

Monitoring and scrutiny arrangements

Future Grenfell Support

Support for bereaved and survivors

December 2024



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আপনি যদি এই নথির একটি অনুবাদিত অনুলিপি চান তাহলে অনুগ্রহ করে futuregrenfellsupport@rbkc.gov.uk এর সাথে যোগাযোগ করুন।

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Purpose

What is this: This document sets out proposals for how the Future Grenfell Support for bereaved and survivors will be monitored and scrutinised.

Slides 4-10 are background information. Skip to slides 11-22 if you just want to read about the arrangements.

Overview

Delivery of the Future Grenfell Support for bereaved and survivors has already begun, with families currently making decisions about opting in/opting out. Delivery of Education and Training support will begin in January 2025, with some additional support starting at the beginning of next academic year (September 2025).

You can read more about the programme and the support that will be provided [here](#).

This document sets out proposals for how the Future Grenfell Support should be monitored and scrutinised to help ensure the programme is delivered transparently and effectively in the interests of bereaved and survivors.

The proposals have been developed by the current External Scrutiny Team who have been in place throughout the consultation to scrutinise the Council.

It is important that there are monitoring and scrutiny processes in place to give bereaved and survivors confidence in the programme, which will be delivered by the Council's Grenfell Partnerships Team. This is about how you get the information you need to understand delivery and progress of the programme, how you can share your feedback, and how you can be part of shaping decisions if any changes to programme delivery are needed.

The purpose of this document is to explain how the monitoring and scrutiny arrangements will work and outline what role you can play in them, should you wish to get involved.

Thank you to everyone who has shared thoughts and feedback as these arrangements have been developed – we appreciate your time and valuable insights.

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Background

Why the focus on monitoring and scrutiny?

It was agreed through the Global Settlement agreement that the Council's Grenfell Partnerships Team would lead the consultation on and delivery the Future Grenfell Support. The Global Settlement Agreement also set out that the Council should be subject to oversight, external scrutiny and challenge by an independent organisation. Funding for this was allocated separately in addition to funding for support delivery. The purpose of independent scrutiny was to address concerns about the Council 'marking its own homework' and help to ensure bereaved and survivor's voices were heard in the development and delivery of the support. The scrutiny also needed to adopt a restorative approach, focusing on preventing further harm and supporting a more constructive relationship between those impacted by the Grenfell tragedy.

Who are we?

In 2023 **Collaborate CIC** and **Involve** were appointed as the **External Scrutiny Team (EST)** to fulfill the independent scrutiny role. We are not-for-profit organisations with expertise in collaboration and community involvement.

What is our role?

We have two main roles:

- To provide independent scrutiny of the consultation process that the Council led to design the new support.
- Work with bereaved and survivors to design and set up ongoing monitoring and scrutiny arrangements so you can have confidence in the support as it is delivered by the Council.

This document relates to the second role. You can read more about our findings from our scrutiny of the consultation [here](#).

Please note: *this document recommends the appointment of an independent scrutiny function as part of the proposed monitoring and scrutiny arrangements. This is not in scope for the current External Scrutiny Team and the Council should run a transparent process to commission this provider, involving bereaved and survivors and immediate community members in decision making.*

What is monitoring and scrutiny?

For the Future Grenfell Support, we are defining monitoring and scrutiny in the following way.

Both monitoring and scrutiny are focused on the overall effectiveness of support delivered, not your personal situation and information.

Monitoring

Summary: checking whether things are going to plan and using information to make good decisions when changes to delivery are needed.

Definition: The ongoing collection and analysis of data to assess the progress and quality of the programme, whether it is being delivered as intended, and whether it is having the intended effect. The purpose is to inform delivery and decisions about the ongoing development of the programme.

Scrutiny

Summary: checking whether the Council are giving you the information you need, getting your feedback and delivering the programme well.

Definition: A process of independent review, challenge and advice to help ensure the programme is delivered transparently and effectively in the interests of bereaved and survivors.

Aims of monitoring and scrutiny

The overall aim of monitoring and scrutiny is to help ensure the programme is being delivered effectively in the interests of bereaved and survivors.

