

TRAFFORD COUNCIL

Report to: Executive
Date: 22 February 2021
Report for: Information
Report of: Executive Member for COVID-19 Recovery and Reform

Report Title

Progress Review: Recovery Update since October 2020

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>The recovery financial position is monitored on an ongoing basis to ensure the impacts are understood and managed.</i>
Legal Implications:	<i>Legal advice will be sought and provided as required as part of recovery programme.</i>
Equality/Diversity Implications	<i>The Recovery Plan is aligned to the Equalities Strategy which links into Resourcing, Modernisation and Digital silver groups.</i>
Sustainability Implications	<i>The Recovery strategy and our action plans support our drive towards long term sustainability.</i>
Carbon Reduction	<i>The Recovery strategy and our action plans support the Carbon Neutral Action Plan.</i>
Resource Implications e.g. Staffing / ICT / Assets	<i>The Recovery Plan is aligned to the Resourcing silver group and the People Strategy.</i>
Risk Management Implications	<i>The Recovery plan is monitoring all the risks and escalating as appropriate.</i>
Health & Wellbeing Implications	<i>This is a key area within the Recovery update and the report acknowledges the activity to date.</i>
Health and Safety Implications	<i>This is a key area within the Recovery update and the report acknowledges the activity to date.</i>

1.0 Background

- 1.1 The global COVID-19 pandemic continues to have a significant impact on all aspects of our borough. Since the last quarterly update we have gone through a further two national lockdowns and have been under enhanced restrictions since 31 July and as a consequence the Council continues to work both in a response mode and in parallel recovery.
- 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. The recovery efforts are distinct from response efforts. Response is trying to limit the impact to our residents and recovery is concentrating on ensuring critical business is resumed and actioned as quickly as possible as well as addressing the needs of the emergency work. Recovery is also about helping and supporting those impacted by COVID-19.
- 1.3 The recovery activity continues to be delivered at pace to meet the needs of Trafford. One of our strengths is working together and with our partners,

businesses and residents to make best use of our collective skills and resources to support our communities, as well as remaining flexible and adaptable.

- 1.4 The recovery plan is a living document that we continually review and update to reflect changes to the pandemic and respond to the consequences of COVID-19. The plan is mindful of the other components which support our recovery such as the economic recovery plan, the poverty strategy and living well in the community so that we ensure alignment and an integrated approach.
- 1.5 We have both organisational and partnership recovery work underway and sometimes the two are not distinct and separate. This paper provides an update on both elements of the work since October 2020 and outlines the future plans to ensure recovery aligns to the corporate plan and the emerging GM agenda taking into consideration the work ongoing by the Trafford Partnership.
- 1.6 Appendix 1 contains a glossary of terms used throughout this report.

