

TRAFFORD COUNCIL

Report to: Executive
Date: 26 October 2020
Report for: Information
Report of: Executive Member for Finance & Investment

Report Title

Progress Review: Recovery Update

Summary

To provide a current update on Trafford Recovery Programme activity

Recommendation(s)

It is recommended that the Executive notes the report, in particular the information regarding Trafford Recovery Programme progress to date

Contact person for access to background papers and further information:

Name: Sharon Winn / Dianne Geary
Extension: 1214/1821

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	<i>The Recovery update summarises the Council's governance and performance to date in response to COVID-19 and is aligned to Council's Corporate Priorities.</i>
Relationship to GM Policy or Strategy Framework	<i>The Recovery Plan is aligned to the GM policy and strategy where required.</i>
Financial	<i>None arising directly from this report</i>
Legal Implications:	<i>None arising directly from this report. Legal advice will be sought and provided as required as part of recovery programme</i>
Equality/Diversity Implications	<i>None arising directly from this report</i>
Sustainability Implications	<i>None arising directly from this report</i>
Resource Implications e.g. Staffing / ICT / Assets	<i>None arising directly from this report</i>
Risk Management Implications	<i>None arising directly from this report</i>
Health & Wellbeing Implications	<i>None arising directly from this report</i>
Health and Safety Implications	<i>None arising directly from this report</i>

1.0 Background

- 1.1 The global Covid-19 pandemic has had significant impact on all aspects of our borough. We have faced unprecedented changes and challenges while also showing our communities and local public services at their best: with creative and innovative ways of working, making better use of data and digital service delivery, collaborating more and supporting and unleashing a shared common purpose across communities.
- 1.2 At the start of the pandemic we established a response team to deliver at pace to meet a clear set of needs during the emergency and work with other multi agency teams and ultimately to save lives. As we continue to respond to Covid-19 we will take each learning and use this to inform and build our recovery strategy. That said we must also be aware that the response work to Covid-19 continues and is constantly changing and therefore our recovery strategy needs to be agile; we will build back better in Trafford, however, the impact of response will take a long time to analyse and we need to prepare to moving between response and recovery for some time to come.
- 1.3 This paper provides an update on progress for the Trafford Recovery programme ("Recovery programme") since June 2020 and we are mindful of other plans that impact on Trafford including the Trafford Partnership Plan, the Clinical Commissioning Plan and the GM Recovery Plan.

2.0 Objectives of Recovery

- 2.1 Our recovery has been built on the momentum and positive experience of collaborative, pre-emptive action and care shown by those involved in meeting the evolving needs of residents and businesses impacted by Covid-19. During a stocktake we started to understand what had worked well and not worked well

across the borough during Covid-19 as well as identify opportunities to build on the new ways of working. Part of this work included the aim and objectives of the recovery which have been designed to support the strategic priorities and corporate plan. Through the delivery of the Recovery programme, we will shape and develop a new social and economic model for Trafford that grasps the opportunity for sustainable and inclusive growth while proactively supporting those most in need.

2.2 Our people have been truly amazing through the pandemic and continue to be our greatest asset. We remain committed to investing in our workforce of the future.

2.3 The aim of the Recovery programme is to create a bolder, more focussed council building on the strengths of our people, communities and partnerships to shape and develop a new social and economic model for Trafford that grasps the opportunity for sustainable and inclusive growth while proactively supporting those most in need and addressing inequalities that may exist.

2.4 The agreed objectives are:

Working together - facilitating collaboration between residents, members, staff, partners and businesses by transparently and honestly sharing challenges and co-designing solutions to realise an adaptable and resilient future.

A focussed council - using data and insights to proactively address inequalities and co-creating holistic, integrated and prevention led services which encourage residents and businesses to address their own needs and realise better outcomes.

Enabling all - continuing to empower people to manage their health while connecting, adults, children's, employment, health and skills provision through community and preventative led care and support.

Creating Sustainable and Inclusive Growth - working with communities, schools, colleges and businesses to shape the future economy and associated skills, housing and infrastructure needs, including using our assets to catalyse the local economy and develop affordable and accessible housing.

Building Resilience - by building a collective understanding of how we make the economy more resilient to future economic shocks, through a broader economic base. Working to create sustained and sustainable economic growth that addresses inequalities and weaknesses whilst meeting our commitments to becoming carbon neutral and improving air quality.

A bolder council - redefining our role in the borough to develop people and place focussed services which maximise the use of available resources to ensure a resilient and focussed council for Trafford.