Specifically this means:

- Making sure the programme is being delivered as intended, support is meeting people's needs, and resources are being used well.
- Providing clear information about the programme and how well it is working.
- Listening to bereaved and survivors' feedback to shape and improve the programme.
- Identifying challenges relating to wider Council services that are identified through delivery of the programme and raising these with the Council to influence change.
- Taking a restorative approach to reduce harm and repair relationships.

The above goals will look different in practice for different elements of the programmes. The bereaved and survivor support has been agreed through consultation and any changes will be to operational delivery. As it is more complex and there will be more learning about what can improve, we anticipate that monitoring and scrutiny of the core team offer will be more in-depth than for payment of personal budgets.

The education and training programme is new and untested so is likely to require more change over time.

Development of the arrangements (1)

We developed these proposed monitoring and scrutiny arrangements through the following phases:

Phase 1: Scoping

- Reviewed monitoring and scrutiny documents from past Grenfell-related support to identify lessons learnt.
- Introduction meetings with bereaved and survivor stakeholder groups.
- Reached out to the 35 bereaved and survivors who expressed interest in being involved in monitoring and scrutiny through the Council's initial consultation survey, had conversations with those who wanted to about what matters to them
- Reviewed international community governance and scrutiny practices and examples.
- Developed a plan for co-designing monitoring and scrutiny arrangements.

Phase 2: Designing arrangements

- Developed principles and initial ideas for monitoring and scrutiny based on findings from phase 1 and insights from our observations of consultation meetings (in our role scrutinising the Council's delivery of the consultation).
- Invited bereaved and survivors to participate in co-design sessions. There was no uptake and people were still heavily involved in the ongoing consultation to develop the programme models so instead we offered group and 1-2-1 conversations. In these we gained feedback on the principles and initial ideas for monitoring and scrutiny
- Once programme models were finalised, developed more detailed proposals for monitoring and scrutiny and gained feedback from the Grenfell Partnerships Team and Bereaved and Survivor Future Grenfell support implementation group.

Development of the arrangements (2)

Phase 3: Finalising and set up

- Sought feedback on the proposals from bereaved and survivors.
- Drafted detailed recommendations and implementation guidance for the Grenfell Partnerships Team and future Independent Scrutiny Function.
- Provided feedback on the Grenfell Partnership Team's initial plans for monitoring of the programmes.
- Met with Council's Overview and Scrutiny Committee Chair and Vice Chair to align arrangements with statutory scrutiny and ensure findings from the programme are acted on by the wider council.
- Updated proposals based on bereaved and survivor feedback.

We did not manage to speak with as many bereaved and survivors as we had hoped to in developing the arrangements. We tried a number of different approaches but recognise that given the duration and intensity of the consultation process, discussing monitoring and scrutiny was not a priority for everyone. We engaged with those who wanted to and drew on the feedback we heard through our role scrutinising the consultation to inform the proposed arrangements. We, the future Independent Scrutiny Function and the Grenfell Partnerships Team welcome your feedback on things that a future independent scrutiny function could do differently to increase engagement.

What we heard is important to you: Principles

We heard that it is important for monitoring and scrutiny to help achieve the following things. These principles will be a guide for the Grenfell Partnerships Team in how they deliver and monitor support, a way for a future independent scrutiny function to scrutinise delivery, and for bereaved and survivors to hold the Grenfell Partnerships Team to account.

- **Transparency:** The council provides clear, honest, and timely information about the programme and decisions to bereaved and survivors.
- **Responsibility:** The council takes responsibility for delivering the programme as promised and acts on bereaved and survivor feedback about changes needed.
- **Accessibility:** All bereaved and survivors can easily participate in and provide feedback to shape the programme, whatever their circumstances.
- **Equity:** The programme is delivered in a way that recognises and addresses the diverse needs of all bereaved and survivors fairly and works to understand and address any barriers.
- **Empowerment:** Bereaved and survivors are supported and equipped to shape and influence the support they receive through the programme.

We also think it is important that the monitoring and scrutiny approach is:

- **Restorative:** an approach that acknowledges the harm people have experienced and works to actively centre relationships, respect, responsibility, repair and reintegration.
- Focused on **learning and adaptation:** an approach that embeds continuous feedback, reflection and improvement.

