

# Agenda Item A3

THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA  
GRENFELL RECOVERY SCRUTINY COMMITTEE - 27 NOVEMBER 2018  
REPORT BY THE EXECUTIVE DIRECTOR FOR GRENFELL  
GRENFELL TEAM – SERVICE TRANSITION AND RESOURCING

This paper outlines the evolution of services established in response to the Grenfell tragedy and sets out the plans for the transition of these services, currently under the umbrella of the Council's Grenfell Team, to the wider Council.

**FOR DISCUSSION**

## 1. INTRODUCTION

- 1.1 In July 2018, the Council's Leadership Team agreed *Our Commitments to those affected by the Grenfell Tragedy*.<sup>1</sup> This document and the accompanying report acknowledged the scale of the Grenfell tragedy and its profound impact on the bereaved, survivors and the wider community.
- 1.2 The report also emphasised the need to move from emergency response to long-term recovery, developing a vision for the future in partnership with those affected.
- 1.3 Specifically, the Council committed to developing a dedicated service with the bereaved and survivors and to working with the wider community to develop a plan for recovery which meets the needs of the diverse communities in the local area.
- 1.4 An extensive range of consultation and engagement activity has been underway since July, including our work with the bereaved and survivors on the dedicated service and the 'Creating Stronger Communities' consultation, which was launched in September 2018.<sup>2</sup>
- 1.5 A final overarching Recovery Strategy will be published for consideration by the Council's Leadership Team in January 2019. This will be informed by what we have heard and by the findings of the Council's Public Health Needs Assessment, *A Journey of Recovery* (published in July 2018), which uses learning from other disasters to identify the key foundations for successful recovery.<sup>3</sup>

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<sup>1</sup> [Our Commitments to those affected by the Grenfell Tragedy](#) (July 2018). The accompanying report is available [here](#).

<sup>2</sup> <https://strongercommunities.rbkc.gov.uk/>.

<sup>3</sup> [A Journey of Recovery: Supporting health and wellbeing for the communities impacted by the Grenfell Tower fire disaster](#) (July 2018).

- 1.6 In the meantime, the Council recognises the need to set out our plans for transition of the remaining Grenfell services to support the shift towards long-term recovery. Since June 2017, the Council has provided or commissioned a range of services in response to the tragedy (including rehousing, care and support, and health and wellbeing services) and established a dedicated Grenfell Team in September 2017 for a period of 16-20 months to coordinate the response to the tragedy.
- 1.7 17 months on from the tragedy and 14 months from the establishment of the Grenfell directorate, the focused response from a single team needs to become a wider effort by the Council and its partners to support the bereaved, survivors and the wider community to recover.
- 1.8 National and international disaster recovery guidance is clear that enabling sustainable recovery means moving away from the direct support characteristic of the emergency response phase. In the longer term, public agencies must focus on supporting people to build the capacity and resilience necessary to recover from the impact of a major disaster and to rebuild their lives. The services that the Council provides to the bereaved and survivors and to the wider community therefore need to adapt accordingly, as they have continued to evolve over the past 17 months to meet changing needs and circumstances.
- 1.9 This report gives some background to the Grenfell response, which was established under the emergency London Local Authority Gold arrangements in June 2017 and was then handed back to the Council's newly created Grenfell Team in September 2017. This background is helpful in providing some context and in showing that the response has continued to evolve since the tragedy, as people's needs and circumstances have changed.
- 1.10 Against this backdrop, this report sets out the plans to support this transition towards recovery. However, the planned consultation and engagement activity is not yet complete and recovery plans will continue to evolve as we work with the bereaved and survivors, the wider community, our partners, and colleagues across the Council.
- 1.11 Evidently, additional resources above and beyond the budgets for mainstream Council services will be required to support Grenfell recovery in 2019-20 and beyond. Some money is already set aside in the Council's Medium Term Financial Strategy, but the Council remains in discussion with Government about additional sources of funding for recovery, both internal and external. While these discussions (and wider consultation and engagement activity) are ongoing it is not possible to comment in detail on the budget for next year. More detail will be available in a report to the next meeting of the Grenfell Recovery Scrutiny Committee in February 2019.
- 1.12 The paper is divided into five main sections:
  - The early response under London Gold and the transition to RBKC
  - The focus of the response since September 2017
  - The transition of Grenfell services
  - Moving towards recovery
  - Resourcing recovery in 2019-20

## **2. THE EARLY RESPONSE UNDER LONDON GOLD AND THE TRANSITION TO RBKC**

- 2.1 From 16 June 2017 until September 2017, the response to the Grenfell tragedy was coordinated under the aegis of the London Resilience Partnership by a network of local authorities across London empowered through the London Local Authority Gold arrangements.
- 2.2 London Resilience established a multi-agency Grenfell Fire Response Team, overseen by the Grenfell Recovery Coordination Group. A recovery coordination group is an established component of emergency responses tasked with strategic coordination and oversight of recovery issues and actions.<sup>4</sup>
- 2.3 The main focus of the Grenfell Fire Response Team was to ensure that direct support was provided to those affected from Grenfell Tower and Walk and that robust arrangements were in place to support a cohesive, efficient and inclusive approach to the response and recovery needs.
- 2.4 There were originally 19 workstreams led by the Response Team and overseen by the Recovery Coordination Group. These 19 work streams were then consolidated into core activities as the response evolved, including:
1. Temporary and permanent housing for Grenfell Tower and Walk.
  2. Humanitarian Assistance; including the Westway Community Assistance Centre, Family and Friends Assistance Centre, Key Worker Hub and Health and Wellbeing Group.
  3. Community Engagement.
  4. Site Management.
  5. Recovery Coordination Group Secretariat.
  6. Support Functions including Communications, Finance and Project Management.
- 2.5 Much of the overall direction of the response was established by the Grenfell Fire Response Team under London Gold. This included the design and implementation of the Grenfell Rehousing Policy (agreed in July 2017 and later revised in November 2017), which set out the approach to rehousing survivors from the Tower and the Walk, and the fundamentals of the welfare support to those directly affected including the Key Work service and the assistance centres, which provided humanitarian assistance and practical support to those affected.
- 2.6 A wide range of mental health and emotional wellbeing services were also commissioned by the Council during this time, alongside a range of mental and physical health services provided by the NHS.
- 2.7 All of this was in addition to the work of local communities themselves in response to the tragedy, which was of critical importance in providing support and assistance to those affected.
- 2.8 Throughout August and September 2017, functions performed by the Grenfell Tower Response Team under the London Gold arrangements were gradually transitioned back to the Council. These included the rehousing of the survivors from the Tower and the Walk, the provision of humanitarian assistance and

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<sup>4</sup> See the London Resilience Partnership's [Recovery Management Protocol](#) (published September 2016).

practical support to those affected (especially those in emergency accommodation), community engagement activities and support functions including communications, finance and project management.

