

VALE OF GLAMORGAN COUNCIL SOCIAL SERVICES

YOUR CHOICE

OUTCOME FOCUSED CARE AND SUPPORT AT HOME POLICY



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1. INTRODUCTION AND AIMS

- 1.1 Your Choice is the Vale of Glamorgan Council's model for flexible, outcome-focused Care and Support at home, designed to put people at the centre of their care by giving them control, choice, and the flexibility to shape support that achieves what matters most to them.
- 1.2 This policy explains what Your Choice is, how it operates, and how it should be implemented by social workers, providers, and citizens receiving care, outlining its principles, legislative basis, and practical examples of its application. Available to any adult over 18 with eligible needs under the Social Services and Well-being (Wales) Act 2014, Your Choice transforms domiciliary care into a system rooted in partnership, empowerment, and flexibility, enabling people to use their care time meaningfully, work collaboratively with providers to achieve real outcomes, and experience respect, choice, and independence in their daily lives.
- 1.3 Your Choice represents a shared commitment to delivering care that enables living, not just support.
- 1.4 Your Choice is a flexible, outcome-focused model that replaces the traditional, rigid timetabled approach to domiciliary care. Instead of prescribing fixed visit times or task lists, each person has an agreed bundle of hours that can be used flexibly to achieve their personal identified outcomes.
- 1.5 Care and support services are planned with people, not for them. The person and their care provider agree how best to use their care hours each week, adapting as needs or preferences change, so that support continues to meet the outcomes set out in their care and support plan.
- 1.6 This flexibility, combined with collaborative working, helps people to be empowered and in control of their lives. It enables people to live fuller and more independent lives, whether through support to attend community activities, visit friends, or maintain daily routines in ways that suit them.



2. LEGISLATION

2.1 The Social Services and Well-being (Wales) Act 2014 provides the framework for all adult social care in Wales. It emphasises:

- a. Well-being, independence, and control.
- b. A focus on personal outcomes, not just services.
- c. Partnership working between individuals, families, providers, and professionals.

2.2 The Your Choice policy is fully aligned with:

Act	The Social Services and Well-being (Wales) Act 2014
Regulations	The Care and Support (Assessment) (Wales) 2015 The Care and Support (Eligibility) (Wales) Regulations 2015
Codes of Practice	Part 3 Code of Practice (Assessing the Needs of Individuals) The regulations and statutory code of practice in relation to Part 3 provide clarity and direction on sections 19, 21 and 24 of the Act.
	Part 4 Code of Practice (Meeting Needs) The regulations and statutory code of practice in relation to Part 4 provide clarity and direction on section 32 of the Act.
	Part 4 and 5 Code of Practice (Charging and Financial Assessment) The code of practice on the exercise of social services functions in relation to Part 4 (direct payments and choice of accommodation) and Part 5 (charging and financial assessment) of the Act.
	National Assessment and Eligibility Tool
Other Legislation and Guidance	Mental Capacity Act 2005

2.3 This policy should be read in conjunction with the Vale of Glamorgan Council Adult Services Eligibility Policy.



3. PRINCIPLES

- 3.1 The principles of Your Choice have been co-produced with care providers, council officers, and shaped by feedback from people receiving care.
- 3.2 What matters most to people is greater choice, flexibility, respect, and genuine partnership working.
- 3.3 This collaborative approach and set of principles set the standard for what good care in the Vale of Glamorgan should look and feel like.

Principle	Description	What it Looks Like	What it Feels Like
Outcome-Focused Care and Support	Care helps people achieve their goals and live meaningful lives.	Support is designed to achieve what matters to the person, not to fill time slots.	<i>"My care is focused on what matters to me — I'm supported to reach my own goals, not just complete a list of tasks."</i>
Flexibility	Care and support adapt to changing needs and preferences.	Care adapts creatively to changing needs and choices.	<i>"My care can change when my plans do — it fits around my life, not the other way round."</i>
Collaborative Working	Everyone works together in partnership to achieve the best outcomes.	Everyone – person, provider, and professionals – work together as a team.	<i>"Everyone involved in my care actually talks to each other – it feels like a team effort."</i>
Values	Respect, dignity, and individuality are at the heart of every interaction.	Respect, dignity, and individuality are at the heart of every interaction.	<i>"The People involved in my care and I work together with respect and understanding — I feel recognised as a person, not just a service user."</i>
Empowerment	People have voice, choice, and control in shaping their care.	People have real voice and control over their care.	<i>"I'm supported to make decisions about my care — I feel involved and in control"</i>