What we heard is important to you: monitoring & scrutiny arrangements (1)

We heard that the following considerations were important for the new monitoring and scrutiny arrangements:

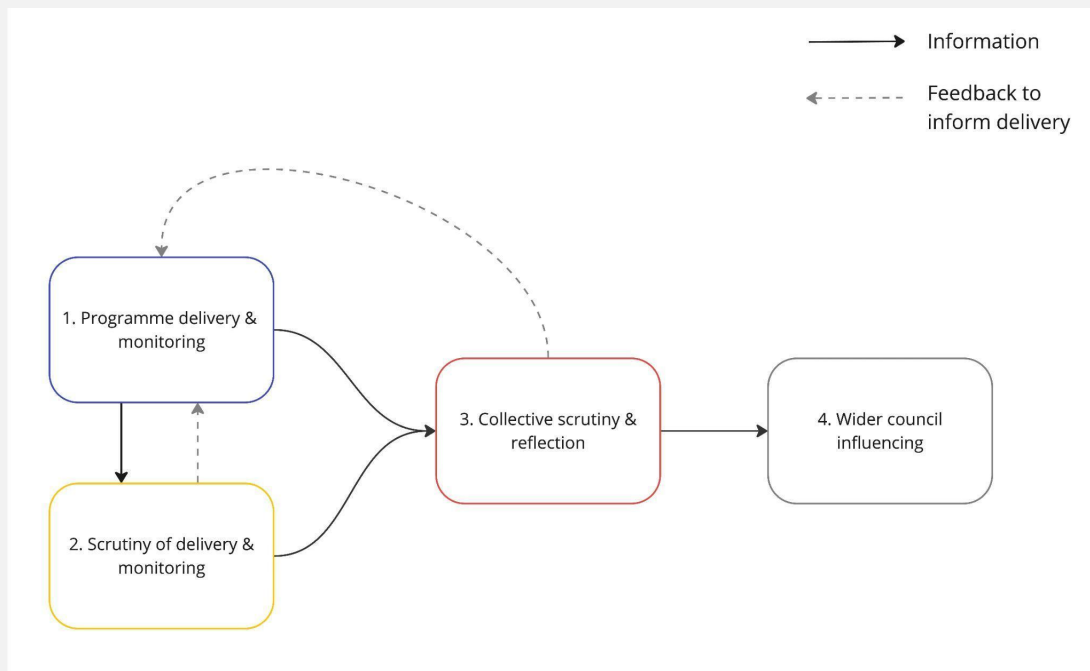
- People **view day-to-day monitoring of delivery as the Council's responsibility** and don't think bereaved and survivors members should be expected to take on this role.
- There is an appetite for an **ongoing independent scrutiny function** to provide independent oversight to help ensure fairness and accountability and ensure the council is not 'marking its own homework'.
- There is some interest in **opportunities for bereaved and survivors to get involved** in reviewing the Council's delivery and monitoring, and in scrutiny alongside an independent scrutiny function. It is important to ensure the relatively small numbers who want to play this role **do not have unfair power and influence**. Any bereaved and survivor monitoring and scrutiny groups/meetings should have a clear purpose and remit and agreement on expected behaviours. Agendas and notes of actions should be shared transparently.
- There needs to be a **range of flexible options** for how bereaved and survivors can get involved in giving their feedback and informing decision making, including for people who don't have time or interest for in-depth or ongoing involvement.
- There need to be **inclusive ways for people to engage**, including spaces that allow **everyone to have a say** and aren't dominated by the loudest voices. Translated materials need to be available, and all meetings should accommodate translation.

What we heard is important to you: monitoring & scrutiny arrangements (2)

- There is a need for more **clarity and transparency about how data collected will be used** by the Council and who it is shared with. Maintaining **privacy, choice and control** is important.
- There is a need for the Council to be **transparent about decision making**, and provide regular updates about **how feedback has been acted on**.
- Some people **do not want an ongoing relationship** with the Council and those who opt out of core team support **should not be expected to engage in ongoing monitoring**.
- This programme will not directly address the primary issues and concerns affecting people's day-to-day lives—many of which are linked to wider services or the broader pursuit of justice. Issues that come up through delivery of the programme that the programme can't address should be **raised with the wider Council to help influence change**.
- 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** on Grenfell-related issues. There needs to be effective and coordinated wider monitoring and scrutiny that meaningfully involves residents in scrutinising overall activity and progress relating to all Grenfell issues including the Inquiry and Future Grenfell Support.

