

# Mark Brierley Consulting

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Consulting

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## Qualifications and Employment

MBA, Liverpool Business School.

BA Modern History, New College, University of Oxford.

Dysgwr Cymraeg: Currently in Year 3 of Entry Level course in Welsh

2010 -	Founder Mark Brierley Consulting
1996-2010	Executive Director, Social Information Systems Ltd
2004-2006	Senior Consultant, Social Information Systems Ltd
1996-2004	Consultant, Social Information Systems Ltd
1995-1996	Senior Management Consultant, Cheshire County Council
1988-1995	Management Consultant, Cheshire County Council

## Achievements

- Numerous nationally published reports on national research and evaluations.
- High levels of client satisfaction by maintaining focus on their specific needs and delivering to required timescales.
- Helping clients shift focus from inputs/outputs to outcomes.
- Developed a new and successful approach to caseload management for Social Work and Educational Welfare.
- Facilitated and written strategies and plans for numerous organisations across different sectors.
- Successful redesign of organisational structures.
- Development and redesign of processes/protocols to assist interagency working.
- Assisted private sector organisations through market research.

## Types of Work

**Caseload Management:** Development and implementation of Caseload Management in social work/educational welfare settings using a unique approach developed by myself.

### Performance

- Monitoring, review and evaluation of projects (inputs, throughputs, outputs, outcomes, impact).
- Development of outcome-focussed performance management indicators and data metrics.
- Review of organisational structures.
- Definition of governance arrangements.
- Design of quality assurance frameworks.
- Benchmarking.
- Future funding recommendations.

### Plans and Strategies

- Implementation of new legislation, policy and guidance to assist organisations in responding to change.
- Development and review of plans/strategies/strategic reviews.
- Development of management information strategies.
- Development of business plans.
- Feasibility studies.

### Process Design, Review and Improvement

- Criteria/threshold development and review.
- Business process mapping, process redesign.
- Early Help, CAF and Lead Professional arrangements.
- Assessment, planning and review.
- Independent reviewer of Safeguarding Partnership peer reviews.
- Team Around the Child.
- Implementation of national standards.
- Information sharing protocols.

### Resources

- Staffing reviews.
- Review of administrative support and other support services.
- Development of training packages, advisor on development of related e-learning packages.

### Research Techniques

- Action research/participative approaches.
- Qualitative research through:
  - Structured interviews.
  - Workshop/focus group facilitation.
  - Surveys and questionnaires (practitioners, managers, partner agencies and service users).
  - Content analysis of documents.
  - Compilation reports based on primary and secondary research.
- Quantitative analysis and data interpretation.
  - Development and analysis of audit tools.
  - Database/spreadsheet design to support research.
  - Analysis of existing databases and datasets.
  - Analysis and compilation of data from secondary sources.
  - Statistical analysis (e.g. chi-square tests).
- Market analysis.
  - Competitor analysis.
  - Application of PEST and SWOT analyses.
  - Commissioner interviews.
  - Application of marketing techniques.
- Technical skills:
  - Excel
  - Access
  - Form design
  - PowerPoint

## Previous Work

### Children's Services

- Independent Moderator for Peer Reviews for two Children's Safeguarding Partnerships.
- Development, implementation, training and review of a model for caseload management for children and families social work, Aftercare Services, Adoptions Services and Education Welfare.
- National Survey of Workload Pressures for Principal Social Workers and Social Worker Team Leaders in Ireland.
- Development, implementation and analysis of tools for measuring Team Leader non-professional administrative activity and court attendance activity.
- Development of a Management Information Framework.
- Review of the capacity of services for children in care.
- Review of the case characteristics and service responses to children in less stable care placements.
- Review of foster care, supported lodgings and aftercare provision.
- Review of the case characteristics of children placed in care outside local public sector provision.
- Design and application of Results-Based Accountability (RBA) across a Children's Partnership.
- Development of a multi-agency performance/quality assurance framework.
- Reviews of integrated working across Children's Trust areas.
- Reviews of the implementation of CAF/Lead Professional/Team Around the Child arrangements.
- Development of Complex Needs strategies for children placed outside of authority where social services, education and health are involved.
- Development of management information and information management strategies.
- Development of criteria for identifying 'children in need'.
- Development of assessment, plan and review arrangements in response to the Framework for the Assessment of Children in Need and their families.
- Reviews of social services emergency duty team and referral/assessment arrangements.
- Review of the structure of youth offending teams and development of youth offending plans.
- Reviews of youth services, individual youth work projects, hospital youth work teams and development of youth service plans.
- Reviews of residential care provision (for both LAC and SEN).
- Development of Children's Services Plans.
- Survey of interagency attitudes to thresholds for social services.
- Evaluation of a family support initiative aimed at providing targeted support for vulnerable children alongside universal provision within children's centres.
- School-based surveys of young people's attitudes and usage of substances.
- Surveys of childcare providers.
- Development of employer surveys in support of childcare sufficiency audits.
- Review of education welfare staff tasks and roles.
- Evaluation of the Cymorth Fund for a Welsh local authority.
- Support to the Social Work Task Force.

