



“Our Philosophy –
Quality, Respect, Caring
and Compassion are at the
heart of all we do.”

Oakfield Psychological Services
Operating Plan : 23 Wellfield Road, Baguley, M23 1BG



The Operational Plan for Oakfield Psychological Services should be considered as a flexible guide.

The Operational Plan will be displayed in the property for all carers, staff, residents and visitors to read.

It will be reviewed every year unless it is a requirement to do so earlier following any incidents

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1. Introduction

Oakfield Psychological Services is a national provider of psychological services covering a wide range of clinical disciplines, both within the NHS and within the community. Although Oakfield has been working within the NHS continuously over the past 10 years, in recent years there has been a growing focus from NHS England to develop community mental health services to reduce increasing hospital pressures. Consequently, Oakfield Psychological Services has worked closely with health professionals and commissioning groups to support this need through its development of specialist led therapeutic placements for young people. Oakfield's ethos and model is aimed specifically at young people who without specialist support are likely to find themselves admitted/re-admitted to hospital/inpatient settings in order to access the support they require. Rather than providing a provision for multiple young people as traditionally provided, in which invariably the needs of each young person would be very varied and therefore therapeutic care delivered would need to be broadly adapted to meet the needs of all, Oakfield recognises that solo (one person) placements enable vastly superior outcomes to be achieved through specifically tailored models and environment to the specific young person's needs. Such outcomes have been widely recognised for all to see, leading to an increase in demand and volume of referrals to the service to prevent local young people from unnecessarily entering hospital services and remaining engaged and invested within their community.

The Wellfield, under the umbrella organisation of Oakfield Psychological Services, is the third proposed specialist home. It is in a prosperous, safe neighbourhood in Baguley Manchester, with access to reputable schools, large green spaces, and a fantastic transport network.

Oakfield will provide a safe holistic and nurturing environment in a high-quality refurbished accommodation, offering stability to young people with additional needs in what could be a turbulent period of their lives i.e. leaving inpatient settings. At Oakfield we will provide a home for young people who present with emotional behavioural and/or learning/ physical difficulties and require psychological therapeutic work to support them and develop them. Their presentation may stem from typically complex early childhood trauma, abuse, attachment issues, ADHD, Autism and/or sensory impairment.

The children may have a range of learning disabilities and needs including autism, attachment disorder, sensory processing difficulties, learning difficulties and social communication needs. Some of the children will have emotional and behavioural difficulties.

Every child matters to us, we recognise that needs will be challenging, however we feel we can offer a home where young people can feel in control, through a structured approach.

Oakfield's Philosophy rejects the question: 'What is wrong with this young person?' whilst searching for the answer to the question: 'What has happened in this young person's life that has led to presentations of psychological, adverse behavioural presentations. Our ambition is for them is to feel empowered to 'be the best they can be' through our ethos of high expectations for all.

We will discuss the individual needs at the point of referral and consider our ability to meet those needs at Oakfield changes in statutory guidance or legislation.



2. Aims and Objectives

We want all young people at Oakfield to reach their optimum health and wellbeing. We want for our young people to feel loved, secure and confident. Alongside this, for all our young people we support individually to have and achieve their aspirations and support them to be 'the best they can be'.

We will foster an environment of resilience and help to support young people to bounce back from stress, adversity, and negative experiences to ultimately lead to better outcomes.

We will:

- Ensure all young people feel part of a family environment where their views and opinions are valued and listened to
- Offer a service that enables young people to work towards overcoming any trauma or abuse in their past through effective interventions.
- Work in partnership with relevant agencies, the young person, and their significant others, by constructing Individual Care Plans with identified aims, objectives, goals and timescales.
- Produce regular detailed reporting to the responsible local authority on the individual child's progress and development.
- Facilitate monthly meetings, for each young person, to promote their rights, wishes and feelings.
- Provide each young person with the opportunity to participate in a range of social, recreational and leisure interests by producing a Weekly Activity Programme, engaging with community clubs, and building links
- Promote contact with each young person's family and significant others, where appropriate, involving them in the therapeutic journey and programme within our therapeutic suites at head office
- Respect each young person's rights in relation to their age, race, sexuality and disability and meet their needs
- Ensure each young person is treated as an individual and that all their physical, emotional and health needs are met in an appropriate way.
- Develop sound relationships between staff and young person to create a happy, consistent, and stable environment where feelings, thoughts and emotions can be explored and expressed safely.
- Empower young person to achieve their full academic potential and to acquire the relevant skills and knowledge to move on positively into adult life, ensuring we have strong links with local education provisions.
- Ensure young people are aware of the impact of their actions, on the people with whom they live, and on the wider community.
- Encourage community participation to help young people flourish, developing independence skills and prepare them for adulthood.
- Ensure consideration is given to all young people on the potential impact of new placements and the dynamic of the home.
- Operate under policies and procedures aligned to legislation to govern the home to the best of our ability.



