

External Scrutiny Team

SCRUTINY REPORT ON GRENFELL FUTURE SUPPORT CONSULTATIONS

September 2024

FINAL REPORT ON DESIGN, DELIVERY, OUTCOMES



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Executive summary

Background and objectives

The Grenfell Tower Global Settlement Agreement (GSA)¹ included a requirement for up to £42 million to be spent, across the following themes, in a programme from 2024 to 2028.

- Personalised support for bereaved and survivors (£18m)
- Support for the immediate community near the Tower (£10m)
- Education and training support for bereaved, survivors and the immediate community (£14m)

The programme will be funded with contributions from a range of parties, including the Government, the Royal Borough of Kensington and Chelsea (the Council), Arconic, Kingspan and Celotex. The Global Settlement Agreement tasked the Council with the responsibility of consulting on, and then designing and running the programme, to be called the **Grenfell Future Support Programme**.

The Global Settlement Agreement also required the Council to consult on the development of the programme, and an external scrutiny partner to be appointed to scrutinise the Council's consultation process, as delivered by the Grenfell Partnerships Team (GPT), and subsequently to monitor the delivery of the programme itself.

This document reports the conclusions of the **External Scrutiny Team (EST)** who have been scrutinising the design and delivery of consultation. This external scrutiny function is delivered by a partnership of two organisations, Involve and Collaborate CIC.

The aim of the scrutiny has been: **To provide scrutiny and challenge during the consultations and an independent, external view on the effectiveness of the consultation process when it is completed.**

Scrutiny principles

Our scrutiny was based on the following principles for good practice and effective consultation. The principles are drawn from relevant literature and our own practitioner expertise.

1. **Integrity:** Open to scrutiny, listening and learning
2. **Transparency:** Giving the right information in the right way, open and honest communication
3. **Fairness:** Inclusive, representative, and balanced in hearing and valuing different voices
4. **Accountability:** Visible, responsive, taking on feedback, being able to justify and be responsible for decisions taken

We also applied two important additional lenses. Was the consultation:

- **Trauma informed?** This means being aware of the impacts of a trauma such as the Grenfell tragedy, and how the process of consultation can affect people who have been through this.
- **Restorative?** Did it seek to rebuild trust and relationships after these have been broken or damaged?

¹ An agreement was made to settle the majority of the civil claims made against the Council and other organisations after the Grenfell tragedy.

To assess this, we needed to build a new way of scrutinising that allowed us to check and critique the Council's work robustly – but in a restorative spirit. Our work recognised that there can be tension between the critical friend challenge of *scrutiny*, and the work of *restorative practice*. Scrutiny sometimes focuses on identifying who is to blame for what has gone wrong. A restorative process acknowledges accountability, but also focuses on repairing relationships. The scrutiny process here was designed to support the search for justice and hope in Grenfell, as we determined whether and how the approach to the consultation could be improved.

While we scrutinised the consultation specifically (and not the wider work of the Council in detail) we understood our findings in the context of the wider work of the Council in the community, because the consultation could not be fully restorative without attention to this context.

What we did

The scrutiny work took place between June 2023 and July 2024, during the period the consultation was designed and delivered.

We met and directly heard the views of bereaved, survivors, members of the community, and other relevant groups on the consultation and their expectations of scrutiny, as well as working with the Grenfell Partnerships Team, which was the team within the Council responsible for the consultation.

We first assessed the **overall consultation designs and timelines**, which we accepted as effective after several rounds of feedback and iteration.

We reported on this in Autumn 2023, in our [Scrutiny Report 1](#). A community summary of that report can be found on the [EST's linktree site](#).

Then, we scrutinised **three consultation processes**; one for bereaved and survivors, one for the local community, and one on education and training, which also included consultation with young people. In each, we scrutinised each phase (design, delivery, analysis and the development of models).

Our activity at each phase included:

- Regular meetings with the Grenfell Partnerships Team and a constant process of iterated written and verbal feedback
- Observation of a high proportion of all delivery sessions
- Scrutiny of all key documents
- Scrutiny of data analysis processes including random tests
- Scrutiny of conclusions and how these informed models

We set up an email and phone number which individuals and groups could use for continual feedback to us. We communicated with all those who raised questions, addressed all complaints about the consultation process, held our own additional meetings and attended additional meetings where needed.

This report summarises all our scrutiny in one place and gives our final judgements on the consultation.

We are also now working with bereaved, survivors and the immediate local community in developing and establishing arrangements for the ongoing monitoring and scrutiny of the Grenfell Future Support Programme. This monitoring and scrutiny work will be reported on later in 2024.

Key judgements, assessments and recommendations

Assessment of the three consultations

We concluded that all three consultations, subject to the council's wider commitment to restorative practice, were effective:

- In their process, as judged against the four principles of integrity, transparency, fairness and accountability
- In being restorative and trauma informed, so far as they could be, given the wider context
- In creating final models that adequately reflect the feedback received through the consultation

All three consultations had **strengths** that we note, some of which included improvements made along the way as a result of the iterative scrutiny conversations between the GPT and the EST.

All three consultations also had **weaknesses**, which, while they were not significant enough to alter the overall scrutiny assessment, would need to be mitigated in later work **going forward**.

Requirement for a wider council commitment to restorative work underpins our judgement on the individual consultations

Our overall recommendation is that the consultation, and the future support programme, can be judged as effective, trauma informed and restorative; so long as they take place within a systemic push towards restoration.

Given this context, we asked for commitments for the wider Council to address issues in three areas.

The areas were:

1. Improvements to the way the Council connects with and trusts residents
2. Improvement to the experience of service delivery in the round from residents
3. Improvements to the way the wider Council connects with and supports the Grenfell Partnerships Team

Overall, we advised that leadership should name the challenges of leading in a space of trauma, how this impacts areas like governance, power, and decision making, and acknowledge where the current system is non-restorative. As well as considering the needs of residents, the senior Council leadership and elected members need to consider what they themselves, and delivery staff, need – in terms of support and training – to work in restorative ways in future.

Receiving these commitments is essential for the External Scrutiny Team to finally conclude the consultation has been effective, trauma informed and restorative.

Detailed strengths and weaknesses of the consultations

Bereaved and survivors consultation

Strengths of this consultation included: taking time to be as inclusive as possible; increasing restorative and trauma informed skills displayed by the Grenfell Partnerships Team in the delivery of consultation meetings; the robust analysis of consultation responses which was conducted in depth

and shared transparently; and the result that the final models are reflective of the views of those who took part.

A **weakness** of the consultation was that in order to ensure continuation of support for bereaved and survivors, the development of final models and sharing of final survey data happened at pace. This resulted in losing some transparency in the rationale for all decisions about the final models for implementation.

Going forward, while there was broad support for the final models, some respondents were dissatisfied with the final model. So, the Grenfell Partnerships Team will need to plan well how to repair those relationships that have been negatively affected by this process, and how to monitor the delivery of the programme so that concerns do not increase.

Community consultation

Strengths included: an amended timeline to allow for greater engagement; steady improvement to both face to face and hybrid meeting design and facilitation, including presentations and materials which became clearer and more accessible as the consultation progressed. There was a proportionate effort made to reach out to people to take part and robust analysis of consultation responses which was conducted in depth and shared transparently. The final models had high levels of support.

Weaknesses of the consultation were: the difficulty in achieving higher than average response rate, leading to questions about the extent to which the final model reflects the breadth of needs of the immediate community. At times the structure of consultation meetings made it challenging to gain enough feedback from members of the community, although this greatly improved over time. The final phase of development of final models was also compressed.

Going forward, as part of accepting the consultation as effective, we required plans for the implementation phase, with a commitment to significant additional resident involvement and details as to how this will be done. Plans have now been received and reviewed, and we understand that the Implementation Steering Group has been set up, and 24 people have taken part across the first three meetings. The Grenfell Partnerships Team has taken steps to raise awareness of the group and its progress, and plans to involve other council departments in the implementation work, to enable effective and connected support to residents.

Education and training consultation

Strengths included: engagement was tailored to be age appropriate and the delivery of the consultation process took time to be inclusive. A large proportion of bereaved and survivor adults, children and young people, and children and young people from across the community, responded through Phase 1 of the consultation. The Grenfell Partnerships Team became progressively more skilled at planning and facilitating engagements through a variety of methods. There was robust analysis of consultation responses which was conducted in depth and shared transparently. The Grenfell Partnerships Team drew on additional data sources from disaster recovery expertise, insights from case work, and feedback from professionals working with children and young people. Changes were made to the models in phases 2 to 4 that reflect the range and specificity of the feedback given by adults and children and young people.

Weaknesses were: response rates were lower from adults and community members; accessibility through languages other than English was sometimes a challenge; particularly for children and young people, there was a lack of demographic data provided to substantiate the diversity of views, (however we have observed that it does not feel safe for all community members and particularly children and young people to give their demographic information to the Council); discussion of education and training was sometimes missed from consultation discussions at phase 2; there was lower engagement through phases 2 to 4; pace is a barrier overall to a more fully restorative consultation process.

Going forward, the Grenfell Partnerships Team needs to provide clarity on how services will be integrated between schools, the Education Hub and other places where this fund will be spent. During this implementation period, it will be important to pay attention to any actors that are not yet supportive of the new model, especially the Education Hub, and ensure that the model is implemented in ways that continue to build trust and relationships. The Grenfell Partnership Team has responded to our final recommendations and are creating a set of principles to guide the implementation of the models, terms of reference for the different strands of implementation and a proposed meeting schedule for the period September to December 2024. We will review these implementation plans and principles and include a decision in our amendment to this final report in October.

Next steps

Outstanding feedback required from the Council

This report was written in **early September 2024**. It will be presented to the Council's public **Overview and Scrutiny meeting on 18 September 2024**.

We had hoped to receive commitments at that meeting from the Council explaining how they will act on the recommendations we made for the restorative work required. We now understand there will be a response to our report, but that more detailed commitments will take longer and have offered the Council **one further month** to bring concrete plans for these commitments being actioned.

We will publish an amendment to this final report at the **end of October**.

- If a satisfactory response is received in the next month, we will acknowledge this in the amendment to this final report and confirm that we accept the consultation process as effective, trauma informed and restorative.
- If such a response is not received, our report will conclude our expert recommendations were not met and that this creates serious risk of undermining the good consultation work that has been done.

We also recommend that we see **evidence of steps be considered and taken** before the month's deadline, to demonstrate that this work is in progress.

Looking forward the Council will need to take full account of the findings of the **Grenfell Inquiry's Phase 2 report**. This was published on 4 September 2024. During the period of the consultations, the bereaved, survivors and community groups with whom we worked were awaiting the publication of this report in the hopes that all parties would act on its findings in order to move towards the restoration and justice that they need and want.

In the light of the Inquiry report, we underline our recommendation that **the Council should develop the mechanisms, culture and capabilities to listen better to its residents**, and pay particular attention to listening to residents who are least likely to be heard due to systemic discrimination on the basis of factors including race and ethnicity, class, and disability.

Monitoring and scrutiny of programme delivery

The other aspect of our role as the External Scrutiny Team has been to work with bereaved, survivors and the immediate local community to develop plans for the ongoing monitoring and external scrutiny of the Grenfell Future Support Programme to ensure that residents can have confidence in the ongoing delivery and impact of the programme.

So far we have engaged with bereaved and survivors and wider community members and developed proposed monitoring and scrutiny arrangements for the different programmes of support.

During September, we are writing recommendations and implementation guides to support the Grenfell Partnerships Team and future External Scrutiny Function to deliver the monitoring and scrutiny approaches and will share proposed arrangements with bereaved and survivors and the local community for feedback.

We will then work with the Council to develop mechanisms to ensure insights from the programme inform wider council change, and write a report to communicate the findings of this work and final scrutiny and monitoring arrangements externally.

1. Introduction

1.1 Background

The Global Settlement Agreement (GSA)² included a requirement for up to £42 million to be spent, across the following themes, in a programme from 2024 to 2028.

- Personalised support for bereaved and survivors (£18m)
- Support for the immediate community near the Tower (£10m)
- Education and training support for bereaved, survivors and the immediate community (£14m).

The programme was originally named the Restorative Justice Programme, but later renamed through the consultation process to reflect the fact that the programme itself was not focused on restorative justice. It is now known as the Grenfell Future Support Programme.

This funding includes contributions from a range of parties, including the Government, the Royal Borough of Kensington and Chelsea (the Council), Arconic, Kingspan and Celotex. The funding was set aside as part of the result of the civil claims process, but it was separate from individual compensation claims; the intention was to spend the money to support everyone who would be eligible in those groups, whether individuals had made a claim or not.

The Grenfell Partnerships Team agreed to act as the delivery vehicle for the future programme (2024-28).

The Global Settlement Agreement did not specify exactly what the support should be, or how decisions about the allocation of the funds should be agreed – only the broad thematic areas as described above. It tasked the Council with the responsibility of consulting on, and then designing and running the programme. The consultations, led by the Grenfell Partnerships Team, have taken place over the past 12 months to decide exactly how this money is spent.

The Global Settlement Agreement also required an independent, external scrutiny partner to be appointed. This was requested by claimants' lawyers. Because the Council would be designing and delivering the programme, it was important to ensure that the Council was subject to rigorous oversight, external scrutiny and challenge by an independent organisation.

This scrutiny would be provided by an External Scrutiny Team (EST). The overall intention was to observe and scrutinise the whole process, giving assurance to claimants and the contributing parties that the future support programme initiatives are effectively designed, services are being delivered in accordance with agreed plans and policies, and the funds are making the intended impact.

A partnership between two organisations, Collaborate CIC and Involve, was appointed in 2023, through a competitive tender process, to fulfil the role of External Scrutiny Team. Collaborate CIC is a social enterprise and Involve is a charity, and both organisations have expertise engaging and working with communities, citizens and councils, to improve public services and democracy.

² An agreement was made to settle the majority of the civil claims made against the Council and other organisations after the Grenfell tragedy.

The External Scrutiny Team has also been advised by an independent practitioner and consultant in restorative practice from The Restorative Engagement Forum.

The consultation has been led and delivered solely by the Council's Grenfell Partnerships Team (GPT). It informs the development of a new support programme for people affected by the Grenfell Tower fire tragedy. The new support programme is designed to run from 2024 to 2028. The consultation included input from bereaved and survivors, community members, including children and young people, as well as groups. The Grenfell Partnerships Team also drew on data from the current support service provided by the Council, as well as research from disaster recovery experts.

The outcome of the consultation was a set of new models of support. One for bereaved and survivors, one for immediate community members near the Tower, and one for education and training support for bereaved, survivors and the immediate community.

The External Scrutiny Team's role was to observe, challenge, and advise the process of consultation, however we did not have the remit to run the consultation or direct the Council's actions.

Please get in touch if you'd like to learn more about our work and/or get involved in the ongoing work we are doing in developing long term scrutiny arrangements.



Find out more about the role of the External Scrutiny Team here:

<https://linktr.ee/externalscrutinyteam>

Find out about [Involve](#) and [Collaborate CIC](#) on our organisational websites

1.2 The role of the External Scrutiny Team

The External Scrutiny Team had two objectives:

1. Provide scrutiny and challenge during the consultations and an independent, external view on the effectiveness of the consultation process when it is completed

Paying particular attention to:

- The weighting of different voices
- The methods used to reach out to all eligible groups and individuals
- The collection and analysis of data and the use of feedback
- The robustness of analysis and interpretation
- Ensuring the final proposals adequately reflect the feedback
- Assess strengths and weaknesses of the whole consultation
- The allocation of funding across the three budgets (bereaved and survivors, immediate community, education and training)

2. Work with bereaved, survivors and the immediate local community to develop and establish arrangements for the ongoing monitoring and scrutiny of the Grenfell Future Support Programme

We are now at the end of the consultation period and have completed the first objective. This report summarises the scrutiny work we conducted between June 2023 and July 2024, and gives the External Scrutiny Team's final recommendations on the effectiveness of the consultation and on the next steps we recommend the council should take in order to make the future support programme a restorative and trauma informed programme of work.

1.3 How to use this report

Chapter 1 sets out the background to the consultation and the External Scrutiny Team's role.

Chapter 2 describes the scrutiny framework and how we used this to guide our work and our judgments. It summarises the activities we undertook and the broad timeline. **Appendix A** contains this information in more detail.

In Chapters 3-6, we set out how we scrutinised each of the consultations.

Chapter 3 assesses design of Phase One of all the consultation (which we initially reported on in Autumn 2023).