## **Adult's Services**

- Workload management evaluation on social work in Ireland and home care activity analysis in England.
- Support to the Social Work Task Force.
- Review of emergency social work arrangements.
- Development of management information and information management strategies.
- Review of direct payments infrastructure.
- Market research on behalf of independent sector organisations into learning disability and mental health provision, including interviews with service commissioners.
- Development of risk assessment tool for use in Adult Services.
- Development of supervision and case recording policies and procedures.
- Refocusing assessment and care management in Adult Services.
- Review of the structure of Home Care.

## **Work for the Welsh Government**

- Evaluation of the Welsh Government's Grant to the Council of Wales for Voluntary Youth Services.
- Review of the Welsh Government's Youth Work Strategy Support Grant.
- Evaluation of the Welsh Government's Grant to Education and Training Standards Wales.
- Paper exploring Sufficiency Assessments for Youth Work in Wales.

## **Work for the Youth Justice Board for England and Wales**

- Analysis of YOT risk management strategies.
- Analysis of YOT race action audit plans.
- Analysis of recidivism data for 2000, 2001 and 2002 national cohorts.
- Review of the YJB's placement service (for remand/custody).
- Review of the congruence between needs identified in Asset and services received in custodial sentence plans.
- Research into YOT, Police and Social Services responses to underage offending.

## **Work for the Children's Workforce Development Council (CWDC)**

- Development of a model for establishing the number of volunteers in the children's workforce.
- A review of the Share! resources that are aimed at promoting emerging practice in integrated working.
- Analysis of consultation feedback on Youth Professional Status and the Skills Development Framework.
- A review of the operation of the Team Around the Child model for the 11-14 age group.
- Development of skills sets for CAF and Lead Professionals.
- Review of the relationship between CAF and specialist assessments.
- Evaluation of the Youth Welfare Reform Programme.

## Ireland

- Development, piloting, implementation and review of national caseload management approaches for Tusla Children and Family Social Work Services, Educational Welfare Services, Adoption Services and Aftercare Services, and Barnardo's.
- Adviser on the development of an e-Learning resource for Tusla on the *National Policy and Toolkit for Social Work Caseload Management (2018)* (an approach/document I had a major role in developing and producing).
- Development of Review of Adequacy statutory reports on behalf of the HSE (2009-2012).
- Development of a Management Information Framework.
- Development of a Records Management Policy.
- Review of the capacity of services for children in care (for the HSE).
- Review of the case characteristics and service responses to children in less stable care placements.
- Review of foster care, supported lodgings and aftercare provision.
- Review of the case characteristics of children placed in care outside local public sector.
- Tracing and tracking of children subject to a special care application (i.e. secure care for welfare reasons), examining case characteristics, the application process, outcomes of the application, and outcomes for the young people some two years on.
- Reviews of definitions and usage of High Support and Special Care.
- Development of a specification for a National Child Care Information System for children's social work, covering all aspects of children's social work (e.g. referral, assessment, child protection, plans, reviews, fostering, adoption, youth homelessness, unaccompanied asylum seekers).
- Review of youth homeless services in Dublin.
- Feasibility study into a register/database on children's palliative care.
- Development of a digest of statistical information on children for the Ombudsman for Children and analysis of international social work statistics on behalf of the Department of Health and Children.
- Analysis of social work caseloads in several settings as part of a national initiative.
- Development of a census methodology to capture information on family support service providers.

