



Productivity Plan 2024-25



City of
Doncaster
Council

Section 1: Foreword

Finding efficiencies, assessing value for money and testing how we can do things better is part of what we do at the Council.

Since 2014, when we were in government intervention, we have been on a journey of continuous improvement. Starting with getting the basics right so we satisfied some clear governance principles through to our latest Peer Review¹ which saw **Doncaster as being on a journey to being an 'exemplar council'**.

This journey has been taken in the context of **reduced government funding - 24% in real terms since 2010** compared to an average of 18% for England which equates to a £334 reduction per resident. In addition, the number of Council staff has reduced from 6997 to 4760 in the same period.

Also, post pandemic we have seen strong demand for services, increasing costs particularly linked to social care placements so that **local spending is becoming more narrowly focused** on Children's and Adult's Services, including Public Health, with over 70% spent in these areas in 2024/25. Combined with no reduction in our statutory obligations the squeeze and the complex decisions that we have and continue to make becomes evident.

We have also been central to co-ordinating **responses to several crisis** – We had a major flooding incident in 2019, several smaller flooding incidents in 2020, a Wildfire on Hatfield Moor prior to response enquired to support the community and businesses through COVID. This was followed by the cost-of-living crisis – all of which takes it strain on resources and has changed how we now work into a hybrid working model.

Even with this context we **continue to make improvements** to our services whilst ensuring we make the changes and savings we need, according to our medium-term financial plan.

We are a low spending and generally high performing authority - As part of the External

Audit Assessment on Value for Money our overall budgeted unit cost is categorised as very low when compared to other metropolitan borough councils and we consistently deliver good performance against our 'Service standards for residents.

All of this is underpinned by **good strategic planning** via our corporate plan², responsible financial management via our medium term, annual budgets³ and in year monitoring.

We operate as a '**Regenerative Council**', i.e. one that restores the local environment, develops the right conditions for the future economy and works alongside communities to improve people's lives and the places in which they live which this *Productivity Plan* will exemplify.

This *Productivity Plan* sets out some of our key achievements for our **organisation, our services** we deliver and improving our **places we serve**.

But we have plans to improve even further, with an unwavering focus on our City Mission - **thriving People, Places and Planet**.



Ros Jones

Mayor Ros Jones



Damian Allen

Damian Allen
Chief Executive

¹ [LGA Corporate Peer Challenge Final Report 2022](#)

² [Council Corporate Plan - City of Doncaster Council](#)

³ [Revenue and capital budget - City of Doncaster Council](#)

Section 2: How you have transformed the way you have designed and delivered services to make best use of resources?

What have we achieved?

Organisation

We have conducted a **Functional Re-alignment to the structure** of the organisation which reduced leadership introduced a Chief Executives Directorate, to achieve greater consistency and size of directorate business and clear focus on delivery. We have also reduced our leadership capacity from 14 to 11 senior roles through this process.

Introduced **'Your Way of Working'** which sets out how we work as a hybrid organisation. This includes flexible working and reconfiguration of our office space to create more collaborative spaces and increased capacity for Team Doncaster Partners to occupy. This provided the opportunity and catalyst for accommodation related savings to be achieved.

We have begun an **Asset Rationalisation Programme** to examine the community-based resources and examine further opportunities, for example One operational site has been closed and another is pending – with approximately 300 staff members having their worksites relocated, realising £380k running costs reduction. There is a £1M target over 3 years.

In 2022 we took the decision to move the **management of our Children's services**, which was operating under a Trust arrangement, back into direct council control. This involved a significant transition and the TUPE of 695 staff, this has led to £300k efficiency savings and improvements in performance.

Clear and effective internal⁴ and external⁵ audit plans including our Annual Governance Statement (AGS)⁶, all of which demonstrate good governance and processes are in place.

The latest annual audit letter was positive with only one key recommendation and two further improvement recommendations for the Council.

We have a clear **Performance Management Framework** and each service the Council delivers has a plan, including potential risks, aligned to the Corporate Plan and budget and we monitor our progress on a quarterly basis.

We have an approach which assumes it is **everyone's business to support Equality Diversity and Inclusion** within the workforce and commissioned services. We have used the LGA Equalities framework to assess our development and set objectives accordingly.