4. PROCESS

- 4.1 To access support delivered by the Vale of Glamorgan Council a person must be assessed under [The Social Services and Well-being \(Wales\) Act 2014](#)
- 4.2 Where Care and Support at Home (Domiciliary Care) is identified through assessment as the most appropriate way to meet a person's outcomes, the individual will be supported by Your Choice.
- 4.3 **Outcomes Focused Care and Support**
- 4.3.1 Outcomes are at the heart of the Your Choice. Understanding what matters most to the person and ensuring that care is designed to help them achieve their priorities is the focus. Outcomes guide every stage of the process — from assessment and planning to day-to-day delivery and review — ensuring that support remains meaningful, personalised, and aligned to the person's goals and aspirations.
- 4.3.2 By centring care around outcomes rather than tasks or times, Your Choice promotes independence, empowerment, and a stronger sense of control, enabling people to live the lives they choose in ways that reflect their values, routines, and preferences.
- 4.4 **Care and Support Planning**
- 4.4.1 The social worker, the person (and where appropriate, their family, carer or advocate) will work together to develop a **Care and Support Plan**.
- 4.4.2 This plan outlines:
- The person's personal outcomes.
 - The barriers preventing those outcomes.
 - Support required to overcome barriers
 - The amount of time it may take to achieve these outcomes
 - The agreed **bundle of hours** required to meet those outcomes.
- 4.4.3 The **Care and Support Plan** will be outcome-based, clearly describing the specific goals a person wants to achieve and the type of support that will enable them to achieve this. It provides a framework that reflects the flexible nature of a person's routines, preferences, and strengths, rather than listing fixed tasks or time-bound activities. This approach ensures that support remains personalised and responsive, helping people to maintain independence, build confidence, and enhance their overall well-being.



- 4.4.4 The person will receive an agreed weekly allowance of care and support hours to meet their assessed outcomes. This is referred to as a **bundle of hours** and offers the flexibility for people and providers to decide how best to use time to achieve personal outcomes, rather than being restricted by a rigid timetable of visits.
- 4.4.5 It enables care to adapt naturally around the person's lifestyle, aspirations, and preferences while ensuring that support remains consistent with assessed needs.
- 4.4.6 Social workers will review the **Care and Support Plan** each year to ensure it continues to meet the person's needs, reflect their outcomes, and promote independence and well-being. Changes in circumstances or new goals are incorporated into updated plans.

4.5 The Your Choice Personal Plan

- 4.5.1 The **Your Choice Personal Plan** is developed collaboratively by the person receiving care (and their family or advocacy, where appropriate) and their care provider. It sets out how the agreed **bundle of hours** will be used flexibly to achieve the outcomes identified in the **Care and Support Plan**.
- 4.5.2 Your Choice recognises that people's routines and needs can vary from week to week. The **Your Choice Personal Plan** allows individuals, in partnership with their provider, to make necessary adjustments to how care is delivered so that support continues to reflect their choices, aspirations, and daily circumstances.
- 4.5.3 The **Your Choice Personal Plan** promotes creativity, responsiveness, and shared decision-making — ensuring care and support are delivered *with* people, not *for* them and remains **outcomes focused** at all times.
- 4.5.4 Every 3 months the **Your Choice Personal Plan** is reviewed by the individual, their care provider, and, where appropriate, their family or advocate. This regular review ensures the plan continues to meet the person's needs, supports their outcomes, and promotes independence and well-being. Any changes in circumstances, preferences, or new goals are reflected in updated plans to ensure care remains responsive and tailored.

4.6 Flexibility

- 4.6.1 Flexibility is key to the success of Your Choice. It enables people to adapt their care and support in ways that reflect their daily lives, preferences, and aspirations — alongside keeping people safe, ensuring care is reliable, and making sure everyone knows what's expected. The purpose of flexibility is to give people genuine control and freedom over how their agreed **bundle of hours** is used, supporting independence and wellbeing without the constraints of a fixed timetable.



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4.6.2 Flexibility is encouraged to support people to be able to choose how they spend their time and build in activities that otherwise would not be possible without support – this is recorded in the **Your Choice Personal Plan**.

