

Agenda Item

Executive Scrutiny Committee

18 December 2012

PROGRESS UPDATES ON PREVIOUSLY AGREED RECOMMENDATIONS

Summary

Members are asked to consider the assessments of progress contained within the attached Progress Updates on the implementation of previously agreed recommendations. There are outstanding recommendations from the following reviews:

- Outside Bodies
- Cycling on Pavements
- EIT Task and Finish Review of Democratic Services
- EIT Review of Procurement and Commissioning

Detail

1. Following the Cabinet consideration of scrutiny reports, accepted recommendations are then subject to a monitoring process to track their implementation.
2. Two main types of report are used. Initially this is by means of Action Plans detailing how services will be taking forward agreed recommendations. This is then followed by a Progress Report at a future agreed date. Evidence is submitted by the relevant department together with an assessment of progress against all recommendations. Should members of the Select Committee agree, those recommendations which have reached an assessment of '1' are then signed off as having been completed.
3. In order to track those recommendations which are not signed off following the first round of Progress Reports, a series of progress updates are submitted for all Select Committees twice a year, in line with corporate reporting.
4. The assessment of progress for each recommendation should be categorised as follows:

1 Achieved (Fully)	The evidence provided shows that the recommendation has been fully implemented within the timescale specified
2 On Track but not yet due for completion	The evidence provided shows that implementation of the recommendation is on track but the timescale specified has not expired.
3 Slipped	The evidence shows that progress on

	<p>implementation has slipped.</p> <p>An anticipated date by which the recommendation is expected to become achieved should be advised and the reasons for the delay.</p>
4 Not Achieved	<p>The evidence provided shows that the recommendation has not been fully achieved.</p> <p>An explanation for non achievement of the recommendation would be provided</p>

5. As discussed at Executive Scrutiny on 27 January 2009, link officers will not be in attendance for progress updates, but Member comments will be communicated to the services concerned by the Scrutiny Team.
6. **Appendix 1** sets out the outstanding recommendations for this Committee. Members are asked to review the update and indicate whether they agree with the assessment of progress.
7. In addition, a summary of quarter two progress updates that have been, or will be, presented and agreed by Select Committees is attached at **appendix 2**. The summary outlines key progress in implementing recommendations.

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Progress Update – Review of Outside Bodies

No	Recommendation	Responsibility	Date	Q4 Evidence of Progress Presented on 05/06/12	Q4 Assessment of progress (Categories 1-4)	Q1&2 Evidence of Progress Presented on 20/11/12	Q1&2 assessment of progress (Categories 1-4)
7	That, in addition to officers, Members are requested to provide annual feedback for the bodies they are appointed to, monitoring the activity of these bodies and the value of the appointments	Team Leader-Democratic & Member Services	01-Apr-12	<p>All members have been asked to provide feedback based on their first year as representatives on outside body organisations, with a view to monitoring the value of the appointment and sourcing information regards the body's activities. Members have been given until the end of May 12 to respond.</p> <p>With regard to information concerning outside body activity, the position is as follows. Of the 5 Joint Bodies to which the Council appoints, information is now held regards the activity of 2 of</p>	3-Slipped	<p>All members invited to complete survey June 2012. Only 7% return. This represented activity on approx. 12 outside/joint body organisations; all of whom were deemed to have supplied appropriate meeting and training information in order for the member to be able to contribute effectively to the organisation. All members who responded indicated that they found their membership of the organisation to be either 'very helpful' or 'helpful' to either themselves, other members, or to the Council.</p> <p>2 of the members surveyed indicated that they tried wherever possible to provide information that could be shared on the Intranet for other members consideration, however, some information was confidential to the organisation concerned, and therefore could not be shared.</p> <p>No change</p>	1 Achieved (Fully)

