



# City of Doncaster Council

## Agenda

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To all Members of the

# CABINET

Notice is given that a Meeting of the Cabinet is to be held as follows:

**Venue:** Council Chamber, Civic Office, Waterdale, Doncaster DN1 3BU

**Date:** Wednesday, 18th January, 2023

**Time:** 10.00 am

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### BROADCASTING NOTICE

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**Damian Allen**  
Chief Executive

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Issued on: Tuesday, 10 January 2023

**Governance Services Officer for this meeting:**

Amber Torrington  
Tel. 01302 737462

City of Doncaster Council

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## Items

1. Apologies for Absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Public Questions and Statements.

**(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Friday, 13th January 2023. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to [Democratic.Services@doncaster.gov.uk](mailto:Democratic.Services@doncaster.gov.uk)).**

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 14th December 2022 for noting (previously circulated).

### **A. Reports where the public and press may not be excluded**

#### **Key Decisions**

- |  |         |
|--|---------|
| 6. Calculation and Approval of the Council Tax Base for 2023/2024.           | 1 - 12  |
| 7. Customer Experience Strategy 2023-26.                                     | 13 - 54 |
| 8. 'Your Care and Support': Doncaster's local account for adult social care. | 55 - 84 |

## **Cabinet Members**

### **Cabinet Responsibility For:**

**Chair – Ros Jones, Mayor of  
Doncaster**

Budget and Policy Framework

**Vice-Chair – Deputy Mayor  
Councillor Glyn Jones**

Housing and Business

Councillor Lani-Mae Ball

Portfolio Holder for Education, Skills and  
Young People

Councillor Nigel Ball

Portfolio Holder for Public Health, Leisure,  
Culture and Planning

Councillor Joe Blackham

Portfolio Holder for Highways, Infrastructure  
and Enforcement

Councillor Rachael Blake

Portfolio Holder for Children’s Social Care,  
Communities and Equalities

Councillor Phil Cole

Portfolio Holder for Finance and Trading  
Services

Councillor Mark Houlbrook

Portfolio Holder for Sustainability and Waste

Councillor Jane Nightingale

Portfolio Holder for Corporate Resources

Councillor Andrea Robinson

Portfolio Holder for Adult Social Care

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## Doncaster Council

### Report

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Date: 18 January 2023

To: To the Chair and Members of the Cabinet

Report Title: Calculation and Approval of the Council Tax Base for 2023/2024

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Mayor Ros Jones	All	Yes

#### EXECUTIVE SUMMARY

1. This report seeks approval of the Council Tax Base for Doncaster for 2023/2024.
2. The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 make arrangements for the setting of the Council Tax. These arrangements include the determination of the Council Tax Base and the regulations prescribe how this calculation should be carried out.
3. The Council Tax Base is used to determine the level of Council Tax for individual properties. It represents the number of properties that will be subject to Council Tax, and which are expressed in terms of their Band D equivalents using a prescribed formula after allowing for the effect of exemptions, discounts, premiums and reliefs.
4. The agreed Tax Base for the City of Doncaster Council for 2023/2024 will be used in the 2023/2024 Budget and Council Tax setting calculation. The Tax Base is also used by the major precepting bodies (South Yorkshire Fire and Rescue and South Yorkshire Police) and the local parish councils to determine their precept requirements and must be set before the end of January in order to meet their requirements.
5. The proposed Council Tax Base for the City of Doncaster for 2023/2024 is **85,979** band D equivalent dwellings. This represents an increase of 1,377 band D equivalent dwellings compared to the current year's Tax Base of 84,602.

#### EXEMPT REPORT

6. The report is not exempt.

## RECOMMENDATIONS

7. It is recommended that Cabinet:
  - i. Approve the calculation of the City of Doncaster Council's Tax Base for the 2023/2024 year as **85,979** band D equivalent dwellings as detailed at **Appendix 1** of this report; and
  - ii. Approve the calculation of the City of Doncaster Council's Tax Base for the 2023/2024 year for each part of its area at parish level as detailed in **Appendix 2** of this report.

## WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. The Council Tax Base is used to determine the level of Council Tax payable by all citizens who are liable to pay Council Tax for the forthcoming year. Council Tax helps to meet the cost of the services provided by the City of Doncaster Council to all its citizens, as well as contributing towards the cost of fire and police services.

## BACKGROUND

9. The Council Tax Base is an annual statutory calculation which is used to determine the level of Council Tax for individual properties.

### Summary basis of the calculation

10. The Council Tax Base calculation is based on the number of properties in the area falling within each Council Tax property valuation band shown in the Valuation List which is compiled by the Valuation Office Agency. These property totals are then adjusted for the following:-

A reduction for the full year equivalent of:-

- the estimated number of properties that are exempt from Council Tax
- an adjustment for the number of properties which will effectively change band because they have been adapted for a severely disabled person
- an adjustment for possible banding appeals
- the estimated number of discounts multiplied by the appropriate discount percentage
- the estimated amount of Council Tax Support to be awarded
- the estimated number of properties that will be deleted and removed from the Valuation List

An addition for the full year equivalent of:-

- the empty property premiums
- the estimated number of new properties that will be added to the Valuation List.

11. The resulting figure for each band is then multiplied by its proportion relative to Band D (from 6/9 for Band A to 18/9 for Band H) using formulae laid down in The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, and the total across all eight bands is calculated.
12. A final adjustment is required to allow for the estimated loss on collection due to

non-collection.

- The following paragraphs provide more detail of the Tax Base calculation and the actual figures used to determine the proposed Council Tax Base for the City of Doncaster for 2023/2024 for the various elements of the calculation.

### **Chargeable Dwellings**

- Properties in England are put into one of eight bands (A-H), depending on the price they would have sold for in April 1991 when Council Tax proposals were first issued by the Government. At that time, the average property value in England was around £80,000 and such a property would be in Band D. For this reason, many of the calculations for the Tax Base are carried out by reference to Band D.
- The following table shows the number and percentage of dwellings in each Council Tax Band shown in the Valuation List for the City of Doncaster as at 30th November 2022. The charges for the different Council Tax bands have fixed ratios to each other expressed as fractions of the charge for Band D. The table also shows the ratio to Band D as set out in the legislation.

<b>Council Tax Band</b>	<b>Ratio to Band D</b>	<b>Number of properties</b>	<b>Percentage of properties</b>
Band A Adaptations Reduction	5/9 (55.6%)		
Band A	6/9 (66.7%)	81,953	57.70%
Band B	7/9 (77.8%)	26,452	18.62%
Band C	8/9 (88.9%)	15,728	11.07%
Band D	9/9 (100%)	9,819	6.91%
Band E	11/9 (122.2%)	4,770	3.36%
Band F	13/9 (144.4%)	2,238	1.58%
Band G	15/9 (166.7%)	957	0.67%
Band H	18/9 (200%)	133	0.09%
TOTAL		142,050	100.00%

- Because such a high percentage of dwellings in Doncaster are in the lower bands (87.39% are banded below the average Band of D), this has the effect of considerably reducing the Council's Tax Base.

### **Exemptions**

- Some properties are exempt from Council Tax because they meet qualifying criteria for prescribed classes of exemption. Taking into account the likely increase in the overall number of properties, it is estimated that there will be a full-year equivalent of **2,050** dwellings exempt from Council Tax next year.

## **Reductions for adapted properties**

18. Where a property has certain specific facilities, which are required to meet the needs of a person who is disabled, Council Tax will be charged at one band lower than the actual valuation band of the property. Properties in Band A that meet the qualifying criteria will receive a reduction equivalent to 1/9<sup>th</sup> of Band D. It is estimated that there will be **702** properties in Doncaster that qualify for a reduction.

## **Banding Appeals**

19. There is no information currently available from the Valuation Office Agency for outstanding banding appeals. From past year information, the number of banding appeals is very low and has no material impact on the Tax Base.

## **Discounts**

20. A discount of 25% is granted if there is only one adult living in a property. Two discounts (i.e. 50%) are granted where all the residents are 'disregarded' persons due to their circumstances and not taken into account for Council Tax purposes. There are 50,475 properties which are likely to receive one discount next year and a further 554 properties where two discounts will be granted. This equates to **12,896** properties for Tax Base purposes.

## **Locally Defined Discounts**

21. There are 128 properties that qualify for a locally defined discount for either having a family annexe or being a care leaver. In total, their discount relief equates to **109** properties for the Tax Base calculation.

## **Empty Homes Premium**

22. The Tax Base calculation for 2023/2024 takes into account those properties subject to the empty homes premium. It is estimated that there will be 413 properties that have been empty for more than 2 years but less than 5 years subject to a 100% premium; 108 properties that have been empty for more than 5 years but less than 10 years subject to a 200% premium and lastly 68 properties empty for more than 10 years subject to a 300% premium.

## **Reductions and Additions to the Property Totals**

23. The effective number of properties must be adjusted to take into account any properties that may be removed or added to the Valuation List. An analysis of properties expected to be removed or built in the next 15 months to 31 March 2024 has been carried out, having regard to the estimated date of removal or completion and property band. The analysis includes information from Planning, Building Control, street naming and numbering departments and site visits. It is estimated that there will be a net increase of **1,268** additional properties in 2023/2024.



## Local Council Tax Support

24. Since the localisation of Council Tax Support in 2013, Council Tax Support has taken the form of a reduction within the Council Tax system. Making reductions part of the Council Tax system reduces a billing authority's Council Tax Base.
25. An estimate of the effect of the City of Doncaster's Local Council Tax Support Scheme on the Council Tax Base has been determined. It is estimated that the Council Tax Support Scheme will reduce the Council Tax Base by **19,109** actual properties, which equates to **13,172** band D equivalent properties.
26. The 2023/2024 Council Tax Base proposals set out within this report assume there are no changes to the City of Doncaster Council's Local Council Tax Support Scheme for 2023/2024.

## Collection Rate

27. For the financial year 2023/2024 the Council has assumed 98.6% of council Tax will eventually be collected.


## Proposed Tax Base for 2023/2024








28. Based on the assumptions detailed in the preceding paragraphs of this report, the proposed Council Tax Base for 2023/2024 is **85,979**. This represents an increase of 1,377 from the 2022/2023 tax base. The detailed Council Tax Base calculation for the City of Doncaster for 2023/2024 is shown at **Appendix 1** to this report.
29. Similar calculations are required for each parish in order to calculate the proportion of the tax base which relates to its area. A schedule of the proposed tax base for each Parish is set out in **Appendix 2**.

## **OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION**

30. The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 prescribe how the calculation of the Council Tax Base must be carried out. There are no other options.

## **IMPACT ON THE COUNCIL'S KEY OUTCOMES**

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 <b>Tackling Climate Change</b>	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives.				

	<b>Developing the skills to thrive in life and in work</b>	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives					
	<b>Making Doncaster the best place to do business and create good jobs</b>	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives					
	<b>Building opportunities for healthier, happier and longer lives for all</b>	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives					
	<b>Creating safer, stronger, greener and cleaner communities where everyone belongs</b>	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives					
	<b>Nurturing a child and family-friendly borough</b>	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives					
	<b>Building Transport and digital connections fit for the future</b>	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives					
	<b>Promoting the borough and its cultural, sporting, and heritage opportunities</b>	✓			

Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives				
<b>Fair &amp; Inclusive</b>	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives				

## RISKS AND ASSUMPTIONS

31. Failure to set the Council Tax Base would result in the Council being unable to meet the statutory requirement to notify precepting authorities of the Council Tax Base by 31 January 2023. It may also delay the calculation of the Council Tax charge and the billing and collection processes for 2023/2024.
32. Over estimation of the council tax base would result in a deficit in the tax collected which would need to be made good in full from the council tax in subsequent years. Under estimation would result in a council tax higher than necessary.

## LEGAL IMPLICATIONS Officer Initials: SRF Date: 14/12/22

33. Each financial year the Council must calculate a Council Tax Base by strictly following the formula specified by the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012. The Council Tax Base is required by law to be set by the Council before the end of January each year. A Council Tax base is required for a local authority to calculate its basic amount of tax under Section 31B of the Local Government Finance Act 1992 as amended.

## FINANCIAL IMPLICATIONS Officer Initials: CC Date: 14/12/22

34. The Council Tax Base is used as part of the Council Tax setting process in order to calculate the level of Council Tax once the budgetary requirements of the Authority have been determined for the forthcoming financial year.

The difference between the collection rate assumed/estimated in these figures and the collection rate actually achieved will determine any surplus or deficit generated on the collection fund and therefore impacts on the amount available to be distributed to the precepting authorities in future years, including to the Council's General Fund.

## HUMAN RESOURCES IMPLICATIONS Officer Initials: SH Date: 22/12/22

35. There are no HR implications associated with this report.

## TECHNOLOGY IMPLICATIONS Officer Initials: PW Date: 13/12/22

36. There are no technology implications associated with this report.

## **CONSULTATION**

37. N/A

## **BACKGROUND PAPERS**

38. There are no background papers to this report.

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

39. There are no acronyms or abbreviations in this report.

## **REPORT AUTHOR & CONTRIBUTORS**

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**Director of Corporate Services**

**Calculation of City of Doncaster's Council Tax Base 2023/2024**

**Band Summary**

Band	No. of Dwellings	Less Exemptions	Less Disablement Reductions	Less Appeals	Less Discounts	Less Locally Defined Discounts	Plus Empty Property Premium	Plus Adjustment for Net property Additions/Reductions	Less Local Council Tax Support	Total Effective Number of Dwellings	Total Number of Band D equivalent dwellings	Tax Base after Adjustment for Loss on collection @ 98.6%
A(-)			-263		22.00				69.51	171.5	95.3	93.9
A	81,953	1,303.52	136	0	8,556.86	101.63	632	345	16,536.22	56,295.8	37,530.5	37,005.1
B	26,452	364.49	28	0	2,268.26	5.88	93	447	1,613.18	22,712.2	17,665.0	17,417.7
C	15,728	218.03	9	0	1,148.34	1.00	46	202	618.51	13,981.1	12,427.7	12,253.7
D	9,819	102.56	34	0	521.90	0.00	32	156	165.97	9,182.6	9,182.6	9,054.0
E	4,770	35.84	36	0	223.48	0.00	12	84	70.52	4,500.2	5,500.2	5,423.2
F	2,238	11.23	0	0	91.05	0.00	4	23	28.39	2,134.3	3,082.9	3,039.8
G	957	9.10	-7	0	50.89	0.00	7	10	7.06	913.9	1,523.2	1,501.9
H	133	5.01	27	0	12.84	0.00	7	1	0.00	96.2	192.3	189.6
<b>Total</b>	<b>142,050</b>	<b>2,049.78</b>	<b>0</b>	<b>0</b>	<b>12,895.62</b>	<b>108.50</b>	<b>833</b>	<b>1268</b>	<b>19,109.36</b>	<b>109,987.7</b>	<b>87,199.7</b>	<b>85,978.9</b>

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**Calculation of Doncaster Council Tax Base 2023/2024**

<b><u>Part of the Council's Area</u></b>	<b><u>No. of Dwellings</u></b>	<b><u>Tax Base</u></b>
Adwick Le Street	8,523	4,506
Adwick On Dearne	142	114
Armthorpe	6,558	4,076
Askern	2,910	1,479
Auckley	2,090	1,687
Austerfield	260	218
Barnburgh & Harlington	870	653
Barnby Dun & Kirk Sandall	4,014	2,755
Bawtry	1,745	1,375
Bentley	10,156	5,337
Blaxton	587	471
Braithwell	510	447
Brodsworth	1,381	766
Burghwallis	148	152
Cadeby	90	84
Cantley with Branton	1,671	1,517
Clayton with Frickley	101	94
Conisbrough Parks	133	126
Conisbrough	7,277	3,651
Denaby	140	136
Doncaster	39,978	23,619
Edenthorpe	2,209	1,503
Edlington	3,892	1,952
Finningley	805	736

<b><u>Part of the Council`s area</u></b>	<b><u>No. of Dwellings</u></b>	<b><u>Tax Base</u></b>
Fishlake	295	259
Hampole with Skelbrooke	87	84
Hatfield	7,016	4,572
Hickleton	116	115
High Melton	130	127
Hooton Pagnell	92	93
Loversall	58	59
Marr	69	72
Mexborough	7,642	3,978
Moss and District	354	329
Norton	2,047	1,389
Owston	70	65
Rossington	6,263	3,695
Sprotbrough & Cusworth	5,249	3,901
Stainforth	2,921	1,318
Stainton	115	119
Sykehouse	207	193
Thorne	8,198	4,427
Thorpe In Balne	70	77
Tickhill	2,551	2,108
Wadworth	553	395
Warmsworth	1,757	1,150
Authority Totals	142,050	85,979





## Doncaster Council

### Report

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**Date: 18th January 2023**

**To: The Chair & Members of the Cabinet**

**Report Title: Customer Experience Strategy 2023-2026**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision?</b>
Councillor Jane Nightingale	All	Yes

### **EXECUTIVE SUMMARY**

1. This report proposes the attached Customer Experience Strategy developed as agreed in the Council's 22/23 Corporate Plan. It is proposed that the Strategy covers the years 2023-2026 given the ambitious action plan and includes the following content:
  - a. The Council's current main customer contact model across the range of access channels;
  - b. The channels our residents are now choosing to interact with us and to what extent;
  - c. The shift to digital;
  - d. How we make our services more accessible to all;
  - e. What our residents are telling us about our quality of interaction;
  - f. The issues we know about from speaking to our residents and looking across the different models in place across the organisation; and
  - g. A proposed action plan to improve.
2. Due to the pandemic and in line with the national situation, the Council has seen Doncaster people increase their use of digital channels for access to the Council's main contact routes into the Council with 55% of access now via this route in comparison to 30% by phone and 15% visiting the Civic Offices one-stop-shop. This digital change seems here to stay and will only increase in time, therefore it is timely that we review our arrangements. That said, it is also clear that residents

still want and need to interact in person relating to more personal and more complex services.

3. Therefore, the Strategy takes care to recognise that we still need to maintain our less used channels for those that need them. In addition, it also ensures tools for inclusivity are available to assist those who need them such as those of our residents who speak a different language, are hard of hearing or deaf, are visually impaired or have a disability.
4. The Strategy also acknowledges that the Council has been significantly stretched resource wise over the last couple of years with regard to customer interaction caused by increased demand, additional tasks such as business support grants, self-isolation payment schemes, household support funds, energy rebates, school holiday food provision etc. The list is extensive. This has affected the ability of the council to deliver quality customer service to the extent it aspires to, therefore this strategy seeks to find ways to help improve that situation.
5. In addition, the current financial environment brings further challenges with regard to the Council's future level of resources available and therefore capacity to deliver, meaning any acceptable forms of using technology or automation in the background could be explored to assist in providing alternative capacity to deliver.
6. The vision for this strategy to convey the aspiration of the Council and knowing we have areas for improvement is simply, 'To always provide the best possible customer experience to all the people we serve no matter how and where we are contacted'. A Delivery Plan will be developed and monitored.

