


Details of Leadership Team meeting and the date the decision will be taken	Leadership Team Date of report: 1 December 2020 Date of decision: 9 December 2020	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
Forward Plan ref:	05767/20/K/A	
Report title	GRENFELL RECOVERY RESOURCING FRAMEWORK	
Reporting officer	Director of Grenfell Partnerships	
Key decision	Yes	
Access to information classification	Public	
Wards	All	

1. EXECUTIVE SUMMARY

- 1.1 This paper sets out a resourcing framework for the next three years of the Council's Grenfell Recovery programme.
- 1.2 The Council's Grenfell Recovery Strategy, agreed in 2019, set out 5-year plans to support long-term recovery for bereaved, survivors, and local community, with £50m of ringfenced funding to support the delivery of services. The funding was profiled unevenly over the 5-year period, with more up front and reducing over the following years.
- 1.3 With 3 years of the programme remaining from April 2021, we want to ensure that the remaining funding has maximum impact for residents and that we are clear on what we are trying to achieve together, both now and in the longer term. We know that communities want to be more involved in shaping and controlling their own recovery and that people's needs are changing. Against a backdrop of significant external challenges (including the impact of COVID-19, the Grenfell Tower Inquiry, decisions about the future of the site and the work of the Memorial Commission), we want to ensure that our approach to the next phase is as open and collaborative as possible.

- 1.4 We are therefore setting out a resourcing framework to provide clarity on the key areas of focus over the remaining 3 years of the programme and the funding available in each area. Within the parameters of the original Grenfell Recovery Strategy, it will support effective forward planning and enable us to work with our partners and communities to shape the next phase of the recovery programme and the longer-term legacy from the Grenfell tragedy.
- 1.5 The framework is informed by conversations with residents, colleagues, partners and other key stakeholders and incorporates comments and feedback from the Overview and Scrutiny Committee, which considered an early draft of the framework at its meeting on 12 November. We have made significant changes to the paper since the OSC meeting, largely to reflect the feedback we had from committee members and residents/community partners. This includes strengthening our commitments around working collaboratively with the community as an equal partner, ensuring we have robust mechanisms in place for measuring and reporting the impact of initiatives and building a long-term legacy from the tragedy. We have also added significantly more detail in each of the key areas of the programme.
- 1.6 The framework will set the overall direction for the next phase of the Grenfell Recovery programme. However, it is only the start of the dialogue and communities and partners will be able to shape the specific plans in each area on an ongoing collaborative basis. Our goal is a community-led recovery and we know that existing and new initiatives will only be successful if they are developed and delivered in partnership with residents.
- 1.7 We hope that the conversations we have with residents and partners in the coming months will help to shape the Council's longer-term plans to ensure that there is a lasting legacy from the Grenfell tragedy beyond the end of the targeted recovery programme. In this way, the outcomes we aim to deliver in the next three years will be a stepping-stone to longer-term change across the Council, ensuring that recovery efforts are sustained into the future.
- 1.8 Alongside this paper, we are also publishing a summary of plans which we will aim to share widely via digital platforms, in key community locations and as part of the January edition of *North Kensington News*. A draft of this update will be attached to this report. To ensure maximum reach, this will be supplemented by a series of short videos that we can share via social media so as many people as possible are sighted and invited to participate.

2. RECOMMENDATIONS

2.1. The Leadership Team is asked to agree the resourcing framework set out here in Section 5 of the report and specifically:

- the high-level plans for each area of the programme over the next three years, set out in Table 4 (pages 9-16) below;
- the plans to ensure ongoing community involvement in the programme and arrangements for monitoring the impact of recovery initiatives and their contribution to establishing a longer-term legacy from the tragedy (summarised in Table 4 and in paragraphs 5.5-5.14);
- the resource allocation for each area of the programme and indicative funding profile for the next three years, set out at Appendix 1.

3. REASONS FOR DECISION

3.1. The Leadership Team is being asked to agree a resourcing framework for the remaining three years of the Grenfell Recovery programme in order to:

- Provide clarity on the medium-term outcomes and areas of focus for the different parts of the programme, so everyone is clearer on the future we are all working towards;
- Set out the remaining funding available for the different parts of the programme, based on even reductions implemented across the programme, providing greater transparency;
- Enable more collaboration and partnership working with the communities we serve, by creating more opportunities for communities to be able to influence and shape the elements of the programme that are relevant to them;
- Support longer-term planning across the Council, by showing the potential of collaboration and co-design with residents, partners and other stakeholders in all our work and embedding learning beyond the end of the programme to ensure there is an identifiable legacy from the tragedy in everything we do.

4. BACKGROUND

4.1. The Council's Leadership Team agreed the Grenfell Recovery Strategy in January 2019 to support long-term recovery for the bereaved, survivors and the wider community. The Council set out three key aims for the programme:

- To support survivors and those who were bereaved as a result of the tragedy to rebuild their lives and find their own personal paths to recovery. This includes supporting all survivors to move and settle in new permanent homes.
- To facilitate community-led recovery for the wider community, helping people to build a better future for themselves and their families and to secure improved life chances and opportunities for all.
- To help all those affected by the Grenfell tragedy to support themselves and each other, developing individual and community capacity and resilience to lay the foundations for a better future.

- 4.2. The strategy committed to a specific programme of targeted initiatives to meet the specific needs of the bereaved, survivors and the local community and address specific issues that residents had identified as being important to them.
- 4.3. This targeted programme was funded through the £50m agreed to support the strategy and included commitments to provide:
- A **Dedicated Service** for the bereaved and survivors and ongoing housing support for survivors who had lost their homes;
 - **Ongoing targeted support** to residents from the local community, including direct support for individuals and families and commissioned emotional health and wellbeing services in schools and community-based settings;
 - A **Grenfell Community Programme** for the local area focused on supporting community-led recovery, building community capacity and giving communities a greater voice in addressing key local priorities.
- 4.4. These commitments were fixed for the duration of the Recovery Programme, but the strategy acknowledged that the Council would need to adapt and flex the approach over the 5-year period. This would be necessary in order to reflect the changing needs and aspirations of the community and the impact of external factors, including the Grenfell Tower Inquiry, the criminal investigation, decisions about the future of the site and the work of the Memorial Commission.
- 4.5. The Recovery Strategy was clear that the medium and long-term outcomes were for the whole Council, not just the targeted recovery programme. On the one hand, there were a range of specific initiatives linked to Grenfell which were funded separately from the targeted recovery programme, such as the Grenfell Education Fund, the Grenfell Public Health programme and the refurbishment of the Lancaster West Estate. On the other, there were the much wider changes underway across the Council which were directly informed by learning from Grenfell (in Housing, Governance or Community Engagement, for example). The strategy noted that many of these would be taken forward through other plans and strategies (the Housing Strategy, for example). It also recognised that long-term recovery would depend on the concerted action of public agencies across the partnership, not just the Council, and (just as importantly) the actions of local communities themselves.
- 4.6. The strategy acknowledged that targeted recovery initiatives provided much-needed support to residents, particularly in the early stages of the programme, but were also an opportunity to explore new approaches to service design and delivery. In developing these approaches in partnership with residents (as we have done, for example, on the Dedicated Service or the Grenfell Projects Fund), both now and in the future, we hope to shape ways of working across the organisation, honouring the Council's wider commitment to 'put communities first' in all its work. Over the next three years of the programme, there is an opportunity to build on this to explore greater synergies between Grenfell recovery and mainstream Council initiatives, helping to shape services and ensure a lasting legacy from the tragedy.