4.6.3 This planned flexibility enables individuals to adapt their care arrangements to support their personal outcomes and aspirations but does not compensate for changes in assessed needs or circumstances. Changes in assessed need or circumstances require social worker.

4.7 Planning flexible care hours

4.7.1 Each person receiving Your Choice Care and Support at Home can adjust care hours week-to-week within an **8% flexibility**, provided total hours align over a 13-week period.

4.7.2 The planned flexible hours may include:

- a. Using more hours earlier in the 13-week period and reducing their use later in the 13-week period.
- b. Saving unused hours in the 13-week period to use later in the 13-week period.
- c. Adjusting standard visit times or lengths to accommodate social, community, or wellbeing activities.
- d. Combining or reallocating calls to make better use of support time.

4.7.3 Examples of flexibility are outlined below and included in the appendix to this policy.

Type of Flexibility	Example
Using more hours earlier in the 13 week period and reducing use later.	Mrs Smith would like to have her hair done for a family party in week 2. After talking with her care agency, they agree that because her family will be staying with her in week 4 and she will not need lunchtime calls for two days, the saved time can be used to take her to the hair appointment.
Saving unused hours to use later in the 13 week period.	Mrs Evans contacts her care agency within the agreed notice period to cancel her lunchtime calls as her family will be visiting. The agency agrees to convert this time into a social call in a few weeks instead, as Mrs Evans has asked for support to go Christmas shopping.
Adjusting visit times or lengths for social, community, or wellbeing activities	Mr Patel normally has three evening calls each week. He asks if one of these can be moved to the afternoon so he can visit a local community group. After discussing it with his care agency, they agree to adjust the times for that week to support his choice and



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	<i>wellbeing.</i>
Combining or reallocating calls to make better use of support time	Mrs Roberts has a weekly social call. She asks if she can save two of these calls, so she has enough time to attend a local theatre show with her care worker. The care agency checks that this fits within her agreed hours and confirms the change.

- 4.7.4 All changes to care delivery should be in a planned way and agreed in advance between the individual (or their representative) and the care provider to ensure the support remains safe, proportionate to need, and outcome focused.
- 4.7.5 Planned flexibility should not be considered to compensate for changes in assessed needs or circumstances, or to save unused hours after the 13-week period has ended.
- 4.7.6 Further advice around planned flexibility can be found in the Your Choice toolkit. Appendix 1.
- 4.7.7 If, during a conversation, a person identifies a personal outcome that sits outside the current Care and Support Plan, the person's care and support can be put forward for review. Outcomes that are not eligible for Care and Support cannot be considered as part of the person's service.
- 4.7.8 If a person's care and support consistently exceed or fall outside of the **8% flexibility range**, or if there are indications of a sustained change in need or circumstance, the provider must notify the **Intake and Assessment Team** at **Contact 1 Vale (01446 700111)** or the individual's **allocated social worker** to request a review.

4.8 Collaborative Working

- 4.8.1 Collaborative working is a core principle of Your Choice. Collaboration emphasises partnership between the person receiving care, their care provider, and the Council. Each partner plays an active role in planning, delivering, and reviewing care to ensure it remains outcome-focused and meaningful. Your Choice enables people to have a stronger voice and greater control over how their care and support is delivered by working together.
- 4.8.2 Building trust and sharing responsibility ensures that services are responsive to what matters most to people and delivered with consistency and shared understanding.
- 4.8.3 Collaboration also promotes consistent quality across all Your Choice providers in the Vale of Glamorgan.
- 4.8.4 Through regular communication, sharing good practice, and problem-solving together, providers and professionals can learn from each other and implement & deliver Your Choice effectively for all people receiving care and support. This shared approach helps build confidence in delivering flexible care, strengthens relationships, and delivers the best possible outcomes for individuals receiving care and support.



4.9 Role of the Person Receiving Care

4.9.1 People are partners in their own care. They:

- a. Co-design and adapt their Personal Plan with their provider.
- b. Agree any temporary or permanent changes in support.
- c. Communicate openly with their provider and social worker
- d. Identify personal outcomes to inform and changes in their care and support plan
- e. Take an active role in achieving their personal outcomes.