Chapter 4 describes how we scrutinised the consultation with bereaved and survivors.

Chapter 5 describes how we scrutinised the consultation with the wider community.

Chapter 6 describes how we scrutinised the consultation for the education and training support programme.

Chapter 7 gives recommendations for changes needed in the way the Council as a whole is working, to recognise trauma, restore trust and empower local communities, and to move forward in a collaborative way. These recommendations were submitted to the Council Leaders on 10 July 2024.

A recognition of our comments along with a timeline for fuller response was received on 31 July 2024.

Chapter 8 outlines our conclusions and the next steps in the implementation of the Grenfell Future Support Programme. This includes how the External Scrutiny Team is co-designing the arrangements for scrutiny and monitoring of the programme once it is up and running.

Appendix A is a detailed Scrutiny Logs and Timelines for each of the three consultations.

Appendix B outlines how the External Scrutiny Team was appointed.

Appendix C offers reading and resources for best practice community engagement.

1.4 Our thanks

We would like to acknowledge the contribution that bereaved, survivors, and community members have made during this consultation process – attending many meetings, being in difficult conversations, reading documents and providing their views. We especially thank them for the trust that they have placed in us and are very grateful for the opportunity to support and work with them in our role of External Scrutiny Team.

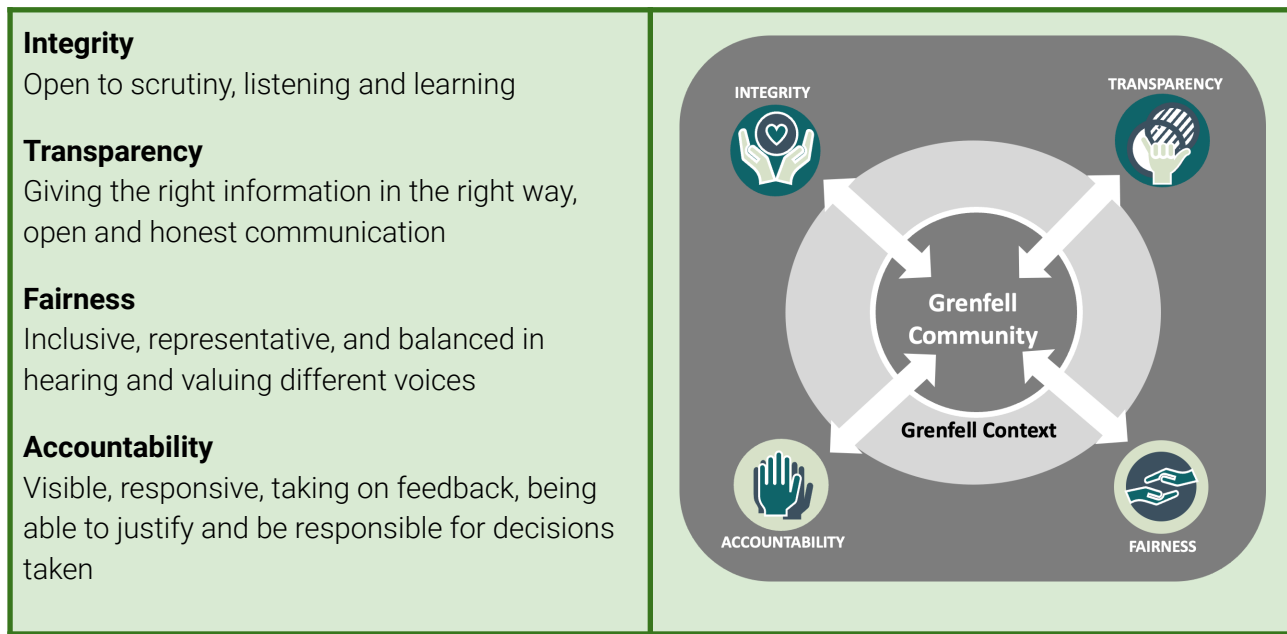
We would also like to thank the Grenfell Partnerships Team for enabling us to perform our role effectively and being open to challenge and feedback.

We would like to thank Charlotte Calkin of The Restorative Engagement Forum for support, mentoring and training in restorative practice for our External Scrutiny Team members.

2. Scrutiny framework and timeline

2.1 Good practice consultation framework

At the start of our work, we developed a good practice consultation framework to be used to scrutinise the consultation design and delivery. Our framework identifies four principles for good consultation:



It was developed from three sources: a review of good practice principles in consultation and public engagement; conversations with all the stakeholder groups representing bereaved, survivors and local community; and also including advice from a specialist in restorative practice and drawing on trauma-informed practice (see section 3.2 below). Appendix C provides a note of resources which were used.

These principles were used to develop a series of questions that we used to guide our scrutiny. Every session we observed and every document we reviewed was assessed against the principles.

The four principles we defined are relevant to any consultation. However, there was something specific to take into account in the Grenfell context.

The Grenfell tragedy was a significant traumatic event, with profound and long-lasting effects. It took place within a background of a complex history with the Council, and that history has continued since the tragedy. We recognised from the outset that the consultation needed to be conducted in a way which takes into account the wider historical, intergenerational, institutional context in which the Grenfell fire happened. Therefore, in addition to being led by lived experience and good practice, the framework includes a commitment to scrutiny through the lens of restorative and trauma informed practice.

Below is a table describing the four principles in more detail with the two additional lenses:

<p>INTEGRITY</p> <p>Open to scrutiny, listening and learning</p> <p>Integrity means behaving honestly and doing what you say you will, even when this leads to difficult conversations or decisions.</p> <p>For this consultation this includes an honest statement upfront, framing the consultation process with an overall vision to give direction and purpose.</p>	<p>TRANSPARENCY</p> <p>Giving the right information in the right way, open and honest communication</p> <p>Transparency is important for promoting open, honest, and accountable decision making processes in public consultation and community engagement.</p> <p>In the Grenfell context, the people who have had the experience are placed explicitly and transparently at the centre of the consultation.</p>
<p>FAIRNESS</p> <p>Inclusive, representative, and balanced in hearing and valuing different voices</p> <p>Fairness means recognising that people need different types and levels of support depending on their specific contexts and experiences. This means that the results are 'equitable' not 'equal' – fairness does not always mean doing the same thing for everyone.</p> <p>Fairness is a foundational element in the consultation process, especially when it comes to listening to and valuing the voices of marginalised or under-represented communities.</p>	<p>ACCOUNTABILITY</p> <p>Visible, responsive, taking on feedback, being able to justify and be responsible for decisions taken</p> <p>Accountability means that when decision makers commit to actions, timings, or decisions, they must meet their commitments, and be able to justify and explain their actions and decisions.</p> <p>This means actively engaging with feedback, inviting scrutiny and review, then being accountable for acting on the feedback. It can also include offering recourse and explanations if decisions are not agreed with.</p>

<p>TRAUMA INFORMED</p> <p>Grounded in a thorough understanding of the impacts of trauma, to avoid causing further harm to the people affected by the Grenfell tragedy</p> <p>A trauma informed approach acknowledges the historical, intergenerational, institutional and personal harm that was caused and persists. This approach recognises that trauma responses are survival adaptations designed to protect us, and therefore are appropriate, valid and proportionate.</p> <p>Taking this approach means meeting people where they are and affirming their responses – and not expecting them to conform to other people’s ways of doing things.</p>	<p>RESTORATIVE</p> <p>A focus on repairing relationships and supporting the search for justice and hope in Grenfell</p> <p>A restorative approach is one which considers the need to prioritise: fair process, voice, accountability, working ‘with’, and restorative questions (questions that take into account trauma, start from a place of strengths and assets, and centre the importance of relationships).</p> <p>Working in this way acknowledges the harm which those impacted have experienced and works to actively centre relationships, respect, responsibility, repair and reintegration throughout.</p>
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2.2 Restorative scrutiny

As well as requiring the Council and the Grenfell Partnerships Team to take a restorative approach to the consultation, we applied a restorative approach to our own process of scrutiny.

Scrutiny must determine accountability, spot problems and, when required, strongly recommend actors to change their behaviours. Where there is a power imbalance, and a need for justice and redress for harm, as there is in the history of Grenfell Tower, this kind of scrutiny is vital. The External Scrutiny Team was ultimately required to make a recommendation on the effectiveness of the consultation. We did this duty, in a robust, critical spirit, holding the Council to high standards.

Our work recognised, however, that there can be tension between the challenge of *scrutiny* and the work of *restorative practice*. Sometimes scrutiny can turn into a way of blaming or shaming others, both in its findings and how it is received publicly. This is in tension with the principles of restoration, and in the worst case can cause further harm in itself to people who have already been harmed.

Judging whether the consultation was restorative included looking at the role of our own scrutiny in that restoration. It included looking more widely than the actual documents, words, tasks and processes of the consultation. It involves listening and attempting to understand how and if those who are involved, both from the local community and Council, see the consultation as a way of building relationships in context.

Working in this way acknowledges the harm which those impacted have experienced and works to actively centre relationships, respect, responsibility, repair and reintegration throughout.

We considered all the actors in the system:

- **Stakeholders from bereaved and survivor groups, and groups from the immediate local community, as well as individual bereaved and survivors and immediate community members who are not part of any group.** We pushed the Council to focus on increased empowerment of bereaved, survivors and the immediate local community in the next phase of recovery. We advised that meetings should be designed and facilitated in a way that avoided re-creating harm and trauma.
- **The Grenfell Partnerships Team.** We gave feedback to the team on the consultation process, engaging with their responses and fine-tuning our recommendations accordingly. In our weekly meetings with the Grenfell Partnerships Team, we discussed and monitored their progress. We held collaborative discussions about their overall approach and fostered a positive sense of collaboration. We also encouraged the Grenfell Partnerships Team to take up their own training and support in restorative practice, which they subsequently did.
- **The executive and leaders of the Council.** In order to see the whole system in the light of healing, we also needed to acknowledge the challenges felt within the Council as well as in the community; challenges of leading and working in a space of trauma. This applied to the executive and elected members as well as to the Grenfell Partnerships Team, and we challenged the wider Council to think about and embed restorative practice more widely than this consultation.
- **Ourselves:** The External Scrutiny Team members received support and supervision on our own restorative practice, through regular supervision sessions with The Restorative Engagement Forum. This involves reflecting on our own challenges, needs and We also continually develop our individual and team skills through training on a regular basis. These two factors have been of real benefit, helping us approach our scrutiny in a restorative way; because restorative practice needs to be embedded in any team seeking to deliver it.

Our role has been to remain independent whilst treating each and every person involved in the consultation process with respect, dignity and compassion – whether bereaved, survivors, community members, Council staff, the legal team who appointed the External Scrutiny Team, or the Council executive and elected members. We hope our scrutiny has uncovered fruitful learning for the whole system.

2.3 Scrutiny activity

2.3.1 What we did

We scrutinised all stages of the consultation:

1. **The design stage:** including the design of questionnaires, the plan for events, the delivery of initial events, and the planned later flow of delivery and analysis of the consultation.
2. **The delivery stage:** including the way responses were collected via questionnaire and the way events were designed and run.
3. **The analysis stage:** how feedback from bereaved and survivors, community members and young people was reviewed and what conclusions were drawn.

4. **The model development stage:** how initial models of future support were developed, how they were tested with people, and how draft final models were designed and shared with people.

Our scrutiny process included different kinds of activity:

1. Regular meetings with the Grenfell Partnerships Team and observations of delivery sessions

- Meetings; We met regularly with the Grenfell Partnerships Team to discuss their work, providing feedback, often challenging their approach, asking for further information or justification for approaches taken, recommending changes and advising them on their next steps and improvements
- Delivery sessions: We observed sessions across the consultation, giving written and verbal feedback to the Grenfell Partnerships Team after these meetings and holding feedback sessions to discuss what went well and what needed improvement

2. Scrutiny of documents for overall planning, delivery planning, session design, and model development

- We attended planning meetings with Grenfell Partnerships Team colleagues for each phase of the consultation
- We scrutinised planning documents for each phase (design, delivery of consultation, analysis of consultation data, development of draft and final models). This included reviewing overall planning and timeline documents, as well as facilitation plans and presentations.
- We gave feedback on the presentation of consultation data
- We questioned, through conversations and correspondence with the Grenfell Partnerships Team, their decision making process for shaping the new models at each stage
- We questioned the Grenfell Partnerships Team about their efforts to reach everyone eligible for future support, and whether they had done enough to reach unheard voices
- On several occasions we requested additional written evidence from the Grenfell Partnerships Team about their approach and decision making, to inform our judgement. The Grenfell Partnerships Team has been required to give comprehensive feedback on all areas of the consultation, on request from us, at any point, at our discretion.

3. Scrutiny of data analysis

- We conducted analysis sampling to ensure robust analysis of consultation data
- We reviewed draft and final models, and questioned the Grenfell Partnerships Team about how they used data from the consultation and wider to arrive at the models
- We scrutinised the transparency of the Grenfell Partnerships Team presentations for sharing consultation analysis data, both after phase one and after the draft models survey
- We looked at how the views of different groups were weighted in arriving at the final models

4. Listen and hear feedback from individuals and groups

- We were available by phone and email, and in person when we were attending sessions. We were available to listen independently to any member of the bereaved and survivors or local community that has been unhappy with the process. We advocated for, and helped to arrange, additional meetings to support the formal meetings that formed part of the consultation, where we felt these were required.

- We have listened to complaints that we have received about both the process of consultation and the outcomes of the models. Through the course of our work we received 38 complaints about the design or process of the consultation. We acknowledged every one. On 26, we gave direct response and followed up the substance with the Council. The other 12 were recorded as observations and taken into account alongside the rest of our scrutiny observations, as they related to wider issues outside the consultation, or related to areas which were already being addressed.

2.3.2 What was outside our remit

It was not within the scope of our role to run the consultation, conduct thorough analysis of all of the consultation data, or to look at all of the information about support services that the Grenfell Partnerships Team collected over the past seven years.

Our role was to satisfy ourselves on the effective process of consultation rather than taking a record of all the content in the consultation. We did not observe every single consultation meeting or conversation between local people and the Council. However, at each meeting we attended we took detailed notes about the delivery and process, and always provided feedback verbally or in writing to the Grenfell Partnerships Team.

2.3.3 Our scrutiny timeline

The table below shows the summary of the process we have been through. The detailed **Appendix A** sets out exactly what changes were recommended and made at each stage.