No	Recommendation	Responsibility	Date	Q4 Evidence of Progress Presented on 05/06/12	Q4 Assessment of progress (Categories 1-4)	Q1&2 Evidence of Progress Presented on 20/11/12	Q1&2 assessment of progress (Categories 1-4)
				<p>these bodies (CFA & Police Auth) and each also has a web link, as does the Jt Archives Cttee so that members/officers have direct access to their activities.</p> <p>No information has been received from members regards any of the 4 Charity organisations appointed to; and neither have a website facility.</p> <p>There are 17 External Partnerships to which members are appointed; and of these 14 have a website with the link provided on our Intranet. Information is also held regards 4 of these Partnerships with documents provided by members and uploaded on the intranet.</p> <p>Of the 6 Voluntary & Community organisations, web links are provided for 4 and 1 has other documentation provided by a member.</p> <p>There are also 27 Council</p>		<p>No change.</p> <p>Now 15 website links provided, with information now received from elected members for 6 of these External Partnership activities.</p> <p>No change.</p> <p>No change.</p>	

No	Recommendation	Responsibility	Date	Q4 Evidence of Progress Presented on 05/06/12	Q4 Assessment of progress (Categories 1-4)	Q1&2 Evidence of Progress Presented on 20/11/12	Q1&2 assessment of progress (Categories 1-4)
				<p>Partnership/Funded organisations; 4 of whom have websites hosted on our Intranet site. No other information has been provided via members.</p> <p>Both of the statutory organisations to whom we appoint, have website links but no further information has been obtained other than what is available via the website.</p> <p>Quarterly reminders are sent to all members encouraging information to be deposited with the Member Support Officer regarding Outside Body activity.</p>		No change.	

Progress Update – Review of Cycling on Pavements

No	Recommendation	Responsibility	Completion Date	Q4 Evidence of Progress Presented on 05/06/12	Q4 Assessment of progress (Categories 1-4)	Q1&2 Evidence of Progress Presented on 20/11/12	Q1&2 Assessment of progress (Categories 1-4)
2	Stockton Borough Council's Police Authority Representative makes representation to the Chief Constable to confirm the powers of Police Community Support Officers. Consideration should then be given to ensure that PCSOs have adequate powers to deal with cyclists who ride dangerously, carelessly, ignore traffic signs or signals, or cycle on the footway.	Head of Community Protection	30 September 2011	Draft letter provided for Police Authority representative but Chief Constable and Deputy Chief Constable suspended immediately afterwards.	3 - Slipped	Awaiting subsequent appointment of replacement Chief Constable (now expected March 2013)	3 - slipped
3	the installation of increased signage is investigated, in line with Council planning policies, to address key/problem areas in the borough in order to better inform cyclists of where cycling is prohibited.	Jonathan Kibble	June 2012	The signage for cyclists crossing the High Street from Dovecot Street to Silver Street on National Cycle Route 14 is being reviewed along with all Town Centre signing as part of the Town Centre redevelopment plans.	3 – Slipped	The signage for cyclists crossing the High Street from Dovecot Street to Silver Street on National Cycle Route 14 is being reviewed along with all Town Centre signing as part of the Town Centre redevelopment plans. The review and new	3 - slipped

No	Recommendation	Responsibility	Completion Date	Q4 Evidence of Progress Presented on 05/06/12	Q4 Assessment of progress (Categories 1-4)	Q1&2 Evidence of Progress Presented on 20/11/12	Q1&2 Assessment of progress (Categories 1-4)
						<p>signage is due for completion as part of the second phase of the Town Centre Works in the second half of 2013.</p> <p>No complaints have been received of cyclists riding on pavements in other areas around the Borough.</p>	
4	<p>a high visibility campaign be organised by Cleveland Police and SBC to target the problem of cycling without due care and attention on pavements in Stockton Town Centre.</p>	<p>Head of Community Protection (to liaise with Cleveland Police)</p>	<p>30 September 2011</p>	<p>Action on this item is dependent on partnership work with police colleagues. The issue will be raised again with the new Acting Chief Inspector for Neighbourhood Policing.</p>	<p>3 - Slipped</p>	<p>Temporary Chief Inspector Dave Toor has proposed a campaign in November 2012.</p>	<p>3 - slipped</p>
5	<p>any action taken by Cleveland Police in relation to dangerous cycling on pavements be fully supported by the Council, including by the provision of CCTV evidence where appropriate.</p>	<p>Head of Community Protection</p>	<p>30 September 2011</p>	<p>See comment under item 4 above.</p>	<p>3 - Slipped</p>	<p>See comments under item 4 above.</p>	<p>3 - slipped</p>