Funding for recovery

- 4.7. Alongside the Recovery Strategy, the Leadership Team agreed £50m of ringfenced Council funding to support the delivery of the targeted recovery programme over five years, from 1 April 2019 to 31 March 2024. Roughly half of this was committed to services for the bereaved and survivors and half on initiatives for the local community.
- 4.8. When the funding was agreed in January 2019, an indicative profile was also agreed as follows:

2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
12,000	12,000	10,000	8,000	8,000	50,000

Table 1. Indicative profile of Grenfell Recovery funding, 2019-20 to 2023-24

- 4.9. Within the broad commitments outlined above, the Council provided funding for the following specific workstreams in 2019/20 and 2020/21:

	Workstream	Lead Team
Support for the bereaved and survivors	Dedicated Service	Grenfell Partnerships
	Grenfell Housing Services	Housing Management
	Grenfell Allocations Team	Housing Needs and Supply
Support for the wider community	Direct support to Children and Families via the Malton Road Hub	Family and Children's Services
	Community-based commissioning for children and young people	Children's Commissioning
	Community-based commissioning for adults	Public Health Commissioning
	Schools-based commissioning	Children's Commissioning
	Employment and skills commissioning	Economic Development
Grenfell Community Programme	Community Programme (the Community Leadership Programme and the Grenfell Projects Fund)	Communities
	The Curve Community Centre	Communities

Table 2. Summary of key Grenfell Recovery Strategy workstreams, 2019/20 and 2020/21.

- 4.10. Each of these workstreams is led by a different team across the Council. A detailed breakdown of the 2020/21 budget is set out on the [Council's website](#).

Developing a resourcing framework for the next three years

- 4.11. The overall commitments set out in the Grenfell Recovery Strategy have not changed. However, at this critical juncture, we want to be clear about what we want to achieve together with our residents over the next three years and how people can be involved in shaping future initiatives. This is particularly important for a number of reasons, which are set out below.
- 4.12. First, we know that residents, partners and other stakeholders actively want to work with the Council to shape the next phase of the programme. We have heard clearly from residents that they would like a greater sense of ownership over the elements of the programme and that they feel that recovery initiatives should be as inclusive and as accessible as possible, with everyone aware of the range of support on offer. We know from other disaster recovery contexts that community voice is critical for ensuring community-led recovery. We are also keen to share learning from our work over the last 18 months, particularly from those areas of the programme where we have worked most collaboratively with residents. In putting together this resourcing framework, our ambition has therefore been to set out ways that residents can be involved in each part of the programme, reflecting our commitment to community-led recovery and to putting communities first.
- 4.13. Second, we know that the next phase of the programme will take place in a challenging external context. COVID-19 continues to have a major impact on the health and wellbeing of the bereaved, survivors and local residents and has encouraged the Council to think in new ways about how to deliver aspects of the programme and work in partnership with residents in this environment. The delayed timescales for the Grenfell Tower Inquiry and potential future decisions about the Tower and the Memorial will add to the uncertainty that residents feel and impact on timescales for recovery, both individual and collective. These developments also underline the non-linear nature of recovery and the challenges which are still to come. In this context, setting out our plans openly and transparently will be particularly important.
- 4.14. Third, the needs of the bereaved, survivors and communities are changing and will continue to change. For example, the decreasing number of survivors and Wider Grenfell residents in Temporary Accommodation means that those costs are naturally reducing. More generally, we know from other disaster recovery contexts that residents' needs change considerably over time and that the services needed 18 months after a tragedy are not the same as those needed 3 and a half years on. In the wake of the killing of George Floyd in the United States and the Black Lives Matter movement, there is also a renewed focus on equalities, diversity and inclusion. Given that bereaved and survivors and the local community are particularly diverse groups, we think there is a clear opportunity to ensure that every aspect of the programme has a clear focus on equalities. In adapting the programme with residents, we want to make the most of best practice from other disasters and emerging evidence of changing needs from a wide range of sources.

- 4.15. Fourth, we want to support more effective planning for the future over the next three years. Some arrangements are coming to an end in the coming year (existing arrangements with providers of commissioned services come to an end in March/July 2021, for example) or at some point in the near future (the end of the leases on the Old Court Place building and The Curve in June 2022, for example). Clearly setting out the resources available in each of the key areas over the next three years will enable meaningful strategic planning with residents, partners and other stakeholders to take place. As part of this, we need to think about how to focus funding to build resilience among bereaved, survivors and local residents – for example, by building a more universal offer in schools or by supporting peer-support initiatives that enable residents to support one another and lead their own recovery.
- 4.16. Finally, this forward planning work will also help to ensure that we are building a longer-term legacy from the tragedy beyond the end of the programme in 2024. This means working with residents to develop new approaches that the rest of the Council and its partners can learn from. For example:
- Our work with Grenfell survivors will shape our wider approach in Housing allocations and Housing management;
 - Our work on the Grenfell community programme will help to shape our wider approach to community engagement and participation;
 - Our work with grassroots providers on community-based commissioning and trauma-informed approaches will shape the Council's longer-term commissioning intentions;
 - Our work in developing more collaborative partnerships with communities which respect their capabilities and diversity will help inform the wider culture change work within the Council.
- 4.17. These are just some examples of how we can ensure that the targeted, time-limited initiatives funded through the Grenfell Recovery programme help to ensure a longer-term, sustainable legacy from Grenfell. This legacy must complement and build upon the lessons we learned from the tragedy itself, from the response, and from the Grenfell Tower Inquiry as it continues. We recognise that this longer-term legacy is a vital area of focus as we move forward into the later stages of the programme.

