These workshops will be held simultaneously and delivered in two separate sessions, 2.15 to 3.15pm and 4.15 to 5.15pm, on Wednesday and 11.30 to 12.30pm on Thursday. Places are available on a first come, first served basis. Numbers for each workshop are restricted so to avoid disappointment please arrive on time for the workshop of your choice.

### Workshop 1: Valued and visible: models for service design and the SSWA

**Location:** Deganwy Room  
**Organisation:** Mencap Cymru  
**Facilitators:** Wayne Crocker, Director  
Sian Davies, Head of Impact and Learning  

**Overview:**  
In this workshop, we will examine and discuss new and innovative ways of delivering statutory services for people with a learning disability, which contribute to achieving the goals set out in the National Outcomes Framework of the Social Services and Well-being (Wales) Act, namely:  
- physical and mental health and emotional well-being  
- education, training and recreation  
- domestic, family and personal relationships  
- contribution made to society.

**Objectives:**  
In our workshop we will:  
- Demonstrate how changing negative public attitudes towards people with a learning disability is an essential prerequisite to achieving genuine community inclusion – a core well-being objective within the Social Services and Well-being (Wales) Act  
- Examine the role exposure to people with a learning disability can have in changing public attitudes  
- Examine models of delivery that challenge public attitudes of people with a learning disability as service users by supporting them to be active citizens with visible and valued roles within their communities  
- Share examples of best practice and of Mencap Cymru's own experiences of transitioning to such models of delivery  
- Facilitate discussion around the key challenges involved in delivering such models and provide an opportunity for attendees to contribute to the debate

**Format:**  
Interactive presentation and discussion. This workshop will be co-facilitated by learning disabled members of the Motivate Llanfyllin Project. This is a day service funded by Powys County Council and managed by Mencap Cymru.

### Workshop 2: Models of domiciliary care for prevention and well-being

**Location:** Rhuddlan Room  
**Organisation:** Multi-agency  
**Facilitators:** David Francis, CSSIW  
David Street, ADSS Cymru  
Sarah McCarty, Care Council for Wales/SCIE  
Malcolm Perrett, Care Forum Wales  
Service user or carer speaker

**Overview:**  
This workshop provides an opportunity for delegates to review the current position of domiciliary care and consider options of service models for development under the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016. In particular, the workshop will consider how the service will work alongside individuals requiring care and support and the implications for commissioning, workforce development and regulation. Delegates will also hear the results of the CSSIW review of domiciliary care; key issues in commissioning from an ADSS Cymru perspective; potential models for workforce development in preparation for regulation of the workforce from the Care Council and in its future role as Social Care Wales; and a provider and user perspective on this service area.

**Objectives:**  
- To present the current issues in domiciliary care and potential models for the development of care in people's homes  
- To share the results of a review of literature on models of delivery of domiciliary care from the Social Care Institute for Excellence (SCIE) commissioned by a multi-agency group involved in the development of Social Care Wales  
- To provide an early opportunity for delegates to be involved in the development of this service and influencing a domiciliary care strategy to be submitted to Welsh Government in October 2016

**Format:**  
The workshop will consist of presentations and discussions in both group and plenary format. Delegates will hear and be able to contribute to:  
- the identification of current issues in domiciliary care service delivery  
- the development of future models for this service area  
- identifying key considerations in implementing change in this service.
People at the heart of what we do

WORKSHOPS

These workshops will be held simultaneously and delivered in two separate sessions, 2.15 to 3.15pm and 4.15 to 5.15pm, on Wednesday and 11.30 to 12.30pm on Thursday. Places are available on a first come, first served basis. Numbers for each workshop are restricted so to avoid disappointment please arrive on time for the workshop of your choice.

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**Overview:**
Denbighshire Community Support Services is testing a new way of working within adult social care and has been working with citizens in their own communities, promoting well-being and choice. A ‘Talking Point’ is an opportunity for the citizens of Denbighshire to meet and talk about their health and well-being with health and social care staff from all partner organisations and people with lived experience acting as peer supporters from their own community.

Working with partner organisations our aim is to respond to people faster and in a more personally tailored way rather than a more traditional one-size-fits-all approach. As these “Talking Points” develop, the community will take more of a lead, with local people supporting each other finding out together what the best, local solutions for them might be, utilising formal support and services only where absolutely necessary.

In essence this changes the current adult social care pathway between the services that the Single Point of Access offers over the telephone and the more formal social care assessment in a citizen’s own home.

