

## Executive Decision Report

<b>Decision maker and date of Leadership Team meeting</b>	Leadership Team 25 July 2018 Forward Plan reference: 05284/18/K/A  Portfolio: Cllr Elizabeth Campbell (Leader of the Council)	 THE ROYAL BOROUGH OF <b>KENSINGTON          AND CHELSEA</b>
<b>Report title</b>	Draft Grenfell Recovery Strategy – <i>Commitments to those affected by the Grenfell tragedy</i>	
<b>Reporting officer</b>	Robyn Fairman, Executive Director for Grenfell	
<b>Key decision</b>	Yes	
<b>Access to information classification</b>	Public	

### 1. EXECUTIVE SUMMARY

- 1.1. This report introduces *Our Commitments to those affected by the Grenfell tragedy*, attached at Appendix 1. These commitments have been developed by the Council and the NHS and are based on the many conversations we have had with survivors, the bereaved and the wider community in the twelve months since the tragedy.
- 1.2. The commitments seek 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.
- 1.3. They will provide the basis for an overarching recovery strategy, to be developed in partnership with the community through extensive consultation and engagement over the summer.
- 1.4. The Leadership Team will be asked to consider a final recovery strategy in the autumn.

### 2. RECOMMENDATIONS

- 2.1. The Leadership Team is asked to:
  - endorse and approve the commitments as a basis for continuing the ongoing work with survivors and the bereaved about their future support;
  - endorse and approve the commitments as the basis for consultation with the wider community;
  - endorse the outline plans for consultation and engagement.

### 3. REASONS FOR DECISION

- 3.1. The Council and the NHS are setting out these commitments publicly now, just over a year on from the Grenfell tragedy, to demonstrate that we are committed to the recovery for the long term and to provide the foundation for a future recovery strategy.

#### **4. BACKGROUND**

- 4.1. The Council and the NHS acknowledge the scale of the Grenfell tragedy and the range of issues it has raised for those affected.
- 4.2. The primary focus of the Grenfell response over the last twelve months has been the permanent rehousing of survivors from Grenfell Tower and Walk, who lost their homes, and the provision of humanitarian assistance to survivors, the bereaved and others affected by the tragedy.
- 4.3. These two priorities were the main focus of the recovery plan put in place under the emergency London Local Authority Gold (LLAG) arrangements in the immediate aftermath of the tragedy. This plan was handed over to the Council when it assumed responsibility for the recovery in September 2017.
- 4.4. Rehousing survivors and providing humanitarian assistance to those affected remain key priorities for the Grenfell team. We have carried out a major property acquisition and rehousing programme, working closely with individual households at a pace with which they are comfortable to support them to find a new home. At the time of writing, 188 out of a total of 204 households from Grenfell Tower and Grenfell Walk have accepted a permanent property and 96 have moved in.
- 4.5. On the humanitarian assistance side, the Council and the NHS have worked in partnership to provide practical, emotional and mental health support to those affected. This support has been delivered through the key work service, commissioned health and wellbeing services, NHS outreach work and grant funding of local voluntary and community organisations.
- 4.6. Emotional and mental health support have been offered in a wide variety of settings, including the Friends and Family Assistance Centre, for survivors and the bereaved, and the Curve, which has become a major community hub. Specific services have been commissioned for children and young people, including bespoke support in schools, and additional discretionary funding has been provided through the Grenfell Education Fund.
- 4.7. However, the Council and the NHS recognise that there is more work to do and we are committed to ensuring that the urgent and pressing needs of those affected are met effectively in the here and now.
- 4.8. In addition to meeting today's urgent needs, we also acknowledge the need to set out an approach to long-term recovery and a vision for the future, to be developed in partnership with those affected. This is something we have heard in our conversations with survivors, the bereaved and the wider community.
- 4.9. It is also echoed in learning from other major tragedies and what we have heard over the past twelve months from specialists in disaster recovery and the response to public tragedy. It is reinforced by the recommendations of the Public Health Needs Assessment, *A Journey of Recovery*, which is being published alongside this report.

