

<b>Decision Maker</b>	Leadership Team, 8 December 2021 Date of report: 29 November 2021	 THE ROYAL BOROUGH OF <b>KENSINGTON          AND CHELSEA</b>
<b>Forward Plan ref:</b>	KD06055/21/K/A	
<b>Report title</b>	Plans for the next phase of the Dedicated Service	
<b>Reporting officer</b>	Director of Grenfell Partnerships	
<b>Key decision</b>	Yes	
<b>Access to information classification</b>	Public	
<b>Wards</b>	All	

## 1. EXECUTIVE SUMMARY

- 1.1 This report sets out plans for a range of changes to the Dedicated Service for bereaved and survivors. The changes are directly informed by the extensive feedback we have received from bereaved and survivors through the recent consultation and review about the future of the service.
- 1.2 In May 2021, the Leadership Team agreed a proposal for a wide-ranging consultation and review of the Dedicated Service. The purpose of the review was to hear directly from bereaved and survivors and to use their feedback to shape the plans for the next phase of the service, ensuring it meets their changing needs and aspirations.
- 1.3 Phase 1 of the review launched on 5 July and ran until 5 September 2021. The purpose of this phase was to ask bereaved and survivors a range of questions in an open-ended way to solicit their views on all the aspects of the current service and their ideas for how it might change in the future. We reached out to bereaved and survivors via a range of channels and in the 9 main languages spoken by those accessing the service. We had extensive feedback from over 230 bereaved and survivors through Phase 1 (approximately 40% of adults accessing the service) and a summary of what we heard is set out in this report. Through Phase 2 of the review, which ran from 6 October to 7 November, we shared the Phase 1 feedback with all bereaved and survivors, alongside a set of draft proposals for how we might change the service to address what we had heard. These draft proposals were set out in a 'You said, we are planning to' document and Phase 2 enabled us to ensure we had understood people's feedback correctly and to test ideas for how the service might change in the future. We had additional feedback from over 30 people during Phase 2 of the review.

- 1.4 Following the conclusion of the review, this report sets out the final proposed plans for how the service will change going forward. In response to the consultation and the findings of the review, we are proposing to deliver a range of changes over the next 6 months (outlined in Section 6). They cover everything from the role of Dedicated Service Workers to the level of choice and control bereaved and survivors have over the support they receive. Section 7 of the report also sets out the new arrangements for the building where the Dedicated Service used to be based, following the prior consultation earlier in the year.
- 1.5 The changes set out here are directly informed by what we have heard from bereaved and survivors through the review and from other feedback and information we have gathered since the service was established. The plans have been endorsed by the Steering Group and all bereaved and survivors accessing the service have been sent a copy of them (in the form of a 'You Said, We Will' document) to ensure they are fully informed and involved in the final stages of this process.
- 1.6 The Leadership Team was clear in its decision in May that the Council was open to making major changes to the service if that is what bereaved and survivors wanted. As set out in more detail below, the feedback from the review suggests that most people who use the service feel it is working for them and are supportive of the overall model. We had lots of positive feedback about the service and we know that people value the support it provides. However, we heard lots of suggestions for things we can improve and we know that there are other bereaved and survivors who would prefer the service to work very differently.
- 1.7 The proposed changes set out below are incremental changes, but they are important ones which we hope will make a significant difference to bereaved and survivors' experience of the service. They are focused on increasing personalisation to make sure that the service works in the best possible way for each individual bereaved and survivor. These changes are guided by the following key principles, informed by the feedback we heard during the review:
- **Increasing bereaved and survivors' choice and control** over the support people receive through the service.
  - **Targeting support more effectively** to bereaved and survivors who need it most.
  - **Improving communications**, sharing information more effectively and creating more opportunities for bereaved and survivors to share their views with us.

- 1.8 We know that not everyone will agree with the plans set out here. Some people may feel that the changes are not radical enough, whereas others may worry about any changes to the current support they are receiving. There are also some bereaved and survivors whom we did not hear from during the review and whose views are not captured here. We have tried to strike a balance between the different needs and aspirations of the people we support. By increasing personalisation, choice and control, we hope to ensure that bereaved and survivors can interact with the service in the way that works best for them. In doing so, we hope that we can build independence and resilience where people feel ready for that while continuing to provide intensive support for those who need it. However, it is vital to emphasise that, if agreed, all changes will be gradual and bereaved and survivors will be supported through them.

## **2. RECOMMENDATIONS**

- 2.1. The Leadership Team is asked to consider the feedback that we have heard from bereaved and survivors through the review and the summary of the engagement activity (including the internal audit report set out at Appendix 3) and:
- i) approve the plans for the next phase of the Dedicated Service as set out in this report, including the detailed changes to the service, specific actions and timescales outlined at Section 6;
  - ii) approve the actions on the Family and Friends Assistance Centre (FFAC) building and the new permanent arrangements for office space and community-based spaces set out at Section 7 of this report;
  - iii) delegate authority to the Director of Grenfell Partnerships to finalise and implement the changes;
  - iv) note that the Director of Grenfell Partnerships will work with the Lead Member for Communities and the Dedicated Service Steering Group to agree a final detailed profile for the 2022-23 budget, to be approved as part of the Council's normal budget-setting process; and
  - v) agree that there should be a further review with bereaved and survivors in 2023 on the future of support beyond 2024.

## **3. REASONS FOR DECISION**

- 3.1. The Leadership Team is asked to agree the changes set out in this paper so that the Council can honour the commitments made in the May 2021 Leadership Team report. That report was clear that it was the right time to ask bereaved and survivors again about their views on all aspects of the current service and their ideas for how the service should change in the future.

- 3.2. It is vital that the extensive feedback we have heard from bereaved and survivors since July 2021 is acted upon and that we make changes to the Dedicated Service in light of what we have heard. These important changes will help to further personalise the service by giving people more flexibility, choice and control over the support they receive. Increasing personalisation in this way will place the specific individual or family at the centre of every process and provide a better framework for delivering upon their individual needs. In doing so, we hope that it will make sure that the Dedicated Service is providing the best possible support to bereaved and survivors from now until March 2024.

#### **4. BACKGROUND**

##### *Dedicated Service*

- 4.1. The Council's commitment to provide dedicated, ongoing support to bereaved and survivors was set out in the Grenfell Recovery Strategy, agreed in 2019 by the Leadership Team. The Dedicated Service itself was then established in April 2019.
- 4.2. Since 2019, the Dedicated Service has provided a personalised, wraparound service to bereaved and survivors and offers support which is tailored to meet people's individual needs and is culturally appropriate. Over 700 bereaved and survivors currently access the service, approximately 96% of those eligible. The design and development of the Dedicated Service was shaped by what we heard from bereaved and survivors as part of a codesign exercise in 2018/19. Since then, we have continued to adapt the service to reflect what we hear from bereaved and survivors through a range of feedback mechanisms, including the Dedicated Service Steering Group.
- 4.3. The Recovery Strategy set out the overall form and function of the Dedicated Service to March 2024 but made it clear that the service would continue to evolve in line with the changing needs of bereaved and survivors. The commitment to providing ongoing support to bereaved and survivors was reaffirmed in the Grenfell Resourcing Framework, agreed by the Leadership Team in December 2020. The Resourcing Framework outlined plans for the next 3 years of the recovery programme (2021-2024), including work with bereaved and survivors to shape the next phase of the Dedicated Service.