**Objectives**
To share our vision and plans demonstrating the connections we made to the drivers for change and the challenges we faced

**Format**
Introduction utilising a poster of our vision. Group work using a case study to focus on the different approach to practice which provides the evidence for changing the way we work. Followed by a Q & A session.

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**Overview:**
There are substantial differences between England and Wales in the rates of children and young people becoming ‘looked after’. On average, a child in Wales is now 1.5 times more likely to become looked after than their peers in England. There are also significant differences in the rates of looked-after children between local authorities in Wales. Both the differences in rates between England and Wales and the variation in rates between Welsh authorities clearly identify this as a policy area that requires urgent investigation in Wales.

The workshop will be a presentation based around two research studies currently being undertaken in Wales:
- a research study looking at the backgrounds of children in care in Wales through analysis of SSDA903 statutory return data on looked-after children
- a large four nation (England, Wales, Scotland, and Northern Ireland) comparative study funded by the Nuffield Foundation exploring social inequalities and child welfare outcomes.

**Objectives:**
- To provide a brief context to the studies
- To focus on early findings in relation to two areas of the studies:
  - Differences within and between local authorities over time (Are there differences between Welsh local authorities in the nature of the ‘flow’ of children and young people in and out of home care over time? Are there differences between authorities in the characteristics of looked-after children and young people? Do those differences explain variations in overall rates?)
  - Social inequalities (What is the relationship between indices of deprivation and ‘looked after’ children rates at the level of small area geographies in Wales?)

**Format:**
Interactive presentation and discussion.
The conference workshops provide an interactive learning opportunity to challenge, empower and prepare participants to be informed and more knowledgeable on certain social care policy issues.

**Workshop 5: The Enabling State – Opportunities and Obstacles**

- **Location:** Main Hall
- **Organisation:** Carnegie Trust and Cartrefi Cymru
- **Facilitators:** Jennifer Wallace, Head of Policy, Carnegie UK Trust; Siobhan Carey, Regional Director, Cartrefi Cymru

**Overview:**
Public service delivery has significantly improved the well-being of most of us over the past 60 years but it is clear that a fundamental shift in approach is required to tackle deeply entrenched inequalities. While there is broad agreement on the direction of travel toward delivery models that are more flexible and responsive and that give individuals and communities greater control, a gap remains between rhetoric and reality. How can we bridge this gap and move to a more enabling approach to public service delivery and what is the role of the sector in delivering and advocating for change?

Leading on directly from the plenary session and drawing on Carnegie UK Trust’s programme work on the rise of the Enabling State, this workshop will explore what a new more enabling approach to social services looks like and showcase practical examples including Cartrefi Cymru’s Brecon support service and other enabling state projects.

**Objectives:**
This interactive workshop will include discussion of how social services can be more enabling and the opportunities and obstacles in their way. It will include discussion on:
- What are your aspirations for change?
- What are the challenges and the opportunities?
- Are there some simple things that you could change?
- What would help you put your ideas into action?

**Format:**
Presentation and facilitated discussion.

**Workshop 6: Driving cultural change in adult social care – strategies for improving motivation and performance**

- **Location:** Arcadia Room
- **Organisation:** RedQuadrant
- **Facilitators:** Frank Curran, Director of Adult Social Care; Deborah Jones, Head of people and organisational development

**Overview:**
The adult social care environment is increasingly challenging. Pressure from increasing demand, declining levels of funding and integration with health and delivering The Social Services and Wellbeing Act (‘The Act’) means that social care professionals need to re-think their roles and how they work.

Although hard to achieve, changing the way people think and behave is the bedrock of achieving significant and sustainable business and performance benefits.

Our workshop will help leaders to support teams to change the way they think and behave and re-connect with what motivated them to become social care professionals.

**Objectives:**
The Act requires authorities to focus on strengths and outcomes when assessing needs and commissioning care. Often cultures within adult social care teams can be more about risk avoidance and over provision, than focussing on innovation, collaborating with partners and promoting independence with service users. People’s personal beliefs and values can prevent them from thinking outside of the box and embracing new ways of working, especially when they are demotivated and are feeling tired of change.

This can be challenging for social care leaders who need to drive innovation and collaboration with users and health partners to re-design services, whilst at the same time support teams to deliver great outcomes in the face of vague, complex and messy problems day to day.

