



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

8 September 2020

Report of: Councillor Annie Mason

Cabinet Member for Communities



Area Offices - Customer Consultation

This report considers the outcomes of the two customer consultations relating to proposed changes to the Market Deeping and Stamford Area office provision. It sets out a series of recommendations in response to the feedback received.

Report Author

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Corporate Priority:	Decision type:	Wards:
Administrative	Key	All Wards

Reviewed by:	Lee Sirdifield, Strategic Director, Transformation and Change	14 August 2020
Approved by:	Gary Smith, Strategic Director, Commercial and Operations	17 August 2020
Signed off by:	Councillor Annie Mason, Cabinet Member for Communities	18 August 2020

Recommendation (s) to the decision maker (s)

1. Approve the relocation of the Market Deeping Area Office based on option three contained within the report
2. Approve the relocation of the Stamford Area Office based on option three contained within the report
3. Authorise the use of the property reserve to meet any costs relating to the exiting of each site

4. Recommend to Council a funding allocation of £100k to be included in the 2020/21 capital programme in order to undertake a modernisation scheme at Stamford Arts Centre.

1 The Background to the Report

- 1.1 On 16 January 2020 the Rural and Communities Overview and Scrutiny Committee considered proposals for a new Customer Experience Strategy. This was later considered by Cabinet on 21 January 2020. Cabinet approved the content of the strategy. The strategy recognises that as a Council we have a wide range of customers, including those who have traditionally used our services regularly and those who use our services less frequently.
- 1.2 Customer expectations continue to increase. The way that people want to access services has changed and people expect to be able to interact through an ever-increasing range of modern technologies, whether that be through artificial intelligence, intelligent websites, social media, online accounts and digital forms, webchat or chatbots and apps.
- 1.3 As considered within the budget for 2020/21 we must ensure that our services are both affordable and sustainable, whilst meeting the expectations of the communities that we serve. To achieve this, we need to provide an ever-increasing depth of service that is efficiently delivered across all channels of interaction – modernising our services to be fit for the future.
- 1.4 The strategy sets out the approach to modernising the telephony offer, improving the website, potentially rationalising the face-to-face service offering and increasing self-service provision, as well as the content of our customer accounts.
- 1.5 At the same time as approving the Customer Experience Strategy in January 2020, Cabinet considered proposals to create a North and South hub in the district providing online digital services, payment kiosks, face-to-face support, enhanced access to web forms and signposting. Cabinet agreed to commission a consultation for the proposed changes to the Stamford and Market Deeping area offices.
- 1.6 A public consultation ran for four weeks between 23 January 2020 and 21 February 2020. The results of the consultation are shown in the background papers. Since completion of the consultation the style of customer service provision has changed significantly as a result of the impact of the Covid-19 pandemic.
- 1.7 The pandemic saw all the face-to-face customer service centres being closed from 23 March 2020 in order to protect the health and safety of our customers and staff. This saw a change in customer behaviour, with an increase in demand through online and email channels, along with customers also continuing to interact via the telephone service.
- 1.8 During this time the entire customer service provision was being provided virtually, with staff being home based. However, provision was put in place to enable emergency face-to-face appointments to be completed. There was no demand for this service as the team were able to manage all interactions successfully through other routes.
- 1.9 In addition, the Council established the SK Community Hub using redeployed staff, to manage the Covid-19 related contacts. This ensured that residents were able to access the help and support that they needed from both the Council and key external stakeholders. This provision has now been transitioned into the main Customer Service offering with effect from 6 July 2020.

- 1.10 As the level of Covid-19 risk has reduced steps have been made to gradually reintroduce face-to-face provision. The Customer Service Centre in Grantham opened on an essential appointment only basis from 6 July 2020. There has been very limited demand for this service to date.
- 1.11 The Bourne Community Access Point provision reopened its doors for books to be returned from 3 August 2020. This service is due to be extended further on 26 August 2020 to enable book collections and limited appointments.
- 1.12 As a result of the changes in provision outlined above, a second public consultation took place to establish if there had been any shift in opinion as a result of the changes to the service offer, and the observed shift in behaviour. The consultation ran for two weeks, between Monday 20 July 2020 and Monday 3 August 2020. Copies of the consultation questions can be found for Market Deeping in Appendix 1, and for Stamford in Appendix 4.
- 1.13 To ensure that we captured as many views as possible the Council took a proactive approach to engaging with residents, businesses and other interested parties. We approached over 60 individuals, groups and organisations who we knew would be likely to have used, or represent those that utilise, the current service provision. A full list of those engaged with is included in the background papers.