##### *Proposal for a Dedicated Service Review*

- 4.4. Following discussions with the Dedicated Service Steering Group and other bereaved and survivor groups, the Dedicated Service Management Team put forward a proposal for a wide-ranging consultation and review to inform the next phase of the support provided to bereaved and survivors. This proposal was agreed by the Leadership Team in May 2021. It was always the intention to review the support in this way to ensure the service continued to evolve in line with bereaved and survivors' needs and aspirations, but the specific proposal was shaped by what we had already heard from individuals and groups.

4.5. The main objectives of the review were to:

- ensure we understand the needs and preferences of bereaved and survivors as they are now;
- enable future services that are developed to be as relevant, targeted and effective as possible;
- provide all bereaved and survivors with an equal opportunity to express their views so that everyone can help to shape the future of the service;
- increase the choice and control each bereaved and survivor has over the support they receive, as we understand the positive impact this can have on recovery;
- ensure that any changes in service delivery are managed as carefully and considerately as possible given the sensitive and private nature of the support that is being provided.

4.6. The proposal agreed by the Leadership Team was clear that the review should allow for a range of outcomes and eventualities, from small modifications to the service to a complete change in the approach. The Leadership Team agreed that they were open to making major changes to the support if that is what bereaved and survivors wanted.

4.7. To ensure the review was as open, transparent and effective as possible, the proposal agreed was for a two-stage review. Phase 1 involved asking bereaved and survivors a range of questions in an open-ended way to solicit their views on all aspects of the current service and their ideas for how it might change in the future. The purpose of Phase 2 was to share the feedback we had heard in Phase 1 with bereaved and survivors and to test ideas with them for how the service might change in the future. The two-stage approach has allowed the Dedicated Service team to develop a final detailed proposal for consideration by the Leadership Team.

## **5. SUMMARY AND FINDINGS OF PHASE 1 AND 2 OF THE REVIEW**

### *Phase 1 of the review*

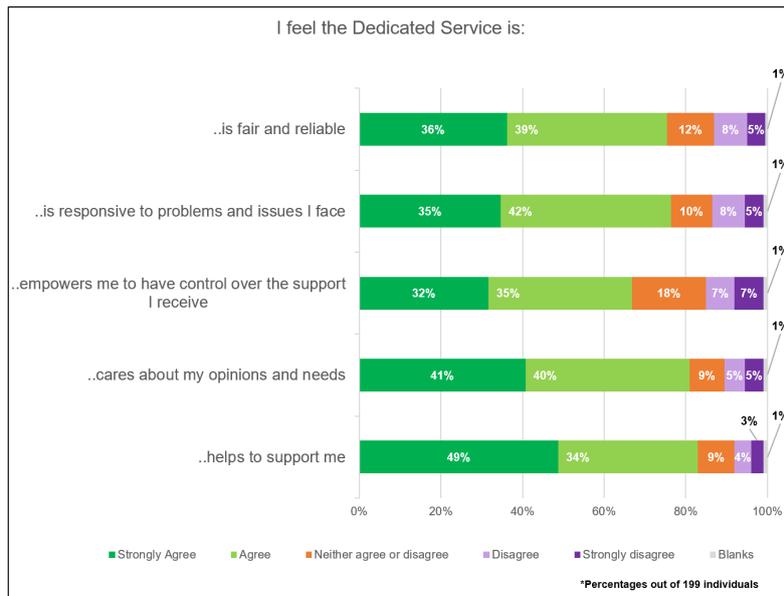
5.1. Following the Leadership Team meeting in May 2021, the Dedicated Service Team designed a comprehensive survey for Phase 1 of the review. The final survey included over 30 questions covering all aspects of the Dedicated Service (including the overall support people receive from the service, the role of Dedicated Service Workers, Commissioned Services, Individual Services etc.) and asked respondents if (and how) people felt these should change in the future.

5.2. As part of the survey, we also asked fundamental questions about the nature and form of the service, who delivers the service (the Council or another organisation) and how we can best prepare for the future beyond the end of the recovery programme in 2024. In designing the survey, we tried to ensure that the survey was as wide-ranging as possible, that questions were fair and balanced and that we were clear about what is and isn't possible through this review, as agreed in the Leadership Team report. A copy of the full survey is available [here](#).

- 5.3. The survey and other materials for Phase 1 (including the overall plan for the consultation) were reviewed by the Council's consultation team and approved through the Council's Consultation Gateway. The Dedicated Service Team also sought feedback from the Dedicated Service Steering Group, made up of bereaved and survivors, who helped to shape the final version of the survey. Following feedback from the Steering Group, the team also produced a shorter version of the survey (alongside the full version), which bereaved and survivors could complete if they preferred. This covered all of the key areas listed above, but in less detail.
- 5.4. Phase 1 of the Review was launched on 5 July 2021. As part of the proposal agreed by the Leadership Team, we committed to ensuring that both phases of the review were as accessible as possible. When we launched the review, we contacted bereaved and survivors via the full range of channels (by post, email, phone, WhatsApp and via Dedicated Service Workers). All documents, including the full survey, were made available in English and the 8 other languages most commonly spoken among bereaved and survivors (Arabic, Amharic, Farsi, Spanish, Portuguese, Tagalog, Tigrinya and Vietnamese). Translators/interpreters were made available on request.
- 5.5. Bereaved and survivors were able to complete the survey in hard copy, online, by phone or in person. Paper copies of the documents were sent to all individuals in English and in other languages (where appropriate), and links were regularly shared to the online version in the 9 different languages. Where people wanted support in completing the survey, they were able to get this via a third-party organisation or (if they felt comfortable doing so) from a member of the Dedicated Service team. People were also able to give feedback in other ways, by speaking to a member of the Dedicated Service staff or by attending one of the drop-in sessions or online workshops we organised throughout July and August. The workshops were led either by an independent facilitator or by a member of the management team. Details of the facilitation arrangements were clearly advertised to help ensure that people who might have low levels of trust in the service itself would feel comfortable participating.
- 5.6. Phase 1 of the review was initially due to run for six weeks until the middle of August. Following suggestions from bereaved and survivors, we extended consultation for a further three weeks to ensure that anyone away over the summer would have time to respond. We communicated regularly with all bereaved and survivors throughout Phase 1 via email and through Dedicated Workers to remind people about the review. We also shared flyers via WhatsApp with a link to the survey and details of upcoming events and encouraged bereaved and survivors to share these via their own networks if they felt comfortable doing so. This helped to ensure a steady stream of responses throughout Phase 1. In parallel, we also reached out to all the key bereaved and survivor stakeholder groups to ensure they were aware of the review and to offer to discuss in more detail.

