

## TRAFFORD COUNCIL

**Report to:** Executive  
**Date:** 21 June 2021  
**Report for:** Information  
**Report of:** Executive Member for COVID-19 Recovery and Reform

### Report Title

**Progress Review: Recovery Update since January 2021**

### 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 the 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 recovery activity is being delivered at pace to meet the needs of Trafford and we are continually working 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.
- 1.2 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 the Living well in the Community design group so that we ensure alignment and an integrated approach.
- 1.3 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 January 2021 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.

1.4 Appendix 1 contains a glossary of terms used throughout this report.

## **2.0 Governance**

2.1 The Recovery Programme governance has been reviewed on a regular basis to ensure that we are adapting and responding to the changing landscape and evolving issues. Guided by the national roadmap and easing of restrictions, a refreshed frequency of reducing RCG meetings to once a week and a new paper/updates timetable has been agreed to take us to June.

2.2 Work continues to define the programme of work that will support the recovery plan. This will identify the key pieces of work to support the recovery, aligned to the corporate strategy. New governance arrangements with appropriate resource and project support will be implemented

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

2.4 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.

2.5 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.

## **3.0 Finance**

3.1 The COVID-19 pandemic continues to have significant impact on the way Council services are delivered and has brought many financial challenges. We continue to monitor the financial position on an ongoing basis.

3.2 We have received additional funding from central government and this has been used to support our response and recovery activity to relieve resource pressures across the council. Spending is monitored through the Resourcing Silver Group to ensure we are getting maximum benefit.

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

## **4.0 Key achievements**

4.1 Significant work is progressing in a number of areas, and outlined below are some key achievements for each of the recovery work streams achieved since January.

## 5.0 Education and Children's

- Since schools reopened in March, Trafford has a 94% attendance at schools, the highest in GM.
- The virtual school reported 70% of looked after children were attending school during the period, compared with around 45% of children with a Social Worker attending school nationally.
- 'Wellbeing for Education Return' training has been delivered to Trafford schools by the Education Psychology Service. 14 clusters each received two sessions (there was a lot of positive feedback on how seriously and creatively schools are taking the wellbeing needs of their staff and pupils).
- Four extraordinary Early Help Locality Meetings took place. All schools were invited to attend to seek advice and support from a wide range of professionals to remove barriers to attendance for families and pupils impacted by anxieties and concerns around COVID-19
- Free school meals were rolled out during the third lockdown and winter grant vouchers were issued by schools to support families over the February half term
- In January 2021 further laptops were provided from the Department for Education (DFE) directly to schools via an ordering process. Following an appeal from the Leader a significant number of additional digital devices were donated to the Council and distributed to schools. To date **316** laptops and **10** tablets have been delivered to schools, supported by volunteers from the Life Centre.
- There has been an increase in communications to head teachers to weekly with COVID-19 related FAQs, toolkits and resources.
- **5** online SENCO cluster meetings have been held to provide important SEND updates and provide support to SENCOs on any issues arising.
- **97.8%** of children had contact with social worker within 4 weeks to 21/03 with **82%** of contacts face-to-face.
- Blended Child Protection Conferences started in March 2021, averaging 3 a week. This has meant that the chair of the child protection conference, the social worker and parents are in physical attendance at the child protection conference
- The Early Help Hubs in Partington and Stretford were reopened in February to support babies born to first time parents during COVID-19 or vulnerable babies identified by health visitors.
- In March 2021 the Bike Kabin project reopened as a key restorative justice offer for young people who are involved in the youth justice system. Since reopening there have been 22 appointments. The project reconditions bikes and donates these back to communities as well as providing young people with valuable new skills.
- Trafford Family Time at Hayeswater Centre and the Talkshop remained open during the Third lockdown.
- Trafford Council secured an additional 30k to support the Domestic Abuse provision and Trafford Domestic Abuse Service (TDAS) secured an additional Domestic Abuse Advisor to support the delivery of the Domestic Abuse Services.

