



**Peter Cheer Consulting offers social care providers extra help to achieve the best outcomes for people they support and for their organisation.**

With 25 years experience managing care services, I understand the challenges involved and that sometimes you may not have the resources to do everything.

Working as an independent consultant since 2015, I have developed methodologies to support in key areas where a focused external input can make a real difference.

My approach is practical and straightforward, and is tailored to each organisation's unique situation.

If you feel that input in these or any other areas could support your organisation during these challenging times, I'd be delighted to arrange a time for an informal conversation.

**If you want to...**

Listen to and engage the people you support, their family members and other stakeholders.

Manage a significant change such as a new strategy, a restructure, a merger or a new service development.

Review arrangements for care quality and compliance.

Review or strengthen your safeguarding arrangements.

Respond to a complicated or sensitive concern or complaint.

Review or strengthen your policies and plans for business continuity.

**I can offer...**



## Engagement and consultation

### If you want to...

Listen to and engage the people you support, their family members and other stakeholders.

### I can offer...

'Listening Teams'. Bespoke projects to support and evidence a culture of listening and engagement in individual services.

Support to develop or manage organisation-wide engagement and consultation.

#### 'Listening Teams'

Involving the people a service supports, and their relatives and their staff, is a key focus in CQC inspections. The new CQC strategy (May 2021) says that CQC will:

"... improve the way we assess how services encourage and enable people to speak up and how they act on this feedback. It will be unacceptable if they are not doing this."

'Listening Teams' projects help care and support services step back and view the world through the eyes of the people they are supporting.

They provide the material and resources needed for a group of staff to have structured conversations with some of those people or, if an individual would struggle to participate themselves, with a relative on their behalf.

The staff involved then work together on how best to take on board the feedback they have received.

'Listening Teams' projects may detect things that seem minor but could make a big difference for an individual, and perhaps for others too.

Additionally, they will help a service refresh its ways of working to ensure that the care and support it is offering stays close to the individual needs and preferences of the people you support and care for.

If you would be interested in discussing how a 'Listening Teams' project could help one or more of your services, or if you are looking at organisation-wide engagement or a consultation, I'd be delighted to help with ideas and implementation.

" I couldn't believe how much I learnt spending half a day with the project consultant just talking to people...it has changed the way I approach my work."

A longstanding member of staff working in a care home for older people.

#### Wider engagement and consultation

I also have solid experience of organisation-wide engagement and consultations, including:

- Setting up a **service user reference group** as operations director at Sense.
- Leading a national consultation with people with Usher Syndrome.
- Managing a number of formal public consultations for the NHS.



## Managing change

### I can offer...

An initial overview with recommendations for next steps, based on a background of leading many complex projects and programmes.

To lead or support your project from its infancy to completion.

When managing a significant change, organisations often need additional capacity to deliver success. I have successfully managed a number of significant change projects in different settings.

#### I can support you with:

- The strategic overview and the detail, both of which will be vital to change management.
- An approach that focuses on stakeholder engagement and communication, not complex project management methodology.
- A single-minded focus and determination, when required, to ensure that the critical milestones are achieved on time and standard.

#### A selection of significant change projects I have managed include:

- **Better Security, Better Care**, a national programme to improve data and cyber security awareness in adult social care services. The programme is led by multiple national agencies and implemented by local care sector organisations across England.
- The implementation of a national operational management structure for a large charity which had previously operated in substantially autonomous regions.
- The closure of a long stay hospital for people with learning disabilities alongside the commissioning of alternative health and social care services in the community.

“ Throughout what was a large scale and sometimes sensitive programme, involving many different agencies and organisations, Peter was able to balance between high level and detailed work, developing new ways of working and making the confusing understandable.

“ The achievements of the programme are a direct reflection of Peter’s skills and effort.”

Ian Turner, Executive Chair of the Registered Nursing Home Association, care provider lead for the Better Security, Better Care Programme.

If you need support managing a significant change within your organisation, I would welcome the opportunity to discuss your plans and requirements.

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## Governance and management processes

If you want to...	I can offer...
Review arrangements for care quality and compliance.	<p>A fresh, structured review of your governance and management processes to assure care quality and compliance, with recommendations for improvement.</p> <p>Learnings from any indications of weakness in current arrangements, for example a poor CQC inspection.</p>

Experience has taught me maintaining quality across an organisation’s care services is a continual challenge, whether you have a small number or a hundred. It requires a structured approach that’s built into every process and is not a simple add-on.

I approach care quality and compliance by reviewing how things are working in individual services, before tracking processes across the wider organisation, including its senior leadership.

I could offer an initial overview of your processes, or a more detailed review with recommendations and if required, support with their implementation.