### *Feedback from Phase 1 of the review*

- 5.7. Phase 1 of the consultation ended on Sunday 5 September. In total, we had extensive feedback from over 230 bereaved and survivors. This included 170 responses to the full survey, 29 responses to the short survey and 35 responses from children and young people to a survey which was specifically designed for them. Responses were received via a range of channels (including by post, online, telephone and in person) and we had feedback in English and a range of other languages (with the highest response rates in Arabic and Farsi). We had additional feedback from a small number of bereaved and survivors who did not complete the survey but chose to give their views in other ways. 36 individuals attended workshops or drop-in sessions.
- 5.8. The 199 individuals who responded to the full or short survey represent just over 40% of bereaved and survivors eligible for the Dedicated Service. Response rates were similar across the different groups: 40% of adult survivors accessing the service responded, 37% of closely bereaved adults and 46% of former Grenfell Walk residents. In order to ensure that we only heard from bereaved and survivors who were eligible for the service, we matched the postcodes given in the survey against address data held by the service. This was done at an aggregate level without identifying individual responses.
- 5.9. Phase 1 represents the single biggest source of feedback about the service since it was launched in July 2019. It is a privilege to have had such extensive feedback from so many people and we are committed to using what we have heard to develop and improve the service. There were a range of open-ended questions so we have a rich source of qualitative feedback alongside the quantitative data. In general, feedback about the service was positive but with lots of areas for improvements and a range of ideas for how the service could change in the future. The following paragraphs summarise some of the key headlines from Phase 1 of the review.
- 5.10. When asked about the overall support from the Dedicated Service, over two thirds (68%) rated the support as Good or Very Good (a score of 8 or more out of 10). Over three quarters of respondents agreed or strongly agreed that the Dedicated Service:
- ...is fair and reliable (75%)
  - ...is responsive to problems and issues you face (77%)
  - ...empowers you to take control over the support you receive (67%)
  - ...cares about your opinions and needs (81%)
  - ...helps to support you (83%)



**Table 1.** Overall support from the Dedicated Service (Phase 1, July-September 2021)

- 5.11. When asked specifically about Dedicated Service Workers, 81% of respondents agreed or strongly agreed that workers provided them with the support they need and over three quarters (77%) rated the support from their worker as Good or Very Good, with 50% rating the support Very Good (10 out of 10). 88% agreed or strongly agreed that having a named Dedicated Service Worker was very important to them and 82% felt that the Dedicated Service should remain a central part of the support provided through the service. Over two thirds of respondents (72%) felt that workers should continue to provide the same level of support to all bereaved and survivors accessing the service, but a clear majority (59%) also said that support from workers should be targeted towards those who need it.
- 5.12. While these figures suggest that most people value the support, it is important to note that in this and other areas of the survey there were people whose feedback was not overtly positive. In response to some questions, bereaved and survivors shared critical views about aspects of the service; in other cases, there was a sizeable number of respondents who said they neither agreed nor disagreed, suggesting they were not sure. We also need to be mindful of those who did not complete the survey and to consider the possibility that their views differed from those expressed by those who did respond. Through the proposed changes set out in Section 6 of this report, we will keep working to try and identify ways we can improve everyone’s experience of the service, including those who voiced criticisms or did not respond. As set out later in the report, this includes steps to improve the reach of our communication and engagement with bereaved and survivors to try and ensure we are hearing from as many people as possible in all aspects of service delivery.

- 5.13. In addition to the quantitative feedback about workers summarised above, we also had 83 open comments about Dedicated Service Workers, which provide a rich source of qualitative feedback. Examples of these comments are below:

*"I want to keep a named worker. It has taken a lot for me to trust her and be able to talk to her. I don't want to have another worker or some random worker. I can call my worker when I am having a bad day and she helps me. I can't do that with anyone else and I don't want to. I appreciate meeting in the community with my worker and when she tries to get me to spend time outside my flat."*

*"Communication could be much better. Different key workers give different information to different families. Also, not everyone is made aware of activities/trips for children as not all key workers share this information or share it late. My key worker is excellent but I am aware that this isn't reflected throughout the service."*

- 5.14. On services commissioned centrally by the Dedicated Service, an overwhelming majority of respondents (87%) had accessed at least one of the commissioned services on offer and 74% had accessed at least two services. The most widely accessed services were the gym offer, the laptop offer, alternative therapies and the support provided by the Citizens Advice Bureau (which is specially commissioned by the Dedicated Service to provide enhanced support to bereaved and survivors). However, a significant minority of respondents said in each case that they had not heard of services but would use them (an average of 24% of respondents across all services), suggesting we could do more to improve communications about services on offer. 70% of respondents felt that the Dedicated Service should continue to commission services centrally which all bereaved and survivors can access. A significant minority (37%) agreed that the Dedicated Service should stop commissioning services centrally and let people purchase their own services, though over a quarter (27%) disagreed with this option.
- 5.15. When asked who they felt should deliver the service going forward, over three quarters of respondents (78%) agreed that they were comfortable with the current model where the Council delivers some of the services and some services are delivered by other organisations. 8% disagreed with this statement. A fifth (20%) of respondents said they would prefer the Council to commission another organisation to deliver all of the services for bereaved and survivors, but over a third (36%) said they disagreed with this option.
- 5.16. We also asked bereaved and survivors about whether we should (where possible) set funding aside from the current budget for support beyond 2024. 88% felt that the service should do this and only 6% said that funding should not be set aside in this way.
- 5.17. A summary of the Phase 1 responses were set out in the 'You said, we are planning' document (available [here](#)) and a detailed question-by-question analysis was published on the Dedicated Service website, with links sent to all bereaved and survivors.