Phase one: co-designing an initial process and methods for consultation, and delivering the consultation		
Date	External Scrutiny Team activity and feedback	Changes as a result
June and July 2023	Met all of the different representative and stakeholder groups identified by the Grenfell Partnerships Team, to explain our role and purpose. This helped us design the good practice consultation framework. Set up communication channels and sent flyers (digital and paper) to introduce ourselves to bereaved and survivors and immediate community members.	Not applicable
August 2023	Created consultation framework.	Not applicable

September 2023	<p>Reviewed draft questionnaires for the bereaved and survivor and community consultations, the vision and commitments set for the consultation, the consultation plan, and the overall approach.</p> <p>We observed feedback meetings held to enable the bereaved, survivors and local community members to shape the consultation questions.</p>	<p>Challenged approach to questionnaire design; recommended that the Grenfell Partnerships Team take a more restorative, trauma informed and strengths based approach in their questions; as a result, question design, questionnaire structure and approach to surveying changed.</p> <p>Recommended changes to the consultation timeline to allow for more time for sharing consultation findings and exploring implications. Timeline of consultation was amended as a result.</p>
October 2023	<p>Published Scrutiny Report 1, our assessment of the design of the consultation, and a community summary. Both can be found via linktree.</p>	<p>Questionnaire design progressed including our changes.</p>
October and November 2023	<p>We observed selected consultation sessions and provided feedback on how well these were conducted.</p>	<p>The Grenfell Partnerships Team took note of our advice on facilitation and materials and adapted their facilitation practice and presentations.</p>
<p>Phase two parts 1 and 2: sharing the feedback, from bereaved and survivors and community members</p>		
December 2023	<p>We scrutinised the analysis of the questionnaires, taking a random sample and providing feedback on the analysis methods.</p>	<p>GPT extended their timeline for analysis and took a more detailed approach to coding of consultation data.</p>
January 2024	<p>We scrutinised plans for feeding back the consultation results and findings, we asked for changes to the analysis presentations and the design of feedback sessions.</p>	<p>GPT took more time to complete the full analysis and shared it in full with people before starting analysis feedback sessions.</p>
February 2024	<p>We observed sessions and looked at how well people were able to understand the findings and feed back their responses.</p>	<p>GPT simplified and lengthened sessions and supported people to focus on specific areas. GPT staff members split roles with one facilitator and others presenting.</p>
<p>Phase two part 3, and phase 3: developing potential models, for the future support programme and gathering feedback</p>		

March 2024	We held sessions with the Grenfell Partnerships Team to understand how they were developing the potential support models, taking account of the feedback received to date. We also commented on their plans for sharing initial models, including their presentation materials and their facilitation plans.	<p>The Grenfell Partnerships Team were honest and open about what was possible to discuss and change.</p> <p>More structured facilitation plans were produced, which allowed more time for explaining the analysis and for people to provide their response.</p> <p>Presentation materials became much more clear.</p>
March 2024	We observed sessions where the Grenfell Partnerships Team presented initial ideas for the new models for support, and we fed back on how the sessions were conducted. We advised the need for independent facilitation.	The Grenfell Partnerships Team engaged an independent facilitator with experience in trauma and conflict for the next phase of workshops.
April 2024	We held sessions with the Grenfell Partnerships Team to understand how they were developing the final models, based on the feedback heard. We advised again on how the choices were being presented and the transparency of financial decisions.	The Grenfell Partnerships Team further developed and improved the powerpoint presentation of models, and made the decision making process more clear.
April 2024	We observed feedback sessions with bereaved and survivors. We looked at how the feedback influenced the final models and scrutinised how representative the feedback was. We supported several groups to have additional conversations with the Grenfell Partnerships Team, and advised on facilitation needs.	<p>The Grenfell Partnerships Team continually iterated the models as feedback was collected during sessions.</p> <p>The independent facilitator became more assertive in managing time, summarising, and supporting groups and individuals to discuss areas that were important to them.</p>
Phase four: testing the final models, developing costed models of support and testing them again (also developing initial models for the education consultation)		
May to June 2024	We discussed with the Grenfell Partnerships Team their approach to developing the initial models for the education and training support. We observed some sessions discussing initial and then the more developed models for	GPT made significant improvements in some of the meetings with specific groups, which appeared better held and less traumatising for everyone, with a clear improvement in relationships and

	education and training support. We looked at the analysis of the final survey for bereaved and survivors and community consultations, and also at the overall response data and asked questions about whether enough people had contributed overall.	trust.
May to June 2024	<p>We scrutinised the final models for the bereaved and survivors consultation and community consultation. We issued a judgement about the entire consultation process and final models for the personal support programme for bereaved and survivors, and for the community support programme.</p> <p>We reviewed feedback and complaints and held meetings with groups that were still not happy with the final model.</p>	<p>The Grenfell Partnerships Team made time for extra meetings with groups and individuals who were unhappy with the final models.</p> <p>The Grenfell Partnerships Team also added ways for people to receive money in ways that support them to move on and have some closure.</p>
July 2024	We issued a judgement about the consultation process and final models for the education and training support programme for bereaved and survivors and community members.	NA

In reporting our scrutiny in the following chapters, for each consultation or phase we set out:

- Our overall judgement and assessment – and how far we accept it as effective
- The strengths of the consultation
- The improvements made during the scrutiny process. We note that the External Scrutiny Team is not solely responsible for improvements, these were made through iterative feedback processes as we worked together with the Grenfell Partnerships Team and they took on our advice and reflected on changes
- The weaknesses which remained
- Outstanding recommendations either for the next phase of the consultation process, or requirements for the Council to take forward after consultation has finished

3. Consultation design scrutiny

3.1. Overall assessment

We accept the overall design for all three consultations as effective and in line with the four principles. We are also satisfied with the Grenfell Partnerships Teams response to our final recommendations. This chapter summarises the findings of our [Scrutiny Report 1](#), which was published in Autumn 2023 and includes more detail.

3.2. Strengths

We saw commitment to a restorative process which learns the lessons of the past; to openness, listening and learning throughout the work to design the consultation and questionnaires.

We saw a collaborative and person-centred approach from the Grenfell Partnerships Team to engage across bereaved, survivors and immediate local community groups and a willingness to take on and act on their feedback.

Ultimately we considered the timeline of the consultation and the staging of different elements to be sufficient to meet the requirement for effective consultation.

3.3. Improvements made through the scrutiny process

GPT made changes to the timing and staging of the consultation programme, based on what they heard from bereaved and survivors and the immediate local community groups. This centred on the need to focus more on understanding needs in phase one, postponing to phase two the discussion of trade-offs and the development of models of support for the new programme in 2024. Phase two was delayed to January, to allow more time in phase one to discuss feedback and analysis before proceeding to the next stage.

We saw significant improvement to the initial draft documents, including questionnaires. As a result of our feedback we saw the Grenfell Partnerships Team embedding a more restorative and trauma informed approach at the core of the consultation's intention. The overall tone of the consultation – rather than starting with what was lost or what harms had been done, the consultation questions were changed to focus more on the strengths and assets that exist within the bereaved and survivor and local communities.

The Grenfell Partnerships Team included a clear vision and plan for consultation which helped the consultation meet the principles of Integrity and Transparency.

Language of the consultation was amended to be simpler and clearer, and culturally appropriate for a range of audiences. Simplifying and reducing the number of questions made the questionnaire more accessible. Reordering of questions created a better overall structure, whilst the reframing of some questions – particularly around eligibility and categorising groups – had a positive effect, reducing the risk of re-traumatising people.

We asked for more detailed plans for how the questionnaires would be distributed and responses collected, and how the team would reach unheard or under-represented voices. The Grenfell Partnerships Team provided detailed plans for the launch of the consultation and how bereaved and

survivors, immediate community and children and young people would be informed about the consultation. These plans also included how opportunities for feedback to the consultation would be possible through a variety of methods including through email, in-person and online sessions, with drop in options, and one to one conversations and meetings. Thought had also gone into how comfortable people may feel speaking with different members of council staff, and what people could do when they don't feel comfortable. An engagement tracker was also planned to ensure that learning was gathered about engagement throughout the consultation process, and so that plans could be adapted as needed to engage widely.

3.4. Weaknesses

The questionnaire design was made less complex, but the questionnaires could have been further simplified and made easier to navigate.

Community strengths and assets could be brought out more, and made even more explicit.

There could have been even more work on accessibility and adapting to different environments. Even after changes, relatively high levels of literacy were assumed in the development of the questionnaires. This was not sufficient to make the consultation ineffective, but it was important that the Council made provision in the delivery stage for under represented groups to have their say.

3.5. Final recommendations

In our report at this stage we noted several considerations which would be important for future stages:

Weighting and balancing of different groups and voices would need to be carefully considered and planned, to ensure a transparent and fair process. Throughout the question shaping session, bereaved, survivors and immediate local community groups consistently shared concerns about the extent to which different voices would be able to influence the final outcome of how the support programme looks. We identified a need for the Grenfell Partnerships Team to be very proactive and transparent in explaining how the final models would be arrived at.

We recommended that the Council should seek support to deliver restorative practice, both with training and with regular supervision. Restorative practice needs to be embedded in any team seeking to deliver it, and we flagged that there was a gap in the knowledge and skills needed to deliver a restorative consultation.

How the Grenfell Partnerships Team responded to our final recommendations

In response to our final recommendations the Grenfell Partnerships Team produced a clear plan for phase two of the consultation, which involved delivery of the questionnaire through multiple engagement routes, and a plan for detailed analysis of the consultation responses. There were several rounds of iteration of these plans, where we fed back, challenged and discussed improvements, and the Grenfell Partnerships Team made changes. We were satisfied at this point that the plans would lead to an effective process of delivery, analysis and development of initial and final models.

The Grenfell Partnerships Team also engaged support in restorative practice, through attending training and also bringing onboard our recommended restorative practitioner.

4. Bereaved and survivors consultation scrutiny

4.1. Overall assessment

We are satisfied sufficiently in the consultation process to recommend that the council proceed with developing the support package, based on the final models sent on 20 May 2024. We are also satisfied with the Grenfell Partnerships Teams response to our final recommendations.

This means that we have accepted the consultation as effective in developing models; subject to the council's wider commitment to restorative practice set out in chapter 7.

We confirm that the bereaved and survivors consultation process has met our four principles for effective consultation (fairness, accountability, transparency, integrity). Weaknesses identified are not significant enough to alter the overall judgement.

In order to formally recognise the consultation also as a trauma informed and restorative process we asked for evidence of commitment from the wider council, which goes beyond the Grenfell Partnerships Team, in addressing systemic issues which challenge restorative practices and relationships and which continue unhelpful power dynamics which can cause harm to bereaved and survivors.

We expect a response to our wider recommendations by 18 October 2024 and we will provide a judgement on these shortly after.

There is broad support for the final models, and there also remain challenges in the implementation phase. Further engagement will be required with those who are dissatisfied and have found this process triggering and harmful, in order to repair relationships that have been negatively affected by this process. The Grenfell Partnerships Team have started and are committed to this further engagement in response to our final recommendations.

It is important to note that given the context around the consultation, and historic relationships with the immediate local community, a fully restorative process would not be possible at this time. However, the process of the consultation has made significant steps in restorative practice.

4.2. Strengths

We judged that data from the various surveys conducted through the consultation was shared transparently and in full. In addition to sharing data from the analysis of the initial consultation survey, the Grenfell Partnerships Team later shared analysis of the final models survey.

We are confident that no one cohort or group has been given greater weight than another in the information gathering process. The final phase 4 analysis, for example, clarifies the split by cohort carefully. We observed during face to face sessions and in the planning of meetings that the Grenfell Partnerships Team was careful to acknowledge not only the requirement to engage with those who wanted to engage, but with groups who might have less capacity to do so. We heard active expressions of care over intersectional issues like gender, cultural, and language barriers.

Additional meetings were added on request with groups that felt their voices, views or needs were under-represented in the proposed models. We commend the Grenfell Partnerships Team for responding positively to these requests and for listening carefully to these views and

representations; and for evolving their meeting approach (see section 4.3 Improvements made through the scrutiny process). We are aware of occasions when the proposed models were iterated in response.

The interpretation of the range of views we heard, and the way these were translated into the models, appears to be reasonable and balanced. Overall the process for aligning feedback to reach final models was effective, including when the feedback contained some challenging and conflicting needs expressed by different groups and coming from spaces of trauma and harm done in the past. The Grenfell Partnerships Team was transparent about why and how feedback helped shape the final models and in some cases how and why the models did not change.

The Grenfell Partnerships Team additionally drew on other data sources (for example, trauma and disaster recovery expertise, and insights from case work) to inform, check and refine the development of the models, particularly in instances where bereaved and survivors expressed different views and preferences such as for the decision around funding for the different cohorts across the bereaved and survivors.

The final models take the support to a more restorative place. Feedback suggested that all groups wanted more choice and flexibility, but this looks different for different people. The team sensitively liaised with many individuals with different views. The final models took this on board and refocused the framing of the support to be based on people's needs now, rather than on what experience they had during the fire.

4.3. Improvements made through the scrutiny process

Over the course of delivery, the running of face to face and hybrid meetings steadily improved. We see this as down to:

- The addition of external facilitation, on our recommendation, from March 2024 onwards
- The shift in mindset within the Grenfell Partnerships Team from spending time accepting feedback about everything under the remit of the Royal Borough of Kensington and Chelsea (including Grenfell and wider challenges) and hearing trauma replayed, to finding more confident and more restorative ways to bring the trade-offs and needs of the consultation into meetings. This meant that Grenfell Partnerships Team staff were able to focus more on what people wanted in the new models and support people on wider issues outside of these meetings.

Preparing and planning meetings more effectively; asking for commitment from groups to keep to time, and hold to the agenda and purpose of meetings better so that people were less likely to be re-traumatised by the meeting itself.

The Grenfell Partnerships Team approached analysis of quantitative data in a professional and systematic manner. In particular, the Grenfell Partnerships Team took on our feedback to complete all analysis of the questionnaire data before developing models, and went into more detail and increased rigour on coding and theming.

We gave feedback to the Grenfell Partnerships Team that they should share the analysis from the initial phase one consultation in full, alongside a summary. This feedback was implemented and sharing analysis from the first phase was made more transparent. The final model presentations

also represented a transparent summary of how final decisions were made. They also modified slide presentations to provide more clarity about decision making and precise details of the final models.

The final models included an increase in the number of categories for support, and made differentiations between categories in a way that reflected the feedback which was given by bereaved and survivors. The Grenfell Partnerships Team also engaged a trauma expert and received advice and research evidence, about trauma generally experienced after disasters, which gave more weight and credibility to the final models.

A key improvement was that the Grenfell Partnerships Team revised their description of and presentation of the model, explaining that the model focused more on support based on *people's needs now*, rather than by categorising people based on *what experience they had during the fire*. While this did not answer the concerns of all groups (which would have been very difficult given the different interests expressed by different groups), it did improve relationships and improve understanding of the models. When the final models were shared, the Grenfell Partnerships Team held additional meetings with all groups that requested them.

4.4. Weaknesses

The Grenfell Partnerships Team had a requirement to provide continuity of funding and services, without a gap in support for bereaved and survivors and community members. This created a timing challenge and required a quick turnaround between consultation data collection and preparing the next stage of models. There were short timelines for synthesising feedback, in particular the latter stages which included sensemaking and producing initial and final models.

This meant there was a tension in the process. If the External Scrutiny Team recommended slowing down, from the point of view of best practice, this might create harm in missing deadlines for the continuation of support, and that the Grenfell Partnerships Team and the External Scrutiny Team might also lose the trust of some people who simply wanted the consultation to be over.

However, in proceeding at pace some transparency was lost in both the consultation data analysis and in the scrutiny of the consultation. Ultimately, we judged it most important to allow the models to proceed; we prioritised this above a requirement for the Council to slow down and provide full transparency at every stage.

We, as the External Scrutiny Team, also worked at pace, conducting observations, reviewing final models, and reviewing facilitation plans for the education engagement sessions, at the same time as the bereaved and survivor final models. We see there was a justification for keeping to time, and we are satisfied that all stages of the consultation were carried through with due attention. However the need to work at pace could have diminished trust and reduced transparency, which was a weakness.

The second weakness is that the decision to retain the lawyers' recommendation for the weighting of funding pots against the different areas was not well communicated. The Grenfell Partnerships Team took the decision early on to not change the lawyers' indicative weightings as they felt that opening up the allocation for debate was likely to raise tensions and conflicts in ways which were not supportive of a restorative or trauma informed approach.

We can see that in the context of this consultation, opening up this question would not have been restorative and could have been re-traumatising and divisive. However, we think the Grenfell

Partnerships Team should have communicated the reasons for their decision to move from indicative to set funding allocations earlier, and more transparently.

4.5. Final recommendations

In the final model consultation data, there are some bereaved and survivors who are still dissatisfied with the final model. We would ideally have liked to see more facilitated dialogue between different cohorts to deepen understanding and empathy and lessen tensions and conflicts. We appreciate that due to the levels of ongoing trauma and disagreements, the consultation has not been able to go as far in this direction as would have been ideal. We recognise that this is not down to poor consultation design but to external factors; but we would like to see an aspiration to move towards a place where this is possible, as restorative work continues.

Overall, the timing of the criminal trial, the questions around the future of the tower, the historic injustices that have been experienced by different groups, and existing tensions between some bereaved and survivor groups all made it very difficult for this consultation to be wholly restorative. We saw good progress towards restorative practice in the way that the council learned and developed during the consultation and would commend the Grenfell Partnerships Team in particular for changes made towards more restorative ways of working as the consultation progressed.

Given that the process of consultation and the end result has not been experienced as restorative by all, we recommend further engagement with those who are dissatisfied and have found this process triggering and harmful. Part of this will be about the Grenfell Partnerships Team working to repair relationships that have been negatively affected by this process. It will also be important to ensure smooth transitions from the previous programme to the new one.

How the Grenfell Partnerships Team responded to our final recommendations

The Grenfell Partnerships Team acknowledged and recognised the systemic challenges of aspects of the consultation, which were external and outside of the Council's control. They made it clear that they continue to appreciate the community for working alongside them despite these challenges, and in coming together to agree a future framework for support for bereaved and survivors.

The Grenfell Partnerships Team expressed hopefulness that the new model will help to heal some of the injustices people feel and allow people to come together more positively moving forward.

