

Executive Decision Report

Decision maker and date of Leadership Team meeting or (in the case of individual Lead Member decisions) the earliest date the decision will be taken	Leadership Team 9 January 2019 Forward Plan reference: 05378/19/K/A Portfolio: Cllr Elizabeth Campbell, Leader of the Council.	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
Report title	GRENFELL RECOVERY STRATEGY	
Reporting officer	Executive Director for Grenfell Team	
Key decision	Yes	
Access to information classification	Public	

1. EXECUTIVE SUMMARY

- 1.1. The events of 14 June 2017 at Grenfell Tower were a terrible tragedy. 72 people lost their lives, including 18 children. It was the largest loss of life to fire in the United Kingdom since the Piper Alpha disaster of 1988 and the worst fire in domestic premises since the Second World War. 371 residents from the Tower and the Walk lost their homes in the fire and hundreds of others were evacuated in the immediate aftermath.
- 1.2. Since June 2017, the Council's primary focus has been the response to the tragedy, particularly the rehousing of former residents of Grenfell Tower and Grenfell Walk and the provision of practical, emotional and humanitarian support to the bereaved, survivors and others affected.
- 1.3. Eighteen months on, this report sets out the Council's plans to support long-term recovery for those affected, including survivors, the bereaved and members of the wider community.
- 1.4. In July 2018, the Council's Leadership Team agreed *Our Commitments to those affected by the Grenfell Tragedy* (Appendix One).¹ The *Commitments* and the accompanying report acknowledged the scale of the Grenfell tragedy and its profound impact on the bereaved, survivors and the wider community.

¹ The accompanying report is available [here](#).

- 1.5. The *Commitments*, jointly agreed with our NHS partners, pledged to develop a vision for the future in partnership with those affected. As part of the Council's commitment to long-term recovery, they recognised the need for a wide-ranging recovery strategy to address a range of social, economic, cultural and place-based concerns.
- 1.6. This report sets out the key elements of an overarching Grenfell Recovery Strategy to include:
- Plans for a **dedicated service** for the bereaved and survivors;
 - Plans to support the wider community, including **ongoing support to those affected** and a **community programme** for the local area focused on building community capacity;
 - A range of **wider initiatives** across the Council which will support recovery.
- 1.7. The plans set out here have been shaped by local intelligence, national and international evidence on disaster recovery, including the Joint Strategic Needs Assessment, and by a wide range of consultation and engagement activity that has taken place since the publication of the *Commitments* in July. The report summarises the evidence base for community-led recovery and shows how our conversations with the bereaved, survivors and the community have informed our approach. A shorter version of the report, summarising our plans, is attached at Appendix Four.
- 1.8. This report acknowledges that the Council alone cannot meet the needs of those affected by the Grenfell tragedy. The plans set out here will be delivered alongside the recovery efforts of a wide range of statutory and non-statutory partners, including the Government, the NHS, schools and local employers, local voluntary and community organisations and, most importantly, residents themselves. In particular, we recognise that the work of the Grenfell Tower Inquiry and the criminal investigation will be vital for the recovery process, especially for survivors and the bereaved, and the Council will continue to support the search for the truth.
- 1.9. It is critical here to note the enormous amount of work that survivors, the bereaved and the wider community have done to support, facilitate and drive their own recovery. We are indebted to them for their willingness to work with us and we are committed to supporting them to lead their own recovery wherever we can.

2. **RECOMMENDATIONS**

- 2.1. This report recommends that the Leadership Team:
- Approve the Grenfell Recovery Strategy and endorse the plans for the bereaved and survivors (the dedicated service), plans for the wider community, and wider changes and initiatives to support recovery;
 - Agree £50m of revenue funding to support recovery over the next 5 years.

3. REASONS FOR DECISION

- 3.1. The Leadership Team is asked to approve the Grenfell Recovery Strategy in order to support the bereaved, survivors and the wider local community to recover and to build better futures for themselves, their families and their communities.
- 3.2. The Strategy demonstrates the Council's commitment to supporting long-term recovery and seeks to honour the undertakings in the *Commitments to those affected by the Grenfell Tragedy*, previously agreed by the Leadership Team in July 2018.
- 3.3. The Leadership Team is asked to approve the strategy now, eighteen months on from the tragedy, in order to support the transition of Council services focused on emergency response to those that support the recovery of the bereaved, survivors and the wider community.

4. BACKGROUND

- 4.1. *The response to date*
- 4.2. The primary focus of the Council's response over the last eighteen months has been the permanent rehousing of survivors from Grenfell Tower and Walk who lost their homes in the fire, and the provision of humanitarian assistance to survivors, the bereaved and others affected by the tragedy. These two priorities were the main focus of the recovery plan put in place shortly after the tragedy under the emergency London Local Authority Gold arrangements. This plan was handed over to the Council in September 2017.
- 4.3. The rehousing of survivors is progressing. As of 24 December 2018, of the 201 households from Grenfell Tower and Grenfell Walk, 194 have accepted an offer of permanent accommodation and 165 have moved into permanent accommodation. 6 households are in hotel accommodation, 8 in serviced apartments and 21 in temporary accommodation. A dedicated Allocations Team continues to support the 7 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.
- 4.4. In addition to rehousing former residents of Grenfell Tower and Grenfell Walk, the other key focus of the Grenfell Housing Team has been the residents of the wider Lancaster West Estate who were displaced immediately after the fire as a result of loss of services. The majority of households have returned to their homes and those who feel unable to do so have moved to temporary accommodation, from where they will be rehoused through the Council's choice-based lettings system.
- 4.5. On the humanitarian assistance side, the Council and the NHS have worked in partnership to provide practical, emotional and specialist mental health support to those affected. This support has been delivered through the key work service,

commissioned mental health and emotional support services, NHS outreach work and grant funding of local voluntary and community organisations. Specific services have been commissioned for children and young people, including bespoke support in schools and additional discretionary funding provided through the Grenfell Education Fund.

- 4.6. 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 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 affected by the tragedy, in the context of a loss of trust in the Council and other statutory organisations. At this stage, levels of distrust and anger were high and this meant that the Council's support for these organisations was not widely publicised.²
- 4.7. Support has 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 evolved from an emergency assistance centre into a community centre offering a range of services and activities.
- 4.8. The role of the Council and other statutory organisations in response was alongside the extraordinary response from the local community itself, from friends, neighbours, voluntary and community organisations and others.
- 4.9. More detail on the evolution of the response to date and the wide range of support that has been provided since the tragedy is available in the Grenfell Recovery Scrutiny Committee report, 'Grenfell Team: Service Transition and Resourcing', attached at Appendix Two.
- 4.10. As part of the journey towards recovery, we are commissioning a review of the actions we have taken over the past eighteen months, not in an evaluative sense but to allow the Council, which has been responding to the largest UK tragedy in recent memory, to capture organisational learning while staff can still actively recall recent experiences. An in-depth account of our learning, including both areas of good practice and mistakes that have been made, is crucial for the Council as it transitions into recovery but also for the local government sector and the broader emergency planning and civil contingency community. It is anticipated that professional bodies and other stakeholders will gain from this learning and we are identifying key documentation that will be made available to future responders. This learning will be hosted on an accessible platform and we are currently in discussions with the Cabinet Office Civil Contingencies Unit Joint Organisational Learning team.

² For more detail, see the recent Grenfell Recovery Scrutiny Committee report, [RBKC Grenfell Response: Mental Health and Emotional Wellbeing Support](#) (November 2018).

4.11. *National recovery guidance*

4.12. The Council has worked closely with disaster recovery specialists and others with experience of the response to public tragedy over the last eighteen months and is committed to learning lessons from other recovery efforts wherever possible.

4.13. The national guidance defines ‘recovery’ as:

the process of rebuilding, restoring and rehabilitating the community following an emergency, but it is more than simply the replacement of what has been destroyed and the rehabilitation of those affected. It is a complex social and developmental process rather than just a remedial process. The manner in which recovery processes are undertaken is critical to their success. Recovery is best achieved when the affected community is able to exercise a high degree of self-determination.³

4.14. Government guidance recognises that there is no clear line between emergency response and long-term recovery but acknowledges that the recovery phase is nonetheless distinct and presents specific challenges and opportunities. It recognises that recovery is a complex and long-running process that will involve many more agencies and participants than the response phase.

4.15. The scale and complexity of the Grenfell tragedy mean that it does not easily fit the standard templates and guidance on response and recovery.⁴ After many disasters, recovery is able to begin within days of the incident itself. In the Grenfell context, by contrast, many elements of the response phase have had to be in place for longer. While some recovery plans are limited in scope, reflecting the limited impact of the incident, we recognise that the Grenfell tragedy demands a wide-ranging recovery strategy which addresses a range of social, economic, cultural and place-based concerns.

4.16. However, national and international recovery guidance is clear that enabling sustainable recovery ultimately 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 adapt and evolve over the past 18 months to meet changing needs and circumstances.

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/86302/Chapter_5.pdf.

⁴ See, for example,

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/253488/Emergency_Response_and_Recovery_5th_edition_October_2013.pdf.