Feedback on the resourcing framework from residents and partners

- 4.18. The above themes have been echoed and expanded on in the conversations we have had with residents, partners, colleagues, elected members and other key stakeholders over the past few weeks. In particular, we have heard:
- A strong desire to be involved in shaping initiatives for the wider community on an ongoing basis.
 - The need to ensure services are reaching as many local people as possible, including older people and those who are hard to reach.
 - A wish to focus on the future and make the most of opportunities ahead.
 - The importance of ensuring quiet voices in the community can be heard.
 - A need to focus on the impact of COVID-19, recognising the impact it has had on existing issues.
 - The need to build a longer-term sustainable legacy from the Grenfell tragedy, as part of and alongside the recovery programme.
 - The need to focus on opportunities for all residents, including employment, education and retraining.
- 4.19. The final version of the framework reflects this feedback and particularly three specific themes highlighted in conversations with residents and partners:
- The importance of **ongoing collaboration with residents** in the next phase of the recovery programme, hearing from as many voices as possible via multiple channels, and creating structures and systems that enables the community to really shape and lead their recovery.
 - The need to demonstrate clearly the **impact** of services and initiatives, ensuring that they are as **accessible and inclusive** as possible and we can show the difference they are making.
 - The importance of ensuring that targeted recovery initiatives are a stepping stone to a **longer-term sustainable legacy** from the Grenfell tragedy which we work with the local community to shape.

5. GRENFELL RECOVERY RESOURCING FRAMEWORK, 2021-2024

The Grenfell Recovery Resourcing Framework, 2021-24

- 5.1. Against the backdrop outlined above, we are setting out a resourcing framework for the next three years (2021/22 to 2023/24). The framework sets out our plans for the remaining years of the programme, showing how we will continue to honour the commitments made in the original Recovery Strategy while adapting services and initiatives to reflect residents' evolving needs and aspirations and the changing external context described above.
- 5.2. The framework focuses on the key areas raised in conversations with residents and partners to date, including:
 - the key outcomes and areas of focus for each of the areas of the programme;
 - details of how residents can shape and influence plans in each area over the next three years, both in the short term and the medium term;
 - the plans to demonstrate impact and a contribution to a sustainable legacy from the Grenfell tragedy in each area;
 - the funding available in each area over the next three years.
- 5.3. Table 4 below (pages 9-16) summarises the outcomes and key commitments across the different areas of the programme, the plans to involve residents and next steps in each area. This table will set the focus and direction of travel for each of the areas of the programme over the next three years. However, the plans in each area will be developed further with residents, as set out below. The table should be read in conjunction with the funding profile set out at Appendix 1 and summarised in Section 8 of the report below.
- 5.4. Alongside the specific plans outlined in the table, paragraphs 5.5-5.14 below set out our plans to ensuring ongoing community ownership of the Grenfell Recovery Programme and to monitor the impact of the programme and its contribution to establishing a Grenfell legacy. These are critical parts of the framework, so they are included here as key commitments.

Table 4. Key outcomes and areas of focus for the Grenfell Recovery Resourcing Framework, 2021/22 to 2023/24.

	<i>Key outcomes</i>	<i>Key commitments</i>	<i>Ways that residents can shape the programme</i>	<i>Plans to demonstrate impact/legacy</i>	<i>Timescales and key milestones</i>
Bereaved and survivors					
Dedicated Service	<ul style="list-style-type: none"> • Providing tailored support for bereaved and survivors through the next phase of recovery, taking into account the impact of the Grenfell Tower Inquiry and future decisions about the Tower. • Supporting bereaved and survivors to build resilience and sustainable forms of support, with a particular focus on employment, education and peer-based support. • Ensuring the service is as efficient as possible in the immediate future to make maximum use of the available resources. • Planning with bereaved and survivors to provide longer-term support beyond the end of the programme in March 2024. 	<ul style="list-style-type: none"> • We will continue to work closely with the Steering Group and other bereaved and survivors to ensure that the service adapts to changing needs. • We will expand peer support initiatives to build a model for longer-term sustainable support, enabling bereaved and survivors to support one another in recovery. • We will place a renewed focus on employment and educational support for bereaved and survivors, reflecting the impact of COVID-19. • We will set aside funding for support beyond March 2024 and work with the Steering Group to look at ways of using this to have maximum impact. 	<ul style="list-style-type: none"> • The Steering Group, made up of bereaved and survivors, will continue to shape and influence the service and be involved in forward planning. • We will continue to work with bereaved and survivors through the support planning process to ensure people can make the progress they want to make towards recovery. • We will also continue to seek feedback from bereaved and survivors, via surveys and other mechanisms such as the website and group forums. 	<ul style="list-style-type: none"> • We will ensure the Steering Group can review detailed measures of impact on a regular basis. • We will share annual impact reports with all bereaved and survivors from summer 2021 onwards. • We will continue to support bereaved and survivors to build longer-term peer support networks to create sustainable change. • We will share learning from the Dedicated Service across the Council, including ways of working with residents and key partners such as the NHS. 	<ul style="list-style-type: none"> • New Steering Group to be in place from January 2021. • New employment and skills offer for bereaved and survivors to be launched in January 2021. • Next round of annual survey to be launched in April 2021 to gather bereaved and survivor views and inform service development.
Housing support and housing management	<ul style="list-style-type: none"> • Supporting the small number of survivors who have yet to accept a permanent home. • Providing high quality housing management services for survivors in their new homes. 	<ul style="list-style-type: none"> • We will embed long-term Housing support for survivors in mainstream structures, providing an ongoing dedicated resource to ensure join-up with the Dedicated Service and Grenfell Housing services. • We will continue to provide housing management services via Grenfell Housing Services. 	<ul style="list-style-type: none"> • We will continue to work closely with residents to support them to move into permanent homes. • We will continue to work with residents to shape housing management services and ensure we act on their feedback, via regular satisfaction surveys and other mechanisms. 	<ul style="list-style-type: none"> • Sharing learning from work with Grenfell survivors to improve mainstream services, across housing needs and housing management. • Sharing learning with Housing Associations and other Registered Providers to improve provision for all social tenants. 	<ul style="list-style-type: none"> • Roll out handyperson services in January 2021. • Launch more holistic approach to capturing resident satisfaction across all services, not just repairs, from April 2021.