3. Policies and Procedures

All carers, social workers, visitors can request information documents containing the policies and procedures of Oakfield. We encourage all to read, support and adhere to the policies and procedures.

Paper copies are available on requests and can also be found in the main office. The management and staff will be consulted on changes in a draft format for two weeks prior to a change being agreed. Staff are required as part of their induction process to make themselves familiar with policies and procedures and the ongoing review of such.

All policies and procedures are reviewed on a regular basis and in accordance with statutory guidelines and changes in legislation. A review schedule is followed to ensure the regular review of all policies and procedures.

4. Pen Picture of Premises

The Wellfield is a 2 bedroomed house in a prosperous residential setting. It has been purchased specifically to provide a home for young people with presentations ranging from emotional behaviour and/or learning disabilities and needs including autism, attachment disorder, sensory processing difficulties, learning difficulties and social communication needs.

This lovely modern house provides downstairs a living room, a bedroom, kitchen, toilet fitted with shower. Upstairs there a living room, kitchen, bedroom and ensuite. Each of the proposed two young people will have their own personalised bedroom and living space.

Externally to the rear of the property, there is a very pleasant private garden and summerhouse.

5. How we work

Oakfield's aim to provide medium and long-term care for young people with additional needs between the ages of 13-18 years. We offer a safe and secure environment where staff are focused on delivering a person centred approach. We promote positive attitudes based on respect for others and equality of opportunity. We place a strong emphasis on routine and consistency as well as clear boundaries and expectations.

All young people will have an Individual Placements Plan that will be regularly reviewed. We will involve young people as much as possible in creating their own plans to ensure they are person centred and the individual will be supported to access the Local Authority Independent Reviewing Officer to ensure they have someone independent of Oakfield to ensure their interests are protected and supported appropriately during their time at Oakfield.

We will regularly arrange meetings alongside statutory reviews and encourage young people and their families to attend and for us, as the placement provider, to play an active role in the meeting. This will enable us to monitor the progress of the young person and their care plan accordingly. There will always be a minimum of two staff members on site. During the night there will be one member of staff awake and one sleeping member of staff.



6. Noise and Security

In terms of noise management and security, we do not believe there is a need for any specific features to manage this as we feel the noise level will reflect a typical family home and the current boundary at the rear includes a 6ft fence with a secure gate to the side. We have always strived to be open and honest with neighbours and will continue to address any concerns that may be raised in the future.

All Oakfield's sites have been sound proofed to any external walls to support any potential disturbance to neighbouring properties.

Steps will be undertaken to ensure that no noisy activities take place within the premises e.g. playing of loud music/parties/noisy equipment (e.g. weights/treadmills etc). Oakfield seek to create a therapeutic and calming environment not just for the resident themselves but to consider the local community and neighbouring area. Parties are strictly prohibited. Residents are aware upon admission of safe behaviour and house rules which include that if safe noise is not followed then any music devices will be safely removed immediately.

Steps will be undertaken to ensure that no noisy activities take place in any external areas/garden of the premises e.g. trampolines/noisy play equipment/external plant or machinery (e.g. hydrotherapy type pools or jacuzzies). Use of garden space will only be utilised in light hours (working day hours) and responsible and safe behaviour must be demonstrated by all involved at all times. If young person did ever become overly excited or loud, Oakfield procedure is to provide firm boundaries and return to the house at once if necessary to prevent any disturbance. Any staff not following in accordance with this will receive disciplinary action.

Steps will be undertaken to ensure all staff/visitors and residents keep noise to minimum especially at sensitive times. Staff are aware that if this is not followed at all times then this will lead to disciplinary action.