4.17. As suggested by the definition of recovery cited above, the national and international evidence underscores the need for recovery to be community-led. This means that those affected and others in the local community should play a key role in shaping recovery. The national guidance states that:

[t]he management of recovery is best approached from a community development perspective. It is most effective when conducted at the local level with the active participation of the affected community and a strong reliance on local capacities and expertise. Recovery is not just a matter for the statutory agencies - the private sector, the voluntary sector and the wider community will play a crucial role.⁵

4.18. Where solutions are led by the community, local people are much more likely to have a greater sense of ownership over them and recovery is therefore more likely to be sustainable in the long term. This is especially important in contexts where there is a lack of trust in public authorities.

4.19. *Joint Strategic Needs Assessment*

4.20. In July 2018, the Council published a Joint Strategic Needs Assessment, *A Journey of Recovery: Supporting health and wellbeing for the communities impacted by the Grenfell Tower fire disaster*.⁶ The Needs Assessment gave an initial assessment of the specific impacts of the fire on the local community and made a number of recommendations for how a range of statutory and non-statutory agencies, including the Council, should approach recovery.

4.21. The report's eight recommendations are summarised below:

1. **A long-term commitment to recovery from all partners.** Partners including Kensington and Chelsea Council, the NHS and Central Government, as well as local schools, housing associations, voluntary and community organisations and others at all levels need to commit to a long-term recovery.
2. **A commitment to addressing long-standing needs locally.** There was significant need in North Kensington prior to the fire. Those needs have not gone away, it is vital not to underserve those whose health, social and welfare needs are ongoing.
3. **Permanently rehousing survivors.** Rehousing survivors is critical to recovery including ensuring they are well supported in their new homes.
4. **Ongoing monitoring of the physical health of those impacted on the night of the fire.** There needs to be ongoing monitoring and support for

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/253488/Emergency_Response_and_Recovery_5th_edition_October_2013.pdf (p. 85).

⁶ <https://www.jsna.info/document/journey-recovery-needs-assessment>.

physical health, particularly for survivors who were exposed on the night of the fire.

5. **A diverse and well-resourced strategy to support mental health and wellbeing across the community.** There will be significant need to support mental health and wellbeing, delivered in ways which recognise diversity in the ways people want to be supported and which effectively reach all different parts of the population.
 6. **Establishing the future of Grenfell Tower and the site.** The future of Grenfell Tower and the site is critical to recovery.
 7. **Putting community at the heart of recovery.** National and international guidance makes it clear that a successful, sustainable recovery must be community-led, with public bodies working in partnership with communities, investing in local services and community assets which allow communities to support themselves.
 8. **Continuing to understand emerging need and adapt the strategy with high-quality data.** There is a need for high-quality data to understand the ongoing scale and nature of the impact and recovery and ensure we understand how effectively people's needs are being met. This needs to be used to adapt the recovery strategy as new insight is gained as to the ongoing impact and what support is making a difference.
- 4.22. Alongside the Council's Grenfell Recovery Strategy, the NHS will be developing a recovery plan focusing on physical and mental health. This will be informed by the international peer review exercise currently underway to review mental health provision and inform the approach going forward. West London Clinical Commissioning Group summarised their work in this area in a recent report presented to the Grenfell Recovery Scrutiny Committee in November 2018.⁷
- 4.23. In addition to the specific recommendations outlined above, the Needs Assessment also identified eleven 'foundations for the future' which, it argued, underpin a successful, inclusive and sustainable recovery effort. In particular, the report demonstrated that long-term recovery is about trying to build a positive legacy that helps to address existing inequalities and that it involves both investment in communities and broader changes to ways of working.
- 4.24. Echoing the national and international evidence summarised above, the Needs Assessment made it clear that recovery should be delivered by 'public bodies working in partnership with communities, investing in local services and community assets which allow communities to support themselves'.⁸ Two of the 'foundations

⁷ [Report on Mental Health by West London Clinical Commissioning Group](#) (November 2018).

⁸ *A Journey of Recovery*, p. 110.

for the future' refer explicitly to the importance of developing community capacity to ensure that local people continue to play a role in shaping their recovery:

- Ensure that people affected by the fire have control over their lives and can be involved in the decisions that affect them (Foundation 2);
- Provide support for local community capacity by ensuring there is investment in people and physical spaces where people come together and help each other (Foundation 9).

4.25. The plans for recovery set out in this report address the Needs Assessment recommendations directly and aim to build on the 'foundations for the future' to build a positive legacy for those affected and for the wider local community. However, the Council cannot implement the Needs Assessment's recommendations alone and we recognise that we are one of many agencies that will play a vital role, including the NHS, the Government, local schools, voluntary and community organisations, and residents themselves.

4.26. *Drawing on local expertise*

4.27. The Needs Assessment makes clear that recovery should be informed by the 'detailed insights that communities have about what is needed and what would make a positive difference'.⁹ In addition to the consultation and engagement activity described below, the plans set out here have also been shaped by a number of reports by local organisations, including:

- Musawa, *Maybe Things Can Change: A BME community needs assessment after Grenfell*.¹⁰
- Muslim Aid, *Mind the Gap: A review of the voluntary sector response to the Grenfell tragedy*.¹¹

4.28. *The Council's approach to recovery*

4.29. The Council has made a number of public commitments since the tragedy that have shaped the approach to recovery set out in this report.

4.30. *The Charter for Families Bereaved Through Public Tragedy*

4.31. In December 2017, the Council signed the *Charter for Families Bereaved Through Public Tragedy* (Figure 1). In doing so we committed to caring for those affected and supporting them by being as open and candid as possible in dealing with the Grenfell Tower Inquiry, inquests and other investigations into the disaster. In

⁹ *A Journey of Recovery*, p. 91.

¹⁰ http://www.musawa.org.uk/wp-content/uploads/2018/07/MUSAWA_REPORT-Maybe_Things_Can_Change.pdf.

¹¹ https://www.muslimaid.org/upload/cmspage/grenfell-report/11-12-18_14-08-55_grenfell_report-cc_no_bleed.pdf.

adopting the Charter, we committed to learning the lessons of the Hillsborough disaster to ensure that the perspective of bereaved families is not lost.

- 4.32. As the author of the Charter, Bishop James Jones, makes clear in his report, '*The patronising disposition of unaccountable power: A report to ensure the pain and suffering of the Hillsborough families is not repeated*', committing to the charter is not simply a matter of signing a document but of effecting a substantial change in the culture of public bodies.¹² This change involves acting in an open and transparent way and putting the public interest ahead of a public body's own reputation. The Council acknowledges that its approach to the Grenfell Tower Inquiry and any criminal investigation is vital for demonstrating its commitment to the Charter.
- 4.33. We believe that the plans for recovery set out here are also in keeping with the letter and the spirit of the Charter and, in particular, with the commitment to ensure that 'processes are in place to allow the public to hold us to account for the work we do and the way in which we do it'.

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/656130/6_3860_HO_Hillsborough_Report_2017_FINAL_updated.pdf.

Charter for Families Bereaved through Public Tragedy

In adopting this charter I commit to ensuring that [this public body] learns the lessons of the Hillsborough disaster and its aftermath, so that the perspective of the bereaved families is not lost.

I commit to [this public body] becoming an organisation which strives to:

1. In the event of a public tragedy, activate its emergency plan and deploy its resources to rescue victims, to support the bereaved and to protect the vulnerable.
2. Place the public interest above our own reputation.
3. Approach forms of public scrutiny – including public inquiries and inquests – with candour, in an open, honest and transparent way, making full disclosure of relevant documents, material and facts. Our objective is to assist the search for the truth. We accept that we should learn from the findings of external scrutiny and from past mistakes.
4. Avoid seeking to defend the indefensible or to dismiss or disparage those who may have suffered where we have fallen short.
5. Ensure all members of staff treat members of the public and each other with mutual respect and with courtesy. Where we fall short, we should apologise straightforwardly and genuinely.
6. Recognise that we are accountable and open to challenge. We will ensure that processes are in place to allow the public to hold us to account for the work we do and for the way in which we do it. We do not knowingly mislead the public or the media.

*Figure 1: The Hillsborough Charter*¹³

4.34. *Our Commitments to those affected by the Grenfell Tragedy*

4.35. In July 2018, the Council published *Our Commitments to those affected by the Grenfell Tragedy*, which were subsequently agreed by the Leadership Team. This document acknowledged the depth of the Grenfell tragedy and the range of issues that it has raised for those affected.

4.36. In particular, the *Commitments* recognised the lasting impact of the tragedy on those who lost loved ones and on residents of Grenfell Tower and Grenfell Walk who lost their homes. The *Commitments* also acknowledged the complex and wide-ranging impact of the fire on the local community. The report demonstrated the Council's commitment to supporting long-term recovery for those affected,

¹³ Taken from Jones J, 2017, *The patronising disposition of unaccountable power*, House of Commons.

recognising that it would be a whole Council endeavour, delivered in partnership with others.

4.37. The *Commitments* were jointly agreed with our key NHS partners, West London Clinical Commissioning Group and the Central and North West London NHS Foundation Trust, on the understanding that each organisation would set out its own plans for recovery informed by a shared set of principles. We set out the three principal aims of our shared approach:

1. 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 into new permanent homes.
2. To facilitate community-led recovery for the wider community, helping people build a better future for themselves and their families and to secure improved life chances and opportunities for all.
3. 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.