Our workshop will provide leaders with strategies to re-energise staff, improve performance and help them re-connect with their sense of purpose, based on key insights from neuroscience about what drives engagement and dis-engagement in the brain.

We will blend research, active learning and your wisdom to address the important challenges you and your teams face.

**Format:**
A short presentation with group activities, coaching techniques and group discussions.
These workshops will be held simultaneously and delivered in two separate sessions, 2.15 to 3.15pm and 4.15 to 5.15pm, on Wednesday and 11.30 to 12.30pm on Thursday. Places are available on a first come, first served basis. Numbers for each workshop are restricted so to avoid disappointment please arrive on time for the workshop of your choice.

Workshop 7: People-powered prevention

Location: Deganwy Room
Organisation: Social Care Institute for Excellence (SCIE)
Facilitators: Jennifer Collieson, Senior Information Specialist, Prevention Library
Jane Greenstock, Research Analyst

Overview:
Prevention in social care, health and public health should be about:

- improving people’s health and well-being
- changing the way services are designed and delivered to focus on utilising the strengths and assets of individuals and communities
- promoting independence and active citizenship for individuals
- using resources to better effect.

Good preventative approaches can be innovative, life-changing in relation to personal outcomes and cost-effective. They can change the way people interact with services, their neighbours and the wider community. In this workshop, we will share some examples of innovative preventative approaches and recent learning from SCIE’s Prevention Library, a resource developed for commissioners, which we launched in 2015.

Objectives:

- To highlight some of the emerging evidence, challenges and enablers around commissioning and implementing new service models across the prevention spectrum
- To encourage people to think about the role that individuals and communities can take in improving their health and well-being and how they can provide both the insights into what will work best for them and make it happen, through effective co-production
- To encourage participants to share their thoughts, ideas and experiences of:
  - the benefits of a preventative approach, rather than discrete individual services.
  - changing the way we think about what people ‘need’
  - sharing and encouraging responsibility for delivery with individuals
  - moving beyond professional boundaries, new occupational roles, skillsets and relationships in the new public services
  - promoting independence and active citizenship in local communities

Format:
Short presentation, video clip and facilitated interactive discussion.

Workshop 8: A place to call home – Implementing person-centred practices in residential care homes across Flintshire

Location: Rhuddlan Room
Organisation: Flintshire Social Services and Helen Sanderson Associates
Facilitators: Lin Hawtin, Commissioning Manager, Flintshire
Helen Sanderson, CEO, Helen Sanderson Associates

Overview:
The focus of this programme is delivering change in our care homes through a strategic partnership involving all stakeholders. It is an innovative approach to build the capacity of care home managers to deliver person-centred change within their homes by introducing key person-centred practices into every residential home in Flintshire.

We have developed streamlined paperwork (endorsed by CSSIW) that supports each individual to achieve outcomes that matter most to them. This approach actively seeks the involvement of family, friends, or staff with similar interests in the home as well as local community volunteers engaged through our ‘Circle of Support’ project aimed at improving the everyday quality of life for those people living in care homes in Flintshire.

Objectives:

- To present an overview of the work with Flintshire Care Homes to develop a process map that records each stage of a person’s journey from new referral through their admission to a care home and on to a person-centred review
- To share the tools used to collate detail about what good support looks like for each person and how this is then matched with each care staff member’s profile to achieve improved relationships based on shared interests and natural networks of support within the home
- To evidence the journey required to implement this change in culture and the organisational systems that are necessary to embed person-centred practices in care homes
- To describe our plans for introducing different standards of personalisation and local accreditation into our care homes and share the views of commissioners and regulators
- To share templates of the streamlines paperwork in use as well as some real-life stories of individuals in Flintshire care homes who are regularly achieving their own personal outcomes

Format:
Short overview presentation, video clips, case studies and interviews. A panel will be available to take questions from the floor.
Workshop 9: Developing a methodology for prioritising investment in services that prevent dependence upon care and support services

Location: Crafnant Room
Organisation: North Wales Social Care and Well-being Improvement Collaborative (NWSSIC)
Facilitators: Maria Bell, Regional Business Manager – Commissioning
Rhian Allen, North Wales Family Support Project Manager
Sarah Bartlett, Regional Project Manager (Population Needs Assessment)

Overview:
This workshop will provide an overview of the work of a multi-agency task and finish group that explored the shift to re-thinking how citizens and their support networks are fundamental to achieving well-being outcomes.