Progress Update – EIT Review of Democratic Services

No.	Recommendation	Lead Responsibility	Finance Manager	Anticipated Completion Date/ Completion Date	Quarter 1 & 2 Evidence of progress Presented to Committee on 20/11/12 (Please state current position on recommendation or alternative action taken)	Q1&2 Savings/Costs to Date (please state whether actual or estimated)	Q1&2 Assessment of progress (Categories 1-4)
4	That subject to full consultation with elected Members:-						
	following the successful rationalisation of our printer estate within the authority and the introduction of secure 'follow me' printing from multi-function devices, local printers in Members homes be no longer supported;	Team Leader Democratic Service	Paul Bale	31/03/12	Complete but not achieved – Members local printers continue to be supported.		4- Not achieved
	in line with Workwise principles, the amount of office accommodation provided within the Council offices be rationalised to reduce the amount of office space required in favour of more shared 'touchdown" facilities with concentrated workspace areas;	Head of Democratic Services Team Leader Democratic Services	Paul Bale	31/03/12	Complete. Accommodation considered and remains suitable for use.		1 – fully achieved
	advancements in IT technology be reviewed in the near future to see whether devices such as I-Pads, tablets etc can be introduced by the	Team Leader Democratic Services	Paul Bale	31/03/12	Review complete.		1 – fully achieved

No.	Recommendation	Lead Responsibility	Finance Manager	Anticipated Completion Date/ Completion Date	Quarter 1 &2 Evidence of progress Presented to Committee on 20/11/12 (Please state current position on recommendation or alternative action taken)	Q1&2 Savings/Costs to Date (please state whether actual or estimated)	Q1&2 Assessment of progress (Categories 1-4)
	Authority offering longer term efficiencies leading to a reduction in the Council's Printing budget with less paper work sent to Members and the facility for Members to access all documents via a tablet, upon which notes can be made on the documents electronically						
8	That Democratic Services deliver the further service improvements identified through independent assessment and inspection at no extra cost to the Authority within existing budgets.	Team Leader Democratic Services Development Officers – Member Services	Paul Bale	31/03/12	Customer Services Excellence achieved. Charter Plus achieved.		1 – fully achieved
Predicted savings of Review				11/12 £30k 12/13 £60k	Actual Savings of Review to Date (including all recommendations)	As predicted.	
Human Resources Implications							

Progress Update – EIT Review of Procurement & Commissioning

No.	Recommendation	Lead Responsibility	Finance Manager	Anticipated Completion Date/ Completion Date	Quarter 2 Evidence of progress Presented to Committee on 22/11/11 (Please state current position on recommendation or alternative action taken)	Q2 Savings/Costs to Date (please state whether actual or estimated)	Q2 Assessment of progress (Categories 1-4)
1	Centralised approach to Category Management in Procurement is adopted.	<p>Martin Skipsey (Corporate Categories)</p> <p>Ian Miles/ Martin Skipsey (Corporate Categories – ICT & Telecoms)</p> <p>Russell Smith (Service Categories - Facilities Management, Building Construction)</p> <p>Russell Smith & Mike Chicken (Service Categories – Facilities Management, Street Lighting)</p>	Paul Bale	Yr 2 – March 2012	<p>Corporate Categories – reviews completed for Mail Services, Office Furniture, Cash Collection, Clothing, Uniforms, Stationery, Consultancy & Specialist Contractors, Print & Advertising.</p> <p>Corporate Categories - Telecoms (Fixed & Mobile), Reprographic Equipment</p> <p>Service Categories – reviews completed for Catering Services, Building Construction, Building Repair & Maintenance, Civil Engineering & Major Road Schemes, Removals, Room Hire & Document Archiving and Road Maintenance.</p> <p>Service Categories – review commenced for Building Alarms & Security Services and Street Lighting.</p>	<p>Actual so far £158,525</p> <p>Actual so far £164,267 Estimate for year £240,567</p> <p>Actual so far £22,173</p> <p>Total Actual so far £344,965 Total Estimate for year</p>	2 – On Track