4.38. The *Commitments* also set out key medium and long-term outcomes for recovery, which are detailed at Section 9 of this report.

4.39. Specifically, the Council committed to:

- Working closely with bereaved and survivors to co-design a dedicated service to meet their long-term needs;
- Working with the wider community to understand their concerns and priorities as a basis for developing a community-led approach to recovery.

4.40. Building on evidence about the importance of community-led recovery, the *Commitments* signalled the Council's intention develop plans with those affected. Since July, we have been working with the bereaved and survivors and with the wider community on the different elements of recovery.

4.41. One notable feature of post-disaster contexts is the importance of balancing the need for consultation and engagement with the requirement for leadership and decisive action.¹⁴ During the engagement activity that has taken place since the tragedy, we have repeatedly heard residents express a desire for the Council to listen more *and* for us to focus on getting things done. In this strategy, we have

¹⁴ See, for example, the Red Cross NZ report, *Leading in Disaster Recovery: A Companion Through the Chaos*, available at:

https://www.redcross.org.nz/documents/39/Leading_in_Disaster_Recovery_A_Companion_Through_the_Chaos.pdf.

tried to strike a balance between these two things, demonstrating an overall direction of travel while showing how local people will continue to be involved in the plans for recovery.

4.42. *Co-designing a dedicated service with the bereaved and survivors*

4.43. In July 2018, we began conversations with survivors and bereaved families to co-design a service that would meet their needs, now and in the future. Over 700 individuals were invited to contribute to this process and given an opportunity to shape the model and we had input from seventy-one families.

4.44. Throughout August and September, the Council consulted with the survivors and bereaved to understand the needs and expectations of those who will use the service. Our approach aimed to learn from what has worked well with current services such as the key work service, resettlement service and others as well as what changes they would like to see.

4.45. This engagement took several forms, including:

- A letter sent to the survivors and bereaved asking them to respond to a questionnaire asking what their long term support should look like;
- 1:1 conversations with survivors and the bereaved;
- Drop-in sessions at the Grenfell United (GU) Space, Family and Friends Assistance Centre (FFAC), and the Curve.

4.46. Through this engagement, survivors and the bereaved identified the following key priorities to support individual recovery:

- Practical and emotional support;
- Specialist physical and mental health;
- Resettlement support to help people feel more comfortable in their new homes;
- Education for children and adults;
- Support with training and employment;
- Peer support.

4.47. We also heard a number of ideas for how the service should look and feel:

- The service should be formed of a multi-disciplinary team with individuals who are empathetic and willing to go the extra mile;
- The service should be committed to finding alternative solutions if they cannot be directly delivered within the service;

- The service should be available to the survivors and bereaved in person, on the phone, over a website and in writing, with one named point of contact for each family who knows the issues they face and the support they need;
 - The service should be readily accessible in the evenings and on weekends (for example, for those who have returned to work);
 - The service should be governed by a professional Board;
 - All avenues of support that the service provides should be shared with the wider team so that the survivors and bereaved have access to a consistent offer.
- 4.48. A model for the dedicated service was then developed and shared at a Feedback Day in September 2018 for the bereaved and survivors to give their views on. This was further refined and finalised in meetings with Grenfell United and Grenfell Walk Residents' Association, incorporating any feedback given. It was also converted into a video and shared via key WhatsApp groups. Work continues with a small group of bereaved and survivors to further develop and implement the new model.
- 4.49. *Working with the wider community*
- 4.50. In addition to this work with bereaved and survivors, the Council committed to working with the wider community to understand their priorities for recovery. In September 2018, we launched a 'Creating Stronger Communities' engagement exercise, focusing on several key themes which had been identified as important to people in the local area: community; young lives; jobs and skills; places and spaces; health and wellbeing; and diversity.¹⁵
- 4.51. Between September and November 2018, the Council engaged with a wide range of residents' groups, faith groups and local community organisations in a variety of settings. This was not a traditional consultation exercise focused on fixed options. Instead, we asked broad open-ended questions in a wide variety of settings about what mattered most to people. In line with learning from national and international guidance, the consultation sought to develop a positive vision for the future, shaped by the community's priorities and aspirations. Rather than a 'one off' exercise, this marked the start of a new way of working with residents, led by the Community Engagement Team but supported by colleagues across the Council. Appendix Three describes the approach to the engagement and the main findings.
- 4.52. As part of the 'Creating Stronger Communities' conversations, we heard over 800 ideas from nearly 300 people. Most residents did not refer directly to the Grenfell tragedy in their responses but focused on what the Joint Strategic Needs Assessment identifies as 'the building blocks of wellbeing'; everyday concerns about employment, health, education and housing. Residents also clearly

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

articulated the importance of building on the existing strengths and resources of communities to shape recovery.

4.53. The ten most popular themes and ideas raised by residents during the ‘Creating Stronger Communities’ conversations were:

- Build more social housing for local people and improve the repair and maintenance of the Council’s housing stock;
- More affordable sports and fitness activities;
- Need to identify projects and initiatives that bring communities together so that people feel part of something positive – use the talents and skills within the community to do this;
- More affordable childcare provision, nursery, half-term activities, holiday clubs and after school clubs;
- The Council needs to employ more people from backgrounds that represent the community;
- More support for young people to get into work. Need to focus more on pathways to employment and further education;
- Need more places for young people to hang out which are available during half terms, summer break and weekends that are structured;
- Protect community buildings and spaces;
- Need to improve community safety. Focus needs to be on local residents feeling safe where they live.
- All service providers and frontline workers should be trained in equalities and disabilities. Anyone in the Council should understand enough about cultural background and disability to help residents.

4.54. Evidently, these aspirations cut across the work of the Council, its statutory partners, community and voluntary organisations and the private sector. They are indicative of the community’s wider priorities for the future and will require concerted action across the piece.

4.55. Given the wide-ranging nature of these priorities, the Council is proposing to take forward the outcomes of the ‘Creating Stronger Communities’ in two ways:

- Through a **community-driven development programme** focused on Notting Dale. This will provide ways for local people to play a more active role in setting priorities, offer support for local organisations to build capacity and leadership, and mobilise community strengths to create further opportunities for recovery

and renewal. This will be delivered alongside **ongoing support to those affected** from the wider community.

- Through a **range of Council-wide initiatives**, including a Housing Strategy (combining plans for new social homes with changes to Housing Management), the development of a Council Plan, an Economy Strategy (to include economic inclusion and opportunities for local people), and a new People Strategy. These wider initiatives will help support recovery by tackling existing inequalities and addressing the wider determinants of health and wellbeing.

5. PROPOSAL AND ISSUES

5.1. The following sections summarise the plans for each of the core elements of recovery:

- a **dedicated service** for bereaved and survivors;
- plans for the wider community, including **ongoing support for those affected** and a **community programme for the local area**;
- a range of **Council-wide initiatives** designed to support recovery.

6. A DEDICATED SERVICE FOR BEREAVED AND SURVIVORS

6.1. One of the key foundations of recovery identified by the Joint Strategic Needs Assessment published in July was the need to provide joined-up, holistic and personalised health and care support to the close family bereaved and survivors. In July 2018, the Council therefore committed to developing:

a dedicated service in continued partnership with [survivors and the bereaved]. This service will act as a point of contact, navigation and liaison with other services and will help families to focus on the areas that are a priority for them. This will be joined up with the mental and physical health offer and will be flexible enough to adapt to survivors' changing needs, now and in the future.

6.2. The dedicated service will be the core element of recovery for those most affected by the tragedy and is at the heart of the Council's plan for recovery. The service has been jointly designed with its users, with the Council seeking input and approval from representatives of the bereaved and survivors on all aspects of the programme, including them in the recruitment of staff and continuing an ongoing dialogue to ensure that the service can adapt to meet changing needs. Officers

continue to work closely with survivors and the bereaved to develop and implement the plans.

6.3. *Key Features of the model*

6.4. The dedicated service will act as a point of contact, navigation and liaison with other services. It will offer the survivors and bereaved consistent, culturally appropriate services to support them.

6.5. Each family will have a designated Support Worker who will be their consistent, named point of contact who will take responsibility for helping them accessing the services they need. The Support Worker will aim to build a strong relationship with the family so that they can understand the different issues they are facing so that they can help them access the support they need.

6.6. The Support Worker will do this by:

- **Directly providing the service.** The Support Worker will be part of wider dedicated service team which is formed of people with different specialisms, expertise and experience in areas such as: bereavement; supporting individuals and families through public inquiries and criminal investigations; resettlement, education, employment and enterprise; and physical and mental health. No one Support Worker will have this all-round expertise or specialism; however, as a team they will be able to collectively support families with the services they need.
- **Helping to navigate and access a wider set of services** that a family may need now and in the future.
- **Advocating on behalf** of the survivors and bereaved when they have difficulties and doing everything they can to find a way to help.