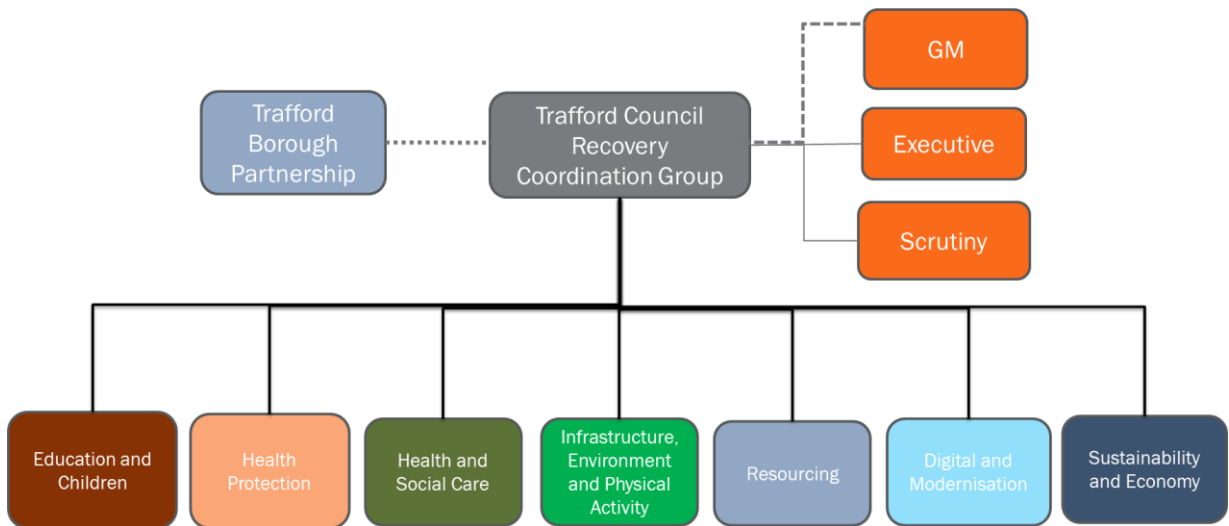
2.0 Governance

- 2.1 The Recovery Coordination Group (RCG) is made up of the Corporate Leadership Team, Clinical Commissioning Group and Public Health colleagues. Fortnightly highlight reports, risk logs and a monthly pandemic plan continue to be 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 continues; whilst acknowledging the pressure of ongoing response activity. Modernisation resource has been assigned to each thematic group to provide project and analytical support.
- 2.2 Weekly Executive and Group Leader meetings, as well as the Pandemic Scrutiny Committee continue to meet to provide member oversight of ongoing activity.
- 2.3 The Trafford Partnership Board continues to meet on a quarterly basis and the soon to be renamed 'Recovery and Renewal Coordination Group' continues to meet monthly to focus on the immediate recovery for the next two years while ensuring the work transitions into a longer term 10-year plan for Trafford. The recovery strategy contributes to the strategic priorities of the partnership including the green, sustainability and carbon neutral agenda. The revised Terms of Reference have been drafted and will be presented to the Trafford Partnership Board in February for approval.
- 2.4 Governance of the programme continues to be reviewed on a regular basis to ensure that we are adapting and responding to the changing landscape and evolving issues.
- 2.5 An interdependencies review has been completed to ensure our reporting approach is robust; with risks and issues monitored and escalated effectively. This resulted in a refreshed frequency of RCG to twice a week and a new paper/updates timetable agreed.
- 2.6 Learning from our experience from the first lockdown and the demands of COVID-19 response, we continue to monitor impacts to Council resource and staff welfare. A separate thematic group focused on Resourcing, reporting to RCG, has

been established with representation from across the organisation. This theme has responsibility for the process of moving the workforce around the organisation to ensure effective delivery as well as oversight on COVID-19 response, spend and resource utilisation, as well as overseeing the introduction of short term temporary labour, casual support and volunteers.

2.7 The role of finance, legal and governance and social value remains key to the delivery of our recovery plans

2.8 The revised Governance is displayed below:



2.9 An additional cross-organisation People sub group has also been set up to direct and oversee workforce activities and our People Strategy commitments. This group ensures that robust and compassionate leadership is role modelled and consistent communications are in place so that the employee experience is as positive as it can be; recognising the demands on the workforce as we transform services, respond to the pandemic and address financial challenge. The group is supporting managers and staff to re-enforce our EPIC values and employee well-being as key commitments.

2.10 Recognising the ongoing impact of the pandemic to resources and programme delivery, additional resource was recruited to support the design of a COVID-19 Response programme that will oversee the delivery of tracing, testing and vaccination. The programme reports through the existing Public Protection theme; with escalation to RCG.

2.11 We continue to work with GM Colleagues to ensure our recovery is aligned to the wider GM strategy. Officers are linked into cross council meetings such as GM Tactical Coordination Group, North West Leaders Group, at Response and Recovery level; sharing experience and learning, and working together to deliver solutions and consistent approaches where possible.