- 2.9 By 8 September 2017, most of the core activities listed above had been transferred back to the Council. The only activities which were not handed back to the Council were the management of the Grenfell Tower site (including the air quality monitoring and repatriation of belongings to survivors), the coordination of charitable donations activity and the work on trusts and foundations.
- 2.10 The Grenfell Tower site continued to be managed separately from the Council by an independent Site Management Group (SMG), then chaired by the Chief Executive of the London Borough of Harrow. This independent arrangement continues today, with the Site Management Group now chaired by the Chief Executive of the London Borough of Bromley, under the continued aegis of the London Gold arrangements.
- 2.11 In order to effectively coordinate the functions which had been transferred back to the Council, the Chief Executive recommended the establishment of a dedicated Grenfell Team in a report to the Council's Administration Committee in September 2017.<sup>5</sup> The team which was subsequently established comprised a housing function and a welfare ('Communities and People') function, with some additional support functions to reflect the customer service, data and reporting, project management and finance requirements. A dedicated Executive Director for Grenfell post was established to oversee these functions.
- 2.12 As set out in the Chief Executive's 'Fit for New Purposes' paper, the purpose of a Grenfell Team with a dedicated Executive Director was to achieve a coherent response to the Grenfell tragedy and 'to ensure that functions and services across the Council are properly integrated in their response'.
- 2.13 The Team was created for a limited period of time (approximately 16-20 months from September 2017). Staff were recruited by way of fixed-term appointments and secondments from other Council departments and from other local authorities. Many Council staff had been involved in the response from the beginning and continued to play a vital role after services transitioned back to RBKC.
- 2.14 The Grenfell directorate was also home to the Council's mainstream Housing services and, from March 2018, to the new Housing Management service, established after the handback of services from the Kensington and Chelsea Tenant Management Organisation (KCTMO).

### **3. THE FOCUS OF THE RESPONSE SINCE SEPTEMBER 2017**

- 3.1 After the transition back to the Council, RBKC built on the response developed by London Gold. The focus of the Grenfell Team was primarily on the ongoing rehousing effort and the provision of humanitarian assistance and practical support to those affected.
- 3.2 The Grenfell Team was divided into the following teams, each of which played a role in supporting the response:
  - Housing needs and supply

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<sup>5</sup> Barry Quirk, [Fit for New Purposes](#) (September 2017).

- Communities and people (including the key work service, assistance centres, and mental health and emotional support commissioning)
- Support services (including enquiries, complaints, data and finance)
- The Lancaster West Neighbourhood Team and wider Housing Management services (following the KCTMO handback in March 2018)

## **Rehousing**

### *Rehousing former residents of Grenfell Tower and Grenfell Walk*

- 3.3 The main focus of the rehousing effort was the permanent rehousing of former residents of Grenfell Tower and Grenfell Walk, who lost their homes in the tragedy. Initially, there were 138 households needing rehousing from Grenfell Tower and Grenfell Walk, but this number rose due to changes in household composition permitted under the Grenfell Rehousing Policy (adult children wishing to be rehoused separately, for example). The total number of households from Grenfell Tower and Grenfell Walk now stands at 203.
- 3.4 Housing Allocations Officers worked to support households to choose a permanent home under the terms of the Grenfell Rehousing Policy, which had been agreed under London Gold and which the Council continued to implement. The Policy gave priority to bereaved households and households with children.
- 3.5 Officers implemented the policy in such a way as to give families as much choice as possible and worked to ensure that families were not competing against each other for properties and that they had enough time to make important decisions about their new home. This involved working very closely with households in new ways.
- 3.6 Allocations Officers also worked with households, especially those with children or vulnerable members, to support them out of emergency accommodation into more suitable temporary accommodation while they chose a permanent home.
- 3.7 Working closely with colleagues across the Council, the Grenfell Team's focus from September 2017 was a major property acquisition programme to ensure that there was an adequate supply of properties for Grenfell Tower and Grenfell Walk households. The Council acquired void properties and properties provided by Housing Associations, as well as purchasing properties on the open market.
- 3.8 The aim of the purchase programme was to acquire properties within a defined timeframe and budget which met residents' needs (size, accessibility etc.) and took account of preferences expressed by them as far as was feasible. Purchasing the requisite number of homes within a small geographical area with some of the most expensive property prices in London presented enormous challenges. It was particularly difficult to find larger homes and homes which met households' accessibility requirements.
- 3.9 Despite these challenges, the property acquisition programme was largely complete by January 2018. Over 300 properties have now been acquired, well over half of which were purchased on the open market. The vast majority of these properties were in the local area, with 77% within a two-mile radius of Grenfell Tower.
- 3.10 Subsequently, the focus of the team was to ensure that all properties were brought up to a very high standard and were fully compliant with fire safety and other regulations. Mitie was contracted to carry out minor and major works to properties, starting with those which had already been accepted by former

residents of Grenfell Tower and Walk. Additional works requested by residents were also completed as part of this work.

- 3.11 As soon as properties had been purchased, accepted by residents and brought up to standard, the team's focus was to support households to move into their new homes and a bespoke Resettlement Team was established to support this work.
- 3.12 Of the 203 households from Grenfell Tower and Grenfell Walk, 194 have now accepted an offer of permanent accommodation and 147 have moved into permanent accommodation.<sup>6</sup> 16 households are in hotel accommodation, 13 in serviced apartments and 26 in temporary accommodation. A dedicated Allocations Team continues to support the 9 households who have not yet accepted a permanent property to choose a new home and, alongside the Resettlement Team, helps residents who have accepted a property to move into their new home.
- 3.13 Going forward, former residents of Grenfell Tower and Grenfell Walk will have their additional housing needs met through the dedicated service and through bespoke housing management services.