As the application site is not a detached dwelling and as the adjacent adjoining property is a noise sensitive residential property, steps will be taken to ensure young people/residents housed in this property are so chosen so as to avoid any negative noise impacts that could occur due to any behavioural or medical issues (e.g., regular noisy and vocal behaviour/shouting/banging/loud screaming throughout the day and night-time periods). Any noise related issues/complaints will be promptly dealt with by staff on site and the overall management of the site.

We have very good relationships with nearly all of our neighbours and try to involve them with any updates and developments as well as community activities wherever possible. This has included in the past animal care and dog walking with neighbours to support communal integration and relationship building. This was received very positively by all involved. Many of our neighbours know our staff and young people by name basis and engage with them often, furthering supporting a communal aspect.

The name of the site supervisor responsible for the site is Dr Oliver Cawley, Site Manager.



7. Organisation of visits

Depending on the needs of each young person there will likely be the following visits:

- a. Social workers will visit children every 6 weeks.
- b. The Independent Reviewing Officer (IRO) once a month
- c. Visits from family members will depend on what is stated on the young person's care plan and court orders. On average this is likely to be between once a month/ twelve visits a year.

All visits are scheduled in advance and Oakfield ensure that visits do not conflict on days. This is mainly to ensure they are not too overwhelming for the young person. All visits stated are provided with reserved parking on the day of their visit at head office (8 Ambassador Pl, Altrincham, WA15 8HQ). This is situated approximately 10-minute drive away from the placement, 23 Wellfield Rd, Baguley, Manchester M23 1BG. This ensures that traffic along the road and cul-de-sac is not impacted by visitors to site.

All management meetings and staff meeting occur off site at head office or virtually when staff members are not working.

Any items required to be ordered for the daily running of the service is requested by site management to senior management staff at head office. Senior management review the request within 24 hours and either approve or deny the request in writing. All authorised items are delivered to head office (8 Ambassador Pl, Altrincham, WA15 8HQ) as part of Oakfield's centralised service. All deliveries are scheduled within office hours when head office is always staffed. Site management then arrange pick up of items from head office.

8. Road use / Parking for site

The proposed works make no alterations to the existing access, either from the main road or into the site. It is suggested that the nature of the change of use means that there will be no material increase in vehicle or pedestrian movements into and out of the site or create a negative or unacceptable impact on the existing local highway network, especially when compared to potential maximum potential for the existing use.

No changes are proposed to the existing hardstanding or parking provision with the site. The site is well served by nearby parking and public transport. Due to the nature of the use, it is suggested it is highly unlikely that the occupier will have a car.

The applicant will encourage the use of public transport for staff and will offer subsidised travel accordingly. In addition, a cycle to work scheme will be offered.

In accordance with the Supplementary Planning Guidance the proposals do not have any material impact of the frontage of the property. As such it is proposed that the scheme retains the character of the existing building and the area as a whole.

The servicing provision and requirements remain similar to existing with waste collection being provided on a domestic basis and therefore it is suggested would not materially increase traffic

Access, internally and externally to the dwelling remains as existing. As such it is suggested that the character of the site and area remain as existing.



It is therefore proposed that the change of use of the premises conforms to the relevant Local Plan Policies and Supplementary Planning Guidance generally and should be considered acceptable given its location.

9. Staff Structure



Each staff member has their duties defined in their job description, in addition particular duties and roles will be indicated on the staff photo board and a further list of responsibilities is found in the office.

Staff carry out reasonable requests by the Manager as required. All staff hold a current first aid certificate to be able to deal with minor accidents. All staff and a designated safeguarding staff member will be responsible for Child Protection issues, with the most senior person on duty at the time making any necessary referral or seeking guidance from the Manager.



A typical day

07:45AM	Day staff arrive on site for day shift – typically 1-2 members of staff • Approximately 50% of Oakfield staff drive to work. Oakfield staff that do not drive arrive by public transport – Metrolink and bus located within walking distance • Parking is available road side for staff • Visitors' parking spaces are also available at Head office • Oakfield also employ a cycle to work incentive scheme to promote reduced emissions and road congestion
08:00AM	Waking night staff leave – 1 staff member
09:00AM	Young person leaves for education provision with day staff Oakfield have their own designated vehicles to collect the resident and staff for education and/or activities. This ensures there are no unnecessary vehicles at the site.
16:00PM	Staff and young person return to placement
19:45PM	Waking night staff arrive (1 staff)
20:00PM	Day staff leave - typically 2 members of staff

As above, there will be a maximum of 2 residents and up to 4 members of staff at the property generally, with members of staff providing 24-hour care, including sleeping at the property at night depending upon the needs of the young person. It is anticipated that on average there will be staff members at most on the property 24/7. During nights there will be up to one sleeping staff member and one awake.