	<i>Key outcomes</i>	<i>Key commitments</i>	<i>Ways that residents can shape the programme</i>	<i>Plans to demonstrate impact/legacy</i>	<i>Timescales and key milestones</i>
Wider community¹					
Schools-based provision	<ul style="list-style-type: none"> • Creating a more universal emotional wellbeing and mental health offer that builds resilience across schools and reaches more young people so local children have the support they need to thrive and develop despite the impact of the tragedy. • Ensuring local schools have specific additional support to sustain children and young people's recovery given the ongoing Grenfell Tower Inquiry and potential decisions about the future of the Tower. 	<ul style="list-style-type: none"> • We will continue to support the work of existing providers (Latimer Community Art Therapy (LCAT), Place2Be, Future Men, Catholic Children's Society) in North Kensington schools where they are able to demonstrate outcomes and impact. • Alongside this, we will use some of the available resource to establish a new fund which will aim to reach more children and young people and enable schools to put forward proposals to meet the specific needs of their pupils. • We will ensure that all proposals are informed by feedback from parents and children and we will help to facilitate further collaboration between schools and providers. • We will work closely with the NHS and other partners to ensure services are closely aligned and to strengthen pathways into mainstream services. 	<ul style="list-style-type: none"> • We have begun engagement with providers and schools to shape proposals for further consultation. • Formal consultation on the proposals will begin early next year and will include engagement with children and families, schools, providers and key community partners. • We will ensure that future proposals from schools and providers include plans to engage current and potential service users and parents so as many people as possible can contribute to (and then access), the proposals put forward. • We will support providers and schools to share data and evidence of impact with the local community on an ongoing basis so they can inform developments and on-going provision. 	<ul style="list-style-type: none"> • We will work with schools and providers to ensure that measures of impact are embedded in future arrangements. • We will continue to use the provider forum to monitor impact, identify gaps and share learning and best practice. • We will work with providers and others to develop key lessons from community-based commissioning approaches to inform the Council's long-term commissioning intentions. 	<ul style="list-style-type: none"> • Formal consultation and engagement to launch in January 2021. • Key Decision on future arrangements to be made in March 2021. • Transitions from existing arrangements to occur between April and August 2021. • New fund to launch in May 2021. • New contract arrangements to be in place from September 2021, along with a programme of ongoing community collaboration with key partners.

¹ The areas listed here do not include the employment and skills 'Community Works' initiative, which will be delivered in 2021 but is supported by funding from the 2019-20 Grenfell Recovery budget.

	<i>Key outcomes</i>	<i>Key commitments</i>	<i>Ways that residents can shape the programme</i>	<i>Plans to demonstrate impact/legacy</i>	<i>Timescales and key milestones</i>
Community-based provision for children and young people	<ul style="list-style-type: none"> • Providing targeted emotional wellbeing and mental health support to children in community settings that builds resilience and supports recovery, taking into account the impact of the Grenfell Tower Inquiry and future decisions about the Tower. • Celebrating the voices and lived experience of children and young people and ensuring these are at the heart of the services we provide. • Ensuring that children from all backgrounds can access additional support in a range of community settings. • Adapting the support to make sure it is informed by best practice from the disaster recovery community, including CUIDAR-informed approaches.² 	<ul style="list-style-type: none"> • We will continue to support the work of existing providers (Latimer Community Art Therapy (LCAT) and Kids on the Green) where they are able to demonstrate outcomes and impact. • Alongside this, we will establish a new fund specifically for community-based support for children and young people, with a focus on inclusivity and capturing children and young people's voices. • We will work with the NHS and other partners to ensure services are closely aligned and to strengthen pathways into mainstream services. 	<ul style="list-style-type: none"> • We have begun conversations with existing providers and are supporting them to develop proposals for next year. • We will be reaching out to other potential providers and key community stakeholders about the areas of focus for the new fund. • Formal consultation on proposals will take place between January and March 2021. • We will ensure that future proposals include clear plans to engage current and potential service users, including capturing the voices of children and young people. • We will support providers to share data and evidence of impact with the local community on an ongoing basis so they can shape provision on an ongoing basis. 	<ul style="list-style-type: none"> • By enhancing and celebrating the voices of children and young people, we hope to lay the groundwork for wider youth participation and voice across the Council, increasing the social capital of young people in the north of the borough. • We will work with providers to ensure that measures of impact are embedded in new arrangements. • We will continue to use the provider forum to monitor impact, identify gaps and share learning and best practice. • We will work with providers and others to identify key lessons from our community-based work to inform the Council's long-term commissioning intentions. 	<ul style="list-style-type: none"> • Key Decision on new arrangements to be made in March 2021. • New arrangements with existing providers to be in place from April 2021. • New fund to be launched in April with decisions on funding expected by June/July 2021. • A programme of ongoing community collaboration with key partners established by April 2021.

² <https://www.lancaster.ac.uk/cuidar/en/>.

	<i>Key outcomes</i>	<i>Key commitments</i>	<i>Ways that residents can shape the programme</i>	<i>Plans to demonstrate impact/legacy</i>	<i>Timescales and key milestones</i>
Community-based provision for adults	<ul style="list-style-type: none"> • Providing targeted, culturally sensitive emotional health and mental wellbeing services to adults in community-based settings, with a particular focus on BME communities, the impact of the Grenfell Tower Inquiry and decisions about the future of the Tower. • Ensuring recovery services are as inclusive as possible and that local adults from all backgrounds and ethnicities have access to culturally appropriate support which helps them to connect with mainstream services. 	<ul style="list-style-type: none"> • We will build on and enhance existing provision by continuing to support the work of the 'Together 4 Grenfell' providers where they can demonstrate impact and outcomes. • We will address gaps in current provision, including support for men from BME communities and isolated older people. • Alongside this, we will develop a new peer support programme for the local community, building on best practice from the disaster recovery community and existing community strengths. • We will work with NHS partners to ensure services are as closely aligned as possible and to strengthen pathways to mainstream services. 	<ul style="list-style-type: none"> • We have begun engagement with existing providers to develop potential proposals for further consultation. • We will be engaging with residents, providers and key community partners to design a peer support framework for the local community. • Formal consultation on proposals between January and March 2021. • We will support providers to share data and evidence of impact with the local community on an ongoing basis. 	<ul style="list-style-type: none"> • We will work with existing providers to ensure that measures of impact are embedded in new arrangements. • We will also ensure that the new peer support programme captures evidence of impact and outcomes. • We will continue to use the provider forum to monitor impact, identify gaps and share learning and best practice across the system. • We will work with providers and others to develop key lessons from community-based commissioning approaches to inform the Council's long-term commissioning intentions. • We will focus on creating a sustainable legacy in this area, focusing on peer support, trauma-informed approaches and embedding cultural competence in all our work. 	<ul style="list-style-type: none"> • New arrangements with existing providers to be in place from April 2021, with the new peer support programme launched by June 2021. • A programme of ongoing community collaboration with key partners established by April 2021.