#### *Wider Grenfell residents*

- 3.14 In addition to rehousing former residents of Grenfell Tower and Grenfell Walk, the other key focus of the Grenfell Housing Team was those residents of the wider Lancaster West Estate who were displaced immediately after the fire as a result of loss of services. This was not one of the workstreams of the original London Gold response but became a key priority soon after the response was handed back to the Council in September 2017.
- 3.15 Many of the residents from the wider estate returned to their homes more or less as soon as they were able to, but about one third of the residents of 'the Walkways' (Barandon Walk, Hurstway Walk and Testerton Walk) and a small number from elsewhere on the estate did not feel able to return home and remained in hotels or serviced apartments.
- 3.16 In November 2017, the Council wrote to all of these residents who were still in emergency accommodation, offering to support them to return to the estate or to move into temporary accommodation if they did not yet feel able to return home. The Council also published a draft *Walkways Rehousing Policy* for consultation, which proposed to give eligible residents (secure tenants of the Walkways and those placed there in temporary accommodation before the fire) additional points on the Council's Housing Register.
- 3.17 Following feedback received during the consultation, the policy was then amended to include eligible residents of Bramley House and Treadgold House, along with those from the Walkways. The Council's Leadership Team agreed the final *Wider Grenfell Rehousing Policy* in February 2018, as an addition to the Council's main allocations scheme. The policy gave eligible residents the opportunity to apply for an additional 900 points on the Housing Register to reflect the specific impact of the Grenfell tragedy on residents from these blocks.
- 3.18 The *Wider Grenfell Rehousing Policy* was designed to provide permanent rehousing options for those residents who did not feel able to return to (or remain on) the Estate. The main focus of the Grenfell Team remained the effort to support Wider Grenfell residents out of emergency accommodation to move

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<sup>6</sup> These figures (and the figures at 3.20 below) were accurate as of Monday 19 November 2018.

back home to the estate or into suitable temporary accommodation, from where they could express an interest in properties on the Housing Register.

- 3.19 Residents in hotels who were not eligible under the *Wider Grenfell Rehousing Policy* but did not feel able to return to the estate were also supported into temporary accommodation through the Council's mainstream housing services.
- 3.20 Of the 129 Wider Grenfell households who were in emergency accommodation in October 2017, 61 have now returned to their homes on the estate and 59 are in temporary accommodation. There are now only 2 residents eligible under the *Wider Grenfell Rehousing Policy* left in hotels and 1 in a serviced apartment. The Grenfell Housing Team is working closely with the very small number of residents still in hotels to support them to move back home or into temporary accommodation. 6 residents have exercised their points through the choice-based lettings system, Home Connections, and have now moved into new permanent homes.
- 3.21 Since March 2018, when the Council reopened its choice-based lettings system, residents in temporary accommodation eligible under the *Wider Grenfell Rehousing Policy* who do not wish to return home have been able to express an interest in properties Home Connections. The mainstream Housing Team is supporting these residents to bid for properties, with some additional support from the small dedicated Grenfell allocations team in place.
- 3.22 Properties acquired for former residents of Grenfell Tower and Grenfell Walk but not now required for these residents are gradually being made available to those on the wider Housing Register, including Wider Grenfell residents. About 30 have already been made available with further properties to come. Properties are being added to the system as soon as they are available to let and we have prioritised the larger family-sized properties for which there is considerable demand on the Housing Register. Alongside the Council's plans to build more social housing announced at the recent full Council meeting,<sup>7</sup> this will help to alleviate some of the pressure on the Housing Register, which currently has a waiting list of over 3,500 residents.

### **Humanitarian Assistance**

- 3.23 In addition to the rehousing effort, the Grenfell Team also provided humanitarian assistance and practical support to those affected via the key work service, the assistance centres and a range of commissioned mental health and emotional wellbeing support in a variety of settings. The Grenfell Team also established a customer contact function to assist people with enquiries, practical issues and complaints.
- 3.24 This was in addition to the NHS offer of mental and physical health support and a whole range of mental health and emotional wellbeing support provided by other organisations, such as those from the voluntary and community sector.

#### *The key work service*

- 3.25 The key work service developed under the London Gold arrangements as a way to provide immediate care and support to those affected. It was designed to address the range of practical, emotional and financial support needs of bereaved, survivors and the wider community (especially those initially displaced by the fire). The early key working approach developed at speed as part of the crisis response.

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<sup>7</sup> See [Kensington and Chelsea Homes: Solving the Challenge Together](#) (October 2018).

- 3.26 It has been accepted that there were opportunities to improve the original key working arrangements. Survivors and other residents reported that the early approach lacked the consistency and flexibility that they expected and required.
- 3.27 The approach has continued to evolve and, in November 2018, the Grenfell Communities and People Division provided a report to Grenfell Recovery Scrutiny Committee which set out a new key working support offer including a menu of information and advice and practical, emotional and financial support.<sup>8</sup> This offer was tailored to meet individual needs and circumstances and continued to change as people were rehoused. The key work service has always provided a mixture of practical support with immediate needs and longer-term support to enable recovery.
- 3.28 In disaster recovery contexts, outreach workers such as key workers are often tasked with following up individuals with significant needs after a major incident.<sup>9</sup> Key workers often play a number of roles including assessing immediate needs, providing support in claiming appropriate financial assistance and signposting to other appropriate support services.
- 3.29 The recovery guidance suggests that the kind of personalised support that key work can provide is especially valuable if the population affected by a disaster is hard for mainstream services to reach and/or if the impact on housing means that the community has been significantly dispersed. This was clearly the case in the aftermath of the Grenfell tragedy. However, key work is primarily designed as a short-term response to a crisis and the long-term objective of a recovery effort should be to support people to access mainstream or enhanced statutory and community-based services and to foster resilience, especially once people are settled.
- 3.30 Work has already started to support residents to move away from key work and towards more established services. For bereaved and survivors, the Council is developing plans for a dedicated service. In collaboration with colleagues in Children and Family services, a hub has been established at Malton Road, designed to provide support for children and families in the community. In addition, a Community Contact Team was set up for those who had moved into temporary or permanent accommodation to support them to access services in their new localities.
- 3.31 The Grenfell Care and Support Team has been working closely with colleagues in statutory services and Health services to ensure that those residents with additional or longer-term needs are supported to access mainstream and statutory services.

#### *Financial support*

- 3.32 One important role of key workers was to support residents to access emergency financial assistance. The Grenfell Team's approach to financial payments was needs-based and has continued to evolve as residents' needs and circumstances have changed.
- 3.33 The form of financial assistance has been the discretionary hardship payments made to residents in hotels. A food allowance was paid to residents placed in hotels by the Council as a result of the fire (primarily to pay for meals where people did not have access to kitchens or for whom hotel meals were not suitably for cultural or religious reasons) and some payments were also made

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<sup>8</sup> [Key Working Arrangements](#) report (20 November 2017).