Objectives:
The presenters will provide an overview of the work of a multi-agency (Council, HB, PHW, Third Sector) Task and Finish group in North Wales and the development of a risk based methodology based upon:

- Local and national research into the triggers for accessing eligible social care services (categorised into triggers which affect people of all ages, just children and young people or adults only)
- Linking the agreed triggers to well-being outcomes
- Producing a Framework of evidence based interventions that respond effectively to the triggers and enable the achievement of well-being outcomes, avoiding the requirement for managed care and support or reducing ongoing and increasing dependence upon it.

The presenters will share the risk assessment tool and examples of how it is being used to support the development of population needs assessment and local decision making and engage attendees in a peer review of the approach.

Format:
Presentation and workshop session – exploring and adding to the framework of interventions.

Workshop 10: Together for Children and Young People (T4CYP)

Location: Alwen Room
Organisation: NHS Wales
Facilitators: Carol Shillabeer, Chief Executive Powys Teaching Health Board and Chair of T4CYP
Jenny Williams, Director of Social Services, Conwy CBC

Overview:
T4CYP is a multi-agency service improvement programme working at pace to reshape and refocus the emotional and mental health services provided for children and young people in Wales, in line with the principles of prudent health and care. The programme was launched at the end of February 2015 and is being led by the NHS in Wales with the support of Welsh Government.

Emotional mental health and well-being services are provided by a wide range of statutory and third sector organisations. Working in partnership to get the balance right between these is central to the work of the programme.

Objectives:
- To highlight the key priorities for action developed in consultation with individuals from across health, social services, education and the third sector
- To explain how these priorities are being delivered through four theme-based priority workstreams and three cross-cutting, enabling workstreams, reporting to a multi-agency Programme Board
- To reinforce the key message that this is everybody’s core business

Format:
Interactive presentation and discussion.
These workshops will be held simultaneously and delivered in two separate sessions, 2.15 to 3.15pm and 4.15 to 5.15pm, on Wednesday and 11.30 to 12.30pm on Thursday. Places are available on a first come, first served basis. Numbers for each workshop are restricted so to avoid disappointment please arrive on time for the workshop of your choice.

**WORKSHOPS**

**Workshop 11: Healthy Prestatyn/Healthy Rhuddlan Iach – Lessons from around the world for a sustainable Model for Primary Care**

**Location:** Main Hall  
**Organisation:** Betsi Cadwalader UHB  
**Facilitators:** Pam Lewis, Head of Service/Business Manager Healthy Prestatyn  
Gemma Nosworthy, Project Manager Healthy Prestatyn

**Overview:**  
This workshop will present the story, to date, of Healthy Prestatyn/Healthy Rhuddlan Iach. Looking at best practice from around the world and developing Healthy Prestatyn/Healthy Rhuddlan Iach, an integrated model of primary care delivery, which treats patients as full and equal partners in their health journey. We have applied an integrated MDT approach to primary care which makes maximum use of community assets to fully address patient need.

On the 1st April 2016 Healthy Prestatyn/Healthy Rhuddlan Iach came into being. This is just the beginning of our journey. Already there are stories to tell and lessons to be learned. The journey continues. We would like to use this workshop to discuss how primary care health and social care partners can work together in improving the healthy and well being of our population both in Healthy Prestatyn and in our wider communities.

**Objectives:**  
This workshop will look at the design, delivery, challenges, ongoing developments and aspirations of taking over traditional GP GMS practices and introducing a Health board managed solution for primary care. A new model of care which draws on evidence based practice from around the globe and seeks to develop a sustainable model for primary care in the area. The key principles being:

- The patient being a full partner in their health care journey
- Primary prevention of ill health is a key priority
- Development of an MDT/Key Team approach to patient care, which ensures access to the most appropriate professional to meet presenting need
- That recognising and addressing the wider determinants of health is an important factor in patient outcome
- Maximising community assets to influence patient outcome

**Format:**  
Interactive presentation and discussion.

**Workshop 12: CareWorks – Community Care Information Solution for Wales (WCCIS) – practical experiences in its implementation**

**Location:** Arcadia Room  
**Organisation:** CareWorks  
**Facilitators:** Michael Dolan, Managing Director, CareWorks  
Susan Cooper, Corporate Director, Social Services and Well-being, Bridgend CBC

**Overview:**  
The Community Care Information Solution for Wales (WCCIS) is a game changing multi-million pound IT investment by Welsh Government to further integrate health and social care in Wales.