## **EXEMPT REPORT**

7. N/A

## **RECOMMENDATIONS**

8. This report seeks agreement of the attached Customer Experience Strategy 2023–2026.

## **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

9. This strategy seeks to further improve and modernise the experience of Doncaster residents when contacting us by delivering the actions outlined in the strategy action plan which include:
  - Regular review of our service delivery performance targets and making them clearer to our residents;
  - A reduction in the number of telephone numbers and email addresses advertised;
  - A review of the council's physical face-to-face customer access points without reducing support across the borough;
  - Further improve our on-line offer, making more services available on-line.
  - Improve how we communicate;
  - Seek to reduce residents having to contact many different services when

- life events occur;
- Review our remaining use of paper forms and letters and seek to rationalise further; and
- Further enhance and improve our technology used behind the scenes to assist in providing the extra capacity we require, including the use of Artificial Intelligence and Robotic Processing Automation.

## **BACKGROUND**

10. The last Customer Service Strategy 'Customers are our business and define our success' was agreed in 2016. It included the following aims, which the Council has strived to achieve where possible:

- A high percentage of Doncaster's residents will know about and access appropriate Council services and information 24/7 on-line via one fully transactional Council website and apps where appropriate.
- Fewer residents will use traditional channels such as visiting a reception or phoning us. However, when they do, they will receive a high quality, value for money, personalised and proactive service, with the same technology so there is a single customer approach and single consistent data and records held, no matter what method is used to contact us.
- Our customers will only need to tell us something once and we will know more about what our customers need using the intelligence they have already provided to us.
- We will only send or request letters or paper documents where necessary and phase out other channels that are not as effective and value for money.
- All Council staff will operate digitally using modern technology with efficient automated and streamlined business processes and information at their fingertips.
- All Councillors will have technology to enable them to deliver excellent customer service when approached with the ability to request services, check progress and be aware of what has been reported and resolved in their ward.
- Doncaster Council will present itself as one joined up Council when offering services wherever possible and always aim to deliver what and when we promise.

11. We have not fully succeeded in delivering all of those aspirations to the extent we hoped for, however the following have been achieved:

- We have continued to develop our digital channels and promote them;
- The use of our digital channels now exceeds the more traditional channels such as reception, post and phone;
- We have maintained traditional access channels for those that do not wish or are not able to use digital channels but also when they are more appropriate;
- We have used the information customers have provided to deliver support to our residents during the pandemic and the present cost of living crisis;
- We have reduced paper forms and letters where appropriate and when we know customers can and wish to interact digitally; and

- We have once again significantly modernised the way our staff work to improve efficiency and service delivery.

12. However, it is now time to review the situation again, in particular, as behaviours and expectations have changed due to the pandemic as well as increased demand and reducing resources.

### OPTIONS CONSIDERED

13. Only two options are proposed:

1. Agree the Customer Experience Strategy 2023-26; or
2. Do not agree the Strategy.

### REASONS FOR RECOMMENDED OPTION



14. The recommendation is option 1, to agree the issue and delivery of this strategy.






The benefits are many and include:


- A clearer view to our residents of how to contact the Council for the range of services with less contact points to understand;
- Less passing around between different services having to repeat information when life events occur;
- Increased digital services in line with customer expectations;
- Increased speed and efficiency in some areas depending on the channel used;
- A more informed expectation regarding service delivery as a result of customer contact;
- Increased value for money; and
- Modern technology that can take the quality of service to the next level.

### IMPACT ON THE COUNCIL'S KEY OUTCOMES

15.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 <b>Tackling Climate Change</b>	✓			
The increase in digital channels contributes to a further reduced need for residents to travel to Council offices.				
 <b>Developing the skills to thrive in life and in work</b>				✓

	<b>Making Doncaster the best place to do business and create good jobs</b>				✓
	<b>Building opportunities for healthier, happier and longer lives for all</b>				✓
	<b>Creating safer, stronger, greener and cleaner communities where everyone belongs</b>	✓			
<p>This strategy contributes to improving how services related to creating safer, stronger, greener and and cleaner communities can be requested and issues reported with improved communication. It also improves the expectation we create relating to delivery timescales.</p>					
	<b>Nurturing a child and family-friendly borough</b>	✓			
<p>This strategy contributes to improving how services related to nurturing a child and family-friendly borough can be accessed. The main points of initial contact into the Council's main services including Children's and Adults Social Care sits within Customer Services.</p>					
	<b>Building Transport and digital connections fit for the future</b>				✓

 <b>Promoting the borough and its cultural, sporting, and heritage opportunities</b>				✓
<b>Fair &amp; Inclusive</b>	✓			
<p>A Due Regard Statement is included at Appendix 2. The Strategy also includes a section regarding how we ensure customer contact is currently inclusive across all channels. It is absolutely essential that this Strategy ensures the experience of the Council's customers is fair and inclusive.</p>				

**Legal Implications [Officer Initials: SRF | Date: 16.08.22 ]**

16. S111 of the Local Government Act 1972 sets out that “a local authority shall have power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. When developing new service offers the Council should be cognisant of its responsibilities under the Public Sector Equality Duty and should consult accordingly on any proposed changes to front facing services. Advice should be sought from HR in relation to any impact on staffing arrangements and any new technology purchases should be carried out in accordance with Contract Procedure Rules.

**Financial Implications [Officer Initials: PH | Date: 19.08.22]**

17. There are some projects such as Artificial Intelligence, Robot Process Automation and the Customer Relationship Management System Replacement which are identified either separately in the capital programme or with funding being allocated from Council Wide Systems. For any additional work required outside the normal Customer Service budgets, funding would need to be identified at the appropriate time.

**Human Resources Implications [Officer Initials: KG | Date: 19.08.22]**

18. There are no specific HR implications arising from this report and strategy however there may be HR implications within specific projects arising from the strategy and these will be included in the appropriate individual reports as required.

**Technology Implications [Officer Initials: PW | Date: 19.08.22]**

19. Technology will continue to be a key enabler to support the delivery of the new Customer Experience Strategy and Digital & ICT must always be involved via the

technology governance model where technology-based procurements, developments or enhancements are required. The CRM Review and Artificial Intelligence Phase 2 projects are already underway and will further enhance and improve our technology, directly contributing to the delivery of the strategy and the associated action plan.

## **RISKS AND ASSUMPTIONS**

20. The risks currently identified are:

- Staff cultural issues when changing ways of working;
- The ability of services to meet agreed service level agreements;
- The complexity of developing technology to meet business needs; and
- The resources required to deliver the strategy.

All have a possible likelihood and a major impact and will need to be mitigated against to ensure quality services are maintained.

## **CONSULTATION**

21. Feedback from our residents has been used to inform this strategy via the following means:

- The Council's customer complaints and compliments processes;
- A Doncaster digital inclusion survey recently completed on behalf of the Integrated Care System; and
- Feedback from Customer Services who speak to Doncaster residents on a daily basis, by phone and in the One-Stop-Shop.

## **BACKGROUND PAPERS**

22. Appendix 1: Customer Experience Strategy 2023–2026  
Appendix 2: Customer Experience Strategy Due Regard Statement

## **REPORT AUTHOR & CONTRIBUTORS**

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# Doncaster Council

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## Customer Experience Strategy

2023-2026

# Foreword

Welcome to Doncaster Council's Customer Experience Strategy, which sets out our future aspirations to improve the customer experience of the people we serve. We deliver a high volume of an extremely diverse range of services to a population of 312,800 in the UK's largest geographic area authority of 226 square miles.

Through previous strategies, the Council has already invested in modern customer interactions and service delivery to meet the changing needs and expectations of Doncaster residents and businesses. This has been made possible by a more customer-focused workforce, the integration of our customer services 'front-desk', embracing digital technology and by improving processes to deliver more services online and at a local level.

Over the last few years, the Council has faced increased demand as well as delivering extra support throughout the pandemic such as business support grants and this has continued with schemes such as the Household Support Fund and the Council Tax Energy Rebate due to the rise in energy and food costs. It has and continues to achieve this through its usual channels with the same resource and we know this has affected customer experience.

The Council also recognises that there are still areas that require improvement and it wishes to improve as much as possible within the budget and resources available. It also wishes to take advantage of new technology and modernise further to improve service delivery and efficiency whilst taking care to maintain a level of traditional interaction where it is required and cater for those residents who speak a different language or have different needs to allow them to interact with us.

This strategy includes our vision for our future customer experience, the current situation, feedback we receive from Doncaster residents, known areas for improvement and the resulting action plan, which the council feels, is necessary to achieve the required improvement and includes:

- Increasing the ability for customers and businesses to access the services and information they need online, anytime;
- Streamlining our many contact channels promoted so there are clearer pathways to access support;
- Improving our performance when delivering services;
- Improving our communication during and after service delivery;
- Reducing the need to contact different services;
- Embedding a Localities Working model to maximise and connect local support;
- Introducing new ways of providing information more conveniently; and
- Introducing new behind the scenes technology to ensure greater speed and efficiency.



*Ros Jones*

**Mayor Ros Jones**



*Damian Allen*

**Damian Allen, Chief Executive**



# Section 1: Introduction and Vision

*“To always provide the best possible customer experience to all the people we serve no matter how and where we are contacted”*

The Council and Team Doncaster partners have been in response mode for the last 2 years. Grappling with the challenges of Brexit, recovering from the devastating impact of flooding in 2019, the Covid-19 pandemic and now, the cost of living crisis. The world has changed as a result and the global pandemic has changed the way people live their lives and how the Council needs to operate.

During this time, the Council has seen Doncaster people move dramatically towards online channels. The adoption of digital channels has significantly accelerated and many of these changes will be here to stay as we all learn to live with the pandemic.

We must continue to meet the changing needs of our customers and we know there are still ways that we can improve across all of our services.

Doncaster Council’s last Customer Service Strategy ‘Customers are our business and define our success’ was agreed in 2016. It included the following aims, which the Council has strived to achieve where possible:

- A high percentage of Doncaster’s residents will know about and access appropriate Council services and information 24/7 online via one fully transactional Council

website and apps where appropriate via smartphone, tablet, computer or smart TV.

- Fewer residents will use traditional channels such as visiting a reception or phoning us. However, when they do, they will receive a high quality, value for money, personalised and proactive service, with the same technology so there is a single customer approach and single consistent data and records held, no matter what method is used to contact us.
- Our customers will only need to tell us something once and we will know more about what our customers need using the intelligence they have already provided to us.
- We will only send or request letters or paper documents where necessary and phase out other channels that are not as effective and value for money.
- All Council staff will operate digitally using modern technology with efficient automated and streamlined business processes and information at their fingertips.

- All Councillors will have technology to enable them to deliver excellent customer service when approached with the ability to request services, check progress and be aware of what has been reported and resolved in their ward.
- Doncaster Council will present itself as one joined up Council when offering services wherever possible and always aim to deliver what and when we promise.

We have not fully succeeded in delivering all of those aspirations to the extent we hoped for, however the following have been achieved:

- We have continued to develop our digital channels and promote them.
- The use of our digital channels now exceeds the more traditional channels such as reception, post and phone.
- We have maintained traditional access channels for those that do not wish or are not able to use digital channels but also when they are more appropriate.
- We have used the information you have provided with your consent to deliver support to you during the pandemic and the present economic crisis.

- We have reduced paper forms and letters where appropriate and when we know you can and wish to interact digitally.
- We have once again significantly modernised the way our staff work to improve efficiency and service delivery.

However, we know we still have improvements to make and as technology evolves, there are continually more possibilities to help us to do this.

Therefore, this Customer Experience Strategy looks at the current situation, what your feedback is telling us, known issues that need resolving and a resulting action plan to deliver through to 2026.

## Vision

The vision for this strategy to convey the aspiration of the Council and knowing we have areas for improvement is simply

**‘To always provide the best possible customer experience to all the people we serve no matter how and where we are contacted’.**

## Section 2: The Current Situation - Digital

# The Digital World that we live in

With regard to the Council's main front door that includes all high volume services, digital interaction has now overtaken the more traditional channels used.

The split is now:  
55% digital;  
30% phone; and  
15% one-stop-shop.

It has been said that globally we covered a decade in days in the adoption of digital channels due to the pandemic. In many cases, that shift to digital has continued due to it's ease and speed and low contact even in a post-pandemic environment. We need to meet this customer expectation whilst also maintaining traditional channels for those who require or prefer them.



# Section 2: The Current Situation - Digital



### Chat and 'Ask Alexa'

You can now chat with us online using our dedicated chat function, we receive approximately 5,000 chats a year. You can 'Ask Alexa' when your bin collection day is, 9,905 customers have asked Alexa since she was introduced.



### Online Demand

We had 9 million page views on our website in 21/22 and 5.2 million from April to November 2022.



### MyDoncaster

Most of our residents prefer to contact us online - **153,260 residents have signed up for a My Doncaster Account.**



**55% of Council Services** are now accessed online compared to 27% before the pandemic. Approximately 132 services are now available online, more could be included.



### Multiple Contact Details

However, on our website we still advertise 328 different email addresses for customers to contact.



### Accessibility

Our website has an accessibility score of 99%. We are committed to making our website accessible for all.

# 1,100,000


web forms submitted in the last 5 years




# My Doncaster Online Account

Mr John Smith


My Profile


 Mr John Smith


 Male


 Civic Offices


Waterdale  
Doncaster  
DN1 3BU


 01302123456


 jsmith@gmail.com


 01/01/1995


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
 Change your name


 Update your gender


 Update address

 Update phone number


 Update e-mail address

 Update your date of birth


 Update national insurance number

 My Profile


Manage your personal details

 Track My Request


Follow the progress of the request(s) that you have raised

 My Council Tax


E-Billing, Change Of Address, Direct Debit and much more


 My Business Rates


E-Billing, Changes In Circumstance, Direct Debit and much more

 My Benefits

View your entitlements, Change Of Circumstances and much more

 My Bookmarks

 Change Password

 Close My Account

 Sign Out

153,260 people have signed up for a My Doncaster Account that allows them to access services that require identification, personalize with their own information and services such as viewing their council tax account as well as update their own details. That said, this needs reviewing, could be improved and it is not known how frequently residents use.

## Section 2: The Current Situation – Digital

# Council Tax and Business Rates – E-Billing

12,502 residents and businesses have signed up for council tax or business rates e-billing which is a much better value for money, however, many do not know this ability exists and it needs to be modernised so identification is proved via text rather than a letter when first setting up.

Mr John Smith

### My Profile

Manage your personal details

### Track My Request

Follow the progress of the request(s) that you have raised

### My Council Tax

E-Billing, Change Of Address, Direct Debit and much more

### My Business Rates

E-Billing, Changes In Circumstance, Direct Debit and much more

### My Benefits

View your entitlements, Change Of Circumstances and much more

### My Bookmarks

### Change Password

### Close My Account

### Sign Out

## My Council Tax Accounts

Here are a list of the accounts that are linked to your profile

Liable Address	Start	End	Balance	
1 My Street, Thorne, Doncaster, DN8 8ND <small>Acc # 100001231234</small>	21-May-2021	Open	£385.00	<a href="#">View Account</a>
1 My Street, Thorne, Doncaster, DN8 8ND <small>Acc # 100001231234</small>	27-Feb-2021	31-May-2021	£0.00	<a href="#">View Account</a>

### ✓ You are registered for e-billing

We will send an e-mail to **Email Address details** whenever a new bill is generated

If you wish to change the address that we use, please update your e-mail address in [My Profile](#)

## Add My Council Tax Account

To begin, we will need some details from your latest Council Tax bill

Account Number \*

This is located on the left underneath your name and address. [Show me?](#)

Property Reference \*

This is located on the right underneath the address that is referred as "Situation of property". [Show me?](#)

# Section 3: The Current Situation - Telephone



In the past 5 years, Customer Services have taken over 1.1 million telephone calls, on a wide range and diverse number of council services. However Customer Services do not deal with all customer telephone contact for the Council which can result in customers being confused about who to contact. There has been 4.3 million calls in total across the Council.

**In Demand**



Not all customer facing teams use the Council's call management system to manage customer contact leading to an inconsistent customer experience across the Council.

**Managing Demand**



Artificial Intelligence is being used to answer calls for our Waste and Recycling Service. Binsley, our waste bot has answered 7312 calls and answered 13360 customers questions since he was developed in April 2021.

**Innovation**



The Council advertises 393 separate telephone numbers on its website making it confusing for our customers and leading to inconsistent levels of service.

**Who do I call?**



**30% of customer contact to Customer Services is now by telephone compared to 39% before the pandemic.**

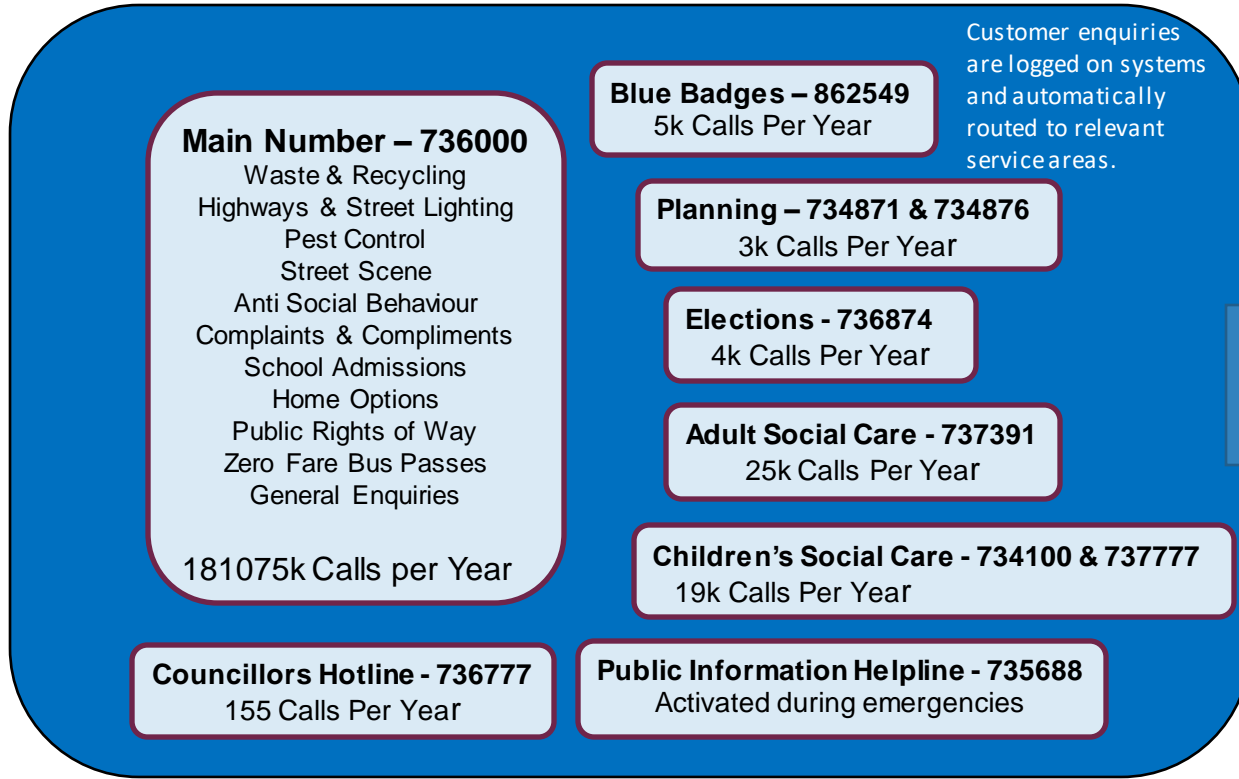
Customer Services aim to answer 90% of phone calls within 150 seconds. The average performance achieved in 21/22 was 83%. A rise in phone calls can be caused by many events throughout a year with no extra resource available. This can impact on the performance achieved and of course the customer experience. This can also occur across many different services across the Council meaning the ability to achieve the aspired performance is compromised.



