



Freedom
Training and Consultancy
TRAINING, SUPPORT AND PROFESSIONAL DEVELOPMENT

Independent Service Review Summary Report
of
Brighton and Hove Disability Respite and
Residential Services
Drove Road and Tudor House

April 2024

Freedom Training and Consultancy Ltd

Registered No: 11403449 'Copyright © 2024 Freedom Training and Consultancy Ltd. All rights reserved.'

Executive Summary:

Brighton and Hove City Council commissioned Freedom Training and Consultancy Ltd (FTAC) to carry out an independent review of the residential and respite disability services currently operating out of Tudor House, Brighton and Drove Road, Portslade.

Freedom Training and Consultancy has vast experience of successful change management projects and supporting clients with improving outcomes for their service users and staff.

Currently Drove Road provides respite services and residential placements for up to eight children and young people at any one time. Tudor House currently provides respite and short breaks for up to five children and young people at any one time, all with complex needs.

It has been highlighted by the last SEND Inspection and through previous consultations and formal reports with partners such as PaCC (Parents Carers Council), that there is need for extra respite spaces, stable residential provision and need for day care services. During this time of austerity Brighton and Hove City Council are looking to see how they can best use the premises and spaces identified for children and young people with disabilities in the city as well as reducing the spend of out of city placements by bringing some of those children back to be near to family and friends.

Report Author and Lead Consultant – Tracy Keane (CEO)



Why are we reviewing Tudor House and Drove Road Services?

At both Tudor House and Drove Road the commitment to providing exceptional care and support for families, children and young people is the reason the services exist. Brighton and Hove City Council's aims and ongoing efforts to improve disability respite and residential services and to better meet the diverse needs of the community are priority.

The initial proposal which was to look at how to save money on out of city placements and redirect funding into current children's disability services, including building adaptations, extra staff and looking at the best way of using both premises by considering making one a full-time respite service and the other a 52-week permanent placements provision.

We quote Assistant Director Georgina Clarke-Green,

'There will be a positive impact for those children and young people returning to the city from out of city care placements as they will be nearer their families and can attend their local special school. This will reduce the amount of accommodation available for the provision of short breaks. However, with the remodeling of Drove Road we aim to be able to continue to support those young people who may no longer be able to attend Tudor House and provide some overnights for neurodivergent children and young people without a learning disability.'

Brighton and Hove, through their communications with parents/carers, have committed to providing more respite and short breaks placements. The aim of this review is to look at how they can reach more families and increase these respite placements as well as to bring some local young people in permanent residential placements currently placed out of the city back to Brighton and Hove, to be nearer to family and friends (compliant with The Childrens Act 1989 (Sch2.11)).

Who we spoke to about Tudor House and Drove Road

To best understand the needs of all service users we spoke to several partners: Head of Disability Services for Brighton and Hove, Registered Managers at Drove Road and Tudor House, Staff, Parents, Carers, PaCC, Heads of Special Schools, MAScot, MAScot Dads and Pebbles.

This is what we found...

Tudor House is suitable for 2-3 non-ambulant children or young people in 52-week placements downstairs and for 1-2 children with moderate to severe learning disabilities, or children who are ambulant and suitably matched upstairs. We have done some provisional matching and can confirm that two of the young people Brighton and Hove would like to bring back are a suitable match to the property and each other. However, a further risk assessment would be needed before moving home could take place. One is non ambulant and would need to be accommodated downstairs and the other is ambulant so could reside upstairs. Tudor House remains perfect for its current use, safe, warm and welcoming.

For Safeguarding purposes, Tudor House is **not suitable** in its current presentation for children or young people with a high level of behavioural need. This may include Emotional, Social, or very complex dysregulated behaviour, or for those with severe mental health problems without very careful, selective matching and compatibility risk assessments. If Brighton and Hove want to welcome this cohort of children and young people at Tudor House, they will need to carry out a range of major building works to make it fit for purpose, see **page 19** of the full report.

However, it is our conclusion that Tudor House would be best left as it is and maximise its use to full potential and source alternative accommodation for a 52-week home.

Drove Road as follows:

In our professional opinion the entire building at Drove Road would require adaptation for accessibility. Extensive building work is needed in meeting the legal requirements to make the building suitable for children, young people and adults who are wheelchair dependent. Currently, all the children and young people accessing Drove Road are ambulant or semi ambulant and can safely move around the building.

For full details of what would be required at Drove Road to welcome wheelchair dependent people, please see **pages 20-34** of the full report.

Other sections of the report

We sent out a staff survey to see what they thought about the proposals and 31 out of 50 staff responded, some of the things they said are below.

- Positive about increasing number of respite placements at Drove Road and Tudor House.
- Concerns regarding compatibility of children
- Recurring concerns that 2 nights per month is not enough.
- If requested to change cohort there were concerns that there is not enough equipment or suitability of buildings.
- Currently have limited access to other professionals such as OT and CAMHs and would like in-house support.
- Some negative comments were made about senior managers regarding support, communication, and staff wellbeing.
- Some concerns are around the current training offer and what training would be needed to work with more complex children and those with medical conditions.
- Some staff would like to work with families in their homes.
- More staff would be required for full-time residential care.
- More regular staff supervision sessions are needed.
- Job description and roles should be reviewed to match the job titles in the residential private and voluntary sector.

Parent/Carer feedback

We sent out a parent/carer survey to see what they thought about the proposals, some of the things they said are in bold, the Local Authority response is next to them, the full responses from parents/carers are in the main report, **see pages 42-48:**

There were a lot of concerns about a reduced offer of respite, saving money, not enough respite places, not matching children and young people properly. i.e., compatibility and concerns that more children and young people will end up in care. Comments included:

- All parents/carers were positive about the staff in both settings, they appreciate their love, care, and commitment to their children.
- Two nights' respite are not enough, more access, more placements wanted and needed.
- More staff so the homes can be full and children and young people can go on activities, more community events and provide activities for siblings.

- Parents and Carers would like more Early help and intervention before they reach crisis point.
- A different property for full time places, do not change Tudor House.
- A day centre, day care for Autistic Children and Young People and those with Learning Disabilities.
- Families would like more trained Pas, there is an urgent need.
- More help to support independent skills.
- More help in the school holidays.
- Parents, Carers (and staff) would like Nursing support on site.
- A parent/carer wants their child to come back to the city.
- Parents and Carers would like Outreach Services.
- Parents and Carers would like more after school club provision.
- Full time foster placements for children with complex needs.
- One parent mentioned having regional Care Co-Operatives

Impact on Mental health

There is a section in the report on the mental health of parents and carers, which may be triggering for some people to read in the full report. The Local Authority have urged parents/carers to get in touch if they are struggling with their mental health and details of how to do this are on **Page 49** of the full report.

Successes and Achievements

There are some really great case studies about Children and Young People accessing Tudor House and Drove Road services and their families' stories. You can read these on **Pages 50-56** of the full report.

Recommendations

Then there is a large section on a range of recommendations which Brighton and Hove need to consider that covers the change of use for both Drove Road and Tudor House and other recommendations in terms of staffing, jobs, other properties, using schools more creatively, using universities for placement opportunities, a nurse funded via the ICB and outsourcing etc.

To see all of these in detail, please see **pages 59 to 65**.

End of Report



Freedom
Training and Consultancy
TRAINING, SUPPORT AND PROFESSIONAL DEVELOPMENT

Contact Information:

Tracy Keane (CEO) – Lead Consultant

Email: info@freedomtrainingandconsultancy.com

Web: www.freedomtrainingandconsultancy.com