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1. PURPOSE

- 1.1 We are seeking to procure a community engagement and consultation specialist to support the Government as we work to engage the community at every step on the journey toward a fitting and lasting memorial at the Grenfell Tower site.
- 1.2 We are looking to work with experienced and compassionate consultants, who can bring a range of community engagement and consultation expertise as well as an empathetic approach to this sensitive and complex work. We expect that potential providers would have, or be able to bring on board, experience in community engagement and consultation with an excellent track record in achieving community buy-in and consensus on sensitive issues, with experience in relation to memorial, architecture and urban design projects. This experience will be particularly pertinent for supporting the independent Grenfell Tower Memorial Commission to develop a consensus on an appropriate memorial.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Ministry of Housing, Communities and Local Government's (MHCLG) job is to create great places to live and work, and to give more power to local people to shape what happens in their area.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 Following the fire at Grenfell Tower in June 2017, the Tower site has been managed to ensure it is safe and secure. The Grenfell Tower site is extremely sensitive and of great interest to the bereaved families, former residents and the North Kensington community. MHCLG took ownership of the site in July 2019 and has committed to putting the community at the heart of deciding the long-term future of the site.
- 3.2 Government will remain responsible for the Tower site until such point that it is ready for future use, determined by the community-led Grenfell Tower Memorial Commission. This responsibility includes the ongoing safety and security of the site, operational works, any deconstruction of the Tower (about which no decision has been made), and preparations for future use. For further information about Grenfell Tower and the government's work on the recovery process, please visit: <https://www.gov.uk/government/topical-events/grenfell-community-updates>
- 3.3 The independent Grenfell Tower Memorial Commission is made up of representatives of the bereaved, survivors and local residents and will work with the community in North Kensington to agree a consensus on the most fitting and appropriate way to remember those who lost their lives in the Grenfell tragedy. MHCLG provides the secretariat function



for the Grenfell Tower Memorial Commission. For further information please visit the website: <https://www.grenfelltowermemorial.co.uk/>

4. DEFINITIONS

Expression or Acronym	Definition
MHCLG	Ministry of Housing, Communities & Local Government
Site	Defined as the footprint of the Grenfell Tower and surrounding outer boundary, with the specific boundary to be agreed as part of the Grenfell Tower Memorial Commission process.
Community	Shall mean bereaved families, survivors, residents of the Lancaster West estate and the North Kensington community.
Grenfell Tower Memorial Commission	Community-led body responsible for determining a consensus for a future memorial on the Grenfell Tower site. The community representatives comprise: 5 members of bereaved families, 3 survivors and 2 local residents. Secretariat to the Commission is provided by MHCLG.
Grenfell Site & Programme (GS&P)	MHCLG programme responsible for managing the Grenfell Tower site, and supporting the Memorial Commission.

5. SCOPE OF REQUIREMENT

5.1 As a responsible site owner, and in providing secretariat support to the Grenfell Tower Memorial Commission, the Government is committed to communicating and engaging the community at every step of the journey to a fitting memorial. Key to successful delivery will be building the trust and confidence of the bereaved, survivors and local community in what we - and the independent Memorial Commission - are delivering and how we are involving them in the process, and listening and responding to their views, concerns and questions.

5.2 There are two specific areas of community engagement work that we are looking to procure expert advice and capacity to support our delivery. Whilst these are presented as two separate workstreams, the community audiences and timescales for each will be similar. For delivery, we anticipate that we will need to plan events and engagement activities that, in some cases, meet the objectives of both streams of work

5.2.1 **Community consultation** – we are preparing for a phase of ‘Active Listening’, using community views to inform decision making and reflect back to the community how we have taken their views into account about the site, now and in the future. We want to hear from community stakeholders and residents about their concerns, questions and interests regarding the Tower and site in the medium-term. A decision has not yet been made on deconstruction; we know that there are a range of views on this topic, and that it is particularly sensitive, so we are looking for experts to support us to listen to, and



reflect back on, as wide a range of views as we can, and to be open and transparent about this process.