<sup>9</sup> See London Resilience Partnership's [Humanitarian Assistance Plan](#) (June 2013).

to assist with travel costs for displaced children to attend school (where this was not covered by Transport for London's free transport scheme) and for laundry costs in hotels (where this service was not charged to the room and automatically invoiced to the Council).

- 3.34 Other immediate needs (including for clothing, rehabilitation, respite breaks, educational support, travel, equipment etc.) were originally met through Exceptional Voluntary Payments, though many are now covered by insurance (and are processed by the Council's insurance team) or can be met through other routes.
- 3.35 Eligible households placed in emergency accommodation by the Council as a result of the fire have been paid a transition allowance to support them in their move to temporary or permanent accommodation. This allowance begins to taper off after three months for residents of Grenfell Tower and Walk and continues at half the original amount for a further three months. For Wider Grenfell residents, it begins to taper off after two months and continues at half the original amount for a further two months.
- 3.36 Overall, financial payments are now tapering off as people move out of emergency accommodation and we anticipate at this stage that no further payments will be made beyond June 2019, as all transition payments will have come to an end by this point.

#### *Grenfell Enquiries*

- 3.37 Grenfell Enquiries was created as a single point of access for dealing with enquiries, including those from residents, survivors, bereaved families and professionals. The team was able to respond to requests for information and advice, resolve practical problems quickly to prevent unnecessary escalation, sign-post to other services, and provide a triage service to access key work support. The use of the Grenfell enquiries service has decreased significantly over the past year.
- 3.38 A Grenfell Complaints and Members Enquiries service was established in April 2018 to address complaints from those affected and, in May 2018, the Council appointed an Independent Adjudicator with responsibility for Stage 3 complaints to ensure that complaints were dealt with in an independent and impartial way.

#### *Assistance centres*

- 3.39 There were two centres set up in the immediate aftermath of the Grenfell tragedy: the Friends and Family Assistance Centre (FFAC) and the Westway Assistance Centre (now The Curve Community Centre). From September 2017, both centres were managed by a head of service from within the Council's Grenfell Team. These centres exist alongside the Grenfell United Centre for survivors, established in January 2018, which is run independently from the Council, with support provided where needed.
- 3.40 According to national and international recovery guidance, assistance centres are typically established for a limited period in the immediate aftermath of a major incident, often only for as little as a few weeks. Like the other elements of the response described in this report, the FFAC and The Curve have evolved to reflect the changing needs and circumstances of their users over time. Both have changed from their initial role as emergency assistance centres to spaces which provide other kinds of support.

- 3.41 Initially, the Friends and Family Assistance Centre (FFAC) was established for the bereaved and critically injured, in accordance with best practice following a major incident of this nature. It was designed to provide specialist, discreet support to families and individuals who were bereaved by the fire or those who were critically injured. It is now managed and funded by the Council in partnership with a highly experienced voluntary sector partner and is governed by the Families Board, with input from multi-agency partners.
- 3.42 The FFAC acts as a multi-agency hub and has been a key space for the activity of the Family Liaison Officers (FLOs) and for NHS services. The Centre provides a holistic service offer including specialist bereavement and statutory provision and wider emotional and mental health and wellbeing services, with a dedicated space for families. It has played an important role since the beginning of the Public Inquiry, including facilitating core participant visits to Grenfell Tower, and its offer to bereaved families will continue to evolve to reflect the changing needs of bereaved families.
- 3.43 The Westway Assistance Centre was established as an emergency rest centre for those affected by the fire. The centre included space for displaced individuals and families to sleep, a collection point for food and donations, and key services like housing, benefits, NHS, key workers and government agencies. It soon became clear that there would be a longer term need for a community assistance centre and the Centre and its function and services were moved to the Curve on the 21 July 2017.
- 3.44 As the immediate need for urgent services subsided, it was clear that changes needed to be made to the centre to reflect the changing needs of the community. To respond to this, an extensive change and transition programme commenced in the autumn of 2017 which included:
- Transformative building works including the opening of a new relaxation space on the ground floor, a kitchen, a first floor classroom and a health and well-being space on the 2nd floor which was run in partnership with Central North West London NHS Trust (CNWL). This space offers 10 confidential meeting rooms which can be used for emotional and well-being support;
  - Re-focusing who the centre was for, and making it clear that the centre was open to everyone. This shift was made easier when the Grenfell United space launched in January 2018, and the Friends and Family Assistance Centre for the bereaved moved in borough in November 2017.
  - The launch of over 20 different recovery focused services, provided by voluntary sector and statutory partners, including homework clubs, ESOL classes, fitness sessions, art classes, and a full range of emotional and mental health support provided by the NHS.
  - An events programme that saw large events hosting hundreds of people at a time, covering cultural events and opportunities for shared eating, to particular events for certain groups or issues.
  - Making the centre more accountable to the people and community it was established to serve. This included: establishing an independent Board of Governors, formed of local people, that the centre management would report to; hiring local people throughout the centre; and undertaking proper and more regular consultation with local people to ensure we were delivering the services they wanted.

3.45 Today the Curve aims to support anyone from the North Kensington and has transitioned into a community centre offering a range of services and activities in the following areas: health and well-being services; employment, skills and training support; practical advice; creativity and aspiration; and social and cultural activities.

- Offer a wide range of community and specialist services which survivors, local residents and local communities both need and want;
- Provide these services in a dignified and caring manner that supports recovery and reconciliation;
- Be accountable to the community the centre was established to serve.

3.46 As noted below, it is for the community to decide what the future role of The Curve will be in relation to recovery and the centre will continue to change and to adapt to the needs of the wider community.

#### *Commissioned services*

3.47 In addition to the support provided by the key work service and through the assistance centres, the Council commissioned a range of contracts for mental health and emotional wellbeing support service in the immediate aftermath of the fire. It also distributed a range of grants to local community organisations which were able to meet the needs of local people more directly. These services provided additional capacity and a range of options for people who have been impacted by the fire, in the context of a loss of trust in the Council and other statutory organisations.

3.48 The Council's mental health and emotional support contracts are being addressed in a separate paper, as part of the Grenfell Recovery Scrutiny Committee's focus on mental health. The majority of the contracts have since come to an end and the remaining contracts are in scope to be transitioned over to other teams within the Council. The Creating Stronger Communities consultation will shape the future of services under the umbrella of the final Recovery Strategy. It is important here to note and acknowledge the vital role that a range of voluntary and community organisations have played, and continue to play, in the response.