6.7. The dedicated service will not:

- Provide direct financial support, but it will help to find another solution to the problem. The dedicated service will not provide any one-off payments or reimburse any travel costs. However, those who are still in emergency or temporary accommodation will still be able to access transition payments when they move into permanent accommodation;
- Replace any existing services such as Adult Social Care, Children's Services, directly provided Mental Health Support or GP provision. It will help to link survivors and the bereaved to the support they need;
- Be an emergency service.

6.8. *How the service has since been developed and delivered*

- 6.9. During the consultation process it was agreed that the service will be initially established by the end of 2018, with a full service up and running by April 2019.
- 6.10. We have worked closely with a working group of survivor and bereaved representatives in order to implement elements of the dedicated service from early December 2018.
- 6.11. Table One shows how the priorities from the consultation have guided the development of the service.

Table One: Guiding principles arising from the consultation

Principle	Progress to date
It is staffed by people who demonstrate the right values and ethics in supporting the survivors and bereaved.	An initial team of Support Workers and Team Managers has been appointed from the existing Key Work functions and FFAC Team. Representatives of the bereaved and survivors were at the heart of this process, including: <ul style="list-style-type: none"> • Agreeing case study exercises and interview questions for candidates including establishing 'what good looks like' in their responses • Appointing the initial team of Support Workers and Team Managers
It is based at a location that the survivors and bereaved are comfortable with and that is not the Town Hall.	Approval was received to complete minor building works to the existing FFAC site for the bereaved in order to host the dedicated service.
The bereaved and survivors continue to have ongoing say in how the service is run so that it is providing you with the support you need	Strong relationships have already been built up with the working group who have been guiding the development of the service with us. We have laid the foundations for this to form a formal steering group whilst the full service is set up and additional representatives will be appointed where necessary to ensure that the bereaved and survivors are fully represented.
It has clear policies and procedures in place so that you have clarity about what the service can and cannot do	A handbook has been developed for agreement with the survivor and bereaved working group. This will be openly available to all those who are accessing the service and help ensure consistency

6.12. *Next Steps*

- 6.13. From December 2018 and March 2019, the survivors and bereaved will be supported to transition from the current Key Work service and into the dedicated service. This will ensure that all of the survivors and bereaved have access to the full service from April 2019.
- 6.14. In addition, an action plan (Table Two) is currently being developed in partnership with the NHS which includes the following priorities for the full service to be up and running:

Table Two: Plans for developing the dedicated service

Workstream	Priority
<i>Staffing</i>	Further phases of recruitment will take place between now and March so that the service is fully staffed. This will start with offering opportunities for front-line roles to the existing resettlement team, NHS colleagues and wider council services, before looking to appoint to the back office roles.
<i>Governance and Organisational Form</i>	<p>The current working group will be formalised as a steering group which will bring in additional professional expertise to sit alongside the survivors and bereaved representatives and work under a Terms of Reference. This group will continue to develop the ways of working for the service and additional representatives will be appointed where necessary to ensure that the bereaved and survivors are fully represented.</p> <p>In its current form, the dedicated service is Council-led. Discussion will begin in the New Year on the long-term organisational form for the dedicated service, which in turn will determine its appropriate governance structures. A proposal of options for the future organisational form will be drafted in the New Year for agreement with the dedicated service steering group.</p>
<i>Key Partnerships</i>	<p>Joint working with NHS</p> <p>Building on our joint commitments to those affected, we are currently working to align and integrate NHS and Council services as closely possible within the dedicated service. This will include:</p> <ul style="list-style-type: none"> • A team of Support Workers with a health background funded by the CCG that work alongside Council funded Support Workers with

	<p>Social Work, Resettlement and Employment Support experience.</p> <ul style="list-style-type: none"> • Co-location across two sites in order facilitate multi-disciplinary team meetings between Support Workers and Clinical Staff. • Co-ordinated and aligned work with specialist Mental and Physical Health NHS provision to ensure people receive a joined-up service. • Co-ordinated commissioning across the dedicated service, Health social prescribing and Victim Support commissioning. • Ensuring targeted interventions are most effective and avoid any duplication. • A shared communications approach to ensure families receive simple, clear messaging. <p>Victim Support</p> <p>We are also working with Victim Support, who are the leading experts in dealing with bereavement in suspected crimes.</p> <p>We will work closely with Victim Support, while respecting the independence of this service. Our teams will be co-located and will share relevant expertise ensuring that the bereaved are provided with the support they need to help them access and feel supported when attending the Inquiry and/or any future criminal process.</p> <p>We are also exploring how our integrated Support Workers can be trained and learn from the bereavement specialism that the Victim Support Case Workers hold to ensure sustainability of our combined offers.</p>
<p><i>Services on offer</i></p>	<p>We are working to develop a cohesive programme that brings together all of the components that were set out during the consultation:</p> <ul style="list-style-type: none"> • Continued Resettlement Support: The service will work to help people feel more comfortable and settlement in their new homes and environments, supporting them to build partnerships and links as well as managing practical issues as they move towards independence in their new properties. • Physical & Mental Health offer: Our Support Workers will be trained and able to provide emotional

	<p>and personal support to help people recover and work with community and health partners to offer sustainable peer support provision. Importantly, they will be integrated with the specialist provision provided by NHS partners as outlined above.</p> <ul style="list-style-type: none"> • Educational offer: A wide-reaching educational offer will be developed in collaboration with representatives of the survivors and the bereaved in the new year. The current proposal is that a new post of Senior Advisory Teacher will be created within the dedicated service. They will be an education specialist and monitor and track individual children’s education progress, advocating with schools and arranging additional support where necessary. They will be linked to the Council’s Children’s Services and will work with parents, carers and schools, to ensure a tailored approach to education for all the survivor and bereaved children eligible for the service. Children and their families will be offered an individual plan setting out clear educational outcomes with the aim of enabling every child to reach their full potential. This provision will be supplemented by additional support where required. • Support with training and employment: A support offer will be developed which will include: digital inclusion and building confidence in digital skills; building aspiration and opportunities for young people; and supporting adults to be able to move into tech or digital careers. This will be managed by some focused digital and employments co-ordinators. This will be supplemented by an existing offer provided by Clement James which includes general employment support to help people re-enter the job market and look forwards towards their futures. <p>All of these components will aim to help people envisage a new normal and move forwards at their own pace.</p>
<p><i>Communications</i></p>	<p>As part of the integration plans with the NHS, a shared communications function for the dedicated service will be developed and implemented.</p> <p>As part of the training and employment offer currently being developed, we will develop a website and possibly an App for the dedicated service that can provide</p>

	<p>updates and bespoke support and reassurance to those who use the service.</p> <p>In line with our ethos of ensuring that the service should be led by the survivors and bereaved, we will commission an organisation who can work with the survivors and bereaved to produce these products so that they in turn can manage them in the future</p>
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7. SUPPORTING THE WIDER COMMUNITY IN RECOVERY

7.1. The support for the wider community in recovery will take two main forms:

- ongoing support for those affected, with a focus on emotional support and mental health, support for children and young people, and targeted employment support;
- a community programme for the local area to develop community capacity and enable long-term community-led recovery.

7.2. Ongoing support to those affected

7.3. In addition to the specialist support available to survivors and the bereaved through the dedicated service, there is a clear need for ongoing support for members of the wider community affected by the tragedy. This includes those who have accessed the key work service, outreach support and/or other commissioned services during the response phase but who do not meet thresholds for statutory services.

7.4. The NHS provides mental health services and West London Clinical Commissioning Group leads on commissioning in this area. However, in the immediate aftermath of the tragedy, the Council commissioned a range of lower tier mental health and emotional support services from local providers to support the clinical services provided by NHS colleagues. The rationale for the Council stepping in to provide emotional support services was that many of the mental health impacts of traumatic events take time to manifest. In the immediate aftermath of the tragedy, immense feelings of grief, anger, and bereft-ness were obvious and these responses could be supported through emotional support rather than clinical mental health services. The services commissioned include emotional support in schools, enhanced drug and alcohol services, and therapeutic activities for children and families.

7.5. The Joint Strategic Needs Assessment identified several areas of ongoing need in the local area. It also set out some indicative priorities for future commissioning for the Council and the NHS, including in key areas such as mental health and emotional support and employment support. Residents also identified a number of

health and wellbeing priorities as part of the 'Creating Stronger Communities' conversations, including:

- ongoing mental health support to those who need it, delivered in accessible and welcoming settings;
- using local people with skills and training to provide mental health support to their communities;
- culturally sensitive and appropriate mental health support for men;
- access to information and services to promote healthy living, including sports and fitness activities.

7.6. Employment, skills and opportunities for economic improvement were recurring themes of the 'Creating Stronger Communities' conversations. In particular, people mentioned pathways into employment and training, support for residents to upskill and progress in employment and better information advice and guidance on local and London-wide employment and training opportunities.

7.7. In addition to the plans for an Economy Strategy and the new borough-wide approach to work and skills described below, there is clearly an ongoing need for locally commissioned support in this area, especially for those who may have been affected by the tragedy. Building on the very good local provision already available, there is a need for more tailored employment support for those with emotional or mental health needs. Those providing this support will need to work closely with a range of local partners, including GP surgeries, DWP and other support services.