	<i>Key outcomes</i>	<i>Key commitments</i>	<i>Ways that residents can shape the programme</i>	<i>Plans to demonstrate impact/legacy</i>	<i>Timescales and key milestones</i>
Targeted support for children and families	<ul style="list-style-type: none"> • Providing additional targeted support to help narrow the gap for children and families affected by the tragedy • Support the rollout of a trauma-informed approach across the programme and the wider system. 	<ul style="list-style-type: none"> • We will launch a pilot programme to tackle exclusions in North Kensington, supporting children and families in a trauma-informed way. • We will provide trauma-informed support and training for key community partners and staff across the programme. • We will use a small amount of funding to provide targeted Early Years support for children directly affected by the fire, with a focus on speech and language and early development. 	<ul style="list-style-type: none"> • We have begun initial conversations with community partners and schools and will be working with children and families, schools and community partners to codesign the pilot early next year. • We will work with the Dedicated Service, Early Help services and families to identify young children who might need additional support around speech and language development. 	<ul style="list-style-type: none"> • We will work with colleagues across the Council to embed a trauma-informed approach across the Grenfell Recovery programme and beyond, including training for residents and key community partners. • We will ensure that lessons from our pilot programme shape our wider approach to exclusions and that the pilot includes robust mechanisms for monitoring impact and key outcomes. 	<ul style="list-style-type: none"> • Codesign of pilot programme to take place early next year, with Key Decision expected in May 2021. • Community reference group to be established in February 2021 to ensure ongoing community involvement. • New pilot programme to tackle exclusions to be in place by September 2021. • Additional support for young children to be in place by April 2021.

	<i>Key outcomes</i>	<i>Key commitments</i>	<i>Ways that residents can shape the programme</i>	<i>Plans to demonstrate impact/legacy</i>	<i>Timescales and key milestones</i>
Grenfell Community Programme	<ul style="list-style-type: none"> Continuing to foster social capital and community leadership, building on community strengths to facilitate community-led recovery. 	<ul style="list-style-type: none"> We will continue to work with residents to adapt and evolve current initiatives, including The Curve, the Grenfell Projects Fund and the Community Leadership Programme. 	<ul style="list-style-type: none"> We will codesign the entire programme with the local community, with detailed input in each of the key areas below. 	<ul style="list-style-type: none"> We want to ensure that learning from the Grenfell Community Programme continues to shape our ways of working with communities. 	<p><i>See individual areas below</i></p>
<i>i. Grenfell Projects Fund</i>	<ul style="list-style-type: none"> Supporting local community-led initiatives to thrive, through a dedicated fund which focuses on key local priorities, with funding allocated through a resident-led decision-making process. Ensuring an inclusive approach to the design and delivery of the fund, involving as many local people as possible. Working with residents and local organisations to ensure that proposals are robust and that clear plans are in place for monitoring and communicating the impact of successful projects. 	<ul style="list-style-type: none"> We will continue to work with applicants who were successful in Year 1 of the programme to adapt projects, supporting them to deliver their projects virtually or in a COVID safe way. We will design and deliver Year 2 of the Grenfell Projects Fund in partnership with the community, ensuring we hear from a wide range of voices and incorporate lessons learnt from Year 1. We will support potential applicants with their bids to ensure they are viable. We will ensure that robust governance and monitoring arrangements are in place for all projects. We will work with the NHS and other partners to ensure that the Grenfell Projects Fund aligns as far as possible with other existing initiatives and funding opportunities. 	<ul style="list-style-type: none"> We began the process of codesigning Year 2 of the Fund at the Grenfell Assembly meeting on 18 November. Further meeting planned on 8 December to explore options for community oversight and governance of the fund. We will be talking to key community partners to ensure we hear as many voices as possible, including younger people, older people, the digitally excluded and BME communities. We are working with residents to explore a proposal for a community-led steering group to oversee and monitor the Fund going forward. 	<ul style="list-style-type: none"> We will continue to support projects to share learning and evidence of impact with the local community via regular feedback sessions. We will ensure that all projects capture and report key measures of impact as part of the agreements we conclude with them. We will share learning from the Grenfell Projects Fund across the Council, exploring ways we might incorporate similar approaches elsewhere. We will help to embed asset-based approaches across the Council, where residents are key partners and are supported to shape local services. We will support local groups and organisations to apply for other mainstream sources of funding where possible. 	<ul style="list-style-type: none"> Continued engagement with residents on the design of the fund to take place in December. Application process for Year 2 of the Grenfell Projects Fund to begin in January 2021. Key Decision to be taken on design of the fund to be taken in February 2021. Community-led decision-making process to take place in April 2021, with funding allocated thereafter.

	<i>Key outcomes</i>	<i>Key commitments</i>	<i>Ways that residents can shape the programme</i>	<i>Plans to demonstrate impact/legacy</i>	<i>Timescales and key milestones</i>
<i>ii. Community Leadership Programme</i>	<ul style="list-style-type: none"> Supporting local individuals and organisations who want to lead their communities in recovery. Helping residents develop the tools they need to take a more active role in the community and civic life. Building on success of programme to date, ensuring it is as inclusive as possible and helps to promote civic participation among all groups. 	<ul style="list-style-type: none"> We will continue to flex and adapt the support on offer, working with residents and partners to ensure we are offering a wide range of support and that we are clearly articulating the outcomes we are trying to achieve. We will work with providers and users of the programme to develop robust measures of impact. 	<ul style="list-style-type: none"> We have begun to hold focus groups with key stakeholders to look at how we might flex and adapt the next phase of the programme. Formal consultation will follow early next year, including engagement with existing users and providers, other local residents and key community partners. We want to focus on hearing quiet voices through new channels. 	<ul style="list-style-type: none"> We want to develop the Community Leadership Programme as a key Grenfell legacy project, exploring longer-term ways of building social capital, creating community leaders, and harnessing community strengths to support residents to play an active role in civic life. 	<ul style="list-style-type: none"> Formal consultation on the next phase of the programme to begin in January 2021. Revamped Community Leadership Programme to be in place from April 2021, with ongoing mechanisms for community involvement.
<i>iii. The Curve</i>	<ul style="list-style-type: none"> Building on the strengths of local people, making the best use of community spaces to facilitate community-led recovery. 	<ul style="list-style-type: none"> We will ensure that the services and programmes running from The Curve continue to adapt and are as closely aligned as possible with other aspects of the Community Programme and the wider offer in the local area. We will work with the Board of Governors and the local community to plan for the future of The Curve, focusing on the positive aspects of the current offer and the key services delivered from the space. 	<ul style="list-style-type: none"> We will work with the Board of Governors, other key stakeholders and the wider community on plans for the centre over the next 18 months and beyond, including ways to preserve the legacy of the centre and use the remaining funding beyond the end of the lease in June 2022. 	<ul style="list-style-type: none"> We will continue to work with the Board of Governors to monitor the performance of services and develop key measures of impact. We will work in closer partnership with the local community to ensure that we make the best possible use of all community spaces, exploring ways to embed the services and community-led ethos of The Curve in our wider work in North Kensington and beyond. 	<ul style="list-style-type: none"> Conversations about longer-term future of The Curve to begin with the Board of Governors and the local community in early 2021. Formal consultation to take place prior to the end of the lease in June 2022.