3.49 A range of support to children and schools was provided through the Grenfell Education Fund, which was coordinated by the Council's Education Team.

3.50 From the beginning, the mental health and emotional wellbeing services commissioned by the Council existed alongside Health services, with the NHS playing the lead clinical role in commissioning services to meet the changing mental health needs of the community. NHS England recently announced funding of £50m for mental and physical health over the next five years. The NHS have been engaging with bereaved and survivors and the wider community to ensure that the future health offer meets the needs of residents.

#### **Other elements of the response**

##### *Lancaster West Estate*

3.51 Since shortly after the fire, the Lancaster West Estate has been managed separately from the Council's wider housing stock. As the estate where Grenfell Tower was located, Lancaster West has been critical to recovery.

3.52 The Lancaster West Neighbourhood Team, managed from within the Grenfell Team, has developed a new approach to estate management, working closely

with residents to deliver improvements to housing management services, especially repairs. The initial backlog of repairs has been halved, jobs are now being completed more quickly and resident satisfaction with repairs in October was at 86%. The work on Lancaster West has been critical to supporting those initially displaced by the fire who wished to return to the estate to do so.

- 3.53 Following the Grenfell tragedy, the Council publicly stated its commitment to refurbish the Lancaster West Estate sensitively and collaboratively to create a model for social housing in the 21<sup>st</sup> century. Plans for the refurbishment continue to be developed with residents, alongside delivery of an ongoing programme of improvements.
- 3.54 A steering group has been established and block representatives are working with the Lancaster West Residents' Association to ensure involvement from residents across the estate. Consultants have been commissioned to cost the ideas put forward by residents. The findings will help residents choose between options and identify which works to prioritise.
- 3.55 Work on the two demonstration flats is underway, with residents involved in selecting materials and able to see some of the options for making improvements to properties. The next stage will be to procure design and development contractors for early works. A workshop was held on 28 October to give residents a sense of what to expect from the procurement process.
- 3.56 It is anticipated that a full refurbishment will require more than the £30m funding currently allocated by RBKC and MHCLG. Additional funding will therefore need to be sought.
- 3.57 Alongside new approaches to estate management and plans for the refurbishment of Lancaster West, there have been wider changes to housing management services across the Council's housing stock since the KCTMO handed back services in March 2018. A wide-ranging consultation on the future of housing management services is ongoing, with the outcome expected in early 2019. In the meantime, stock condition surveys are identifying priorities for refurbishment across the borough and fire safety works and other improvements are being carried out on a large number of Council homes.

#### *The Grenfell Tower site*

- 3.58 The management of the Grenfell Tower site was not transferred back to the Council in September 2017. The site continues to be managed independently by the Site Management Group, now chaired by the Chief Executive of the London Borough of Bromley, under the continued aegis of London Gold.
- 3.59 In February 2018, the Government, the Council, the bereaved, survivors and local residents agreed the *Principles governing consultations on the future of the Grenfell Tower site*.<sup>10</sup> These made it clear that decisions about the long-term future of the site, including the establishment of a fitting memorial, would be made by the community. The Grenfell Tower Memorial Commission will be community-led and made up of representatives of the bereaved, survivors and local residents, and will decide on the most fitting and appropriate way to remember those who lost their lives in the Grenfell tragedy.<sup>11</sup>
- 3.60 In the meantime, the Site Management Group has established clear coordination arrangements of multi-agency activities within the site boundary.

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<sup>10</sup> See [Principles governing consultations on the future of the Grenfell Tower site](#) (February 2018).

<sup>11</sup> <https://www.gov.uk/government/news/memorial-commission-to-honour-victims-of-grenfell-tower-fire>.

This has included the police recovery and investigation, building stabilisation and scaffolding activity, recovery of personal possessions and facilitation of Tower visits. The Site Management Group also ensures integration with other workstreams as required (notably with Lancaster West refurbishment) and works to minimise disruption caused by ongoing site operations to local residents and businesses.

- 3.61 As landowner of the site, the Council currently has statutory responsibilities under Health and Safety legislation and other regulations, which it is discharging through a Principal Designer appointed in July 2018. However, it plays no role in day-to-day decision-making about or management of the site.
- 3.62 Up until August 2018, the site was a crime scene and everything within the cordon was under the control of the Metropolitan Police. The site has now been released by the Police but is still a construction site and arrangements for safety and security remain in place, overseen by the Site Management Group.
- 3.63 In August 2018, the Government announced its intention to take responsibility for the Grenfell Tower site.<sup>12</sup> As part of this, the Government will make operational decisions on safety, security and access until the long-term future of the site has been decided as agreed in the *Principles*.
- 3.64 The Council welcomed this announcement by the Government, which will ensure that the management of the site and decisions about its future remain entirely independent of the Council. We have been working closely with the Ministry of Housing Communities and Local Government towards a final agreement to enable this and we expect an initial report to be considered by the Council's Leadership Team in December 2018.
- 3.65 While the precise arrangements are agreed, the site will continue to be managed by the Site Management Group. In the meantime, the SMG has been working with local residents to reduce the footprint of the site where possible, in order to restore access to some of the surrounding area and to minimise disruption for local residents.

#### *Soil and air quality issues*

- 3.66 Air quality monitoring was part of the site management workstream and has been conducted by Public Health England since the fire.
- 3.67 In response to concerns about environmental quality in and around Grenfell Tower and heightened anxieties expressed in recent weeks, the Government has announced that it will be leading a programme of environmental monitoring in the area.<sup>13</sup>
- 3.68 The Government has committed to working closely with local residents on this issue and the Ministry of Housing, Communities and Local Government, the Council, NHS England, Public Health England and the Environment Agency will join forces to ensure the bereaved, survivors and wider North Kensington community receive health assurances and support.
- 3.69 In addition to up to £50 million committed by NHS England to carry out a 5-year health monitoring programme, as well as ongoing air quality monitoring at the site, the plans involve:

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<sup>12</sup> <https://www.gov.uk/government/news/government-announces-next-step-towards-long-term-future-of-grenfell-tower-site>.

<sup>13</sup> <https://www.gov.uk/government/news/further-environmental-checks-for-grenfell-site>.

- further environmental sampling of the site, including comprehensive soil analysis to check for any signs of contamination
- water analysis will take place if required
- wider health monitoring and treatment options to reassure those affected

3.70 Going forward, the Government will take the lead on this issue and we await more detail about its plans for environmental monitoring.