The Grenfell Partnerships Team agreed with our analysis around their communication to retain the lawyers' recommendation for the weighting of funding pots, but maintain the view that it would have been more harmful to open up the debate on funding levels noting that everyone has justifiable needs for more support. The Grenfell Partnerships Team was actively concerned to ensure the process we undertook did not cause more harm or add to tensions that existed. The Grenfell Partnerships Team accepted that they could have communicated this decision making process more effectively and transparently.

With regard to a process that was triggering and harmful for some people, the Grenfell Partnerships Team recognised our concerns and noted that the Dedicated Service and Grenfell Partnerships teams have actively worked to rebuild relationships that were tested through the consultation process. Further care and attention is needed here, but work has been done to repair relationships that were frayed.

5. Immediate community consultation scrutiny

5.1 Overall assessment

We are satisfied sufficiently in the consultation process to recommend that the Council proceed with developing and implementing the support package. This is based on the final models sent on 20 May 2024. As of the publication of this report, we have seen and reviewed detailed plans for the implementation group, and note the progress of the group below. We accept these plans and progress as fulfilling our final recommendations.

This means that we have accepted the consultation as effective in developing models; subject only to the council's wider commitment to restorative practice set out in chapter 7.

We confirm that the community consultation process has met our four principles for effective consultation (fairness, accountability, transparency, integrity). Weaknesses identified are not significant enough to alter the overall judgement.

We note that some members of the immediate community were concerned about the levels of community response to this consultation. Based on the data that we have been provided, we consider the level of response to be adequate, although relatively low compared to the overall population of the local area, and note the Council's efforts to encourage engagement through a wide range of methods. Based on our agreed model of observing a high proportion of consultation events, sampling the questionnaire analysis, and reviewing all questions and reports, the External Scrutiny Team agrees that the proposed model adequately reflects the feedback received through the consultation.

The level of engagement, in the context of restoring trust between the community and the Council, is a key indicator that the restorative process between Council and community is at an early stage and will require more engagement during the implementation phase as well as action by the wider Council.

It is important to note that given the context around the consultation, and historic relationships with the immediate local community, a fully restorative process would not be possible at this time. However, the process of the consultation has made significant steps in restorative practice.

5.2 Strengths

The Grenfell Partnerships Team made proportionate efforts to reach out to people to take part. We acknowledge the way the team has built on learning and has tried new approaches. There were broader systemic issues at play, for example consultation fatigue, lack of trust, and the wider lack of awareness of the proposed future support programme in the community.

The interpretation of the range of views we heard, and the way these were translated into the models, appeared to be reasonable and balanced. Voices were weighted accurately. We caveat though with the relatively small numbers who took part.

There were high levels of agreement with the final model in the Phase 4 consultation demonstrating high support for the model from those that did respond.

The final model demonstrates an awareness of the broader systemic issues at play. Both advocacy and engagement strands of the model design-in a way to address broader issues people experience with the Council.

5.3 Improvements made through the scrutiny process

We gave feedback that consultation meetings which we observed at various stages were sometimes unstructured and failed to elicit enough in depth feedback from people or engage them in meaningful discussion of trade-offs or choices. We appreciate that in the specific context of this consultation, people often needed to tell their stories and vent their anger at past failings of the council, and may not have been ready for a more restorative conversation themselves.

We said that the sessions needed to start with a better recap of the purpose, timeline and scope of the consultation. Over the period of the consultation meetings did become better structured and more effective, with facilitation becoming more considered and confident, and a better mix of time spent in looking backwards and exploring future options. Again, the addition of independent facilitation supported this.

Council colleagues' presentations and use of slide materials became clearer and more accessible as meetings progressed, even though the information grew more complex. The presentations became a more useful guide to steer the conversations and were a key feature of the transparency of the later stages.

We commend both the community members and the Grenfell Partnerships Team for the effort they put in here. We have seen the seeds of working together with immediate community members in dialogue about the consultation, and sharing the responsibility for co-creation with them.

During the analysis process, quantitative data was collected and analysed in a professional and systematic manner. The Grenfell Partnerships Team took on our feedback to complete all analysis of the questionnaire data before developing models. Full analysis of the first phase was shared transparently and the feedback on the final models is also clear and transparent.

5.4 Weaknesses

There was a low response rate relative to the total population of the area, although response rates have been broadly in line with other Council consultations. Nevertheless, because there has been relatively low engagement overall, we have an overarching question about the extent to which the final model reflects the breadth of needs of the immediate community.

We would have liked to see more detailed breakdowns of total respondents by age, ethnicity, and other key dimensions. We recognise that sometimes collecting this data can be extremely difficult and sometimes impossible during less formal engagement processes³ and so we would have liked to see a statement from the Grenfell Partnerships Team as to their overall experience and sense of who engaged, any sections of the immediate community that were under-represented during the consultation process. We did however see evidence of how the team went about trying to reach

³ There is a growing body of work exploring how collecting standard data can make it hard to build trust, when working to deliberate and make decisions together with populations in areas where there has been trauma and power imbalance. For example, Curato, N., & Calamba, S. (2024). Deliberative forums in fragile contexts: Challenges from the field. *Politics*, 0(0). <https://doi.org/10.1177/02633957241259090>

under-represented groups to gain more feedback, including door-knocking, sending out emails and flyers, attending events in the community, working alongside residents to get out information in WhatsApp groups.

The final phase was compressed; given the necessary deadlines, expanding the duration of earlier phases has led to compression of the final phase, when ideally there would have been more time for refinement and for checking back with different stakeholder groups.

We also are concerned that the consultation may not increase trust between community members and the Council, which is a core element of restorative relationship building. We appreciate that this was difficult due to a range of factors, including consultation fatigue and lack of trust in the wider council.

5.5 Final recommendations

We asked to see plans for the implementation phase, with a commitment to significant additional resident involvement and details as to how this will be done. We asked for targeted outreach with people who are less likely to engage with all the types of support currently recommended.

We recommended that the Council take more time over the implementation stage and develop a plan for how the model should be implemented and amended over the first year of its use. We said that this should be co-created as a plan with immediate community members where possible, through an implementation group, coordinated with the development of new scrutiny and monitoring arrangements, and the plan fully implemented once developed.

How the Grenfell Partnerships Team responded to our final recommendations

As of the publication of this report, we have seen and reviewed detailed plans for the implementation group, and note the progress of the group below. We accept these plans and progress as fulfilling our final recommendations.

We have seen and reviewed detailed plans for the implementation group, including for:

- The recruitment and onboarding of the group including how to ensure more diversity and inclusion of less heard voices
- Setting terms of reference, the scope of the group's work and the timeline of the group
- How the groups work connects with other council services such as housing, advocacy, health and others
- An identification of risks and potential mitigation measures

The progress of the implementation group:

As of the end of August, the Implementation Steering Group has been set up, and 24 people have taken part across the first three meetings. The group has considered some of the key choices that will need to be made in implementing the consultation outcome. The Grenfell Partnerships Team have taken a co-design approach and been open about what decisions are fixed (as set in the Leadership Team paper) and what can be changed.

The group were clear that they are not a decision-making group (as they do not represent the views of everyone) and asked the Grenfell Partnerships Team to develop a plan for regularly sharing

thinking, testing ideas and seeking feedback through communications with the wider local community (e.g. via emails, flyers, surveys etc at key points).

The Grenfell Partnerships Team has taken steps to raise awareness of the group and its progress, increase the number of members and ensure it is as reflective as possible of the community. They have done this by regularly communicating about the work of the group, and via co-designed surveys, email or phone calls, and door-knocking, to ensure people who are not willing or able to attend steering group meetings can have a say in the implementation.

The Grenfell Partnerships Team plans to involve other council departments in the implementation work, to enable effective and connected support to residents. In addition there will be a mechanism for sharing learning gathered by the Advocacy Team, who the group view as critical in influencing change.

The Grenfell Partnerships Team have also proposed:

- An Operations group (which community members could be a part of) concentrating on the reach of the new support and the issues arising from delivery and recommend tactical actions, for example to improve the communications and increase the reach or make it more reflective of the community.
- Extending the implementation stage to the end of October (instead of September as initially planned) to spend more time with the Implementation Steering group and the immediate local community on implementation plans. As a result, the Leadership Team report about the outcomes of the implementation work will be presented in November instead of October.
- To work with the steering group on the lessons learnt emerging from the implementation work. These findings would be disseminated to other council departments, so that there are long-term outcomes to this work beyond the launch of the community support.

6. Education and training consultation scrutiny

6.1 Summary

We were satisfied in the consultation process to recommend that the council proceed with developing the support model, into the implementation phase, based on the final models sent to us on 25 June 2024.

We were also satisfied that it was an effective and trauma informed consultation. We saw the process of the consultation make some important steps in restorative practice.

We confirm that the education consultation process has so far met our four principles for effective consultation (fairness, accountability, transparency, integrity), with a few areas for improvement. Weaknesses identified are not significant enough to alter the overall judgement.

We have received a response to our final recommendations about creating implementation plans. We will review and feedback about the principles, terms of reference and implementation plan in time for a final decision in October 2024.

We note that some members of the community are concerned about the levels of response to this consultation. Based on the data that we have reviewed, we consider the level of response to be adequate, especially given the high rate of response from children and young people. We also note the Council's efforts to encourage engagement through a wide range of methods. The level of engagement from adults in the community may be a key indicator of continuing low levels of trust between the community and the council. In order to continue the restorative process between council and community, more engagement is required during the implementation phase, particularly in the delivery of the Education Hub.

Based on our agreed model of observing a proportion of consultation events, sampling the questionnaire analysis, and reviewing all questions and phase reports, the External Scrutiny Team agrees that the proposed model adequately reflects the feedback received through the consultation.

6.2 Strengths

The Grenfell Partnerships Team adapted and tailored workshops for young people to be age appropriate. Workshops were also held in settings familiar to young people. The Grenfell Partnerships Team supported young people to be co-facilitators of these sessions, and centred young people as part of the consultation process.

A large proportion (approximately 50%) of bereaved and survivor adults and children and young people responded to Phase 1 of this consultation. In addition, a large number of children and young people (approximately 30%) from across the community responded through Phase 1 of the consultation. A particular strength is that this consultation has put the views of children and young people at the centre, when designing the future models of support.

The Grenfell Partnerships Team adapted engagements for different groups, making online and in-person meeting options available for each phase. The team also engaged through a variety of methods and spaces, in schools, in small groups in settings outside of schools, online and in person, on the doorstep, and through one-to-one conversations.

Learning from the bereaved and survivors and community consultation analysis was implemented in the education consultation analysis. Quantitative data was collected and analysed in a professional and systematic manner. In particular, the Grenfell Partnerships Team took on External Scrutiny Team feedback, from previous consultations, to complete all analysis of the questionnaire data before developing models, go into more detail and increase rigour on coding and theming.

The interpretation of the range of views we heard, and the way these were translated into the models, appeared to be reasonable and balanced. Where we advised the need for clarity in some parts of the analysis presentation, the Grenfell Partnerships Team amended presentations to reflect this clarity and shared these in advance of workshops. Although the raw data and its analysis was not shared, it was available to see on request. People's own words and phrases were used as much as possible, as in previous consultations.

The subsequent changes to models between phases 2 to 4, reflected the range and specificity of the feedback given by adults and children and young people. The Grenfell Partnerships Team drew on other data sources from disaster recovery expertise, insights from case work, and feedback from professionals working with children and young people in schools and wider settings, to inform the interpretation of feedback, and to check and refine the development of the models. We are satisfied that this represents good practice.

From what we have seen, the final model reflects and accommodates a wide range of expressed needs and feedback. From our observations, there has been broad agreement about the ways in which young people's voices and choices have been centred in the shaping of models, and this feels restorative across the community and bereaved and survivors. The final model also feels restorative in the way in which key parts of the model, such as the Education Hub, with its flexible modes of delivery, will be available to all cohorts and all ages – thus bringing different parts of the community together under one umbrella. The final model documents included a transparent summary of how final decisions were made.

6.3 Improvements made through the scrutiny process

The original timeline was amended and longer was taken to collect and analyse feedback at all phases. The Grenfell Partnerships Team also shifted the education and training timeline from running in parallel with the other consultations to more sequentially for Phases 3 and 4, to allow for more feedback through both surveys and group and individual meetings. This resulted in the **consultation process being more inclusive.**

The Grenfell Partnerships Team became progressively more skilled at planning and facilitating engagements.

Where individuals and groups felt that their voices, views or needs were under-represented in the proposed models, additional meetings were added on request and serious consideration was given to the representations and needs, to incorporate this feedback whilst remaining fair in the context of the overall consultation. The External Scrutiny Team is satisfied that there was a fair balance between taking account of the views of individuals and specific groups whilst also being informed by the wider response to the consultation throughout phases 1 to 4, alongside external expertise and evidence from professionals.

Presentation of potential models improved over time and final models came with costings allowing people to see the implications of different choices and to express where they felt money would be best spent. Several changes were made to allocations through the process in response to what was heard.

6.4 Weaknesses

Engagement in phases 2 to 4 was lower than phase 1, from all groups, particularly from community members. This is partly to be expected, as phases 2 to 4 engagement was more targeted engagement through in-person and online meetings and individual and group conversations. However, this has resulted in some community members and bereaved and survivors feeling that their views are not represented in the final models.

As the External Scrutiny Team we are satisfied from our observations, the data made available to us, and through questioning Grenfell Partnerships Team members, that the final models reflect a diverse range of views from a range of people who are broadly reflective of the wider community and bereaved and survivors. However, particularly for children and young people, there was a lack of demographic data provided to substantiate this. We recognise that there is an inherent challenge with conducting a consultation and getting demographic data, in a context where there are low levels of trust⁴. Providing demographic data was voluntary throughout the consultation, and we observed that not all community members, particularly children and young people, feel safe giving their demographic information to the Council. This makes it difficult to ensure directly through the data that a wide range of views are represented. It also means that the Grenfell Partnerships Team must rely on their knowledge of the demographics of the area, and their relationships with individuals and groups, in order to reach out to those who are most affected and least likely to respond.

It is clear to the External Scrutiny Team that the Grenfell Partnerships Team engaged widely with professionals such as teachers, CYP specialist clinicians, community organisations and therapeutic professionals. However, despite this wider engagement, a few schools were unclear about the transition between existing support services and future support services, in particular around the Education Hub and how this would impact the services that are currently provided in schools.

The Grenfell Partnerships Team made efforts to be accessible, and provided translators and materials in languages other than English. However, we would expect in future the Grenfell Partnerships Team will need to revisit their approach to providing translated materials and in particular increase work to ensure that people are able to engage in languages other than English.

During phase 2, when the analysis was fed back and people were asked for feedback in workshops, there was a lot of ground to cover and education as a topic often got missed off due to lack of time, so there were missed opportunities for some people to feed back on the education and training findings.

The requirement to finish the consultation by the July leadership team deadline, led to phases 3 and 4 of the consultation needing to happen at pace. Although these timelines were longer than for the previous consultations, the timelines in phase 4 in particular meant that some members of the

⁴ Literature on participative democracy in spaces of trauma recognises that some “good” social science methodology can break down.

community and wider stakeholders felt that they were not up to date with the changes and the final models, and some felt that their views were not included.

There was good justification for keeping to time, and the External Scrutiny Team is satisfied that all the stages of the consultation were carried through with due attention. However, it led to a tension felt both in the Grenfell Partnerships Team and in the External Scrutiny Team. This was that slowing down might create harm in missing deadlines for support, and also potentially damage relationships with those members of the community and bereaved and survivors who simply wanted the consultation to be over. However, in proceeding at pace the Grenfell Partnerships Team lost some transparency in the consultation data analysis and the External Scrutiny Team in the scrutiny of the consultation. The External Scrutiny Team judged it most important to allow the models to proceed – we prioritised this above a requirement for the Council to slow down to allow even more time for responses at this stage.

Closing the previous consultation and then immediately starting Phase 3 and 4 of the education and training consultation was tiring and emotionally draining for bereaved and survivors and community members. Extending the timeline over the anniversary added to this load. The External Scrutiny Team's understanding is that this was a difficult trade off decision for the Grenfell Partnerships Team and they needed to balance creating additional time for response, balancing time stress with emotional stress, alongside the deadline for implementation. This was also not within the control of the Grenfell Partnerships Team and we felt that the Grenfell Partnerships Team managed this challenge as best as possible in the situation.

6.5 Final recommendations

The consultation was not wholly restorative, (and could not have been given the context, timing and setting of the consultation). The implementation process will be important and there needs to be a commitment from the Council to carry the restorative aspiration through to into delivery.