WCCIS allows information to be shared between different health and social services instantly, helping to deliver improved care and support for people across Wales.

WCCIS through enabling better sharing of information across and between Health and Social Care supports the conference theme of placing people at the heart of what we do.

**Objectives:**  
The purpose of the workshop is to:

- provide information about the Community Care Information Solution for Wales for those participating and wanting to get involved
- describe the experiences of one organisation, Bridgend County Borough Council, in implementing WCCIS

**Format:**  
Presentation. The format will be an introduction to the WCCIS programme followed by a description of one authority’s experience of implementing the solution with questions and answers.
The conference workshops provide an interactive learning opportunity to challenge, empower and prepare participants to be informed and more knowledgeable on certain social care policy issues.

Workshop 13: Voice and choice – Involving people in the national inspection of care and support for people in learning disabilities

Location: Deganwy Room
Organisation: All Wales People First and CSSIW
Facilitators: Joe Powell, National Director, All Wales People First
               Kevin Barker, Inspector, CSSIW

Overview:
The workshop will be co-presented by CSSIW and All Wales People First and will focus on their partnership work in the National Inspection of Care and Support for People with Learning Disabilities. Inspectors from CSSIW will describe the steps taken to encourage more active participation in the inspection and reflect on the learning from the experience. The second half of the workshop will be structured so that participants can consider the implications, first for the future of inspection and review; and, secondly, for their own practice.

Objectives:
- To focus on the way in which people with learning disabilities were involved in the design and delivery of the national inspection as active participants rather than passive recipients
- To consider the extra value that can be achieved by shifting power relationships to encourage more equality
- To reflect on the challenges and constraints that emerged and the learning – not just for future inspections and reviews, but also for the development of new models of organising public services and relationships more generally.

Format:
Presentations, videos and discussions.

Workshop 14: Newport Collaborative Partnership – Change partners

Location: Rhuddlan Room
Organisation: Barnardo’s and Newport City Council
Facilitators: Liz Baker, Assistant Director Children’s Services, Barnardo’s
             Sally Jenkins, Head of Children and Young People’s Service

Overview:
The Newport Collaborative Partnership is an innovative strategic partnership between Barnardo’s Cymru and Newport City Council Children’s Services. This workshop will explore the journey of the partnership in Newport and what makes it unique. The findings of an independent evaluation by IPC Oxford Brookes University on the partnership and model of integrated family support will be shared and explored.

“This journey has led to the development of a consistently evidence based, preventative and cost effective set of family support services – one of the most impressive overall models to be evaluated by IPC to date.” Evaluation of the Newport Integrated Family Support, IPC Executive Summary 2016

Objectives:
- To understand how the Newport Collaborative Partnership and its legal framework was established and explore its correspondence with Part 9 of the SSWBA through an integrated approach to the commissioning of services
- To reflect upon the findings of the IPC research and discuss to what extent the partnership and its pooled resources, establishes the ability to co-deliver responsive, flexible services
- To explore the IPC evidence that Newport Integrated Family Support Services are evidenced based and provide an integrated model of family support services from prevention through to protection

Format:
A mix of presentation, short film, delegate participation and open discussion
These workshops will be held simultaneously and delivered in two separate sessions, 2.15 to 3.15pm and 4.15 to 5.15pm, on Wednesday and 11.30 to 12.30pm on Thursday. Places are available on a first come, first served basis. Numbers for each workshop are restricted so to avoid disappointment please arrive on time for the workshop of your choice.

Workshop 15: Well-being in action – The impact of local area coordination (LAC)/local community coordination (LCC) in the Western Bay region

Location: Crafnant Room
Organisation: Western Bay Health and Social Care Collaborative (comprising the Local Authority areas of Bridgend, Neath Port Talbot and Swansea with health, third and independent sector partners).
Facilitators: Alex Williams, Head of Adult Services, Swansea Jane Tonks, LAC Implementation Manager, Swansea Lesley Acton, LCC Project Manager, Bridgend Sarah Waite, LAC Manager, Abertawe Bro Morgannwg UHB

Overview:
The aim of LAC (City and County of Swansea and Neath Port Talbot County Borough Council) and LCC (Bridgend County Borough Council) is to work co-productively with citizens to develop strong, inclusive and vibrant communities.