	<i>Key outcomes</i>	<i>Key commitments</i>	<i>Ways that residents can shape the programme</i>	<i>Plans to demonstrate impact/legacy</i>	<i>Timescales and key milestones</i>
Housing	<ul style="list-style-type: none"> Using remaining funding to new Grenfell legacy initiatives in Housing, which aim to support long-term sustainable change informed by learning from the tragedy. 	<ul style="list-style-type: none"> We will establish a new Grenfell Housing Legacy Fund for residents on Council estates in Notting Dale ward. At present, we are expecting to allocate this on the basis of the number of properties on each estate. Alongside this, we will launch a project to explore new ways of working with residents in Housing need. This will be informed by lessons and feedback from our work with Grenfell survivors and will focus on improving residents' experience of the allocations process. 	<ul style="list-style-type: none"> We have begun conversations with Notting Dale residents' associations and will be working closely with them over the coming months to develop key principles and parameters for the fund. Formal consultation and engagement on the Housing Legacy Fund proposal will begin in January 2021. Using the estate improvement budget model, we will also work to ensure that we reach as many residents as possible. Engagement with Grenfell survivors and other key stakeholders on the housing allocations project will begin in December 2020. 	<ul style="list-style-type: none"> As part of the design of the new Housing Legacy Fund, we will explore with residents ways of measuring the success and impact of new initiatives. We will also support residents to identify potential additional sources of funding that might help increase the impact of new initiatives. We will also bring residents' associations together to support the development of ideas and share learning from projects. For both the Housing Legacy Fund and the allocations project, we will seek to make a clear contribution to longer-term change, giving local residents a central role in defining and driving a specific lasting Grenfell legacy in housing, and making a contribution to improving overall housing experience for a wider group of residents with housing needs. 	<ul style="list-style-type: none"> Formal consultation to launch in February 2021. Key Decision to be taken in April 2021, with launch of the fund shortly thereafter. Wide-ranging engagement with residents on potential proposals to take place from May 2021. Codesign of Housing Allocations project to begin in January 2021, with a resident reference group established in February 2021.

Working towards a community-led recovery

- 5.5. The above table sets out some of our plans to work collaboratively with residents and key stakeholders as equal partners over the coming years. It focuses on two key areas.
- 5.6. Firstly, we want to ensure that there is specific consultation and engagement on each of the individual areas of the programme. The table sets out the wide range of opportunities people will have to direct and steer the different initiatives within the programme over the next 6-12 months. This period will be a key time for increased community influence on the programme and so it is important that we are clear about the opportunities to be involved in the short term. Following feedback from local residents and partners, we will be placing a special emphasis on hearing from as many people as possible (including quiet voices) in our engagement.
- 5.7. Secondly, we have identified key mechanisms that could enable the community to shape and steer recovery activity on an ongoing basis. This follows early conversations with key community partners who emphasised the importance of ongoing, meaningful resident involvement not just as a one-off, but throughout the next three years. We heard clearly that for the community to be able to shape the programme, conversations will have to be regular. We have already adopted this type of approach in some areas of programme, for example with the Dedicated Service Steering Group or the Grenfell Projects Fund. Outside of the Grenfell recovery programme, colleagues have established other mechanisms for community oversight, including a Steering Group for the Grenfell Education Fund, for example. These kinds of initiatives ensure community ownership and participation, themes which the disaster recovery literature emphasises as vital for achieving long-term sustainable change.
- 5.8. As part of this resourcing framework, we are outlining other plans to embed this approach right across the programme. For example, we have committed to supporting providers of commissioned services to share monitoring data and evidence of impact with the local community on a regular basis so that people can see key indicators, ask questions and share feedback. We have also made it clear that local residents and community partners will be involved in the design and ongoing monitoring of the new pilot programme to tackle exclusions and are looking to establish some form of resident panel to guide this work. As noted above, we are supporting the local community to develop a proposal for a Grenfell Projects Fund Steering Group, which would be one way of ensuring ongoing community involvement and oversight of projects, alongside the participatory decision-making process and the regular feedback meetings which already exist. Where people have other suggestions for mechanisms we might explore in different areas of the programme, we would welcome these. We hope that this is an area of the programme which we can develop further in partnership with residents.

- 5.9. Alongside this kind of ongoing engagement in each of the specific areas of the programme, officers in the Grenfell Partnerships team are committed to meeting regularly with key community partners to hear feedback, discuss progress and identify key issues and learning across the programme as a whole. We know that local groups have different areas of focus/interest, so we propose holding individual sessions with interested local groups and organisations on at least a quarterly basis.

Demonstrating impact and contributing to a sustainable legacy from the Grenfell tragedy

- 5.10. One other key theme of our engagement to date is the need to demonstrate the impact of Grenfell Recovery initiatives. As indicated in Table 4 above, we will be renewing our focus on impact across the programme and working to improve data and key indicators in each of the individual areas. However, we also recognise the need to bring this information together to show progress across the whole programme and to ensure that as many residents as possible are aware
- 5.11. We are therefore proposing to publish annual impact reports for the Grenfell Recovery programme, the first of which will be published in Autumn 2021, once we have had a chance to launch and embed most of the new initiatives set out in the framework. These reports will aim to show progress and evidence of impact, with clear measures in each of the individual areas of the programme.
- 5.12. In addition to showing progress and impact across the programme, these reports will also seek to show how initiatives are contributing to the establishment of a sustainable legacy from the Grenfell tragedy. As outlined above, if it is to succeed the programme has to be part of a much wider change in the way that we work in partnership with our communities to deliver services. We want to use these reports to demonstrate how Grenfell Recovery activity is contributing to longer-term change at the Council, informed by feedback from our residents about how they understand the legacy of the Grenfell tragedy.
- 5.13. The Council's Overview and Scrutiny Committee will be invited to scrutinise these impact reports but, just as importantly, we want to ensure that key messages are shared with local residents in an accessible format. We also plan to discuss the reports with key community partners, through the mechanisms described above, which will help to ensure that the aim, focus and targets of the programme are set jointly with community involvement.
- 5.14. To help improve the overall understanding of impact, we will also be working to create a consistent set of monitoring information for all programmes supporting people in the wider community. This will help to ensure there is a universal approach to the collection of basic output and impact data so we can piece together the holistic view more effectively. This will include data about where people who are accessing services live so we can ensure the support is reaching those in the immediate area around the Tower.