Monitoring and scrutiny arrangements

We propose that there are four main components of the monitoring and scrutiny arrangements for the Future Grenfell Support. These will apply to both the bereaved and survivors and education and training programmes. The arrangements should be adapted as needed overtime based on feedback and learning. A summary is provided below and each part is explained in more detail on the next slide.



Programme and monitoring will be led by GPT.

Scrutiny of delivery & monitoring, collective scrutiny & reflection, and wider council influencing will be led by the new Independent Scrutiny Function.

Detail of monitoring and scrutiny arrangements for bereaved and survivor programme (1)

	Focus	Who is involved?
1. Programme delivery & monitoring	<p>Delivery of the support programmes (e.g. personal budgets and core team support) and monitoring of delivery to ensure the programme is effective.</p> <p>Monitoring activities include:</p> <ul style="list-style-type: none">● gathering feedback from bereaved and survivors to review programme effectiveness and meaningfully involving them in any decisions that need to be made● responding to complaints● tracking progress● sharing information and progress reporting with bereaved and survivors <p>An online information hub should be established so that bereaved and survivors can easily access information about the programme and monitoring updates in one place. Where needed, this information should also be accessible offline. Translated materials should be made available.</p>	<p>The Grenfell Partnerships Team will lead delivery and monitoring. They and the wider Council are responsible for making decisions about any changes needed to delivery based on feedback and monitoring but they must do so by meaningfully involving bereaved and survivors.</p>

Detail of monitoring and scrutiny arrangements for the Bereaved and Survivor programme (2)

	Focus	Who is involved?
<p>2. Scrutiny of delivery and monitoring</p>	<p>Review, challenge and advice from an independent scrutiny function to help ensure the programme is being delivered and monitored transparently and effectively in the interests of bereaved and survivors and immediate community members. This will include reviewing whether the programmes are being delivered in line with agreed plans, whether delivery is adapted as needed, and how well GPT listens to feedback from bereaved and survivors and involves them in decisions about any changes that need to be made (including observations of council-run groups and meetings).</p> <p>The independent scrutiny function will conduct scrutiny each quarter through reviewing, assessing and providing feedback/advice on:</p> <ul style="list-style-type: none"> ● GPT's monitoring and evaluation data ● the effectiveness of its monitoring and evaluation process ● the process of addressing and learning from complaints ● the process of sharing information and progress reporting with bereaved and survivors <p>The independent scrutiny organisation will also engage directly with bereaved and survivors so people can raise any concerns or issues with programme delivery. The independent scrutiny function will share the findings of its scrutiny with bereaved and survivors each quarter.</p>	<p>Led by an independent scrutiny function (a new function to be commissioned by the Council with bereaved and survivor input).</p>

Detail of monitoring and scrutiny arrangements for Bereaved and Survivor programme (3&4)

	Focus	Who is involved?
<p>3. Collective scrutiny & reflection</p>	<p>Every six months, the Independent Scrutiny Function will host sessions that bring together bereaved and survivors, the Grenfell Partnerships Team and the core team providing support, plus wider Council representatives where relevant. These sessions will use monitoring data, bereaved and survivor feedback and the findings of the Independent Scrutiny Function to explore what is going well, what needs to improve, any changes that need to be made, and issues relating to wider council services that are identified through delivery of the programme. Most of these sessions are likely to focus on core team support and will be open everyone who has 'opted in.'</p> <p>The aim is to enable bereaved and survivors to hold the Council to account, and enable joint problem solving in a constructive and restorative way.</p>	<p>Led by an independent scrutiny function and involving bereaved and survivors, GPT and the core delivery team, plus wider Council representatives where relevant.</p>
<p>4. Wider council influencing</p>	<p>Any issues relating to wider council services that are identified through delivery of the programme in collective scrutiny and reflection sessions will be documented and raised with the wider Council. The Chief Executive and Leader of the Council will have sight of these, the relevant part of the Council will provide a formal response, and the Overview and Scrutiny Committee will play a role in ensuring there is oversight as part of the Council's internal governance and a coordinated approach alongside other aspects of Grenfell work.</p> <p>Updates on what is raised and responses from the Council will be shared with bereaved and survivors.</p>	<p>Led by an independent scrutiny function and the Grenfell Partnerships Team.</p>

Monitoring and scrutiny arrangements the Education and Training programme (1)

Monitoring and scrutiny arrangements for the Education and Training programme will follow the same overall process outlined on the previous slides.