3.0 Governance

3.1 Prior to Covid-19 we were working towards the delivery of the corporate plan and strategic priorities along with the 'kind of council we want to be' over a three year period. Due to Covid-19 the response phase was initiated and during this phase

we have been able to continue to deliver part of the future vision for the Council and its services. This involved how we delivered and interacted with our residents, businesses and partners and how we looked at people, processes, service modernisation, technology/ infrastructure and policy, as we moved toward a very different way of working in response to the pandemic.

3.2 Our recovery plan is continuing to ensure we move towards the ‘kind of council we want to be’....

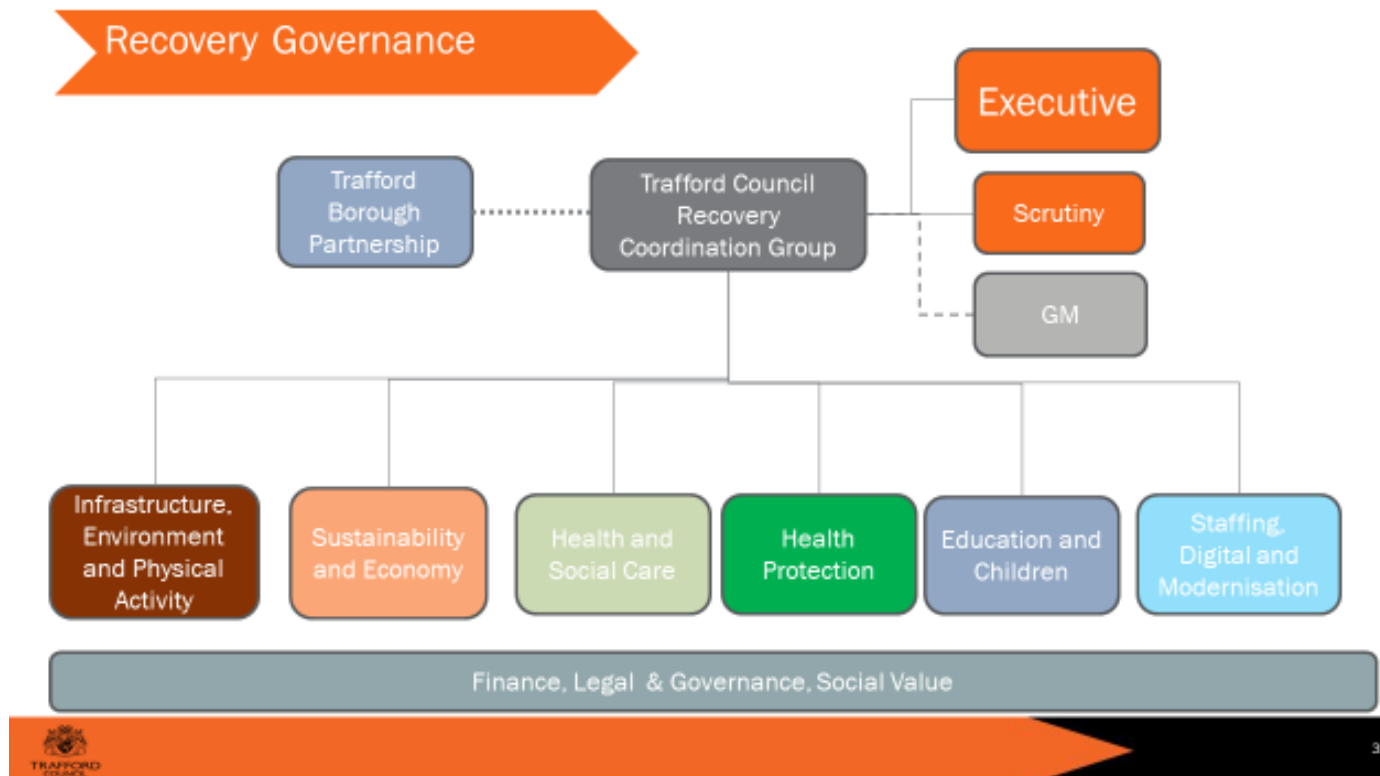
By 2023 we will be a people-focused, digitally enabled, commercially minded Council where our high-performing place based services will provide an excellent customer experience making the most of our assets in the borough.

3.3 The financial implication of activity will be monitored to support the ongoing budget pressures and identify potential funding sources to support recovery.

3.4 A governance process has been established to support our transition from Response, and ensure that we are tracking our activity. An initial impact assessment was developed, working with GM colleagues to ensure we are aligned at a GMCA level. From this analysis, the key thematic areas have been identified. An equalities impact assessment has also been prepared to support future service planning. Equalities is inherent in everything that we do and will continue to be assessed within each of the themes.

3.5 There is also recognition of the role of finance, legal and governance and social value in delivering our recovery plan.