Our **Workforce Strategy** sets out how we will support our staff and the capabilities we will need in the future to be successful – focusing on transforming the organisation, developing our workforce, driving performance and engaging the workforce.

Service Delivery

We have invested £466k into our **Fly Tipping service** to provide capacity and technology to support improvements in the service. As a result, we have seen an increase of Fly Tips investigated and removed within 7 days from a low of 36% in 2021/22 to 98% in 23/24.

We sustain a high standard in relation to the **successful collections of household waste** and recycling, with the figure consistently above 99% since 2018.

The **BDR Partnership** is a partnership of Barnsley, Doncaster and Rotherham Council's who have jointly procured waste management contracts since 1993 and in 2006 jointly procured a waste management facility to treat residual waste. This has allowed for significant benefits for example savings on mandatory food waste collection (circa £4.7-5.4 million across the three authorities per contract year up to 2040). There has also been a reduction of the amount of contract waste being sent to landfill to less than 2% of municipal waste delivered to the facility.

⁴ [Audit Committee Report 2023-24](#)

⁵ [External Auditor Report 2023-24](#)

⁶ [AGS 2023-24](#)

We have continued to implement the phase 3 of the **Support Families Programme** which aims to achieve successful family outcomes, alongside integration and transformation of local public services that enable whole family working. Since October 2022 we have supported over 6,400 families, have exceeded the targeted positive outcomes for 1,400 families equating to over 1 million in Payment by Results funding.

We have continued to implement our **Future Placement Strategy** which aims to increase the number of Fostering placements, regulated Children's Homes and semi-independent settings throughout the city. As with every other Local Authority, we have experienced significant demand challenges relating to the availability of high-quality placements. Despite these challenges, we have reduced our reliance on externally purchased placements with a reduction from 57 to 40 placements over the past 18 months. Our weekly placement meeting proactively manages placement provision and ensures that placements are meeting need.

We have opened **one new internal children's home** which is specifically for children with complex needs. This has allowed us to support two young people to return to live in Doncaster.

Our enhanced foster care offer - **Step Forward to Fostering** has already supported the return of two children with complex needs to the city and prevented one child moving to an external residential provision and this will grow in 2024. This will allow for more complex children to return to the city, supporting better outcomes for them and improve sufficiency for the overall system.

The Council provides oversight and management of 25 libraries within its statutory provision. 21 of these are **community managed libraries** and on a day-to-day basis are supported by 330 volunteers. The sustainability and added value that this model achieves has meant that this service is considered a model for good practice, receiving attention from several other Local Authorities. The service was awarded the LGA Making a Difference Award in 2012.

We have put **great emphasis upon co-production**, i.e. drawing on peoples' lived experience to design out interventions that do not add value for them. Through this process we have seen reductions in waiting time for Adult Social Care assessments which has reduced from a median 55+ days at the start of 2022-23 to 38 days at the end of 2023-24.

With our Adult Social Care services, a weekly practice forum enables discussions as to why **placements into residential care** are proposed and if alternative support options have been considered, this forum tracks interventions on a quarterly basis to improve/inform practice. Routes into care homes remain unchanged, the majority of people who reside in a care home are admitted following hospital discharge.

Complex Lives is an innovative whole system delivery model established in 2017 that aims to improve outcomes for people affected by multiple disadvantages and in a cycle of rough sleeping and complex needs. Complex Lives service has provided support to over 1800 individuals, currently actively supporting over 100 people. The service won a MJ award for Health Care integration in 2019.

Our **Customer Services** team supported 128,235 customers in our one stop shop in the past 12 months where there was no reported wait over 10 mins. In addition, for most of the year we have seen over 90% of telephone calls answered within our standard of 150 seconds.

Community & Place

Our Making it Real Board have co-produced our **Local Account for Adult Care and Support** with local people, many of them have used, or using, our services. It sets out our key priorities drawn from lived experience to ensure we focus our efforts on the right areas and to improve the quality of provision, but more importantly to ensure we do that working together.

We have introduced a **place-based Investment Plan**⁷ linked to our longer-term strategy for Doncaster. This plan is refreshed each year and sets out our investment priorities by area and priority across Doncaster.

We have initiated, in partnership, a **Fairness and Well-being Commission**⁸ chaired by Dame Rosie Winterton which looked independently how we can support Doncaster to be a healthier and fairer city. We are currently asking organisations across Doncaster to respond to the recommendations of the final report.