						£421,265	
Predicted savings of Review			£250k for 2011/12 £500k for 2012/13	Cumulative Actual Savings of Review to Date (including all recommendations)	£517,988		
				Cumulative Actual Savings retained in services	£613,202		
Human Resources Implications							

Summary of 2012/13 Q1&2 Review Updates

Arts Leisure & Culture Select Committee

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
Sport, Leisure & Recreation	10	2	Delay in reopening the Barrage White Water Course have delayed the start of this financial review as there has been an insufficient period of 'normal state' trading. However, work is underway.	No further HR implications reported	£616k	£416k
Highways, Lighting & Network Management	9	2	<p>A detailed review is ongoing which is looking at potential joint street lighting services across the Tees Valley. This work had been led by Darlington Borough Council however the renewal of the SBC contract in whichever form it may take, will be necessary in March 2013.</p> <p>The next street lighting contract will consider investment mechanisms in addition to maintenance operations. An evaluation of funded mechanisms will be considered when the contract tenders are returned.</p> <p>A recent Salix bid has been successful which has allowed the purchase of a further 8,000 lamp heads which will be able to be dimmed on the Council's existing dimming system once installed.</p> <p>The working practices between the Network Management Duty and Highway Inspection Service were considered in</p>	No further HR implications reported	£200k	<p>Previous update noted £100k actual reduction in revenue spend. LTP capital utilised to invest in stock renewal.</p> <p>Estimated £100k from obsolete column stock replacement</p>

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
			detail as part of the Highways Task & Finish Review completed in April 2012.			
Registration & Bereavement	8	2	<p>As of 1st May 2012 Bereavement Services opened all-day Saturday with positive feedback from customers and clients.</p> <p>The Registration Team assumed the responsibility for the marketing and delivery of civil funeral ceremonies.</p> <p>Consultation with funeral directors on-going, together with visits to burial authorities who utilise an on-line booking facility. Initial feedback would indicate the need is greater for those authorities who take burial and cremation bookings.</p> <p>New burial fees implemented 1st April 2012</p> <p>Dual purpose statutory ceremony room & service manager's office opened 1st February 2012. To-date we have performed 29 marriages and 2 civil partnerships.</p> <p>Nightingale Suite licenced and operating as an approved premise venue. To-date 87 couples have been married in the Nightingale Suite.</p> <p>Building works commenced on the 8th October 2012 for DDA compliant public toilet facilities on the ground floor.</p>	Rota system for Saturday cover adopted by staff with flexible lieu day taken during the week.	£33k + £13k non cashable saving	All actions implemented which will achieve the £33,000 cashable and £13,000 non cashable savings

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
			<p>Customer satisfaction levels remain high for Tell Us Once service Take-up rates have increased from an average 60% to 75% for births and from 62% to 76% for deaths.</p> <p>Service continues to provide the non-statutory celebratory naming ceremonies and renewal of vows.</p>			
Children's Social Care	13	0	All of the recommendations within the report have been achieved and the review has been completed and the new structure has now been implemented.	New structure has now been implemented	As stated in the report to Cabinet of 8 March 2012, the new structure exceeds the current budget by £80k (full year effect). Funding for transitional pressures will be identified and this additional cost, which is anticipated to be for 2 years, will be funded from within the CESC Medium Term Financial Plan.	
River Based Leisure	16	2	<p>Infinity Marine & Leisure have placed an order for two new vessels with the intention of operating a river taxi service between Stockton, Preston Park and Yarm. Both vessels will sit 6 to 8 people and are currently being constructed with delivery anticipated within 3 – 4 months. A business model as to how the service may operate is in development.</p> <p>Following the official opening of the new course, TAL and SBC will continue to investigate opportunities to utilise the facility and host major events at the White Water Course</p>	Not applicable due to not being an EIT review		