7.8. In summary, the key commissioning priorities identified by the Public Health Needs Assessment, and mentioned during the 'Creating Stronger Communities' conversations are:

- Targeted employment support for those affected by the tragedy to support them into work or to progress in work;
- More targeted support for groups with particular needs, especially young BME men;
- Support for residents to overcome loneliness and social isolation, including peer support;
- Support for children and young people, both in schools and in the wider community.

7.9. In addition to the specific needs mentioned above, the Needs Assessment underscored the importance of recognising diversity in recovery across the piece, ensuring that cultural competency is at the heart of the approach to commissioning services across the Council and the NHS. This finding was echoed by the findings

of the qualitative research conducted by Musawa, a consortium of 11 BME organisations working in North Kensington, and throughout the ‘Creating Stronger Communities’ conversations.¹⁶

- 7.10. Both the Needs Assessment and the conversations with residents also emphasised the importance of working with the local voluntary and community sector to provide services which effectively meet residents’ needs. The Needs Assessment made particular mention of groups under the umbrella of Together for Grenfell, which were effectively reaching out and supporting those who have difficulty accessing mainstream services.
- 7.11. In recovery, our priority will be to commission community-based services to address the needs identified above, working closely in partnership with Health colleagues to ensure that these services are joined up and accessible to all. Such services will support residents with their short-term needs while building resilience to enable recovery in the long term. These plans are described in Table Three.

Table Three: Components of the ongoing support to those affected in the wider community

Element	Description	Timescales for delivery
Ongoing outreach and signposting support for those affected	A community-based outreach team, plus additional support through the Malton Road hub.	Already in place. To continue into 2019-20, based on levels of need and ongoing evolution of NHS mental and physical health offer.
Emotional support	Non-clinical community-based emotional support, including culturally sensitive services and support for people to overcome social isolation.	Many services already in place, with others to be commissioned in particular areas in early 2019, where necessary.
Emotional support in schools where children are affected	Funding agreed for schools to support young people. Consultation to be launched on future model for Grenfell Education Fund.	Already in place. Support to continue into 2019-20.
Support with employment, training and enterprise	Building on existing provision, we will be looking to work with local providers, including the	Some support already in place. Additional support to be commissioned in early 2019 where

¹⁶ http://www.musawa.org.uk/wp-content/uploads/2018/07/MUSAWA_REPORT-Maybe_Things_Can_Change.pdf.

	voluntary and community sector, to meet local needs.	necessary, in line with local priorities and plans for a Council-wide Economy Strategy.
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7.12. Emotional support services commissioned by the Council will continue to be developed alongside clinical mental and physical health services commissioned by West London Clinical Commissioning Group (CCG). The CCG has invested over £16.4m in the North Kensington Health response with existing mental and physical health services in place from June 2017. NHS services include:

- Mental Health: a flexible approach adopted throughout, across various arms of Central and North West London NHS Foundation Trust Grenfell Health and Wellbeing Service (GHWS), including Outreach, CAMHS and Adults.
- Primary care: additional GP capacity to provide support and continuity of care to patients affected by the Grenfell fire tragedy. This includes referral to fast-track respiratory clinics.
- Health checks: a systematic programme of enhanced health checks and monitoring will commence in November 2018. This has been specifically designed as a direct response to the needs that have arisen from the Grenfell tragedy.

7.13. The NHS has committed to working long-term with everyone affected by the tragedy and has committed £50m to support physical and mental health services in place from June 2017. Alongside the Council's plans for recovery, the NHS is also developing its own North Kensington Recovery Plan. Some of the priorities for this plan identified through conversations with local people and community groups echo the findings of the 'Creating Stronger Communities' conversations, including:

- Creating services that understand faith, disability, maternity, sexual orientation and gender reassignment, ethnicity, culture, age and gender.
- Using social media to engage young people on health and wellbeing.
- Supporting people to lead independent and healthy lifestyles.
- Promoting NHS health and wellbeing services better.

7.14. In addition to services commissioned to meet existing needs, the Local Authority has also approved a budget of £400,000 for a five-year study to understand the health and wellbeing impact of those affected by the Grenfell tragedy (survivors, the bereaved and the wider community). The study will explore the impacts of the tragedy and the capacity for recovery and resilience through annual quantitative cross-sectional surveys undertaken by local Community Champions and in-depth

qualitative interviewing to generate granular insights into people's experiences. The study will be conducted and overseen by Imperial College's Department of Primary Care and Public Health and will enable public agencies to better support the affected communities going forward.

- 7.15. In recognition of the need to monitor the health of the affected populations after the fire, work has begun to develop an integrated whole systems approach to data, utilising existing data sources such as WHISC and building in other components. The work also includes the development of a health register, to track the health of those affected over the longer term.
- 7.16. **A community programme for the local area**
- 7.17. Local residents, neighbours, friends, existing community and voluntary sector organisations, and new and emerging groups provided the heart of the response to the tragedy.
- 7.18. We recognise that the community must also be at the centre of driving and shaping recovery. As noted above, national and international guidance suggests that where solutions are led by the community, local people are much more likely to have a greater sense of ownership over them. This is especially important in contexts where there is a lack of trust in public authorities. Foundation 2 of the Joint Strategic Needs Assessment makes clear that we must ensure that people affected by the fire have control over their lives and can be involved in the decisions that affect them.
- 7.19. Recovery is only going to be successful if statutory services, long-established voluntary and community organisations and new and emerging community groups are working together collaboratively towards a common purpose.
- 7.20. Existing initiatives such as the Community Champions programme show how this can work in practice. Community Champions use their local knowledge and skills to support communities to identify their own solutions to local needs, drawing on the principles of community development to promote sustainable recovery.
- 7.21. Recovery must mobilise residents' skills, talents and resources and give community leaders the opportunity to develop the skills needed to enable them to thrive and lead. Local residents with ambitions to shape recovery for their communities should be supported to form sustainable community organisations capable of operating within the grant funding and commissioning environments that they will have to navigate to survive.
- 7.22. Throughout the 'Creating Stronger Communities' conversations, residents clearly emphasised the importance of building on the existing strengths and resources of communities to shape recovery. Many residents mentioned the community's wide-ranging and inclusive initial response to the Grenfell tragedy in this context and expressed a wish to build on this in recovery.

7.23. This aspiration cut across the various themes of the consultation but was linked explicitly to the 'Community' theme. Some of the verbatim comments from the conversations on this theme include:

- 'Projects and initiatives that bring communities together so that people feel part of something positive.'
- 'Ask the community what they can do and match skills with initiatives.'
- 'Empowerment of local community.'
- 'More information needs to be communicated more widely as smaller organisations are kept out of the loop.'

7.24. The most commonly mentioned aspirations in this area were:

- the need to build community capacity and enable stronger community leadership;
- the need to use asset-based approaches, tapping into existing strengths and skills;
- the importance of the voluntary and community sector for recovery;
- the need to improve Council communications to all North Kensington residents;
- different views expressed about the role of the Curve in meeting community needs;
- potential role for local people as community champions and members of peer-to-peer networks to help connect with hard-to-reach groups;
- the need to ensure fair and transparent access to community spaces.

7.25. In sections 7.2-7.13, we show how the Council will commission support to meet some of the key needs identified in the Joint Strategic Needs Assessment, notably emotional and mental health support, employment support, targeted services for young BME men, and support to overcome social isolation and promote inclusion. In addition to these Council-commissioned programmes, we will establish a community programme that can start to address the full range of themes that guided the consultation, enabling local people to set priorities and focus resources on areas that matter most to them. This section outlines the shape of the programme, to be further developed in partnership with the community.

7.26. The community programme will go beyond the activities that the Council has already supported in the local area, seeking to help build community capacity and

enable community-led recovery, thereby delivering on the aspirations articulated by local communities over the last eighteen months.

7.27. The programme will be supported by the Council, but will be community-driven through a partnership of local statutory, faith, voluntary and community organisations. It will have a focus on Notting Dale, the ward most directly affected by the Grenfell tragedy, and will provide:

- new ways for local people to play a more active role in setting local priorities;
- a platform for groups and organisations to come together to share skills, knowledge and experience about activity on the ground and work collaboratively on local issues and concerns;
- support for local organisations to build capacity and community leadership to enable community-led recovery;
- ways for local people to come together and for communities to draw more effectively on their own strengths and resources to shape the future of the local area.

7.28. The key elements of the community programme are set out in Table Four.

Table Four: Components of the community programme

Element	Description	Timescales for delivery
A community leadership and development programme (<i>borough-wide, but with an initial focus on Notting Dale</i>)	Run from the Council in partnership with the voluntary and community sector and delivered in different settings across the borough.	To be up and running by July 2019.
Local partnership group (<i>focused on Notting Dale</i>)	Local partnership group bringing together statutory, voluntary and community partners to deal with local issues in a collaborative way.	To be up and running by March 2019.
Local grants pot (<i>focused on Notting Dale</i>)	A grants pot for local organisations, with priorities informed by the 'Creating Stronger Communities' consultation and parameters defined by the partnership group above.	To be up and running by July 2019.