2.12 The recovery plan contributes towards the delivery of the corporate plan and strategic priorities and we have been able to deliver part of the future vision for the Council and its services. Our recovery planning continues 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.

2.13 The recovery activity does not intend to duplicate any of the work that is already underway but, seeks to complement and support delivery. There are many wide-ranging and existing strategies and programmes of work underpinning recovery including the Inclusive Economic Recovery Plan, Equalities Strategy, Carbon Neutral Action Plan, Economic Growth Framework, Poverty Strategy, Trafford Pledge Youth Engagement Task Force and Trafford Locality Plan amongst others. All of these work together for the benefit of the residents and businesses of Trafford ensuring a brighter future for all.

3.0 Finance

3.1 The COVID-19 pandemic continues to have a deep impact on the way Council services are delivered and has brought many financial challenges.

3.2 Addressing the unprecedented and ongoing impact of the COVID-19 pandemic has put a severe financial strain on the Council. It had been hoped that the second of these lockdowns in the last quarter, coupled with the commencement of a vaccination programme, would put the borough into a Recovery phase at this stage of the financial year. However, the emergence of a new and more transmissible strain of COVID-19 has resulted in another lockdown which has impacted the Council's finances further. We continue to monitor the financial position on an ongoing basis.

3.3 The Annual Budget Report provides detail of the Council's financial position and is being presented at Executive in February.

4.0 Key achievements

4.1 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 three apart from Resourcing. As this group has only recently been established the achievements will be included in the next update.

4.2 Education and Children's

- **5,348** supermarket vouchers worth over £80k issued to families entitled to a free school meal over the October half term holidays
- **5,990** supermarket vouchers worth over £179k issued to families for the Christmas holidays as part of the winter grants scheme
- **153** new families referred into the Special Educational Needs and Disability, Information, Advice, Support Services (SENDIASS) and 132 families supported at virtual meetings;
- **1,385** vulnerable children visits took place face to face in December to ensure they are safe and well.

- Family Information Service supported 640 parent carers, 73 childcare providers and 417 other types of service providers and professionals.
- Supported all grammar schools in October 2020 with risk assessment and guidance so entrance exams could take place.
- Recruited 4 Transport Passenger Assistants to assist our most vulnerable children getting to and from school.
- Completed the building works for 4 new additional classroom block at Worthington Primary School and handed over at October half term. The new classrooms were ready for occupation by pupils after the half term break.
- Building works started on site at Blessed Thomas Holford Catholic College in November 2020 to provide the school with additional classrooms and a sports hall.
- Developed and piloted two new initiatives linked to a targeted speech, language and communication offer for early years children in 6 schools.
- Completion of the SENCO Level 3 Course with 34 Early Years SENCOs graduating. Launch of the Nasen Inclusive Setting Award commenced with 15 early years settings involved, 41 practitioners attended early years specific Autism and Social Communication CPD.
- The Early Years Workforce Programme was fully redesigned to be offered remotely including Basic Safeguarding and DSL Training which was refreshed in light of the COVID landscape and delivered to 65 practitioners.
- Commitment to hire AV1's (robots) to support pupils unable to attend school.
- 15 (mainly due to COVID-19 concerns) Elective Home Education (EHE) returned to school.
- The work of the Virtual Mental Health Hub and integrated working across agencies to support pupils to remain at school has led to lower than expected numbers in Medical Education Service.
- 3 Trafford Parent Carer Live Q and A sessions on Thinking Actively in Social Contexts, Speech & Language Therapy and Preparing for Adulthood.
- Toolkits, FAQs and resources to support school leaders through COVID-19 e.g. remote education, the roll out of testing.
- Youth Engagement teams deployed to Public Health to offer additional support to communities regarding COVID-19 awareness.
- Trafford Family Time at Hayeswater Centre and the Talkshop remained open during the second lockdown for the delivery of essential COVID-19 safe activities.
- All of our looked after children returned to school during the Autumn Term and attendance remained high compared with other areas in the North-West with 80% or more of our children physically in school throughout the term.
- Trafford's Virtual School offered four 'virtual' Designated Teachers' Forums on various themes. These forums were well attended with 68 schools represented.