## 6.0 Health and Social Care/Health Protection

- **69,830** residents received their first dose of the vaccine in Q4, with **17,202** residents receiving both doses.
- Worked with Voice of BME, **79** people who were initially reluctant have now received a COVID-19 vaccination.
- **35,305** tests have been carried out in our Local Testing Centres, **35,386** tests in our Mobile Testing Unit and **9,930** tests via Business Outbreak Testing to date.
- Outbreak Management Team have led 43 Outbreak Control meetings
- The PPE supply and distribution is to remain as a partnership agreement with Manchester until July 21
- Our 6 Community Hub groups have helped over **3,700** residents
- Our Community Response Line has taken 6766 calls, made 64 Trafford Assist Referrals and 55 referrals to or Community Hubs providing advice, information, and referrals to the right help and support in Q4
- Outward Calls have been made to over **6,600** of Trafford's most at-risk residents to connect them with the support they need
- Over **560** Trafford people have signed up to volunteer in their communities, through Thrive, to date
- Our Hubs have undertaken over **2,000** shopping and prescription pick-ups and deliveries to date
- **360** wellbeing packs and **490** activity packs have been distributed to vulnerable residents
- The Community Collective became a registered charity on the 11<sup>th</sup> March 2021 and four of our community hubs are now Lead Partners in the Trafford Community Collective.
- Keys have been handed over to a unit in Partington (from Your Housing Group). This will be used in the community as an engagement and provision resource e.g. community shop and the site of Credit Union.
- **73** Trafford H&SC colleagues have completed Coercive Control Training with SafeLives (commissioned by Community Safety).
- LGBT Domestic Abuse and Inclusive Practice training delivered to **170** staff within Trafford.
- Mental Health Urgent Care Unit in place to deliver crisis support, diverting **20%** of A&E Mental Health patients (replacing interim COVID-19 response model).
- Red Cross Assisted Discharge Service has expanded as a result of COVID-19 funding to include support for the COVID-19 vaccination programme, providing transport for vulnerable households to attend vaccination, emotional support, sitting service (where carers need to attend for vaccinations), and support at the vaccination sites.
- The Rapid Homecare service has been extended for the 2021/22 financial year. Originally commissioned in response to COVID-19, the service has successfully delivered 3 days post hospital discharge services to support both prevention of hospital admission and rapid hospital discharge.
- An IT solution has been developed for telecare providers to allow them to complete trusted assessments reducing billing and charging errors.
- Successful implementation of Direct Booking into Emergency Departments and Urgent Treatment Centres through 111 and Greater Manchester Local Clinical Assessment Service as well as into General Practices through NHS 111.
- Trafford can now offer long term support for residents suffering from Long Covid with a range of support, from a local level in the community through GPs and local groups, all the way up to a multidisciplinary service at a GM level for the

most severe cases. All Trafford residents suffering from Long Covid can now be referred by their own GP and will receive the right support to help them recover and manage their condition.

- Work to refresh of the Trafford Together Locality Plan has commenced in collaboration with our partners. This is to reflect the significant changes brought about by the Government White Paper and also changes to ways of working adopted during the COVID-19 Pandemic.
- The One System Board, which is jointly chaired by the Leader of the Council and CCG Chair, and includes senior leaders across the breadth of health and social care, has been mobilised in this period, with a fundamental aim of improving health and care for our Trafford population.

## 7.0 Infrastructure, Environment and Physical Activity

- Trafford received a **£555k** grant from the National Leisure Recovery Fund and ensured that the Leisure Company and Finance Team were in a good position to comply with the terms of the grant.
- Work has commenced on the development of the Trafford Moving (Physical Activity) Strategy in partnership with 15 partners who have agreed that the current vision remains the same.
- Managed significant increases in usage to the parks and open spaces, specifically towards the end of March in relation to increased litter and ensuring safe use of equipment and facilities.
- A joint initiative between the Regulatory Services Licensing Team, Community Safety Team and GMP continues with a focus on the hospitality, retail and event sectors. This has included the development of a ten point plan to ensure an event can be held safely.
- Continued to support the Public Health Team and businesses to manage COVID-19 outbreaks from offering advice through to serving Prohibition Notices and closing properties.
- Supporting the easing of restrictions and a return to business as usual, a snap shot of Food Standards Agency (FSA) food hygiene assessments were completed on a small section of the circa **450** new food businesses in Trafford. The results showed low levels of food hygiene standards which have been followed up with appropriate action and monitoring.
- Work continued to support community centres to be COVID-19 secure and aligned with the third lockdown and the initial stage of the road map to recovery.
- A high volume of resident contacts were managed in relation to reporting outdoor eating venues in breach of COVID-19 regulation.
- Agreed and ensured that the infrastructure was in place to allow the extension of the 2020/21 season for pitch sports including equipment provision, grass cutting, line marking etc.
- A new community engagement team has been created that focuses on elements such as vaccine hesitancy, covering the four neighbourhoods in Trafford, especially the North where there are lower levels of vaccine take up. A full Vaccine Hesitancy work plan has been led by the team and they have supported vaccination clinics, including engaging with and coordinating over **40** volunteers to help at the clinics.