Plans for community spaces	Council to work with the community to review use of existing and emerging community spaces in Notting Dale (including Council-funded facilities such as The Curve) and to agree best use of such spaces for the delivery of the community programme.	The Curve to remain in its current form until at least the end of July 2019. Co-design of the future of the Curve and Maxilla Walk during 2019.
Game 4 Grenfell Young People's Fund	Council has contributed £431,500 to this fund to support young people and community groups in North Kensington.	Already up and running; launched in October 2018, with first grants distributed in December 2018.
Communications	New North Kensington newsletter for the local area.	Currently Grenfell Support newsletter. North Kensington newsletter to be up and running by February 2019.

7.29. *A community leadership and development programme*

7.30. Throughout the consultation, residents repeatedly identified the need to support community capacity and leadership, especially for local organisations. Some examples of feedback on this theme include:

- '[We] require a community development strategy'
- 'Capacity building for grassroots organisations specifically.'
- 'Council to provide advice and support on how to set up residents' associations.'

7.31. As part of the community recovery programme, the Council is committing to developing a **specific community leadership and development offer** to support these aspirations. This will be supported by the Council in partnership with the local voluntary and community sector and delivered in settings across the borough, with an initial focus on the Notting Dale area. We will be looking for a community partner to help us deliver this programme.

7.32. The programme will help local organisations build capacity and develop community leadership skills. It will include the development of a toolkit and other resources which organisations can tap into and will provide peer support for new and emerging organisations to help them operate more effectively.

- 7.33. One of the remarkable aspects of the community response to the tragedy is the way numerous individuals and groups have come together to create a positive force for the future. Many of these groups need support to develop sustainable business plans, to manage the risks and liabilities of their operations (including compliance with relevant legislation etc.), to be in a position to apply to statutory agencies for grant funding, and to bid for commissioning contracts. This support will be a key plank of the community development programme.
- 7.34. Many of the individuals who have taken a lead in the community response and recovery have invested huge amounts of time, effort, emotion and other personal resources in doing so. The Council will invest in a community leadership programme to support these individuals, where they wish to be supported, helping them to make the most of their immense skills and develop them further to contribute to recovery. By helping to build capacity within communities, we can ensure a sustainable, community-led recovery which draws on existing strengths, talents and skills.
- 7.35. *A local partnership group for the area and a grants pot specifically for community priorities.*
- 7.36. The Council is proposing to establish a **local partnership group** focussed on Notting Dale to support community-led recovery. This group aims to bring together the Council with statutory partners, voluntary and community organisations and residents to enable a joined-up approach to key issues at a local level.
- 7.37. The group will enable local ownership of the recovery programme and will support the delivery of the key objectives outlined above through:
- developing further and refining the priorities identified as part of the ‘Creating Stronger Communities’ conversations;
 - fostering closer collaboration among statutory and community partners to help support recovery;
 - sharing information and intelligence about the situation on the ground to enable more joined up decision-making;
 - exploring the use of existing community spaces and other assets to ensure they are being used in the most effective way;
 - reviewing existing services and community activities and identifying duplication and/or opportunities for collaboration;
 - improving communications about existing services, using new and existing communications and engagement channels.

- 7.38. Alongside this group, the Council will establish a **local grants pot** with funding specifically for the community priorities identified through the ‘Creating Stronger Communities’ conversations.
- 7.39. In the year and half after the tragedy many funders set up grants programmes to support the community and voluntary sector deal with the impact of the tragedy and support the affected community. The Council itself contributed significant funding to the community and voluntary sector, commissioning over £6m of grants in 2017-8.¹⁷ London Funders, the K and C Foundation, the Evening Standard Fund and the Westway Trust are also grant givers in this area and have established community funds. Join-up and shared information will be crucial to ensure that monies being spent in the local area achieve maximum benefits for local people.
- 7.40. One of the roles of the partnership group will be to ensure that the activity on the ground is co-ordinated, with clear communications and join up between provision to avoid duplication. The group will help to refine the community priorities and ensure that the local grants pot complements other available sources of funding. The priorities, criteria for allocation and details and timing of application processes will all be developed over the next six months. In developing the programme, we will be mindful of the significant funding already going into the community and voluntary sector, working closely with others to ensure the monies achieve maximum impact.
- 7.41. The infrastructure to support the community leadership programme, the local partnership group and the administration of the grants pot will be established within the Council, alongside the Community Engagement team.
- 7.42. *Plans for community spaces*
- 7.43. The Council is committed to working with the community to review use of existing, emerging and new community spaces in Notting Dale and to agree the best use of such spaces for the delivery of the community programme. To date, the Curve has been the core Council-funded facility for the wider community. It has acted both as a physical space for the community to run events and activities themselves and as a point of delivery for additional services, which have evolved over time to reflect the changing needs of local people.
- 7.44. Currently, the services available from The Curve go some way to meeting the priorities raised through the ‘Creating Stronger Communities’ conversations, but we are equally aware that it is not a resource that everybody in the community feels comfortable using. Having been established in the immediate aftermath of the tragedy, it has represented a significant part of the expenditure on the wider community recovery to date.

¹⁷ Outlined in the Grenfell Recovery Scrutiny Committee report, [RBKC Grenfell Response: Mental Health and Emotional Wellbeing Support](#) (November 2018).

- 7.45. While a clear vision for the centre has been articulated in a paper presented at a recent meeting of the Grenfell Recovery Scrutiny Committee¹⁸ and the centre is being used by a large number of people, we are mindful that it continues to need to adapt and change to reflect the needs of the community. We recognise that The Curve should only continue to exist for as long as it is providing services that the whole community needs and wants.
- 7.46. This community recovery programme goes beyond the existing users of The Curve so any decisions about its future and its budget must take into account a wider set of views than before. Importantly, the offer must also be clearly defined as one part of the overall programme and must complement existing provision across the voluntary and community sector in the area. This means that the scale and the scope of the current offer may need to change as the programme develops. Looking across the whole programme, we have identified a number of different possible futures for The Curve and we want to discuss this further with the Curve's Board of Governors, its users and members of the wider community who may not currently be making use of its services.
- 7.47. We anticipate that The Curve will continue in a broadly similar way until July 2019, providing time for discussions with the community. For the longer-term, the possible options we have identified so far are as follows:
- The first option would be for The Curve to remain as a well-resourced community hub, charged with delivering the central priorities identified as part of the 'Creating Stronger Communities' conversation. This would ensure that the community understands The Curve's purpose and that the centre has a clear remit, for which it will be accountable to its users and the Council.
 - The second option would be to reduce the overall resources allocated to the Curve, by reducing either the number of staff or the centre's activities budget, while giving the centre a clearly defined role in relation to the wider programme. The centre could remain a central hub that is open to all, while freeing up resource for other aspects of the community programme.
 - A further option would be to taper down staffing and activity at the centre more quickly after July 2019, allowing resource to be redirected to alternative community spaces in the area sooner. The physical space at the centre would be retained for continued use by the community until other community spaces currently in the pipeline are open for use.
 - The Curve's Board of Governors is actively thinking about the future of the Centre and is developing its own proposal alongside the above options. Their vision would see the Centre operating independently from the Council as a legacy for North Kensington, with trauma support for those affected,

¹⁸ [Services at The Curve](#) (October 2018).

opportunities for local residents and a thriving, warm and dynamic community centre that reflects the rich culture of the local area.

7.48. *Communications*

7.49. Throughout the consultation we heard a repeated demand for information about existing services and activities to be circulated more widely to people in the area. It was recognised that there is already a lot on offer in North Kensington, but that local people and organisations are not always aware of it. As one resident put it:

There is a real lack of coordination and lack of communication in North Ken – there is so much going on and support on offer but people don’t know about it. Even local organisations do not know what other local organisations or the Council are doing.

7.50. Producing high-quality and accessible communications is a priority for the whole Council. In North Kensington specifically, the challenge is to make information more readily available in order to ensure that people know what is going on. Feedback from the consultation also mentioned the need to use social media more effectively to communicate with residents and promote activities.

7.51. These concerns will be addressed through a new North Kensington newsletter with details of key events, activities and services on offer in the area. The newsletter will be printed in hard copy for the first few months and we will then review the arrangements. It will be promoted through social media and the Stronger Communities website and made available in key community locations. Alongside the work of the local partnership group and Council-wide efforts to improve communications, this will help to promote a joined-up approach in partnership with other organisations.

7.52. **Addressing the top 10 ideas from the ‘Creating Stronger Communities’ Ideas Day**

7.53. The following table summarises the top ten ideas from the ‘Creating Stronger Communities’ conversations and the activity that is going on across the Council to take them forward. Some of the activity will be able to be taken forward through the Community Programme described in 7.14-7.46, but other ideas will need Council-wide action, or are issues for other public or private sector organisations.