### *Phase 2 of the review*

- 5.18. Phase 2 of the Dedicated Service Review ran from 6 October to 7 November 2021. During this phase, our focus was on checking that we had heard feedback correctly from bereaved and survivors and testing some of the ideas for the next phase of the service.
- 5.19. At the start of Phase 2, a letter was sent to all bereaved and survivors with a paper copy of the 'You said, we are planning to' document. The letter included a link to the full consultation report and details of how bereaved and survivors could give their feedback, including a link to an online feedback form. To ensure Phase 2 was as accessible as possible, letters were sent to all bereaved and survivors in English and in their first language and all documentation was made available in the 9 main languages spoken. Documents were also sent out via email as well as by post.
- 5.20. Bereaved and survivors were able to share their feedback through Phase 2 of the review via a range of channels: an online feedback form available in 9 languages, four face-to-face drop-in sessions held at community hubs and locations where bereaved and survivors live, and two online workshops hosted on Zoom. A weekly reminder of the Phase 2 consultation events and activities was also sent to bereaved and survivors via email.
- 5.21. Alongside the communications to all bereaved and survivors, the Dedicated Service Steering Group was also closely involved in the design and implementation of Phase 2 of the Review. The draft 'You said, we are planning' document was shared with them for review and comment prior to the launch of Phase 2 and the final document was discussed in depth at the Steering Group meeting in October. We also contacted the five bereaved and survivor stakeholder groups again by email in October to offer them a meeting so that they could share their feedback with us.

### *Feedback from Phase 2 of the review*

- 5.22. In light of the feedback we received in Phase 1, the plans we put forward in Phase 2 were not proposing radical changes to the service. As a result, we did not expect the same level of feedback in Phase 2 as we had received in Phase 1. We understood from conversations through Dedicated Service Workers and feedback from the Steering Group that many bereaved and survivors felt that they had already provided their views on the future of the service and wanted to see action before engaging in further consultation. Nevertheless, we still wanted to ensure people had the opportunity to hear back what they had said and provide any further feedback.
- 5.23. In total we had feedback from over 30 individuals through Phase 2 of the review, including 14 responses to the online form in English and other languages and over 15 people who contributed to drop-in sessions, online workshops and stakeholder meetings. As in Phase 1, we checked the postcodes of the respondents to ensure they matched those belonging to bereaved and survivors. We also had extensive comments and feedback from the Dedicated Service Steering Group on two separate occasions.

- 5.24. The feedback given at Phase 2 was varied and the overall numbers too small for systematic analysis or comparison. The majority of those who responded online were happy with the service and agreed with the broad direction of travel set out in the 'You said, we are planning to' document. Some respondents felt that service should do more to support elderly people and single women, and that there should be more extra-curricular activities in place for children and young people.
- 5.25. Bereaved and survivors who came along to the drop-in sessions were broadly happy with the service and felt their feedback was reflected in the draft plans. Some emphasised the need for greater flexibility in the design of Individual Services and Commissioned Services and some spoke about the need to think about support beyond 2024. Several bereaved and survivors raised housing-related issues at the drop-in sessions and felt that housing was their biggest issue.
- 5.26. Some of those who contributed to the online workshops and meetings raised challenges about some people's voices not being heard due to the difficulty of engaging with the service and also managing the ongoing emotional trauma of the Grenfell tragedy. People felt that it was important to offer a variety of ways for people to share their views. Others felt that staff could be used more effectively to target support in a more intelligent, more dynamic way to those who needed it. Some felt that there should be more flexibility in the use of Individual Services and the design of Commissioned Services. Some respondents also suggested that the service could offer a wider range of support in regard to education and training for employment.
- 5.27. Following Phase 2 of the review, the team reviewed the additional feedback and used this and the Phase 1 findings to further develop the proposed plans for changes to the service. These final plans have been written up into a 'You Said, We Will' document (included here at Appendix 2). We hope that the changes set out here address the vast majority of feedback we have heard through the review. The 'You Said, We Will' document was sent to all bereaved and survivors in late November 2021 by post and email in English and other languages. This was important to ensure that all bereaved and survivors were aware of the proposed changes before the publication of this report. The following section of this report outlines the proposed changes in detail.

## 6. PROPOSED CHANGES TO THE DEDICATED SERVICE

### *Overall changes*

- 6.1. The changes set out here are informed by what we heard through both phases of the review. They are designed to reflect the broadly positive feedback from Phase 1 and Phase 2, but also to address some of the more critical views that people shared. Just as importantly, they also attempt to take into account the needs and perspectives of those who expressed uncertainty in their responses to the survey or who may not have responded to the consultation at all. In renewing our focus on individual choice and control and the reach and breadth of our engagement with bereaved and survivors, we hope to ensure that everyone can interact with the service in a way that works with them, irrespective of the views they expressed through the survey or whether we heard from them through the review or not.
- 6.2. In line with the feedback we heard through the review, we want to ensure that any changes we make to the service are guided by the following key principles:
- **Increasing bereaved and survivors' choice and control** over the support people receive through the service.
  - **Targeting support more effectively** to bereaved and survivors who need it most.
  - **Improving communications**, sharing information more effectively and creating more opportunities for bereaved and survivors to share their views with us.
- 6.3. Given the generally positive feedback about the service we heard during the review, we expect the overall model of the service to remain broadly the same. However, we are proposing a number of important changes in each of the key areas of the service, including:
- Dedicated Service Workers
  - Support Plans
  - Individual Services
  - Commissioned Services
  - Education Services
  - Who delivers the service
  - Eligibility for the service
  - Support beyond 2024
  - Communication and shaping the service
- 6.4. The following sections provide a summary of the changes we are proposing in each area.

### *Dedicated Service Workers*

- 6.5. Currently, the Dedicated Service employs 16 Dedicated Service Workers who support the over 700 bereaved and survivors. £1.3m is allocated in the current (2021-22) budget to frontline staff, including Dedicated Service Workers.

- 6.6. We heard clearly from bereaved and survivors through the review that people value their relationship with their Dedicated Service Worker and the support they provide. The majority of bereaved and survivors felt strongly that named, individual Dedicated Service Workers should remain a key part of the service but that we could do more to target the support to those who need it most, making the best use of Dedicated Service Workers' varied skillsets and backgrounds.
- 6.7. Moving forward, we will:
- Ensure that everyone still has access to a Dedicated Service Worker who they can go to for support when they need it, leaving the option for people to be supported by an NHS Worker if they would prefer.
  - Build on the relationships that have been established with families and what we know about people's personal recovery journeys to target the support from Dedicated Service Workers to those who need it most.
  - Ensure that the support from the staffing team is as flexible and responsive as possible, making the most of the varied skills and backgrounds of Dedicated Service Workers. This might mean that a family is supported by other members of the team as well as their Dedicated Service Worker, either on a day-to-day basis or for a specific period of time.
  - Make broader changes in other areas of the service, including to systems and processes to ensure that people who don't need as much support have more flexibility and freedom to direct their own support without having to go through their worker. This will mean that staff can devote more time to extended interventions and other more targeted pieces of work with families.
  - Broadly maintain the current budget envelope for frontline staff to enable the above, doing more with the staff we have and reducing management costs wherever we can.
- 6.8. We will look to establish the new approach and new ways of working from April 2022. In the meantime, bereaved and survivors will continue to be supported by their Dedicated Service Workers in the way they are now.