#### **4. TRANSITION OF GRENFELL SERVICES**

4.1 14 months on from the establishment of a dedicated Grenfell Team, we are now at the stage where the focused response from a single team needs to evolve into a recovery effort which is led by the whole Council and supported by partners and those affected.

4.2 In developing our transition plans, we have been supported by national and international disaster recovery specialists and by specialists in the response to public tragedies such as the Hillsborough disaster.

4.3 The available guidance suggests that there is no clear line between emergency response and long-term recovery. The London Resilience guidance is clear that it is necessary to ensure that the care of people affected by a major incident transitions to more established services but that different elements of service provision may need to transition at different times, according to need and circumstances. We know that the recovery of those directly affected by the fire and that of the wider community will run along different timelines and will require different approaches.

4.4 Overall, the evidence is clear that public authorities must move out of the response phase in order to enable sustainable recovery over a long period of time. This means shifting away from direct support to enable communities to become more resilient and self-sufficient, but also adapting ways of working and investing in recovery to ensure lasting change. In fact, transition has been happening constantly as the response has evolved over the last 17 months and services have continued to change to adapt to changing needs.

4.5 Evidence also suggests that the approach to recovery must be community-led and allow communities to shape their own future. The work with the bereaved and survivors on the dedicated service and the 'Creating Stronger Communities' consultation are the core elements of this community-led recovery.

4.6 Most of the transition work for survivors and bereaved is well advanced because of the detailed work with them that has taken place since July 2018.

4.7 For the wider community, the nature of the recovery programme will be determined by the Creating Stronger Communities consultation currently underway.

4.8 The following table sets out at high level the direction of travel for each of the key elements of response. This is then explained in more detail in the following section:

Element of response	Future in recovery
Housing	<ul style="list-style-type: none"> <li>• A small dedicated Grenfell allocations team to support households from Grenfell Tower and Walk.</li> <li>• Wider Grenfell households to be supported through mainstream housing services, with additional support from the dedicated team where necessary.</li> <li>• Bespoke Housing Management services are being established for survivors with a landlord liaison function for those in registered provider properties.</li> </ul>
Key work	<ul style="list-style-type: none"> <li>• A dedicated service is being developed for bereaved and survivors.</li> <li>• Wider community to be supported to transition to mainstream statutory and community services, including enhanced outreach services such as the community contact team.</li> </ul>
Financial payments	<ul style="list-style-type: none"> <li>• Will continue to taper off, with last payments expected in June 2019.</li> </ul>
Friends and Family Assistance Centre	<ul style="list-style-type: none"> <li>• To remain in existence for as long as families have need of it, continuing to adapt as their needs change.</li> <li>• In its latest iteration, it will be home to the dedicated service from January 2019.</li> </ul>
Curve Community Centre	<ul style="list-style-type: none"> <li>• The Curve Team outlined the Centre's current recovery offer at the October meeting of the Grenfell Recovery Scrutiny Committee.</li> <li>• The future of the Curve and its role in recovery to be determined by the 'Creating Stronger Communities' consultation.</li> </ul>
Commissioned mental health and emotional support services	<ul style="list-style-type: none"> <li>• Future commissioning to be determined by the 'Creating Stronger Communities' consultation, with some additional funding for mental health.</li> <li>• Wider health needs to be met through NHS's mental and physical health offer.</li> </ul>
Grenfell enquiries and other support services	<ul style="list-style-type: none"> <li>• Will transition to wider Council services.</li> </ul>
Housing management, including Lancaster West	<ul style="list-style-type: none"> <li>• Long-term future of housing management service to be determined by the consultation.</li> <li>• Plans for refurbishment and improvements to be developed</li> </ul>
Grenfell Tower site, including issues with environmental quality.	<ul style="list-style-type: none"> <li>• Will continue to be managed independently of the Council.</li> <li>• Overall responsibility to be transferred to Ministry of Housing Communities and Local Government.</li> </ul>

### *Housing*

- 4.9 Within Housing, resource has been focused on Grenfell allocations and on teams carrying out refurbishment of acquired property. The property refurbishment programme is coming to an end and this resource will be stepped down over the next three months.
- 4.10 From April 2019, a small team will be required in housing for the continued needs of former residents of Grenfell Tower and Grenfell Walk. There will be a bespoke housing management service for these residents, whose properties will be managed separately from the Council's wider stock, and a landlord liaison function to ensure strong relationships with registered provider landlords.
- 4.11 Wider Grenfell residents will be supported through mainstream housing services, with additional support from the dedicated team described above where necessary.

### *Key work*

- 4.12 As noted above, resilience and recovery guidance is clear that key work is a short-term response. The nature of the Grenfell tragedy has meant that key work has evolved into longer-term support. It now needs to be redesigned to meet longer term needs.
- 4.13 A dedicated long-term support service for the bereaved and survivors is being developed with them. It is currently being recruited to and will be established in initial form from December 2018. The council is working in partnership with colleagues in Victim Support (funded by the Ministry of Justice), the NHS, and advice agencies (funded by the Department of Culture, Media and Sport) to ensure that the service meets the changing needs of the bereaved and survivors over the long term.
- 4.14 Many of those in the wider community who accessed keyworkers have already moved away from the key work services and are accessing universal or targeted statutory services and/or community services or no longer want support. For those residents from the wider community who still have a key worker, we are moving to a community-based outreach model, which will operate from community facilities in North Kensington and link in with existing community services.
- 4.15 Other residents in the wider community who have had key workers and have higher needs will already have these met by statutory services. In the long term, statutory and early help services will take the lead where relevant thresholds for need are met. We are working with residents and partners to identify the most appropriate local services for each individual who currently has a key worker.
- 4.16 The transition of individual cases is already well advanced, with all remaining cases due to be transitioned by April 2019.

### *Friends and Family Assistance Centre (FFAC)*

- 4.17 The Friends and Family Assistance Centre has changed significantly since it was first established and will continue to evolve. The future of the FFAC has been shaped by the detailed consultation and co-design process we have conducted with bereaved and survivors, in consultation with the Centre's Families Board.

4.18 The FFAC still operates as a centre for the bereaved, but in the recovery period the space will evolve into a base for the dedicated service for the bereaved and survivors, recognising the distinct needs of the bereaved.

4.19 This change will mean that there continues to be discreet community space for bereaved and survivor families, while ensuring that they have immediate access to dedicated workers and that the new service is built around and accountable to them.