An independent external view may be particularly helpful if there are concerns about any aspect of care quality, or equally as an additional check when things are going well.

Key questions include:

- **Is there good information at all levels?**
- **Are early warning signs built in?**
- **Are there effective systems for keeping up to date?**
- **Are there any single points of failure?**
- **How effectively is good practice shared?**

“ Peter was brought in to review the governance and quality assurance of our care services, and to offer the Board assurance that our systems were robust, operating well and would maintain care quality.

“ Using his extensive knowledge of both care provision, but as importantly his understanding of how organisations work and how people operate, Peter was quickly able to identify what was working well and what offered scope for improvement.

“ Peter’s excellent people skills meant that staff at all levels were quickly on board and welcomed the positive challenge Peter brought, understanding that he could help them deliver even better services.”

David Robinson, Director of Financial Services, Bournville Village Trust

Should you require more information or support in this area, please get in touch.

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If you want to...	I can offer...
<p>Review or strengthen your safeguarding arrangements.</p>	<p>A review of your current safeguarding arrangements and practice, linked to current guidance and best practice.</p> <p>Ongoing involvement in your safeguarding processes, offering the invaluable assurance of an independent, external view.</p>

Safeguarding is a key area for any care organisation and it is multi-faceted.

- On one hand, it's documentary - are policies and procedures up to date, do they promote and reflect good practice and are good records kept?
- But equally important is the culture – when concerns are raised, are they welcomed and responded to positively, or is there the risk of a **closed culture**, where people are likely to be at risk of deliberate or unintentional harm?
- Organisationally, does the Board know how many concerns have been raised, what the outcomes were, and whether the people who raised concerns were happy with the organisation's response?
- My approach offers an up-to-date external perspective in all these areas, either as a one-off project or with a continuing relationship.

### Working with a national charity

The national charity Friends of the Elderly engaged with me to lead a safeguarding review. This involved chairing a project team of senior managers and other external consultants, undertaking extensive review and consultation across the organisation and overseeing the updating of key policies and procedures.

I have continued to support them as an independent external chair of the charity's **Safeguarding Adults** Sub-committee. The sub-committee was one of the new safeguarding governance arrangements set up following the initial review.

I would be happy to support you in reviewing or strengthening your safeguarding arrangements or with ongoing involvement.

"Peter's knowledge, skills and experience, and his ability to act as a critical friend, have earned him respect across our organisation. He understands how organisations work, and he sees things strategically, but also has a practical approach that we have found really helpful.

"Peter's input has proved the benefits of having an independent external perspective on safeguarding and meant we had robust processes in place which withstood the challenges of the pandemic well".

Steve Allen, Chief Executive, Friends of the Elderly



## Complex investigations

### I can offer...

An efficient, independent investigation of the issue that has arisen, and support to achieve a resolution.

#### Resolving difficult situations

Sometimes concerns, complaints or whistleblowing situations can arise that are difficult to manage internally – this may be because of time and capacity, or because the situation requires an independent viewpoint.

I've investigated several situations since working as an independent consultant, with both formal and informal approaches taken. I seek to understand seemingly opposed viewpoints and, where possible, work to identify common ground and mediate the situation to develop a shared understanding.

My wider organisational experience and background helps me look beyond the immediate situation and suggest where there may be wider learning for the organisation as a whole.



## Business continuity

### I can offer...

A process to guide care providers through a review of their business continuity policies and plans that's aligned with current ISO standards.

#### Preparing for the unexpected

Covid-19 has been a stark reminder of the importance of planning for unusual and even unprecedented events. It shows the need to plan for events we've never experienced, as well as for those we are more familiar with.

Pandemic response is now business as usual, but there are still risks that care providers may not be planning for – more extreme weather than we have experienced to date, prolonged power or internet failure or a catastrophic cyber attack.

The international standard for business continuity planning is ISO 22301.

I can support you if you're facing a situation that's particularly complicated and sensitive, or if you are interested in developing your arrangements for business continuity systematically.

" Peter was engaged to help us with reviewing our business continuity strategy and plans. With a background in care operations, he adopted a sensible and pragmatic approach, working effectively with a range of levels within the organisation.

" Peter was focused, organised and thorough, and delivered quality output within agreed timescales."

Dr Jane Townson, formerly CEO of Somerset Care Group, c. £75m turnover not-for-profit care provider.

ISO 22301 is a comprehensive resource but one that can be quite technical.

I've developed a process for care providers which follows the essential steps of the standard but with language and an approach suitable for care services. This will enable you to systematically consider future risks and the actions needed to mitigate them.

I can also support with pro-forma policies, procedures and formats for adaptation.