4.10 Role of the Social Worker

4.10.1 Social workers are commissioners of care and support. They:

- a. Conduct assessments and develop the outcome focussed Care and Support Plan.
- b. Ensure the plan describes outcomes clearly
- c. Enable the care provider and person receiving care to develop the **Your Choice Personal Plan**
- d. Support initial implementation and attend reviews where needed.
- e. To review and update where a person identifies a personal outcome that sits outside the current Care and Support Plan
- f. Make changes to the Care and Support plan

4.11 Role of the Care Provider

4.11.1 Providers are the people who deliver care and support. They:

- a. Work collaboratively with the person to develop a **Your Choice Personal Plan**.
- b. Accurately record and monitor the use of the **bundle of hours**
- c. Ensure flexibility remains within the **8% flexibility** allowance.



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- d. To share with the social worker where a person identifies a personal outcome that sits outside the current Care and Support Plan
- e. Attend the **Your Choice Provider Forum** to showcase examples of positive outcomes for people to the council.
- f. Share examples with other Your Choice providers of positive practice and learning that supports improvements.

4.12 Values

- 4.12.1 Only by ensuring that every person is seen, heard, and treated as an equal partner can people work successfully in collaboration.
- 4.12.2 At the heart of Your Choice is respect, dignity, and individuality — ensuring that the contribution by every person and the uniqueness they bring is recognised and valued.
- 4.12.3 By embedding values into everyday practice, Your Choice creates a culture where people feel safe, respected, and recognised as individuals, not as tasks or care packages or ‘just’ a care worker.
- 4.12.4 Valuing all people involved in the delivery of care improves the experience of the person receiving care.
- 4.12.5 To support collective provider voice and value this brings, the council will facilitate a Your Choice provider forum which providers are expected and encouraged to attend and contribute.
- 4.12.6 This table describes what the Values principle means for people receiving care — showing how respectful, person-centred support should look in practice and how it should feel to the individual.

Principle	Description	What this looks like	What it feels like
Values	Respect, dignity, and individuality guide every interaction and decision.	• People are treated with kindness, courtesy, and consideration at all times. • Care is delivered in ways that acknowledge a person’s history, identity, preferences, and strengths. • Staff take time to listen and respond in a way that validates the person’s feelings and	• “People speak to me with respect — I feel valued and understood.” • “I’m treated like an individual, not just someone on a list.” • “Staff listen to me and take my views seriously.”



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		choices. • Providers and professionals act with honesty and fairness, showing genuine regard for the person's wellbeing. • Support is shaped around the whole person, not just their care needs.	• <i>"I feel safe, respected, and comfortable with the people who support me."</i> • <i>"My care reflects who I am as a person."</i>
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4.12.7 This table outlines how providers put the Values principle into everyday practice — demonstrating the behaviours, standards, and approaches that create high-quality, respectful, and person-focused care.

4.12.8 Please see toolkit for embedding values into practice.

4.13 Empowerment

4.13.1 The most important voice in delivery of Your Choice is the person receiving care and support.

4.13.2 Your Choice places each person's voice at the heart of planning and delivery, recognising that genuine involvement leads to stronger well-being outcomes and a greater sense of control.

4.13.4 Empowerment is a key aspect of Your Choice, ensuring that people have meaningful control over their care.

4.13.5 Your Choice promotes empowerment by supporting individuals to understand their rights, risks, and options, and to be enabled to make decisions that reflect what matters most to them.

4.13.6 The table below illustrates how the principle of empowerment is applied in practice, showing what it looks like, how it feels, and the ways people are supported to have voice, choice, and control over their care."

Principle	Description	What this looks like	What it feels like
Empowerment	People have voice, choice, and control in shaping their care.	• Providers actively check in with the person to ask whether support is working well or needs to change. • Social workers and providers explain	• <i>"I'm supported to make decisions about my care — I feel involved, listened to, and in control."</i> • <i>"I feel comfortable saying what I want and asking for changes."</i>



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		options clearly, so the person understands their choices and rights. • People are supported to build confidence in directing their care, especially if they feel unsure or worried about speaking up. • Care staff respond positively when a person requests something different, helping them feel safe to be involved. • Information is shared in a way that helps people participate fully in decisions about their care.	• <i>“People explain things clearly, so I understand my choices.”</i> • <i>“I feel confident to speak up because I know my views matter.”</i> • <i>“My care fits my life because I’m part of every decision.”</i>
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5. MONITORING AND QUALITY ASSURANCE

- 5.1 Your Choice quality is assessed through a combination of outcome focussed review processes, provider oversight, feedback mechanisms, and reconciliation checks; all designed to give assurance that Your Choice is maintaining high standards and continually improving. Monitoring and Quality Assurance of Your Choice is essential to ensuring that each person receives care that is safe, responsive to their needs, and truly reflects what matters most to them.