*The Curve Community Centre*

4.20 As described above, the Curve has evolved considerably since its establishment and is now a community centre open to all. The future of the Curve and the community-based services delivered from it and other community spaces in North Kensington will be shaped by the outcomes of the Creating Stronger Communities consultation.

*Commissioned mental health and emotional wellbeing services*

4.21 A small team of commissioning staff has been responsible for grants and contracts to providers of health and well-being services, mainly focusing on mental and emotional health. These are being transitioned to the Council's Integrated Commissioning team and Community Engagement teams. The priorities for any future commissioning plans will be established by the 'Creating Stronger Communities' consultation. The Council's Public Health team will play a key role in commissioning future services.

4.22 Services will be designed and developed in parallel with the overall recovery plans and with NHS plans for physical and mental health services in the North Kensington area.

*Grenfell enquiries and other support services*

4.23 Other functions which were part of the Grenfell directorate are also transitioning to other parts of the Council. Grenfell Finance has transitioned to the corporate Finance team, and Grenfell Enquiries will be transitioning to the Customer Access team. The finance function has been mainly dealing with food allowances and one-off payments. As people move home, most of these payments have already stopped. The final transition payments for a small number of remaining households will end by June 2019.

*Housing management, including Lancaster West Estate*

4.24 The future of Housing Management services will be decided by the consultation currently underway, the outcome of which is due in February 2019.

*The future of the Grenfell Tower site*

4.25 As noted above, the Grenfell Tower site has been managed independently of the Council since the Grenfell tragedy, under the aegis of the London Gold arrangements. These arrangements will continue in place until responsibility is transferred to the Government, ensuring that the management of the site and decisions about its future remain entirely separate from the Council.

4.26 We have been working closely with the Ministry of Housing Communities and Local Government towards a final agreement to enable this and we expect an initial report to be considered by the Leadership Team in December 2018.

4.27 Environmental monitoring has been overseen by Public Health England since the tragedy. Going forward, the Government will be taking the lead on environmental issues, as per its announcement in October.<sup>14</sup>

## 6. MOVING TOWARDS RECOVERY

6.1 The Leadership Team agreed *Our Commitments to those affected by the Grenfell Tragedy* in July 2018. The *Commitments* sought to continue and deepen an existing dialogue with all those affected by the tragedy about how we move forward from emergency response to longer-term recovery.

6.2 Specifically, the Council committed to:

- developing a dedicated service in partnership with the bereaved and survivors;
- working with the wider community to develop a plan for recovery which meet the needs of the diverse communities.

6.3 The *Commitments* were intended to provide the basis for an overarching recovery strategy, to be developed in partnership with the community. As stated in the *Commitments*, the key aims of our approach to recovery are:

- 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.

6.4 Drawing on the work of national and international disaster recovery specialists, the approach to recovery will have a special focus on children, including the 70 children who survived the fire and others who were affected by the loss of friends or family members. We recognise that children and young people will be the key to a successful recovery and that all public agencies must work together to ensure that children can build better futures for themselves, with every possible opportunity open to them.

6.5 An extensive range of consultation and engagement activity has been underway since July, including work with bereaved and survivors on the dedicated service and the 'Creating Stronger Communities' consultation launched in September.<sup>15</sup>

6.6 A final overarching Recovery Strategy will be published for consideration by the Council's Leadership Team in January 2019. This will be informed by what we have heard and by the findings of the Council's *Public Health Needs Assessment, A Journey of Recovery*, published in July 2018, which uses learning from other disasters to identify the key foundations for successful recovery.

6.7 The publication date has been changed from November to January as a result of feedback from the community consultation, in which residents have made it

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<sup>14</sup> <https://www.gov.uk/government/news/further-environmental-checks-for-grenfell-site>.

<sup>15</sup> <https://strongercommunities.rbkc.gov.uk/>.

clear that they would like a chance to comment on emerging ideas and proposals before they are finalised.

- 6.8 The final published Recovery Strategy will bring together:
- Our work with survivors and bereaved families to develop a dedicated service to meet their needs.
  - The ‘Creating Stronger Communities’ consultation currently underway, which will help to shape a future offer for the wider community.
  - The fundamental changes that the Council and its partners are making (the Council’s governance review, culture change programme and adoption of the *Hillsborough Charter for Families Bereaved through Public Tragedy*, our plans for new social homes and changes to housing management, the long-term plans announced by the NHS etc.)
- 6.9 The work that the Council itself does to support recovery will be alongside a whole range of activities led by partners, community organisations and, most importantly, residents themselves. We recognise that the work of the Grenfell Tower Inquiry and the criminal investigation will be particularly important for the recovery process, especially for survivors and the bereaved.
- Dedicated service for bereaved and survivors*
- 6.10 The Council is developing a long-term dedicated support service for survivors and the bereaved, which will act as a point of contact, navigation and liaison with other services. This will be the core component of recovery for the group most affected by the Grenfell tragedy and will be at the heart of the Council’s plans for recovery.
- 6.11 Working with the NHS and Victim Support, the service is being co-designed with bereaved and survivors via 1:1 conversations, workshops, drop-in sessions and regular meetings with Grenfell United and others. Engagement was carried out in August and September to understand the needs and expectations of those who will use the service, and to learn what has worked from their relationship with services such as the key work service, resettlement services and others, and what changes they would like to see.
- 6.12 Support Workers will connect those they are supporting with culturally appropriate services. This will be achieved by:
- Directly providing the service within the dedicated service team
  - Navigating people into existing services that are required
  - Advocating on service users’ behalf and doing everything they can to find a way to help
- 6.13 The service will be located in the same building as the FFAC and the Grenfell United space and an initial recruitment process is already underway in partnership with representatives of the survivors and the bereaved.
- 6.14 This is an ambitious attempt to develop a targeted support service and officers continue to work closely with survivors and the bereaved to develop and implement the plans. The service will be established by the end of 2018, with a full service up and running by April 2019.