2 Market Deeping Results

Survey One

- 2.1 The Market Deeping survey received 131 responses. 115 of these were received online via Survey Monkey and via email (87.8%), 16 in paper format (12.2%).
- 2.2 During the consultation we were approached by one respondent who asked that consideration be given to working with Deepings Community Library as well as the community centre. Consideration was given to this with further exploration being completed during the second consultation.
- 2.3 The data from the Market Deeping questionnaire is summarised in the background papers.
- 2.4 The written responses to the survey provided additional context which has enabled further analysis of the proposed changes to be completed.
- 2.5 The survey clearly showed that:
- i) Those using the existing service believe that the members of staff are helpful and knowledgeable.
 - ii) Respondents highlighted that they like to speak to someone face-to-face and do not always like to use modern technology.
 - iii) Concerns were raised that the proposal could disadvantage the more vulnerable members of the community. This is considered in more detail through the equality analysis. Consideration has been given to how any negative impacts can be either reduced or mitigated.
 - iv) Feedback was also provided in relation to the challenges that could be faced in travelling to other locations and the carbon impact that this would have. However, respondents highlighted that there were opportunities for the Council to work more effectively with partner organisations to ensure that some provision remained in Market Deeping and to reduce the need for residents to travel elsewhere to access services. This could be achieved through volunteers, or by providing a service on a reduced number of days.

Survey Two

- 2.6 The Market Deeping survey received 44 responses, all of which were completed online.
- 2.7 Just under a quarter of the respondents had contacted the Council during the Covid-19 lockdown period. This means over three quarters of responders have no first-hand experience of the way that services are currently being delivered.
- 2.8 The survey confirmed that customers had opted to access services electronically and by the telephone. Interestingly, unlike the respondents to the Stamford survey, most had not changed the way they contact the council. Just under three quarters of respondents had contacted the council through the website, email and telephone.
- 2.9 The survey suggests that the most popular enquiries related to asking a question, reporting something or to apply for something. These are all enquiries that can be effectively managed via the telephone and through digital channels.
- 2.10 The survey shows an increase in the percentage of people agreeing with the proposal. In February 2020, 15.4% agreed with the proposal. This has increased to over 40% in July 2020.
- 2.11 The output report from the second Market Deeping survey is summarised in Appendix 2, with the consultation responses being shown in Appendix 3.

3 Stamford Results

Survey One

- 3.1 The Stamford survey received 392 responses. 221 were received online through Survey Monkey or via email (56.4%), 171 in paper format (43.6%).
- 3.2 The survey results showed that those using the existing face-to-face offer recognise the quality and professionalism of the service provided. This is a real credit to the officers concerned and any changes need to ensure that the quality of service remains high.
- 3.3 General feedback suggested that some, particularly the elderly, may lack the ability to utilise modern technology. Consideration has been given to how we can support those less able to interact with us through new solutions to ensure that this does not become a barrier to access.
- 3.4 The survey findings highlighted that the Stamford Arts Centre is a well-used facility but can be crowded and noisy at certain times. This provides an opportunity to make customers aware of our services in a face-to-face setting who were not aware of our provision previously. However, consideration needs to be given to any discussions with customers and how we ensure an appropriate level of confidentiality and accessibility for all.
- 3.5 There were several suggestions that we open in another Council building for shorter, or fewer days, but maintain some level of face-to-face provision. This is potentially a consideration with the existing facilities at Stamford Arts Centre which could provide a mix of staffed and self-service access.
- 3.6 This could provide increased hours of access for self-service supported by different levels of help and assistance to manage seasonal demands.
- 3.7 During the presence at Stamford Market, anecdotal feedback was received from customers who were against closing as they felt that it was another provision being removed from the town, with specific reference to bank closures.
- 3.8 The output report from the first Stamford survey is summarised in the background papers.