In response to the Cost-of-Living Crisis we developed a **Well-being essentials group** to consider direct and indirect interventions required to provide targeted support during this challenging period. We've increased resources within the Local Assistance Scheme and bolstered our Household Support Fund (HSF) locally.

Get Doncaster Moving (GDM) is one of 12 pilots working with Sport England to test a 'whole systems' and 'place-based' approach to reducing inequalities and physical inactivity. Working closer with communities is at the centre of our work and this informs how we build leadership capacity at community and borough-wide levels, leading changes such as Doncaster Future Parks, Creating Active Schools and Active Heath & Care that deliver lasting impact on population behaviour.

Our **Edlington Regenerative Neighbourhoods programme** aims to generate a sustainable approach to the improvement of outcomes for people, place, and planet, with local community anchor organisations at the centre of the work. An initial focus on the 'Royal Estate' aimed to tackle, in a sustainable way, the chronic, longstanding, and intertwined issues of crime and anti-social behaviour, housing dereliction and poor-quality environments. Led with an integrated team across the partnership we established visibility and community

confidence, conducting joint assessments and prompt action on key issues.

We have continued to invest in **our Strategic Partnership**, Team Doncaster⁹. This takes the form of an executive chaired by the Elected Mayor and a Horizon Policy and Design Group which enables early policy discussions across different agencies.

We have achieved significant efficiencies and increased productivity by **investing £15m into Danum Gallery, Library and Museum, and £2m into City of Doncaster Archives**, enabling the end of use of three old buildings which were no longer fit for purpose, and further progressed the integrated way of working across our libraries and museums as well as enhancing customer access and experience to modern cultural spaces.

The **Members Ward Budget Scheme** was introduced in 2020 empowering each Councillor to allocate their £3k grant to actively support local projects. Each year the scheme supports over 120 groups to deliver around 180 projects across the city. Projects have included supporting the development of a community radio station, supporting events that bring the community together e.g. summer and Christmas fairs, the purchase of equipment and contributions to food banks. More recently funding has been used to help support the running of local groups such as scouts, guides, and sports groups, who have been impacted by increased running costs.

What are our plans for the future?

Doncaster has **continuously invested in community services** linking with adults, public health and children services. The evidence is well documented in terms of better outcomes and return on investment that this way of operating brings. We have begun to change the way we work as an organisation to focus even more on what is needed from a community perspective and embedding this way of working across all services of the Council. **We see this as the catalyst for public sector reform** across our organisation

⁷ [Doncaster Delivering Together Investment Plan - Team Doncaster](#)

⁸ [Doncaster Fairness & Wellbeing Commission - Team Doncaster](#)

⁹ [Team Doncaster - Team Doncaster](#)

and we will be investing in the capabilities needed to make these changes.

We are developing a new co-produced way of **working with the Voluntary, Community and Faith (VCS) Sector** which will enhance representation, capacity building and volunteering.

We will develop a **new Childrens Placement Sufficiency Strategy 2024-27** to ensure we continue to address the significant demands that exist. It will include the registration and opening of new regulated and semi-independent settings and a continuation of work with St Leger Homes to develop more transitional social housing opportunities for young people.

Doncaster hosted a pilot of the Local Government Association (LGA) **Early Help Peer Challenge** in March 2024. The initial feedback from the Peer Reviewers, was extremely positive *“Early help is an undoubted strength in Doncaster”*. We have put in place delivery arrangements to respond to the recommendations of this review to improve our services even further.

The 2024/25 capital budget includes commitment to the **ongoing refurbishment of our leisure centres** and there is £14.4m funding to commence refurbishment works at the Dome that will bring much needed investment, support the long-term service provision at this location and in turn the viability of Doncaster Culture and Leisure Trust. In addition, a further £1.5m has been set aside for a new Edlington Leisure facility (subject to a business case approval).

Section 3 How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources?

What have we achieved?

Organisation

Via our **Customer Experience** work we have seen significant shift from telephone and face to face to online contact with the council. This shift has seen huge increases in online forms, automated telephony and a reduction in people accessing our one stop shop. Online contact now accounts for 53% of all contacts that the Council receives. This has released savings by a reduced workforce of four Full Time Equivalent (FTE) and enabled us to shift focus to deal with more complex customer queries.