Table Five: Top ten ideas from the Creating Stronger Communities Ideas Day

Idea	How it is being addressed	Lead
Build more social housing for local people and improve the repair and	<ul style="list-style-type: none"> • Plans for refurbishment of Lancaster West Estate • Plans to build more social homes • Plans for refurbishment across Council stock 	Housing

maintenance of the Council's housing stock.	<ul style="list-style-type: none"> • Consultation on future of Housing management 	
More affordable sports and fitness activities.	<ul style="list-style-type: none"> • Community programme • Council can make information more easily available • New Leisure contract to include enhanced provision from April 2019 • NHS plans (e.g. social prescribing) 	Community Engagement / Environment and Communities
Need to identify projects and initiatives that bring communities together so that people feel part of something positive - use the talent and skills within the community to do this.	<ul style="list-style-type: none"> • Community programme (including local partnership group, future of community spaces and community development and grants programme) 	Community Engagement / Environment and Communities
More affordable childcare provision, nursery, half term activities, holiday clubs and after school clubs.	<ul style="list-style-type: none"> • This is not something the Council provides directly, but we can work to make information on existing services more accessible to residents. 	Children and Family Services Communications
The Council needs to employ more people from backgrounds that represent the community.	<ul style="list-style-type: none"> • Development of a new Council People Strategy 	Human Resources
Need for more structured activities for young people, including during half terms, summer break and weekends.	<ul style="list-style-type: none"> • Community programme • Development of a new youth offer • Council to make information more readily available 	Children and Family Services Community Engagement / Communications
More support for young people to get into work. Need to focus more on pathways to employment and further education.	<ul style="list-style-type: none"> • Development of an Economy Strategy with a focus on young people 	Economic Development
Protect community buildings and spaces.	<ul style="list-style-type: none"> • Co-design plans for Maxilla • Community programme 	Corporate Property Community Engagement

	<ul style="list-style-type: none"> • Agreement on North Kensington Library 	Libraries
Need to improve community safety. Focus needs to be on local residents feeling safe where they live.	<ul style="list-style-type: none"> • Local partnership board to include Police • Independent community safety review will ensure a more joined-up approach with residents and communities playing a central role in agreeing outcomes. 	Community Engagement Community Safety
All service providers and frontline workers should be trained in equalities and disabilities. Anyone in the Council should understand enough about cultural background and disability to help residents	<ul style="list-style-type: none"> • People Strategy to address training needs across Council staff and elected members. 	Human Resources Governance

8. WIDER INITIATIVES ACROSS THE COUNCIL

8.1. The feedback from the ‘Creating Stronger Communities’ consultation has made it clear that recovery will be an undertaking for the whole Council. This section summarises some of the activity across the organisation to support recovery in key areas across two key areas:

- Physical renewal, housing and housing management
- Other changes at the Council to support recovery

8.2. Physical renewal, housing and housing management

8.3. In most post-disaster contexts, urban reconstruction is the most pressing challenge facing public authorities and recovery plans often focus on urban regeneration and renewal.¹⁹

8.4. In many respects, the Grenfell context is different, but residents raised a number of place-based issues in their feedback, particularly concerns relating to housing. We recognise that the following activities will make a critical contribution to recovery:

¹⁹ See, for example, the Christchurch recovery plan available at: <https://ceraarchive.dpmc.govt.nz/sites/default/files/Documents/christchurch-central-recovery-plan-march-2014.pdf>.

- the development of a memorial on the Grenfell Tower site, which the Council is supporting through the transfer of the site to Government;
- the plans for the refurbishment of the Lancaster West Estate, working with residents in new ways to shape the programme;
- wider plans for refurbishment across the Council's housing stock and changes to housing management services;
- plans for building new social homes across the borough;
- a community-led planning exercise to inform the future of the area under the Westway flyover.

8.5. *Long-term future of the Grenfell Tower site*

8.6. The Joint Strategic Needs Assessment clearly demonstrated the importance of the future of Grenfell Tower and the surrounding area for community recovery, with one of the report's eight recommendations the need to establish the future of the Tower and the land on which it stands.

8.7. Since shortly after 14 June 2017, the site has been managed independently of the Council, which takes no role in day-to-day management or decision-making. However, as landowner, the Council continues to have statutory responsibilities under Health and Safety and other legislation. Since August 2018, these duties have been discharged through the appointment of a Principal Designer.²⁰ The Principal Designer works closely with the Site Management Group and other agencies and briefs the Council on its statutory responsibilities.

8.8. 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*. These made it clear that decisions about the long-term future of the site, including the establishment of a memorial, would be led by representatives of the bereaved, survivors and the wider community.

8.9. In September 2018, the Government announced plans to establish a Grenfell Tower Memorial Commission to decide the long-term future of the site.²¹ This is expected to lead to a fitting memorial to those who lost their lives in the Grenfell tragedy, as agreed in the *Principles*. The Commission will comprise 10 community representatives, with 5 from the bereaved families, and will seek the views of the local North Kensington community through its consultations. Over the coming months the community will be asked to nominate their representatives and an independent chairperson will be confirmed.

²⁰ [A9 – Technical Health & Safety advice and support in relation to Grenfell Tower](#) (July 2018).

²¹ <https://www.gov.uk/government/news/memorial-commission-to-honour-victims-of-grenfell-tower-fire>.

- 8.10. As part of the journey towards a fitting memorial, in August the Government announced its intention to take responsibility for the Grenfell Tower site. As set out in the December Leadership Team report, the Council is facilitating the transfer of the Grenfell Tower site to central government, with a final agreement expected in early 2019.²²
- 8.11. Once ownership transfers, the Government will take all operational decisions about safety, security and access until the site's long-term future has been determined by the Grenfell Tower Memorial Commission. The transfer will ensure that the Council continues to take no role in the management of the site, in accordance with the wishes of the bereaved and survivors.
- 8.12. *Soil and air quality issues*
- 8.13. Air quality monitoring has been conducted by Public Health England since shortly after the fire. In response to concerns about environmental quality in and around Grenfell Tower and heightened anxieties expressed in recent months, the Government has announced that it will be leading the commissioning of a programme of environmental monitoring in the area.²³
- 8.14. 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.
- 8.15. As well as ongoing air quality monitoring at the site, the plans involve:
- 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
- 8.16. *The Lancaster West Estate*
- 8.17. As the estate which had Grenfell Tower at its heart, the future of Lancaster West will be critical for wider community recovery. Since shortly after the fire, the estate has been managed separately from the Council's wider housing stock.
- 8.18. The Lancaster West Neighbourhood Team has developed a new approach to estate management, working closely with residents to deliver improvements to housing management services, especially repairs. The Lancaster West Team is now employing a number of local people to deliver services to residents on the estate. The Team has also established its own communications channels, including

²² [A6 – Proposal for transfer of the Grenfell Tower site to Government](#) (December 2018).

²³ <https://www.gov.uk/government/news/further-environmental-checks-for-grenfell-site>.

the Lancaster West newsletter, to keep residents informed about what is happening on the estate.

- 8.19. A programme of improvements to the estate has been underway since last year and the Council has spent £1m to date to support this. The initial backlog of repairs has been halved, jobs are now being completed more quickly and resident satisfaction with repairs in November was at 86%. This work has been critical to supporting those initially displaced by the fire who wished to return home to do so.
- 8.20. Following the Grenfell tragedy, the Council publicly stated its commitment to refurbish the Lancaster West Estate sensitively and collaboratively. Our ambition is to create a model for social housing in the 21st century. The Council has committed £15m to fund this major capital project, with a further £15m allocated by central government in the 2017 Autumn Statement. We continue to seek additional sources of funding to support the refurbishment.
- 8.21. The Council is working in partnership with local residents through the Lancaster West Residents' Association (LWRA) to co-design the refurbishment of the estate. After extensive discussion with residents at LWRA meetings last year, the Lancaster West Neighbourhood Team and the LWRA agreed 10 key principles, which set out the overarching aims of the refurbishment programme and describe how the Council will work with residents:
1. The refurbishment will be resident led.
 2. The refurbishment work will be done sensitively and in co-operation with residents.
 3. There will be no demolition of people's homes on the Lancaster West Estate.
 4. We will create a model estate where the community can be proud to live and that the Council can be proud to own.
 5. We will make sure residents can make real choices on the refurbishment.
 6. We will listen to all age groups and communities on what improvements they want to see.
 7. The refurbishment will aim to provide local jobs and skills training for local people.
 8. The refurbishment will improve local services so that they are of a high quality.
 9. The refurbishment will create a sustainable estate that can be maintained to a high standard.
 10. There will be transparent decision making and feedback provided by the Council at each step.