4.3 Health and Social Care/Health Protection

- Developed the LCA Framework / Tableau Landing Page and associated dashboards to inform and measure delivery and impact of the Recovery and Locality Plan.
- Created dashboards to inform, measure and track performance and delivery for each of the health and Social Care Strategic Design Groups (Living Well in My Community, Living Well at Home and Stay in Hospital).

- Developed Wave 2 humanitarian response support to residents, including supporting the clinically extremely vulnerable; utilisation of our Community Hubs and undertaking robust winter planning. **25,745** total helpline calls taken, of which 2,208 total referrals were made to the Community Hubs, who in addition to this also supported people via direct self-referrals and referrals from other professionals. Additionally 854 calls giving COVID-19 advice to residents were undertaken.
- Established the Trafford Community Collective, including the further development of its key roles, functions, with place based 'Lead Partners' for each neighbourhood.
- Extended Rapid Homecare provision to the end of the financial year.
- Extended the Red Cross' informal support offer for people who are socially isolated, to include supported hospital discharge and support to attend health appointments in order to maintain wellbeing and avoid a crisis.
- Established Medicines Management support to Discharge to Assess (D2A) beds as well as Structured Medication Review conversations initiated with Primary Care Networks.
- Began initial conversations with Homecare Commissioners and Providers to agree training packages for staff.
- A Community Geriatrician Model is now live in Ascot House.
- Appointed a Domestic Abuse Coordinator, with a rollout of online training programme for Council and VCSE staff and residents completed, and the integration of Independent Domestic Violence Advocates into our localities implemented
- Resurrected Trafford Cancer Partnerships achieving pre COVID-19 levels of two week wait times from GP Referral to appointment.
- Launched successful Urgent and Emergency Care (UEC) by Appointment Programme – NHS 111 "Talk Before You Walk".
- Delivered GM Local Clinical Assessment Service (CAS), Trafford Local CAS and associated engagement and pathways. Launched Trafford General Hospital (TGH) access by appointment through Trafford local CAS – Trafford being the first in Greater Manchester to implement.
- Put in place TGH front door triage and initiated Urgent Treatment Centre (UTC) designation process at TGH.

4.4 Infrastructure, Environment and Physical Activity

- Successful in bidding for circa **£600k** in relation to proposed active travel scheme in the tranche 2 funding.
- Joint initiatives between Trafford Councils Enforcement team and GMP continue with a focus of tackling non-compliance of COVID-19 Regulations to try and minimise the spread of the virus. For example working with businesses with COVID-19 outbreaks and supporting them to minimise the risk of further spread and future outbreaks.
- Managed significantly increased volumes of contact from residents in relation to reporting breaches of COVID-19 regulations in partnerships with the Council's Enforcement and Community Safety Teams as well and GMP and THT.
- Submitted the application for circa **£520k** from the National Leisure Recovery fund to support the ongoing work to re-open leisure centres.
- Submitted the recommendation for the Council's Executive to adopt stages 1 and 2 of the Strategic Outcomes Planning Model in relation to leisure. This will lead to stages 3 and 4 being presented to agree how to implement changes needed to

achieve the outcomes required as well as a review of the physical activity strategy and vision.

- The temporary A56 cycle lane continues from 2020 to promote and support cycling as part of resident's routine and improve physical activity.
- Completed a SAG in order to be prepared for fans to return safely to Old Trafford football stadium when it is appropriate.
- Trained CCTV staff to support the Track and Trace process lead by the Council's Public Health team.
- Set up a second refuge to support victims of domestic abuse - now being used fully;
- Supported community centres so they can be open in a COVID-19 appropriate manner to support their local community.