Monitoring the Impact of Your Choice for People

5.2 Outcome and Satisfaction Surveys

- 5.2.1 People receiving care and providers are asked to feedback through structured surveys their experiences of receiving care, helping to identify what is working well, and areas for development
- 5.2.2 Providers are asked to use tools such as PERCCI (Personal Experiences of Care and Support) to collect structured, comparable feedback from people receiving care. This feedback is then shared with the Council to demonstrate outcomes from care commissioned.

5.3 Toolkit

- 5.3.1 PERCCI is a recognised measure that focuses on the lived experience of people in receipt of care including dignity, choice, control, and the quality of relationships with staff. Where PERCCI is not suitable for a person's needs, an alternative evidence-based tool that captures the same information will be used to ensure every person receiving Your Choice can share their feedback.
- 5.3.2 Using a validated tool ensures feedback is collected consistently and can be tracked over time and across the wide range of providers that deliver Your Choice. This information enables the Council and care providers to understand what is working well, reflect people's priorities, and identify opportunities for improvement.
- 5.3.3 Feedback collected through these tools forms an essential part of continuous improvement across Your Choice.



Monitoring the Delivery of Your Choice with Providers:

5.4 Outcome-Focused and Reconciliation Monitoring (every 13 weeks)

- 5.4.1 Regular review and monitoring meetings with providers ensure that Your Choice care and support remain flexible, transparent, and focused on achieving personal outcomes. These reviews also provide an opportunity for learning, partnership, and continuous improvement across providers and the Council.
- 5.4.2 Every 13 weeks, a **Your Choice Outcome and Reconciliation Monitoring Meeting** will take place between each Your Choice care agency and the Council's Your Choice Officers.
- 5.4.3 Ahead of each monitoring meeting:
- The Your Choice Officer completes the reconciliation spreadsheet and the outcome-focused monitoring sheet, selecting a sample of individuals for an update on progress toward their personal outcomes.
 - Both documents are shared with the Provider ahead of the meeting.
 - Providers are invited to review the reconciliation spreadsheet and respond to any queries identified by the Your Choice Officer.
 - Providers update the outcome-focused monitoring sheet, adding information on progress toward the outcomes set out in each person's **Care and Support Plan**.
 - Both the spreadsheet and outcome focused form are returned to the Your Choice Officer prior to the meeting.
 - Providers are asked to gather evidence demonstrating how their service continues to deliver care in line with the five Your Choice principles.
- 5.4.4 At each monitoring meeting:
- The **Your Choice Personal Plan** and the personal outcomes achieved are reviewed alongside the **Care and Support Plan**.



- b. The use of **bundles of hours** is monitored ensuring that the flexible model continues to support people's personal outcomes effectively.
- c. Providers are encouraged to share examples of good practice, showcasing how people have been supported to achieve their outcomes through creative and flexible use of their care hours.
- d. Any areas where providers require additional guidance, or support are also discussed collaboratively, promoting continuous improvement and shared learning.

5.4.5 This monitoring step ensures that:

- a. Personal outcomes continue to be achieved.
- b. Flexibility remains within the 8% allowance.
- c. Any over- or under-used hours are reconciled through BACS or invoice as required.
- d. The Your Choice Officer can authorise payments or recharges within an 8% variance or where differences do not reflect a sustained change in need.
- e. Any variances exceeding 8% or that reflect a sustained change in need requires authorisation from a social worker.

5.4.6 To complement regular quality assurance and reporting, the Vale of Glamorgan Council will carry out **periodic spot checks**. This can relate to an individual persons care or further analysis with case managers and providers on information submitted.

5.4.7 Any anomalies identified will be raised with the provider for discussion and resolution. Where issues cannot be resolved through local discussion and outcome-focused monitoring, the Council will manage concerns in line with the relevant contractual and commissioning arrangements.



5.5 Contract Monitoring

- 5.5.1 The Council undertakes yearly contractual visits and reviews for all Domiciliary care agencies, including Your Choice providers.