Access Channel	March 2015: Volumes	March 2024: Volumes
Telephone	26,691	15,991
Calls via Automation	4,965	7,693
Average Call Length	02:37	04:24
Emails	2,610	593
Website	486	16,515
One Stop Shop	28,475	11,711

There has been two **Rapid Improvement Projects (RIPs)**, Council Tax and Business Rates and Licensing. As part of these projects, we have worked with the service areas to improve their customer model by re-designing their web pages, improving their on-line customer offer, retiring customer email addresses, and introducing Digital Chat Bots. The benefits realised have been substantial;

- Telephone calls have reduced by an average of 15%
- 600 less emails received each week.

- An increase of 239 online forms being received and 76 Chat Bot conversations each week.
- 36% reduction in processing backlog
- Increase in Webpage views by 75%

Our **Technology Governance Board (TGB)** established the strategic prioritisation and procurement of technology process, in line with the Council's priorities. TGB ensures that all decisions relating to new, enhanced or replacement technology required by the Council is considered at a strategic level to ensure wise investment, avoid duplication, take advantage of technology already used elsewhere and consider full implications on infrastructure, network and resources.

We have moved towards having a **single case management system for both Adult and Childrens social care**. This allows the Council and Partners to share data more efficiently, more easily and securely for the benefit of Doncaster residents. It reduces duplication, provides a single source of information for workers, better enabling transition across services for individuals and families. Reduce overall Council costs, including annual maintenance.

We have made **£1.1million savings from our ICT budget**. This has been achieved through the rollout of the cloud strategy, asset rationalisation of phones, IT equipment (end user devices & printing), IT infrastructure and software licenses, with additional savings made through improvements to associated contracts and contract management. The remainder has been through staff savings realised through process improvements, automations, self-service and shift left initiatives¹⁰.

Doncaster's **Health Determinants Research Collaboration (HDRC)**¹¹ is an exciting opportunity for the council, partners, and our residents to improve health and reduce health inequalities. HDRCs represent significant investment to enable Councils to become more research active and embed a culture of

¹⁰ Shift left is the practice of moving testing, quality, and performance evaluation early in the development process, often before any code is written.

¹¹ [Health Determinants Research Collaboration \(HDRC\) Doncaster - City of Doncaster Council](#)

evidence-based decision making through for example projects such as Born and Bred in Doncaster (BABID).

Service Delivery

Doncaster has through the Open Digital Planning (ODP) programme, investigated how **digital and data could improve our planning systems**: saving time and money for both end-users and the Council. We are developing a digital submission service platform that uses accessible content and diagrams to guide applicants through the process—indicating where and how proposals need to be changed to meet the necessary regulations.

We have invested in our processes so that our **online services are available 24/7** and there are plans and monitoring in place to make sure our services are resilient, safe and secure to operate in that way.

Our Route Reports roads platform software provides **automated highway maintenance inspections**. The system uses cameras, computer vision and AI to detect surface defects, cracking, potholes, and reports the condition of signs, lines etc.

Our **Chatbot software application for parking contraventions** conducts an on-line chat conversation via text to assist users of the potential outcome of a parking contravention based on the input of the user.

Our **Digital Communications** with residents continues to grow and during 2023 we have;

- Sent 470 newsletter/emails.
- 8.7 million website visits
- 19.8 million social media posts seen.

Community & Place

We have used our **Well Doncaster**¹² service to develop community level data and conduct appreciative inquiries to develop better community profiles and a greater understanding of different areas across the borough.

During Covid we developed a data ‘Flow Model’ working with health partners across Doncaster to provide a clear understanding of

our current position – this included daily information sharing and the development of the infrastructure to allow partners to view key measures. Although data sharing is harder the ways of working has informed how we take forward other data projects in the future.

Doncaster has had several flood incidents most significantly in 2019, in response we now **developed a flood portal** that brings flood water data across the catchment, historical flooding events in Doncaster and a vulnerability map outlining potential households that might need extra support in an emergency. This has triggered interest from across South Yorkshire.

What our are plans for the future

We have developed a **five-year Technology Plan** which will provide a roadmap of infrastructure we need to meet the challenges of the organisation and city.