4.5 Sustainability and Economy

- Economic Recovery Plan is scheduled for circulation in February 2021
- Recruited a new skills officer and digital coordinator who are working together to ensure alignment of GM and national policies regarding employment and skills.
- Local businesses now issued with regular updates on Brexit via the business bulletin
- Produced a Re-opening High Streets Action Plan.
- Received an award from the government's Future High Streets Fund of **£17.6m** for Stretford. The award is the full allocation requested in the bid and is the highest award in GM.
- Ensured some libraries remained open for essential services and click and collect.
- Held a successful winter festival with over **4000 views** across various events. A local history event was particularly well attended and the online Christmas production 'Humbug' went well.
- Received a **£653k** Homelessness Prevention Grant, which was higher than expected.
- Opened a new six bedroom property for homelessness on Chester Road as part of the 'A Bed Every Night scheme' (ABEN). The property has had a good turnover rate with some residents moving on to more permanent accommodation.
- Set up a climate change & clean air commission and produced a carbon neutral action plan approved by the Executive.
- Businesses have received the new One-Off Lockdown grant, combined value **£4.7m**. Total paid out so far in LRSG grants is now **c£11.7m**, this is in addition to the **c£43.7m** paid out under the first grants scheme.

4.6 Staffing, Digital and Modernisation

- Continued to deliver ongoing staff engagement and development as well as supporting employee wellbeing as a key focus.
- Supported building risk assessments, produced revised risk assessments forms with supporting guidance and communication.
- Continued to offer staff risk assessments for safe working at home.
- Regular reviewed building occupancy (footfall and those working from the offices) of Trafford Town Hall and Sale Waterside.
- Introduced new HR policies to meet government guidance and legislative changes.
- Delivered Let's Talk and Virtual Leaders sessions.
- Mobilised the resource hub and recruited to temporary roles to support response efforts.

- Refreshed the critical worker list & key worker letter in line with government guidance.
- Delivered an enhanced Health and Wellbeing Offer for staff as part of our #EPIC You – Employee Health and Wellbeing Offer including:
 - A 'Mental Wellbeing Support' button available on intranet home page for quick access to Mental Wellbeing and crisis support
 - Monthly Tea and Talk Sessions for staff hosted by our Mental Health First Aiders - 12 Tea and Talks have been held so far.
 - Regular promotion of national campaigns and events including World Mental Health Day and National Self Care Week
- Developed a Corporate Operational Estate Strategy
- Produced a health and social care estates position statement and now working towards an operational estate strategy.
- Undertaken a detailed review of the use of public sector assets in the north neighbourhood used for service delivery. This has included discussions with BlueSci, with a view to looking at how services can be provided with a sustainable home for the future.
- Completed the Windows 10 upgrade programme which included provision of **1,000 new laptops and devices**, and the removal of Windows 7 which is out of support.
- Added technology to Meeting Room One in the Town Hall to support combined video conferencing and physical meetings with families.
- Progressed a number of initiatives to support Digital Inclusion including a device loan scheme operating out to the libraries; grants to VCSE organisations to improve Digital access and skills; launch of the Leader's 'laptops for learners' campaign.
- Continued to provide programme and project management support across all the recovery themes from the Modernisation team;
- Provided regular updates internally and externally on the changing tier system and national lockdown and what this means for staff, residents and businesses in the borough – this has included weekly briefings for councillors.
- Communicated a strong 'working from home' message for all staff unless approval is given by the service director to work in one of our buildings and promoted wellbeing initiatives to allow staff to socialise with each other informally online.

5.0 Trafford Partnership

- 5.1 The Trafford Partnership Board brings together a unique range of 'leaders'; from across sectors, themes and roles, alongside the Chair and lead officer for the three strategic boards. This enables a dynamic set of voices, representing Trafford's people, places and services, to provide advice, support and constructive challenge to strategic delivery. The Trafford Partnership Board acts as a strategic influencer of the partnership.
- 5.2 The Trafford Partnership Recovery Strategy continues to develop focussing on a joint action plan around the four themes of Business Recovery, Employment and Skills, Children and Young People and Living Well in the Community. 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. Digital skills, greenspace, carbon neutrality and sustainability run throughout the action plan and are at the root of everything we do.