Survey Two

- 3.9 The Stamford survey received 115 responses, all of which were completed online.
- 3.10 Just under half of the respondents had contacted the Council during the Covid-19 lockdown period. This means over half of responders have no first-hand experience of the way that services are currently being delivered.
- 3.11 The survey confirmed that customers had opted to access services electronically and by the telephone. Around two-thirds of people stated that the way that they contact the Council has changed.
- 3.12 The survey suggests that the most popular enquiries related to asking a question, reporting something or making a payment. These are all enquiries that can be effectively managed via the telephone and through digital channels.
- 3.13 The survey shows a decrease in the percentage of people that disagree with the proposals. There is a growth in the number of people that feel that the proposals are acceptable.
- 3.14 The output report from the second Stamford survey is summarised in Appendix 5 with the consultation responses shown in Appendix 6.

Further information and feedback

- 3.15 A detailed Equalities Impact Assessment (Stage 2) was completed following the first consultation. This is shown in the background papers. A further assessment has been completed following the second consultation exercise. This is shown in Appendix 7.
- 3.16 Comparison tables and charts showing the key consultation metrics from the first consultation for both sites are shown in the background papers. Tables and charts relating to consultation two are set out in Appendix 8.
- 3.17 Consultation feedback confirmed a need to modernise elements of the customer offer to improve accessibility. Consideration was given to the provision of resident parking permits and taxi licence issuing. These interactions are being redesigned to reduce or remove the need for face-to-face provision, along with the introduction of a 'click and collect' solution where required.
- 3.18 Feedback from the Head of Arts includes the need to provide awareness training for the support and development of the front of house team in the Arts Centre. The Customer Service team could attend regular staff meetings and deliver training with the Arts Centre team to ensure that service delivery can be monitored, and the communication clearly agreed.
- 3.19 Engagement with Deepings Community Library and the Community Centre was completed. The Friends of Deepings Community Library Committee agreed that:
- A kiosk solution could be located in the library
 - Specific locations and timelines for training will be agreed from 5 October 2020 onwards
 - Agreement for the opening date of the provision will be reached in October 2020.
- 3.20 A review of the provision at Stamford Arts Centre has been completed. The Strategic Director for Growth has confirmed that the customer service provision can be accommodated within an accessible space available at the centre. However, some reconfiguration of the internal space will be required which will see additional cost of approximately £10,000.

- 3.21 An emerging need has also been identified to modernise the offer at Stamford Arts Centre to ensure that the space available is used effectively and more productively. There is an opportunity to minimise disruption and gain greater economies of scale by scheduling this work at the same time as the customer service changes. The remodelling of the centre is likely to cost £90,000. This would need to be built into the future capital programme.
- 3.22 Some of the feedback received during the first consultation thought the removal of the SKDC face-to-face service provision would isolate Stamford more from the other towns in the district and was seen by some as a clear withdrawal from SKDC and support for the town. This is considered in more detail through the equality analysis, shown in the background papers and Appendix 7.

4 Available Options Considered

Market Deeping

- 4.1 Several options have been considered for the future of customer service provision in Market Deeping.

Option 1: Closure of the Market Deeping Customer Service Centre

- 4.2 This option would see the closure of the Market Deeping customer service centre with no alternative physical provision in Market Deeping.

Evaluation of Option 1:

- This would remove the face-to-face customer service advisor currently available Monday to Friday 22.5 hours a week and no weekends. It would also remove the PC and direct dial phone to access council services.
- Customers would be required to travel to Bourne or Grantham for any face-to-face services. PCs in the library could be used by those able to use a PC and navigate our website. Payments could be made over the phone.
- If required, face-to-face appointments could still be arranged in suitable locations.
- Volunteers in the Community Centre would be able to signpost customers to the library and to the customer service centres in Bourne or Grantham.
- This option could mean that we may not reach all customers in the district and could isolate vulnerable customers.
- The current access to SKDC services in the Community Centre is easily accessible within a well-used facility so removing this completely would mean that the reputation of the service could be diminished by customers 'opting out' and disconnecting with services and support.
- The equality impact assessments consider this option against each of the protected characteristics. A number of negative impacts were identified which cannot be effectively mitigated against within this option.

Option 2: Replace the existing centre with an enhanced self-service provision

- 4.4 This option would see the complete removal of the face-to-face provision in Market Deeping. However, this would see the installation of a kiosk, computer and direct dial phone within the Deeping Community Centre.

- 4.5 The option would see the current staff from Market Deeping providing services from other locations across the district and would require some modernisation of council services to support a change in provision.