# Section 3: The Current Situation – Telephone – Customer Services Model

\*Call volumes 21/22

## Customer Services



Calls not taken by Customer Services are transferred to the correct service area either manually or by automation. In 21/22 109,791 calls were transferred by automation alone.

Out of Hours



**Alarm Receiving Centre**  
341628



**Emergency On Call Officers**

## Other Service Areas

### Call Management System Users

**Revenues & Benefits Council Tax**  
Business Rates  
Housing Benefits  
Free School Meals  
Financial Assessments  
Dis. Housing Payments  
Local Assistance Scheme  
153k Calls per Year

**Bereavement**  
40k Calls per year

**Public Health**  
8k Calls per Year

**Parking & FPN**  
13K Calls per Year

**Acc.Pay & Sun.Debt**  
9k Calls per Year

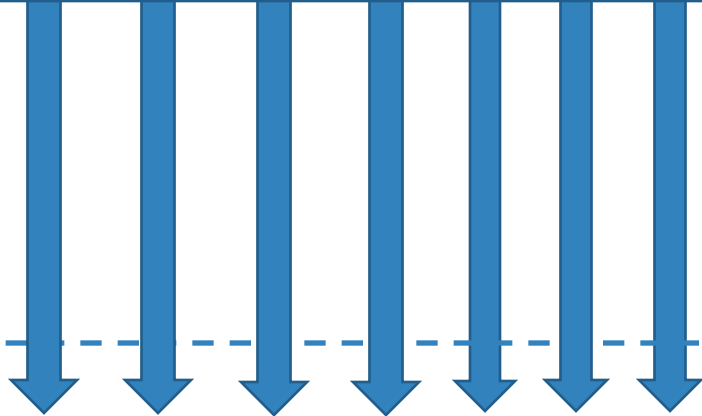
**Registrars**  
19k Calls per Year

**St Leger Homes**

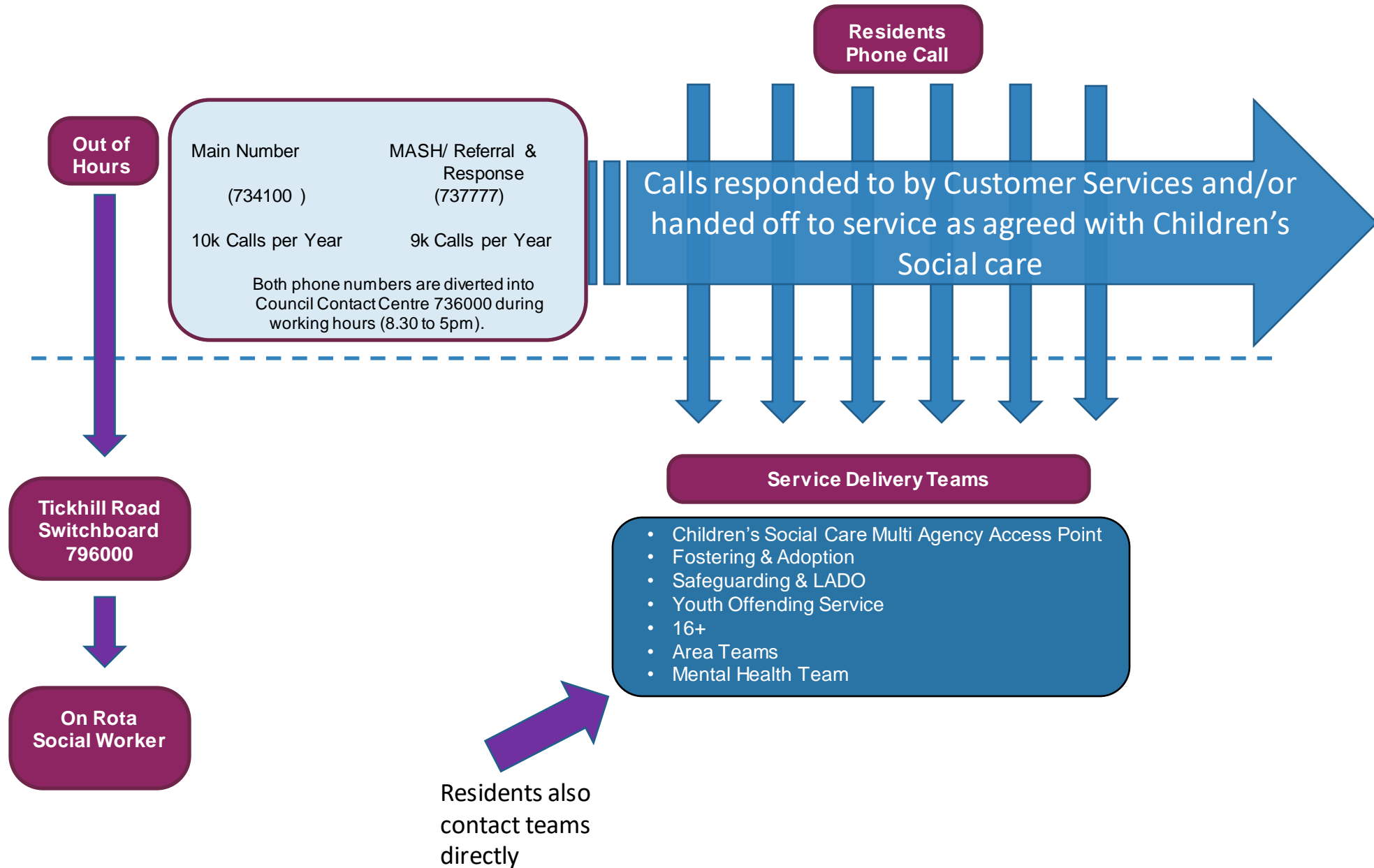
### Direct Dial Telephone Users

Reg & Enforcement (1577)  
Licensing (7,800)  
Food Team (52)  
Animal Health (20)  
Pupil Attendance (7157)  
Business Doncaster (1782)  
Doncaster Works (1857)  
Building Control (8636)  
X12 Family Hubs (11381)

Transport Services (5829)  
Tourist Information (1002)  
Coroners Office (6598)  
Planning: TSL (5087)  
Local Planning Team (633)  
LOCYP Area Teams  
1001 Day Team (2129)  
Starting Well (1553)  
Learning Provision (2858)

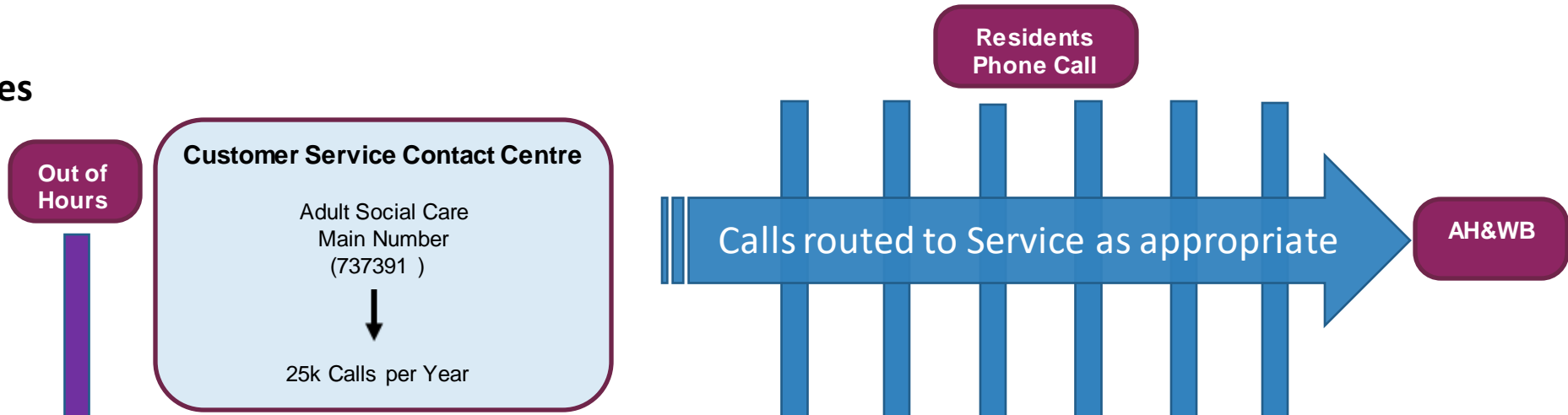


# Section 3: The Current Situation – Telephone – Children’s Social Care

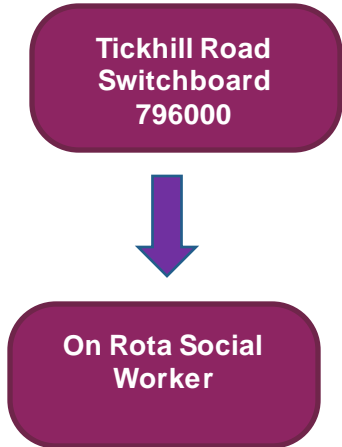


# Section 3: The Current Situation – Telephone – Adults, Health & Well Being

## Customer Services



## Adult Social Care



Customers also contact teams directly

- Home Alarm Service
- Occupational Therapy
- Adaptations
- ISAT
- Safeguarding
- Mental Health Team
- Domestic Abuse Hub
- Future Options
- Positive Steps
- Wellbeing
- CALDT
- Locality Teams
- Sensory Team

## Section 3: The Current Situation – Telephone – Other Services

### Corporate Resources

Revenues & Benefits  
(153,000) including  
Council Tax  
Business Rates  
Housing Benefits  
Free School Meals  
Financial Assessments  
Discretionary Housing Payments  
Local Assistance Scheme  
Bereavement Services (40,000)  
Registrars (19,000)  
Accounts Payable &  
Sundry Debtors (9,300)  
Coroners Office (6598)  
Transport Services (5829)

### Adults Health & Well Being

Future Options (2922)  
HEART (5658)  
STEPS (8614)  
Domestic Abuse Hub (1991)  
Home Alarms (1143)  
Bentley Positive Steps (18620)  
Cantley Adult Hub (687)  
Holmes Carr Adult Hub (189)  
Future Options (2122)  
Housing Adaptations (1666)  
Public Health  
(7,800)

### Children, Young People & Families

Fostering & Adoption (1409)  
MASH (1451)  
1001 Day Team (2129)  
Starting Well (1553)  
Learning Provision (2858)  
Libraries (1957)  
Museum Reception (336)  
Bentley Family Hub (1519)  
Stainforth Family Hub (1324)  
Rossington Family Hub (1372)  
Armthorpe Family Hub (695)  
Denaby Childrens Centre (1656)  
Central Family Hub (2129)  
Balby Family Hub (1735)  
Adwick Family Hub (494)  
Moorends Family Hub (457)

### Economy & Environment

Regulation & Enforcement (1577)  
Licensing (7,800)  
Food Team (52)  
Animal Health (20)  
Pupil Attendance (7157)  
Business Doncaster (1782)  
Doncaster Works (1857)  
Building Control (8636)  
Tourist Information (1002)  
Planning: TSL (5087)  
Local Planning Team (633)  
Parking & Fixed  
Penalty Notices (13,100)

All these are examples of telephone services managed separately to Customer Services and outside the integrated front office model and these are the number of calls to these services in the Council financial year April 21 to March 2022. Some use technology to manage call queues but many do not. It is difficult to manage performance and ensure all these calls are responded to. However, that would be more achievable if part of the wider model.

# Section 4: The Current Situation – Face-To-Face



## Civic Building

The One Stop Shop has served 344,912 customers in the past 5 years. In 21/22, this was 15% of our customer contact compared to 33% before the pandemic. Customers visiting understandably reduced dramatically during the pandemic. The majority of customers visit to access services on our public computers, where Digital Assistants are available for help and support. In the last 5 years we have increased the number of public computers from 10 to 40 to meet demand.



## Community Conversation Points

There are currently 50 venues across the borough, these include both pop up and static venues that provide drop in opportunities for people needing support.

These are staffed by volunteers and Council officers for conversations about life, care and support, housing and the environment.



## Locality Hubs

Doncaster is a 'place of places' with diverse communities, different strengths and equally variable needs. The locality approach is a way in which the council and partners can get closer to communities to understand these strengths and different needs. By hearing the voices of local people we are shaping our services, strategies and investment to better reflect these differences.



We have 25 Library points across the borough consisting of 21 Community Libraries and 4 staffed Libraries at Edlington, Mexborough, Thorne and Town Centre. Our new Library and Museum in Doncaster town centre, Danum Gallery, Library and Museum (GLAM) opened in May 2021 welcomes over 12,000 visitors through it's doors a month.



## Tell us Once

Our Registrar service can inform other local and central government departments that someone has died on behalf of customers who are busy dealing with the emotional difficulties that come with bereavement, however we could do more to reduce the amount of contact needed when major life events occur.

# Section 4: The Current Situation – Face-To-Face – Civic One-Stop-Shop

In 21/22 we served 50,228 customers

Opening Hours :  
Monday to Friday 8.30am to 5pm

**Services Provided by the Customer Service Team**  
Blue Badges, Licensing, HWRC Permits, Food Bank Vouchers, Elections, Alley Gate Keys/Enquiries, Radar Keys, School Admissions, Planning, Zero Fare Buss Passes, Registrars (Collection of Copy Certificates), Severn Trent & Yorkshire Water Searches, Public Highways Searches  
Hate Crime Reporting Centre, Safety in Doncaster Centre, Breast Feeding Friendly Space.

## Other Services Available in The One Stop Shop

Customer Services  
Ambitions Team  
Asylum Team  
Citizens Advice Bureau  
Council Tax & Business Rates  
Families First Hub  
Home Options  
Housing Benefits  
Local Land Searches  
Registrars  
SAPAT  
S-Leger Homes  
Youth Hub  
Overseas Pension Verifications

Private Interview Rooms and Informal Meeting Areas are available

Changing Places Facility  
Public Toilets and Accessibility Toilet

**Enquiry Booths**  
Services assist customers face to face.

**Public Meetings** are held in the Civic Building

Accessibility Toilets

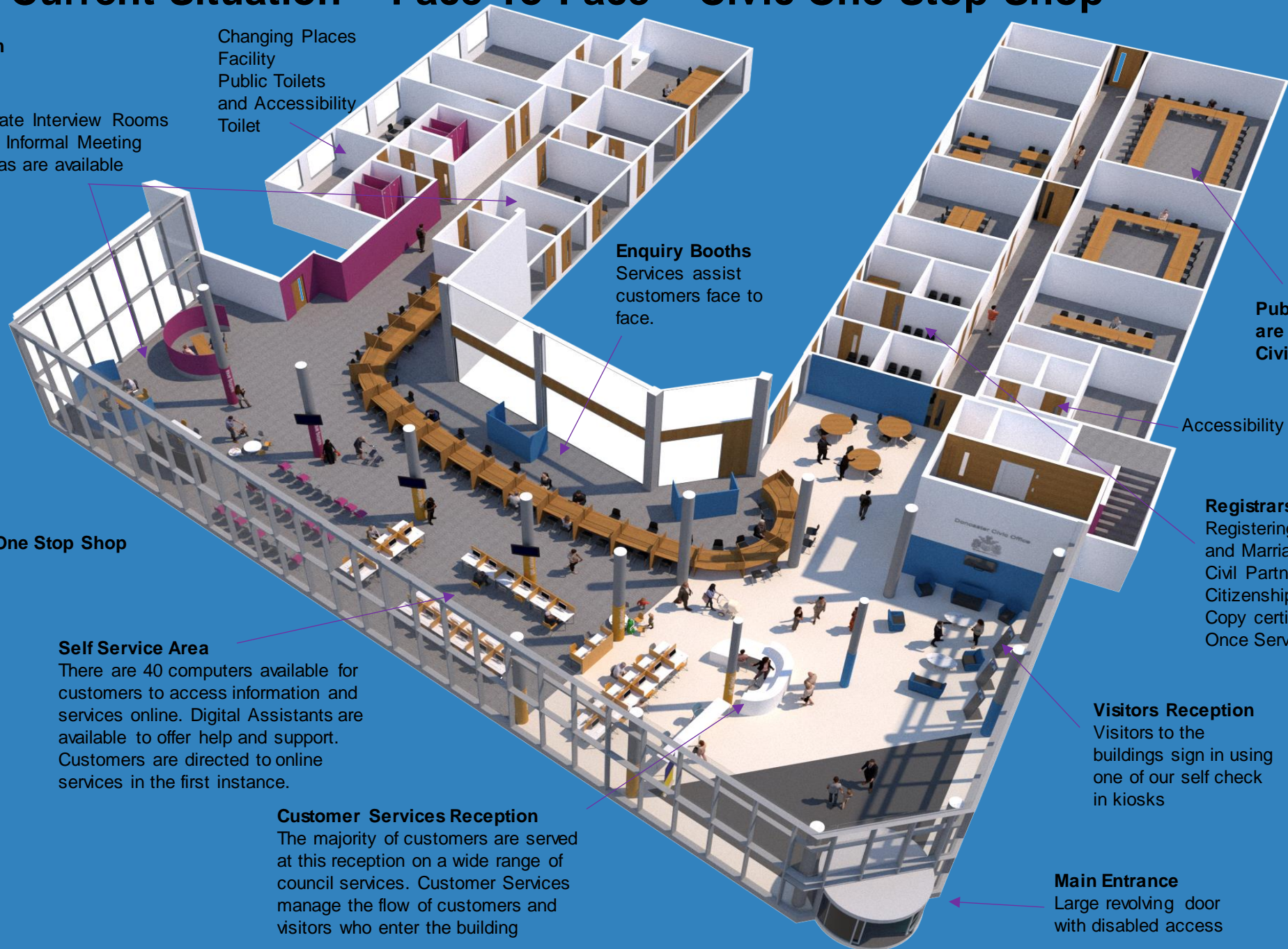
**Registrars Service**  
Registering Births, Deaths and Marriages. Weddings, Civil Partnerships and Citizenship Ceremonies, Copy certificates, Tell Us Once Service

**Visitors Reception**  
Visitors to the buildings sign in using one of our self check in kiosks

**Main Entrance**  
Large revolving door with disabled access

**Self Service Area**  
There are 40 computers available for customers to access information and services online. Digital Assistants are available to offer help and support. Customers are directed to online services in the first instance.

**Customer Services Reception**  
The majority of customers are served at this reception on a wide range of council services. Customer Services manage the flow of customers and visitors who enter the building



# Section 4: The Current Situation – Face-To-Face – Community Conversation Points

Prior to COVID-19 we had approx. 30 CLS sites. Now we have over 50!



## Community Conversation Points

Sometimes called CLS Hubs, are opportunities for people to have conversations in places that are convenient to them, about their care and support, their housing, environment and community.

