

Monitoring and scrutiny arrangements

Future Grenfell Support

Support for the immediate community

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 the recommended arrangements for how the Future Grenfell Support for the immediate community will be monitored and scrutinised.

Slides 4-13 are background information. Skip to slides 14-22 if you just want to read about the arrangements.

What is this document for?

Delivery of Future Grenfell Support for the immediate community will begin in early 2025. Delivery of Education and Training support will begin early next year, with a new education centre launching in September 2025. You can read more about the programme and the support that will be provided [here](#).

This document sets out arrangements 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 the immediate community.

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 the immediate community confidence in the programme as it's delivered by the Grenfell Partnerships Team at the Council. 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 deliver 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 programme delivery. The purpose of independent scrutiny was to address concerns about the Council 'marking its own homework' and help to ensure the immediate community's voices were heard in the development and delivery of the programme. 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 had two main roles:

- To provide independent scrutiny to the consultation process that the Council lead to design the new support.
- Work with the immediate community 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 organisation 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 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 immediate community members.

Aims of monitoring and scrutiny

The overall aim of monitoring and scrutiny is to help ensure the programme is being delivered transparently and effectively in the interests of immediate community members.

Specifically this means:

- Making sure the programme is being delivered as intended, support is meeting people's needs, and resources are used well.
- Providing clear information about the programme and how well it is working.
- Listening to immediate community members' feedback to shape and improve the programme.
- Identifying challenges relating to wider Council services 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. Both the community support and education and training support have been agreed through consultation, however, both are new and are made up of multiple activities so are likely to require 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 programmes to identify lessons learnt.
- Introduction meetings with community stakeholder groups.
- Reached out to 51 community members 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

- Continued scoping conversations with community groups, held co-design sessions with 5 people and did outreach at a leisure centre and theatre group. Engaged with a total 29 people. We also spoke with an existing residents panel for the Grenfell Projects Fund on two occasions to understand relevant learning from their work.
- Developed principles 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).
- Held another co-design session with 5 attendees, held a community event at the Tabernacle and sent a survey to all community members. At this point we engaged with approximately 35 people, gaining feedback on the draft principles and initial ideas for monitoring and scrutiny.
- Once programme models were finalised, we attended two Future Grenfell Support community implementation group meetings. We developed more detailed proposals for monitoring and scrutiny and gained feedback from the Grenfell Partnerships Team and community implementation group.

Development of the arrangements (2)

Phase 3: Finalising and set up

- Sought feedback on the proposals from immediate community members.
- 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 operational 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.

We did not manage to speak with as many immediate community members 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 immediate community members to hold the Grenfell Partnerships Team to account.

- **Transparency:** The council provides clear, honest, and timely information about Future Grenfell Support and decisions to members of the immediate community.
- **Responsibility:** The council takes responsibility for delivering Future Grenfell Support as promised and acts on immediate community feedback about changes needed.
- **Accessibility:** All members of the immediate community 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 members of the immediate community fairly and works to understand and address any barriers.
- **Empowerment:** Members of the immediate community 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:

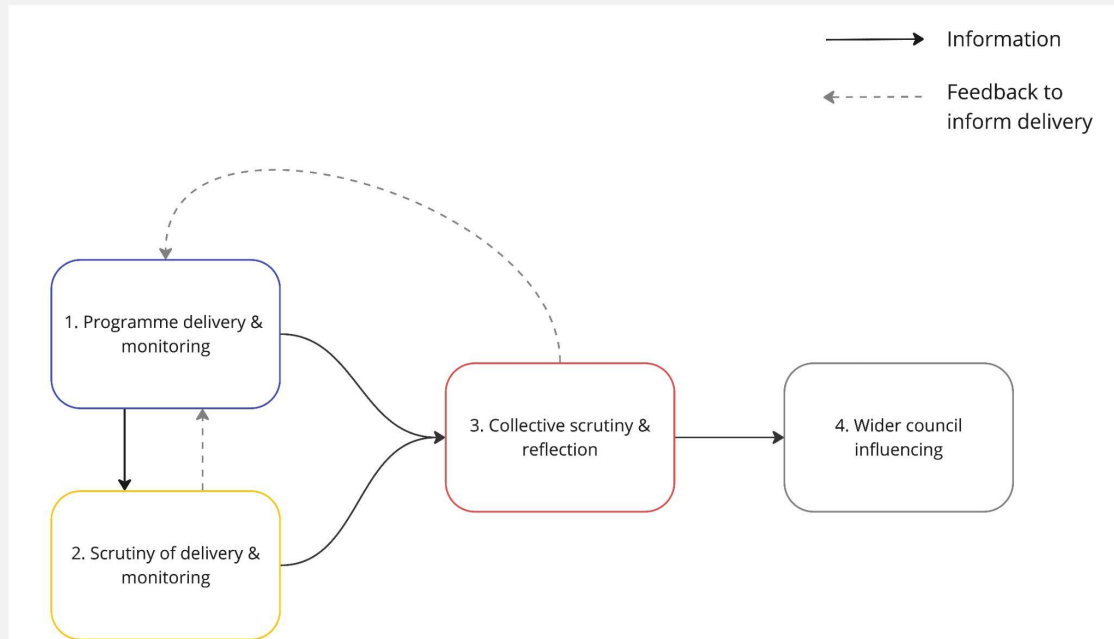
- People **view day-to-day monitoring as the Council's responsibility** and don't think immediate community members should be expected to take on this role.
- There was an appetite for an **ongoing independent scrutiny function** to provide independent oversight to help ensure fairness and accountability and ensure the council is not 'marking its own homework'.
- There should be **opportunities for immediate community members to get involved** in reviewing the Council's delivery and monitoring, and in scrutiny, while ensuring those who do **do not have unfair power and influence**.
- Any community monitoring and scrutiny groups/meetings should be open to everyone eligible to the support with a **clear purpose and remit and agreement on expected behaviours**. Agendas and notes of actions should be **shared transparently**.
- 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**.
- Information about the programme and progress reporting should be **easily accessible in one place**. As well as an online information hub, information should also be accessible offline e.g. flyers and displays in community venues and shared via local groups and radio.