As the Education and Training programme is open to both bereaved and survivors and the immediate community, the monitoring and scrutiny arrangements will ensure all aspects of the programme are covered and that all of those eligible to access education and training support are able participate in the process if they want to.

Delivery of some aspects of the education and training programme will start later than the bereaved and survivor programme, so over the first year, the focus of monitoring and scrutiny will be on implementation planning for the new services and the delivery of bursaries. Once services are live there will be a transition into monitoring and scrutiny of the delivery of the education and training programme as a whole.

Monitoring and scrutiny arrangements for the Education and Training programme (2)

The main difference in the monitoring and scrutiny process will be in part 3, the collective scrutiny and reflection sessions.

For the Education and Training programme these sessions will be hosted annually in a way that fits with the cycle of multiple implementation/steering group meetings.

- Bereaved and survivors
- Members of the immediate community
- Children and young people from both groups who are eligible for support

Sessions will also be opened up to key stakeholders who have a role to play in reviewing and shaping the offer, such as representatives from schools and parents and carers.

These sessions will be designed to ensure all participants are able to engage in a way which works for them and allow all voices to be heard. There will be separate discussions for bereaved and survivors as needed so that support for bereaved and survivors is not scrutinised by the community (while allowing for learning to be shared across the whole programme).

Your voice and influence

The monitoring and scrutiny arrangements aim to ensure the programmes are delivered transparently and effectively in the interests of bereaved and survivors.

Your voice is crucial to this. The next slides set out different ways that you will be able to have a say and be involved in monitoring and scrutiny as the programme is delivered.

You can be involved as much or as little as you would like, and your involvement can vary at different points in the programme depending on your interest and capacity.

Ways to get involved (1)

1. Programme delivery and monitoring

What role can I play?

You will be able to give feedback to the Grenfell Partnerships Team (GPT) in a range of ways including:

- providing feedback at the point you access support.
- providing feedback in annual programme surveys.
- making a complaint where any issues have not been resolved informally.
- the option to participate in groups or other meetings held by GPT to get input on programme delivery.

What information and updates will I receive?

GPT will share quarterly monitoring updates with all bereaved and survivors about the delivery, reach and impact of the programme, including updates on how they are responding to feedback.

Each year GPT will publish an annual progress report.

2. Scrutiny of delivery and monitoring

What role can I play?

The Independent Scrutiny Function will be available to listen directly to any concerns you have about delivery of the Future Grenfell Support.

You will be also able to review the Independent Scrutiny Function's scrutiny findings each quarter and raise any questions or issues you want to explore further.

What information and updates will I receive?

The Independent Scrutiny Function will share quarterly updates of their scrutiny findings with all bereaved and survivors.

Each year the independent scrutiny function will share a scrutiny verdict alongside GPT's annual progress report.

Ways to get involved (2)

3. Collective scrutiny and reflection

What role can I play?

You will be invited to these sessions every six months to review what is going well, what needs to improve, changes that need to be made, and issues relating to wider council services that are identified through delivery of the support. Where these sessions specifically focus on core team support, the sessions will be open to those who have 'opted in.'

If you access education and training support, you will be able to participate in one additional scrutiny and reflection session about this programme per year.

What information and updates will I receive?

Findings from these sessions will be shared with all bereaved and survivors, including identifying what insights will be fed into programme delivery and what issues will be raised with the wider Council.

4. Wider council influencing

What role can I play?

Feedback about wider changes needed beyond the scope of the Future Grenfell Support, identified through the monitoring and scrutiny arrangements, will be shared with the wider Council, including Leader, CEO and Overview and Scrutiny Committee.

What information and updates will I receive?

You will receive updates about the Council's response to the issues raised. Future collective scrutiny and reflection sessions will also explore whether improvements have been made satisfactorily.

Future independent scrutiny function

The Grenfell Partnerships Team will be leading a process to appoint a new independent scrutiny function. Please let them know if you would like to be involved in this process. FutureSupport@rbkc.gov.uk

The aim is that the independent scrutiny function will be appointed and ready to start scrutiny in April 2025.