## 8.0 Sustainability and Economy

- The Trafford Inclusive Economy Recovery Plan was approved by the Executive in February.
- As at the end of Q4, **c£3m** of Additional Restriction Grants (ARG) has been awarded, equating to **581** grants.
- The first Trafford Climate Emergency and Clean Air Commission met on 25 January.
- **900** Businesses have received the new Restart Grant, amounting to **c£7.3m**.
- A Laptop Loan scheme was launched on 11 March 2021 – **50** Chromebooks can be borrowed for 3 weeks at a time with or without data. This has proved to be very popular, especially in the Stretford and Urmston areas.
- Digital Champions are being trained to assist people with IT skills. These are based in libraries and community settings such as Stretford Public Hall and St John's Centre.
- Libraries continued to provide click and collect services for people wanting to borrow physical books and in the year 2020/21 over **69,400** physical books have been borrowed. In addition e-newspaper take up has increased **164%** year on year.
- People can also use libraries to use the public computers and there have been over **9,000** sessions since July 2020.
- Waterside Arts secured **£57,000** for the Cosgrove Hall Films Archive from the Esme Fairbairn Foundation. The funding will support a two-year project, which includes some participatory work across GM along with continuing our work to digitise the archive. The Art Centre continued to prepare for re-opening.
- Social Value work has been taking place, with the newly formed Inclusive Economy and Communities Team now taking the lead on this.
- Flixton House continues to receive weddings and parties requests. A wedding took place on 17th April (the first since July 2020), under restrictions, and went well.

## 9.0 Staffing, Digital and Modernisation

- A roadmap for the return to using Council offices from April as been developed and shared
- Facilitated the priority return of 20% of staff was facilitated to both the Town Hall and Sale Waterside safely in March. The focus was specifically on critical staff returning from Children's Services, Planning and Regulatory Services. Planning further phases of returning staff to the office to take place from June.
- Activity to understand from the directorates who needs to be included in the next return cohort has commenced and conversations have started in relation to the longer term requirements as we move towards more flexible ways of working.
- Additional furniture has been loaned to showcase new ways of working; including the setting up of a 'collaboration space' at TTH enabling colleagues to try out new ways of working in our offices, sound dampening in small work spaces and site surveys have been completed on meeting rooms and new collaboration space.
- A new building entry system has been procured and installed at the town hall. Reporting on building occupancy, utilising data available from the system, is also being developed.
- A new, modern location has been provided to the Exchequer Service to support their move over to agile working.

- Children's Service were supported with COVID-19 Secure arrangements for Child Protection Conferences to take place in TTH.
- The preparatory work on Microsoft 365 progressed well in the reporting period with the first release of functionality scheduled for June. There will be five releases of functionality during 2021/early 2022.
- The ICT team worked with the Planning team to try and improve the performance of their IT system when working remotely resulting in some improvements.

## 10. Resourcing

- As a result of the social media campaign over **260** CVs were received and a skills match and analysis exercise was carried out which helped expedite the recruitment process for the COVID-19 Response/Recovery Team.
- A vacancy clearance process for COVID-19 temporary resources has been introduced to ensure vacancies were filled internally where possible.
- **17** employees were seconded internally to the COVID-19 Programme via the Resource Hub.
- A pool of COVID-19 Business Administration staff were recruited providing resources that can quickly be deployed to a number of critical areas when required e.g. mass testing, shielding, contact tracing and community engagement.
- The Resource Hub successfully helped to recruit/fill the majority of posts that were advertised the first time round and within a short period of time.
- A number of people recruited to support the COVID-19 Response/Recovery have successfully secured other roles elsewhere in the Council and within the COVID-19 programme at a higher level – without impacting on service delivery due to the flexibility of resources in the COVID-19 programme.

## 11.0 Strategic Estates

- An updated lists of assets has been developed to aid the further development of vaccine and testing programmes.
- An action plan has been developed to support the Operational Estate Strategy.
- Agreement was successfully reached from partners and the Council to support various team moves which will result in the releasing of an unsuitable building, improved service delivery, reduced running costs and a capital receipt.

## 12.0 Trafford Partnership

12.1 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 by 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.