### *Support Plans*

- 6.9. We heard from bereaved and survivors that support plans help them to identify the care and support they need but that the plans could be more flexible and personalised. The aim of this would be to help bereaved and survivors feel a greater sense of ownership of their plan and to ensure they can use it to identify what support is most important to them.

- 6.10. In order to address this feedback, we propose a number of key changes to the support planning process. In particular, we will:
- Change the existing support plan so that people can choose from an existing 'life area' (Housing, Health, Education etc) or identify others that fit better with their own individual priorities.
  - Simplify the support planning process to make it easier for bereaved and survivors to complete, including creating a digital solution with a drop-down menu and suggestions of different types of support that people might find useful.
  - Encourage bereaved and survivors to complete their support plans independently wherever they feel comfortable doing so, ensuring that they have all the information they need to be able to do this.
  - Continue to support bereaved and survivors who might need additional help completing their plans or identifying what might benefit them most.
  - Improve some of the measures of progress we record through the support planning process, so we can produce better evidence about the difference the service is making.
- 6.11. We will have a new support planning process in place in February 2022. Support will be provided to help people manage the transition to the new system.

#### *Individual Services*

- 6.12. Currently, all bereaved and survivors have access to Individual Services budgets. These were introduced to give bereaved and survivors choice and control and work in a similar way to the Direct Payments that are used in Adult Social Care. The budgets renew each financial year and how people use their budgets is up to them, though requests must be in line with the agreed policy and link to their support plan. In 2021-22, £1.5m is allocated to Individual Services from the overall Dedicated Service budget envelope.
- 6.13. Through the review, we heard that Individual Services (IS) budgets were important for meeting people's needs and those of their families and helped to promote individual choice and control. However, we heard clearly that the current system could be improved and that bereaved and survivors wanted the request process for IS to be quicker and easier. People said that they would be comfortable with online solutions and a pre-approved menu of services if it would support more freedom and flexibility. Those we heard from understood that the Council needs to put in place controls on how the funds are spent but felt that we could offer clearer guidance about what the funds can and cannot be used for.

- 6.14. To address this feedback, we are proposing a number of key changes to the way Individual Services work. In particular, we will:
- Launch an online solution for IS that will allow bereaved and survivors to request a range of pre-approved services much more quickly and without going through their Dedicated Service Worker. Self-service requests that meet the criteria will be processed much more quickly than current IS requests (within two working days). Requests submitted manually or that are outside the pre-approved menu will still take up to two weeks.
  - Provide more clarity and greater choice about how people can use their IS, while putting stronger controls in place to deal with the small number of cases where people repeatedly use them for things that aren't allowed.
  - Be more proactive in providing suggestions and examples of services that people could use their IS budgets to pay for, based on best practice and what we hear is helping other bereaved and survivors.
  - Issue clearer guidance about what IS can and cannot be used for, through a revised Commissioning Policy that will be shared with all bereaved and survivors. This will be discussed with the Dedicated Service Steering Group and will include input from the Council's Audit Team, following the pre-paid card audit carried out earlier in the year.
- 6.15. A new more flexible, self-service process and a revised Commissioning Policy will be in place from April 2022. The financial envelope allocated to IS in the next financial year (2022-23) will be agreed by February 2022 as part of the budget setting process. However, we are proposing that as a minimum the current levels of IS should be maintained (including the 100% increases for adults and the 50% increases for children introduced at the start of this financial year). Alongside this, we will look at any additional flexibility we might have as a result of savings on building costs or in other areas.

#### *Commissioned Services*

- 6.16. At present, the Dedicated Service commissions a range of services centrally that all bereaved and survivors can access. The courses on offer to date have included lessons in English for Speakers of Other Languages (ESOL), sporting and leisure activities, alternative therapies, and dedicated advice and employment support services. £550,000 was allocated to this area from the Dedicated Service budget in 2021-22.
- 6.17. Through the review, many bereaved and survivors told us that they had had good experiences of commissioned services. There was considerable support for continuing to commission services centrally, but we also heard clearly that people wanted more control and flexibility over the support they receive. We know that it is important for families to be able to choose the type of support they need, from a provider they trust and in a location that is convenient to them.

6.18. In order to address this feedback, we propose to make a major change to the current Commissioned Services model. From April 2022, we will:

- Introduce ringfenced Commissioned Services budgets for individuals in specific areas (e.g. therapeutic support). Bereaved and survivors will be able to access these budgets using a prepaid card, in a similar way to Individual Services. The specific areas will be based on what we know people find helpful and they will be clearly defined so that people know what kinds of services they can use these funds for.
- Make this the dominant approach for the Commissioned Services budget, rather than commissioning specific services from a small number of organisations. We hope that this will better meet individual needs, including for those bereaved and survivors who live further afield.
- Ensure that bereaved and survivors can choose any provider they like that offers the particular type of support in question and enable them to request funding through a simple and straightforward process (similar to the one described for Individual Services above).
- Share regular information more proactively via email and newsletter about the services on offer, including ideas and suggestions for what people might use their Individual Services or Commissioned Services budgets for, based on what we know has worked for other people. This will help to ensure that people do not have to rely on their Dedicated Service Worker for information.
- Continue to commission a small number of services centrally where it makes sense to do so, in line with evidence about the impact of those services and feedback from bereaved and survivors.

6.19. A new programme piloting this kind of approach specifically for therapeutic support (and using the remainder of the 2021-22 Commissioned Services budget) will be launched in December 2021 or January 2022. We will then aim to roll out the new approach for the vast majority of the 2022-23 Commissioned Services budget from April 2022, incorporating any learning from the pilot.

### *Education*

6.20. The service has a dedicated Education Team who work predominantly with primary and secondary age children. They also provide support, advice and guidance to families who have younger children and to young people over 18, including support advice and guidance around university and postgraduate studies. Approximately £200,000 is set aside from the 2021-22 Dedicated Service budget for this area, with some activity (particularly the 'Education for Recovery' package) supported by corporate COVID-19 specific funding.

6.21. Many bereaved and survivors we heard from through the review had accessed support from the Education Service within the Dedicated Service and had been supported in a range of different ways. However, we heard clearly that more could be done to ensure that we are reaching all families with children who might benefit from support in this area and that we are clearer about what is on offer. We also heard suggestions directly from children and young people about ways we can communicate better with them and involve them more in shaping the support that is available.

6.22. In order to address this feedback, we will:

- Make sure that the Education Service supports the aspirations of each young person, working to widen the offer to take into account their different needs.
- Ensure that targeted support is available for those who need it, including those who are at critical transition points in their education (preparing to sit GCSE and A-Level exams, for example).
- Work with the Health and other agencies to increase our focus on the links between young people's attainment and their emotional health and wellbeing.
- Work more closely with the Council's Education Team, Health, schools and other partners to offer the best possible support across the system.
- Establish a new Youth Forum to ensure we continue to hear the voices of children and young people accessing the Dedicated Service and work with the Forum to plan educational provision through to 2024 so that it meets their needs.
- Signpost more effectively to other provision that is available in the borough and find new ways to communicate with parents and young people to make sure you know exactly what is available, including direct communications with children and young people.