- 5.3 Trafford Partnership is vital to realising the borough wide recovery strategy. Partners provide leadership and hold key roles in the delivery of the themes referred to above. The importance of the partnership to achieve the two year plan and transition into the longer term 10 year strategy cannot be underestimated.
- 5.4 During October and November the digital campaign #FutureTrafford ran with the aim of engaging with as many as residents, employees, pupils, stakeholders, visitors etc. as possible about the future of Trafford. The campaign was to encourage interaction and to test out the response to the key themes and extract priorities for developing the recovery plan. Of those that responded the general consensus was that the themes made sense and that both the digital and green agenda should be incorporated into all four themes rather than being a separate theme.
- 5.5 With the Business Recovery and Employment Skills theme, recent activity included:
- Skills for Growth Programme has now been launched by the Growth Company, offering training to SME employers to address skills gaps
 - JETS scheme has been launched by the Growth Company to support anyone newly redundant.
 - Trafford's Skills Outreach Officer has been recruited.
 - Recruitment for the ESOL Officer is underway.
 - Talk Talk is supporting GM with free Wi-Fi where needed.
 - Second Youth Employment Task Force group meeting held.
 - Kickstart now underway with vacancies in administration, technology, logistics and digital sectors; Council application, submitted to the DWP, to be a Gateway for Kickstart wasWP has been successful
- 5.6 The Living Well in my Community Section has been reviewed to reflect the work streams of the Living Well in my Community Design Group. Activity included:
- Development of place based working.
 - A partnership-wide information and advice offer.
 - Promoting equality by reducing health inequalities, addressing the wider determinants of mental and physical health.
 - A strong and healthy voluntary sector in Trafford.
- 5.7 The Children and Young People theme has covered the following:
- Moving education for most children and young people in Trafford online.
 - Trafford College continue to develop their relationship with the local community via the Trafford College Community Partnership.
 - Launched the Winter Reading Challenge; targeted reading initiative through libraries to encourage participation of young people, making materials available through digital online services.
 - Re-development of the Early Help Model to be incorporated in to the work of this theme.

- 5.8 Trafford continues to work closely with Greater Manchester Combined Authority. Greater Manchester has a one-year plan recognising that the pandemic is still ongoing and is likely to be so for some time. The plan begins to outline how Greater Manchester will respond to the disproportionate impact COVID-19 has had on people's lives and businesses, how to recover and build resilience and what support vulnerable communities will still need. This aligns to the local plan in place for Trafford.
- 5.9 Innovation is key across GM to support the recovery and there are many examples of where this has worked including digital solutions to support people to work and access services differently, strengthened partnership working across agencies, devolved resources locally that allow for joint working and procurement, for example, the source and distribution of PPE. Trafford continues to work with GMCA on all areas of recovery and response.

6.0 Key Challenges in Recovery

6.1 There continues to be a number of challenges as we are in the third lockdown, including:

- Considering the disproportionate impact on the community and ensuring that we develop and deliver a recovery strategy which is inclusive and relevant to our residents and businesses;
- 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 Legal Framework for Change, Census, Boundary Review; while 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; and promoting work opportunities for the disabled and those with learning disabilities;
- 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;
- Continuing to focus on the green economy, carbon neutrality and sustainability agendas by making sure all plans focus on these aspects and concentrate on building action orientated plans to create a brighter future for the borough.
- Managing the challenge of supporting art and leisure provision in Trafford, such as the Leisure Trust and Sale Waterside Arts, against a landscape that is constantly changing with 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; promoting active healthy lifestyle;
- Developing and improving data intelligence across the system;
- Accelerating the digital strategy to capitalise on delivery to date;
- Ensuring that mechanisms are in place to monitor the mental health of staff and help build resilience;
- Managing the availability and impact of COVID-19 on the workforce during the prolonged period of working from home especially with the impact of home schooling, social isolation etc; and
- Identification of long-term issues that may not be apparent yet.