### North

#### Static Sites

- Sprotbrough Library
- Bullcroft Memorial Hall
- All Saints Church, Woodlands
- Scawthorpe Library
- St Peter's Church, Askern
- Bentley Baptist Church
- Askern Library

#### Pop-Up Sites

- Morrisons York Road
- Asda Carcroft
- Askern Lake
- Lidl Bentley
- Tesco Scawsby
- Sainsburys Sprotbrough
- Campsall Village Hall

[www.yourlifedoncaster.co.uk/community-conversation-points-central](http://www.yourlifedoncaster.co.uk/community-conversation-points-central)



### Central

#### Static Sites

- Balby Community Library
- St John's Church, Balby
- The Linney Centre, Balby
- Cantley Methodist Church
- Lakeside Community Hub
- Intake Wellness Centre

#### Pop-Up Sites

- Morrisons, Balby
- The Dell Cafe, Hexthorpe (weather permitting)
- The Copper Pipe, Wheatley

[www.yourlifedoncaster.co.uk/community-conversation-points-central](http://www.yourlifedoncaster.co.uk/community-conversation-points-central)



### South

#### Static Sites

- Denaby Library
- The Ivanhoe Centre, Conisbrough
- Edlington Community Org
- Martinwells Centre, Edlington
- Kilham Lane Community Hall, Branton

#### Pop-Up Sites

- Conisbrough Town Centre
- Grays Court, Denaby
- Waites, Conisbrough
- Local Bar, Branton
- Weatherspoons, Mex
- The Ark Cafe, Rossington

[www.yourlifedoncaster.co.uk/community-conversation-points-south](http://www.yourlifedoncaster.co.uk/community-conversation-points-south)



### East

#### Static Sites

- Stainforth 4 All
- Hatfield Library
- Armthorpe Library
- Stainforth DN7 Foodbank
- Armthorpe Family Hub
- Edenthorpe Communal Hall

#### Pop-Up Sites

- Tesco, Edenthorpe
- Co-op, Kirk Sandall
- Edenthorpe Library
- Thorne Town Centre
- B&M/Aldi, Omega Business Park, Thorne

[www.yourlifedoncaster.co.uk/community-conversation-points-east](http://www.yourlifedoncaster.co.uk/community-conversation-points-east)



Please note the above lists are not exhaustive and every Ward has its own comprehensive offer. Please scan the QR for each area's full details.

# Section 4: The Current Situation – Face-to-Face - Family Hubs



There are 12 Family Hubs across Doncaster.

•**Central:** Central, Balby, Wheatley, Cantley, Bessacarr, Intake, Belle Vue

•**North:** Bentley, Adwick, Askern, Carcroft, Highfields, Scawsby, Sprotbrough

•**East:** Armthorpe, Stainforth, Moorends, Dunscroft, Hatfield, Barnby Dun, Edenthorpe, Kirk Sandall, Thorne

•**South:** Conisbrough, Denaby, Rossington, Mexborough, Edlington, Finningley, Torne Valley

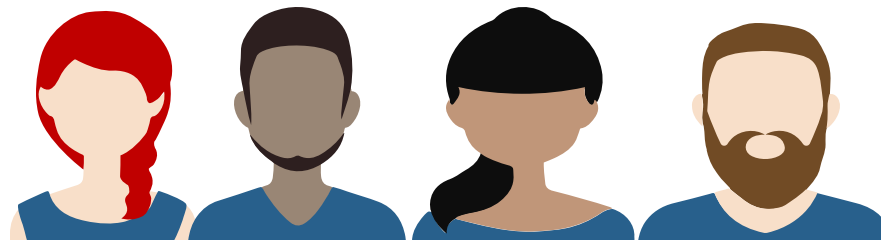


# Section 4: The Current Situation – Locality Working

<p>We want every person in Doncaster to live in a place they call home, with the people and things that they love, in communities where they look out for one another, doing things that matter to them</p>	<p>Bring together accessible community information that practically helps people, families, communities, staff and also underpins regenerative shift</p>	<p>Doncaster is a “place of places” with diverse communities, different strengths and equally variable needs</p>	<p>The locality approach is a way in which Doncaster Council and partners can get closer to communities to understand their strengths and different needs</p>
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## Local Solutions for People, Places and Planet

<p>Launch of Your Life Doncaster, bringing together key information about assets and support in each Locality</p>	<p>Voluntary sector partnerships in place and delivering preventative support in each Locality that improve health and wellbeing</p>	<p>Further improve the capability of services and collaborate to “see and solve” in communities</p>	<p>Completion of Appreciative Inquiry and wider engagement to find out what is most important to residents in each neighbourhood</p>
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# Local Solutions Team- Your Family



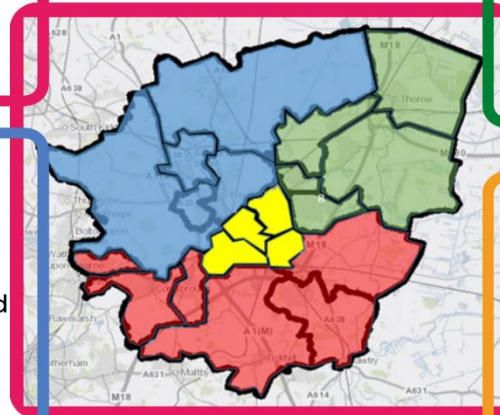
## Where to find us

We recognise that every family is different, we provide support and information that is unique to families and residents, when everyday issues become difficult. This is part of our local help offer

North Hub  
01302 736787  
Woodlands Library  
Windmill Balk Lane  
Doncaster  
DN6 7SB

East Hub  
01302 736336  
The Vermuyden  
Centre  
Field Side  
Thorne  
Doncaster  
DN8 1DA

South Hub  
01302 736409  
Conisbrough  
Community  
Library, Old Road  
Conisbrough  
Doncaster  
DN12 3ND



Central Hub  
01302 735945  
Civic Office  
Waterdale  
Doncaster  
DN1 3BU

### Simple Access guide

Supporting families/residents when everyday issues become difficult

#### Step 1

- Have a conversation with the individual

(Needs identified)

#### Step 2

- Share the Conversation Form with your family Triage Team
- Short intervention - 'See and Solve'
- Assessing intervention requirements

#### Step 3

If partnership intervention is required:

- Progress to Local Solutions Team
- Discuss the request and apply 'whole family' and place view
- Agree partnership actions and intentions to prevent escalation or applying appropriate escalation



### Drop in , Call or email us

- LocalSolutionNorth@gov.uk
- LocalSolutionEast@gov.uk
- LocalSolutionSouth@gov.uk
- LocalSolutionCentral@gov.uk

# Section 5: The Current Situation – Communication

## As part of the increased shift to digital, we have changed the way that we communicate with our customers and provide information

A large proportion of our customers prefer to access information and council services digitally, using a variety of different channels – For example our website [www.doncaster.gov.uk](http://www.doncaster.gov.uk) where 72% of services can be accessed online 24/7, 'you can Ask Alexa' when your bin collection day is and Binsley our waste bot provides information on our Waste & Recycling services. We also use social media platforms such as Facebook and Twitter to communicate general information to a wider audience. The use of the national Gov.uk Notify service has given us the ability to use SMS text messages to communicate more effectively with customers, in 21/22 we sent 917,564 text messages to customers.

We do of course still take care to provide communication by more traditional means for those that require it as well as assistance with how to use digital platforms either over the phone or in person.

## The increase in digital channels has resulted in a reduction in the amount of post we send and receive as a Council, however we could reduce more:

**70%**

Fewer post items received

We received 374,438 items of post in 17/18 compared to 113,265 in 21/22 .

**20%**

Fewer post items sent

The council posted 1,515,765 items of post out in 17/18 compared to 1,210,016 in 21/22.



# Section 6: Access for All

Our website has an accessibility score of 99%. We want as many people as possible to be able to use our website, you can:

- change colours, contrast levels and fonts;
- zoom in up to 300% without the text spilling off the screen;
- navigate most of the website using just a keyboard;
- navigate most of the website using speech recognition software;
- listen to most of the website using a screen reader;
- translate text into different languages; and
- Use Texthelp which provides a screenreader and translate service.



We have completed a full audit on our website to ensure our content is up to the WCAG 2.1 Accessibility Standards.

You can find our Accessibility Statement here <https://www.doncaster.gov.uk/accessibility>

The Civic Building One Stop Shop has disabled parking bays available around the building with an accessible entrance. We have a Changing Places facility and accessibility toilets. We have a range of meeting spaces to meet individual needs with hearing loops installed in some. Translation and BSL interpreters are available via telephone and face to face on request. We have 40 computers available for customers to self serve with Digital Assistants on hand to help, the computers have web cams built in to enable our deaf customers to access Sign Live.

If you call Customer Services on 01302 736000, you can request assistance if you have a disability.

# Section 7: Digital Inclusion

The Council is working with the government and connectivity providers to increase digital coverage across Doncaster. There is currently 98.82% superfast broadband and 66.15% gigabit high speed broadband coverage across the borough with plans to achieve the government target of 85% (National Infrastructure Strategy, 2020) by 2025.

A survey and some analysis has just been completed across Doncaster to review the current state of digital inclusion across the borough to improve our understanding and more activity is planned.

Whilst Doncaster internet usage, which is just above the national position, has increased over recent years, there is still a significant percentage of the population who are not using the internet or do not have access.

There are a number of wards in Doncaster where the combination of deprivation and poor internet infrastructure puts those populations at particularly high-risk of digital exclusion.

There is currently a small range of digital established support offers across Doncaster, mostly delivered through short courses in the central library, community libraries, Age UK in the town centre or individual 1:1 through voluntary organisations on a needs basis.

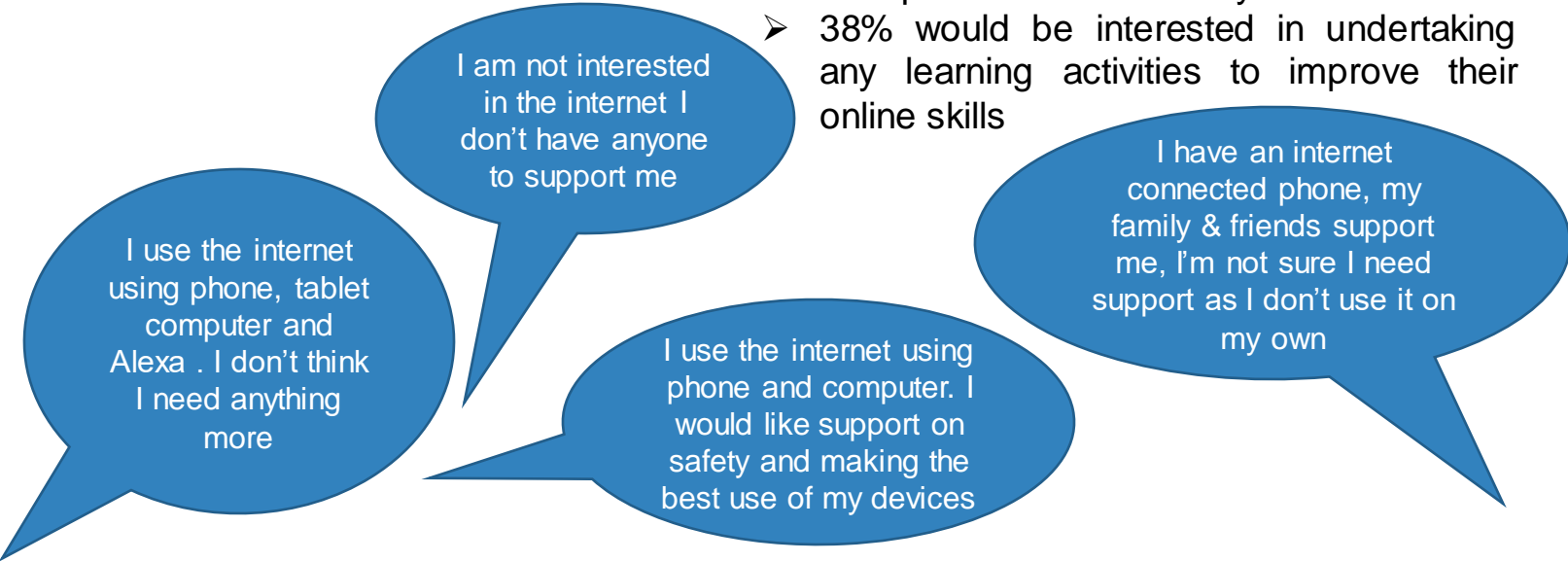
There is a good foundation within Doncaster to spread the limited approach in place or to adapt and test to enable wider engagement and support.

This supports the increased use in digital channels we have seen when accessing Council services but also informs us that we must maintain traditional channels also for those that require them.

Using and maintaining intelligence will keep us informed about what channels to use.

## What Residents Told Us (of those surveyed)

- 82% own a computer/laptop, 92% own an internet connected phone, 65% own a tablet device, 50% own a voice activated device – 96% use their devices to go online
- 93% connect with friends and family by making a call or texting, 70% can video call online
- 84% use online banking
- 57% shop online
- 76% plan and book holidays online
- 38% would be interested in undertaking any learning activities to improve their online skills



## Section 8: What Our Customers Are Telling Us

We received 815 complaints in 21/22. 71% of complaints were responded to within our target of 10 working days and only 17 resulted in Local Government & Social Care Ombudsman investigations which is similar to other neighbouring Local Authorities.

We received 418 compliments in 21/22 across all Council services.

We take all complaints seriously and use them to inform service improvement where required. Examples include improvements in how we communicate with our customers, training for staff on how to investigate and respond to complaints, performance reporting to service areas.

We received a lot of compliments for council staff – the standard of work carried out, helpfulness, understanding and dedication

Some customers experienced difficulties when trying to contact certain departments

We received a number of complaints about lack of communication from the Council regarding their issue

Customers contacted during the pandemic, say they were very appreciative of the work carried out during the pandemic, the care and consideration that was shown to vulnerable residents.

"I can't get through on the phone."



"The service was excellent"



"Nobody gets back to me."



"Couldn't have been more helpful"



## Section 9: Known Issues Impacting on Customer Experience

Many Doncaster residents contact the Council's Customer Services every day by phone or by visiting the one-stop-shop. This means Customer Services staff have a really good understanding of how Doncaster residents feel about their experience which is difficult to measure on an on-going basis.

Customer Services also lead Council strategy with regard to the whole Council quality of customer service and are constantly looking at the whole model to inform improvement, intelligence relating to customer service and service delivery performance.

Services are approached where there are known issues and requested to resolve but some issues are more fundamental and require a whole council approach. The present known issues that are not resolved are:

1. Our customers are constantly confused about all the different services, locations and who to contact.
2. We do not have a full picture of what the customer experience is across the whole Council and the quality of customer service and response times.

3. The biggest reason why our customers complain is the lack of communication. They request something and don't hear anything back from some services.

4. Some service areas are not achieving their timescales for service delivery making it difficult to set customers' expectations and for them to be able to track the progress of their requests on-line.

5. There are known phone answering problems in some services leaving customer calls not responded to.

6. Some teams do not pick up calls transferred from Customer Services at all or keep the customer waiting on hold for a long time.

7. There are many different phone numbers and email addresses published on the Council website. We do not know if these all get responded to.

8. Some services leave citizens waiting in a phone queue for too long due to resource issues.

9. Not all services use the Customer Relationship Management System so we do not have one record of customer contact across the Council.

10. Not all services are actively reducing the use of paper documents sent through the post, the slowest and highest cost method of delivery.

11. Not all services are using the website as their primary access channel or encouraging on-line access.

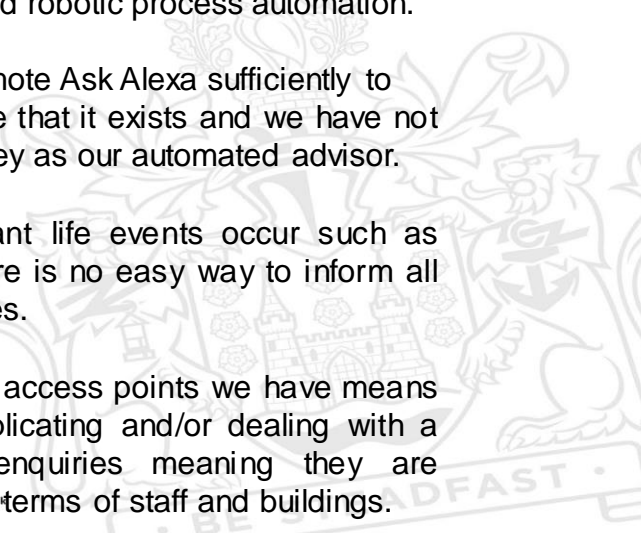
12. Our reception points across the borough do not operate with consistency or operate as a 'no wrong door'.

13. Technology could be used to further improve the customer experience and assist with resource and timescale issues such as the use of artificial intelligence bots and robotic process automation.

14. We do not promote Ask Alexa sufficiently to make people aware that it exists and we have not yet promoted Binsley as our automated advisor.

15. When significant life events occur such as moving house, there is no easy way to inform all the relevant services.

16. The number of access points we have means that some are duplicating and/or dealing with a low amount of enquiries meaning they are expensive to run in terms of staff and buildings.



