests and tailors support to his individual needs.”

## Listening to our Colleagues

Each year, we ask our staff how they feel about their work, their teams, and the support they receive. Their feedback helps us grow and improve the experience of everyone at Liaise.

### Making a Difference



90% of colleagues believe their role makes a real impact on the people we support, with 80% saying they are happy at work. These responses highlight a strong sense of purpose and fulfilment across our teams.

### Support and Training



92% feel they've had sufficient training to do their job well, and 90% know how to raise any issues or concerns. This reflects a supportive culture where colleagues feel prepared and confident in their roles.

### Commitment and Stability



76% expect to still be working with us in 12 months, showing stability and confidence in their future at Liaise. This demonstrates loyalty and belief in the organisation's direction.

### Overall Experience



We achieved an NPS of +33, with 80% recommending Liaise as a place to work. This shows strong endorsement of our workplace culture and a commitment to continuous improvement.

## What our Stakeholders said

Our stakeholder survey provides valuable insights into how our services are experienced and perceived.

### Welcome and First Impressions

78% of respondents rated the welcome they received on entering our services as good or very good, reflecting the warm, approachable atmosphere colleagues create from the very start.

### Meeting Individual Needs



The same proportion, 78% said our services meet the needs of the people we support well, demonstrating the positive impact of personalised, person-centred care.

### Communication and Partnership



Again, 78% highlighted clear and effective communication, showing that strong relationships are built on openness and trust.

### Confidence and Recommendation



Our Net Promoter Score stands at 39, highlighting a growing confidence and willingness among respondents to recommend Liaise to others.

# External Industry Recognition



Shortlisted: Excellence In Specialist Care  
Liaise



Shortlisted: Specialist Care Leader of the Year  
David Petrie, Chief Executive Officer

# Awards and Recognition



### Reward Recognition

Our 'Above & Beyond' scheme recognised over 260 colleagues with cards and vouchers, rewarding their outstanding contribution. This represented with a 22% increase this year.

### Long Service Award

We celebrated 300 colleagues receiving additional annual leave allowance in recognition of their loyalty and commitments. This represented a 50% increase over the previous year, demonstrating a stable and motivated workforce.



Ruth, Casarita



Martha, Langbury Place



Louise celebrated 20 years at Liaise in June 2025



Great British Care Awards  
Care Home Team Award  
Ashwood House



Paula celebrated 25 years at Liaise in March 2025.



Great British Care Awards  
Finalist  
Care Home Registered Manager Award:  
Jessica Lemmon, Lilas and Shulas



Great British Care Awards  
Finalist  
Putting People First Award  
Karla Peatling, Lilas and Shulas



Great British Care Awards  
Finalist  
Frontline Leaders Award  
Natalia Sakrajda, Salcasa



Great British Care Awards  
Finalist  
Putting People First Award  
Nkemdim Edema, Middleton's Lane



# Susie's Story

## New beginnings at St. James House

Thank you to Susie for allowing us to share her story.

In March 2025, Susie moved into St James House following almost a decade in a secure unit. The transition brought big emotions and moments of uncertainty, but with consistent support and care from the team, alongside input from our specialist services, Susie has begun to settle in. St James House is now her home, and she's finding comfort, stability and connection in her new surroundings.

Susie's journey so far has involved many changes in a short space of time. Some days continue to feel overwhelming, but she is increasingly open to support and learning how to self-regulate. She's begun to understand her needs more clearly, communicate them to others, and develop stronger relationships with those around her. These small but significant steps are helping her rebuild confidence and resilience.



With person-centred care and active support, Susie has embraced new opportunities. She is now preparing meals more independently, improving her reading and writing, and building her social skills. Susie is also becoming more comfortable accessing the community, which is a major milestone. Each success adds to her sense of pride and possibility.

A big part of Susie's progress has been the friendships she's begun to form. Whether it's sharing meals, joining in with group activities, or simply relaxing and chatting with others, she's building trust and confidence in social situations. These everyday moments are helping her feel safe and valued. The team often see her smiling and laughing, signs that she's beginning to feel a real sense of belonging in her new home.



Susie is now thinking about her future in a new way. She's expressed an interest in travelling independently, getting involved in local groups, and continuing to build her independence step by step. With her team and friends beside her, and a growing belief in herself, Susie is no longer just adapting, she's beginning to flourish. Her story is still unfolding, and the future holds so many exciting possibilities.

# Transparency and Accountability

## Ensuring ethical, transparent use of funds to support great outcomes

Our comprehensive approach ensures that financial decisions support the best outcomes for the people we support, meet commissioning expectations, and protect public funds. It also reinforces a culture of openness, compliance, and ethical stewardship across the organisation.

### Good Governance



#### Strong Structures

Our multi-tiered oversight framework includes board-level scrutiny, operational budget responsibility, and routine audits. All colleagues with financial duties are trained in financial controls and safeguarding, in line with the Care Act 2014 and CQC best practice.

### Safeguarding



#### Protecting People

Financial abuse prevention is a key part of our safeguarding. Whistleblowing procedures and clear separation of duties help prevent fraud or misuse. Any concerns are investigated in line with ACAS and Care Act procedures.

### Clear Communication



#### Open and Transparent

We provide accessible updates to the people we support and their families. Commissioners receive regular KPI reports and contract reviews. Internally, data helps teams stay on top of budgets and risks.



**Strong financial governance underpins the quality, safety and ethics of everything we do.”**

### Efficient and Ethical



#### Value for Money

We embed value for money in everything - from commissioning to delivery - through competitive procurement and detailed reconciliations. Every pound spent is tracked against outcomes that improve lives.

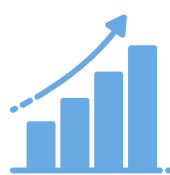
### Transparent Technology



#### Digital Oversight

Secure, cloud-based systems give real-time financial visibility and full audit trails. Managers can act quickly using live dashboards, and partners like local authorities can easily monitor performance.

### Continuous Improvement



#### Always Improving

We benchmark against sector standards and learn from audits to enhance our systems. Financial training and awareness campaigns keep ethics and accountability front of mind for all teams.

# Looking Forward To 2026



As we look to the year ahead, our vision remains committed to placing the people we support at the centre of all our decision making. To guide this, we have shaped our plans around three key pillars that define how we move forward together.

## 1. Delivering Great Care and Support

We will build on our existing comprehensive training and development program to create an environment where our teams can realise their professional potential in the support of delivering the best quality care. Further, we are investing in our technology to help us improve quality outcomes, reduce burdensome administration, so colleagues can focus more time on providing care.

## 2. Being A Great Place To Work

Our vision is made possible by our colleagues. This year, we will continue to invest in our team skills through the Liaise Academy, strengthening career pathways, and expanding recognition and awards. We are also developing a new integrated intranet portal to create a single hub for all colleague needs, helping everyone feel supported and connected.

## 3. Growing Sustainably

The demand for high-quality care continues to outstrip supply in many areas. We will work closely with commissioners to identify where new homes and services are most needed, expanding our reach to support more people while ensuring we grow in a responsible and sustainable way. New services will be co-produced with our Influencers, families, and stakeholders, ensuring every individual receives truly personalised support.



## Staying True To Our Vision

Even as the economic and political landscape brings uncertainty, we remain committed to providing certainty where it matters most: for the people we support, their families, and their communities. We look forward to another year of growth, collaboration, and delivering on our promise of high-quality, person-centred care.