### *Plans for the wider community*

- 6.15 In addition to the work with bereaved and survivors, we have also been consulting the wider community on their priorities for recovery. This is part of the 'Creating Stronger Communities' consultation, which the Council launched in early September. The consultation has been extended in order to give more time for residents to give their views.
- 6.16 The consultation is wide-ranging and has not been restricted to the impact of the Grenfell tragedy. Instead, in line with learning from national and international disaster recovery, it seeks to work with the community to develop a positive vision for the future of the area which is shaped by the community's priorities and aspirations.
- 6.17 The engagement has focused on six key themes, which were identified early on as important community priorities:
- Community
  - Diversity
  - Jobs and skills
  - Places and spaces
  - Young lives
  - Health and wellbeing
- 6.18 As of 5 November 2018, 293 people had participated in the workshops and drop-in sessions organised by the Council's community engagement team. Across all channels, participants had made 813 suggestions. The emerging themes and ideas were presented back to the community at an Ideas Day on 17 November at the Kensington Leisure Centre. This gave residents another opportunity to have their say.
- 6.19 Feedback from the consultation so far emphasises the broad aspirations of the wider community, cutting across the work of the whole Council, the Health service and other partners, especially the voluntary and community sector. The feedback has focused particularly on how all partners can work together to enabling a community-led recovery. The full range of feedback will be published on the Council's website after the Ideas Day on 17 November.
- 6.20 Some topics align clearly with the original themes:
- Approach to community engagement
  - Support to local groups and the community
  - Support people into jobs and training
  - Improving young lives
  - Community space
- 6.21 However, other key areas have also been identified by residents:
- Council must demonstrate change through actions to rebuild trust
  - Housing and neighbourhood issues
- 6.22 It is very clear that for the wider community, some form of community recovery programme will be required. This will involve new forms of engagement with communities, ways for local people to play a more active role in setting local priorities and support for local organisations to build capacity and community

leadership to enable community-led recovery. Community spaces will be critical to this programme and the role of the Curve and other spaces will need to be determined through further work with the community.

#### *Wider changes across the Council*

- 6.23 The feedback so far has made it clear and that actions to support recovery are required across all parts of the Council, including promoting jobs training and apprenticeships, increasing social value in contracts (including opportunities for local residents), providing more social housing, looking at the use of land and community facilities, and improving access to local activities for young people.
- 6.24 The delivery of this wider community recovery is a task for the whole Council. Some of this work is already underway and we have already made a range of changes to ways of working, including plans for new social housing, progress on the Lancaster West Estate, an agreement on the North Kensington Library, changes to housing management services etc. More changes are planned as part of the governance review, culture change programme and wider initiatives and the whole Council will need to take this forward with partners and with the community. The key priorities identified in the Recovery Strategy will help shape the future agenda of the Council.

#### *Grenfell Recovery Strategy*

- 6.25 The final Recovery Strategy will bring together:
- The plans for the dedicated service
  - The feedback from the Stronger Communities consultation, identifying key priorities for the community programme and setting out options for how they will be delivered, when and by whom for the community to agree.
  - The range of other activity planned to support recovery across the Council and beyond (including Council-wide changes to ways of working, plans for new social housing, progress on the Lancaster West Estate, changes to housing management services, NHS plans for mental and physical health services etc.).

## **7 FINANCE**

- 7.1 To date, the Grenfell response has been funded by a combination of RBKC funds and support from central Government. The bulk of the response-related revenue expenditure has been on emergency and temporary accommodation and on the provision of care and support services to those affected. This is in addition to the capital funds that have been spent acquiring properties for former residents of Grenfell Tower and Grenfell Walk. Government support to date has focused mainly on the costs of emergency accommodation and food payments for former residents of Grenfell Tower and Grenfell Walk and visitors from overseas.
- 7.2 The recovery will have very different resourcing implications. Recovery will be a whole Council effort and much of it will be funded through mainstream Council services. The plans for transition will shape how the funding for recovery will be distributed across the Council and we are not yet in a position to set out the resourcing plans in full.
- 7.3 On 13 November 2017, the Council's Leadership Team agreed the Council's Medium Term Financial Strategy for the next four years. The financial position is challenging. Some of this is the impact of the fire at Grenfell Tower on 14 June

but also as a result of changes to funding for the Local Government. The latest information and the work that has been undertaken over the summer is showing that although the Council is in a good position for 2019/20, there are significant challenges ahead, with a budget gap of £20m for 2020/21 and a further £14m for 2021/22.

- 7.4 Addressing a challenge of this size requires the Council to look at the services it provides and how they are provided and align its financial resources with the priorities of its community. Scrutiny Committees in November and December 2018 are considering the savings proposals that have been put forward to balance the budget for 2019/20 but for Grenfell, the approach for agreeing a budget is different.
- 7.5 The Council's Medium-Term Financial Statement has identified £8m specifically for Grenfell in 2019-20. This was set out in the three-year budget forecast as part of the Council's Revenue Budget and Council Tax 2018-19 statement, which was agreed by the Leadership Team in March 2018. In addition to this, there are remaining Government funds for Mental Health and for the Friends and Family Assistance Centre and the Grenfell United space.
- 7.6 The Council is currently in the process of identifying other resources that are available to further fund the Strategy and discussions continue with Government on any ongoing support beyond 2019-20. There are ongoing discussions between Council officers and Government officials about resources that may be available and the Council has been reviewing its own limited resources to determine what might be used to support recovery. Some earmarked reserves may require special dispensation from Government to use and we are working with colleagues on this. We are also in discussion with Government about the costs for the site.
- 7.7 Whilst this work continues, the Council is not yet in a position to set the budget for Grenfell and instead will be presented to the next Scrutiny Committee for review in February 2019 before approval by Council in March 2019 as part of the Council's overall budget.
- 7.8 The Council's priority for funding are the core elements of Grenfell recovery outlined above:
- the dedicated service for survivors and the bereaved
  - additional housing support for former residents of Grenfell Tower and Grenfell Walk
  - a community programme, the shape of which is to be determined by the community consultation
- 7.9 In addition, we recognise the need for additional capital funding for the Lancaster West Estate refurbishment, as outlined in the report on the refurbishment which the Leadership Team agreed in July 2018.
- 7.10 Alongside the Council funding for recovery is the £50m recently announced by the NHS to fund long-term support and treatment for people with physical and mental health issues following the Grenfell tragedy. This includes full physical health checks, additional monitoring for long-term conditions and ongoing screening and treatment for mental health trauma.<sup>16</sup>

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<sup>16</sup> <https://www.england.nhs.uk/2018/10/nhs-to-provide-long-term-screening-service-for-grenfell-community/>.

## **8 NEXT STEPS**

- 8.1 The final Grenfell Recovery Strategy will be published in January 2019 for consideration by the Leadership Team at its January meeting.
- 8.2 The budget for Grenfell recovery will be agreed by the Council's Leadership Team in March 2019 and a report will be prepared for the February meeting of the Grenfell Recovery Scrutiny Committee.

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**Background papers:** None

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