- 5.2.2 **Community engagement** – as its work gets underway, the independent Memorial Commission will be running an ‘Ideas-gathering Phase’ to generate ideas from the community about the most fitting and appropriate way to remember those who lost their lives in the Grenfell tragedy. The Commission’s aim is to develop a community consensus on a fitting memorial and how it will be managed; the supplier(s) will need to support the delivery of this process. In addition to engaging with the bereaved families and former residents it is important that all members of the North Kensington community have the opportunity to be a part of the process, to input their ideas and support the Memorial Commission to reach a conclusion. We are therefore looking for experts to support us with engaging as widely as possible within the community, including children and young people, faith groups, local organisations and ‘hard to reach’ audiences.
- 5.3 The independent Memorial Commission has recently started their engagement with bereaved, survivors, local residents, and the wider North Kensington community. Please see Annex A for the initial list of ideas that were generated from this period of engagement.
- 5.4 We are looking to work with a supplier(s) or a consortium to support the delivery across these areas of work. We will be looking to work with consultant(s) who can bring the following:
- 5.4.1 Experience of working strategically and implementing plans in an ambiguous environment;
 - 5.4.2 Experience of engaging “hard to reach” audiences with an ability to communicate sensitively and authentically;
 - 5.4.3 Experience of engaging with children and young people, viewing them as equally important stakeholders;
 - 5.4.4 Experience of engaging, and co-design with, local communities on urban design and architecture projects;
 - 5.4.5 Experience of seeking to achieve community consensus on an urban design or community project;
 - 5.4.6 An ability to translate technical detail into a user friendly and understandable format.
 - 5.4.7 Experience of communicating and consulting following disasters, tragedies and traumatic events;
 - 5.4.8 Experience of working with bereaved and those who have survived a traumatic event.



- 5.4.9 Experience of engaging a local community on technical processes and topics, including procurement;
- 5.4.10 Experience of working with Government communications and on policy consultations.

6. THE REQUIREMENT

- 6.1 The services will be required for the duration of the two projects where these services are required:
 - 6.1.1 Community consultation ('Active Listening' phase): we anticipate this phase lasting around 6-9 months, starting Summer 2020. This will form a significant part of the Programme's work and will help to pave the way for discussion, engagement and buy in to Ministerial decisions about the medium-term future of the site, including any deconstruction. Specific activities are expected to include:
 - 6.1.1.1 First phase of seeking views and concerns about the Tower and site. We expect this could involve a range of mechanisms and channels for reaching community audiences, and we would want to work closely with you to define audiences, and establish fora for consultation and discussion about a sensitive topic.
 - 6.1.1.2 Presentation to the Grenfell Site & Programme (MHCLG) of event/consultation analysis, identifying emerging issues.
 - 6.1.1.3 Further consultation (which may be required to meet a legal threshold) on the implementation of decisions made about the medium-term future of the site.
 - 6.1.2 Community engagement ('Community-led Ideas Phase'): we anticipate this phase lasting at least 12 months, starting Summer 2020. Specific activities are expected to include:
 - 6.1.2.1 First phase of community ideas gathering to explore themes, community priorities and vision for the memorial at the site. We expect that this would involve a range of channels and mechanisms for reaching community audiences, including in person events and digital channels;
 - 6.1.2.2 Presentation to the Grenfell Tower Memorial Commission of analysis from events, identifying emerging themes and consulting on findings;
 - 6.1.2.3 Further consultation with the community on specifics about the future memorial, such as whether it will be an 'open' or 'closed' space, and/or the possibility of incorporating materials from the site in the final design;