Children & Young People Select Committee

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
Child Placements	7	2	Outstanding recommendations will be incorporated in to the Committees next review (Child Placements and Foster care) which will commence in February 2013.	Previous update stated: None identified at this stage.	Potentially up to £691k	Previous update stated: None – potential savings from Residential School are not identified yet.
EIG	6	0	As of June 2012 services were transferred to High Flyers Children's Centre. The building has now been advertised for sale, lease or asset transfer under the EIT Asset Review.	Previous update stated: The 90 day Consultation ended on 10 th February 2012. Interviews for recruitment to the new structure took place in February and March and were completed on 26 th March all staff covered by the review received final confirmation of the outcome	£4.5	£4.5m p.a.
School Effectiveness	3	0	The Specialist Learning Service and Redhill Education Service have transferred from the Complex Needs Team to School Improvement. These staff are now aligned with those teams in School Improvement and Behaviour so that support for children and young people is targeted and impact measured. A consultant is supporting local authority officers to support schools in ensuring	All of the recommendations within the report have been achieved and the review has been completed and the new structure has now been implemented	£200k per annum + one off £0.5m	£200,000

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
			<p>that they are safe places for children to learn and that appropriate procedures and working practices are in place.</p> <p>Staff are now in place to support managers in reviewing and improving current business models.</p> <p>3 year Business Plan for Tees Valley Music Service prepared and being considered by the cross LA Board. Business Plan covers the period of the Grant secured in Summer 2012.</p> <p>Collaborative approach from Stockton Headteachers and local authority.in producing a position paper 'Sector-led whole system school improvement and approach to structural change'. Model to be in place from January 2012</p>			

Corporate & Social Inclusion Select Committee

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
Task and Finish Review of Customer Services & Taxation	9	1	Proposals for change have been drawn up in consultation with colleagues in HR. Formal consultation with staff and unions to commence on 7 th November 2012.	An organisation restructure that was recommended as part of the review has been fully implemented resulting in a reduction of 4.5	£157k per annum	£157k per annum

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
				<p>FTE posts (1.5 voluntary redundancy, 0.5 reduction in hours, 2.5 deletion of vacant posts)</p> <p>The outstanding recommendation will have further HR implications that will be reported in the next return.</p>		
Older People's Strategy	31	2	<p>Two work streams have been identified as a result of the event in March: Intergenerational work and Loneliness project: £4,000 has been secured from the Primary Care Trust to carry out a mapping exercise to establish the incidence and extent of loneliness in older people in Stockton. The report of the mapping exercise will make recommendations to address the issues identified. To be completed by 31st March 2013</p> <p>Over 50s Assembly comments have been fed into the Housing Strategy consultation.</p> <p>Funding for outdoor exercise equipment has been secured following a bid against non-recurrent Public Health money (2012-13). This will be invested in providing two outdoor gym areas within the Borough. It is hoped that the outdoor exercise equipment will be installed in the summer of 2013.</p>	Not applicable due to not being an EIT review		
Outside Bodies 2	6	6	Action Plan presented	Not applicable due to not being an EIT review		

Environment Select Committee

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
EIT Review of Built and Natural Environment	14	3	The Judicial Review instigated by Yarm Town Council challenging the decision to introduce parking charges in Yarm delayed progress on all three outstanding actions of this review. The decision of the High Court on 28 September 2012 handed down on 10 October 2012 in favour of Stockton Borough Council means that progress can now be made. The earliest that these actions can now be implemented would be April 2013.	None reported	£378k	Previous updated noted: £24k actual savings - £15k related to School Crossing Patrol Wardens and £9k related to Blue Badge price increase
EIT Review of CFYA	4	4	Revised round sheets have been produced. Meeting arranged to discuss changes with managers, supervisors and workforce representatives in October 2012. Suitable land to house the entire service at one depot location is still a major issue at present, therefore plan are being made to rationalise accommodation which may see resources from Stirling House transferred to a revised layout at Cowpen Depot Bid submitted for weekly collection support scheme, awaiting result of bid process.		£830,000	Nil. Previous update noted: All efficiencies are profiled to be made from April 2012 onwards.
Carbon Management	20	1	Overall carbon reduction efforts are yielding results with work focused on assuring on going awareness and vigilance to save energy and hence carbon.	Not applicable due to not being an EIT review		