These innovative approaches seek to transform the relationship with the community; sharing power and working together with individuals, families and local groups to effect real and lasting change by helping individuals to recognise their inherent strengths, skills and abilities. In accordance with the principles of the Social Services and Well-being (Wales) Act (SS&WB), LAC/LCC places a strong emphasis on prevention and empowering people to achieve their own personal well-being goals.

The workshop session will comprise a presentation from representatives from each LAC and LCC model and will include a Q&A to give participants the opportunity to ask questions and share their views.

Objectives:
• To provide a summary of the origins, principles and development of the LAC model and LCC
• To highlight how LAC and LCC are linked to the implementation of the SS&WB (Wales) Act
• To explain the roles of local area coordinators and local community coordinators in engaging with citizens and building sustainable, resilient communities
• To show the impact of LAC and LCC on individuals and communities and the progress of these models in each locality, including key achievements and challenges faced

Format:
PowerPoint presentation and short video stories outlining the experiences of real-life beneficiaries, as well as Q&A.

Workshop 16: Recovery, well-being and pop-up hubs

Location: Alwen Room
Organisation: Social Care and Education Conwy and Aberconwy MIND
Facilitators: Tesni Hadwin, Service Manager, Social Care and Education Conwy Gail Silver, Director, Social Care and Education Conwy Julie Pierce, General Manager, Aberconwy MIND

Overview:
‘My Recovery and Well-being Plan’ is a bespoke plan for adults to help maintain their own mental health and well-being. It can be used anywhere across Conwy, including in rural areas. It was developed based on service user participation and involvement and includes a self-help tool to enable, empower and offer practical help to service users.

‘Pop-up hubs’ is another project that promotes wellness and understanding and works with rural communities and community-based organisations to break down barriers and stigma within communities. The hubs are led by volunteers and share up-to-date information and signposting.

The workshop will provide an overview of the two projects and explain how the idea of the pop-ups came about. A short film will be shown on one of our pop-up hubs in action and details of the local organisations that we work with.

Objectives:
• To present the Recovery and Well-being Plan and explain how it was designed and formulated including information on the research that was conducted and the use of service user-led focus groups to advise on the wording and content
• To provide a brief explanation on the three main segments of the Recovery and Well-being Plan:
  – My feel good toolbox
  – My plan for resuming activities and my responsibilities
  – Self-evaluation
• To set up a mock ‘pop-up hub’ in the workshop containing the information and resources that are openly available when the pop-ups are out and about in the various communities

Format:
Presentation, handouts, video, and questions and answers throughout.
The conference workshops provide an interactive learning opportunity to challenge, empower and prepare participants to be informed and more knowledgeable on certain social care policy issues.

Workshop 17: From Having a Voice to Changing Culture – Experiences of care leavers

Location: Main Hall
Organisation: Voices from Care Cymru
Facilitators: Chris Dunn, Programmes Manager
          Dan Pitt (Young Person)

Overview:
Hearing the stories from those who have the lived experience of being looked after in Wales. A question and answer session, which is co-produced and co-delivered by care leavers. The session is designed to encourage audience participation and discussion.

Objectives:
Themes that will be discussed include:

• The importance of participation,
• The impacts of positive placements on lives of looked after children,
• Importance of soft outcomes: How the little thing make the difference,
• Social media; the idea of ‘rights v’s protection’
• The importance of transitional support.

The aim of this session is to provide the audience and participants with the opportunity have semi structured discussions and share best practice, in a proactive and insightful manor.

Format:
Presentation and Q&A session.

Workshop 18: To get more power, give up control

Location: Arcadia Room
Organisation: RedQuadrant
Facilitators: Dennis Vergne, Managing partner and Director of Children’s Social Care
          Deborah Jones, Head of people and organisational development

Overview:
Children’s service are often under pressure. Managers try to control as much as they can with strict performance management and decision making is pulled to a more senior level. Whilst this might well be needed, it is not sustainable.

Senior managers are overworked, others feel disempowered with control and performance processes drive the service.

Children’s services is in the business of managing risk, which includes the delegation of decision making to a lower level.

This, however, is not easy to achieve.

Objectives:
After a short presentation, we will do a group experiment on delegated leadership.

Our findings of the experiment will then be viewed against a model, with a discussion on how this could be applied in your practice.

A real case of one of the most innovative social care organisations in the world (Buurtzorg in The Netherlands) is then reviewed and discussed.

Finally starting points, based on agile development methods, are suggested.

Format:
A short presentation with group activities and group discussions.