- 6.1.2.4 Either as part of above, or as a separate workstream, design, and deliver an approach to engagement with children and young people to get their ideas, possibly through a ‘young people’s art project’ or similar, working in collaboration with schools and/or the voluntary and community sector.
- 6.2 There is potential for these services to be extended for future phases. The successful supplier(s) may be retained to deliver these services; however, MHCLG may choose to run a new procurement for future phases.
- 6.3 We intend to award a call-off contract to the appointed Supplier. We are using the CCS - Communication Services framework (ref RM3796) Lot 1; Specialist Consultancy Services as the route-to-market for this contract. The previous PTME exercise will tested this approach through engaging both framework and non-framework suppliers.
- 6.4 We expect that suppliers might want to use a prime contractor / sub-contractor(s) approach to this project, to ensure that we are contracting a framework supplier with access, through their supply chain, with the optimum expertise and capacity to deliver.
- 6.5 The Grenfell Site & Programme (GS&P) Board recently agreed a communications and engagement strategy, which sets out the planned phases of engagement activity to support the delivery of operational works and decision-making about the future of the Tower as outlined above. Much of this strategy will be delivered by a skilled in-house comms and engagement team, with strong pre-existing relationships with community and local stakeholders. Suppliers will be expected to work closely with the comms and engagement team to ensure effective reach into the community and appropriate use of available channels.
- 6.6 There will be a period of induction to MHCLG’s stakeholders to support the supplier’s first phase of planning. The comms and engagement team will support suppliers on building up their knowledge on the context and complexities of the stakeholders GS&P works with, to ensure the supplier’s work is informed and strategic.

7. SOCIAL VALUE

- 7.1 The current priorities for MHCLG and the Grenfell Programme are listed below, alongside programme specific social value priorities. The supplier is invited to be innovative with their solutions to meet these priorities in the North Kensington Community. Please note that we do not expect every suggestion under every priority to be completed.
- 7.2 Relevant MHCLG [Single Departmental Plan objectives](#):



- 7.2.1 Objective two: Grow local economies – MHCLG will support local economies across the country to boost productivity and deliver inclusive growth for all our communities.
- 7.2.2 Objective three: Build integrated communities – The Department will work to bring people and communities together. We will implement policies seeking to support integration and social cohesion, and to tackle the inequalities revealed by the Prime Minister’s Race Disparity Audit.
- 7.3 Grenfell Site & Programme social value opportunities:
 - 7.3.1 Community Groups: Community engagement is a priority for the Grenfell Site Programme. We want our suppliers to demonstrate visible commitment to the North Kensington neighbourhood by volunteering time, skills or resources to support local community groups.
 - 7.3.2 Environment: We want our suppliers to respect the local area by reducing noise, traffic and emissions where possible so that the North Kensington community can enjoy a healthier environment.
 - 7.3.3 Employment: We know employment has many benefits – from creating life chances to the related physical and mental health consequences of being unemployed. We want our suppliers to take a part in helping unemployed residents from North Kensington back into meaningful employment.
- 7.4 For further information on the Social Value Act, please visit <https://www.gov.uk/government/publications/social-value-act-introductory-guide>



8. KEY MILESTONES AND DELIVERABLES

8.1 The following Contract milestones/deliverables shall apply:

Milestone/ Deliverable	Project	Description	Timeframe or Delivery Date
1	Both	Phased induction, to include research and planning, meeting with MHCLG team, Memorial Commission and other community stakeholders.	Within 1 month of contract award
2	Ideas gathering (Memorial Commission)	Attendance at Memorial Commission meeting to discuss ideas gathered to date and agree outcomes for the ideas gathering work going forward.	Within 1 month of contract award
3	Active listening (MHCLG)	Develop plan for consultation during 'Active Listening' phase. Including how key audiences will be engaged; logistics for consultation and other community events/exercises	Within 2 months of contract award
4	Ideas gathering (Memorial Commission)	Develop plan for engagement during 'Ideas gathering' phase, using findings from initial ideas discussion (deliverable no.2).	Within 2 months of contract award
5	Active listening (MHCLG)	Proposal for capturing and presenting interim findings from active listening to both MHCLG (internal) and the Grenfell community (external)	Within 1 month of contract award
6	Ideas gathering (Memorial Commission)	Proposal for capturing and presenting interim findings from ideas gathering and active listening to the Commission and the community	Within 2 months of contract award
7	Both	Produce reports detailing outputs from events	Ongoing – monthly (or following each event) from month 2 until contract end
8	Both	Produce interim reports	Quarterly, with the first report at the end of month 3
9	Ideas gathering (Memorial Commission)	Design and deliver an approach to engagement with children and young people to get their ideas	Ongoing – from month 2 until final report