3.6 The Governance is displayed below:



- 3.7 As part of response to the pandemic, local authorities were required to establish a Strategic Co-ordinating Group (SCG), sometimes known as Gold, to coordinate activity across all services. Now moving to recovery the SCG was stood down and the Recovery Coordination Group (RCG) established. This group meets twice weekly although with rising infection rates and enhanced restrictions RCG will now meet three times a week and incorporate response and recovery.
- 3.8 The Group is made up of the Corporate Leadership Team, Clinical Commissioning Group and Public Health colleagues. Fortnightly highlight reports, risk logs and pandemic plan updates are prepared by the thematic subgroups and presented to RCG. Items for decision and any risks that require escalation are also discussed. Recovery planning and associated action plans are underway; whilst acknowledging the pressure of ongoing response activity. Modernisation resource has been assigned to each thematic group to provide project and analytical support.

4.0 Finance

- 4.1 Having set a balanced budget for 2020/21 in February 2020, the impact of the coronavirus has had far reaching implications on the Council's budget. This has given rise to significant levels of additional expenditure, pressure on income streams from sales, fees and charges as well as impacting our funding from council tax and business rates. The impact of this is being felt not just this financial year but is also impacting on our budget plans for 2021/22.

5.0 Key achievements

- 5.1 Each thematic group has developed terms of reference and agreed membership. Work continues to develop recovery action plans. Significant work is progressing in a number of areas, outlined below are some key achievements for each of the recovery work streams achieved during quarter two.

5.2 Infrastructure, Environment and Physical Activity

- A temporary A56 cycle lane has been established to promote improve physical activity;
- Two Cricket Test Matches took place at Old Trafford – one of only two venues in England;
- Urmston leisure centre upgrade has been completed and is now open to the public and our other leisure centres have now also opened;
- Seven libraries have reopened with revised hours and services; and
- Joint initiatives between Trafford Councils Licensing team and GMP continue with a focus on the hospitality sector including evening visits to bars/restaurants over the 4 weekends in August.

5.3 Sustainability and Economy

- Trafford businesses have been supported with 3,569 businesses receiving £43.7m in Business Grants;
- A further £2.4m has been paid out to 354 businesses in discretionary grants;
- 59 Trafford Business Bulletins have been produced and disseminated to provide information and guidance;

- A new provision under the Bed Every Night initiative has been sourced and is now operational; and
- Introduction of the Adult Education Grant.

5.4 Health and Social Care

- A Health & Social Care recovery and reform programme with key strategic design groups has been established:
 - A Step Closer to Home
 - A Short Stay in Hospital
 - Living well at home
 - Living well in my community
- A prioritisation exercise has been completed to establish and agree the projects under each design group, the programmes are co-produced with key system stakeholders across Health, Social Care, and the VCFE sector;
- Local Care Alliance measurement framework in development that will measure changes at both a strategic design group level and a locality level;
- Equalities Strategy has been revisited and updated to reflect key learning from the pandemic response;
- Produced the H&SC Communications and Engagement Strategy including a social media channel for Care and NHS;
- Community Hubs continuing - supporting residents and secured additional lottery funding;
- Revision of Covid-19 Pathways covering H&SC;
- Covid-19 Clinic established;
- Extending Homecare workforce development/ care quality improvement offer; and
- Developing social value offer for care at home sector.

5.5 Health Protection

- Testing and Contract Tracking and PPE groups have been established reporting to the Public Protection Board;
- Trafford's 10 point action plan has been developed;
- Over a million items of PPE distributed in Trafford;
- An online ordering form for PPE has been developed; and
- Establishment and recruitment of a new team to support PPE has been approved and recruited to.

5.6 Education and Children's

- A new governance structure has been developed that connects Covid-19 and Ofsted priorities with business as usual arrangements and the modernisation team continues to support the delivery of the improvement plan;
- Strengthened the systems and processes between our schools and children's social care in respect of vulnerable children;
- Focused on understanding what life is like for our children through maintaining our safeguarding processes – 90% of visits to children are face to face;
- Supported the increased number of pupils attending school including those subject to EHC plans and open to CSC – there are 85% of pupils with an EHC plan and 82% of those with a social worker; and
- Supported our schools to remain open;
- Developed and cascaded resilience and emotional wellbeing packs for children, parents and our teachers;

- Modernisation activity has been carried out, including one to one sessions with practitioners to review the current process, working alongside families, young adults and the VCSE to understand their stories. This has identified 4 key areas for focus which will be develop over the next stage;
- Activity has also been carried out to understand the data and further refine how we use it to support service delivery. The activity has generated a number of areas of development and these are being reviewed and prioritised;
- Supported the distribution of 560 laptops provided by the DfE for vulnerable students in the borough; and
- Created and delivered a new Restorative Practice virtual training programme, Leadership, Practice Development and introductory virtual pods.

