

Request for Funding for the project costs for the Pre-consultation, Formal Consultation and Post Consultation phases of the Grenfell Memory Project

Report to:**Date:**

Investment and Finance Board	29 May 2025
Commissioner's Board	11 June 2025
Deputy Mayor's Fire and Resilience Board.....	24 June 2025
London Fire Commissioner	

Report by:

Angela Basoah, Consultation and Engagement lead

Authorising Head of Service:

Janine Mantle, Director of Communications and Engagement

Report classification:

For decision

For publication

Values met

Service
Integrity
Teamwork
Equity
Courage
Learning

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This report seeks LFC approval for the resources required to deliver the terms of the civil settlement relating to Restorative Justice reached with victims of the Grenfell Tower tragedy in 2023. The estimates are informed by the scoping and engagement activity commissioned by LFC in the preceding months.

In the civil settlement agreement, LFB committed to investing £8.25m in a Memory Project (as part of Restorative Justice proposals). The requested resources are required to ensure that the LFB is able to undertake a comprehensive, inclusive consultation process resulting in project proposals aligned to the current interests and aspirations of families of the deceased, survivors and the wider Grenfell community.

The agreement highlights key principles to advance the Grenfell Memory Project namely:

- **Community Consultation:** The Grenfell community must be fully consulted on the scope of the Memory Project initiatives, and their support is vital.
- **Protection of ADR Claimants' Interests:** The design and implementation of the project must prioritise the interests of the ADR claimants—those most directly impacted by the Grenfell tragedy.

To ensure these principles are met, the process will proceed in three phases:

- **Pre-consultation Engagement (Until the end of May):** This phase involves working closely with ADR claimants (including immediate family of the deceased, survivors, and affected residents) to co-design the proposals for the Memory Project in alignment with their needs, interests, and aspirations.
- **Formal Consultation with the Wider Grenfell Community (Autumn 2025):**
In line with the civil settlement, the co-designed proposals will be shared with the broader Grenfell community to gather feedback and secure their support for the project/s moving forward.
- **Decision-making post-consultation and development of Implementation Plan (Winter 2025-Spring 2026):**
Following the public consultation, an independent analysis of the consultation feedback will be conducted, leading to a comprehensive report. In collaboration with an advisory group (including families of the deceased, survivors, and other ADR claimants), the consultation

output will be reviewed to develop final recommendations.

The recommendations for the Grenfell Memory Project and a summary implementation plan will be submitted through the LFC governance process for approval.

Recommended decision

For the London Fire Commissioner

The London Fire Commissioner authorises Janine Mantle, Director of Communications and Engagement to take all necessary actions and expend up to the estimated costs set out in Part 2 to progress the following components of the Grenfell Memory Project for the purpose of the delivery of the following components - pre-consultation engagement, formal consultation, post-consultation and implementation plans for the Grenfell Memory Project to comply with the civil settlement of March 2023. Procurement activity is to be authorised by [David Rowell].

The London Fire Commissioner authorises **Mostaque Ahmed**, Director for Corporate Services to make any necessary amendments to the LFC and/or departmental budgets to effect the decisions in this report.

1 Introduction and background

- 1.1 Civil Settlement and LFB's Commitment: Following the Grenfell Tower tragedy, 904 claimants – including bereaved families, survivors, and affected residents – brought civil claims against multiple defendants, including the London Fire Brigade (LFB). A settlement was reached with these claimants through Alternative Dispute Resolution (ADR) in March 2023. This settlement incorporates sums which have been committed to Restorative Justice projects and includes the commitment of a substantial sum by LFB to fund a Grenfell Memory Project.
- 1.2 Initial Project Concepts in the civil settlement: Initial discussions with claimants proposed three core elements - a memorial archive, a memorial exhibition and educational outreach
- 1.3 Developments Since the Settlement

Recent events have informed a refreshed approach:

- RBKC Consultation on their Restorative Justice programme and the launch of their "North Kensington Story" Archive Project (which includes Grenfell memorial material).
- The Grenfell Memorial Commission's consultation on the future of the Grenfell Tower site (including a dedicated Grenfell archive project).
- Grenfell Testimony Week 2024, where 47 bereaved individuals and survivors delivered direct, unfiltered testimony to the defendant organisations and exhibited memorial material which included situated testimonies.