## Education

- Development of a Caseload Management approach for TUSLA national Educational Welfare Services in Ireland.
- Review of in-house SEND residential provision within the context of inclusive education.
- Development of financial handbook for schools.
- Organisational and process review of student awards.
- Review of school support services (e.g. administration, catering, cleaning).

## Health

- Evaluation of a hospital youth work team.
- Study in Ireland on behalf of the National Palliative Care Steering Group into the feasibility of developing a national database/register on children's palliative care.
- Development of complex needs strategies and procedures for children placed outside local authority areas, involving social services, health and education.
- Review of CAMHS provision while undertaking service reviews of youth offending teams.
- Evaluation of health-based programmes funded by the Cymorth early intervention fund in Wales (e.g. teenage pregnancy midwife, health visitors, sexual health, substance misuse services).
- Review of multi-agency working arrangements, e.g. a review of integrated working across a Children's Trust area, development of protocols between health and social services in identifying 'children in need'.
- Developed and analysed school-based surveys of attitudes to and use of substances.
- Workload management for a hospital social work team.

## Other Local Authority Departments

- Development of performance indicators for Finance.
- Corporate workforce modelling.
- Review of support services (e.g. administration, catering, cleaning).
- Review of winter maintenance operational decision-making procedures for a Highways Department.
- Development of knowledge-based systems for pension and maternity payment services.
- Review of local authority car leasing scheme.
- Development and analysis of staff perception questionnaires.

## Independent/Private Sector

- Produced fixtures for the Rugby Football Leagues Super League and lower tier competitions (1992-2006).
- Surveys of commissioners of services to discuss with their future needs.
- Profiling competitors for providers of children's learning disability and adult mental health/learning disability services within designated areas.
- Summaries of policy drivers for learning disability, mental health and care providers.
- Extensive business consultancy advice, support and facilitation to a Beauty Salon new business start-up.
- Application of SWOT, PEST and marketing mix analyses.



## Publications

Mark Brierley/Tusla (2018). *National Policy and Toolkit for Social Work Caseload Management*.

Brierley, Mark (2017). *Review of the Impact of the Youth Work Strategy Support Grant*.

<https://gov.wales/review-impact-youth-work-strategy-support-grant>

Brierley, Mark (2017). *Evaluation of the Impact of the Welsh Government's Annual Grant to the Council for Wales of Voluntary Youth Services (CWVYS)*.

<https://gov.wales/evaluation-impact-annual-grant-council-wales-voluntary-youth-services>

Brierley, Mark (2017). *Evaluation of the Impact of the Welsh Government's Annual Grant to Education and Training Standards Wales (ETS)*.

<https://gov.wales/evaluation-impact-annual-grant-education-and-training-standards-wales-ets>

Brierley, Mark (2010). Tracing and Tracking Special Care in Ireland. In FEANTSA, *Changing Faces: Homelessness Among Children, Families and Young*, Autumn/Winter 2010, pp.7-8.

[https://www.feantsa.org/download/homeless\\_in\\_europe\\_autumn2010\\_en\\_final-pdf400948969711266824.pdf](https://www.feantsa.org/download/homeless_in_europe_autumn2010_en_final-pdf400948969711266824.pdf)

Social Information Systems (2010). *Tracing and Tracking of Children Subject to a Special Care Application*. Dublin: Children Acts Advisory Board, Ireland. <https://www.gov.ie/en/collection/9631e0-tracing-and-tracking-of-children-subject-to-a-special-care-applicati/>

Social Information Systems (2010) *Present position and future action: CAF and specialist assessments*. Leeds: Children's Workforce Development Council. <https://www.scie-socialcareonline.org.uk/present-position-and-future-action-caf-and-specialist-assessments/r/a11G00000017xloIAI>

Social Information Systems (2009). *Overcoming obstacles: Barriers affecting practitioner's engagement with the CAF process and lead professional*. Leeds: Children's Workforce Development Council (CWDC).

Social Information Systems (2009). *Use of Team Around the Child (TAC) Model for the 11-14 Age Group*. Leeds: Children's Workforce Development Council (CWDC).

