



THE ROYAL BOROUGH OF  
**KENSINGTON  
AND CHELSEA**

**The Royal Borough of Kensington and Chelsea**

The Town Hall, Hornton Street, Kensington, London, W8 7NX

**Chief Executive**

Barry Quirk, CBE

**Director of Grenfell Partnerships**

Callum Wilson

7 December 2020

Dear Overview and Scrutiny Committee,

Thank you for your comments and feedback on the Grenfell Recovery paper that was considered at the last meeting of the Overview and Scrutiny Committee meeting on 12 November.

At that meeting, we committed to providing a more detailed breakdown of the funding for services to support bereaved and survivors in 2020-21.

As you know, the Leadership Team agreed **£50m** of Council funding to support Grenfell Recovery initiatives over a five-year period. This was funding for services, not money for individuals, and is entirely separate from other sources of funding, such as compensation and insurance payments.

Of this £50m, **£12m** was allocated to support Grenfell Recovery services in 2020-21, of which **£6.05m** was set aside for support for bereaved and survivors.

Of this £6.05m, **£4.5m** was allocated to the Dedicated Service, which provides tailored, personalised support to bereaved and survivors. 97% of the approximately 700 eligible bereaved and survivors are currently accessing the service. The service is in regular contact with 96% of those we are working with, while 87% have a comprehensive support plan in place which sets out their individual priorities for recovery and is reviewed on a quarterly basis.

The following table gives a breakdown of the Dedicated Service's budget for the current financial year (2020-21):

Area of expenditure	Budget (£m)
Frontline team	1.33
Support team	0.32
Individual Services	0.8
Commissioned Services	0.55
Education for Recovery	0.2
Building costs	0.5
IT, training and translation	0.1
Funding set aside for the future	0.7
<b>Total</b>	<b>£4.5m</b>

*Table 1: Breakdown of Dedicated Service Funding, 2020-21.*

Below is a more detailed explanation of each of the individual areas of expenditure:

- **Frontline team.**<sup>1</sup> This includes funding for 29 front line staff including Dedicated Workers, all of whom work directly with bereaved and survivors to provide personalised support. We heard clearly from bereaved and survivors during the codesign of the Dedicated Service that people wanted their own named, individual worker. This feedback directly informs the staffing model in place and the majority of people have strong relationships with their worker. 80% of bereaved and survivors who reviewed their plans between May and October rated the support they received from their worker as good or very good. Workers have an average caseload of around 20, with each case ranging from an individual bereaved or survivor to a whole family. This is significantly higher than typical caseloads in social care in RBKC. This figure also includes the costs of other staff who work directly with bereaved and survivors, including the Service's dedicated Education Lead who works with families and schools to provide tailored educational support for children and young people.
- **Support team.** This is funding for 6 support staff, many of whom also work directly with bereaved and survivors. This includes the Partnerships and Commissioning Leads, who help to coordinate and manage the commissioned services, working with service users and providers to ensure they have maximum impact for bereaved and survivors. Overall, 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.
- **Individual services.** This is funding that individual bereaved and survivors can use to support their individual priorities for recovery in ways aligned with their support plans, working in a similar way to the Direct Payments that are used in Adult Social Care.
- **Commissioned services.** This is funding for specific services that the Dedicated Service has put in place to support bereaved and survivors. We have worked closely with the Steering Group to commission a range of services that bereaved and survivors need and want. These decisions have been shaped by direct feedback from bereaved and survivors via the survey and other mechanisms. There are up to 16 different services currently in place, including employment support, ESOL provision, alternative therapies, sporting and leisure activities, and a new peer support programme which helps bereaved and survivors to come together to support one another in recovery.
- **Education for Recovery.** This is additional funding for the recent 'Education for Recovery' package for children and young people, which was codesigned and agreed with the Steering Group in response to the challenges posed by COVID-19.
- **Building costs.** These are the costs of the rent, service charges and facilities management for the fifth floor of Old Court Place, where the Friends and Family Assistance Centre (FFAC) is based and from where the Dedicated Service operates. The FFAC has been an important space for bereaved and survivors as it was the centre for many of their sensitive and difficult conversations with public authorities. We heard loudly that people wanted this space to continue when we launched the service. However, since the outbreak of the COVID-19 pandemic, we are mindful that most of the DS offer has been delivered remotely and we want to work with the bereaved and survivors and to understand their preferences for the space between now and the end of the lease in June 2022.
- **IT, training and translation.** This is funding to support a separate case management system to protect the privacy of bereaved and survivors. It also includes training for staff to enable them to support bereaved and survivors as effectively as possible and the costs of interpreters/other translation services, which help to make sure that communications about the Dedicated Service reach all bereaved and survivors, including those whose first language is not English.

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<sup>1</sup> Please note that staffing costs cover basic salaries and standard Council on-costs, including the costs of pension and National Insurance contributions.

- **Funding set aside for the future.** This is money that we have put aside with the agreement of the Steering Group and wider bereaved and survivors to support longer-term recovery for bereaved and survivors, beyond March 2024 when the existing recovery funding is due to end. This is important because of the revised timescales for the Inquiry, the criminal investigation and the future memorial and we have heard clearly that bereaved and survivors want to avoid any kind of 'cliff edge' in March 2024. We will be adopting the same approach in future years, setting a smaller budget for the Dedicated Service while maintaining the current levels of support and setting aside any remaining funding for future support. We will seek the views of all bereaved and survivors about what form this longer-term support might take and no decisions have yet been made about this.

We know that there are some families who do not feel the service is working as well as it could be and we welcome feedback about how we can improve, adapt and streamline our offer. We will continue to seek the views of all bereaved and survivors through Dedicated Workers, surveys and other mechanisms.

We expect the service to evolve significantly over the next three years as the needs and aspirations of bereaved and survivors change. In the meantime, we will work with the Steering Group to ensure the service is as efficient as possible, while continuing to provide the support people need. We are delighted that many more bereaved and survivors have expressed an interest in joining the Steering Group for 2021 and look forward to working with them.

In addition to the funding envelope of **£4.5m** for the Dedicated Service, the 2020-21 budget also included the following support for bereaved and survivors:

- Dedicated housing support and housing management services for survivors (£0.7m)
- Temporary accommodation costs for those not yet in permanent homes (£0.55m)
- Support costs, including complaints and monitoring (£0.3m)

We project that actual expenditure in these areas will be less than we budgeted for. This is largely due to lower than anticipated costs on temporary accommodation and efficiency savings on support costs. At this stage, we expect to have an overall underspend of at least £0.2m across these areas. Of the £6.05m set aside for bereaved and survivors services in 2020-21, we expect to spend only £5.1m, with the remainder set aside for future support. As set out in the final version of the resourcing framework paper (now published [here](#)), this funding will be put towards the remaining years of the recovery programme.

Please do not hesitate to contact me if you require any further information.

Yours sincerely,



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