## Section 10: Improvement Action Plan

Actions	Why Implement	Benefits
<p>1. We will review our service delivery performance targets on a more regular basis, make them clearer to residents and make sure we are resourced to achieve them.</p>	<p>Our service delivery targets have not been reviewed recently. A shift in demand can impact on the resources required to meet the target. They are not published in one place on the Doncaster Council website or our performance against them and are not always known when a service is requested.</p>	<p>A more regular assessment of resource needs in line with service demand will enable more accurate expectations to be set. If residents are more informed around the timescales for delivery, this should reduce the need for repeat contact to chase.</p>
<p>2. We have too many phone numbers advertised on our website with differing performance when answering the calls. We will review, rationalise and seek to improve our performance.</p>	<p>Our residents receive a different experience depending on which part of the Council they contact. Differing levels of performance are also achieved. The Customer Services Contact Centre has a current performance target based on answering 90% of calls within 150 seconds. This cannot be achieved across the Council and some performance requires significant improvement. There are also peaks and troughs of telephone contact throughout the year that could be managed in a better way.</p>	<p>An improved experience for our residents when they contact us. A more efficient way of dealing with general phone contact leaving more complex phone contact to service specialists and freeing them up to achieve more service delivery and other required tasks.</p>
<p>3. We have a central one-stop-shop in Doncaster and many reception points delivering different services across the borough. We will review and make clearer the purpose of each and implement a no wrong door ethos.</p>	<p>There is currently no full picture of face-to-face customer access points across the Council and the services they deliver. Performance is also not known across these points. The Council's performance target is to not keep anyone waiting longer than 10 minutes. This is measured using technology in the Civic Office one-stop-shop but not measured across the borough. It is also unknown whether these points deal with other services or at least record any requests etc.</p>	<p>An improved experience for the residents who visit any of our customer contact points across the borough. An increased awareness of where these are and what they deliver and perhaps access to increased services. A more efficient face-to-face model with more services working together from the same location where possible meaning our residents do not get passed around as much.</p>





# Section 10: Improvement Action Plan

Actions	Why Implement	Benefits
<p><b>4.</b> We have too many email addresses for different services. We will review, rationalise where possible and improve performance.</p>	<p>Email is a quick and easy way for our residents to contact the Council, however it is difficult to monitor where these are received, when they are responded to and how long it takes the Council to respond. Emails can also often not include all the information required by the Council to progress a service or issue that a web form can ensure is included. We also have technology in Customer Services that can improve the performance management of emails. That said, if a resident has email, they also have access to the internet and can use the web form that would ensure their request gets to the right place quicker.</p>	<p>An improved experience for our residents when they contact us by email. Less email with missing information to inform the service required ensuring greater efficiency. Less email taking service delivery staff away from service delivery and other tasks.</p>
<p><b>5.</b> We deliver many services on-line to provide 24/7 access as well as using more traditional channels where required but there are still more on-line services we could provide. We will review and make these available.</p>	<p>Many residents wish to access as many services as possible on-line due to their busy lives and this saves them having to contact us as well as providing the ability to do it seven days a week and outside opening hours. We are able to route on-line service delivery direct to the service much quicker and with all the information required. Most of our high volume less complex services are on-line but there are still more and technology developments are making it possible to deal with more complex services in this way too.</p>	<p>Increased ability for those residents who wish to and have the ability to access services on-line. Increased efficiency and the ability to route to the required service much quicker. Less work for service specialists so they can focus on service delivery, more complex queries and other required duties.</p>
<p><b>6.</b> We recognise that we need to provide comprehensive support in person for some circumstances so we will open facilities to do this across different localities in the borough.</p>	<p>The Council has created a new Localities model to maximise and connect local support.</p>	<p>Increased support in communities across the borough.</p>



## Section 10: Improvement Action Plan

Actions	Why Implement	Benefits
<p>7. We recognise that we need to improve our service delivery related communication to residents and will review how we communicate when your requests have been delivered or there is a delay.</p>	<p>A lack of communication by the Council is the biggest contributor to complaints. The experience they have when dealing with the private sector such as parcel deliveries at a time that suits them has improved significantly over the last couple of years and they rightly expect local authorities to modernise in a similar way. Not all services have the technology to acknowledge receipt of a request or when the service has been delivered and this could be improved.</p>	<p>Our residents will know their request has been received, and when a service will be delivered for more services. This should reduce repeat contact to chase and escalations to our Councillors.</p>
<p>8. The ability for you to tell us something once and to get all your relevant records updated is limited. We will review and seek to improve.</p>	<p>When major events occur such as when a person becomes deceased, we have in the past sought to make it easier for their family to report and to ensure all the relevant services are notified to put their affairs in order. We have done this by information sharing in the background or via our Registrars Service but this could improve and include more services. When residents change their address or move in or out of the borough, they still have to let different Council services know.</p>	<p>This would reduce the amount of contact our residents need to make with us when life events occur. They will have a significantly improved customer experience.</p>
<p>9. We will review our on-line My Doncaster account facility and seek to improve your experience.</p>	<p>Despite approximately 153,000 Doncaster residents signing up for a My Doncaster on-line account, many residents are not taking advantage of the benefits of doing so. In order to have an account, our residents need to verify their identity. Once they have done this, they can get access to more information, receive more information digitally and make it easier to access services. A review would also improve what is achievable using this secure account.</p>	<p>This could save more residents having to prove their identity for different services. More residents could access their own information held by the Council. More residents could receive digital documents such as their council tax bills instead of paper ones. More residents could receive proactive information from the Council.</p>

## Section 10: Improvement Action Plan

Actions	Why Implement	Benefits
<p><b>10.</b> We will review our remaining use of paper forms and letters and seek to rationalise further.</p>	<p>The Council still issues too many paper documents and forms and in some cases does not provide a digital alternative for those that would prefer it. Some services still request communication in writing for some aspects and this is very dated. Some services send out letters and documents to all despite the Council having technology to send high volume emails and texts where email addresses and mobile numbers are known.</p>	<p>Sending letters and documents by post takes longer than sending digitally and requires more effort. Both by residents and the Council. It is also much more expensive. Many residents who communicate with us on-line would receive all/most of their communication online unless there was a legal reason not to do so.</p>
<p><b>11.</b> Our Customer Relationship Management Solution and associated technology used to manage customer contact across many services and route from the website and to service delivery teams needs updating. We will review how it meets our requirement and enhance or replace if required.</p>	<p>We have had this solution for many years now and our contract is coming to an end. Technology has also moved on and we should review what our requirements are and what is achievable. We should also learn from the significant improvements the private sector have put in place over the last couple of years.</p>	<p>This solution drives the whole process between the customer contact right through to service delivery for many services as well as holding records and service history and producing notifications, providing the ability to track progress etc. It also provides performance management against agreed service delivery targets and the required intelligence to take any corrective actions. Any improvement will improve the customer experience, the way services work and efficiency.</p>
<p><b>12.</b> We recognise that the increased use of artificial intelligence and the introduction of robotic processing automation behind the scenes could speed up our response and service delivery. We will explore and implement where it is appropriate.</p>	<p>Responding to high volume general questions and completing high volume repetitive tasks can now be completed by technology in appropriate circumstances. The government, other local authorities and the private sector already use these methods and the Council does behind the scenes and more recently, publicly over the last year via our waste bot known as Binsley and other channels such as Ask Alexa. As service demand continually stretches resources and when staff are difficult to recruit, we should explore where to use this further.</p>	<p>Improved efficiency and performance 24/7. Technology is hardly ever ill, does not need a holiday and needs much less sleep.</p>

## Section 11: Conclusion

Over the past two years, the council has seen Doncaster people move dramatically towards online channels. The adoption of digital channels has significantly accelerated and many of these changes will be here to stay. Therefore we must continue to meet the changing needs of our customers and we know there are still ways that we can improve across all of our services.

Doncaster Council's last Customer Service Strategy was agreed in 2016 and included aims such as a high percentage of council services available online 24/7, a reduction in traditional channels and paper documents, customers only need to tell us once and staff operating digitally. We have succeeded in delivering these aims to an extent but we know we still have improvements to make.

Our vision for this strategy is simply **'To always provide the best possible customer experience to all the people we serve no matter how and where we are contacted'**.

Many of our customers expect a digital experience, our challenge is to listen to our customers and seek to achieve this whilst also maintaining traditional channels for those who require or prefer them.

We recognise that we need to provide comprehensive face to face support for people in their communities. Doncaster Council and partners are taking a localities approach to get closer to communities to understand their strengths and different needs.

We currently do not have a full picture of what the customer experience is across the whole council and across all access points with regards to quality and response times.

Technology is continually improving and we need to further increase our use of artificial intelligence and robotic processing automation behind the scenes to improve service delivery. This will assist with capacity and performance improvement.

A lack of communication by the council is the largest contributor to complaints. Customers expect the same experience they have when dealing with the private sector such as parcel deliveries at a time that suits them. Customers are expecting local authorities to modernise in a similar way. Not all our services have the technology to acknowledge receipt of a request or tell customers when a service has been delivered, we need to improve how we communicate with our customers.

The delivery of this strategy will enable Doncaster Council to continue on our journey to improve, manage and monitor our customer experience not only across the borough but also across all access channels. So wherever and however our customers contact they receive the best possible customer experience.



# **EQUALITY, DIVERSITY AND INCLUSION**

## **DONCASTER METROPOLITAN BOROUGH COUNCIL**

**Due Regard Statement**

**Customer Experience Strategy**

**2023 – 2026**

<p><b>1 Name of the ‘policy’ and briefly describe the activity being considered including aims and expected outcomes. This will help to determine how relevant the ‘policy’ is to equality.</b></p>	<p>Delivery of The Customer Experience Strategy 2022 – 2026 will improve the customer experience of the people we serve.</p> <p>The strategy includes our vision for our future customer experience “To always provide the best possible customer experience to all the people we serve no matter how and where we are contacted”</p> <p>The Council and its Team Doncaster partners have been in response mode for the last 2 years. Grappling with the challenges of Brexit, recovering from the devastating impact of flooding in 2019 the Covid 19 pandemic and now, the cost of living crisis The world has changed as a result and the global pandemic has changed the way people live their lives and how the Council needs to operate. The adoption of digital channels has significantly accelerated and many of these changes will be here to stay as we all learn to live with the pandemic. We must continue to meet the changing needs of our customers and we know there are still ways that we can improve across all of our services.</p> <p>The strategy aims to deliver the following improvements;</p> <ul style="list-style-type: none"> <li>• Increasing the ability for customers and businesses to access the services and information they need online, anytime;</li> <li>• Streamlining our many contact channels promoted so there are clearer pathways to access support;</li> <li>• Improving our performance when delivering services;</li> <li>• Improving our communication during and after service delivery;</li> <li>• Reducing the need to contact different services;</li> <li>• Embedding a Localities Working model to maximise and connect local support;</li> <li>• Introducing new ways of providing information more conveniently; and</li> <li>• Introducing new behind the scenes technology to ensure greater speed and efficiency.</li> </ul>
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2	<b>Service area responsible for completing this statement.</b>	Customers, Digital & ICT, Corporate Resources
3	<b>Summary of the information considered across the protected groups.</b>  <b>Service users/residents</b>  <b>Doncaster Workforce</b>	<p><b>Age</b> - The priorities in this Strategy will be open and accessible to all age demographics. For those not wishing to access services online, the traditional access points such as face to face and telephone contact will be clearly marketed.</p> <p><b>Disability</b> – The priorities in this Strategy will be open and accessible to those with disabilities. For those customers not wishing to access services online, it will be clearly marketed that both face to face and telephone contact points are available.</p> <p><b>Race</b> - This Strategy will have no negative impact on this protected group.</p> <p><b>Sex</b> – This Strategy will have no negative impact on this protected group.</p> <p><b>Sexual Orientation</b> – This Strategy will have no negative impact on this protected group.</p> <p><b>Religion and Belief</b> – The priorities in this Strategy will be open and accessible to all religious demographics. For those customers not wishing to access services online, it will be clearly marketed that both face to face and telephone contact points are available.</p> <p><b>Maternity and Pregnancy</b> - This Strategy will have no negative impact on this protected group.</p> <p><b>Gender Reassignment</b> - This Strategy will have no negative impact on this protected group.</p> <p><b>Marriage and Civil Partnership</b> - This Strategy will have no negative impact on this protected group.</p> <p><b>Armed Forces Community</b>- This Strategy will ensure this community will not be disadvantaged when accessing Council services.</p>

		<b>Low Income Residents</b> - This Strategy will ensure this community will not be disadvantaged when accessing Council services.
4	<b>Summary of the consultation/engagement activities</b>	Feedback from complaints, compliments and daily interaction with residents who contact us via Customer Services have informed this Strategy.
5	<b>Real Consideration:  Summary of what the evidence shows and how has it been used</b>	The strategy makes recommendations to improve customer services and any service changes will consider the possible impact and develop an appropriate response for those customers with protective characteristics. This places a live duty on us to assess the implications and consider an appropriate response.
6	<b>Decision Making</b>	This Due Regard Statement forms part of the Strategy and will be reviewed right through to final delivery. This statement and Strategy will be reviewed with request for approval by: <ul style="list-style-type: none"> <li>• Chief Executive &amp; Directors</li> <li>• Mayor and Cabinet</li> </ul>
7	<b>Monitoring and Review</b>	During and following implementation of this strategy a number of reviews will be on-going to ensure due regard is being considered across the Borough. The following monitoring and reviews will take place: <ul style="list-style-type: none"> <li>• Customer Experience Governance Board;</li> <li>• On-going analysis of customer feedback including complaints or issues raised;</li> <li>• Continued review of local and national data; and</li> <li>• Engagement with appropriate groups across the borough.</li> </ul>
8	<b>Sign off and approval for publication</b>	Debbie Hogg, Director of Corporate Resources





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## Doncaster Council

### Report

Date: 18<sup>th</sup> January 2023

To: The Chair and Members of Cabinet

### “Your Care and Support”: Doncaster’s local account for adult social care

Relevant Member(s)	Cabinet	Wards Affected	Key Decision?
Cllr Andrea Robinson		All	Yes

#### EXECUTIVE SUMMARY

1. While not mandatory, there is a national expectation that all Councils with Adult Social Services responsibilities publish an annual local account which reviews the previous year’s performance and describes priorities for the next year. This report presents Doncaster’s local account for 2023, entitled “Your Care and Support”
2. “Your Care and Support” has been put together alongside people with lived experience of care and support in Doncaster under the auspices of the Making it Real Board. The Board has an equal mix of adults with experience of seeking or drawing on care and support (people with lived experience) and senior leaders from the Adults, Health and Wellbeing Directorate in the Council.
3. “Your Care and Support” showcases what is good in terms of care and support in Doncaster and also reflects what is not so good. It includes the priorities that Making it Real Board members have identified for Adult Social Care in 2023 and the key actions that are required to deliver these.
4. “Your Care and Support” will be co-produced on an annual basis with each version improving as we further expand our approach to coproduction and to gathering feedback.

#### EXEMPT REPORT

5. This report is not exempt.

#### RECOMMENDATIONS

6. To approve “Your Care and Support”, Doncaster’s 2023 Local Account for Adult Social Care.

#### WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. Our vision for Adult Social Care is for every person in Doncaster to live in the place they call home with the people and things that they love, in communities where they look out for one another, doing things that matter to them.
8. The planned improvements to Adult Social Care set out in “Your Care and Support” will result in:
  - Better experiences and better lives for Doncaster people
  - Increased satisfaction and morale for Doncaster’s Adult Social Care workforce
  - More sustainable use of resources by preventing, reducing and delaying people losing independence and wellbeing

## BACKGROUND

9. “Your Care and Support” is structured around six themes:
  - Wellbeing and independence
  - Information and Advice
  - Active and Supportive Communities
  - Flexible and Integrated Care and Support
  - When Things Need to Change
  - Workforce
10. These themes are taken from the national “Making It Real” framework developed by Think Local Act Personal (TLAP). Each theme comprises a number of “I” statements (what people should experience) and “We” statements (what we should do to make the experience happen). This provides accountability for Adult Social Care as all focus is upon improving the experience of people in their own terms.
11. The approach means “Your Care and Support” defines Adult Social Care in the ways that are important to the people that receive it, for example as a route to better information so you can plan your next steps, to being connected with your community, to getting support when you need it but always being able to stay in control of your life.
12. Key performance statistics are provided for each theme. The majority of these are from the national Department of Health and Social Care survey that a sample of recipients of Adult Social Care receive as well as the wider dataset that is measured nationally. Benchmarking enables the Council to understand relative performance: the focus of benchmarking is on South Yorkshire and national comparison because these are most relatable to the intended audience, Doncaster people. There is also appropriate reference to key local indicators that are publicly reported to Cabinet as service standards for Adult Social Care in Doncaster.
13. Because the document is co-produced there is considerable emphasis upon qualitative feedback using the voices of people with lived experience of care and support in Doncaster.
14. People with lived experience supporting the work have been very clear they do not want to be part of any tick-box exercise that pretends the lived reality for people in Doncaster is better than it actually is. But they have also felt strongly that good examples need to be highlighted and that overall the document, while being honest, seeks to promote hope and possibility to a Doncaster population and an Adult Social Care workforce that has been through a huge amount.
15. “Your Care and Support” will be produced in different formats, both on-line and in hard copy. Although the document has been drafted in an engaging and readable way, it is important that it is as accessible as possible. An Easy Read version is being produced and this will be used as the basis for a summary document. Videos are also being developed covering the key themes. The videos will themselves be co-produced and include the voices and testimony of Doncaster people with lived experience of care and support. This will include people who speak different community languages.
16. Making “Your Care and Support” available in this way is intended to encourage more Doncaster people to share their own stories and work alongside Council officers and partners to help Adult Social Care improve further, including by addressing the following ten priorities that have been identified for 2023:
  - Increase opportunities for local people with lived experience of care and support to influence Doncaster’s approach, from improving our services to recruiting the right people
  - Make sure that we make public information and advice about rights (including to independent advocacy), responsibilities and sources of support routinely available

- Reduce bureaucracy and delays by improving local access to care and support and safeguarding, and making sure that all conversations start with what matters to people
- Improve local access to social work and occupational therapy that works preventatively alongside people and communities to increase their quality of life
- Increase the number of people who maintain or regain their independence by improving access to equipment, technology and housing support
- Help more people to leave hospital and mental health in-patient stays promptly, increasing the proportion of people who return home and regain independence
- Make support at home more accessible to people who need it by developing a more personalised and local approach that improves satisfaction and outcomes
- Increase the choice and control that people report when they use direct payments
- Create and sustain more employment opportunities for autistic people, people with a learning disability and people in contact with secondary mental health services
- Reduce the number of people living with restrictions on their liberty by increasing understanding of human rights and mental capacity legislation

17. “Your Care and Support” describes how Doncaster people with experience of care and support can be paid for their time and expertise, as well as travel and any other expenses, if they are involved in specific coproduction activities and if they are contributing either in a personal capacity or as the representative of an organisation that does not already pay them or cover their expenses. This investment is in recognition of the significant financial pressures that people with experience of care and support often face. It is a worthwhile investment because unless change in Adult Social Care is consistently informed by the lived experience of Doncaster people it risks missing the mark.

18. Workforce is one of the key themes in “Your Care and Support” but the focus in the document is primarily about the ways of working that will best support Doncaster people and also ensure better job satisfaction for the Adult Social Care workforce across the City’s many care and support organisations. This more hopeful vision of what work in Adult Social Care can be like needs to be accompanied by full recognition of the working conditions that many staff face, and the attractiveness of Adult Social Care compared to alternative careers in a very competitive labour market. Therefore a further report will be produced for Council Cabinet in March 2023 that sets out the Council’s proposed approach to fee rates for care providers from April 2023 onwards, across care homes, domiciliary care provision, direct payments, supported living, extra care housing and other forms of care provision. This report will be informed by work alongside care providers and national funding provided to increase the sustainability of care.

**OPTIONS CONSIDERED**

19. Not producing a Local Account (option one)

20. Council officers compiling a Local Account (option two)









21. Council officers compiling a Local Account alongside Doncaster people with lived experience of care and support as part of an ongoing programme of improvement (option three).

**REASONS FOR RECOMMENDED OPTION**

22. Option Three is recommended. Publishing a Local Account is not mandatory and takes up resources. However not publishing one would reduce the Council’s public accountability to the people depending on Adult Social Care for a better quality of life. Producing a Local Account that is written by Council officers but which lacks significant involvement from Doncaster people who have experience of care and support would risk providing an inaccurate picture.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

23.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 <b>Tackling Climate Change</b>	✓			
Adult Social Care priorities include supporting our workforce to think locally and act personally, improving local connections and reducing carbon footprint from unnecessary travel time				
 <b>Developing the skills to thrive in life and in work</b>	✓			
Adult Social Care priorities are focused on supporting people to live their lives on their own terms, developing the skills that are important to them and maintaining their sense of personal independence and contribution				
 <b>Making Doncaster the best place to do business and create good jobs</b>	✓			
Adult Social Care priorities include developing employment opportunities both for recipients of care and for people who would like to work in the field				
 <b>Building opportunities for healthier, happier and longer lives for all</b>	✓			
Adult Social Care priorities include increasing information, advice and access to support that will support health and wellbeing.				
 <b>Creating safer, stronger, greener and cleaner communities where everyone belongs</b>	✓			
Adult Social Care priorities include ensuring access and opportunity for all of Doncaster's communities, built on a shared understanding of human rights.				
 <b>Nurturing a child and family-friendly borough</b>	✓			
The scope of Adult Social Care includes helping children and young people with special educational needs and disabilities to prepare for adulthood.				
 <b>Building Transport and digital connections fit for the future</b>	✓			
Adult Social Care priorities include connecting people with their communities (including communities of interest) and using digital means to help achieve this where appropriate.				
 <b>Promoting the borough and its cultural, sporting, and heritage opportunities</b>	✓			

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
Adult Social Care priorities include connecting people with their communities, including the local strengths that different neighbourhoods have in relation to their cultural, sporting and heritage opportunities.				
Fair & Inclusive	✓			
The first Adult Social Care priority is ensuring as many Doncaster people as possible are given the opportunity to influence and drive our approach so that we support and connect with all of our communities in the ways most important to them.				