These developments reaffirm the importance of LFB delivering a project that is distinct, meaningful, and aligned with the expectations of close family members of the deceased,

survivors and the wider Grenfell community

1.4 Consultation and Engagement Approach

Engagement with 20 representatives from Grenfell affected groups, LFB's Community Forum and Transformation Panel and voluntary sector stakeholders has shaped a revised consultation model and funding framework.

A three-phased consultation structure is proposed:

Phase 1: Pre-Consultation Engagement (expected to last until end of May)

To co-produce proposals for the Memory Project with ADR claimants (including close family members of the deceased, survivors and residents) to ensure proposals are aligned with their current needs and aspirations.

Phase 2: Formal Consultation (Scheduled for September)

A 10–12-week consultation programme seeking broad Grenfell community and stakeholder input using diverse engagement methods - Online and printed questionnaires; Community workshops (in-person and online); One-to-one conversations; Peer research; Outreach at community events.

Phase 3: Post-Consultation and Decision-Making

- Independent collation and analysis of feedback to inform final recommendations.
- Recommendations will be developed with an advisory group (including close family of the deceased, survivors and other ADR claimants).
- Final recommendations will be submitted through LFC governance for approval.
- Implementation plans will to facilitate the involvement of ADR claimants.

1.5 The breakdown costs for the delivery of the work described above is included in Appendix 1 of the Part 2 report.

2 Objectives and expected outcomes

- 2.1 The objective of the project is the delivery of a comprehensive and inclusive pre-consultation engagement and consultation process that results in Grenfell Memory Project/s that are informed by the views and feedback from the diverse range of ADR Claimants including family of the deceased, survivors and residents affected by the tragedy
- 2.2 The expected outcome is a meaningful and lasting legacy to honour the lives of those lost in the tragedy
- 2.3 The delivery of this engagement and consultation project is to comply with the legal settlement agreed with ADR claimants in March 2023. Failure to deliver risks breaching the legal agreement; and inadequate resources to conduct a robust process is a risk to LFB's reputation and on-going relationship with the Grenfell communities.

3 Values Comments

- 3.1 The LFC notes the Fire Standards Board requirements around adopting and embedding the Core Code of Ethics at an individual and corporate level. Following extensive engagement, the LFC has introduced Brigade values which build on and do not detract from the Code of Ethics.
- 3.2 The project is consistent with the Brigade's values as indicated below
- 3.3 The Brigade values are:
- Service: we put the public first – A core tenet of this project is to work with the full range of Grenfell affected individuals and groups putting their views and ideas at the heart of Memory Project proposals
 - Integrity: we act with honesty – The project maintains a robust audit trail of engagement activity and information gathered to ensure that feedback is captured and interpreted community views accurately.
 - Teamwork: The programme involves working with relevant teams across LFB to plan and deliver objectives. This is reflected in the composition of the Memory Task Group which meets regularly to discuss and support delivery the project.
 - Equity: The programme of activities takes account of and makes reasonable adjustments to accommodate the varying needs of diverse groups including those with protected characteristics as well as our requirements including limited literacy.
 - Courage: we step up to the challenge. The consultation delivery team is committed to act decisively and with creativity and valor to ensure that the needs of the Grenfell community are reflected in the process and the outcome.
 - Learning: we listen so that we can improve. The outcome of the process in developing the Grenfell Memory Project will contribute and inform LFB's engagement with Grenfell communities and those in North Kensington beyond the Restorative Justice Project.