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

- There needs to be a **range of flexible options** for how immediate community members 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. There is an opportunity to create spaces that allow immediate community members to work together, focus on the future and build trust. There is an interest in creative ways of exploring issues together e.g. through art.
- 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 council services or the broader pursuit of justice. Issues that come up 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 wider monitoring and scrutiny that meaningfully involves residents in scrutinising 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 community and education and training support. 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 community support (1)

	Focus	Who is involved?
<p>1. Programme delivery & monitoring</p>	<p>Delivery of the support (e.g. Advocacy teams, wellbeing grants, gym memberships etc) 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 immediate community members 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 the immediate community <p>An online information hub should be established so that immediate community members can easily access information about the Future Grenfell Support and monitoring updates in one place. Relevant information should also be accessible offline e.g. flyers and displays in community venues. Translated materials should be available on request plus targeted outreach undertaken to engage community members who do not speak English as a first language.</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 the immediate community.</p>

Detail of monitoring and scrutiny arrangements for community support (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 Future Grenfell Support is being delivered and monitored transparently and effectively in the interests of immediate community members. This will include reviewing whether the support is being delivered in line with agreed plans, whether delivery is adapted as needed, and how well GPT listens to feedback from immediate community members and involves them in decisions about any changes that need to be made (including observations of council-run steering groups).</p> <p>They will do this 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 complaints ● the process of information sharing and progress with the community <p>The Independent Scrutiny Function will also engage directly with immediate community members so people can raise any concerns or issues with programme delivery. The Independent Scrutiny Function will share the findings of its scrutiny with the community each quarter.</p>	<p>Led by an independent scrutiny function (a new function to be commissioned by the Council with community input).</p>

Detail of monitoring and scrutiny arrangements for community support (3&4)

	Focus	Who is involved?
3. Collective scrutiny & reflection	<p>Every six months, the Independent Scrutiny Function will host sessions that bring together immediate community members, the Grenfell Partnerships Team and the community advocacy team, plus wider Council representatives where relevant. These sessions will gather feedback from the immediate community 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.</p> <p>The aim is to enable immediate community members to hold the Council to account, and enable joint problem solving in a constructive and restorative way. The sessions should test out creative and inclusive ways for people to engage.</p>	Led by an independent scrutiny function and involving immediate community members, GPT and the advocacy team, plus wider Council representatives where relevant.
4. Wider council influencing	<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 CEO and Leader of the Council will have sight of these, and the relevant part of the Council will provide a formal response. To ensure oversight of this, the Council's Overview and Scrutiny Committee will play this role as part of their internal governance.</p> <p>Updates on what is raised and responses from the council will be shared with immediate community members.</p>	Led by an independent scrutiny function and the Grenfell Partnerships Team.

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

There will be separate monitoring and scrutiny arrangements for the Education and Training programme which follow the same overall process outlined on the previous slides.

As the Education and Training programme is open to both the immediate community and bereaved and survivors, 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 community 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.

Collective scrutiny and reflection sessions will be open to anyone who is eligible to access support. This includes:

- 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 the immediate community as needed so that support for the immediate community is not scrutinised by bereaved and survivors (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 members of the immediate community.

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 of Future Grenfell Support as it 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.

*As well as these more formal arrangements, you'll continue to be able to get in touch with the Grenfell Partnerships Team to raise issues and give feedback more informally.

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 steering group 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 immediate community members 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 immediate community members.

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. You can let the independent scrutiny function know in advance if there are specific issues you'd like to discuss at these sessions so that the agenda is shaped by you.

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 immediate community members, 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 coordinating the work to select a new independent scrutiny function and will be involving bereaved, survivors and residents in this. Please let them know if you would like to be involved:

FutureGrenfellSupport@rbkc.gov.uk

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