**Legal Implications [Officer Initials: SF | Date: 09/01/2023]**

24. There are no legal implications arising from this report.

**Financial Implications [Officer Initials: PW | Date: 06/01/2023]**

25. The contents of the Local Account are in line with existing Adults, Health and Wellbeing budgets and therefore there are no financial implications arising from this report.

**Human Resources Implications [Officer Initials: AT | Date: 09/01/2023]**

26. There are no HR implications arising from this report.

**Technology Implications [Officer Initials: PW | Date: 06/01/2023]**

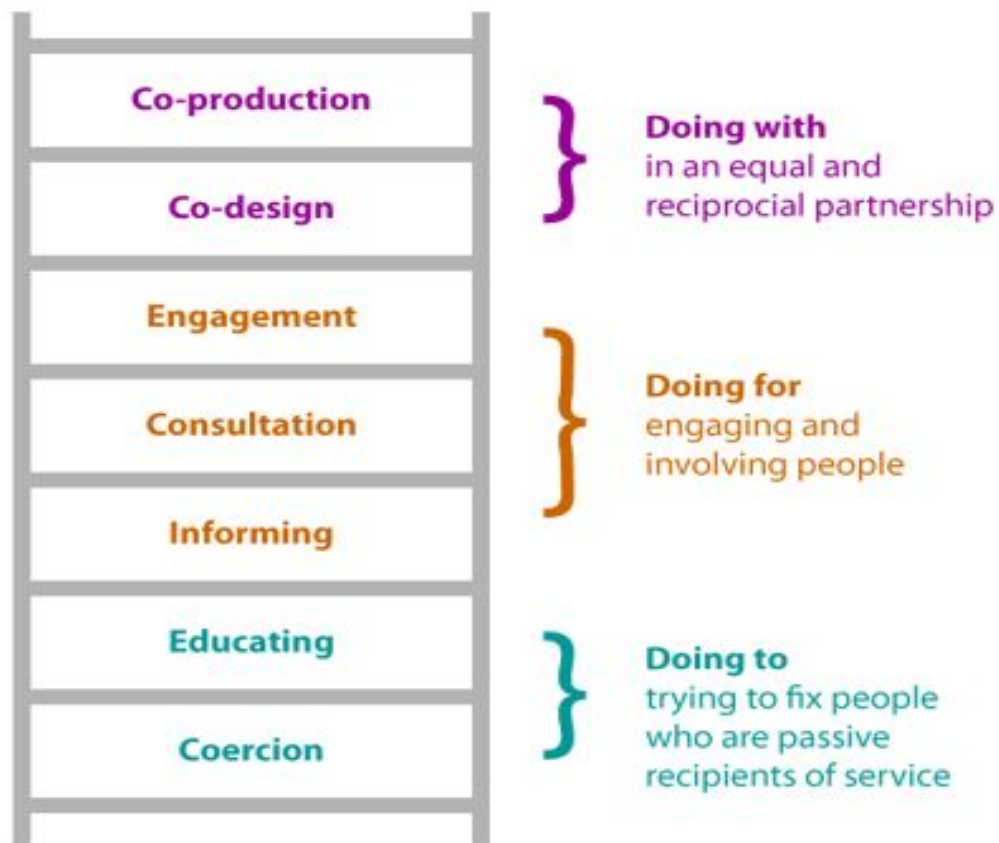
27. Any new technology requirements to support the key priorities will be considered by the Council’s Technology Governance Board (TGB) for inclusion in the Technology Forward Plan, to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via TGB.

**RISKS AND ASSUMPTIONS**

28. “Your Care and Support” sets out Adult Social Care priorities for 2023 co-produced alongside Doncaster people with lived experience of care and support. Full delivery of many of these improvements will also require joint work alongside a wider range of partners.

**CONSULTATION**

29. “Your Care and Support” has been developed alongside local people with experience of care and support using a co-production approach. The difference between co-production, consultation and other forms of engagement are set out in the diagram below (source: Think Local Act Personal).



## BACKGROUND PAPERS

30. The Doncaster Local Account 2023.

## GLOSSARY OF ACRONYMS AND ABBREVIATIONS

31. None

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**Director of Adults, Health and Wellbeing**



2023

# YOUR CARE & SUPPORT: DONCASTER

Adults, Health and Wellbeing  
Local Account 2023

**CO-PRODUCED BY**  
Adults, Health and Wellbeing  
Making it Real Board



# Welcome



**Glyn Butcher, Peer Ambassador**  
**Making it Real Board co-chair**

**'In my Doncaster, no one is left behind'**

We've written this report to get a baseline of what's good and what needs to change. The report focuses on the things that matter to the residents of Doncaster.

It's based on real people, real experiences. It includes things we want to celebrate, and things we know we need to do more work on. We're not looking through rose tinted glasses. We know things aren't perfect. So this is about getting down to the nitty gritty of what's going on and agreeing what we need to focus on next year.

If you always do what you've always done, you'll always get what you've always got. This is about doing something different. Taking a different outlook from lots of different perspectives and being transparent.

This is our opportunity to change our position and our focus. To grow and develop together. To be more human and compassionate and to make every contact count. So in reading this, I hope you're assured that things are changing, and I hope you're motivated to get involved. If we work together we can create a better future for everyone.

**This report is about you, and for you.**



**Phil Holmes, Director of Adults, Health and Wellbeing**  
**Making it Real Board co-chair**

This report was put together by Doncaster's Making It Real Board. Half of the people who attend the Board are people who draw on, or who have drawn on, care and support in Doncaster. They didn't want to put their names to a report that tries to tick boxes, or to make things sound better than they are. "Making It Real" means talking the language of Doncaster people, and dealing in reality.

That's why there are challenging messages in this report, underpinned by information that shows how Doncaster compares to other places, and also by the voices of local people describing their experiences.

But the report also describes some brilliant approaches and examples of support that should give us cause for hope. The Making It Real Board feel strongly that, although there are huge pressures on Adult Social Care in Doncaster like there are across the country, there are reasons for optimism if we work together and harness the spirit of our people, our communities and our City. Adult Social Care needs to be about working alongside people, not doing to them. Thank you to everybody at Doncaster's Making It Real Board who have been a joy to work alongside, providing the challenge and also the hope we need to keep going together. As Glyn says, please join us.

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- 22 Get involved and feedback

# Introduction

This report is about Adult Social Care in Doncaster. But what is Adult Social Care? Is it care homes and homecare? Is it helping people to leave hospital? Or can it be something more?

Adult Social Care is often associated with key services which are important for many people. But we think good Adult Social Care is about more than just getting a service. It's about getting a life.

**"You've got to be person centred, you know. You can't put us all in the same box because we won't fit. You've got to take each person as you find them and work round them and make things fit for them. And it's got to be like that for everybody."**

**Wendy, Making it Real Board**

**Our vision is that every person in Doncaster lives in the place they call home with the people and things that they love, in communities where they look out for one another, doing things that matter to them.**

A year ago we launched our simple, one-page Adults, Health and Wellbeing Practice Framework to anchor and focus everything we do. The framework (on page 4 of this report) describes how we need to work to make our vision a reality, and to achieve our overall aims of:

- better experiences and better lives for Doncaster people
- improved morale and job satisfaction for Doncaster's workforce
- more sustainable use of resources.

There's a lot to be proud of in Doncaster, and we're keen that this report showcases and celebrates what's good. We also want this report to serve as an honest reflection of what's not so good.

We know we need to continue to develop and improve in lots of areas, so this report includes the main things the Making it Real Board members feel we need to prioritise in 2023, and key actions we'll take this year to make these things happen.

To help us achieve our overall aims, and the priorities included in this report, we're committed to improving the way we work alongside people in Doncaster with lived experience of care and support. We want you to feel that your voice is heard and your opinions are valued, and that you have a key role in planning not just your own support but in designing, developing, delivering and evaluating our wider care and support offer too.

## About this report

This report has been coproduced by the Adults, Health and Wellbeing Making it Real Board. It's structured around the six themes of the Think Local Act Personal Making it Real framework.

There's more information about the Making it Real framework on page 5. We met several times as a Board to talk about each of the Making it Real themes, and to decide what we wanted to include in this report. You'll see things that we said highlighted throughout the report. For each theme, we've included:

- Spotlights on great things going on in Doncaster that we're proud of and we want to celebrate
- Data to show how we're doing, and how we compare nationally with other councils in England, and locally with the three other councils in South Yorkshire.
- Quotes and stories from Doncaster people who have shared their experiences
- Priorities we've all agreed that we want to focus on in 2023.

At the end of the report, we've set out some headline actions for 2023, and we've included information about different ways you can get involved in shaping these actions and helping to achieve our priorities.

Adults, Health and Wellbeing practice framework		We want every person in Doncaster to live in the place they call home with the people and things that they love, in communities where they look out for one another, doing things that matter to them.				
WHY?						
WHO?	<b>Everybody</b> We listen to people to understand what matters to them. We make connections and build relationships to improve people's wellbeing and independence.	<b>People with urgent needs for support</b> We don't make long term plans in a crisis. We work with people until we're sure there is no immediate risk to their safety, health or wellbeing, and they have regained stability and control in their life.	<b>People with longer-term needs for support</b> If people need longer-term care and support, we work with them to understand what a good life looks like for them. We make sure they have resources and support to live the life they choose and do the things that matter to them as independently as possible.			
HOW?	<b>Hope</b> We focus on possibilities, dreams and aspirations. We don't limit people's choices.	<b>Connection</b> We explore ways to involve people in their communities. We make and maintain meaningful connections.	<b>Relationships</b> We support people to keep existing relationships and make sure they have opportunities to build new ones.	<b>Inclusion</b> We don't judge people or make assumptions. We involve people as equal partners in conversations and decisions about them, their families and their communities.	<b>Flexibility</b> We are willing and able to adapt. Our approach is responsive and proportionate.	<b>Rights</b> We make sure people know their rights. We promote autonomy, choice and self-determination.
	<b>We're kind</b> We respect and understand people as individuals. We don't make snap judgements.	<b>We behave</b> We know and follow the law, ethics and best practice. We are always open to improvement.	<b>We're trusting</b> We know people tend to be honest and know what's right for them. We listen and we keep an open mind.	<b>We're transparent</b> We're open about our rules, making them clear so people know what they can and cannot expect.	<b>We're present</b> We connect and engage well with people. We respond in a timely manner.	<b>We're honest</b> We are honest about what we are going to do. When we say we are going to do something, we do it.
We know the language we use matters. We use plain, respectful and kind language.						
WHAT?	<b>Wellbeing and independence</b> Living the life I want, keeping safe and well	<b>Information and advice</b> Having the information I need, when I need it	<b>Active and supportive communities</b> Keeping family, friends and connections	<b>Flexible and integrated care and support</b> My support, my own way	<b>When things need to change</b> Staying in control	<b>Workforce</b> The people who support me
SO?	Better experiences and better lives for Doncaster people		Improved morale and satisfaction for Doncaster's workforce		More sustainable use of resources	

# Making it Real

Making it Real is a framework that describes what good, citizen-focused, personalised care and support should look like to you. The framework was coproduced with people with experience of drawing on care and support, Think Local Act Personal (TLAP) and the Coalition for Collaborative Care (C4CC). We signed up to Making it Real to help us to continue to develop and improve what we do.

There are six themes in Making it Real, which reflect the most important parts of personalised care and support. Each theme includes 'I' statements, which describe what good should look like from your perspective, and 'We' statements that say what we should be doing to make sure your experience of care and support lives up to the 'I' statements. The rest of this report is structured around these six themes, and we've included data to show how we're doing in relation to particular 'I' statements.

## Wellbeing and Independence (pages 8-9)

*Living the life I want, keeping safe and well*

This theme focuses on you living a fulfilling life, connected to your family, friends and community, with support that promotes your wellbeing and independence, and the positive conversations we should be having with you to support you to live the life you want.

## Information and Advice (pages 10-11)

*Having the information I need, when I need it*

This theme is about the information you need to get on with your life, and how we should provide you with relevant, timely and accessible information.

## Active and Supportive Communities (pages 12-13)

*living the life I want, keeping safe and well*

This theme is about you leading a full and meaningful life connected to your family, friends and community, and how we should be creating opportunities to make sure you are connected to your community and you can do the things that matter to you.

## Flexible and Integrated Care and Support (pages 14-15)

*My support, my own way*

This theme focuses on you having choice and control over your care and support, how we should be fully involving you in planning your support, and how we should make sure your support works for you.

## When Things Need to Change (pages 16-17)

*Staying in control*

This theme is about you getting the support you need to plan for important changes and to stay in control, and the way in which we should be supporting you before, during and after significant changes in your life.

## Workforce (pages 18-20)

*The people who support me*

This theme is about you being supported by people who see you as an individual, with unique strengths, abilities, aspirations and requirements, and about how we should focus on what matters to you and think and act creatively to make things happen.

**You can find out more about all the 'I' and 'We' statements and the Making it Real framework on the Think Local Act Personal (TLAP) website [www.thinklocalactpersonal.org.uk/makingitreal](http://www.thinklocalactpersonal.org.uk/makingitreal)**

# Key Facts and Figures

## Doncaster people supported by Adult Social Care (April 2021 – March 2022)

### 18 – 64 year olds



60% of people in Doncaster are aged 18-64 (184,205 people)

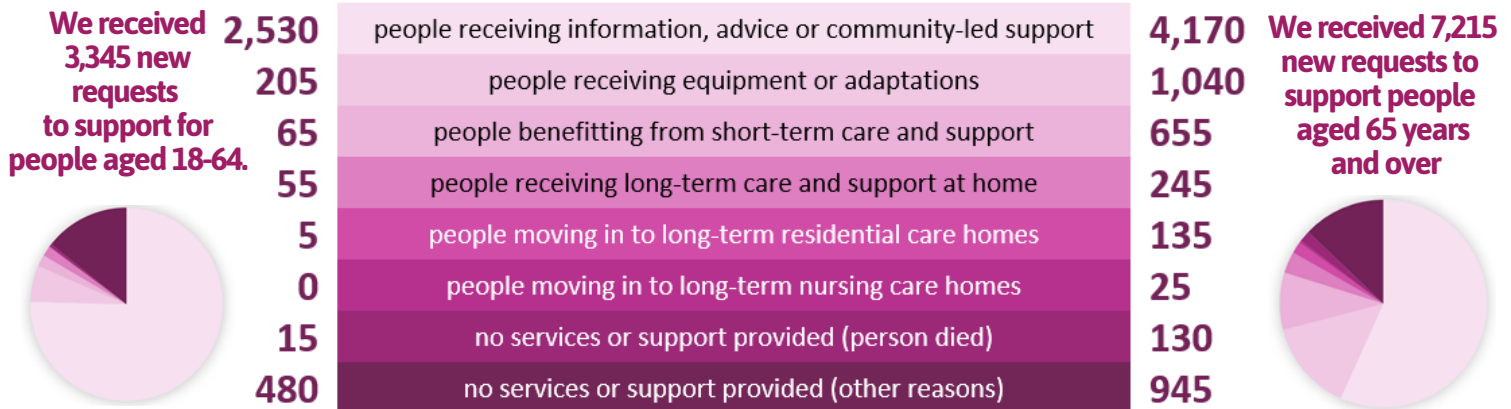
### 65 years and over



Almost 20% of people in Doncaster are aged 65 years and over (59,900 people)

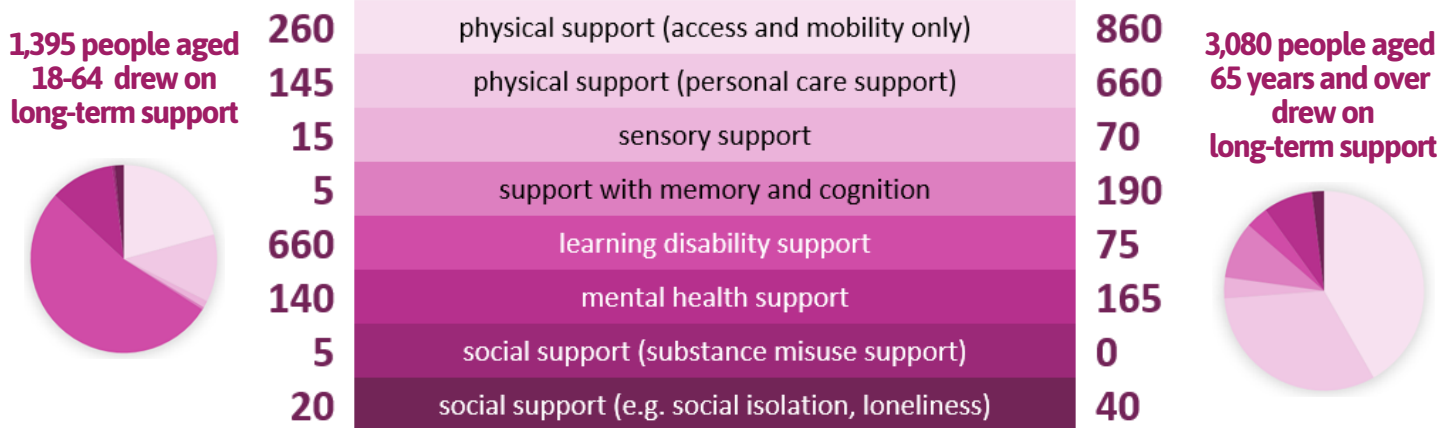
## New requests for support from Adults, Health and Wellbeing (April 2021 - March 2022)

### These requests led to:

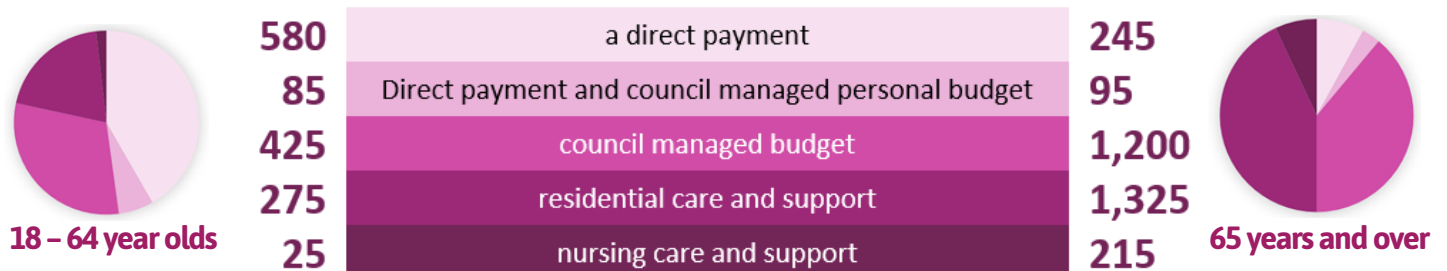


## People drawing on long-term support from Adults, Health and Wellbeing (April 2021 to March 2022)

### The main reason for support was:



### People's long-term needs for support were met by:



We completed 1,050 review conversations with people drawing on support for over 12 months – just 43% of all the people drawing on long-term support.