The Grenfell Partnerships Team now faces the need for a pragmatic and fast period of implementation of services that align with existing provision to prevent unnecessary gaps in service, so that services are ready for the new academic year. They also need to provide clarity on how services will be integrated between schools, the Education Hub and other places where this fund will be spent. During this implementation period, it will be important to pay attention to any stakeholders that are not yet supportive of the new model, especially the Education Hub, and ensure that the model is implemented in ways that continue to build trust and relationships.

Recommendation 1: A set of principles to guide the implementation of the models to provide as much assurance as possible that the ways that the models are implemented are restorative, trauma informed and sufficiently person and community centred.

Recommendation 2: A transparent plan and process for implementation of the Education Hub, a way of transitioning from the current support to the new support. The Council has committed to continuing to work alongside children and young people, adults, and also professionals at the implementation stage. The External Scrutiny Team would like to see plans for implementation, including an implementation group for the Education Hub.

Recommendation 3: Ensure that as part of the implementation plans, there is a strategy for how to engage with people that the Grenfell Partnerships Team feel, or have evidence, are under-represented.

How the Grenfell Partnerships Team responded to our final recommendations

The Grenfell Partnerships Team has responded to our final recommendations with the following proposals for the implementation phase.

They are drafting a set of principles to guide the implementation of the models, terms of reference for the different strands of implementation and a proposed meeting schedule for the period September to December 2024.

Meetings with key stakeholders will begin in mid-September, with implementation to begin soon after. However, for key elements of the model, the Grenfell Partnerships Team is going to propose to stakeholders that more time is taken to enable all perspectives to be heard and work towards greater levels of consensus. This applies to the Education Hub for which full implementation is now proposed by September 2025, with a specific subgroup established to guide implementation planning. In relation to mental health and wellbeing support in schools, the Grenfell Partnerships Team has extended existing provision until December 2024 to ensure continuity. A specific sub-group will focus on mental health and wellbeing support to ensure that schools, in particular, are included.

To ensure widespread engagement, the terms of reference will set out the range of different ways that children and young people and adults can contribute to the implementation, and how under-represented groups will be identified to ensure engagement is inclusive.

We will review the principles, terms of reference and implementation plan, feedback to the Grenfell Partnerships Team, and comment on these in a final update to this report in October 2024.

7. Wider council recommendations

7.1 Summary

In order for the overall consultation process to be considered restorative and trauma informed, the External Scrutiny Team has needed to consider the context in which it has taken place. A restorative process cannot fully develop in one area of the Council's work (that of the Grenfell Partnerships Team), without a supportive wider context.

Given this context, we asked for commitments for the wider council to address issues in three areas:

- 1. Improvements to the way the Council connects with and trusts residents**
- 2. Improvement to the experience of service delivery in the round from residents**
- 3. Improvements to the way the wider Council connects with and supports the Grenfell Partnerships Team**

This chapter sets out our rationale and evidence for asking for these improvements. We sent a previous draft of this chapter, containing the same substance, to the Council Leader and Chief Executive on 10 July 2024. We received recognition of our comments along with a timeline for response on 31 July 2024.

Initially we hoped to receive detailed plans for how the Council could embed restorative ways of working more broadly, at the Overview and Scrutiny Committee meeting 18th of September 2024. However, the Council and Grenfell Partnerships Team have asked for a longer time frame in coming back to the External Scrutiny Team with concrete response from the wider council. We have agreed to give a further month for response. We feel this aligns with our previous recommendations of not rushing, and asking for the Council and Grenfell Partnerships team to take more time to consider actions and decisions that can have more positive impact long term.

We recognise that the Council is already aware of and taking action to address some of the priorities, and we have seen examples of where action is already being taken. We also acknowledge that our remit is not to assess how and in what ways the commitments are met - because this goes beyond our remit to scrutinise the consultation only, and beyond the timeline in place for our work.

However we are asking for evidence of consideration, design and implementation of commitments. This will satisfy the External Scrutiny Team that this consultation does meet the requirements of restorative consultation - by not being a one-off (which would create further harm in itself), but instead a starting point for future restorative practice.

7.2 Support required for the wider council to act restoratively

We have not conducted formal scrutiny processes on the whole of the Council and all its activities, and we are not suggesting that we are aware of all the activities the Council carries out, or its relationships with residents across the board. Having said this, a qualitative practice as engagement professionals tells us that if we are observing a feeling or opinion held by some people, then it is present in the system and the system could benefit from addressing it.

While the work of the GPT is hugely valued, as are the people in the team, we found that people who engaged in this consultation in general do not experience the wider Council as restorative and trauma informed, or as desiring to become more restorative and trauma informed. This affects willingness to engage with the Council, as some people who are willing to work together with the Council, do not yet have a concrete sense that the Council is willing to work with them in return.

We have listened to and learned from a large number of bereaved, survivors, and members of the local community, on the consultation specifically, but also about their wider experiences.

From these learnings we have made recommendations about steps that we think the wider council should take towards restorative practice. And how the approach to the consultation can be embedded in the wider council and built upon in future.

Given the timing of the Inquiry, the continued presence of the tower, and the events of the tragedy and failures of national government and council mistakes, working restoratively is difficult. All local government leadership, in an inherently adversarial world, often needs to project confidence and provide evidence of action in the face of challenge. However, this very confidence and orientation towards solutions, essential as it is for good governance, can sometimes get in the way of holding space for building restorative relationships.

In order for Council leaders to be open, honest about mistakes, and transparent when they don't have all the answers, everyone (the Council and local people) needs to enter into conversations in a restorative way. The Council has a role to play in creating the spaces that enable these kinds of conversations e.g. being able to facilitate the discussion of difficult topics and explore tradeoffs in a way that takes into account context and does not re-traumatise. We have seen examples of the Grenfell Partnership Team doing this well, and increased trust from bereaved, survivors and local community as a result.

Therefore, the Council does not need a "tick list" or a set of recommendations for external activities the council should do. That, in some ways, would simply put more delivery pressure on the council and may be counterproductive. We recommend that council leaders and staff members consider what they *need*, as individuals, in order to work in a more restorative way in future.

The council's **Co-designed Service Standards**⁵ are effective in setting out many important actions the council needs to undertake for the community; but currently, there is less emphasis on what support the staff team themselves might need in order to be able to effectively meet these standards. For example, the standards require staff to "...have empathy, show they care, be human, honest and accountable" - these are hard behaviours to uphold, without clarity on how they can be achieved, and support specific to the context and tasks.

As this consultation marks the start of a more restorative relationship, there is potential here for the Council to commit to actions for the community but also to build on change within. The External Scrutiny Team is aware that this may need further conversation and consideration.

⁵<https://www.rbkc.gov.uk/contact-us/co-designed-service-standards#:~:text=Working%20to%20be%20a%20caring,access%20Council%20services%20in%20person.>

7.3 The commitment areas in more detail

7.3.1 Improvements to the way the Council connects with and trusts residents

One of the biggest themes that came up across both consultations was a perception that the “wider Council” is not visible enough locally in general. There is a feeling the Council does not make spaces to listen without an agenda, and instead of hearing first, jumps to solutions and defensiveness. This gives the impression the Council does not welcome challenge, and for some, that the Council does not trust residents to raise issues or work together to solve them productively.

This is about being open to feedback, creating space for the knowledge, skills and experience of residents. This also involves being able to take the next steps to discuss and work through any criticism in a way that supports arriving at practical solutions. We have seen an appetite from residents to work in this way.

We asked for a commitment to:

- **Senior level engagement with the idea of restorative relationships as part of the community's healing after tragedy.** We would like to see cross-Council commitment to truly restorative processes in future, and greater senior visibility in ensuring this commitment is actioned. This should include senior leadership and colleagues across the Council, including in key services such as housing. This is likely to require some ongoing training or coaching to support development of capacity within the Council.
- **More embedded participatory approaches in the Council.** Other Councils, for example Camden, Croydon, Westminster, Hackney and Test Valley, are proactive in engaging their communities in exploring trade offs across a range of policy areas. We know that RBKC has explored this, for example, as a member of the Local Climate Engagement Coaching group; and we recommend further development. We are mindful here that the particular circumstances of the Grenfell tragedy make a commitment to citizen participation particularly difficult; for other local authorities who are not the site of internationally significant tragic events, these processes can be begun more easily. However, residents of this Borough deserve the same access to best practice citizen engagement as anyone else in the UK, and a restorative relationship will include the council stating its intention to move in this direction.

What we heard and saw, which supports this request

- **We heard repeatedly that since the disbanding of the Grenfell Recovery Scrutiny Committee in 2019,** some residents feel that there is no formal accountability mechanism for the Council's engagement with residents. The Council's Scrutiny pages on the website are not all up to date. If scrutiny is happening, it is not comprehensively communicated with this community.
- **We heard from bereaved, survivors, local residents of the immediate local community and North Kensington that there is common belief that the Council “fears” the angry and accusatory voices of stakeholders (though this is not their opinion of the GPT).** In this perception that they are feared, community members also feel that they are not respected, due both to their status as those who suffered at Grenfell, and to wider structural inequalities

in race, class and disability. This lack of care and respect is seen as a key contributory cause of the fire, and we heard that residents don't believe that this has changed or can change.

- **We heard that people perceive a lack of adequate routes for influencing the Council's policies and decisions.** People feel the Council doesn't act on what they say they are going to do, or on what residents have told them. The External Scrutiny Team has investigated with the Council and has been told about a number of initiatives and routes. However, in the feedback from this consultation scrutiny, the overarching feeling is that there is a need to move from one off consultations on specific questions, to more open ended engagement on overall priorities. This may reduce consultation fatigue. There are a range of participatory approaches and methods of engagement open to the Council - and examples of these being used at different times. However, it is not clear how and when these are being used consistently, how decisions are made about how to engage, and how widespread across the Council are the skills and knowledge needed for good participatory practice.
- **We heard some examples where more skill was needed in creating the spaces and processes for influence, for example a lack of facilitation skill.** There were some examples given of historical poor practice in holding community meetings, for example some voices given more licence to complain and disrupt agendas, taking more than their share of space. We do not have data to say that this happens often or regularly; but when a sense of connection with the Council's decision making is shaky, these anecdotes are used to support the narrative of a lack of trust.

"Who is this information going to? Will the higher ups be involved? Do they care? When will the higher ups show up? We want senior officers to be visible."

"There is no accountability from the Council. 'They' can do what they want"

"I stopped going to the scrutiny meetings because people would behave badly and they wouldn't stop them"

"I want a scrutiny committee so when there are issues we could have a meeting and people would answer to the community they serve."

"There is mistrust with the Council and their leadership. You'll find people don't like the word "scrutiny" as it was used then they shut down all the scrutiny meetings summarily and nobody knew what happened. So there will be eye rolling."

Recommendations

- **Senior level engagement with the idea of restorative relationships as part of the community's healing after tragedy.** This is an approach less about action and more about tonality. To be confident that the learnings from this consultation are being embedded, we would see senior leadership expressing a narrative that the broader relationship with the Council is one of listening as well as speaking and acting..
 - One learning from the consultation engagement may be transferable. The consultation appeared to work best to calm anxieties when feedback was given by people, then heard, and taken on board, without an immediate response of a list of actions from the Council. Giving feedback "room to breathe" in other settings could be

a simple and pragmatic way to signal a move from a more adversarial and defended approach to a more restorative one.

- **With regard to moving towards more participatory approaches**, we recommend you explore the [spectrum of participation](#) and consider how a participatory approach can be applied more across the board, used in flexible ways to inform different decisions. We recognise that some of this work is in progress (e.g. the service standards referenced above and further examples below) but that overall the Council is at a relatively early stage in its journey to more participatory working. We recommend that the Council leadership takes a strategic view to ensure different strands of related work are connected and cohesive, that commitments are clear internally and externally, and that learning from implementation is shared and acted on to continually improve and develop the Council's overall approach to participation. The council needs to develop the mechanisms, culture and capabilities to listen better to its residents, and pay particular attention to listening to residents who are least likely to be heard due to systemic discrimination on the basis of factors including race and ethnicity, class, and disability. Monitoring this approach from the perspectives of bereaved, survivors and local residents close to Grenfell Tower would also give useful data on how the approach is working.
- **In relation to holding spaces and conversation with the community**, we recommend that council staff are allowed space to reflect on their own needs as facilitators and space holders. Staff should then receive support in the form of training and/or supervision from experienced external facilitators who are restorative and trauma informed practitioners. When conversations are likely to be challenging for either community members or council staff, and either feels the need for external facilitation, we would recommend that this is explored. We have seen how training, supervision and independent facilitation, all have a positive impact on the meetings that the GPT have held over the course of these consultations.
- **Where relevant policies are in place, ensure these are up-to-date and are available on the Council's website**, and regularly publish a transparent assessment of your progress and learning. In relation to participation, **there is a broken link on your website to the contents of your Charter for Public Participation**, adopted in 2020, and no public information as to how it is being implemented. We would recommend an up-to-date version of the Charter and evidence of how it is being used.
- **We acknowledge that you made public commitments on equality and diversity, following the Grenfell fire, and published an Equality, Diversity and Inclusion Strategy**. You also committed to publishing an annual review of progress; however, there is nothing published on your website that we have been able to source. Good practice would be to publish a transparent assessment of your progress and learning.
- **Make Council staff and leadership more visible in North Kensington**, and particularly in close proximity to the tower. Residents need to feel that Council staff and leaders are willing to visit, respect and listen to them. This includes Council leadership being visible to bereaved, survivors and the local community beyond those who are part of key stakeholder groups.
- **Given the levels of frustration we have heard about the lack of visibility of the Council's senior leadership throughout the period of consultation** on the Future Grenfell support

programme, as well as generally in North Kensington, we recommend that you plan how to redress this.

- a. North Kensington residents need to feel that Council staff and leaders are willing to visit and listen to them - not that they are always expected to go to the Town Hall to have access to decision-makers. We are aware that in practice, senior leaders do spend time with North Kensington residents, but there is still felt to be a lack of access, underlining inequalities in power and resources between different areas of the Borough.
- b. Council Leaders could, potentially, make themselves visible to articulate that the Grenfell Support Programme can never be enough to resolve all of the legacy of the fire, nor address the underlying broad systemic inequities. One of the key learnings of the consultation is that simply people with accountability naming the tensions can go some way to enable healing. There may be a need for support for the leadership and facilitated spaces to help this work well. For example, facilitators could help structure open spaces, 1 to 1s, Q&As, and help find ways to manage and name tensions in the room so that the pressure is not entirely on the leadership.

7.3.2 Improvement to the experience of service delivery in the round from residents

We asked for a commitment to:

More person-centred approaches; considering how to make services fit together better and deliver in a way which creates positive impacts on the wider determinants of health and wellbeing.

This was because we heard feedback about experiences of poor services and, possibly even more importantly, poor communication about services, which appeared to affect their ability to engage with the consultation and with future support in an atmosphere of trust.

What we heard and saw supporting this request

- Some people feel that there is a lack of responsiveness to the Grenfell context in the way that services are delivered. For example, from those on Lancaster West estate, we heard that the W11 team focuses on the practicalities of building work. This can mean that when there is a need for more sensitive and responsive feedback to community problems and challenges, the tone of response can feel out of kilter.
- We heard many complaints about inadequate housing and repairs, long delays in responses, lack of respect from contractors, poor communication around the timing of housing repairs and people waiting months for repairs to be completed. In these contexts, consultation on future services which asked about how wellbeing and other wider needs could be met, seemed confusing and inappropriate, when more fundamental issues were not being addressed
- We heard complaints about how housing repairs are being handled, with constant noise from building work, little control over how and when things are done and no respite offered. This lack of agency residents felt can exacerbate trauma caused by the fire. We heard again and

again that residents want a more joined-up approach to housing repairs and maintenance and better assessment of their needs.