6.23. The Youth Forum was launched in October 2021 and a new offer for young people preparing for GCSEs and A-Levels will be in place from January 2022. Direct communications to young people over 12 will begin in April 2022.

#### *Who delivers the service*

6.24. The Dedicated Service is funded by the Council from the ringfenced £50m budget set aside to support the delivery of the Grenfell Recovery programme. Currently some of the Dedicated Service (for example, the support provided by Dedicated Service Workers) is delivered directly by the Council and some services are delivered by other organisations, commissioned by the Dedicated Service Team or by individual bereaved and survivors using Individual Services budgets.

6.25. Through the review, the majority of respondents told us that they felt comfortable with the current model, but there were a small minority who said they did not. We recognise that this is a difficult issue for many bereaved and survivors and want to do all we can to ensure we provide support to everyone, irrespective of how they feel about the Council.

6.26. Moving forward, we propose that the Council will:

- Continue to deliver some services directly and won't be commissioning another organisation to deliver the whole service. However, by creating more personal choice and control within the service, we will try to make it as easy as possible for everyone to access, including those who might not feel comfortable with the current model or with speaking to Council staff.
- Continue to ensure that there is a route for people to access the service through an NHS worker, further limiting direct contact with the Council where that is something people do not want.

6.27. While alternative routes to access the service are already in place, we hope that the wider changes to other aspects of the service introduced through this review will give bereaved and survivors more freedom to interact with the service in whatever way they feel most comfortable without having to rely on a Dedicated Service Worker.

*Eligibility for the service*

6.28. The Dedicated Service was established for Grenfell survivors, closely bereaved family members and former residents of Grenfell Walk. The eligibility criteria for the service are as follows:

- **Closely bereaved** family members (spouses/partners, siblings, parents, grandparents and children of the deceased) and their **household members** (those who live in the same household as closely bereaved family members and are a) children/spouses/partners of closely bereaved family members or b) parents-/children-/siblings-in-law of the deceased).
- **Survivors** (adults and children who lived at Grenfell Tower as their main home at the time of the tragedy, including children born since then, and people who were visiting the Tower on the night of the tragedy).
- **Residents of Grenfell Walk** (adults and children who lived at Grenfell Walk as their main home at the time of the tragedy, including children born since the tragedy).

6.29. Currently, the Dedicated Service considers applications from people who do not automatically meet the eligibility criteria for the service (where, for example, they are not a member of the immediate family but can show that they had a very close relationship with someone who died in the tragedy). To date, the Dedicated Service has accepted applications of this type 9 times since the service was fully established in July 2019. Four years on from the tragedy, the Dedicated Service Management Team is confident that people in this situation have now come forward so that we are working with everyone we should be.

6.30. Through the review, we heard that people felt that now was the right time to limit eligibility to those who fit the criteria, whilst ensuring that everyone who is already accessing the service or is eligible for it will continue to have access.

6.31. Moving forward, we propose therefore to:

- Revise the eligibility policy in line with the feedback we received, ensuring that access to the service is limited to those who automatically fit the eligibility criteria, removing any further discretionary decisions.
- Continue to accept applications from eligible bereaved and survivors who might not yet have come forward or felt ready to join the service.

6.32. The changes to the eligibility policy will be made in December 2021 and the revised policy will be shared with all bereaved and survivors. To be clear, these changes will not affect anyone who is already accessing the service or any discretionary decisions already made.

#### *Support beyond 2024*

6.33. The Grenfell Recovery programme runs until March 2024, with funding allocated for the next two financial years (2022-23 and 2023-24). Since the service was established, we have tried to make it as efficient as possible, following extensive feedback and challenge from the Dedicated Service Steering Group. Where we have made savings or come in under budget, funding has been held in a ringfenced reserve to fund future support for bereaved and survivors. As of March 2021, there was approximately £1.5m remaining in reserves which is set aside for future support. This does not include funding already committed to Individual Services budgets and other initiatives or any additional savings that may be made in the current financial year (2021-22).

6.34. Through the review, people told us that we should continue to set money aside for the future where possible to enable some form of support to continue beyond March 2024. We know that we need to balance this with what we are hearing from people about the support they need now. We are also clear that we will need to have further conversations with bereaved and survivors about what kind of support would be most valuable beyond 2024, as we may not have enough funding to run the service in its current form and people's needs are likely to have changed again by this point.

6.35. It is important here to be clear on the specific arrangements in place for current Individual Services budgets. Individual Services are provided and replenished on annual basis and while the majority of bereaved and survivors use their Individual Services in year, we offer the capacity for people to roll over budgets into future years to provide maximum flexibility. We are aware that some families are proactively saving funds over multiple years in order to fund something specific, for example a child's university fees.

6.36. As part of the changes set out here, we are proposing to formalise the position that bereaved and survivors will not have to use their IS budgets by March 2024 (or whenever the service ends). While people will not be able to access the funds they have saved in simple cash form, we are looking to create a dedicated trust fund that will hold funds saved by individuals and families until such a time as they wish to make use of them.

6.37. In summary, we propose that we will:

- Continue to make the service as efficient as possible, making savings where we can, to set money aside for the future.
- Carry out another review in 2023 to look at what kind of support we can provide beyond March 2024, using the funding we have managed to set aside.
- Communicate clearly to bereaved and survivors that Individual Services not spent by March 2024 will not be lost and set out how the future system will work.

6.38. Next year's budget will be agreed in February 2022 as part of the budget-setting process and we will look to set money aside where possible whilst ensuring we provide support now where it is needed. To enable us to balance these two important needs, we will also continue to work with colleagues across the Council to secure additional sources of funding wherever possible.

#### *Communication and shaping the service*

6.39. We heard clearly through the review that we could communicate more effectively with bereaved and survivors about the range of support that is available from the Dedicated Service and partners. This echoes feedback that we have received before, including from the Dedicated Service Steering Group. We know it is important to communicate with people through channels that they feel comfortable and not to rely solely on Dedicated Service Workers. We have also heard clearly that we should build on what we already have in place to create more opportunities for people to share their views and to scrutinise and challenge the service. This is particularly important for people who might not feel comfortable expressing themselves in English or might not be sure how they can give their feedback.

6.40. Through the review, we have communicated regularly with bereaved and survivors and experimented with new ways of engaging and communicating people who use the service. Moving forward, we will draw on lessons learned from the review to:

- Continue to communicate with all bereaved and survivors in multiple languages and via a range of channels, including letters, emails, WhatsApp and through Dedicated Service Workers.
- Introduce a monthly newsletter that will include key information and updates about the service and include ideas and suggestions for support that people might find helpful. This will be shared with all bereaved and survivors via email, which we know is an effective channel of communication, but people will be able to opt out if they would prefer.
- Continue to run face-to-face and online drop-in sessions with the Dedicated Service Management Team in places which are convenient for bereaved and survivors. These have been effective ways of speaking to people through the review.