10	Ideas gathering (Memorial Commission)	Engagement with Memorial Commission, including attendance at approximately 6 Memorial Commission meetings per year.	Throughout contract
11	Both	Analysis of level of 'reach' for each event, developing a proposal for 'hard to reach' groups	Ongoing – from month 2 until final report
12	Active listening (MHCLG)	Produce final reports summarising findings and outputs from consultation events	Close of contract.
13	Ideas gathering (Memorial Commission)	Produce final report and secure sign off from the Commission.	Close of contract.

9. MANAGEMENT INFORMATION/REPORTING

- 9.1 The supplier will be required to provide monthly Management Information as requested by MHCLG and will be defined by the volume of work delivered. As a minimum, the Consultant will provide outcomes of customer feedback surveys and attendee numbers from all events.

10. VOLUMES

- 10.1 It is expected that there will be an average of one engagement or consultation event a month, taking into account that some months there will be more and others less.
- 10.2 The Memorial Commission is made up of twelve people: two co-chairs, and ten community representatives comprised of 5 bereaved, 3 survivors and 2 local residents. The Commission is also supported by representatives from MHCLG, the Greater London Authority, the local NHS Trust and Kensington & Chelsea Council on an ex-officio basis (they are not full members of the Commission). The Memorial Commission plans to meet 12-15 times a year, and it is expected that suppliers will attend approximately half of those meetings in relation to this work.
- 10.3 We want to ensure that the opportunity to participate in consultation and engagement activities extends to residents from North Kensington, (a wide and diverse population of nearly 40k). This will require an ambitious promotional programme, an inclusive approach to reaching audiences, although we expect the majority of those who will participate in events and engagement, will be from the area closest to the site. (a population of around 9k).
- 10.4 There will be a phased induction and initial ideas gathering period following contract award at the end of June, running to the end of August. Activities will include:



10.4.1 Research and planning, meeting with MHCLG team, Memorial Commission and other community stakeholders.

10.4.2 Initial ideas gathering events.

10.5 The induction and initial ideas gathering period will include more detailed planning to determine more exact volumes. The contract will require flexibility throughout in order to respond to the needs of MHCLG and the Memorial Commission.

11. CONTINUOUS IMPROVEMENT

11.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

11.2 The Supplier should present new ways of working to the Authority during quarterly Contract review meetings.

11.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

12. QUALITY

12.1 We anticipate there being a regular (likely weekly) working level group involving relevant suppliers and officials, chaired by MHCLG. Suppliers will also need to report on a regular basis to the GS&P programme board and GTMC for sign off.

13. PRICE

13.1 The Supplier is required to provide a price for the two areas of work listed above, along with a blended day rate for when additional work is commissioned.

13.2 Prices are to be submitted via the e-Sourcing Suite.

14. STAFF AND CUSTOMER SERVICE

14.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

14.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience in engagement communities and groups of people to deliver the Contract to the required standard.

14.3 The Supplier shall ensure that staff understand MHCLG's vision and objectives for this project and will provide excellent customer service to MHCLG throughout the duration of the Contract.

15. SERVICE LEVELS AND PERFORMANCE

15.1 The Authority will measure the quality of the Supplier's delivery by:

15.1.1

KPI/SLA	Service Area	KPI/SLA description	Target
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1	'Active Listening' phase	Summary of key metrics of an event (e.g. no. of attendees, etc.) provided to MHCLG within 1 week of event.	95%
2	Community-led 'Ideas Phase'	Summary of key metrics of an event (e.g. no. of attendees, etc., information/feedback captured and analysis.) provided to MHCLG within 1 week of event.	95%
3	General contract management	Monthly report of engagement to date, with evidence of progress against milestones and deliverables, and a detailed plan for next month. Quarterly contract management meetings.	100%
4	Expert advice	Requests for ad hoc expert advice from MHCLG to the supplier to be acknowledged within 1 working day.	95%
5	Timely delivery	Delivery of agreed reports/objectives to be achieved within the agreed deadline	100%

16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

16.1 REDACTED.

17. PAYMENT AND INVOICING

17.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

17.2 Payment will be based on deliverables / milestones. Milestone payments will be agreed between MHCLG and the appointed contractor during the contract inception phase.