- 4.10. There is no clear line between emergency response and long-term recovery. However, the Council, West London Clinical Commissioning Group (the CCG), Central and North West London NHS Foundation Trust (CNWL) are setting out these commitments publicly to demonstrate our commitment to long-term recovery and to provide the foundation for a future strategy.
- 4.11. The commitments are informed by what we have heard from survivors, the bereaved and the wider community since June 14 last year. We have had regular meetings with survivors and the bereaved and have engaged with local residents' associations, schools, voluntary and community organisations and a range of statutory and non-statutory partners. These conversations have helped us formulate the ambitions outlined in the paper.
- 4.12. However, these commitments are only the beginning of a wider conversation with those affected by the tragedy. They set out some initial ideas for what this looks like, focusing on the long-term support we will provide for survivors and the bereaved and our approach to working with the wider community.
- 4.13. We hope that they will act as a common reference for the Council, its partners and the community as we develop a long-term approach to recovery.

## **5. PROPOSAL AND ISSUES**

### *Our approach*

- 5.1. We acknowledge that rebuilding trust with survivors, the bereaved and the wider community is a long-term objective and that the lack of trust makes working together challenging.
- 5.2. We have deliberately made the commitments open-ended to ensure that they leave room for discussion, debate and challenge. This forms part of our commitment to approaching recovery in a spirit of openness and transparency, developing ideas in partnership with all those affected. We have chosen to approach recovery in this way, rather than publishing a comprehensive strategy now, to demonstrate our commitment to a recovery that is community-led.
- 5.3. The Council, the CCG and CNWL recognise that the impact of the Grenfell tragedy was different for different people. For the purposes of the commitments, we have distinguished between survivors, the bereaved and wider community. The definitions we have used reflect what we have heard from people themselves over the last twelve months. They are not meant to be exclusive and we recognise that many people will identify with more than one.

### *Survivors and the bereaved*

- 5.4. The commitments set out our plans to establish dedicated support for survivors and the bereaved. We have begun a conversation with survivors about their long-term needs, exploring how we can help them settle in their new homes and start to rebuild their lives. They have shared with us some of their priorities, which include:
  - the development of a high quality housing management service
  - support with employment and enterprise
  - ways of engaging with young men and women from BME communities

- provision of culturally sensitive support services
  - bespoke support for children and young people through school
- 5.5. These conversations are ongoing and we are fully committed to co-designing support with survivors to ensure that it meets their needs and aspirations.
- 5.6. Working with the existing Friends and Family Assistance Centre (FFAC), victim support services and Family Liaison Officers, we will also design and develop a dedicated service for those who lost close family members in the tragedy.
- 5.7. We want to explore how the FFAC can support bereaved families through the Grenfell Tower Inquiry and the criminal investigation into the future, allowing non-resident bereaved to maintain a connection to the area and providing a single point of contact for those needing support, information and links to services.
- 5.8. *The wider community*
- 5.9. The commitments also outline our approach to working with the wider community, developing services which are open and accessible and meet the needs and aspirations of our diverse communities.
- 5.10. Our approach is designed to support a community-wide recovery, which is shaped by residents themselves. It is not confined only to those immediately affected by the tragedy or to a particular geographical area. Instead it is focused on developing an inclusive vision for the future in partnership with residents.
- 5.11. Our approach will build on the progress we have already made in working with the community in new ways:
- The Lancaster West Neighbourhood Office is working with residents to design plans for the refurbishment of the Lancaster West Estate.
  - The new Housing Management service has launched a wide-ranging consultation on the future of housing management in the borough and is engaging with residents
  - The Council and its partners is developing a wider offer through drop-in sessions and outreach work via its Malton Road base and Community Contacts programme.
  - The Curve has developed into a major community hub, providing services to residents and acting as a key focal point for community activity.
  - The Council is developing plans for Maxilla Walk in consultation with the community and has secured Latimer Road to use as community space in the meantime.
  - The Grenfell Education Fund has been put in place to provide support and opportunities for children affected by the tragedy.
  - We are working with our community and voluntary sector organisations to build capacity and capability so that they can continue to meet the needs of local communities.
  - We are looking at the use of physical assets in the local area and exploring how they can be used to benefit local communities.
  - We are working with local artists to explore ways for residents to use theatre, music and the arts to remember the tragedy and articulate their aspirations for the future.