- Continue to carry out regular surveys and case audits and review complaints about the service to ensure we are hearing as wide a range of feedback possible.
- Continue to work closely with the Dedicated Service Steering Group to shape and steer the next phase of the service, giving all bereaved and survivors the opportunity to put themselves forward for the group on an annual basis, with the next opportunity in the coming months.

6.41. We will communicate with all bereaved and survivors regularly through the next stage of the review so that they know exactly what is happening when. Regular newsletters will begin in December 2021 and management drop-in sessions will start in January 2022. A new Steering Group will be in place in March 2022.

## **7. ARRANGEMENTS FOR THE FRIENDS AND FAMILY ASSISTANCE CENTRE**

7.1. Prior to the review, the Dedicated Service conducted a separate consultation with bereaved and survivors about the future of the Family and Friends Assistance Centre (FFAC) at Old Court Place.

7.2. From the start the Dedicated Service until the COVID-19 lockdown restrictions were introduced, the service has operated from the Family and Friends Assistance Centre based on the 5<sup>th</sup> floor of 17 Old Court Place. The FFAC was an important space for bereaved and survivors as it was the centre for many of their sensitive and difficult conversations with public authorities. It was originally chosen in consultation with bereaved families, who wanted a space that was separate from the Council.

7.3. However, after the outbreak of the COVID-19 pandemic, much of the Dedicated Service offer was delivered remotely and we heard from many bereaved and survivors that they no longer wished to have the space, the costs of which (for the 5<sup>th</sup> floor only) were met from the Dedicated Service budget. In early January 2021, we launched a consultation with bereaved and survivors on the future of the FFAC. The survey ran for six weeks and we had responses from over 85 bereaved and survivors, approximately 26% of households. A clear majority (77%) wanted the Council to explore alternative options, giving a clear mandate for leaving the space. 19% of respondents expressed a preference for remaining in the current building, underscoring the importance of managing the transition carefully and sensitively.

7.4. The outcome of this consultation highlighted a desire to end the Dedicated Service use of the FFAC and to reallocate the funds spent on the building to better support bereaved and survivors going forward. We communicated this feedback to bereaved and survivors and worked with the Steering Group to develop a mixed buildings model, with dedicated office space for Dedicated Service Workers and community hubs to ensure that people could access support in locations more convenient to them.

- 7.5. Since September 2021, the service has not been operating from the FFAC. A new Council office and meeting room space was secured near the Town Hall and this space is being provided at no cost to the Dedicated Service. The Dedicated Service team has been largely based there since then. In parallel, we have established two community hubs, at North Kensington Library and Brompton Library. We have managed to secure these spaces for free and this allows us to offer courses and activities and bookable space for meetings, events, or group activities.
- 7.6. We have been gradually building a schedule of events and activities, including drop-in sessions, and will be communicating regularly with bereaved and survivors about this. There are currently a range of events and activities taking place in the two locations four days a week (including weekdays, evenings and at weekends), and bereaved and survivors are also able to book spaces where they wish. We are grateful to the Council's Libraries Team for their support in establishing the new arrangements and will continue to review them on a regular basis.
- 7.7. The new arrangements will enable some savings in 2021-22 and substantial savings in the future, through a small amount of funding will be reserved for hiring other spaces.
- 7.8. Moving forward, the Dedicated Service will:
- No longer use the Family and Friends Assistance Centre (FFAC) and no costs will be incurred to the Dedicated Service budget after September 2021. Any costs incurred by the Council between now and the end of the lease will be funded corporately.
  - Continue to operate from the dedicated office space and the two community hubs already established, reviewing these regularly and hiring other spaces for other events and activities, as and when required.
  - Consider how to use the money saved, both in 2021-22 and in future years, discussing this with the Dedicated Service Steering Group and agreeing a proposal as part of the budget setting process for 2022-23. This should take into account the feedback from bereaved and survivors about how they feel the money should be used, both from the consultation on the future of the FFAC and the Dedicated Service Review.
  - Continue to seek external sources of funding wherever possible, including potential funding from Government, to support with the costs already incurred from the Dedicated Service budget in 2021-22 and the transitional arrangements that were put in place afterwards.
- 7.9. The service will continue to operate from the new dedicated office space and the two community hubs, and the use of money saved through the move from Old Court Place will be agreed in the coming months. We are hopeful that bereaved and survivors will feel the alternative plans are more effective in supporting their recovery but we will continue to review them regularly to ensure this is the case. The arrangements for the end of the lease at Old Court Place will be handled separately by the Council's Social Investment team.

## **8. CONSULTATION AND COMMUNITY ENGAGEMENT**

- 8.1 The purpose of the review was explicitly to hear the views of bereaved and survivors and to use what we heard to shape the next phase of the Dedicated Service. The full range of consultation and engagement activity is set out at Section 5 above.
- 8.2 Throughout the consultation, we worked with the Dedicated Service Steering Group to design the materials, interpret the findings and discuss ways to increase the reach of the review. On several occasions we responded directly to suggestions made by Steering Group members and made changes as a result. We also received advice and guidance from the Council's Consultation Team in preparing the consultation materials for Phase 1 and interpreting the results. The proposal was also reviewed and approved through the Council's Consultation Gateway.
- 8.3 The findings of both phases of the review and the next steps have been communicated to all bereaved and survivors accessing the service and we will continue to keep them fully informed throughout the next phase. The plans to communicate and engage more effectively with bereaved and survivors in the future are summarised in more detail at paragraphs 6.39-6.41 above.

### *Internal Audit exercise*

- 8.4 The Council's Internal Audit Team was also asked to provide additional assurance about the quality of the consultation and engagement, independently of the service. Internal Audit has conducted a simultaneous audit exercise focusing specifically on the review. The purpose of the audit was to assess the effectiveness of the consultation across a range of identified areas including:
- The structure of the survey
  - Notification of consultation and deadlines
  - Access and support
  - Monitoring participation
  - Interpretation of results, publication and implementation
- 8.5 The overall aim of the audit was to provide assurances that all possible steps have been taken to reach out to bereaved and survivors and therefore that the review is as wide-ranging and effective as possible, in line with the proposal agreed by the Council's Leadership Team.
- 8.6 The final audit report (attached at Appendix 3) suggests that substantial assurance can be given to members, the Chief Executive and other officers that the controls relied upon at the time of the audit were suitably designed, consistently applied and effective in their application. It states that controls in most areas were in place and operating effectively and ensured an extensive and thorough consultation process. The audit has recommended a 'Lessons Learnt' review and implementation of findings and this recommendation has been accepted by the Dedicated Service management team.