<https://www.scie-socialcareonline.org.uk/use-of-the-team-around-the-child-model-for-the-11-14-year-age-group/r/a11G00000017tzrIAA>

Social Information Systems (2008). *A Model for Estimating the Number of Volunteers when the "footprint" of the Children's Workforce Development Council (2008)*. Leeds: CWDC.

Social Information Systems (2008). *Review of Special Care Applications*. Dublin: Children Acts Advisory Board. <https://www.gov.ie/pdf/?file=https://assets.gov.ie/39989/f07fc8c9e5364c80bd87f51f9c1a3877.pdf#page=1>

Social Information Systems (2008). *Baseline Audit of Risk-Led Sentence Planning in the Secure Estate*. London: Youth Justice Board for England and Wales.

Social Information Systems (2006). *Risk Management Policies of Youth Offending Teams: Evaluation Overview*. London: Youth Justice Board for England and Wales.

Social Information Systems (2005). *Review of Admission Criteria and Processes for Special Care*. Dublin: Special Residential Services Board.

<https://www.gov.ie/pdf/?file=https://assets.gov.ie/39992/a40496ab74414df0bfe44f8518981455.pdf#page=1>

Social Information Systems (2005). *National Child Care Information Project (NCCIP), Ireland: Business Process Design*. Northwich: Social Information Systems.

Social Information Systems (2005). *Race Action Plans of Youth Offending Teams: Overview Evaluation*. London: Youth Justice Board for England and Wales.

Social Information Systems (2004). *NCCIP - Phase V Report - Priority Management Information, including Definition of Outstanding Terms*. Northwich: Social Information Systems.

Social Information Systems (2004). *Child Care and Family Support Services – International Comparisons*. Northwich: Social Information Systems.

Social Information Systems (2003). *Definition and Usage of High Support in Ireland*. Dublin: Special Residential Services Board.

<https://www.gov.ie/pdf/?file=https://assets.gov.ie/39994/ec405ebc76624fe08e319b177115054c.pdf#page=1>

Social Information Systems (2002). *National Child Care Information: Final Report on Options for System Development and Implementation*. Dublin: Department of Health and Children.

Social Information Systems (1996). *Implementing National Standards: A Guide through Quality Assurance for the Guardian Service (1996)*. London: Department of Health.

## Previous Clients (including with Social Information Systems)

### National/Regional Level in England

Children's Workforce Development Council, Department of Health, Government Office North West, Home Office, Regional Office North West, Skills for Care, Social Work Task Force, Youth Justice Board for England and Wales.

### London Boroughs

Barnet, Islington, Kensington & Chelsea, Kingston, Merton, Wandsworth.

### Metropolitan Authorities

Coventry, Knowsley, Liverpool, Manchester, Oldham, St. Helens, Tameside, Walsall, Wolverhampton.

### Shire Councils

Cheshire, Leicestershire, Nottinghamshire, Staffordshire.

### Unitary Authorities

Blackpool, Bournemouth, Halton, North Somerset, Poole, Rutland, Stoke-on-Trent, Warrington.

### Youth Offending Teams

Birmingham, Conwy & Denbighshire, County Durham, North Somerset, Nottinghamshire, Tower Hamlets.

### Wales

Anglesey, Caerphilly, Carmarthenshire, Ceredigion, Denbighshire, Pembrokeshire, Torfaen, Welsh Government Youth Work Branch.

### Republic of Ireland

Barnardo's, Children Acts Advisory Board, Department of Health and Children, Health Service Executive, HeBE, Irish Hospice Foundation, Limerick City Childcare Committee, Northern Area Health Board, Special Residential Services Board, Tusla Adoption Services, Tusla Aftercare Services, Tusla Children and Family Services, Tusla Educational Welfare Services.

### Northern Ireland

NIGALA, Northern Health and Social Services Board.

### Voluntary and Community Sector

Action for Children, Addiction and Dependency Solutions, Barnardo's (England and Wales), Barnardo's (Ireland), Home-Start UK, Irish Hospice Foundation.

### Private Sector

Care Management Group, Careworks, Casterbridge, Choice Care Group, Ecotec, Lighthouse Healthcare, Mental Health Care UK Ltd, Modern Beauty Limited, Priory Healthcare, the Rugby Football League.