# Key Facts and Figures

## Doncaster's population by ethnic group



9086	Asian, Asian British or Asian Welsh	40
3742	Black, Black British, Black Welsh, Caribbean or African	25
4603	Mixed or Multiple ethnic groups	10
286955	White	2,935
3718	Other ethnic group	20

## People drawing on long-term support by ethnic group



## Money spent on care and support in Doncaster (2021/22)

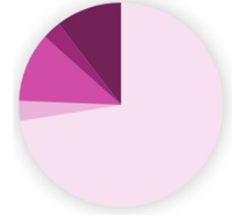
### Gross expenditure by primary support reason (£,000)

## 18 – 64 year olds

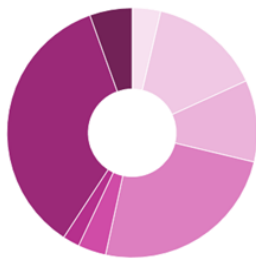


£5,694	Physical support	£30,488
£542	Sensory support	£1,327
£143	Support with memory and cognition	£4,618
£32,622	Learning disability support	£1,245
£3,563	Mental health support	£4,387
<b>£42,564</b>	<b>Total expenditure</b>	<b>£42,065</b>

## 65 years and over



### Gross expenditure by type of support (£,000)



£3,104	Short term support
£12,291	Community: Direct payments
£8,971	Community: Home care
£20,894	Community: Supported living
£3,071	Community: other long term care
£1,837	Supported accommodation
£29,910	Residential care
£4,646	Nursing care

**YOU CAN FIND INFORMATION ABOUT DATA SOURCES USED IN THIS REPORT ON PAGE 21**

## PEOPLE WORKING IN CARE AND SUPPORT IN DONCASTER (2021/22)

In 2021/22 there were an estimated 8,700 posts in adult social care in Doncaster, split between the local authority (9%), independent sector providers (85%) and posts working for direct payment recipients (6%). Approximately 8,000 of those posts were filled.

The staff turnover rate was 30.7%, which is similar to the regional average of 28.1% and similar to England, at 30.0%. The majority (85%) of the workforce in Doncaster were female, and the average age of workers was 45 years old.

Less than a quarter (11%) of the workforce were on zero-hours contracts. Around two thirds (60%) of the workforce usually worked full-time hours and 40% were part-time.

## UNPAID CARERS

There could be as many as 78,000 unpaid carers in Doncaster. We recognise the significant and vital contribution carers make in our communities, and we value the support you offer to the person you care about, which often prevents, reduces and delays the need for more formal services.

We also know that being a carer can be tough at times, so we want to make sure carers have the support you need to look after your own health and wellbeing, and to continue in your caring role for as long as you are willing and able to do so.

We launched Doncaster's All Age Carer's Strategy 'We hear, we listen, we care, if you care' in 2022. The strategy outlines how we'll support unpaid carers of all ages.

# Wellbeing and Independence

*Living the life I want, keeping safe and well*

## JODY AND MARY'S STORY

Wellbeing Officer Jody met Mary at one of our Conversations Points. Jody gave Mary information about groups in Doncaster, and she supported Mary to get some equipment to help her at home.

Mary is now a volunteer for a befriending organisation, and now she sees Sue - a lady she met through the group - once a week. Mary is now supporting Sue to get out and about, in the same way Jody previously supported Mary to do the same.

Mary said "I can't believe I'm doing this and it's you that got me here. It started with you taking me to these groups and now I'm taking someone else. I wouldn't have believed I'd be doing this even six months ago, but it feels really good to give something back to someone else after everything you've done to help me."

"It really makes me feel better to know I've got your support."

"I didn't want a service. I was lonely. I just wanted some company."

"Without people like you we honestly wouldn't be able to get through day to day life. You are amazing - thank you so much."

**"I can live the life I want and do the things are important to me"**

Doncaster ranks very low compared with other councils in England in relation to how people who draw on care and support feel about their quality of life. We're 146th nationally, out of a total of 149 Councils with Adult Social Services Responsibilities who took part in the 2021-22 Adult Social Care survey, and 3rd out of the four councils in South Yorkshire. Our score was particularly low for older adults aged 65 and over (148th nationally and 4th locally), while the score for younger adults aged 18-65 indicates slightly higher quality of life (62nd nationally and 3rd locally).

## DONCASTER RECOVERY GAMES

Our Complex Lives team help improve the wellbeing of people going through tough times. On Saturday 24 September 2022, Complex Lives staff and some of the people we support joined forces to form a team to compete in the Doncaster Recovery Games - a fun-packed day of gladiator style games and obstacle courses on the ground and in the water. Every person in the team involved themselves in at least one event.

Everyone was supported and encouraged at every point and some even came first in some of the challenges. Here are some of the things people said:

**"I love this, it reminds me of being young again when I didn't have to worry about the things I do now."**

**"I could be your support worker or you could be mine, nobody knows because we are all doing the same thing."**

**"I cannot believe I won, I'm buzzing!"**

**"I am definitely going to make some better choices [around substance misuse] to make sure I am fit for next year, I will get us a win!"**





# Wellbeing and Independence

*Living the life I want, keeping safe and well*

**"The waiting time for an Occupational Therapy assessment is too long."**

## "I am treated with respect and dignity"

It took an average of 51 days for social work teams to complete assessment conversations with people in 2022. Our target is 42 days (6 weeks). It took an average of 137 days to complete Occupational Therapy assessments with people in 2022. Our target is 100 days.

**People are waiting too long. We've got this idea that if people just need a little thing from us, we see that as low priority and we make them wait months for that little thing. If we just did it straight up without the bureaucracy, it would help them, and it would help us."** - Phil, Making it Real Board

## "I feel safe and am supported to understand and manage any risks"

Almost two thirds of people who draw on care and support in Doncaster who responded to the survey say they feel as safe as they want to (260 out of 400 people). We're ranked 126th nationally and 3rd in South Yorkshire for this indicator, with younger adults generally reporting feeling safer than older adults.

The majority of people who draw on care and support in Doncaster who responded to the survey (88%) say that their care and support services help them to feel safe (340 out of 385 people). Doncaster is ranked 60th nationally and 2nd in South Yorkshire for this measure.

We aim to complete all safeguarding enquiries in 130 days. Our data shows that in 2022 it took an average of 143 days to complete a safeguarding enquiry. Our data for 2022 also shows that 70% of people experiencing, or at risk of, abuse or neglect, felt safer after we supported them. Our target is 75% of people.

## "I have a place I can call home, not just a 'bed' or somewhere that provides me with care"

Four in five adults with a learning disability in Doncaster live in their own home or with their family. Doncaster is ranked 82nd nationally and 3rd in South Yorkshire for this measure. Half of adults in contact with secondary mental health services live independently with or without support. Doncaster is ranked 18th nationally and 3rd in South Yorkshire for this measure. We're ranked 22nd nationally and first in South Yorkshire for the number of younger adults (aged 18-64) with long-term care and support needs who live in residential and nursing care homes (7.6 per 100,000). We rank 55 nationally and first in South Yorkshire for the number of older adults (aged 65 and over) with long-term care and support needs who live in residential and nursing care homes (479 per 100,000).

## Priorities for 2023

- To increase the number of people in Doncaster who draw on care and support who say they have a good quality of life
- To reduce the time people have to wait for conversations and further support
- To increase the number of people in Doncaster who feel the support they draw on helps them to feel safe and to manage any risks.
- To reduce the number of people in Doncaster who draw on care and support who live in places that don't feel like home to them

**"You want to put us in care homes far too early before our time. I've seen a lot of my friends go in care homes before they were ready."**

## Information and Advice

*Having the information you need, when you need it*

Almost two-thirds of people who draw on care and support in Doncaster who responded to the survey – and who had tried to find information and advice in the last year (145 out of 225 people) - felt information about support and services was very or fairly easy to find. However, over a third of people reported they felt it was either fairly or very difficult to find information. We rank 112th in England for this indicator and 2nd out of the four councils in South Yorkshire

**“It’s all very well to have it all down on paper but there needs to be more of a visible presence too. And things need to be well advertised.”**

**- Angela, Making it Real Board**

### COMMUNITY CONVERSATION POINTS

We have over 50 Community Conversations Points in Doncaster, based in convenient locations throughout the city, including libraries, community centres, churches and supermarkets.

Community Conversation Points are places for people to meet with volunteers and Council staff to have conversations about things that are important to them, including their care and support, their housing, their environment and their community.



Our Stronger Communities Teams support the development of these Community Conversation Points, sometimes referred to as Community Led Support (CLS) Hubs. Approximately 32 hubs are now running entirely independently and providing support that is truly community led.

Staff and volunteers at the Hubs provide information and advice, with a strong focus on involving people in their communities, making and maintaining meaningful connections and supporting people to remain safe, independent and healthy in their own homes for longer. They support people with a multitude of actions, ensuring people ‘tell their story once’ rather than referring people to lots of different teams.

**“From a personal perspective you need to get that first point of contact right. Everything is ok until something goes wrong. Three phone calls to doctors, to hospital, to council, couldn’t get any information. If we’d have known about things locally we’d have gone there”.**

**“It’s not a friendly language that’s used. I think the council should involve the right people in writing their information leaflets, and I think that’s where peer support needs to come in.”**

**The online offer isn’t brilliant.”**

**““Not everybody knows how to use a computer”**

**You need to explain how it all works.**

**“This isn’t just about information on websites or on bits of paper. It’s about people and connections that people make. So whatever we do in our work in this domain, it’s going to be about better connections in local communities. We need to be present in communities and share information and advice in that way.” - Phil, Making it Real Board**

## Information and Advice

*Having the information you need, when you need it*

### Language Matters

Our Practice Framework includes a line about the importance of language, and commits us to using plain, respectful and kind language. We want to make sure that all our communication at a strategic, service, team and individual level is clear and friendly, without any jargon or acronyms. We're challenging defensive language and othering labels like 'difficult', 'hard to reach' and 'vulnerable' that are so often attached to people.

We're also committing to stop referring to people as 'service users', 'clients' or 'customers', as we aim to work alongside people as equal partners with choice and control over their lives. You'll see in this report that we talk about 'people', 'people with lived experience', 'people with experience of...' and 'people who draw on care and support' instead.

**"We are not service users, patients, clients or any other derogatory term people choose to use. I find these terms offensive and disempowering. These negative terms place an unnecessary inequality between people and services... It's about working together. There is no them and us, there's only us".**

**- Glyn, Making it Real Board**

We've had several conversations about the meaning and impact of particular words and phrases as part of wider conversations around changes we want to make. For example, we've been doing some work to improve people's experience when they first contact us for support. We've talked with people with experience of seeking and drawing on support about the term 'front door' and what it symbolises in terms of access: closed doors, eligibility criteria, thresholds, exclusion, signposting people away - the gatekeeping approach we want to shift away from. This helped shape our conversations about developing a much more open, welcoming, proactive and personalised approach, focusing on responding quickly, building connections and relationships, and peer support.

**"The language should be made understandable to everyone. It's as simple as that. You speak jargon that your average person will not understand. It's an alien language."**

### Priorities for 2023

- To improve the information we provide about people's legal rights and responsibilities, so you know what your rights are.
- To make sure public information is tailored to people's individual needs, including the needs of people with sensory impairments, people with learning disabilities, Autistic people and people who do not have English as a first language.
- To provide simple information in a timely and proportionate way to make sure you can make informed choices and decisions about your care and support.
- To coproduce the content and structure of the Your Life Doncaster website to make sure you can get information and advice that is accurate, up to date and provided in a way that you can understand.
- To work with health partners to improve information sharing with and about people, and to make sure you can get information and advice to enable you to be as well as possible – physically, mentally and emotionally.

## Active and Supportive Communities

*Keeping family, friends and connections*

### A WARM WELCOME FOR ALL – CANTLEY NEIGHBOURHOOD CENTRE

Cantley Neighbourhood Centre was founded in June 2014 and is a fabulous community led facility. The Centre is run by Angela, a retired teacher and a real community gem. Angela has well over 30 volunteers from the local community who keep the place ticking over very nicely.

They have a thriving community café that offers people the chance to sit, chat, relax and get some advice. Our Adults, Health and Wellbeing practice framework could literally have been written around the Centre's goals and ways in which they work together for the good of the whole community, in a very non-judgemental way.

Don't just think it's a community café however. Over the years the Centre has adapted to the needs of the whole community. They reuse and recycle household goods, have a food bank and a clothes bank, and have in their phone book no end of tradespeople who are on hand to help out in a trusted way.

**"I think it's a real strength of Doncaster, that there is so much out there. So it's not about us going in and inventing new things. It's really about recognising what's there already, investing in that and supporting it to build and grow. And supporting our teams to connect people up more and to have that linking, connecting role."**

**- Bryony, Making it Real Board**

**"I like Digit N Gro.  
I like staff at SMILE. I like that it's in Rossington."**

### "I have opportunities to learn, volunteer and work"

Just 4% of adults with a learning disability in Doncaster are in paid employment. This is similar to other local authorities (we rank 71st nationally) and locally we rank joint first in South Yorkshire). We know we need to do more work to increase employment opportunities for adults with a learning disability in Doncaster. 11% of adults in contact with secondary mental health services are paid employment. Doncaster ranks relatively high nationally (23rd) and 3rd locally in this measure.

### MO AND JAKE'S STORY

When 20 year old Mo contacted our Community Adult Learning Disability Team (CALDT), he was feeling isolated, with no real confidence or structure to his day. It was important to Mo that he wasn't treated as someone 'different' because he's Autistic, and he didn't want to access support or services specifically for Autistic people. He was clear he just needed a bit more time and a bit of extra support.

CALDT worker Jake connected Mo up with the Council's Employment Hub. The team were really welcoming, which gave Mo the confidence to go to the Hub by himself. Jake also found a Computing course, which Mo is able to complete at home and use towards his work with the Employment Hub. "The Employment Hub, the course and the support I've received has given structure to my day and given me something worthwhile to work towards." – Mo

**"Jake has worked with the Employment Hub to look at reasonable adjustments to help staff to support adults with a learning disability to look for paid employment. These are people who could have ended up being sucked into a more traditional route with really limited options, whereas this is about, you know, actually finding a job in the same way that anyone would go about finding a job."**

**- Nina, Making it Real Board**



# Active and Supportive Communities

Keeping family, friends and connections

**“Council workers aren’t visible and feel detached.”**

**“I can keep in touch with and meet up with people who are important to me”**

Only 43% of 18-64 year olds (95 out of 220 people) and just 14% of people aged 65 and over (25 out of 175 people) who draw on care and support in Doncaster who responded to the survey report that they have as much social contact as they would like. Overall Doncaster ranks last place in the country and locally for this measure.

**“This is a judgement about adult social care. It’s not a judgement about Doncaster.”**  
- Phil, Making it Real Board

**“I can feel welcome and safe in my local community and can join in community life”**

Just 32% of people who draw on care and support who responded to the survey (125 out of 390 people) feel they can spend their time as they want, doing things they value or enjoy. A third of people (125 people) feel they don’t do enough things they value or enjoy, and 8% (30 people) don’t do anything they value or enjoy.

37 of the 85 people living in residential care homes and four of the ten people in nursing care homes who responded to the survey reported that they don’t leave their home. 25% of people who draw on care and support but don’t live in residential care homes reported that they don’t leave their home (71 out of 285 people).

Overall almost a third of people who draw on care and support in Doncaster who responded to the survey reported that they don’t leave their home (118 out of 380 people). Just 22% of people who draw on care and support who responded to the survey say they can get to all the places in their local area that they want to (84 out of 380 people). A quarter of people find this difficult (98 people), and 21% of people say they’re not able to get to all the places that they want to (81 people).

**“I do think we need to look at how we organise ourselves around places. You know, as social workers, as wellbeing and community teams, as health teams. Going back to how we used to work. You knew your patch, you knew what was going on and who to go to.”**

**- Debbie, Making it Real Board**

**“I think location is a key part of this. It’s not just about whether people are accessing their local areas, it’s whether the local area is somewhere they want to access at all. You can have as many wheelchair ramps as you like, but it’s no use if you’re rolling in to a bin fire in the middle of your high street because you live in an awful area.”** - Zac, Making it Real Board

**“It still feels pretty disparate in terms of investment into the community and how you as a council are leading through things like commissioning work. There are lots of frustrated community organisations out there that feel they can’t have the right kind of conversation with the Council in a balanced way.”**  
- Martin, Making it Real Board

## Priorities for 2023

- To increase social care workers’ visibility in – and engagement with – Doncaster communities
- To increase the number of older people who draw on care and support who say they have as much social contact as they’d like
- To increase the number of people with a learning disability or in contact with secondary mental health services who have opportunities to learn, volunteer and work
- To increase awareness of, and investment in, community groups in Doncaster, and work alongside groups as equal partners to make sure opportunities are available and accessible

## Flexible and Integrated Support and Care

*Your support, your own way*

### AIYSHA AND JOAN'S STORY

When Community Care Officer Aiysha first met 83 year old former nurse Joan and her family, Joan was feeling isolated and was frightened to leave her house. She'd always been very sociable and used to enjoy going out and about in the local community, but despite living in her house for over 60 years, it no longer felt like home, and issues with crime and anti-social behaviour in the area meant she had become anxious and did not feel safe going out.



Aiysha talked with Joan about the possibility of moving house, and went on to support Joan to move in to a new home in one of Doncaster's extra care communities. Following the move, her son and daughter in law say they can't believe the change in Joan's mental health, and that moving to her new home has been 'life-changing'. The family now have quality family time and look forward to spending time together. Now Joan laughs, smiles, feels safe and is 'so happy in life'. She has increased her wellbeing and regained her independence. She has made new friends and joins in with all the activities and events. She enjoys bingo and socialising and feels that she has a 'new life'.

### FAMILY CARER, KAY'S STORY

Direct payments have given my son the choice and control to use local services and travel further afield while having support he values. Being safe, being happy and being independent. Most of all, the "feel good factor".

We also use the Shared Lives respite service, and as a carer this has enabled me to have time for myself and do things I would like to do. Holidays with friends or just nights away. My son is happy there, it's a change of environment and it's comforting I know he is safe and looked after."



**"I can feel welcome and safe in my local community and can join in community life"**

Two thirds (65%) of people who draw on care and support who responded to the survey said they were extremely or very satisfied with their care and support (261 out of 400 people), and a further 26% (104 people) were quite satisfied.