7.0 Conclusion

- 7.1 This quarter continues to reflect the incredibly challenging and distressing nature of the pandemic. Colleagues have risen to the challenge and the achievements contained within the report reflect the great work being carried out often in difficult circumstances.
- 7.2 Teams have worked tremendously hard and well together adapting to new ways of working both internally and with our partners.
- 7.3 Our partnership working has been brilliant and we have remained focussed at all times, keeping the best of what we did earlier in the pandemic and progressing forward to help improve the situation for our residents, businesses and communities.
- 7.4 Our EPIC values have been demonstrated constantly and no better illustrated than by the digital staff awards ceremony held on line in December.

8.0 Next Steps

- 8.1 Continue to review, enhance and develop the corporate plan, strategic priorities and the kind of council we want to be and ensure the recovery plan is aligned.
- 8.2 Ensuring the recovery plan includes digital skills, greenspace, carbon neutrality and sustainability across all themes and action plans.
- 8.3 Ensuring that inclusion is central to the recovery plan and inherent in everything we do.
- 8.4 Aligning current strategies and actions underway to the Recovery programme including the one year Poverty Strategy, Census, and Election.

- 8.5 Continuing with the Recovery and Renewal Coordination Group and the lead into the Trafford Partnership Board.
- 8.6 Understanding and defining what the ‘new normal’ looks like and giving serious consideration to the potential timescales/processes for work reintegration.
- 8.7 Progressing the digital and data agenda.
- 8.8 Understanding the far reaching economic and financial impacts of the pandemic and that these are significantly worse than ever expected; and
- 8.9 Continuing to review emerging policies, legislation and procedures to react in a timely and efficient manner.

9.0 On-going reporting to Executive

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

10.0 Recommendation

- 10.1 It is recommended that the Executive acknowledges and 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.

11.0 Appendix 1 - Glossary

Term	Description
RCG	Recovery Coordination Group
GM	Greater Manchester
EPIC	Trafford's values – We empower, We are people centred, We are inclusive, We collaborate
CPD	Continuous Professional Development
SENDIASS	Special Educational Needs and Disability, Information, Advice, Support Services
SENCO	Special Educational Needs Coordinator
DSL	Designated Safeguarding Lead
AV1	A telepresence robot designed to help children and young adults with a long-term illness reconnect with school and their social lives. It acts as their eyes, ears, and voice, representing them
EHE	Elective Home Education
VCSE	Voluntary, Community and Social Enterprise sector
D2A	Discharge to Assess
UEC	Urgent and Emergency Care
Talk Before You Walk	Campaign to encourage use of 111 for medical enquiries
CAS	Clinical Assessment Service
TGH	Trafford General Hospital
UTC	Urgent Treatment Centre
GMP	Greater Manchester Police
THT	Trafford Town Hall
SAG	Safety Advisory Group
ABEN	A Bed Every Night scheme supporting rough sleepers
LRSG	Local Restrictions Support Grants for businesses that have been severely impacted due to temporary local restrictions
BlueSci	Community Interest Company supporting people of Trafford to improve their health and wellbeing
SME	Small and medium-sized enterprises or businesses
JETS	Job Entry Targeted Support Scheme - a Work and Health Programme
ESOL	English for Speakers of Other Languages
DWP	Department of Works and Pension
GMCA	Greater Manchester Combined Authority
PPE	Personal Protection Equipment
NEET	Person who is unemployed and not in Education, Employment, or Training
Kickstart	This Scheme provides funding to employers to create job placements for 16 to 24 year olds on Universal Credit.