

Overview of the External Scrutiny Team and our work 2023-24

The External Scrutiny Team is an independent team made up of two organisations, Collaborate CIC and Involve. We are not-for-profit organisations with experience in engaging and working with communities, citizens, and councils to improve public services and democracy.

We were appointed as part of the Global Settlement Agreement, which required up to £42 million to be spent to benefit bereaved and survivors of Grenfell and the immediate community from 2024-2028. There are three themes to the support: support for bereaved and survivors, support for the immediate community, and education and training (for both bereaved and survivors and the immediate community).

The External Scrutiny Team was asked to do two things. First, provide independent scrutiny of the consultation process that the Council led on the delivery of the Future Grenfell Support. Second, work with bereaved, survivors and the immediate community, to design and set up ongoing monitoring and arrangements for the support.

1. Providing independent scrutiny of the consultation process

Overview

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

We met and directly heard the views of bereaved and survivors, members of the immediate 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.

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.

Outcomes of consultation scrutiny

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 noted, 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 future work.

Our overall recommendation is that the consultation, and the future support, 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 Council 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.

You can read more about this process and the outcomes in the reports found on the [EST's linktree site](#).

2. Design and set up ongoing monitoring and scrutiny arrangements

Overview

The design and set up of ongoing monitoring and scrutiny arrangements took place between July 2023 and November 2024. Our focus was on working with bereaved, survivors and the immediate

community to design and set up ongoing monitoring and scrutiny arrangements so they could have confidence in the programme as it is delivered by the Council.

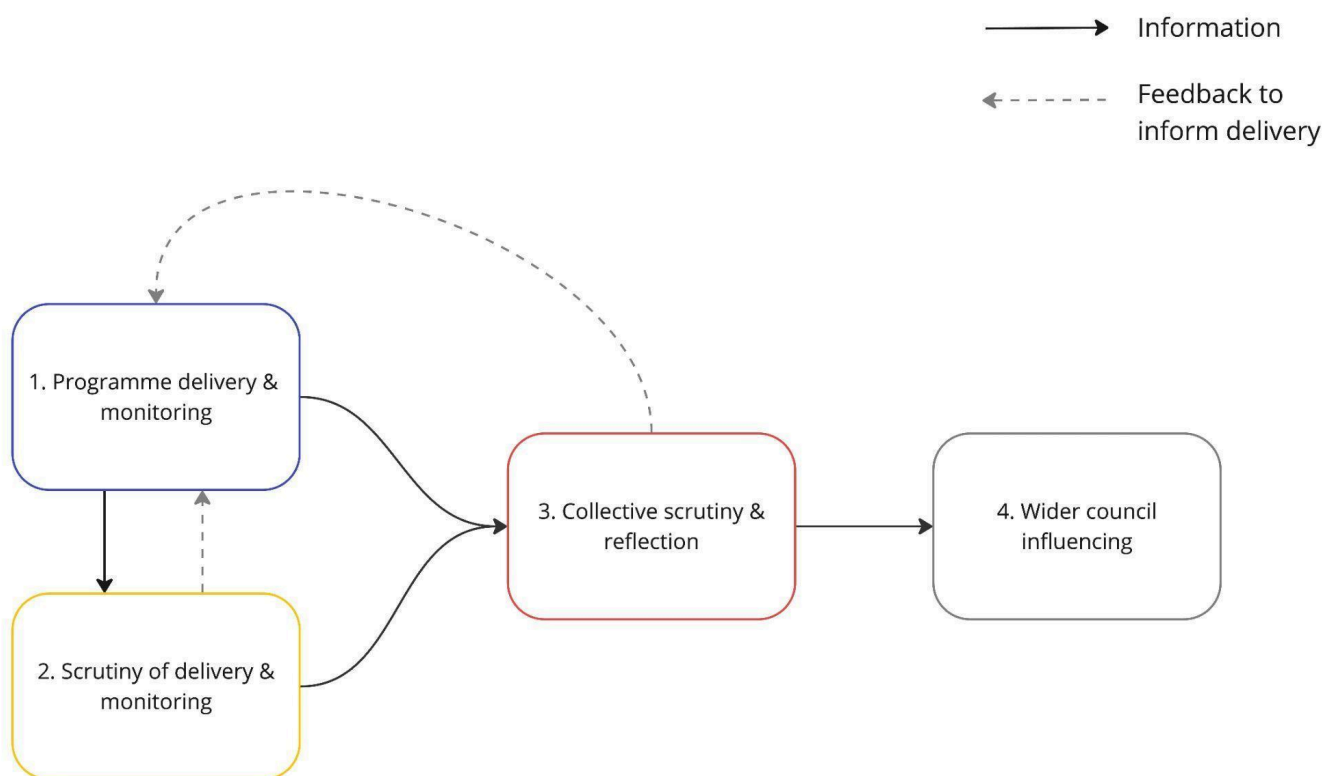
To start, we met and directly heard the views of bereaved, survivors, members of the community, and other relevant groups on their expectations of future monitoring and scrutiny arrangements for the programme.