12.2 The Recovery and Renewal Leads continue to meet monthly and updates include:

- Department of Work and Pensions (DWP) appointed up to **60** additional work coaches, based at Stretford Job Centre, to support in job recovery



- Continued business support with assistance from Partners including Business Growth Hub, Enterprising You and GM Chamber of Commerce. Regular sessions held with Business Growth Hub to understand current challenges.
- Work continued with the Skills Outreach Officer and TEES partners; skills gap identified in the green economy and work is underway to provide upskilling opportunities for roles in this sector
- A Number of schools have signed up for mentoring scheme to improve the life opportunities and raise aspirations for vulnerable young people.
- There have been **100** new starts and **150** current live vacancies in the Kickstart scheme.
- An interim Mental Health Strategy has been prepared.
- Trafford College commenced the 'Engage' programme Jan 2021 to work with 16-24 year olds who are out of education and includes support for Maths and English, as well as career advice and assistance to improve employability.
- 461 additional laptops distributed to 16-18 year olds in Trafford; dongles are supplied with laptops by the College and BT have supported with free Wi-Fi access
- The Living Well in my Community Section has been reviewed to reflect the work streams of the Living Well in my Community Design Group.

12.3 An enhanced test and learn volunteering model has secured investment for 12 months. The model will include additional resource for volunteer coordination, support for volunteers, improved communications and marketing. The model will be fully functioning by June/July.

12.4 Trafford continues to work closely with Greater Manchester Combined Authority (GMCA). 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.

### **13.0 Key Challenges in Recovery**

There continues to be a number of challenges as easing of restrictions continues 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 further waves of the pandemic be experienced due to new variants (including the cumulative impact and sequencing of 'response' v 'recovery' activities)
- Managing resources so as to meet all our obligations and emerging priorities identified in 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
- Understanding our building capacity in the light of social distancing measures and rethinking how services are delivered
- 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; and ensuring to promote active healthy lifestyles
- 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

#### **14.0 Conclusion**

- This reporting period continues to reflect ongoing challenges experienced as a result 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.
- Teams continue to work tremendously hard and well together adapting to new ways of working both internally and with our partners.
- 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.

- Our EPIC values have been demonstrated constantly with a number of staff recognised for the commitment through the EPIC star and team awards.

## 15.0 Next Steps

Continue to develop the recovery plan, ensuring that it reflects all themes and action plans, supported by a new recovery governance arrangement.

Refresh and redefine the corporate plan, strategic priorities and the kind of council we want to be and ensure the recovery plan is aligned.

Ensure that inclusion is central to the recovery plan and inherent in everything we do.

Progress the digital and data agenda.

Continue to deliver the workforce reintegration programme taking into account colleagues and service needs, including liaising with partners who use our buildings to deliver their services and colleague forums, such as the disability forum.

Understand the far reaching economic and financial impacts of the pandemic and


Continue to review emerging policies, legislation and procedures to react in a timely and efficient manner

## 16.0 Recommendation

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

**Finance Officer Clearance** GB.....

**Legal Officer Clearance** JLF.....



**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.

## 17.0 Appendix 1 - Glossary

<b>Term</b>	<b>Description</b>
ARG	Additional Restriction Grants
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
BlueSci	Community Interest Company supporting people of Trafford to improve their health and wellbeing
CAS	Clinical Assessment Service
CPD	Continuous Professional Development
DFE	Department for Education
DSL	Designated Safeguarding Lead
D2A	Discharge to Assess
DWP	Department of Works and Pension
EHE	Elective Home Education
EPIC	Trafford's values – We empower, We are people centred, We are inclusive, We collaborate
ESOL	English for Speakers of Other Languages
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
GMP	Greater Manchester Police
Kickstart	This Scheme provides funding to employers to create job placements for 16 to 24 year olds on Universal Credit.
LRSG	Local Restrictions Support Grants for businesses that have been severely impacted due to temporary local restrictions
NEET	Person who is unemployed and not in Education, Employment, or Training
PPE	Personal Protection Equipment
RCG	Recovery Coordination Group
SAG	Safety Advisory Group
SENCO	Special Educational Needs Coordinator
SEND	Special Educational Needs and Disability
SME	Small and medium-sized enterprises or businesses
Talk Before You Walk	Campaign to encourage use of 111 for medical enquiries
TDAS	Trafford Domestic Abuse Service
TEES	Trafford's Employment, Enterprise & Skills Group
TGH	Trafford General Hospital
THT	Trafford Town Hall
UEC	Urgent and Emergency Care
UTC	Urgent Treatment Centre
VCSE	Voluntary, Community and Social Enterprise sector
The White Paper	The White Paper – 'Integration and Innovation: working together to improve Health and Social Care for all' sets out legislative proposals for a Health and Care Bill with a focus on removing barriers that stop the system from being truly integrated