Replacement of our Customer Relationship Management system which will give us new capabilities including AI and Chatbot facilities and a walk-in queuing system.

We are **piloting with a local tech firm the use of AI** in our telephony and our recruitment practices to see what efficiency we can gain and scale if successful.

In addition to standard forward facing **vehicle CCTV camera footage**, a proposed solution also provides proprietary machine vision (MV) and artificial intelligence (AI) capabilities to address safety risks that can help to prevent incidents. This means risky driving behaviour (for example mobile phone use while driving etc) will be recognised by the device and alerts will notify the driver in real time to reduce risk.

We are currently testing **Microsoft Co Pilot** and its potential capabilities for example analysing and summarising meeting transcripts with the intention of rolling out across the organisation.

We're recruiting an Assistive Technology lead and have a plan to **develop assistive technology hubs** that will connect people in reablement services to technology to increase their independence, choice and control and

¹² [Home | BeWell Doncaster](#)

reduce unnecessary demand for long-term services.

We are planning to **develop a community information model**, initially using some open data sources and a pilot using our Stronger Families information to get better and more efficient joined up information to people working in communities including the prospect of a ASB app for the City Centre.

Continue to develop our Local offer for young people with special educational needs and disabilities (SEND) and utilise our existing data better to improve how we **identify young people who will need support from Adult Social Care early**. This will help us to build better relationships and enable good conversations with people about their aspirations as they approach adulthood.

We are **exploring and extending the range of AI Chat Bot's** for different services. This will include extending some of our AI capability linked to telephony and Waste and exploring the introduction of a Chat Bot for services linked to Adult Social Care.

Section 4 Your plans to reduce wasteful spend within your organisation and systems

What we have achieved

Organisation

Our external audit report states the Authority continues to demonstrate a **clear understanding of its role in securing economy, efficiency and effectiveness in its use of resources**. As a low-cost council, we spend wisely, for example our spend on agency and consultancy is 0.98% against the net budget which is low against available benchmarks.

We have agreed a **Social Value Policy**¹³ which sets out a clear process to get the most value out of our procurement via a set of Themes, Outcomes and Measures (TOMS). In addition, we have been monitoring the **proportion of our spend that is kept locally** and this is included in our quarterly monitoring – we have achieved consistently 65-70% local spend with Doncaster companies.

We have been prudent with our **replenishment of ICT stock** and taking a deliberate action to reduce the churn of new laptops through refurbishment and cycles of renewal – ensuring we only use what we need.

We have a **shared payroll service** with Rotherham MBC which has enabled a more efficient delivery of this service. This has seen us share improvement and developments including delivering a self-service system including online claims and payslips, introduction of online annual leave, flexi and sickness case management. Data from the HR system is used across the Council increasing consistency of information as well as reducing administrative requirements by holding a single point of information for our staff members.

The Council has good process relating to **preventing and identifying fraud** as outlined in our annual fraud report¹⁴ – ensuring we minimise fraud across the organisation.

Service Delivery

Good **governance and tight controls on social care placements** for adults and children considering increased demand and rising costs.

The Rapid Improvement Projects (RIPs) that were outlined in section 3 demonstrate **our own capacity for improvement** and efficiencies achieving better outcomes for less.

We continue to work with the NHS to **reduce over-prescription of care** at the point of hospital discharge i.e. double handling and also our work with care providers to reduce excess fees paid for adults of working age being supported in residential care and supported living

Community & Place

Our **award-winning apprenticeship programme** received £350k through the Mayor's Enhanced Apprenticeship Fund and increased new apprenticeship starts within the Council by 56%. Apprenticeships are continuing to build workforce capacity, resilience and develop new talent.

What are our plans for the future?

We are piloting an **innovative approach to attract and retain a permanent social worker workforce**. This will include both UK based recruitment and international recruitment, with the initial cohort being from South Africa. The aim is to recruit fifty candidates over a 3-year period. The programme will aim to shorten the initial training year for newly qualified social workers to six months. This shortened training period means the number of agency staff currently working within the service can be reduced, therefore reducing cost pressures.

As part of the **Asset Rationalisation Programme**, we are aiming for a core set of assets to support service delivery. This portfolio approach will enable the development of a planned maintenance schedule to be developed which will feed into the annual capital programme and will be more cost effective.