- For example we heard an example where someone with a disability had repairs done on their bathroom. *"I had no electricity for 5 days and they didn't even know I was a wheelchair user with specific extra needs. They said it wasn't their business that I couldn't use my wet room or my chair or bed levers to get me up and down - but they know I am disabled because they have that data about me."*
- There was a feeling that the wider Council does not recognise the ongoing impacts of the fire and how this affects how people engage with services. For example, people said they saw newly installed fire exits not properly maintained, and temporary building screens put up across fire routes, which is particularly triggering, and makes people feel the Council still doesn't care about them.
- We heard people talk about the costs being imposed on community organisations and lease-holders to bring their properties up to fire regulations, and how people felt threatened and scared, and angry about the way the Council approached this, with some people being threatened with court action if they did not comply.
- When discussing Future Grenfell Support, residents often pointed out that existing services, e.g. training and employment support, did not feel trauma-informed or responsive to their needs. There was a view that trauma-informed training should be mandatory for all staff, and that this should be an ordinary expectation for service delivery in this area, beyond any commitment within this particular funded programme.
- We heard comments about general Council services needing to be less bureaucratic, more joined-up, and more bespoke.

"Housing officers need training. The tone of communication needs improving. It should be trauma-informed. Bespoke approaches are needed."

"For me – what resonated – nothing has changed. Processes haven't changed. Housing repairs.... It's a full time job to chase the Council. There is no accountability. I don't believe that the number of complaints have gone down. Building safety decisions are not being made by housing specialists. But by administrators and budget holders. "

"People don't want to go into Council buildings... people won't go to appointments on their own."

"Provision needs to be human and tailored, not bureaucratic and standardised."

"The context of all this is how the Council operates when people ask for help. There is inequality, them and us, mental health, social care, that might come under a different bit of the Council but these people have still had a serious trauma on their doorstep!"

"Council have blinkers and are living in the past. They need to make their services fit in with us, at the moment we are expected to fit with them. They want development to make the area how they want it - but we don't want millionaire's row, we live here - they work for us."

Recommendations

- **Ongoing work is needed to overcome the legacy of mistrust in the Council** and how this impacts on Grenfell residents' interactions with all Services. Across the country there is a move towards ways of designing and delivering services which are **more person-centred, bespoke and co-produced**. These better recognise people's assets and build on their strengths, as well as meeting their needs. This shift seems relevant for RBKC, where many residents have complex needs as a legacy of the fire and a high level of distrust in the Council. Recognising the need to work together openly and transparently is more (not less) important in the Grenfell context.
- We have noted your **Co-designed Service Standards** and commend their content and approach. They seem, on a light touch review, to be fully in line with the changes which residents are asking for.
 - We recommend a live and updated implementation plan for how efforts to uphold the service standards are playing out in practice with some honest and transparent reflection on what is improving, and where there is still work to do. This should include a clear allocation of accountability and a plan for monitoring and reviewing your success.
 - You should also consider how to evidence a focus on culture change and staff capabilities as well as technical improvements to processes and systems.
- A key plank of restorative practice is to foster **a strong culture of learning and openness**, with spaces for genuine dialogue between different teams of staff and between staff and residents. This could be described as a 'positive error culture', with staff knowing they won't get blamed either by service users or their own teams if they are honest about what's not working/what has gone wrong. We have seen the Grenfell Partnerships Team developing these skills and recommend that the senior leadership of the Council investigate how far this culture operates in other areas of the Council's work, and consider what steps are required to embed it.
- The Council needs to continue to acknowledge the legacy of Grenfell and the ongoing context (inquiry, legal process) and how it impacts on all service delivery. **All front line staff should be trauma aware**, no matter what job they are doing.

We recognise that the Council is already taking action on some of the above. For example, the development of the co-designed service standards, ensuring all social workers are trained in systemic practice, and beginning a three year training programme for housing staff to develop capabilities in more relational and community-centred ways of working. Where this is the case, the priority is to ensure these efforts are visible as part of Council external commitments, and are communicated as part of a joined up, intentional programme. There is also a need to assess if and how they are making a difference to resident experiences, and act on feedback to embed these new ways of working as the norm. We would recommend that this assessment of how the experience of residents is changing is co-designed by residents.

7.3.3 Improvements to the way the wider Council supports the Grenfell Partnerships Team

We asked for a commitment to:

- **Senior level Council officer engagement with the findings of the consultation and the future support service**, with cross-Council commitment to truly restorative processes in future. This means commitment to restorative work is seen as a whole-Council project, and mutual learnings to be shared between the Grenfell Partnerships Team and the wider council. This should involve plans for the Council to continue to learn and embed these ways of working, with the Grenfell Partnerships Team as a core part of this. There is an opportunity here to enable the success of the Grenfell Future Support Programme, especially in the community provision for an advocacy team which can make links with wider Council services.

Our understanding of restorative and trauma-informed practice tells us that the requirement for *one team* within the Council (the Grenfell Partnerships Team) to behave in a restorative fashion - in a context where outstanding injustices were still at play and where other areas of the Council were not operating in this way - places a burden on the team.

We are not saying here that we see any performance issues with the way the Grenfell Partnerships Team team ran this consultation. We commend the team for their dedicated and skilled work, which we have seen. However, to allow restorative practice to continue and flourish at RBKC, this team will need more peer support and shared practice with other teams.

What we heard and saw supporting this request

- **We heard a lot of criticism about the lack of visibility of Council leadership** during the Future Grenfell Support consultation process. The Grenfell Partnerships Team staff have been the only 'face' of the consultation and this has left the impression that the wider Council don't care about the bereaved, survivors and wider community impacted by the fire.
 - We note that there was a specific decision made in the Council to create a distance between the Global Settlement Agreement process and Council leadership, and that this was done in good faith and for reasons of good governance. However, bereaved, survivors and residents we spoke to did not know this had been done (at least did not say they knew to us), and in a vacuum simply felt that the wider Council was not present or visible. This suggests that the issue was not the plan itself, but potentially the communication around it.
- **We have heard that the patient and careful work undertaken by the Grenfell Partnerships Team can be undermined by actions of the wider Council;** we have heard of instances of a lack of respect, listening, responsiveness, and trauma-informed practice exhibited by some officers and some elected members.
- **There was an absence of other areas of the Council**, representing relevant services, during the consultation process. TAgain, this was a decision taken, but the consultation could have been an opportunity to better join up Grenfell support with other services, and for other services to hear and understand what those impacted by the fire need and want from RBKC services as a whole. There is now an opportunity to do this through implementation.

- **We observed that the Grenfell Partnerships Team were asked to do an enormous amount of difficult work with quite limited capacity** - conducting a fast moving series of consultations, while holding very flexible open ended time slots for stakeholders to input, whilst also managing and beginning to decommission or transition existing services. We have seen the pressure that this has exerted on the team, for example we can see volumes of work completed by small numbers of people in short timeframes. We want to be clear that the team have not complained to us about this pressure - indeed they have conducted themselves very professionally throughout. We have wondered to what extent the team, and potentially other teams in the council, is supported with the personal impact of listening continually to stories of trauma and being blamed for institutional historical failings.

"You (the Grenfell Partnerships Team) are doing a good job at engaging. But while the housing dept are still sending out letters like that..."

"Council teams have different powers. The Council as a whole needs to own this piece of work.. Housing, Neighbourhood Team, we have all different relationships."

"They need a general meeting for this not a consultation - we don't trust them to do what they say they will do so we won't believe anything until we see action."

"Your legal department are disgusting. All you think about is money... I wrote to my local Councillor, but she didn't get back to me. Where are your top people? Are they still in their towers? They aren't visible."

Recommendations

- **It is essential that findings from the consultation that are relevant and can be addressed by other Council teams and services are shared and taken on board.** There could, for example, be shared learnings across the Grenfell Partnerships Team and other service areas which could be jointly agreed as good places to make a commitment.
- **Given the amount of feedback we have heard on the progress still to be made on embedding a trauma-informed and restorative approach** across the Council, we recommend further training for Council staff, on restorative and trauma-informed practice so that the Grenfell Partnerships Team and colleagues can work more closely and supportively together. Ideally some of this training would be done jointly with residents and Councillors, which would help to build a more resilient network of restorative relationships between the Council and community at all levels.
- **Given what we have heard about how mistakes undermine the restorative work being undertaken by the Grenfell Partnerships Team,** there is a need to understand how they happen and what can be done to change matters. What can you learn about why such things keep happening and how can you prevent them?
- **Council Leaders should recognise the vital and important restorative work being done by the Grenfell Partnerships Team,** and ensure that the team (and all staff working in this difficult context) has sufficient capacity and receive adequate support for the sake of their welfare and their ability to continue doing their work as well as they are able to.

7.4 Next Steps

By **18 October 2024**, the External Scrutiny Team will expect to be provided with **evidence that RBKC's senior leadership have considered the implications of this review for ongoing restorative relationships.**

We would like to see a **time-bound and specific set of commitments towards broader restorative relationship building.** We have made suggestions above as first considerations, but the key to this practice will be to commit to what is possible and practical in the operational context of the Council. We would like to see these commitments before we publish the final update to this report after the September meeting.

Ideally these commitments would be **monitored transparently** with feedback to bereaved and survivors and the wider community, and this should sit alongside scrutiny and monitoring of the delivery of the Future Support Programme.

The actions under these commitments can sit alongside the consultation and provide robust evidence for the External Scrutiny Team that the consultation has, in fact, been trauma informed and restorative, in taking a definitive step towards building wider restorative and trauma informed practice.

8. Conclusions and next Steps

8.1 Conclusions

This report concludes the first of our roles as External Scrutiny Team for the Grenfell Future Support Programme. We have scrutinised the Council and in particular the Grenfell Partnerships Teams consultation process and given our final judgements on the effectiveness of the consultation and the extent to which the final models of support are a fair reflection of the consultation feedback and of the wishes and needs of those eligible for support.

For each of the three consultations we improved and iterated the process of consultation design, delivery, analysis, feedback and engagement with communities. We have accepted that these consultations stand scrutiny; with all the caveats and recommendations mentioned in this report.

Through our role as External Scrutiny Team, we were able to strengthen the consultation process in the following ways:

- Extend the timeline to allow more time for deliberation over choices and trade-offs
- Improve the transparency of the information shared at each stage of the consultation
- Question the extent to which some groups were being heard and amplify their voices
- Help to reduce the inherent divisiveness of the process through bringing a restorative approach
- Improve the neutrality of the process through independent facilitation
- Strengthen the effectiveness of the process through better design of consultation events
- Listen and collate recommendations for restorative work needed by the wider Council.

Our assessment is that the process has been as restorative as it could be, given the circumstances - the ongoing search for justice by the bereaved and survivors, and the ongoing trauma felt by the community and those directly affected by the tragedy. The restorative process needs to continue. We have seen clear indicators of a more collaborative relationship between the Council and the Grenfell community and bereaved and survivors during the process, in the work of the Grenfell Partnerships Team, but there is work to be done to restore trust with the wider Council.

The way in which the new support programmes are implemented will impact on this, as well as how well the Council can learn from the process. As an External Scrutiny we have learned a lot about the tensions of working in an adversarial role whilst trying to be restorative and build relationships. All of this learning will be helping to shape the ongoing scrutiny and monitoring arrangements which are now being developed, ready to be implemented alongside the start of the new Programmes.

All of the consultations mark a stage on the journey towards wider restorative work, and we identified next steps for both the programmes of work and for the wider council.

8.2 Action on wider council recommendations - awaiting concrete next steps from the Council

The wider Council's work towards restorative engagement will need to include taking full account of the findings of the **Grenfell Inquiry's Phase 2 report**, which was published on 4 September 2024. During the period of the consultations, the bereaved, survivors and community groups with whom

we worked were awaiting the publication of this report in the hopes that all parties would act on its findings in order to move towards the restoration and justice that they need and want.

In the light of the Inquiry report, we underline our recommendation that the Council **should develop the mechanisms, culture and capabilities to listen better to its residents**. It should pay particular attention to listening to residents who are least likely to be heard due to systemic discrimination on the basis of factors including race and ethnicity, class, and disability.

Initially we hoped to receive detailed planning towards how the Council could embed restorative ways of working more broadly, at the Overview and Scrutiny Committee meeting 18 September 2024. However, as of the week before that meeting, the Council have indicated they are not yet ready to provide this concrete response.

The Grenfell Partnerships Team have acknowledged that the Inquiry report noted (summarised at paragraphs 2.53 and 2.54 of the Executive Summary) that the Council (and the TMO) failed to pay due regard (and therefore to learn from) reports produced by third parties with recommendations for change.

In the light of this, the Grenfell Partnerships Team have asked for a longer time frame in coming back to the External Scrutiny Team With concrete response from the wider council.

We have agreed to give a further month for response.

We support the Council considering things carefully, and appreciate that a response which is too rushed could be counter productive or surface-level. We always recommend, as a general principle, taking time for feedback, relationship building and seeking input from all stakeholders, so we feel this is a reasonable timeframe for the Council.

We also note that our report will need to be reviewed alongside the Inquiry report which requires time for thoughtful consideration.

We will publish an amendment to this final report at the end of October 24:

- If a satisfactory response is received in the next month, we will acknowledge this in October.
- If such a response is not received, our report will conclude our expert recommendations were not met and that this creates serious risk of undermining the good consultation work that has been done so far.

We also recommend that we see **evidence of steps be considered and taken** before the month's deadline; to demonstrate that things are in motion.

The External Scrutiny Team does not have an unlimited scrutiny timeline or budget; we are mindful of the need to preserve resources for the Grenfell Support Programme rather than for further scrutiny of consultation. We are prepared to receive feedback for the following month in this area of wider council change towards restorative approaches.

8.3 Looking towards monitoring and scrutiny

The other aspect of our role as the External Scrutiny Team has been to work with bereaved, survivors and the immediate local community to develop plans for the ongoing monitoring and external scrutiny of the Grenfell Future Support Programme to ensure that residents can have confidence in

the ongoing delivery and impact of the programme. We have been engaging with bereaved and survivors and immediate community members to understand what is important to them and reviewing learning from wider Grenfell documentation and relevant international evidence and examples.

We have developed two sets of proposed monitoring and scrutiny arrangements – one for the bereaved and survivor programme and one for the immediate community programme, with monitoring and scrutiny of the education and training programme included within each of these sets of arrangements. The arrangements reflect what bereaved and survivors and the immediate community members have told us is important to them – including the need for insights from the programme to influence change across the wider council.

During September, we will write recommendations and implementation guides to support the Grenfell Partnerships Team and future External Scrutiny Function to deliver the monitoring and scrutiny approaches, and share the proposed arrangements with bereaved and survivors and the local community for feedback. We will then work with the Council to develop mechanisms to ensure insights from the programme informs wider council change, and write a report to communicate the findings of this work and final scrutiny and monitoring arrangements externally.