Engagement with the Council's Scrutiny committees

- 5.15. Alongside this collaboration with residents, there will be detailed engagement with the relevant scrutiny committees on the various elements of the resourcing framework. This will help to ensure the ongoing monitoring of progress and impact. As outlined in the November report to the Overview and Scrutiny Committee, officers will provide:
- an update report to the Overview and Scrutiny Committee in Spring next year to report on progress in implementing the resourcing framework.
 - a regular update to the Committee thereafter to ensure it continues to be kept abreast of progress and developments across the programme.
- 5.16. There will also be detailed engagement with the relevant scrutiny select committees on plans in individual areas of the programme as part of the next phase of consultation and engagement. This will include discussion with each of the individual scrutiny select committees as follows:

<i>Select Committee</i>	<i>Area(s) of focus</i>
Housing and Communities Scrutiny Select Committee	<ul style="list-style-type: none">• Rehousing, Grenfell Housing Services and Housing Legacy initiatives.• Grenfell Community Programme, including The Curve, the Grenfell Projects Fund and the Community Leadership Programme.
Adult Social Care and Public Health Scrutiny Select Committee	<ul style="list-style-type: none">• Dedicated Service• Commissioned services for adults.
Family and Children's Services Scrutiny Select Committee	<ul style="list-style-type: none">• Commissioned services for children in schools and community-based settings.• Targeted support for children and families.

6. CONSULTATION AND COMMUNITY ENGAGEMENT

- 6.1 The resourcing framework sits squarely within the parameters of the original Grenfell Recovery Strategy, which was informed by extensive consultation and engagement with the bereaved, survivors and the local community. The planned funding reductions will be applied evenly across the programme to ensure each area continues to receive funding, in line with the commitments in the strategy.

- 6.2 However, we are committed to working in partnership with residents to ensure services are as effective as possible as their needs and aspirations change. Over the last few weeks and months, officers have worked closely with a range of key stakeholders on the overarching principles of the framework. These include bereaved and survivor groups, local residents' associations, key voluntary sector partners and ward councillors. In the interests of maximum openness and transparency, a draft version of the framework was published in early November and considered by the Council's Overview and Scrutiny Committee at its meeting on 12 November.
- 6.3 In parallel, officers have also begun engagement with key partners in each of the individual areas of the programme. For example, the Dedicated Service Management Team has engaged with the Dedicated Service Steering Group (made up of bereaved and survivors) on plans for the service moving forward and has written to all bereaved and survivors to update them. Commissioning colleagues have begun early engagement with providers and local schools to shape the future of the targeted support offer. On the Community Programme side, the Communities Team held a Grenfell Assembly on 18 November 2020 specifically to begin discussions on the shape of the next phase of the Grenfell Projects Fund. The proposal for a Housing Legacy Fund has been informed by initial discussions with local residents' associations.
- 6.4 The final framework, including the detail in the table above, is directly informed by the feedback from these conversations and reflects the views we have heard as part of this early engagement, including with the Overview and Scrutiny Committee.
- 6.5 However, as set out in more detail above, the framework is only the start of the dialogue and communities and partners will be able to shape the specific plans in each area on an ongoing basis. As we move forward to the next phase of the recovery programme, we want to ensure that there is meaningful engagement, discussion and codesign with residents in every area of the programme. Our goal is a community-led recovery and we know that existing and new initiatives will only be successful if they are developed and delivered in partnership with residents.
- 6.6 Specific plans for consultation and engagement are summarised in Table 4 and at paragraphs 5.5-5.9 above. As noted there, our focus is both to ensure that there are as many opportunities as possible for people to shape the plans over the next 6-12 months and to be involved on an ongoing basis over the next three years.
- 6.7 Alongside this report, we are publishing a short summary of plans, which shows how we intend to involve residents in each of the areas of the programme over the next three years. We hope to share this widely via digital channels and in key community settings and will be including a copy in the next edition of *North Kensington News*.
- 6.8 To ensure maximum reach, this will be supplemented by a series of short videos about the framework and new initiatives that we can share via social media so as many people as possible are sighted and invited to participate.

7. LEGAL IMPLICATIONS

- 7.1. On 9 January 2019 the Leadership Team approved the Grenfell Recovery Strategy and endorsed the plans to support the recovery of the bereaved, survivors and the wider community for the next five years. Work continues in order to take forward the Grenfell Recovery Strategy. This report asks the Leadership Team to approve the resourcing framework setting out the key areas of commitment and approve the budget available to meet those commitments in line with the Grenfell Recovery Strategy for the remaining three years.
- 7.2. The resourcing framework sits within the parameters of the original Recovery Strategy, which was agreed under the powers set out in Section 1 of the Localism Act 2001. This gives the Council the power to do anything (unless prohibited by law and subject to the public law principle to act reasonably) for the benefit of the council, its area or persons resident or present in its area.
- 7.3. Where required, further decisions will be sought from the Leadership Team, Lead Members or Executive Directors in accordance with the Council's Constitution. If key decisions are required, the relevant procedures will need to be followed and if there is a procurement or commissioning of any service it should be undertaken in accordance with the Public Contracts Regulations 2015 and the Council's Contract Regulations. For each decision the relevant decision maker will be advised of the relevant legal, financial and other implications.

8. FINANCIAL IMPLICATIONS

- 8.1. The initiatives set out in the framework above will be funded from the remainder of the £50m of ringfenced funding agreed by the Leadership Team to support the Grenfell Recovery Strategy in January 2019.
- 8.2. One of the key objectives of the resourcing framework is to provide clarity about the funding allocated to each area of the programme over the next three years. We recognise that setting out clearly what resources are available is vital for enabling meaningful conversations about longer-term planning with residents, colleagues and partners.
- 8.3. The funding profile, set out at Appendix 1, is based on even reductions across the different areas of the programme, which reflect the gradual reductions in the funding available for the programme overall. This is the fairest and most transparent way to implement the reductions, ensuring each of the key areas of focus continues to receive some funding. This allows us to continue to honour the commitments made in the Recovery Strategy, even as we may change the way we do things in different parts of the programme and/or refocus initiatives in partnership with residents to reflect changing needs.
- 8.4. The profile set out at Appendix 1 is different from the original profile agreed in January 2019. This is because we are expecting both some additional income from external sources and some savings in the current year of the programme (mainly due to underspends on accommodation and staffing costs). These details are summarised in the first section of Appendix 1.