5.7 Staffing, Digital and Modernisation

- Ongoing staff engagement and development and supporting employee wellbeing is a key focus;
- Undertaken building risk assessments, produced revised risk assessments forms and introduced new HR policies to meet government guidance and legislative changes;
- Delivering Let's Talk and Virtual Leaders sessions;
- Developed, launched and fedback 'pulse' survey results;
- Established a cross functional sub group that continues to develop options for returning to work at our office location and making the workplace secure. Group includes key partners, health, MFT and CCG, as well as a number of enabling teams;
- A comprehensive analysis of proposed workstyles per team across the Council and Health has been undertaken;
- Delivered a home telephony solution to a number of business areas and plans continue for the roll out of MS365;
- Offered additional equipment to support homeworking including risers and keyboards, as well as headsets for staff who use Teams for meetings on a regular basis;
- Provided programme and project management support across all the recovery themes from the Modernisation team;
- Work has commenced to deliver a new delivery model for our partnership and strategic growth activity;
- Communication continues to staff, managers, members, businesses and stakeholders including media releases, business bulletins, emails, and social media; and
- Facebook advertising campaign was ran on the general health messages from Public Health England.

6.0 Trafford Partnership

6.1 A Trafford Partnership Recovery Strategy has been developed which focuses on a joint action plan around the following themes; each with a designated Lead, with an ambition to try to make Trafford a better place than we were at the start of the pandemic:

- Good citizenship:
 - Providing recognition for all the great work in Trafford during Covid-19 and beyond what sometimes goes unrecognised

- Understanding and investing in what a good neighbour/citizen means in Trafford
- Building on positive experiences from Covid-19 i.e. community spirit
- Promoting a culture of people helping each other
- Business Recovery:
 - Driving and rebuilding economic recovery, business growth and regeneration
 - Ensuring local businesses thrive and town centres are vibrant
 - Supporting entrepreneurs
 - Assist sectors with the highest growth potential and also those most negatively impacted
- Employment and Skills:
 - Helping people who have lost their jobs/need to develop their skills get back into work quickly
 - Working with the education and training sectors to build skills to get people into work, training or reshape careers
 - Developing skills and employment opportunities across the borough
 - Helping to develop digital skills across the borough
- Children and Young People:
 - Providing opportunities for those negatively impacted
 - Share help and advice for parents and young people recovery strategy for Trafford has been developed with our partners.

6.2 These themes have one central focus - job creation and development – helping people to get on in life with improving their skills, obtaining employment, assisting business, and investment. Leads for each theme have been established.

6.3 The Recovery Strategy was ratified at the Partnership Board on 18th September. On 28 September a digital campaign was launched #FutureTrafford and will run for four weeks, with the aim of engaging with as many as residents, employees, pupils, stakeholders, visitors etc as possible about the future of Trafford. The purpose of the campaign is to encourage interaction and to test out the response to the key themes and extract priorities for developing the recovery plan.

7.0 Key Challenges in Recovery

7.1 There are a number of challenges, including:

- Considering the implications that could occur should multiple waves of the pandemic be experienced (including the cumulative impact and sequencing of ‘response’ v ‘recovery’ activities);
- Managing resource aligned to our response activity, statutory obligations and new projects such as the Boundary Review; whilst delivering the recovery plan;
- Understanding the ongoing impacts and demand in both adults and children’s and providing the support needed i.e. responding to the impacts on our NEET population;

- Continuing to work with Further Education colleges and businesses across Trafford to ensure apprenticeship opportunities are available; including maximising the benefits of the Kickstart scheme;
- Managing the challenge of supporting art and leisure provision in Trafford, such as the Leisure Trust and Sale Waterside Arts, against a landscape of drastically reduced income and budgetary constraints;
- Continuing to review the opportunities, risks and impacts in relation to the Recovery Action Plans and developing new coping strategies;
- Reviewing and implementing new guidance that impacts on ways of working and ensuring the messaging and communications is accurate;
- Maintaining the health and wellbeing, and the safety of our staff, residents and businesses and managing the impact of Covid-19 on the workforce;
- Developing and improving data intelligence across the system;
- Accelerating the digital strategy to capitalise on delivery to date: and
- Identification of long-term issues that may not be apparent yet.

8.0 On-going reporting to Executive

8.1 To ensure visibility of ongoing activity and issues, quarterly reports will be presented to the Executive.

9.0 Recommendation

9.1 It is recommended that the Executive acknowledges notes the progress to date on Recovery report, in particular the information regarding Trafford Recovery Programme progress to date,

Finance Officer Clearance GB.....

Legal Officer Clearance DS.....

CORPORATE DIRECTOR'S SIGNATURE: Sara Saleh



To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.