4.6 ***Evaluation of Option 2:***

- This would see the changes highlighted in option one be introduced. However, providing the self-service tools of a kiosk, computer and direct dial phone within the Deeping Community Centre would enable access to all services that are currently available without the need to provide a customer service advisor on site.
- This would be accessible to all and could be located in a position to ensure an appropriate level of accessibility and privacy.
- The equipment would need to be checked and serviced at regular intervals to ensure that it remains in good working order and does not restrict accessibility to services or the ability to ask questions and make payments.
- Both equality impact assessments consider this option against each of the protected characteristics. The option goes some way towards mitigating the negative impacts of complete removal of service by providing a telephone-based system, as well as a kiosk and PC access. However, there was some feedback suggesting that those with certain protected characteristics, most notably age and disability, could still be disadvantaged. The option does not completely remove this detrimental impact.

Option 3: Replace the existing centre with a signposting service through Deepings Community Library with an enhanced self-service offer

4.7 This option sees the replacement of the customer service provision with a signposting service at Deepings Community Library and the installation of a self-service kiosk.

4.8 We would work with Deepings Community Library to provide basic training to their team so that they are able to signpost customers who choose to access through this route.

4.9 ***Evaluation of Option 3:***

- This option utilises the opening hours of the Library providing an additional 17.5 hours opening though to 5pm in the week and 5 hours on a Saturday. The Library is closed on Thursdays.
- The equality impact assessments consider this option against each of the protected characteristics. This option provides a combined offer of self-service provision with face-to-face signposting to support the most vulnerable. It is therefore possible to mitigate the impact of the change to a greater degree through this option than the first two options.

Option 4: Continue the existing service provision

4.10 This would see the continuation of the current service in its present form. However, it is recognised through the survey that the facility is in need of modernisation. Whilst the quality of response from our employees is regarded as excellent, the environment no longer provides the level of customer experience that we would expect.

4.11 ***Evaluation of Option 4***

- Significant investment would be required to modernise the provision to ensure it was consistent with the wider customer service offering. This is not seen as value for money given the low level of demand that the service sees.
- The current operating model is inefficient and there is a need to ensure that customer services as a whole provide a high-quality response to all residents in the district. This cannot be optimised in its current form.
- The equality impact assessments consider this option against each of the protected characteristics. They highlight that potentially younger customers may be disadvantaged

as modern technologies are not available. However, no additional negative impacts were identified.

Stamford

4.12 Several options have been considered for the future of customer service provision in Stamford.

Option 1: Closure of the Stamford Customer Service Centre.

4.13 ***Evaluation of Option 1:***

- This option would see the closure of the Stamford customer service centre with no alternative physical provision in Stamford.
- This would remove the face-to-face customer service advisors currently available Monday to Friday 38 hours a week and no weekends. It would also remove the PC and direct dial phone to access council services.
- Customers would be required to travel to Bourne or Grantham for any face-to-face services. Payments could be made over the phone.
- If required, face-to-face appointments could still be arranged in suitable locations.
- This option could mean that we may not reach all customers in the district and could isolate vulnerable customers.
- The equality impact assessments consider this option against each of the protected characteristics. A number of negative impacts were identified which cannot be effectively mitigated against within this option.

Option 2: Replace the existing centre with an enhanced self-service provision

4.14 ***Evaluation of Option 2:***

- This option sees the closure of the existing centre at Maiden Lane. This would be replaced by a kiosk and telephone solution at Stamford Arts Centre, with those seeking to access services via a computer being directed to Stamford Library.
- It is recognised that customers would be required to be members of the library to access the PCs. However, this would help drive footfall and enhance the promotion of the facilities.
- The equality impact assessments consider this option against each of the protected characteristics. The option goes some way towards mitigating the negative impacts of complete removal of service by providing a telephone-based system, as well as a kiosk and PC access. However, there was some feedback suggesting that those with certain protected characteristics, most notably age and disability, could still be disadvantaged. The option does not completely remove this detrimental impact.

Option 3: Replace the existing centre with an enhanced self-service offer supported by seasonal access to a customer service advisor

4.15 ***Evaluation of Option 3:***

- This option sees the replacement of the existing centre at Maiden Lane with a kiosk and telephone solution at Stamford Arts Centre, with those seeking to access services via a computer being directed to Stamford Library.
- In addition, during busy periods, or where seasonality demands, the option sees access to a customer service advisor on a part-time basis. This would help to assist customers

to transition onto self-service solutions, as well as providing that human touch to those in greatest need.