- A Public Health Survey across the North Kensington area to monitor the health and wellbeing needs of communities over the long term.

5.12. We are committed to developing plans with the community. Building on some of the things we have heard so far, we are exploring some of the following ideas:

- Developing new local partnerships with representation from members of the community, councillors, statutory services and voluntary and community organisations.
- Joining up services across the Council and the NHS to meet the needs of local residents.
- Developing mental health support services for our diverse communities which address trauma in non-medicalised ways.
- Developing a place-based approach to recovery, involving the community in decisions about planning and the development of buildings and community spaces.
- Further enhancing the existing provision for children and young people, including play spaces, youth activities and access to green space.
- Using community grants to enable community-led activity and support residents to secure funds from other sources.
- Developing a new work and skills strategy for the area, linking residents with employment opportunities and exploring links with businesses and social enterprise to create new opportunities for all in the local area.
- Building a robust communications platform through social media to allow young people, specifically young men, to create a continuous dialogue around their health and wellbeing needs.
- Building on connections with existing community and voluntary groups and exploring ways of supporting voluntary work and community participation to build a better future in the area.
- Exploring ways of using procurement to secure opportunities for residents.
- Increasing the stock of social housing in the area.

*Developing a long-term recovery strategy*

5.13. As noted above, we have deliberately made the commitments open-ended so that they both reflect what we have heard so far but also leave room for survivors, the bereaved and the wider community to further shape the direction of recovery.

5.14. We have also set out some draft outcomes for the recovery, to 2020 and to 2027. These are equally open-ended and we are committed to working with all those affected by the tragedy to establish whether these outcomes are the right ones and to develop plans for achieving them.

5.15. We will continue to work with survivors, the bereaved, the wider community and all our partners to develop our plans and will launch a wide-ranging programme of engagement over the summer, outlined under section 6 below. The ideas gathered through this engagement activity will be incorporated into a final recovery strategy, which the Council's Leadership Team will be asked to formally agree in the autumn.

- 5.16. As separate organisations, the Council and the NHS will have to develop their own recovery plans. However, we will work to ensure these are as closely aligned as possible to ensure that local services are joined up and responsive.
- 5.17. The Council and the NHS are committed to supporting long-term recovery but we recognise that there are many aspects of that recovery which will be outside our control. To honour the commitments, we will need the support of other partners, including central government (in particular the Ministry of Housing Communities and Local Government), victim support services, the Police, London Resilience and the full range of statutory and non-statutory partners. Most importantly, we will need the support of residents themselves.

## **6. CONSULTATION AND ENGAGEMENT**

### ***Survivors and the bereaved***

- 6.1. We are working closely with survivors and the bereaved to co-design dedicated long-term support. We have been developing ideas with Grenfell United members at regular meetings and will be writing to all survivors and bereaved families to ask them about the kind of support they need, now and in the future.
- 6.2. We are also organising a programme of drop-in sessions for survivors and the bereaved to discuss what we can put in place for the future. Grenfell United is developing an online survey to gather the views of their members, which will help to shape the plans for a dedicated service.
- 6.3. In September we will be organizing a session to feed back some of what we have heard so far. We are committed to using a wide range of channels to reach survivors and the bereaved to ensure their views are heard.
- 6.4. We recognise that rebuilding trust with survivors and the bereaved is a long term objective. In the short term, we acknowledge that the lack of trust makes designing services challenges but we are committed to finding a way forward.