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
			<p>Work is on-going with a small number of Cllrs to assess the suitability of e-readers for committee purposes.</p> <p>Schools identifying energy savings and options for initiatives such as renewable energy supply. Monitored within Technical Services.</p>			

Adult Services & Health Select Committee

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
Task & Finish Review of Adult Service Structure	4	1	<p>Previous Update noted:</p> <p>All posts appointed to and all staff now in correct locations.</p> <p>Until EIT Review LD/MH review is completed, the review of LD/MH Care Management arrangements cannot be undertaken.</p>	Previous update noted: All posts appointed to	£440,000 Full year	<p>Previous Update Noted:</p> <p>Full savings £439k will be achieved 2012/13.</p>
Audiology	7	1	Previous update noted: Work around community developments in Stockton and Billingham continues. No further progress to report.	Not applicable due to not being an EIT review		

Housing & Community Safety Select Committee

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
EIT Gateway review of Housing Benefits	5	1	<p>Localisation of Council Tax Support-report to Cabinet 9 August, further reports scheduled for 29 November following period of public consultation. Reports on interim findings of consultation to Corporate and Social Inclusion Select Committee on 16 October and Executive Scrutiny Committee on 23 October.</p> <p>Universal Credit- no details of the proposed transition strategy are available yet.</p> <p>A members information seminar on the subject of Welfare Reform was held on 13 July.</p>	The new staffing structure was implemented on 1 April 2012. There was one voluntary redundancy.	£180,000 Possible £100,000 income	£180,000 £21,132 actual additional income
Community Safety	4	0	<p>The identified vacant posts across the service deleted and redistribution of duties agreed with other members of staff.</p> <p>Contribution to the Cleveland Emergency Planning Unit reduced in line with planned saving.</p> <p>Reductions applied to relevant budgets</p>	All resolved	£153k	£153k

Regeneration & Transport Select Committee

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
Events, Arts & Tourism	4	2	<p>Events/festival strategy is in draft format for comment / contributions from the Event Board.</p> <p>Tendering for equipment over a 3-year period now in place to allow for efficiencies.</p> <p>A contract has been prepared for sponsorship on a commission basis and should be in place for April 2013.</p>	Not applicable	<p>£97,800</p> <p>Current update predicts £119,800 (total saving in year 5 following ARC stepped reduction)</p>	£91,300
Regeneration & Economic Development	12	4	<p>The Economic Strategy Team is now in place. Work is underway on developing an economic assessment for the borough.</p> <p>Business Engagement Team established with an officer specialising in tourism related businesses. Tourist Information Centre staff were retained and have now relocated into the new High Street 'ReDiscover' Shop which opened on 16th October.</p> <p>Evaluation of Stockton Business Centre underway. Awaiting outcome of next stage of facilities management review, caretaker role to transfer to Direct Services from 1st December 2012. Land and Property Service currently looking at the possibility of taking over the management of the building.</p>	No further HR implications reported	£210,000	All efficiencies from the EIT Review of Regeneration and Economic Development are profiled to be made from April 2012 onwards.

Review	No of Recs	No of Recs now in Progress	Q2 Summary of Progress	HR Implications	Savings Predicted in Final Report	Savings/Cost to Date
			<p>Business Engagement Team now in place. Training plans developed and being implemented to bring all staff up to speed. Individual sectoral specialisms identified for specific staff which will be further developed over the next few months.</p> <p>Business loans scheme to be reported to Cabinet on 29th November 2012 for a decision.</p>			