Appendix A: Scrutiny logs

1. Scrutiny log and timeline: Phase One - Consultation Design

Phase of consultation	Description of Consultation activity	Key scrutiny activity	What we said	How GPT responded
<p>Phase 1 Consultation Design - shaping the overall approach</p> <p>July 2023</p>	<p>The Grenfell Partnerships Team (GPT) worked on an overall approach and timeline for the consultation, to share with the External Scrutiny Team (EST) and all stakeholder groups.</p>	<p>We submitted a report on our initial response to the Council's plans for the consultation approach, with a series of recommendations.</p> <p>We held 10 meetings with GPT and stakeholder groups to hear their views on the consultation design. We used these to develop our best practice consultation principles.</p>	<p>We welcomed GPT's commitment to a restorative process which learns the lessons of the past. We saw this reflected in an openness to listening and learning throughout the work to design the consultation and questionnaires.</p> <p>We asked GPT to reconsider the consultation approach to avoid reinforcing division and to focus more on understanding needs in phase one. This means phase two could focus on working with people to understand trade-offs and develop models of support for the new programme in 2024.</p>	<p>GPT adjusted their timeline, lengthening Phases one and two. This allowed more time to collect feedback in Phase one, more time to discuss feedback and analysis in Phase two for discussions about potentially difficult tradeoffs and decisions.</p>

<p>Phase 1 Consultation Design - Survey design</p> <p>Aug - Sept 2023</p>	<p>GPT developed their approach further, drafting a set of consultation questions for testing with stakeholder groups. They held a series of meetings with groups of bereaved, and survivors and community members.</p>	<p>We submitted our initial feedback on the first draft questionnaires, with suggestions for changes.</p> <p>We advised GPT on how to build in restorative and trauma-informed approaches to the consultation and questions.</p> <p>We observed 8 question-shaping sessions with groups of bereaved, and survivors and community members.</p> <p>We made further recommendations for the design of the questionnaires, following these sessions.</p>	<p>We recommended that GPT take a more restorative, trauma-informed and strengths-based approach in their questions. We wanted the Council to start by understanding broadly what matters to people, using free text boxes, rather than just offering check lists.</p> <p>We recommended more open text questions for people to describe their needs, rather than long lists and tick boxes.</p> <p>We recommended moving demographic and categorising questions to the end of the questionnaires.</p> <p>We asked for more transparency about the decision-making timeline and process to be provided in the questionnaires.</p> <p>We fed back that some questions</p>	<p>Timelines were added to both questionnaires with clearer information about the role of the questionnaires and the next stages for decision-making. A vision and commitments to shared decision-making were also added.</p> <p>Questions were reordered to ensure a better overall structure, with labelled sections, with the reframing of some questions, particularly around eligibility and categorising groups.</p> <p>There was a significant reduction in questions in both questionnaires, making the process more accessible and transparent.</p> <p>Categorisation and demographic questions were moved and merged to avoid duplication.</p>
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			<p>could be divisive and set different groups against each other.</p> <p>We heard the importance of choice and control from different groups, and asked for questions to reflect this.</p> <p>We asked for more explanation about the importance of 'proximity' to the Tower in selecting 500m as the radius for community support.</p> <p>We asked GPT to more clearly signpost the support available to people in completing the questionnaires or feeding back in other ways.</p>	<p>Options for choice and control were included as specific questions in the questionnaire for bereaved and survivors.</p> <p>Questions about what is valued in the community that can be built on for developing future support were included in the community questionnaire.</p> <p>Questions on support were reduced and adapted into free-text options, which encourage people to describe their support needs rather than via tick boxes.</p> <p>More explanation was included around some questions, especially around eligibility criteria.</p> <p>Questions on education and training were simplified and made more exploratory.</p> <p>Further information and support to complete the questionnaires was added with different options for giving feedback listed, including phone, email and taking part in events.</p>
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2. Scrutiny log and timeline: Bereaved and Survivor Consultation

Phase of consultation	Description of Consultation activity	Key scrutiny activity	What we said	How GPT responded
<p>Phase 1 Consultation delivery</p> <p>Oct-Nov 2023</p>	<p>GPT sent out a survey to the bereaved and survivors and to the wider community.</p> <p>They also held sessions to support people (adults & young people) to complete the survey, and for people to provide their views as an alternative to the survey.</p>	<p>We reviewed facilitation plans for sessions and observed two delivery sessions for bereaved and survivors.</p> <p>We fed back on how the sessions were planned and conducted.</p>	<p>We felt that GPT staff thought about how to make spaces feel safe and accessible. Factors that helped were use of a facilitation plan, acknowledging and thanking people for their time, and offering refreshments.</p> <p>We felt the sessions demonstrated some good engagement skills, with use of open questions and reflective check-ins. GPT staff acknowledged and validated peoples' feelings and trauma.</p> <p>We fed back that accountability was demonstrated throughout - using phrases like 'I accept that.'</p> <p>We asked GPT to think about how people would like their time to be valued for taking part.</p> <p>We asked GPT to continue to think about different adaptations</p>	<p>GPT staff adjusted facilitation plans and assigned roles for each member of staff. This made it more clear to people attending meetings who was facilitating holding the space and who was presenting various information.</p> <p>GPT staff facilitation improved over the course of consultation delivery sessions. Staff became more confident in supporting people through the conversations and encouraging and enabling more views to be heard.</p>

			<p>to meet the needs of different groups.</p> <p>We asked GPT to ensure that quieter voices were listened to, to invite feedback on the session itself, and to ensure there was clarity about the next stage of the consultation process.</p> <p>We commented on the challenge for GPT staff of facilitating the sessions and remaining neutral, and suggested they consider bringing in independent facilitation.</p> <p>We encouraged GPT to consider how they were setting up the space, how to accommodate trauma by creating quiet spaces, and to build in breaks.</p>	
<p>Phase 2 Consultation Analysis</p> <p>Dec 2023</p>	<p>GPT analysed all the consultation responses from the Phase 1 consultation.</p>	<p>We quality assured analysis by taking a sample of several questions and doing our own analysis.</p> <p>We also fed back on the coding and analysis process used by GPT and the way in</p>	<p>We were satisfied that GPT had conducted a thorough analysis of the consultation responses. They read through every response in detail and themed the responses (coding). We were satisfied with the majority of the coding and fed</p>	<p>Findings were summarised at two levels of themes to give more detail. GPT produced detailed summaries using people's exact words, to keep meaning accurate.</p> <p>The timeline was changed by around two weeks to allow for full</p>

		<p>which the results were communicated.</p>	<p>back to GPT that a small number of their 'codes' or theme words needed to be more detailed.</p> <p>We suggested that GPT define and use quantifiers (words like 'some' or 'many') to show the weight of opinion based on the actual numbers of feedback, not the loudest voices.</p> <p>We advised that GPT keep things in people's own words and create more detail by creating both themes and sub themes.</p>	<p>completion of analysis and provide a full report in advance of analysis feedback sessions.</p>
<p>Phase 2</p> <p>Planning feedback of consultation results</p> <p>January 2024</p>	<p>Planning for sharing the consultation analysis with bereaved and survivors.</p> <p>GPT shared draft analysis documents and facilitation plans for the planned feedback sessions.</p>	<p>In January 2024 we reviewed the plans for phase 2 of the consultation.</p>	<p>We commented on :</p> <p>The overall timeline and speed of the entire process</p> <p>The way in which the consultation analysis was to be carried out and shared to ensure fairness and transparency.</p> <p>The plans for the sessions, including time length and facilitation.</p>	<p>The timeline was extended.</p> <p>Full analysis of the feedback was made publicly available before and after sessions.</p> <p>Analysis was presented as much as possible with actual words used.</p> <p>Structured facilitation plans were produced, which allowed enough time for explaining the analysis and for people to provide their response.</p>

<p>Phase 2</p> <p>Feedback of consultation results.</p> <p>February 2024</p>	<p>There were two planned group sessions - one online and one in-person.</p> <p>Additional conversations were set up on request.</p>	<p>In February we observed both feedback sessions for bereaved and survivors. We also observed additional meetings on request.</p>	<p>We fed back on the way in which sessions were run, including how the consultation results were shared, the ways in which people were able to participate, and how inclusive the sessions were.</p> <p>We observed how the analysis was received and what could be done in future to ensure the results were understood and made relevant to different groups.</p> <p>We fed back what we observed about keeping the focus of the sessions, ensuring they were future focussed.</p>	<p>GPT engaged an independent facilitator with experience in trauma and conflict for the next phase of workshops.</p>
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<p>Phase 3 Development of models March 2024</p>	<p>The development of proposals for Future Grenfell Support, and the planning of sessions designed to present and test the potential models, and explore choices and decisions that will need to be made.</p>	<p>In March we held sessions with GPT to understand how they were developing the potential support models, including how they were taking account of the consultation analysis and the feedback from sharing the analysis, what other data they were drawing on, and how they were planning to communicate the models with enough clarity and information for people to understand and respond.</p>	<p>We fed back on the importance of clear information, transparency about their approach, and independent facilitation.</p> <p>We encouraged GPT to take a restorative approach and to be as honest and open as possible about the choices ahead and the potential trade-offs.</p> <p>We suggested once more that independent facilitation would help to create a more neutral space for hearing feedback.</p>	<p>GPT completed several iterations of the powerpoint presentation of models and the decision-making process presented more clearly.</p> <p>GPT used the data from the consultation to present three options, with option 3 presented as the most reflective of people's opinions.</p>
<p>Phase 3 Sharing of models for feedback March 2024</p>	<p>The delivery of sessions with the bereaved and survivors designed to present and test the potential models for Future Grenfell Support, and explore choices and decisions that will need to be made.</p>	<p>We observed all 3 planned sessions with bereaved and survivors, and two sessions that were added in by request.</p>	<p>We fed back on the facilitation of the sessions, the clarity of the proposals and choices people were presented with, and the extent to which people were able to give their feedback and feel heard, and how restorative the sessions felt.</p>	<p>There were extra meetings with groups and individuals as well as the planned consultation sessions.</p> <p>Later iterations of the model showed better illustrations of different needs and less generalisation.</p> <p>The independent facilitator became more assertive in</p>

				managing time, summarising and maintaining focus'
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<p>Phase 4 Refining and testing of models</p> <p>April 2024</p>	<p>The final stage of the consultation process to develop future support models, setting out what support will be available for the next 4 years. In this phase the council used all of the feedback they have heard to date to develop the final models, and tested them in 7 further sessions, attended by 60 people..</p> <p>There was also a survey completed by 195 people.</p>	<p>We met with the council several times during the development of final models.</p> <p>We observed 5 sessions with bereaved and survivors.</p> <p>We looked at how the survey influenced the final models.</p> <p>We asked questions about how representative the final phase of feedback was.</p>	<p>We fed back on how well we thought previous feedback was taken into account in the final models. We also advised being clearer on the supporting evidence. We recognised the efforts of GPT to take account of the specific needs of different groups.</p> <p>We fed back on improvements we were seeing in the meetings held to discuss the final proposals. However, we wanted to see GPT try to get clearer views on the possible choices and financial trade-offs.</p> <p>We encouraged GPT to meet again with groups that felt under-valued or unheard.</p> <p>We asked GPT to seek trauma expertise to help shape the approach to categorising needs.</p>	<p>GPT held additional meetings with all groups that requested them.</p> <p>GPT modified slide presentations to provide more clarity about elements of the final models.</p> <p>GPT revised their description of and presentation of the model, explaining that the model focused more on support based on people’s needs now, rather than by categorising people based on what experience they had during the fire.</p> <p>The council increased the number of categories and made differentiations between categories in a way that reflected the feedback which was given by bereaved and survivors.</p> <p>GPT engaged a trauma expert and received advice and research evidence, about trauma generally experienced after disasters.</p>
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<p>Phase 5 Final models May - June 2024</p>	<p>The publication of the final model along with supporting narrative. Final meetings with individual groups and response to complaints. Sign off by full council. Development of implementation process.</p>	<p>We scrutinised the final model. We reviewed feedback and complaints and held 2 meetings with groups that were not happy with the final model.</p> <p>We held final meetings with GPT to check our understanding of elements of the final model and how they were agreed.</p> <p>We issued a judgement about the entire consultation process.</p>	<p>We continued to encourage GPT to meet with groups that felt under-represented in the final model and felt they couldn't contribute in open sessions, due to a lack of trust and relationship between groups, whilst also ensuring that any views gained from these individual meetings was weighted appropriately with the rest of the consultation.</p> <p>We observed significant improvements in some of the meetings with specific groups, which appear better held and less traumatising for everyone, with a clear improvement in relationships and trust.</p> <p>We asked questions about transition support from the previous programme to the new one.</p>	<p>GPT planned some changes to how and when people can receive money, to potentially support them to move on and have some closure.</p> <p>GPT held further meetings with groups and individuals when requested.</p>
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3. Scrutiny log and timeline: Community Consultation

Phase of consultation	Description of Consultation activity	Key scrutiny activity	What we said	How GPT responded
<p>Phase 1 Consultation delivery</p> <p>Oct-Nov 2023</p>	<p>GPT sent out a survey to the bereaved and survivors and to the wider community.</p> <p>They also held sessions to support people (adults & young people) to complete the survey, and for people to provide their views as an alternative to the survey.</p>	<p>We reviewed facilitation plans and observed two sessions for immediate community members.</p> <p>We fed back on how the sessions were planned and conducted.</p>	<p>We felt that GPT staff thought about how to make spaces feel safe and accessible. Factors that helped were use of a facilitation plan, acknowledging and thanking people for their time, and offering refreshments.</p> <p>We felt the sessions demonstrated some good engagement skills, with use of open questions and reflective check-ins. GPT staff acknowledged and validated peoples' feelings and trauma.</p> <p>We fed back that accountability was demonstrated throughout - using phrases like 'I accept that.'</p> <p>We asked GPT to think about how people would like their time to be valued for taking part.</p> <p>We asked GPT to continue to think about different adaptations to</p>	<p>As with the bereaved and survivors consultation, GPT staff adjusted facilitation plans and assigned roles for each member of staff. This made it more clear to people attending meetings who was facilitating holding the space and who was presenting various information.</p> <p>GPT staff facilitation improved over the course of consultation delivery sessions. Staff became more confident in supporting people through the conversations and encouraging and enabling more views to be heard.</p>

			<p>meet the needs of different groups.</p> <p>We asked GPT to ensure that quieter voices were listened to, to invite feedback on the session itself, and to ensure there was clarity about the next stage of the consultation process.</p> <p>We commented on the challenge for GPT staff of facilitating the sessions and remaining neutral, and suggested they consider bringing in independent facilitation.</p> <p>We encouraged GPT to further consider how they were setting up the space, how to accommodate trauma by creating quiet spaces, and to build in breaks.</p>	
<p>Phase 2 Consultation Analysis</p> <p>December 2023</p>	<p>GPT analysed all the consultation responses from the Phase 1 consultation.</p>	<p>We quality assured analysis by taking a sample of several questions and doing our own analysis.</p> <p>We also fed back on the coding and analysis process used by GPT and the way in which the results were</p>	<p>We were satisfied that GPT had conducted a thorough analysis of the consultation responses. They read through every response in detail and themed the responses (coding). We were satisfied with the majority of the coding and fed back to GPT that a small number</p>	<p>Findings were summarised at two levels of themes to give more detail. GPT produced detailed summaries using people's exact words, to keep meaning accurate.</p> <p>The timeline was changed by around two weeks to allow for full completion of analysis and</p>

		communicated.	<p>of their 'codes' or theme words needed to be more detailed.</p> <p>We suggested that GPT define and use quantifiers (words like 'some' or 'many') to show the weight of opinion based on the actual numbers of feedback, not the loudest voices.</p> <p>We advised that GPT keep things in people's own words and create more detail by creating both themes and sub themes.</p>	provide a full report in advance of analysis feedback sessions.
<p>Phase 2</p> <p>Planning feedback of consultation results</p> <p>January 2024</p>	<p>Planning for and then sharing the consultation analysis with community members.</p> <p>GPT shared draft analysis documents and facilitation plans for the planned feedback sessions.</p>	In January 2024 we reviewed the plans for phase 2 of the consultation.	<p>We commented on :</p> <p>The overall timeline and speed of the entire process, suggesting that the timeline needed to be extended.</p> <p>The way in which the consultation analysis was to be carried out and shared to ensure fairness and transparency.</p> <p>The plans for the sessions, including time length and facilitation.</p> <p>Communication about the timeline</p>	<p>The timeline was extended.</p> <p>Full analysis of results was made publicly available.</p> <p>Analysis presented as much as possible with actual words used.</p> <p>More stages were added to the process for feedback, drafting and refining models.</p> <p>All feedback session dates were published in advance along with a timeline of the consultation process.</p>

			and process.	Structured facilitation plans were produced, which allowed enough time for explaining the analysis and for people to provide their response.
Phase 2 Feedback of consultation results. February 2024	There were three planned group sessions - all in-person.	In February we observed two of the three feedback sessions for immediate community members.	<p>We fed back on the way in which sessions were run, including how the consultation results were shared, the ways in which people were able to participate, and how inclusive the sessions were.</p> <p>We observed how the analysis was received and what could be done in future to ensure the results were understood and made relevant to different groups.</p> <p>We observed how trauma and blame were present in the sessions and how this made it challenging to keep the focus of the sessions ensuring they were future focussed.</p> <p>Not all sessions were equally successful when it came to keeping the focus on the</p>	<p>GPT demonstrated changes in their approach during this phase, and an increased understanding of restorative principles. They did this in the clarity of their approach at the beginning of meetings, the acknowledgement of the council's role in the tragedy, and in the time that they created for people to share and speak.</p> <p>They recognised the need for structuring the sessions and being clear about the feedback they were looking for. They were able to use appreciative questions at times to refocus people on what would help them to move on from present trauma to a better future.</p>

			consultation findings. We found that in the community sessions people were not always clear about the scope and purpose of the consultation and were often engaging for the first time. We said that the sessions needed to start with a better recap of the purpose , timeline and scope of the consultation.	
Phase 3 Development of models March 2024	The development of proposals for Future Grenfell Support, and the planning of sessions designed to present and test the potential models, and explore choices and decisions that will need to be made.	In March 2024 we held sessions with GPT to understand how they were developing the potential support models, including how they were taking account of the consultation analysis and the feedback from sharing the analysis, what other data they were drawing on, and how they were planning to communicate the models with enough clarity and information for people to understand and respond.	We fed back on the importance of clear information, transparency about their approach, and independent facilitation. We again encouraged GPT to take a restorative approach.	GPT engaged an independent facilitator with experience in trauma and conflict for the next phase. GPT completed several iterations of the powerpoint presentation of models and the decision-making process was presented more clearly.