¹³ [Social Value - City of Doncaster Council](#)

¹⁴ [Fraud - City of Doncaster Council](#)

Section 5 The barriers preventing progress that the Government can reduce or remove?

A more comprehensive and long-term local government funding settlement...

- Longer Term funding Settlement (at least 3 years rolling) announced in advance and adequate time to incorporate into our budget setting process.
- No real-terms funding cuts and inadequate funding provided with the devolution of powers.
- Avoid competitive bidding for funding pots – more allocation of funding and more appreciation of the mobilisation, time and resources needed to make competitive bidding work.
- Clarity on the delay in the Fair Funding Review
- Fragmented funding for local authorities – needs whole system funding that is joined up. The scale of temporary restricted funding arrangements is a significant barrier and makes it difficult to plan effectively and creates uncertainty for staff and services.
- Fixed price grants that don't allow for inflationary impacts cause pressure on the system.
- Capital Delivery without longer term revenue causes pressure elsewhere in the system.
- Council tax referendum limits but if there were adequate resources in the revenue grant then this would not be an issue.

A better articulation on the Purpose of Local Government...

- Local Authorities are in a unique position to reach communities and develop relationships with the place. A mature relationship based on accountability and trust would allow greater flexibility in delivery between central and local government and a clear purpose for the sector.
- A better joined up approach across government departments – our interactions are sometimes contradictory but are certainly siloed.

- The recent DEMOS report¹⁵ sets a sensible direction for public sector reform – one which we have started but with government understanding and support could help accelerate.
- A Continued commitment to deepening devolution deals and ensuring local accountability for delivery.

More efficient mechanisms for government reporting and joined up inspections...

- Extensive monitoring required by Government departments for funding through reporting Boards and administration.
- Guidance on Government Policy/Schemes often appear months after announcements, so pace can't commence, and time wasted guessing the impacts/approach.
- Multiple ways in which Government collect monitoring information, i.e. via Microsoft Forms for UKSPF, via Delta for most other things, via Excel spreadsheet for Levelling Up Funds
- Local authorities report large amounts of information via the Single Data List, and this could be reviewed. There are several occasions where government have asked for information they already receive via this list.
- Local Authorities have several inspection regimes and a clearer articulation of how these are seen from a whole place perspective would be helpful.

Explore existing constraints on Council activity...

- Limits on Councils ability to change some discounts for Council Tax, leading to time spent on regular checks of eligibility.
- Abuse of the Freedom of Information Act (including Subject Access Requests) by some organisations resulting in significant unnecessary work on potentially questionable requests.
- The continuing requirement to hold all Council meetings in-person and to not allow Council meetings to be held online.
- Data sharing between different agencies / government departments is cumbersome. Government could help make this process more efficient and set greater expectations on working together.