- 8.5. The Leadership Team is asked to agree the overall funding allocations for each area of the programme set out in Appendix 1. However, following further engagement with residents and partners, we may need to profile the spend differently across the three-year period. We may decide, for example, to bring spend forward or to profile it over a longer period, depending on how plans develop. Any decision to deviate from the profile laid out at Appendix 1 will clearly be set out in subsequent Key Decision reports.
- 8.6. Across the programme, we want to make sure that we are using the funding to have maximum impact for the bereaved, survivors and local community. We are working hard to ensure that as much funding as possible is supporting direct work with residents and have made significant savings on core and staffing costs, stripping these out wherever we can. The slightly larger funding envelope now available for the next three years is in part a result of these savings. We will continue to take this approach as we move into the next phase of the programme, using existing staffing resource wherever possible to deliver new initiatives.
- 8.7. The resourcing framework will be delivered within the existing funding envelope ringfenced for Grenfell Recovery. There is one area where there will be a small knock-on effect on mainstream budgets. In Housing, we are proposing that the remaining costs of temporary accommodation for Wider Grenfell residents, which is currently funded through the Grenfell Recovery budget, are absorbed by mainstream TA budgets from 1 April 2021. This will enable the remaining Grenfell Recovery funding in this area to be used to benefit a wider range of residents.

9. EQUALITIES IMPLICATIONS

- 9.1 The plans set out here seek to benefit bereaved and survivors from the Grenfell tragedy and those living in Notting Dale ward and the surrounding area. 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. The focus on Notting Dale and the surrounding area is justified by the geographically and spatially concentrated impact of the fire on the local area. However, many elements of the programme will be open access and so will be available to residents beyond the immediate area. Moreover, the plans to develop a sustainable legacy from the tragedy will benefit a wider group of residents, right across the borough.

- 9.2 The equalities implications of these plans are likely to be substantially the same as those set out in the original Recovery Strategy and to have a positive impact on those with protected characteristics. As noted in that report, both bereaved and survivors and residents of Notting Dale are extremely diverse groups with large numbers of residents with protected characteristics, including gender, ethnicity, faith and age. Moreover, the local area has significantly worse income, employment and health outcomes compared to the rest of the borough. Alongside the Council's wider work, the plans set out here seek to address some of these issues, ensuring that initiatives are as inclusive and reach as many residents as possible and that approaches are targeted to support the specific needs of particular groups, such as commissioned services for harder-to-reach older people and BME communities.
- 9.3 As set out in the report, the initiatives set out here will be designed and delivered in partnership with residents so we are not in a position yet to give a full picture of the likely equalities impact at this stage. However, the next phase of the programme will have a renewed focus on equalities and, as noted above, we will seek to ensure that services and initiatives are as inclusive as possible. A full Equalities Impact Assessment will be completed for all new initiatives and where we are adapting initiatives (e.g. the Grenfell Projects Fund). Data on equalities impact will be a key focus of the annual impact reports we produce across the programme.

Callum Wilson
Director of Grenfell Partnerships

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Mandatory clearance requirements for all Key and Executive Decision reports

Cleared by <u>Corporate</u> Finance (officer's initials)	TE/LAS
Cleared by Director of Law (officer's initials)	JG
Cleared by Communications (officer's initials)	KT

Appendix 1: Allocation of resources across the next three years (2021/2 to 2023/4)

The following profile was originally agreed for the £50m across the five years of the recovery programme:

2019-20	2020-21	2021-2	2022-23	2023-24
£12m	£12m	£10m	£8m	£8m

In 2019-20, £12m was spent from the ringfenced £50m. In 2020-21, the intention was to spend another £12m. However, there is some remaining external funding which we now expect to receive this financial year,³ which means we will have to draw down less from the ringfenced reserve to meet the budgetary commitments. We also expect that there will be a small amount of funding not spent in 2020-21. This is mainly due to savings on Housing and temporary accommodation for survivors and Wider Grenfell households.

This leaves a total of **£28.0m** across the remaining three years of the recovery programme (2021-22, 2022-23 and 2023-24). We have now revised the original profile based on these assumptions for the remaining years of the programme

2021-22	2022-23	2023-24
£10.5m	£9.1m	£8.4m

Given the wider context, with delays to the Grenfell Tower Inquiry and wider questions still unanswered about the future of the Tower and the memorial, it is felt that investing more of the additional funding in 21-22 and 22-23 will help to mitigate these additional challenges.

Table 5 below gives the profile of the budget allocated to each individual area over the next three years, with reductions evenly implemented across the key areas of the recovery programme. The current financial year (2020-21) is included for comparison purposes.

As the Recovery Strategy intended, roughly half of the funding was to be spent on services for bereaved and survivors and half on the wider community. Given changes to the timescales to the Grenfell Tower Inquiry and the impact of COVID-19, a small pot of money has been set aside to provide longer-term support to bereaved and survivors.

³ This is residual funding from commitments made by the Government in the autumn of 2017 for mental health and emotional wellbeing services and the Friends and Family Assistance Centre.

Table 5: Framework for resource allocation across the specific areas of the programme

Service area	2020-21 (spend in £m)	2021-22 (spend in £m)	2022-23 (spend in £m)	2023-24 (spend in £m)
Bereaved and survivors				
Dedicated Service	3.8 (overall budget of 4.5)	3.8	3.5	3.2
Housing support	1.25	0.5	0.25	0.25
Core	0.4	0.25*	0.2	0.15
Wider community				
Community programme	2.7	2.5~	1.95	1.6
Targeted support - Schools-based provision - Community-based provision for children and young people - Provision for adults - Targeted support for children and families	1.85	1.75~ 0.5 0.5 0.5 0.25	1.4 0.4 0.4 0.4 0.2	1.25 0.35 0.35 0.35 0.2
Housing	0.65	0.5	0.4	0.3
Core	0.65	0.5*	0.4	0.35
Funding carried forward to support future services for bereaved and survivors	0.7#	0.7	1	1.3
Total	12.0	10.5	9.1	8.4

* We are aiming to make significantly greater reductions in this area than in other parts of the programme.

~ It is proposed that the additional core savings are invested into these areas. These areas therefore have a slightly increased funding envelope in 2021-22.

Subject to further discussions with the Dedicated Service Steering Group.