## *Overview and Scrutiny Committee*

- 8.7 The Overview and Scrutiny Committee reviewed a report on the Dedicated Service at its meeting in March 2021, including an initial proposal for the review. The Committee welcomed the review and its proposed breadth of scope and encouraged officers to ensure the final proposal was as wide-ranging as possible. Their feedback was incorporated in the final version of the report presented to the Leadership Team in May 2021.
- 8.8 The Committee then considered an update report outlining the findings from Phase 1 and the proposed next steps at its meeting in November 2021. Members of the Committee and speakers at that meeting emphasised the importance of giving more flexibility, choice and control to bereaved and survivors and this feedback has been incorporated in this report.

## **9. LEGAL IMPLICATIONS**

- 9.1. The Dedicated Service is not a statutory service which Councils have to provide but a specific service to provide wraparound support for bereaved and survivors. The Council's provision of the service is entirely separate from any claims those affected by the tragedy may have against the Council or its insurer.
- 9.2. The provision of a Dedicated Service for bereaved and survivors was agreed as part of the Grenfell Recovery Strategy, agreed by the Council's Leadership Team in January 2019. The Council has the power to establish such a service and make changes to it, pursuant to section 1 of the Localism Act 2011.
- 9.3. The proposed changes to the Dedicated Service do not affect the key legal principles set out above. Bereaved and survivors can continue to access all aspects of the Dedicated Service without it any way prejudicing existing or future legal and insurance claims.
- 9.4. We will also continue to protect bereaved and survivors' personal data collected by the Dedicated Service in order to provide support to those accessing it. That data is held on a separate case management system to facilitate this. Personal information about bereaved and survivors is not shared by the Dedicated Service with the rest of the Council (including with the Council's Legal and Insurance teams) except where there is consent from the bereaved or survivor to do so or where there is a legal duty to share information (e.g. due to a safeguarding concern).
- 9.5. We have produced a clear protocol to summarise these commitments so that bereaved and survivors can have greater confidence about the measures we have put in place to protect their privacy. A copy of this is included at Appendix 4.

## **10. FINANCIAL IMPLICATIONS**

- 10.1. Corporate Finance has been consulted and notes that the financial implications of this decision are explained in this report (and in Appendix 1) and can be met within existing budgets.

- 10.2. The Dedicated Service is funded from the £50m of ringfenced funding agreed by the Leadership Team to support the Grenfell Recovery Strategy in January 2019. There is an annual financial envelope of £4.5m for the Dedicated Service until March 2024, with a budget profile agreed each year. The changes set out here will be met from within this budget envelope.
- 10.3. The budget for 2021-22 is set out at Appendix 1 below for information. However, there are a number of areas, including building costs, where we anticipate that savings will be made. We will continue discussions about the best use of these in-year savings.
- 10.4. Separately, we will also be starting discussions with the Steering Group in the coming weeks about the budget for the next financial year (2022-23). In doing so, we will ensure we honour the commitments in this paper. Where there is flexibility in the budget, we will use this to address the key priorities identified by bereaved and survivors through the review.

## **11. EQUALITIES IMPLICATIONS**

- 11.1 The plans set out here seek to support bereaved and survivors from the Grenfell tragedy. The focus on bereaved and survivors is justified by the unique and profound impact of the tragedy on these groups and the need to support them in their individual journeys towards recovery.
- 11.2 Bereaved and survivors are extremely diverse groups with large numbers of residents with protected characteristics, including gender, ethnicity, faith and age. It is anticipated that the emphasis on flexibility, choice and control will help to ensure that individuals can tailor the support to meet their own needs, including those linked to protected characteristics.
- 11.3 A full Equalities Impact Assessment has been completed and is included with this report. We will review this during and after the implementation of the changes to ensure that the future service model continues to meet the needs of this diverse cohort wherever possible.

Callum Wilson

**Director of Grenfell Partnerships**

## **APPENDICES**

- **Appendix 1** Dedicated Service budget 2021-22
- **Appendix 2** 'You said, we will' document
- **Appendix 3** Internal audit report
- **Appendix 4** Data sharing protocol
- **Appendix 5** Equalities Impact Assessment

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**Mandatory clearance requirements for all Key and Executive Decision reports**

Cleared by Corporate Finance (officer's initials) [LS]

Cleared by Director of Law (officer's initials) [LP]

Cleared by Communications (officer's initials) [KT]

## **Appendix 1: 2021-22 Dedicated Service Budget**

The following table sets the breakdown of the 2021-22 budget, as it was at the beginning of the financial year:

<b>2021-2022</b>	
<b>Staffing [1]</b>	
Frontline team	1,333,000
Support team	320,000
Subtotal	1,653,000
<b>Services</b>	
Commissioned services	550,000
Individual services	1,500,000
Education for Recovery	200,000
Subtotal	2,250,00
<b>Building costs [2]</b>	
Rent, facilities and other building costs	494,000
<b>IT, training and translation</b>	
Training costs	30,000
Translation costs	30,000
Telephony and office	10,000
IT software and website	30,000
Subtotal	100,000
<b>Planning for the future (3)</b>	
Money saved to fund services after 2024 to avoid cliff edge when recovery funding ends	TBC
Subtotal	TBC
<b>Total budget</b>	<b>4,497,000</b>

### **Notes**

**[1] Staffing.** Staffing costs include funding for 29 front line staff and 6 support staff. The frontline team includes the Dedicated Workers, all of whom work directly with bereaved and survivors to provide personalised support. We heard clearly from bereaved and survivors during the original codesign of the Dedicated Service that people wanted their own named, individual worker and this feedback has once again been emphasised during the review

We worked closely with the Dedicated Service Steering Group to reduce management staffing costs across the service by half between 2019/20 and 2020/21, and we have also undertaken a more recent review of management costs, which has yielded further savings.

**[2] Building costs.** This was a provisional figure based on the full costs of Old Court Place for the full financial year. However, as of September 2021 we have left the building and are no longer paying costs from the Dedicated Service budget. We

have taken on dedicated office space and two community hubs rent free and although there will be some limited costs associated with hiring spaces for specific events, we therefore anticipate being able to make significant savings in this financial year. The exact amount is still to be established. We are also working hard to seek additional funding to cover some of the costs already incurred this financial year so further savings may be possible here. The use of any savings will be agreed as part of the budget setting process for next financial year.

**[3] Planning for the future.** As the funding for Grenfell Recovery is only in place until March 2024 and as there is desire for the service to be as efficient as possible, we need to think about setting funding aside to ensure there is not a cliff edge of support come March 2024. This point was clearly echoed in the feedback we had from bereaved and survivors during the review. For this year we expect to make in year savings (as described above). We will discuss the use of this funding as part of the budget setting process for next year.