We then went through an iterative improvement process, testing and developing a set of principles and ideas for the arrangements with bereaved and survivors, members of the community and other relevant groups. We did this through speaking to bereaved and survivors and immediate community members in 1-2-1 meetings, group meetings, outreach in community venues, EST hosted sessions and events.

Once finalised, we wrote up detailed implementation guides for our final recommendations for the monitoring and scrutiny arrangements.

Recommended monitoring and scrutiny arrangements

We recommend that the monitoring and scrutiny arrangements are made up of four key components. These are summarised and explained below:



- 1. Programme delivery and monitoring:** the delivery of Future Grenfell Support and the supporting monitoring processes required to ensure effective delivery - conducting monitoring and evaluation, addressing complaints, and leading on reporting.
- 2. Scrutiny of delivery and monitoring:** independent external review, challenge and advice to help ensure the support is being delivered transparently and effectively in the interests of bereaved and survivors and immediate community members. Scrutiny will assess whether the programmes are being delivered in line with agreed plans, reporting is transparent,

delivery is being adapted as required to improve impact, the process of delivery and monitoring centres the perspectives and experiences of bereaved and survivors and immediate community members, and the Council exercises its power in delivering the programme appropriately and restoratively.

- 3. Collective scrutiny & reflection:** an independently facilitated process of bereaved and survivors/immediate community members coming together with the council to make sense of data and insight to help understand programme delivery and identify changes needed to the programme (and beyond).
- 4. Influencing the wider council:** a process for sharing insights from the Future Grenfell Support to influence wider change needed across the Council.

GPT will deliver (1). They will deliver the programme and monitor delivery, which includes meaningfully involving bereaved and survivors and immediate community members to ensure their experiences and perspectives shape delivery.

An independent scrutiny function will lead on (2) (3) and (4) to scrutinise delivery by GPT. This function will be procured by the Council along with representatives from bereaved, survivors and the immediate community, in early 2025.

Bereaved and survivors/community members will be able to input directly to: (1) direct feedback to GPT through channels created in the programmes (2) provide direct feedback to the Independent Scrutiny Function (ISF) and (3) participating in collective scrutiny & reflection sessions. Their feedback will be shared with the wider Council by ISF and GPT in (4).

The bereaved and survivor, immediate community and education and training monitoring and scrutiny arrangements will each include the four components. How the components are delivered will be tailored to each programme.

You can read more about this process and the recommendations [here](#).

Timeline of EST scrutiny of the Grenfell future support consultations, July 2023 - December 2024

Dates	The External Team scrutinised the Council's delivery of the following	Reports published by EST
July 2023	Consultation Design - shaping the overall approach	
August - September 2023	Consultation Design - Survey design	
October - November 2023	Consultation delivery through the survey and in person engagement and events	1. Consultation design report and Community summary of consultation design report
December 2023	Analysis of the consultation data	
January -	How analysis was shared and discussed with	

February 2024	residents, and how feedback on the analysis was taken on board	
March 2024	The development of proposals for Future Grenfell Support. Sharing and testing potential models with residents.	
April 2024	Final consultation with bereaved and survivors and community members to develop final models for bereaved and survivors and community support.	
May - June 2024	Development and sharing of final models for all three consultations. Development of implementation processes for bereaved and survivors and community support.	2. Summary assessment of Bereaved and Survivors and Community consultations.
July - September 2024	Development of implementation plans for Education support.	3. Summary assessment of Education consultation. 4. Wider council recommendations 5. EST detailed report on all three consultations and wider council recommendations
October - November 2024	Development of proposals for wider council changes.	6. Interim judgement on response to wider council recommendations
December 2024	Final proposal for wider council changes and final implementation plans for Education support.	7. Final judgement on Education consultation and Wider council consultation implementation actions