- This approach would be reviewed on a six-monthly basis. Data relating to the utilisation of this offer would be presented to the Cabinet Member for Communities and the appropriate committee for consideration of any future changes.
- Customers would be required to visit another location. However, this is only a short walk from the current Maiden Lane centre.
- The council would provide support from trained customer service officers on using the self-service options available and registering for 'My Account'.
- The hours of face-to-face cover and the new location would need to be widely advertised to current users.
- It is recognised that consideration of the location of the new kiosks and opening times of the Arts Centre is necessary to ensure that any changes do not negatively impact on the Arts Centre staff late at night.
- Service delivery for areas such as parking permits are being reviewed and modernised to reduce face-to-face demand to the Arts Centre.
- The equality assessments consider this option against each of the protected characteristics. This option replicates the previous option, but also provides a customer service officer on a seasonal basis. This enables greater support to those in need and a managed transition to a greater level of self-service. The approach mitigates the impact of the change to a greater degree than options 1 and 2. It also affords the opportunity to review provision on an ongoing basis to ensure that the right level of support and care is provided.

Option 4: Continue the existing service provision

4.16 This would see the continuation of the current service in its present form. However, it is recognised through the survey that the facility is in need of modernisation. Whilst the quality of response from our employees is regarded as excellent, the environment no longer provides the level of customer experience that we would expect.

4.17 Evaluation of Option 4

- Significant investment would be required to modernise the provision to ensure it was consistent with the wider customer service offering. This is not seen as value for money given the low level of demand that the service sees.
- The current operating model is inefficient and there is a need to ensure that customer services as a whole provides a high-quality response to all residents in the district. This cannot be optimised in its current form.
- The equality assessments consider this option against each of the protected characteristics. They highlight that potentially younger customers may be disadvantaged as modern technologies are not available. However, no additional negative impacts were identified.

5 Preferred Option

5.1 The preferred options for Market Deeping and Stamford are set out below:

Market Deeping

The preferred option for Market Deeping is Option 3:

Replace the existing centre with a signposting service through Deepings Community Library with an enhanced self-service offer.

Stamford

The preferred option for Stamford is Option 3:

Replace the existing centre with an enhanced self-service offer supported by seasonal access to a customer service advisor.

6 Next Steps – Communication and Implementation of the Decision

6.1 The implementation of the next steps for the changes to the face-to-face service provision in Market Deeping and Stamford Customer Service Centres will be developed into a detailed action plan. This will ensure that staff, customers and key internal and external stakeholders understand the decision, the impact and the key deliverable timeline.

6.2 The action plan for the transition will cover a range of areas. There are some decisions that need to be taken now, particularly around lease arrangements, with other areas being completed over the next six to nine months. This includes redesigning service delivery models and ongoing engagement with customers. The key areas are set out below:

- HR Engagement for staff timeline and communication
- Communicate the results of the consultation and Cabinet decision
- Landlord discussions regarding the surrender of the lease
- Agree timeline for change/exit from locations
- Installation of new solutions (kiosk, phone and PCs where applicable)
- Training – for all impacted staff and volunteers in CSC, Library and the Arts Centre

7 Financial Implications

7.1 The budget framework for 2020/21 includes a saving target of £81k arising from the actions of implementing the approved Customer Experience Strategy. Should the recommendations contained in this report be approved then a significant proportion of the budgeted savings will be realised in the 2020/21 financial year.

7.2 The proposals would see an ongoing saving of £116k per annum. They would realise £83k of savings from Stamford Area Office, and £33k from Market Deeping Area Office. The savings projection for 2020/21 is currently forecast at £55k depending upon the relevant exit costs of the current locations.

7.3 In the event that all or part of the recommendations are not implemented then alternative proposals arising from the Strategy will need to be developed in order to realise the budgeted savings.

7.4 The report recommends a capital allocation in the current financial year to re-model and modernise Stamford Arts Centre. An amended budget framework is being prepared for Council's consideration on 17 September 2020 and the proposal can be included within the amendments if the recommendation is approved.