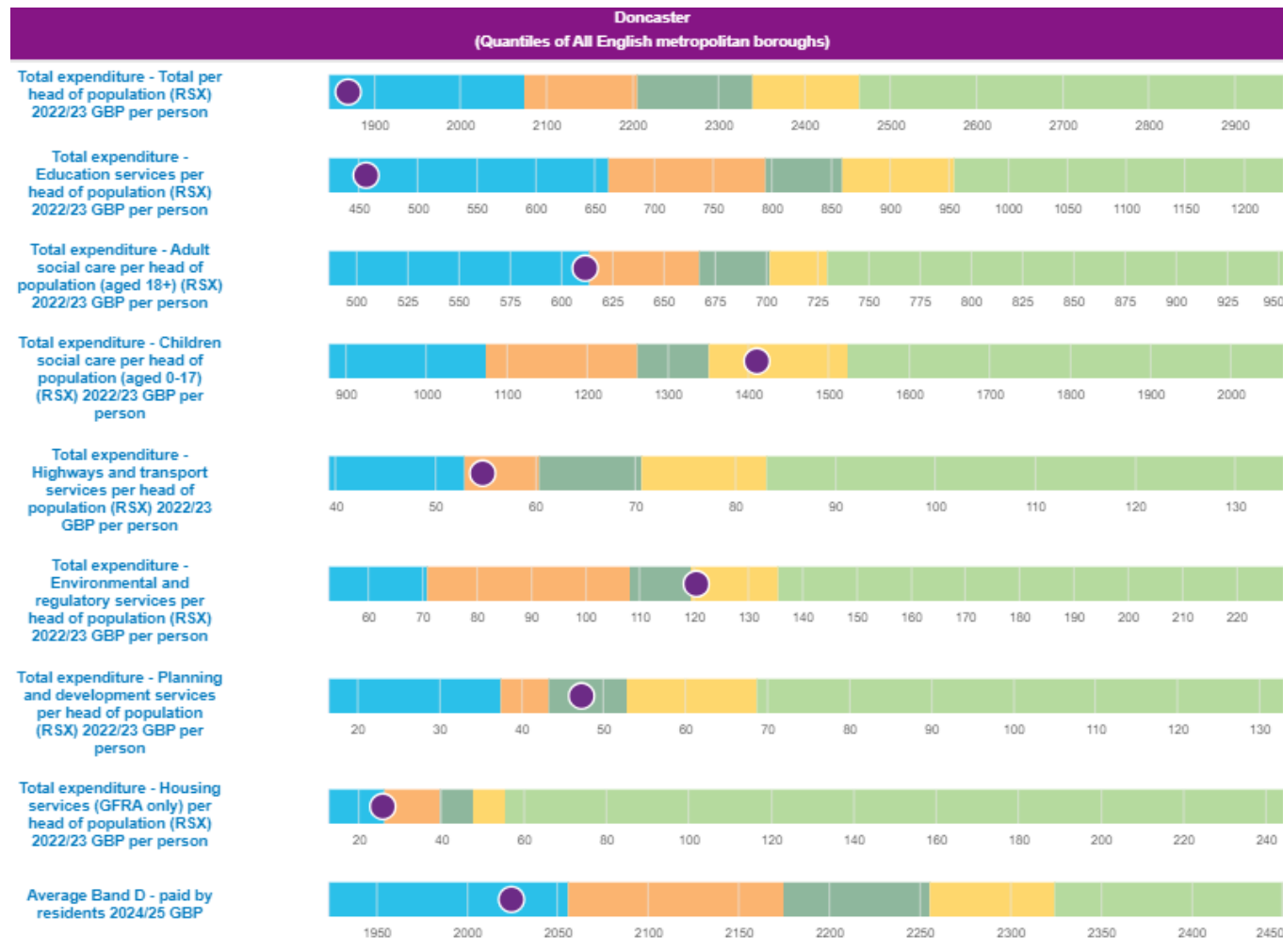
¹⁵ [Demos Report - Public Service Reform](#)

Better recognition of the pressures on Front Line Council Services...

- A need for clarity over the future of the adult social care precept and restricting it for use on adults' social care only.
- Early clarity by a new administration on the planned reforms for cap on social care charging due to be introduced in October 2025 and a wider more thought through plan for Social Care that the sector can work towards.
- Shortage of foster carers in children's social care resulting in costly residential provision
- Cost of residential placements for looked after children has exploded in past two year – Could there be Market Cap in place or some controls.
- We agree with the National Audit Office that the system for supporting pupils with SEND is not, on current trends, financially sustainable and that 'The Department did not fully assess the likely financial consequences of the 2014 reforms.' The overspend of the Dedicated Schools Grant – High Needs Block is the single key recommendation from our external audit report and our understanding is that this is a widespread issue across the sector that needs government attention.
- Inadequate funding and ideas for preventative programmes and measures.
- Workforce shortages and difficulty recruiting and replacing skilled workers across key services, or we have high churn, across Planning, Streetscene or Social Care and this puts real pressure on our productivity.

Section 6: Key Performance Metrics

Below demonstrates our comparisons for total expenditure per capita for our key service areas. Information related to our quarterly finance and performance reporting is accessible on our website¹⁶



 Doncaster

The information is sourced from LG Inform and shows Doncaster's position compared to all other metropolitan Boroughs in England.

The different colour bars represent quantiles (20% chunks) so to the far left or blue section is the range for the lowest spending 20% of Met Boroughs in England.

The Purple circle indicates where Doncaster fits on the scale.

[Home | LG Inform \(local.gov.uk\)](https://www.local.gov.uk)

¹⁶ [Finance & Performance Reporting - City of Doncaster Council](https://www.local.gov.uk)