Doncaster ranks 58th nationally in terms of the percentage of people who draw on care and support who are satisfied with the care and support they receive – just below the average score for the country. We rank 3rd out of the four councils in South Yorkshire. Satisfaction is higher amongst older adults (we rank 34 nationally and 3rd locally) than younger adults (we rank 86 nationally and 3rd locally), and much higher for men (18th nationally and 2nd locally) than women (83rd nationally and 3rd locally).

**"Nothing has been too much trouble and I know where I am going now which is great"**

**"You have helped us put in place things for both of us that have made it far better"**

## Flexible and Integrated Support and Care

**"I am in control of planning my care and support"**

**"I can choose who supports me, and how, when and where my care and support is provided"**

**"I have care and support that is coordinated and everyone works well together and with me"**

Doncaster ranks highly (8th in the country and 1st locally) for the number of people who receive direct payments, ranking 3rd nationally and 1st locally for the number of 18-64 year old direct payment recipients and 16th nationally and 1st locally for the number of people aged 65 and over who receive direct payments.

Over 80% of people who responded to the survey said they felt that care and support services help them to have control over their daily life (320 out of 395 people).

Despite these high rankings, we're placed 100th in the country and 3rd locally in terms of people who draw on care and support feeling they have control over their daily life. Only 115 people said they have as much control over their daily life as they want, while 195 people said they have adequate control, 60 people said they have some control but not enough, and 25 people said they have no control over their daily life.

**You only see part of the picture. We're the ones that have to keep that picture together. How can you just work on one piece? You need to see the whole picture."**  
- Valerie, Making it Real board

**"We can say well look on one hand we've got a really high number of direct payments. On the other hand, many people have said they haven't got choice and control. Therefore we have to ask ourselves whether we're doing direct payments in the way that they're intended to be done."** - Phil, Making it Real board

**"It's all too rigid. And it takes too long or you have to wait for certain things to happen before other things can happen. It's not flexible at all."**

**"There's nothing that's easy on the person who is trying to get the help. It's all hard work. It's like you're fighting against everybody."**

**"I want a personal plan where I'm fully involved and all decisions are shared with me, and I have a copy of the plan."**

**"You've got care workers coming in stipulating when a person has to go to bed because it fits in with their work time. Stipulating what time they get up. We can't handle that, you know."**

### Priorities for 2023

- To increase the number of people in Doncaster who draw on care and support who say they have control over their daily life
- To make sure you are supported to navigate and coordinate care and support
- To make sure you are supported by knowledgeable and competent workers who are willing and able to adapt, and that you can choose who supports you and how, when and where you get support
- To make sure you are fully in control of planning your care and support, and you receive a copy of your personalised care and support plan in a format that is accessible to you
- To make sure you know how much money is available to meet your care and support needs, and you can get skilled advice and support to enable you to understand charging arrangements and make best use of the money available.

## When Things Need to Change

### Staying in Control

#### SAFE SPACE

Safe Space is hosted by the People Focused Group (PFG) based in Intake. It's a pioneering alternative approach to addressing mental health crises in our own local community, supported by people with lived experience.

People are offered a safe, homely environment with fast access to support at a time when it is needed the most. The service operates from 2.00pm – 2.00am, seven days a week, 365 days per year including Christmas, New Year and bank holidays.

The team work with people for as long as required, offering a range of support options from telephone calls to face-to-face appointments. Over half of the Peer Supporters are people with lived experience who have used Safe Space themselves for support and are now employed in the service.

All referrals to Safe Space come through the Single Point of Access (SPA) Team and the Safe Space team respond to 12% of all crisis calls to SPA. There's also a new mental health ambulance service that brings people to Safe Space once they've been deemed medically fit, and a new pathway for the police to bring people with mental health problems to a safe place rather than to taking them to hospital.

#### DONCASTER LIONS MESSAGE IN A BOTTLE

Lions Message in a Bottle is a simple but effective way to keep essential personal and medical details where they can be found in an emergency – the fridge. Bottle kits provide piece of mind and assurance to people and their loved ones that vital and accurate information can be accessed easily by emergency services. Lions clubs supply the bottles to health centres, doctors' surgeries and chemists, and emergency service workers know to look in the fridge when they see the Lions Message in a Bottle stickers.



Doncaster performs badly in terms of the number of older people (aged 65 and over) offered reablement services following discharge from hospital. Reablement services are free for up to six weeks, and support people to retain or regain their skills, confidence and independence while they're recovering from being unwell. We are ranked 123rd nationally for this measure and 4th in South Yorkshire.

82% of older people (aged 65 and over) were still at home 91 days after discharge from hospital into reablement/rehabilitation services. We ranked relatively low compared with other councils – 94th nationally and 2nd out of the four councils in South Yorkshire.

**“If we're not having people stay at home effectively after a period of crisis, which is what this boils down to in terms of older people, then we're likely to have more people going to live in care homes. That's the ultimate test of whether we've helped or not.” - Phil, Making it Real Board**

**“So a lot of people are getting stabilised, and then like that's it, done. Off you go. And there's nothing in place after. So it's just this big chain that is going round and round and round.”**

**“Your head is such a shed when you come out of hospital. You need to know what you need to do, who you need to contact”.**



# When Things Need to Change

## Staying in Control

**“Invariably we’re in crisis. There’s so much information you should know before you get to the point where you need it. And you know, that information’s not there. There’s nobody giving you that information. You’re in an intense anxiety and stress when you go looking for it. There’s nobody helping you before you get to that point.”**

**– Valerie, Making it Real Board**

**“I know from myself when I have been mentally poorly, you haven’t got the strength to keep fighting for this appointment that you need, this referral that you need. You’re forever fighting. It’s tiring, it’s very tiring.”**

**– Glyn, Making it Real Board**

**“Why do my loved ones or the people in our communities have to go into crisis before you react?”**

**“I know you’re all paperless but we need something in place. Then we can see what the plan is. And we know what should be happening when something goes wrong. We know who is who, what’s what. It gives you some control”.**

**“It’s an arm’s length, half hearted, fob you off, come back to us when you have another crisis approach.”**

**“I became a carer at hospital discharge. My husband was discharged with life changing injuries, and no support was offered to me. He went back in to hospital because I couldn’t cope.”**

**“I have some concerns, based on some recent experience, about whether services are still only reacting to crises rather than pre-empting them, which I feel definitely should be addressed going forward.”**

**– Zac, Making it Real Board**

**“We need to be having more conversations about what could happen next, what might happen next, what would you like to happen next, all of those, so everything is not just reactive and urgent. So we have those plans in place”**

**- Bryony, Making it Real Board**

## Priorities for 2023

- To improve the way we support you to plan ahead for important changes in life that you can anticipate, and to stay in control in emergencies
- To communicate compassionately and in a coordinated and timely way about changes to care and support or housing arrangements.
- To work alongside health colleagues to increase advance decision making and improve end of life care and support
- To stay alongside you during and after significant changes until we’re sure there is no immediate risk to your safety, health or wellbeing, and you have regained stability and control in your life.
- To connect you with peers who have personal experience of a particular health condition, disability or situation and who can provide practical and/or emotional help and support based on their shared experience.
- To increase workers’ awareness of different health conditions and sources of support to connect you to.
- To agree with people and families when it is time to end our involvement and make sure you know what to do and who to contact should you need further support in the future.

## Workforce

*The people who support you*

### SURVIVOR LIAISON OFFICER, LAURA'S STORY

Laura was appointed to the role of Survivor Liaison Worker in our Domestic Abuse Service in June 2021 and has since been promoted to Senior Survivor Liaison Worker. Her role aims to make sure the voice of survivors is heard and elevated through one-to-one support, monthly 'Experts by experience' groups and wider coproduction initiatives. As a survivor of domestic abuse herself, Laura says "I've been where people have been, and I've experienced some of the things they've experienced, felt the fear, isolation and lack of control over my life. I want to make sure that people don't feel like that anymore or ever again.

"No training or awareness is better than lived experience, we are the most qualified of all. Survivor voice is a critical part of service delivery. Without this 'real' component which can only come from the voice of survivors, services do not gain a real sense of what works well and what we need to improve. Laura is an absolute asset, not only to the survivors in Doncaster but to influence service delivery and contribute to strategies and plans."

- Alicia Lee - Domestic Abuse Navigator Manager

### WENDY AND DEANNE'S STORY

"Deanne has worked for me for 6 years. This has made it possible for me to stay independent and still living at home. She makes it possible for me to attend meetings, appointments, and helps me to go shopping. Keeping me social and not isolated. Having a Personal Assistant (PA) has been the best thing as I still get to be a wife, a mother and a granny." - Wendy



"I have worked for Wendy for 6 years. I help to supervise and support her with shopping, cooking, appointments, medication and generally anything she needs. The best thing is knowing I help make Wendy and her family's days a little easier, so her husband can still go to work and not worry, and her children and grandchildren can enjoy their time together when they visit. She is fun loving and outgoing and her personality is infectious.

I am so grateful to be on this journey with her. Every day is a different day but we look forward to what it has in-store for us." - Deanne



**"I would like to thank you for your kind support and help, I do not know how I would have managed without it. It is nice to know that there are people who certainly know their job and do it so professionally. A big, big thank you."**

**"I want to thank my Wellbeing Officer for everything she has done for me. It's lovely that people like her are in the world, she makes me feel a lot happier in myself. I've told her she is a little angel in disguise. When someone like her comes along it really makes a difference because she's so polite and I can tell she cares about me."**

## Workforce

*The people who support you*

**“There’s no cultural competence. For example, if someone is coming to seek help, they don’t speak the language or it may not be their first language. People dealing with them do not understand their religion or their culture, and the communication is not there to start off with, so they’ve come in with a problem that’s overwhelming for them and on top of that they’ve got all these barriers. It’s just enforcing and adding to their problems rather than helping them. So cultural competence I think is very important.”**

**“It feels like council staff are fighting us not fighting for us”**

**“It’s about listening more than anything. Listening to people.”**

**“I don’t want people to change me. I want people to accept me.”**

**“There seems like an obvious link between the low numbers of people with a learning disability in paid employment and wanting a representative workforce. I am confident that there are many workforce roles that could be performed very well by people who have experience of the system from the other direction, assuming they were properly supported through the recruitment process and in the workplace.”**

**- Zac, Making it Real Board**

### Priorities for 2023

- To embed a more compassionate and curious approach within and by our workforce, with a focus on promoting listening, trust and autonomy, and reducing bureaucracy and blame.
- To increase the legal literacy of our workforce to ensure that workers inform people about their rights and promote autonomy, choice and self-determination, particularly when supporting people who are unable to make decisions about their care and support.
- To develop a programme of activity that improves the cultural competency of our workforce,
- to ensure that people are treated equally and fairly, and that the diversity of individuals and communities is recognised and as a strength and reflected in planning and commissioning care
- and support.
- To develop a supportive, accessible, values-based approach to recruitment, aligned with the principles and behaviours described in our Adults, Health and Wellbeing practice framework, to attract, recruit and retain the workforce we need.
- To actively encourage and support people with lived experience to join our workforce in paid roles and/or to engage in coproduction work where you are paid in recognition of the value of your time and expertise.
- To develop a Workforce Strategy alongside Doncaster social care employers which supports the above priorities while ensuring Adult Social Care is a sustainable career of choice.

## Workforce

*The people who support you*

If you're thinking about working in care and support, there are lots of different roles to choose from in Doncaster. There are also plenty of opportunities to progress or specialise in a particular area. Depending on your skills and interests, you could choose:

- Direct work supporting people to live the life they want and do the things that matter to them, including self-employment as a Personal Assistant
- Team leader and management roles
- Regulated roles like Social Worker, Occupational Therapy or Counselling
- Support areas, for example as a trainer or adviser

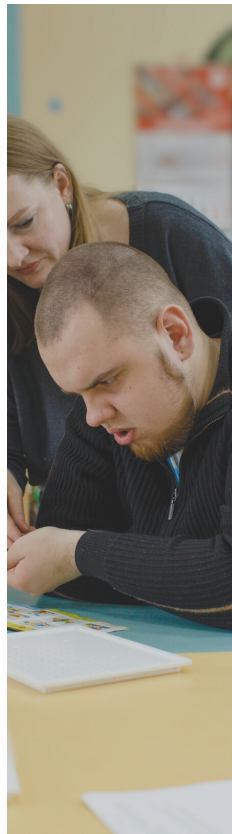
We hold regular recruitment open days, where you can meet our Proud to Care support team and find out more about different roles and current vacancies. The team can support you with application forms and interviews, and answer any questions you might have. You can also contact the Proud to Care support team directly – we look forward to hearing from you.



**Proud to Care**  
DONCASTER

Find out more and apply for a range of care roles in doncaster

GET IN TOUCH  
01302 737908  
[proudtocare@doncaster.gov.uk](mailto:proudtocare@doncaster.gov.uk)



## A NOTE ON THE DATA IN THIS REPORT

The data in this report comes from two main sources:

- Information from the records we – and other councils – keep about the people we support and serve. All Councils with Adult Social Services Responsibilities (CSSRs) send local data every year to NHS Digital.
- The results of the national 2021-22 Adult Social Care Survey. Around 400 people who draw on care and support in Doncaster completed the survey between January and March 2022. We've included details of the number of people who answered the survey questions we refer to in this report.

Not all 400 people answered every question, so sometimes you'll see it says for example '125 out of 390 people'. Overall people who draw on care and support from 149 of the 152 Councils with Adult Social Services Responsibilities (CSSRs) in England took part in the 2021-22 survey. We've included our statistics, and information about how we compare with the other four councils in South Yorkshire (Barnsley, Rotherham and Sheffield) and with the other 148 councils across England that took part in the Adult Social Care Survey last year. More detailed data is available for Doncaster and all other councils from the NHS Digital Adult Social Care Analytical Hub.

## Key Actions for 2023

We've agreed the following actions to make the priorities identified through this report real in 2023. All these actions will involve us working alongside people with lived experience to make these things happen.

- 1 Increase opportunities for local people with lived experience of care and support to influence Doncaster's approach, from improving our services to recruiting the right people**
- 2 Make sure that we make public information and advice about rights (including to independent advocacy), responsibilities and sources of support routinely available**
- 3 Reduce bureaucracy and delays by improving local access to care and support and safeguarding, and making sure that all conversations start with what matters to people**
- 4 Improve local access to social work and occupational therapy that works preventatively alongside people and communities to increase their quality of life**
- 5 Increase the number of people who maintain or regain their independence by improving access to equipment, technology and housing support**
- 6 Help more people to leave hospital and mental health in-patient stays promptly, increasing the proportion of people who return home and regain independence**
- 7 Make support at home more accessible to people who need it by developing a more personalised and local approach that improves satisfaction and outcomes**
- 8 Increase the choice and control that people report when they use direct payments**
- 9 Create and sustain more employment opportunities for autistic people, people with a learning disability and people in contact with secondary mental health services**
- 10 Reduce the number of people living with restrictions on their liberty by increasing understanding of human rights and mental capacity legislation**

# Get Involved

We know that we need to change a lot about the way we work if we're going to achieve our three aims of better experiences and better lives for Doncaster people, improved morale and satisfaction for Doncaster's workforce, and more sustainable use of resources.

We're doing some really good things that we want to do more of. We also want to get rid of a lot of our processes and bureaucracy, because this gets in the way of us spending time with people, listening and understanding what matters to them, and working together to achieve whatever that is.

The Making it Real Board members have decided our priorities and key actions for 2023. Now we need more people with lived experience to help us make these priorities real. This is your opportunity to get involved and help shape care and support across Doncaster.

**There are lots of ways to get involved. If you're interested, or you'd like to know more, please email [coproduction@doncaster.gov.uk](mailto:coproduction@doncaster.gov.uk).**

## MAKING IT REAL BOARD

Our Making it Real Board gives strategic oversight to Adults, Health and Wellbeing, influencing and challenging decisions and agreeing priorities for improvements and developments.

The Board has an equal mix of adults with experience of seeking or drawing on care and support (people with lived experience) and senior leaders from Adults, Health and Wellbeing. Board members work together as equal partners to make sure the practice framework and Making it Real framework are embedded across Adults, Health and Wellbeing.

Most Board members with lived experience represent wider networks or groups, for example in relation to autism, learning disability, mental health, family carers and equality, diversity and inclusion. Healthwatch Doncaster are also part of the Board. The Board is co-chaired by a Board member with lived experience and the Director of Adults, Health and Wellbeing, and meets at least once a month. Currently the Board meets online, but in 2023 we'll explore other options for meetings to make sure we make the Board as welcoming and accessible as possible.

**"I really enjoy attending the meetings and having my own voice so thank you for that."  
- Wendy, Making it Real Board**

## PARTNERSHIP BOARDS

There several Partnership Boards and other networks of people representing groups of people who draw on care and support in Doncaster. These forums give members the opportunity to get involved in shaping care and support for particular groups of people.

- Learning Disability Partnership Board
- Autism Partnership Board
- Carers Action Group
- Mentally Well Alliance

## PAYING YOU FOR YOUR TIME AND EXPERTISE

Coproduction starts from the idea that no one group or person is more important than any other group or person. Everyone is involved as an equal, and valued for the unique knowledge, skills, experience and aspirations they bring. There are responsibilities and expectations on everyone, and people involved should receive something back for putting something in. In 2022 we introduced a 'Coproduction payments policy' to ensure a consistent, fair and equitable way of recognising and rewarding people who get involved in working alongside us, for example through participation in Making it Real Board meetings, working groups, project teams, recruitment and selection, and learning and development.

The policy means that we will pay people with lived experience for their time and expertise as well as travel and any other expenses if you are involved in specific coproduction activities and if you are contributing either in a personal capacity or as the representative of an organisation that does not already pay you or cover your expenses.

## PARTNER NETWORK

We want to involve people with lived experience at the very earliest stages in work to make our priorities real, and in other areas of work where coproduction can have a genuine impact. This includes project work, recruitment, induction, learning and development opportunities and the evaluation of practice and services. To help with this, we're establishing a Making it Real partners network with the aim of establishing a pool of people we can listen to, share information with, and work alongside to develop and improve.

The network is open to anyone who is interested in improving care and support in Doncaster, including people with lived experience, council staff and partner organisations. From January 2023 we'll be sending out regular updates by email and on social media, with information about lots of different ways you can get involved if you're interested, for example by taking part in recruitment and selection to make sure we're employing the right people, helping to coproduce clear and accessible public information, improving our policy and practice around Direct Payments, or sharing your experience to help develop our workforce.

Whatever you get involved in, we'll make sure you have the support you need before, during and after the time you spend with us.

## FEEDBACK

Although we've included quotes and stories throughout this report, we know we need to get better at routinely gathering feedback about people's experiences, and using this to inform and improve how we work and the care and support we provide. We'll be working with the Boards and networks mentioned here to develop the ways we gather and use feedback in 2023.

People we support and serve, and the people close to them, should expect to have plenty of opportunities to share their experience and ideas with us during our involvement, and once it ends. We welcome honest opinions and suggestions, so please do tell us what you think and feel, and help shape the future of your care and support in Doncaster.

**"We need to do some work to make sure that we're properly alongside people properly understanding their experience." - Phil, Making it Real Board**

**"If we work together we can create a better future for everyone." - Glyn, Making it Real Board**



# YOUR CARE & SUPPORT: DONCASTER 2023



City of  
Doncaster  
Council