The expected number of staff at the premises daily can vary and will depend upon the care package of the young person residing at the property at any given time. The following table, gives a typical outlay of staff coming and going. It is anticipated that there would be a maximum of four staff members on site.

Oakfield provide a unique package of support and care 24 hours a day 365 days a year across a number of well-established and recognised sites. The proposal of this site of 23 Wellfield Road, Baguley M23 1BG no different. This would be for some of the most vulnerable children and young people in the care system

All young people will have an Individual Placements plan that will be carried out and regularly reviewed to ensure the best possible outcomes for each individual. This will involve them as much as possible in creating their own plans to ensure they are child centred and encourage them to take ownership and responsibility for their actions. Young people will all have access to an independent reviewing officer to ensure their interests are protected and supported by Oakfield.

The staff support the residents in the normal day-to-day activities including transport to school, support in school, support with homework, arranging visits to teachers, schools, open days, and evenings, outings, trips, and activities for the children. The staff will provide support and guidance for young person to help them prepare for adulthood.



The nature of the placement use means that it is suggested that there is no material increase in vehicle or pedestrian movements into and out of the site when compared to potential maximum potential for the existing use.

10. How to Make a Complaint

Complaints can be made by any service user, staff or wider public who wishes to outline their concerns or issues relating to the delivery of service of Oakfield and its impact upon them. Oakfield's Complaints policy is available for any relevant person/party to have access to. Oakfield request that all complaints are put in writing to head office – headoffice@oakfieldpsych.co.uk.

Following a complaint in respect of any part of Oakfield's delivered services or administration or procedure undertaken as part of the Oakfield service, the complaint must be responded to promptly and with a view to settle the issue to the satisfaction of the person/ and or agency making the complaint. Once the full details have been received in writing from the person/ and or agency making the complaint, they must be informed in writing of any and all actions Oakfield have or are taking in respect of the complaint.

In most cases, Oakfield staff may be able to deal with the complaint effectively and to the satisfaction of all (informal complaints). However, more serious complaints (those that cannot be settled quickly and effectively by means of verbal/written contact being made with the complainant – formal complaints) Must be dealt with by means of the appointment of an outside (non-Oakfield staff member) competent person who will review the merits of the complaint and the actions taken or to be taken by Oakfield in respect of the complaint. Oakfield have an external independent person which suitable training in such issues: Mr David Holt, who will be consulted at the first instance.

The appointed person must be given free and unobstructed access to all relevant material and correspondences associated with the complaint.

All parties who have an interest and or may be affected by the formal complaint and or the complaints procedure, must be informed in writing and invited to attend any meeting in relation to the complaint and must also have unobstructed access to relevant paperwork and information regarding the complaint.

Once the complaint has been defined as a Formal, then a formal meeting between senior management (Oakfield) and the appointed person together with any other interested parties will be arranged without unnecessary delay. The complainant will be informed that the Oakfield complaints procedure has been enacted and given a time scale for their response to their complaint.

Oakfield Management may instigate an internal investigation in respect of any action or happening that has or may reflect badly on the service, once this action has been taken Oakfield must appoint an independent assessor to assist in the investigation of the action or happening. Any investigation instigated by Oakfield must also state within the final report learning outcomes and safeguards/ amendments that should acted upon immediately.

The complaints procedure meeting will follow a set format:



1. All people involved in considering the complaint should be concerned with resolving any complaints and state that intention.
2. The full complaint will be detailed.
3. Evidence in support of the complaint will be detailed.
4. Details of the Oakfield response will be provided to all parties involved.
5. Any action Oakfield has or is prepared to take will be detailed and supporting documentation will be presented where appropriate.
6. After a full review of the facts presented, the view of any appointed person together with other interested parties will be given.
7. Oakfield will advise the complainant of the outcome of the complaints procedure by means of verbal or a full written report dependent on the level of complaint.
8. If the complainant is not satisfied with the outcome of the Oakfield investigation, then Oakfield must provide the complainant with details of any outside agency or body/ and any other official courses of action that can be taken.

