

# CARE HOME PROFESSIONAL

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[www.carehomeprofessional.com](http://www.carehomeprofessional.com)

## RECRUITMENT

MINISTER FOR CARE TALKS  
RECRUITMENT

## STAFF MATTERS

SHARON ALLEN SIGNS OFF  
WITH SKILLS FOR CARE

## OPERATIONS & DEVELOPMENT

CARE UK PARTNERS WITH  
JENNERS CONTRACTORS

## BEST PRACTICE

INTERGENERATIONAL CARE  
BRINGS JOY TO RESIDENTS

## SHOW PREVIEW

WE PREVIEW THE DEMENTIA,  
CARE & NURSING HOME EXPO

## RESEARCH & DATA

KEY REVEALS SOCIAL CARE  
POSTCODE LOTTERY

A portrait of Jonathan Papworth, a middle-aged man with short, light-colored hair, smiling. He is wearing a dark blue pinstriped suit jacket, a white shirt, and a patterned tie with small, colorful floral motifs. The background is a blurred office setting.

# FIRST MOVER

CO-FOUNDER AND DIRECTOR JONATHAN PAPWORTH EXPLAINS  
HOW PERSON CENTRED SOFTWARE IS LEADING THE SECTOR IN  
THE ADOPTION OF MOBILE, EVIDENCE-BASED CARE SYSTEMS



Harrier Lodge's hair salon

# LOCAL SOLUTIONS

WHEN LOOKING TO DEVELOP ITS REGIONAL FOOTPRINT WITH A NEW CARE HOME IN KENT, CARE UK PARTNERED WITH LOCAL CONTRACTOR JENNER CONTRACTORS LTD AND ITS DEVELOPMENT COMPANY LEATH PARK DEVELOPMENTS LTD. CHP MET WITH CARE UK'S PROPERTY SERVICES DIRECTOR RICHARD PEARMAN AND LEATH PARK'S MANAGING DIRECTOR DARREN WELCH TO FIND OUT MORE.

**H**arrier Lodge, a £6m, 65-bed care home in Whitstable, which opened in January, is the fruit of a 36-month planning and development process between Care UK and local developer Leath Park.

"Whitstable was a location that we had been looking at for a long time," Richard told CHP.

"It's an affluent and upcoming part of North Kent and an area we know as we already have homes in the region."

In looking for new sites, Care UK carries out a six-month profiling of new development opportunities which brings up 50 to 100 potential locations.

"Whitstable kept coming up," Richard told CHP.

"It has a high density of older people, there's affluence here, high home ownership and availability of colleagues."

The provider is also developing a number of other homes in the area in Ashford, again using Jenner

Contractors Ltd, and in Maidstone and Sevenoaks, and opened a home in Sidcup in February.

"Going into Kent was always something we planned to do but we had found it quite difficult to find sites in the right places," Richard said.

The director was interested to find out more when Darren approached him with the site that would eventually become Harrier Lodge.

"We have been trying to reduce our exposure to larger contractors in

order to gain better value for money,” Richard said.

“We have come to believe in exploring relationships with regional contractors which is quite different to the way we started.

“There’s benefits to be had in terms of deliverability and confidence in the supply chain. A local contractor is often better able to control their processes and subcontractors in a way that is harder if you are a national business.”

Having worked together successfully on a previous project in Orpington in 2013, Darren gave Richard the first option on the Whitstable site.

“Through the relationship we have got, Darren produced a site and we looked at it and said that one will work for us,” Richard explained.

“The advantage for us was that Darren was able to do all the hard work through his organisation. There was quite a lot of negotiation involved in purchasing the site that we didn’t really want to do as we are a care home

operator that builds care homes not a developer that operates care homes.”

Darren had gained the option on the development through purchasing a large, period house that occupied the site.

“The owner of the previous house on the site was struggling to sell as it was trapped between two major roads,” Darren told CHP.

“We made an offer that was significantly above what she was selling the house for on the basis that it would give us some time to get a planning application through the system.”

Having gained the site, obtaining planning for the development proved challenging, however, with Darren having to think creatively to overcome objections from a neighbour.

“A neighbour wasn’t too keen during the planning process but we managed to purchase the adjacent property which they now rent from us,” Darren explained.

“Our aim will be to submit a planning

application in the future on this land, possibly for older people’s apartments which will compliment Harrier Lodge.”

There were further challenges in gaining access to the development from the busy adjoining road and overcoming the council’s reluctance to countenance a care home.

“Darren was able to work as an agent and a developer,” Richard noted.

“We wouldn’t have otherwise purchased this site. It would have been too complex. The local authority didn’t really see it as a care home site themselves initially. We had also some challenges to overcome to fit 65 beds on the site.

“It’s been a good process. Jenner Contractors have delivered on time and to budget. We continue to look at other sites in Kent as well as those on the county borders where Jenners are prepared to contract.”

With around 60 homes in the south, Care UK continues to implement its substantial new build programme.

## Laundry in a muddle?



# SnappyTag



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It has just delivered its 3,000th bed and 42nd care home since its acquisition by Bridgepoint in 2010 and is targeting an additional 20 homes over the next three years.

Upcoming developments in Kent include opening a care home on the Kent Medical Campus in Maidstone in 2020.

“We had a long interest in doing something in Maidstone,” Richard said.

“This one had planning permission but no operator.”

The 75-bed home, which is being built by Lawrence Baker, will be leased from developer, Westlin Bearsted. The home is located on a site shared with medical research facilities and a Cygnet operated mental health service.

“It may also be an opportunity in terms of step down discharge-to-assess type services which we are doing in a number of different places,” Richard told us.

“We started a large intermediate care service in Harrow last year where we have a contract for 50 beds with a CCG across two sites. We are doing that now in a number of different places around the country.”

While representing a “good opportunity” for Care UK, Richard noted that offering short stay intermediate care services also presented challenges.

“We have to consider that we are operating a long term care home and not a short term, high turnover service,” Richard said.

“We are comfortable to offer up to 25 beds in a home like this relatively discreetly on one floor. We don’t want to unsettle the residents living with us for several years through other people coming and leaving after a few weeks.”

Richard also noted that sharing sites with hospital facilities came with its pros and cons.

On the plus side, the care home can offer its resident the benefit of ready access to healthcare facilities, while on the downside the home faces tough competition to attract and retain its workforce.



Winning team: Richard (left) and Darren

**WE HAVE COME TO BELIEVE IN EXPLORING RELATIONSHIPS WITH REGIONAL CONTRACTORS WHICH IS QUITE DIFFERENT TO THE WAY WE STARTED.”**

“The challenge is you’re next to a service that draws in most of the available healthcare staff by offering a more comprehensive package of terms and conditions than those offered by the private sector,” Richard highlighted.

“We are looking to be as flexible as possible in terms of what we can offer. It’s not simply a question of pay. You have to offer flexibility in terms of working hours and add on benefits.

“We are focused on trying to create family friendly working practices. We have also invested heavily in our values

to try and make people feel supported and part of a family.”

Richard said workers who left Care UK would often return because they found its values-based ethos, flexibility and training and career progression opportunities outweighed the financial benefit sometimes provided by the NHS.

He added local authorities and the NHS were also far more willing to work in partnership with private care providers than previously.

“There’s a much more collaborative approach between the public and private sector in order to deliver our shared outcomes in a tight labour market,” he said.

“A high turnover of staff between the public and private sectors does nothing positive for resident care.”

While the degree of partnership between public and private bodies may vary across the country, it’s a vision of an integrated health and social care sector that everyone should strive towards. [CIP](#)