<p>Phase 3</p> <p>Sharing of models for feedback</p> <p>March 2024</p>	<p>The delivery of sessions with the bereaved and survivors designed to present and test the potential models for Future Grenfell Support, and explore choices and decisions that will need to be made.</p>	<p>We observed all 3 planned sessions with bereaved and survivors, and two sessions that were added in by request.</p>	<p>We fed back on the facilitation of the sessions, the clarity of the proposals and choices people were presented with, and the extent to which people were able to give their feedback and feel heard, and how restorative the sessions felt.</p>	<p>There were extra meetings with groups and individuals as well as the planned consultation sessions.</p> <p>Later iterations of the model and the accompanying presentations, showed clearer justification of choices based on the feedback received.</p> <p>The independent facilitator became more assertive in managing time, summarising and maintaining focus'</p>
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<p>Phase 4 Refining and testing of models</p> <p>April 2024</p>	<p>The final stage of the consultation process to develop future support models, setting out what support will be available for the next 4 years. In this phase the council used all of the feedback they have heard to date to develop the final models, and tested them in 7 further sessions, attended by 60 people..</p> <p>There was also a survey completed by 195 people.</p>	<p>We met with the council several times during the development of final models.</p> <p>We observed 5 sessions with bereaved and survivors.</p> <p>We looked at how the survey influenced the final models.</p> <p>We asked questions about how representative the final phase of feedback was.</p>	<p>We fed back on how well we thought previous feedback was taken into account in the final models. We also advised being clearer on the supporting evidence. We recognised the efforts of GPT to take account of the specific needs of different groups.</p> <p>We fed back on improvements we were seeing in the meetings held to discuss the final proposals. However, we wanted to see GPT try to get clearer views on the possible choices and financial trade-offs.</p> <p>We encouraged GPT to meet again with groups that felt under-valued or unheard.</p> <p>We asked GPT to reach out again to those people who might not turn up to meetings, or who might not normally be heard.</p>	<p>GPT held additional meetings with all groups that requested them.</p> <p>GPT modified slide presentations to provide more clarity about elements of the final models and the underlying principles.</p> <p>GPT continued to do engagement through a variety of methods to make sure that people who did not attend meetings could also give feedback.</p>
<p>Phase 5 Final models</p> <p>May - June</p>	<p>The publication of the final model along with supporting narrative. Final meetings with individual groups and</p>	<p>We scrutinised the final model. We reviewed feedback and complaints and held 2 meetings with groups that were not happy with the final</p>	<p>We asked GPT to consider an implementation phase, allowing them to continue engaging community members in shaping the new model.</p>	<p>GPT responded to our recommendations with detailed plans about the implementation phase.</p>

2024	response to complaints. Sign off by full council. Development of implementation process.	model. We issued a judgement about the entire consultation process.	We compiled a set of recommendations for the wider Council, recognising that GPT and the Grenfell support Programme isn't enough to complete the restorative process.	
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4. Scrutiny log and timeline; Education and Training Consultation

Phase of consultation	Description of Consultation activity	Key scrutiny activity	What we said	How GPT responded
<p>Phase 1 Consultation delivery</p> <p>Oct-Nov 2023</p>	<p>Report 1:</p> <p>Education and Training was included in all of the phase 1 surveys in both the bereaved and survivor consultation and the consultation with the community. There was also a survey and three workshops for children and young people. Meetings were held with head-teachers and there were workshops for community members.</p>	<p>We observed one consultation session with young people, one with bereaved and survivor adults and one for community members.</p>	<p>We fed back on how the sessions were planned and conducted.</p> <p>We fed back on how the sessions were planned and conducted.</p> <p>We felt that GPT staff thought about how to make spaces feel safe and accessible. Factors that helped were use of a facilitation plan, acknowledging and thanking people for their time, and offering refreshments.</p> <p>We felt the sessions demonstrated some good engagement skills, with use of open questions and reflective check-ins. GPT staff acknowledged and validated peoples' feelings and trauma.</p> <p>We fed back that accountability was demonstrated - using phrases like 'I accept that.'</p> <p>We saw that sessions were adapted</p>	<p>As this consultation happened slightly later in the overall timelines, GPT staff carried learning through from previous work and had improved a lot already in their facilitation.</p> <p>Plans were further adjusted in response to our feedback, with more breaks added for young people dependent on age, and assigned roles for each member of staff.</p> <p>GPT staff used lots of open questions and these sessions built on one another, with GPT staff asking for clarity and insights from people where they felt there were gaps in the consultation feedback.</p>

			<p>for young people, but we encouraged GPT to consider using a range of approaches and methods suited to different needs.</p> <p>We asked GPT to think about how people would like their time to be valued for taking part.</p> <p>We asked GPT to continue to think about different adaptations to meet the needs of different groups.</p> <p>We asked GPT to ensure that quieter voices were listened to, to invite feedback on the session itself, and to ensure there was clarity about the next stage of the consultation process.</p> <p>We commented on the challenge for GPT staff of facilitating the sessions and remaining neutral, and suggested they consider bringing in independent facilitation.</p> <p>We encouraged GPT to further consider how they were setting up the space, how to accommodate trauma by creating quiet spaces, and to build in breaks.</p>	
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<p>Phase 2 Consultation Analysis</p> <p>Dec 2023</p>	<p>GPT analysed all the consultation responses from the Phase 1 consultation.</p>	<p>We quality assured analysis by taking a sample of several questions and doing our own analysis.</p> <p>We also fed back on the coding and analysis process used by GPT and the way in which the results were communicated.</p>	<p>We fed back that GPT conducted a thorough analysis of the consultation responses. They read through every response in detail and themed the responses (coding). We were satisfied with the majority of the coding and fed back to GPT that a small number of their 'codes' or theme words needed to be more detailed.</p> <p>We suggested that GPT define and use quantifiers (words like 'some' or 'many') to show the weight of opinion based on the actual numbers of feedback, not the loudest voices.</p> <p>We advised GPT to keep things in people's own words and create more detail by creating both themes and sub themes.</p>	<p>Findings were summarised at two levels of themes to give more detail. GPT produced detailed summaries using people's exact words, to keep meaning accurate.</p> <p>The timeline was changed by around two weeks to allow for full completion of analysis and provide a full report in advance of analysis feedback sessions.</p>
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<p>Phase 2</p> <p>Planning feedback of consultation results</p> <p>Jan 2024</p>	<p>Planning for and then sharing the consultation analysis with community members.</p> <p>GPT shared draft analysis documents and facilitation plans for the planned feedback sessions.</p>	<p>In January 2024 we reviewed the plans for phase 2 of the consultation.</p>	<p>We commented on :</p> <p>The overall timeline and speed of the entire process</p> <p>The way in which the consultation analysis was to be carried out and shared to ensure fairness and transparency.</p> <p>The plans for the sessions, including time length and facilitation.</p>	<p>The timeline was extended.</p> <p>Full analysis of results was made publicly available.</p> <p>Analysis presented as much as possible with actual words used.</p> <p>More stages were added to the process for feedback, drafting and refining models.</p> <p>All feedback session dates were published in advance along with a timeline of the consultation process.</p> <p>Structured facilitation plans were produced, which allowed enough time for explaining the analysis and for people to provide their response.</p>
<p>Phase 2</p> <p>Feedback of consultation results.</p>	<p>There were group sessions for community members, bereaved and survivors, for parents and young people.</p>	<p>In February we observed two of three feedback sessions for community members. We observed both feedback sessions for bereaved and survivors. These sessions</p>	<p>We fed back on the way in which sessions were run, including how the consultation results were shared, the ways in which people were able to participate, and how inclusive the sessions were.</p>	<p>GPT demonstrated changes in their approach during this phase, and an increased understanding of restorative principles. In the clarity of their approach, the acknowledgement of the</p>

Feb 2024		discussed the education and training findings from the consultation.	<p>We observed how the analysis was received and what could be done in future to ensure the results were understood and made relevant to different groups.</p> <p>We fed back what we observed about keeping the focus of the sessions, ensuring they were future focussed.</p>	<p>council's role in the tragedy, in the time that they created for people to share and speak. They recognised the need for structuring the sessions and being clear about the feedback they were looking for. They were able to use appreciative questions at times to refocus people on what would help them to move on from present trauma to a better future.</p>
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<p>Phase 3</p> <p>Early development of models</p> <p>April 2024</p>	<p>The development of proposals for the education and training element of the Future Grenfell Support, and the planning of sessions designed to present and test the potential models, and explore choices and decisions that will need to be made.</p>	<p>In April 2024 we held sessions with GPT to understand how they were developing the education and training support models, including how they were taking account of the consultation analysis and the feedback from sharing the analysis, what other data they were drawing on, and how they were planning to communicate the models with enough clarity and information for people to understand and respond.</p>	<p>We fed back on the importance of clear information, transparency about their approach, and independent facilitation.</p> <p>We encouraged GPT to continue to take a restorative approach.</p>	<p>GPT engaged an independent facilitator with experience in trauma and conflict.</p> <p>GPT completed several iterations of the powerpoint presentation of models and the decision-making process presented more clearly.</p> <p>GPT took a slightly different approach with the Education and Training models and were about to design it through an iterative approach of presenting an outline model at phase three for feedback, with further detail added at phase 4 incorporating this feedback.</p>
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<p>Phase 3</p> <p>Sharing of principles and choices for education and training support for feedback</p> <p>May 2024</p>	<p>The delivery of sessions with the bereaved and survivors and community members, to share and test the principles for the future education and training support. Unlike the other consultations, they didn't present a model at this point – rather they were asking for people to confirm key questions, particularly around the funding splits which would determine the scope of the models moving forward.</p>	<p>In May we observed 3 sessions - two with bereaved and survivors, and one with community members, to discuss the education and training proposals.</p>	<p>We fed back that the use of the slides helped to keep the sessions on track.</p> <p>The independent facilitator helped to keep sessions constructive, with divergent views expressed and explored.</p> <p>The sessions were a good opportunity to sense-check and dig deeper.</p> <p>We noted people questioning the low response rate for the community consultation and raised this with GPT.</p>	<p>GPT adapted the slides and facilitation plans for the next phase to get clear feedback on some of the remaining choices and trade-offs.</p>
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<p>Phase 4 Refining and testing of models</p> <p>June 2024</p>	<p>The final stage of the consultation process to develop future support models, setting out what support will be available for the next 4 years. In this phase the council used all of the feedback they have heard to date to develop the final models, and tested them in 7 further sessions, attended by 60 people.</p> <p>There was also a survey completed by 195 people.</p>	<p>We met with the council several times during the development of final models.</p> <p>We observed 5 sessions with bereaved and survivors.</p> <p>We looked at how the survey influenced the final models.</p> <p>We asked questions about how representative the final phase of feedback was.</p>	<p>We fed back on how well we thought previous feedback was taken into account in the final models. We also advised being clearer on the supporting evidence. We recognised the efforts of GPT to take account of the specific needs of different groups.</p> <p>We fed back on improvements we were seeing in the meetings held to discuss the final proposals. However, we wanted to see GPT try to get clearer views on the possible choices and financial trade-offs.</p> <p>We encouraged GPT to meet again with groups that felt under-valued or unheard.</p>	<p>GPT made significant efforts to gain more feedback, including door-knocking, sending out emails and flyers, attending events in the community, working alongside residents to get out information in WhatsApp groups, and running further sessions with those who were unhappy with the models.</p> <p>The models went through the next stage of iterative development and included more detail on costs at this stage.</p>
<p>Phase 5 Final models</p> <p>June 2024</p>	<p>The publication of the final model along with supporting narrative. Final meetings with individual groups and response to complaints. Sign off by full council. Development of implementation process.</p>	<p>We scrutinised the final model. We reviewed feedback and complaints and held 2 meetings with groups that were not happy with the final model.</p> <p>We issued a judgement about the entire consultation</p>	<p>We asked a series of questions in response to concerns raised with us including:</p> <p>How had schools been consulted about the proposed Education Hub, (then called the Centre of Excellence)?</p> <p>Where had the idea for an Education Hub come from and why was it the</p>	<p>GPT provided us with explanations and a detailed description of their wider consultation process with stakeholders and professionals for the education and training proposals. Particularly around the Education Hub.</p> <p>GPT provided us with their</p>

		<p>process.</p>	<p>right solution to meet a range of needs?</p> <p>How has other evidence and expertise been used to inform the education proposals?</p> <p>How many people (adults and young people) were engaged in the later stages of the education and training consultation?</p> <p>How were GPT responding to disagreement by some of the bereaved and survivors about the education model?</p> <p>We noted the high proportions of young people involved in the consultation process and the efforts made to engage them.</p>	<p>rationale for the final model - and how it was informed by the consultation, their own evidence, and evidence from the wider sphere of disaster recovery.</p> <p>GPT completed further analysis and developed a slide to show explicitly where their data for decision making has come from.</p> <p>The final education and training models were created through a more iterative and co-design approach, as given the new nature of this support, the models could develop over phases 3-5 in direct response to peoples feedback.</p>
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Appendix B: External Scrutiny Team appointment

How was the External Scrutiny Team appointed?

The External Scrutiny Team, made up of Collaborate CiC and Involve, have been appointed as part of the Global Settlement Agreement⁶.

The External Scrutiny Team has been appointed to do two things. First, provide independent scrutiny of the consultation process that the Council will lead. Second, work with bereaved, survivors and the immediate local community, to design and set up ongoing scrutiny and monitoring arrangements for the programme.

Although the External Scrutiny Team have been brought in to support all bereaved and survivors and everyone from the immediate local community, they were appointed through the civil claims process, which less people were involved in.

It is recognised that there are difficulties around the civil claims process, regarding who did and did not know how to claim, and that only a limited number of people were able to participate in this process. However, whether you are part of the civil claims process or not, the External Scrutiny Team is in place to make sure that all voices are heard.

People who did claim were involved in the appointment of the External Scrutiny Team. The lawyers acting for the claimants produced a short list of organisations who were interested in undertaking the role. Claimants were then able to vote for which organisation they wanted to undertake the role.

Because the three future funds of money are provided to support bereaved survivors, and the immediate local community, and to support education and training, the External Scrutiny Team will be scrutinising the Council's engagement with all the voices from all groups who should have a say in these three different areas.

⁶ An agreement was made to settle the majority of the claims made against the Council and other organisations after the Grenfell tragedy.

Appendix D: External Scrutiny Team ways of working

Our External Scrutiny Team Ways of Working

Our team is responsible for helping make sure the voices of bereaved and survivors and the local community are heard. We see our role as to hold the Council to account. We bring trauma-informed and restorative practice into our work and are recommending that the Council does too.

We are not here to duplicate or take over the work of any bereaved, survivor or resident led group that is actively involved in currently scrutinising and challenging parts of the existing Recovery services. Our role is to scrutinise the way the consultation is designed, delivered and analysed and help create and set up arrangements relevant to the new programme. This will mean working together with all relevant groups to find out what has and hasn't worked in the past, and how we can build on this.

We recognise that some people will want to play an active role in shaping the scrutiny approach for the new programme, and that some people won't. We will respect this, while at the same time seeking to give as many people as possible the opportunity to be involved if they wish to.

We are thinking carefully about the importance of language, the need to acknowledge and check our own power, to ensure consent, to be transparent and to centre your needs and voice in all our work.

We have been working to educate ourselves as much as we can about what has gone before, so that we don't need you to educate us. Our team members are not experts in the experiences of people impacted by Grenfell. However, much of our work includes bringing together communities who have suffered harm and people who hold power. We are here to put our experience and skills at your service - in engagement, consultation, scrutiny, monitoring and evaluation. We will advocate for what matters to you.

We will share a summary of our scrutiny of the Council's approach at each stage of the consultation: design, delivery, and analysis/development of recommendations.

As part of our work with bereaved and survivors and the local community we will:

- Put your voices and needs at the centre, and recognise your strengths and achievements
- Respect your right to participate, or your choice not to
- Give you the information you need to have control over your involvement, and prioritise your welfare in our work with you
- Welcome your feedback and criticism
- Use our position to advocate for what matters to you

You can find out more about the Global Settlement Agreement, the scope of the future support programme and appointment of an External Scrutiny Team, in the Council's resources [here](#) and [here](#).

Appendix D: Reading and resources for best practice community engagement

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