### ***Consultation and engagement with the wider community***

#### ***Pre-engagement***

- 6.5. We have already undertaken initial engagement on our proposed approach with a wide range of local stakeholders in the North Kensington area, including residents' associations, voluntary and community organisations and faith-based groups. We have heard many initial ideas for the wider community over the last twelve months and these have informed the six themes we have proposed in the draft commitments.
- 6.6. We are committed to building on our existing channels and deepening our dialogue with the wider community over the coming months. We will be publishing a consultation plan in due course but sections 6.7 - 6.16 below outline the key elements of our approach.

#### ***Approach to engagement***

- 6.7. Through our engagement with the wider community to date, we have identified six broad themes which we think are important to local residents. These themes also draw on the findings of the Public Health Needs Assessment, *A Journey of*

*Recovery*, which uses learning from other disasters to identify the key foundations for successful recovery.

6.8. These themes and the ideas suggested below are just initial suggestions for things we might explore further.

1. *Ways of working with communities*

Rebuilding trust with communities is a core objective for the Council and its partners and will be an important pillar of recovery. As part of our wider commitment to change our ways of working with communities, we are committed to deepening existing relationships with local residents and developing new ones. The Council has already responded to an independent review of the way it takes decisions, conducted by the Centre for Public Scrutiny, and has a plan of actions to ensure consistent and meaningful consultation and engagement with local residents, organisations and businesses to inform Council decisions. The way we engage with local people on the recovery commitments will be an opportunity to explore new ways of working, including supporting residents to lead their own engagement activities.

2. *Young lives*

We know that a successful community recovery must have children and young people at its heart. The population of North Kensington in general, and Notting Dale ward in particular, is younger than the average for the borough. The area has outstanding children's services and schools, but there are comparatively high rates of child poverty and of young people not in employment, education or training (NEET). We want to hear from young people in the area what matters most to them and explore ways of enhancing opportunities, including through mentoring and volunteering programmes, internships and apprenticeships and a range of both academic and technical courses at post 16 that enable progression into employment.

3. *Jobs and skills*

The North Kensington area is relatively deprived in terms of income and has significant numbers of people with no qualifications relative to the rest of the borough, particularly among younger residents. We want to develop a comprehensive work and skills strategy with residents, starting with conversations about their aspirations and ambitions and finding new ways to link them with opportunities in the borough and across London. We want to work with residents to explore ways of supporting them to find work, to progress out of low pay or to start their own businesses and with employers, contractors and other partners to maximize opportunities for local people.

4. *Place and spaces*

We know that a sense of place is vital to a successful recovery and that shared spaces are critical to supporting communities to thrive. The work beginning on the Lancaster West Estate is an example of how we can work with residents to shape the way an area looks and feels. We also have a network of community kitchen gardens in local area and provide ongoing gardening advice. We want to talk to residents about the use of existing buildings, open spaces and resources and hear their priorities for the area. We want to explore ways of

using existing assets to extend community activity and develop community capacity and mechanisms for involving local people in decisions about planning and land use.

## 5. *Diversity*

The communities of North Kensington are ethnically, religiously, economically and socially diverse. We want to hear from residents about how to design services that meet their diverse needs but we also want ideas for how we can draw more effectively on the existing strengths and assets of local communities. In particular, we want to explore ways of fostering and supporting connections between people from different backgrounds across the borough who have a shared stake in the local area and a shared commitment to the future.

## 6. *Health and wellbeing*

We know that health and wellbeing services will be crucial for supporting long-term recovery and for building healthy, happy communities. We want to explore ways of ensuring that services are socially and culturally appropriate and that every resident has access to the services they need. NHS colleagues will be leading their own engagement activity and, in partnership with the Council, will be talking to residents about how to join up services to meet residents' needs and improve awareness of health and wellbeing among hard-to-reach populations.