17.3 Payment mechanisms will incorporate a capped price for time and materials. It will be fixed for those areas with already agreed set deliverables plus time and materials for elements which are not yet quantifiable.

18. CONTRACT MANAGEMENT

18.1 Contract management will involve regular review meetings. The frequency of these meetings will be reviewed in line with the frequency of service delivery.



We will establish a regular steering group to review progress against deliverables, and to ensure that supplier(s) have access to key MHCLG personnel and information to enable them to carry out their work.

- 18.2 The supplier will be required to provide monthly Management Information as requested by MHCLG and will be defined by the volume of work delivered. As a minimum, the Consultant will provide outcomes of customer feedback surveys and attendee numbers from all events.
- 18.3 Attendance at Contract Review meetings shall be at the Supplier's own expense. Remote meetings may also be used in place of face-to-face meetings where practicable.

19. LOCATION

- 19.1 The location of the Services will be carried out at the supplier premises with regular meetings and events in central London, including North Kensington.
 - 19.1.1 Work will need to be delivered remotely whilst social distancing restrictions are in place.



ANNEX A – Grenfell Tower Memorial Commission

Community Representatives of the Grenfell Tower Memorial Commission held their first round of community engagement events from 3-12 February 2020. Six events were held; two dedicated events for bereaved family members and survivors; two for residents of the Lancaster West Estate; and two for wider North Kensington residents.

The events were designed to convey information about the Commission's membership and their work to date in a simple and effective way. The events also gave the Commission's community representatives an opportunity to hear from the community about they wanted to be involved in the future, and their initial ideas for memorialisation. A summary of the views and comments received are set out below.

Ways to memorialise – initial ideas

1. A quiet, reflective and beautiful space with plenty of greenery (such as a garden space with trees and/or wildflowers planted). The preference for a beautiful and respectful space was a popular idea.
2. A space in which greenery and public seating are carefully and thoughtfully designed (the High Line in New York was referenced).
3. An element of water and/or running water; for example, in the form of a fountain;
4. Retaining some aspect of the Tower's structure as a reminder of what the memorial is for; for example, an elevated garden on the existing structure; or incorporating names in columns.
5. A way of permanently capturing the names and potentially pictures of those lost (through a plaque or engraving in stones for example).
6. A way of capturing the tributes, sentiments and questions from the early days of the tragedy in 2017.
7. Something that reflects the beliefs and faiths of everyone affected by the tragedy;
8. A dynamic space, potentially one which allows children to play.
9. Something that is useful (e.g. a play area or a community space) to help longevity and keep it sustainable.
10. Ensure the surrounding areas remain protected and in keeping with the memorial and isn't redeveloped for use as homes/any other use not in keeping with the memorial.
11. Incorporate the Grenfell Memorial Community Mosaic or a peace quilt in the space.
12. An area where the community can get together to, for example, have tea or plant flowers.
13. A space where an annual memorial can be held.
14. A space safe, secure from harm and vandalism, that is respected.
15. Involving youth (through community groups and universities) in design, use and upkeep of the memorial.
16. Ensure any sculptures that are included are attractive (not ugly).



17. Potentially include peaceful music in the space.
18. A visible memorial, not too discreet or hidden away.
19. A purpose-built museum or structure that captures the community's testimonies, a place of learning (e.g. about local history), an art gallery or a culture centre that is fully accessible.
20. Some sort of exhibition away from the Tower site.
21. Carefully consider the sustainability of the materials to be used for the memorial.
22. Consider asking former residents of the Tower if they would like to donate any personal possessions to a museum.
23. The memorial site could be managed by a local charity.