6. SAFEGUARDING

- 6.1 The Vale of Glamorgan is committed to keeping people safe while supporting them to have choice, voice, and control over their care. Safeguarding protects individuals from abuse, harm, neglect, or exploitation, and risks are considered when supporting people to make decisions. Social care staff and providers must follow the guidance available from Cardiff and Vale Safeguarding Board, and act immediately if there are concerns. By balancing empowerment and protection, Your Choice enables people to shape their support with confidence, safety, and dignity.



7. COMPLAINTS PROCEDURE

- 7.1 Many issues can be resolved quickly and informally through open communication and collaboration.
- 7.2 Where possible, any concerns or complaints should attempt to be resolved between the **person receiving care** (or their family), the **Care Provider**, and, where appropriate, the **Social Worker** or **Your Choice Officer**
- 7.3 If the matter cannot be resolved at this stage, it should then be referred to the **Vale of Glamorgan Council's Social Services Complaints Team**.
- 7.4 The Council is committed to addressing complaints quickly, fairly, and in line with the [Social Services Complaints Policy](#).

Contact:

 **01446 704800**

 socialservicescomplaints@valeofglamorgan.gov.uk

- 7.5 If the issue remains unresolved after the Council's response, have the right to contact the **Public Services Ombudsman for Wales**.



8. APPROVAL AND REVIEW

Date Approved:	xx/xx/202x
Owner:	Your Choice Lead Officer
Contact:	Quality Assurance and Policy Officer qualityassuranceteam@valeofglamorgan.gov.uk
Review Date:	xx/xx/202x



9. KEY TERMS

Annual Care and Support Reviews: A yearly review by the social worker to ensure the Care and Support Plan meets the person's needs. It considers any changes in circumstances and updates outcomes accordingly.

Bundle of Hours: The total number of care and support hours agreed over a week. It can be used flexibly to meet outcomes, offering choice and control instead of fixed visit times.

Care and Support Plan: A personalised plan developed with the person, care provider, and Council. It identifies eligible needs, personal outcomes, and how care and support will promote independence and well-being.

Care Provider: A domiciliary care agency delivering support under Your Choice. Providers work flexibly with individuals and the Council to achieve personal outcomes safely and effectively.

Outcome and Satisfaction Surveys: Surveys are used to gather feedback from people receiving care and providers. They help measure how well outcomes are being achieved and inform service improvement.

Outcome-Focused: An outcome-focused approach places emphasis on what matters most to the person — the goals, achievements, and changes they wish to see in their life. It focuses on results and well-being rather than specific tasks or schedules, ensuring that care supports meaningful, person-led outcomes.

Outcome-Focused and Reconciliation Monitoring: A 13-week review between the provider and the Your Choice Officer. It checks progress against outcomes, ensures flexibility is within limits, and reconciles care hours and payments.

PERCCI: This is a validated survey tool used to understand people's real experiences of care at home. It focuses on what matters most to individuals — such as feeling respected, having choice and control, being listened to, and receiving reliable, person-centred support. PERCCI helps the Council and providers measure quality consistently, identify strengths, and highlight areas for improvement.

Person Receiving Care: The individual supported through the Your Choice model. They are active partners in planning, reviewing, and shaping their care to achieve what matters most to them.



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Provider Audits: Regular checks carried out by the Council to assess provider's performance and compliance. Audits ensure that care remains safe, flexible, and focused on achieving outcomes.

Social Worker: A professional who assesses needs and develops Care and Support Plans. They ensure support promotes independence and review plans when circumstances or needs change.

Spot Checks: Regular Council reviews to confirm that the care hours delivered match commissioned hours. Any discrepancies are discussed with the provider to maintain accuracy and accountability.

Your Choice Lead Officer: The Council officer responsible for overseeing Your Choice delivery. They coordinate monitoring meetings, authorise adjustments, and support providers to maintain consistency and quality.

Your Choice Personal Plan: A flexible plan co-produced between the person and their provider to show how the bundle of hours will be used day to day. It can adapt within the 8% flexibility allowance to meet personal outcomes.

Your Choice Provider Forums: Providers are expected to actively participate in the Your Choice Provider Group as part of their commitment to high-quality, collaborative care. This group brings providers together with the Council to share learning, discuss emerging themes, strengthen consistency, and develop good practice across the model. Regular participation supports joint problem-solving, promotes continuous improvement, and ensures that people receiving care benefit from a well-coordinated and aligned approach.