4 Equality Comments

- 4.1 The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 4.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 4.3 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 4.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to

have due regard to the need to:

- eliminate discrimination, harassment and victimisation and other prohibited conduct.
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- foster good relations between people who share a relevant protected characteristic and persons who do not share it.

4.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

4.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

4.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- tackle prejudice
- promote understanding.

4.8 The demographic composition of the Grenfell victims suggests that a significant percentage are of Middle Eastern, African, Asian and Caribbean heritage resulting in diversity in language, culture, faith and background. A core priority of the Memory Project is to reach these individuals and groups by making reasonable adjustments to accommodate their needs. This includes on-going translation of materials and communications into over 10 languages; the selection of familiar and accessible community venues; working with translators and community champions; producing communications in different formats for example, digital, large print, audio and Easy Read.

4.9 Equality Impact Assessment is an on-going duty and therefore will be monitored and updated throughout the lifetime of the project. The estimation of costs includes provision for reasonable provision (e.g. translation, availability of interpreters) and adjustments where required (including alternative format communications materials, assistance with travel costs and childcare) to enable key groups with protected characteristics to be meaningfully involved throughout the project. An EIA has been attached as an appendix 1.

5 Other considerations

Workforce comments: N/A

Sustainability comments: N/A

Procurement comments

5.1 External support includes:

- Commissioning a Grenfell-affected youth group to gather ideas and feedback from their peers.
- Contracting a specialist agency to support the design of consultation feedback templates; independent collation and analysis of feedback information and production of pre-consultation engagement and post consultation reports respectively.
- Accessing external professional advice and support to assist the feasibility assessment and development of Memory Project proposals informed by feedback.

5.2 Both are estimated to be modest amounts under procurement thresholds and compliant with financial protocols as indicated in Part 2.

Communications comments

5.3 A cross-functional team (communications, public affairs, community engagement) is supporting all the phases of the projects and a communications manager has been allocated to ensure a comprehensive communications approach and strategy.

6 Financial comments

6.1 This report recommends that revenue expenditure of up to the amount set out in Part Two of this report is agreed for the delivery of the pre-consultation engagement, formal consultation, post-consultation and implementation plans for the Grenfell Memory Project to comply with the civil settlement of March 2023.

6.2 The cost of this work will be met from the Fire Safety Improvement reserve which has a balance of £17.8m at the end of the 2024/25 financial year.

6.3 This is in addition to the funding already put aside for Restorative Justice of £8.25m which is held in a provision as part of the 2024/25 Statement of Accounts.

6.4 Following the consultation the final recommendations will be submitted in line with LFC governance requirements, including any resulting financial implications.

7 Legal Comments

7.1 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "LFC") is established as a corporation sole with the Mayor appointing the occupant of that office.

7.2 In accordance with Sections 7 and sections 5A Fire and Rescue Services Act 2004 (FRSA 2004), the LFC is responsible for making provision for fire fighting in London and, being a 'relevant authority,' may do 'anything it considers appropriate for the purposes of the carrying- out of any of its functions...'.

7.3 Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the LFC specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.

7.4 By direction dated 1 April 2018, the Mayor set out those matters, for which the LFC would require the

prior approval of either the Mayor or the Deputy Mayor for Planning, Regeneration and the Fire Service (the "Deputy Mayor"). Paragraph (b) of Part 2 of said direction requires the LFC to seek the prior approval of the Deputy Mayor before "[a] commitment to expenditure (capital or revenue) of £150,000 or above as identified in accordance with normal accounting practices...".

- 7.5 This report seeks the authority of the Deputy Mayor to commit expenditure above £150,000 to obtain additional resources to deliver the proposed engagement and consultation stages which are necessary to develop restorative justice projects which comply with the legal settlement reached with ADR Claimants in March 2023
- 7.6 The procurement of any necessary future external services will need to be conducted in accordance with procurement law and the LFC's Scheme of Governance.

List of appendices

Appendix	Title	Open or confidential*
1	Equality Impact Assessment – Grenfell Memory Project	open

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: YES