8 Legal and Governance Implications

- 8.1 The proposals set out in the report align with the ambitions of the Customer Experience Strategy 2020-2024. The Council has consulted twice with local residents and stakeholders on the proposed changes and decision-makers must take this into account. The impact of the proposed options on local communities has also been assessed through the completion of two detailed equality analyses. Where the proposed changes impact on staff the Council must make any changes in compliance with relevant employment legislation, together with the council's own policy and procedure.

Legal Implications reviewed by: Jo Toomey, Head of Governance

9 Equality and Safeguarding Implications

- 9.1 Two Equality Assessments have been completed for the changes to face-to-face Customer Service Centre provision. These are shown in the background papers and Appendix 7. There are negative impacts identified, particularly on elderly and disabled service users. These impacts will be managed in accordance with the recommended options and mitigations.

10 Risk and Mitigation

- 10.1 There are a number of risks associated with this decision. If the decision is not made at Cabinet on 8 September 2020 it will not be possible to terminate the lease at Stamford as set out in the report. This will result in the Council incurring additional costs.
- 10.2 There is also a need for services to continue to modernise their provision as agreed in the Customer Experience Strategy. This needs to be done in a timely manner with appropriate levels of collaboration and engagement.

11 Community Safety Implications

- 11.1 No significant community safety implications have been identified as a result of this report.

12 How will the recommendations support South Kesteven District Council's declaration of a 'climate emergency'?

- 12.1 The recommended changes will see two offices be replaced with alternative provision. This will reduce the Council's direct energy consumption and therefore see a reduction in its carbon footprint, helping to meet our carbon reduction targets of at least 30% by 2030. Furthermore, there will be less need to provide cover for these facilities from staff based in Grantham. This will see reductions in staff travel requirements, further reducing the carbon impact of council operations.
- 12.2 The proposed changes will encourage more customers to shift to online channels and reduce the need for face-to-face interactions. This will further reduce travel burden, therefore the carbon footprint of the district more widely.

13 Background Papers

- 13.1 Rural and Communities Report on 16 January 2020:
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=665&MId=3856&Ver=4>

- 13.2 Cabinet Report on 21 January 2020:
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3821&Ver=4>
- 13.3 Customer Experience Strategy:
<http://moderngov.southkesteven.gov.uk/documents/s24624/Appendix%201%20-%20Customer%20Experience%20Strategy%202020-2024.pdf>
- 13.4 Area Office Summary:
<http://moderngov.southkesteven.gov.uk/documents/s24643/Appendix%202%20-%20Area%20Office%20Summary.pdf>
- 13.5 Initial Equalities Impact Assessment:
<http://moderngov.southkesteven.gov.uk/documents/s24644/Appendix%203%20-%20Customer%20Experience%20Strategy%20Equality%20Impact%20Assessment.pdf>
- 13.6 Market Deeping Survey One:
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3980>
- 13.7 Consultation Output Report – Market Deeping – Survey One:
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3980>
- 13.8 Market Deeping Consultation Responses – Survey One:
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3980>
- 13.9 Stamford Survey One:
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3980>
- 13.10 Stamford Consultation Output Report – Survey One:
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3980>
- 13.11 <http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3980>
- 13.12 Stamford Consultation Responses – Survey One:
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3980>
- 13.13 List of Key Stakeholders:
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3980>
- 13.14 Equalities Analysis – Stage 2 (March 2020):
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3980>
- 13.15 Comparison Tables and Charts – Survey One:
<http://moderngov.southkesteven.gov.uk/ieListDocuments.aspx?CId=164&MId=3980>

14 Appendices

- 14.1 Appendix 1: Market Deeping Survey Two
- 14.2 Appendix 2: Consultation Output Report – Market Deeping – Survey Two
- 14.3 Appendix 3: Market Deeping Consultation Responses – Survey Two
- 14.4 Appendix 4: Stamford Survey Two
- 14.5 Appendix 5: Stamford Consultation Output Report – Survey Two
- 14.6 Appendix 6: Stamford Consultation Responses – Survey Two
- 14.7 Appendix 7: Equalities Analysis – Stage 2 (August 2020)
- 14.8 Appendix 8: Comparison Tables and Charts – Survey Two

Report Timeline:	Date of Publication on Forward Plan (if required)	17 February 2020
	Previously Considered by: Rural and Communities Overview and Scrutiny Committee	16 January 2020
	Final Decision date	8 September 2020