- 6.9. These six themes will form the basis of a wide-ranging programme of consultation and engagement with residents over the summer. This engagement will be open-ended and will allow residents to identify their priorities and share their ideas and ambitions for themselves and the area.
- 6.10. This activity will complement the consultation and engagement work already underway as part of the plans for the Lancaster West refurbishment, the wider consultation on the future of Housing Management in the borough and the implementation of the recommendations of the Centre of Public Scrutiny's governance review.
- 6.11. We want to hear ideas from all residents. Particular focus will be given to the quiet voices in the community, whose voices may not usually be heard. We will work in a range of settings and with a range of demographic groups, including elders, disabled people, children and young adults. It is our intention to develop a targeted survey in those areas or groups which may prove hard to reach.
- 6.12. We will be working with colleagues across the Council and external partners, so we will need to ensure we have a consistency in our approach. To enable this, we will co-design a tool kit that can be tailored for each engagement. The tool kit can also be used for those communities who wish to facilitate their own meetings.
- 6.13. We are developing a multi-channel approach to the engagement. The communications team is currently developing plans to design a web page that features the themes and allows the opportunity for North Kensington residents to submit feedback.
- 6.14. An important part of the engagement is to capture and validate feedback, and we are developing a process to do this. To co-ordinate our activities, we have

developed a tracker to manage each session and will use these to show what themes and ideas have been identified most frequently and consistently.

- 6.15. We will be running a half-day training session for our community engagement outreach workers which focuses on having community conversations. This will form part of their tool kit and will be open to other residents who may be interested in participating. We are committed to supporting residents – as specialists in their communities – to lead their own engagement activities, wherever possible.
- 6.16. Our engagement activity will culminate in an ‘Ideas Day’ event in early October for us to feed back the ideas, showcase the findings of the engagement activity and ask residents to identify the ideas that they would like to develop.

*Timescales*

- 6.17. A provisional timeline for the engagement activity and the development of the final recovery strategy is set out below:

July 2018 (underway)	<ul style="list-style-type: none"> <li>• Approach key groups to introduce the commitments and talk to them about their key priorities and preferred approach to engagement.</li> <li>• Develop a web interface that will align with our face-to-face approach.</li> </ul>
August/September	<ul style="list-style-type: none"> <li>• Engage with a wide range of local groups through workshops and meetings in a variety of settings, supporting residents to lead their own engagement activity wherever possible.</li> </ul>
Late September	<ul style="list-style-type: none"> <li>• Analyse the information gathered through all the workshops and meetings and group the ideas</li> <li>• Review findings of partner consultation and engagement activity</li> <li>• Analyse the findings of the online consultation.</li> </ul>
Early October	<ul style="list-style-type: none"> <li>• Ideas day to showcase the findings of the engagement activity to date.</li> <li>• Consult and engage with residents to agree key priority areas.</li> </ul>
November	<ul style="list-style-type: none"> <li>• Publish final version of the Recovery Strategy</li> </ul>

**7. HUMAN RESOURCES AND EQUALITIES IMPLICATIONS**

- 7.1. As part of the consultation and engagement process, we are committed to hearing from a range of voices from the diverse communities of North Kensington.
- 7.2. An Equalities Impact Assessment will be carried out on the final Grenfell Recovery Strategy.

**8. LEGAL IMPLICATIONS**

- 8.1. This report has no legal implications.

**9. FINANCIAL, PROPERTY AND ANY OTHER RESOURCES IMPLICATIONS**

- 9.1. As it stands, this report has no financial implications. The financial implications of the Grenfell Recovery Strategy will be determined at the point of sign off when it returns to the Leadership Team in autumn 2018.
- 9.2. However, as set out at 5.14 above, the Council cannot resource the recovery alone and will need to seek support from partners, including central government. This support will be essential to honouring the commitments we have set out.

Robyn Fairman  
**Executive Director for Grenfell**

**Local Government Act 1972 (as amended) – Background papers used in the preparation of this report**

None

**LIST OF APPENDICES:**

Appendix 1 *Our Commitments to those affected by the Grenfell Tragedy.*

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<b>Formal clearance requirements for all key decision reports</b>	[insert]
Cleared by Finance (officer's initials)	FA
Cleared by Director of Legal Services (officer's initials)	LP
Cleared by Communications & Community Engagement (officer's initials)	MC