- 8.22. In late 2017, a team of designers, including a consortium of architects, was engaged to explore initial ideas with residents for improving the estate. An extensive programme of engagement with residents was carried out from January to March 2018. The engagement programme included two 'Ideas Days', held at Kensington Leisure Centre, and a wide range of other activities, including leafleting and door-to-door engagement across the estate, block meetings, home visits and contact by telephone and email. The ideas developed to date are summarised in the *Lancaster West Estate Refurbishment: Report of Initial Ideas*, published in April 2018.²⁴
- 8.23. The Lancaster West Neighbourhood Team has completed works on a number of demonstration flats, which will give residents an idea of some of the options for the refurbishment programme, and is working with residents to establish a 'Lancaster West standard' to inform the programme.
- 8.24. A detailed scope of works has been drawn up based on the ideas developed to date and 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.
- 8.25. A Steering Group has been established and Block Representatives are working with the Residents' Association to ensure involvement from residents across the estate. The next stage will be to procure design and development contractors for early works, expected to begin in 2019.
- 8.26. In addition to the plans for refurbishment, the Council is also developing a Local Lettings Plan for the Lancaster West Estate and Bramley House. The Local Lettings Plan will see empty and Council properties on the Lancaster West Estate and in Bramley House offered first to existing tenants of the Estate and Bramley House, who need and want to move to a more suitable home, but who wish to remain in the same area.
- 8.27. The Council worked closely with residents of the Estate and Bramley House whose views were instrumental in shaping the proposals. The public consultation ran for four weeks up to the 30 November 2018 and represented the final stage of consultation on the Plan.
- 8.28. Following a careful review of the feedback to the consultation, the final proposals for the Local Lettings Plan will be presented to the Leadership Team on 9 January 2019. If agreed, it is anticipated the plan will be launched towards the end of January 2019.
- 8.29. *Plans for the refurbishment of the Council's wider housing stock and changes to Housing Management services*

²⁴ http://lancwestrefurb.com/PDF/230418/17-180410_LW_Report_of_Initial_Ideas_FULL_REPORT_V2.pdf.

- 8.30. Kensington and Chelsea's housing stock was managed by the Kensington and Chelsea Tenant Management Organisation until services were handed back to the Council on 1 March 2018. Significant changes to services have been made since then to address key resident priorities. The Council conducted an audit of outstanding repairs shortly after handback, which highlighted a backlog of over 5,000 repairs. This backlog has now been reduced to close to zero.
- 8.31. Since the handback of services in March, the Council has developed a completely new approach to engaging with residents. We are working hand-in-hand with residents both to understand the problems they face on their estates and to find and agree solutions to those problems.
- 8.32. The Council has re-established the main resident forum, the Tenants' Consultative Committee (TCC), which meets monthly and brings together representatives from residents' associations and compact members. A disability forum has been established to capture the views and priorities of disabled residents and an action plan is being developed to tackle the issues they have identified.
- 8.33. In addition to this activity, residents and the Council have jointly selected a community engagement company (Traverse) to facilitate a borough-wide conversation about how residents want their homes to be managed in future, setting out what is important to residents such as how repairs and major works should be done and by whom. A Resident Engagement Steering Group has been set up to oversee this work.
- 8.34. In addition to this, the Council has set up a number of 'task and finish' groups involving Council tenants to focus on key areas that are important to residents. The majority of these have been up and running for several months, with residents directly influencing policy and decision-making. Through these groups we have identified a number of issues including:
- Customer services, including the development of a Residents' Charter;
 - Contracting major works;
 - Estate services;
 - Antisocial behaviour;
 - Links between housing and adult social care, supporting residents to stay in their homes.
- 8.35. *Plans for building new social homes across the borough*

- 8.36. The Grenfell tragedy has thrown the housing issues facing Kensington and Chelsea into sharp relief. Housing was not an explicit theme of the ‘Creating Stronger Communities’ consultation but it was raised repeatedly by residents in their feedback, with genuinely affordable and accessible housing for local people a recurring theme throughout. One of the core foundations for recovery identified by the Public Health Needs Assessment was the need to ‘prioritise housing and healthy environments for all while maintaining the ties that bind existing communities to the places in which they live’.²⁵
- 8.37. The Council has committed to finding ways to deliver genuinely affordable homes, including building homes itself. We believe that there are opportunities for several thousand new homes that could be delivered without impacting existing estates. We have committed to consulting local residents and the community on our plans and, where applicable, to direct proceeds towards the maintenance of existing homes.²⁶
- 8.38. The Council is exploring a programme to deliver approximately 300 new Council homes alongside 300 open market homes. Building homes directly is new to the Council and we have applied to the Greater London Authority for a grant to help fund this first tranche of new council homes. Building homes in house will have benefits in terms of cost, risk management, specification and quality of build. It is proposed that the Council’s housebuilding scheme would be self-financing. In order to ensure that the cost of delivery would be returned to the Housing Revenue Account to replenish funding for future affordable units, the Council would need to deliver homes on the open market, either for sale or for rent. Delivery of homes for open market sale would provide a capital receipt to fund new affordable homes; alternatively, renting them would provide a longer term revenue stream.
- 8.39. The Council has also committed to supporting landowners to develop new housing across the borough, including genuinely affordable homes, wherever it can. We will work collaboratively with developers and other housing providers to progress opportunities to achieve this. These new homes must be balanced with better transport links, employment opportunities and other facilities to support and maintain communities.
- 8.40. The Council has committed to engaging residents fully in the pre-planning process to ensure that planning applications are aligned to what residents would like to see for their area as well as take into account housing need. What is needed is extensive consultation with residents, led by Planning but supported by our Community Engagement team. We are committed to reviewing our statement of community involvement and will be talking to all stakeholders about this early next year.

²⁵ *A Journey of Recovery*, p. 105.

²⁶ See the Council’s recent discussion paper, [Kensington and Chelsea Homes: Solving the Challenge Together](#) (October 2018).

- 8.41. This borough is attractive to developers. We will challenge viability and press developers to deliver much-needed affordable homes on their sites as well private housing. It is Council policy to support mixed tenure and to build genuinely affordable homes within private developments.
- 8.42. The Council continues to invite feedback from residents and other stakeholders on all of these issues.
- 8.43. *Community involvement in planning and development, including for the area under the Westway*
- 8.44. The Westway cuts through North Kensington and has a significant impact on the area in a variety of ways. The Council is committed to facilitating a community-led planning exercise to develop plans for improving the area under and near the Westway. This will provide an opportunity for a new approach to this area, including proposals for new and improved facilities or uses to serve the area, an improved physical environment and measures to reduce the impact and effects of the Westway.
- 8.45. There was a clear aspiration expressed by the community as part of the ‘Creating Stronger Communities’ conversations to be more involved in planning and development in the borough. All councils have a Statement of Community Involvement which explains how they will involve the community in planning. The Council has committed to reviewing ours with the community and this work will begin in January 2019. The approach developed with the community will then be used both for the community-led planning for the Westway and to develop the planning policies in our next Local Plan.
- 8.46. **Other changes underway at the Council to support recovery**
- 8.47. The consultation raised a range of other issues, including:
- The need for the Council to employ more local people from a wider range of backgrounds;
 - the need for more extensive training for members and officers around cultural awareness;
 - the importance of accessibility of Council services and communications to all (regardless of language, culture, religion, disability, age etc.);
 - the importance of transparency in decision-making;
 - the importance of treating all residents fairly and equally;
 - the need to make more information, advice and guidance available on opportunities for education, training and employment;

- the importance of a good mix of education and training provision across schools and colleges (especially functional and digital skills, ESOL etc.);
- the need to support local people to overcome barriers to work and to focus on pathways to employment and further education;
- the need to support residents to upskill, move off low pay and progress in employment;
- the need to build better links with local businesses;
- the need for more targeted information, advice and guidance for young people, especially for work experience, training and apprenticeships;
- the need for better advocacy, advice and support for young people;
- the need to make sports and other forms of physical accessible more affordable or accessible;
- the importance of accessibility of public spaces for those with disabilities;
- the importance of local concerns about anti-social behaviour and community safety.

8.48. In addition to shaping the Recovery Strategy, the feedback from the 'Creating Stronger Communities' conversations will also inform Kensington and Chelsea's Council Plan, which is due to be agreed in Spring 2019 and will set out the Council's overall strategic vision and priorities over the next four years.

8.49. The Council is already embarking on a range of work to support the aspirations outlined above, including:

- Implementing the recommendations of the Centre for Public Scrutiny review and launching an area governance review, with a new approach to decision-making involving local people;
- Developing an Economy Strategy to promote a joined-up approach to work, skills and enterprise in the borough, including ways of using procurement to promote social value;
- Launching a Youth Review and developing a new Youth Strategy to reflect the views of young people across the borough;
- Developing a new Workforce Strategy, to include opportunities for local people to ensure the Council reflects the communities it serves;
- Introducing a new culture change programme within the Council, with serving communities at its heart;

- Creating an Interfaith Network: useful discussions have already taken place, including closer involvement of faith groups in emergency planning, including spiritual support. The Network is also being used to share information and consult as part of the journey towards recovery;
- A Memorandum of Understanding on the long-term future of North Kensington Library has been agreed and signed by all parties.

8.50. *Implementing changes to the way decisions are made at the Council*

8.51. In March 2018 the Centre for Public Scrutiny published their review of the way the Council makes decisions, including recommendations for the Council to consider.²⁷ In July 2018 the Council agreed an action plan in response to these recommendations, with a wide range of actions including:

- i. The Council has adopted the twelve ‘good governance’ principles proposed by the Centre for Public Scrutiny and embedded them in its new Values and Behaviours as part of a commitment to organisational change.
- ii. Consultation is underway with local residents across the borough about their priorities for the place and their families, building on the ‘Stronger Communities’ consultation. This will inform the new Council Plan to be agreed in the Spring.
- iii. A review is underway of how both Borough-wide and area systems of decision-making will work in the future. A panel of councillors is meeting in public to consider a range of options and to hear views from local people.
- iv. Listening Forums have been taking place in venues around the Borough, enabling the Leader and members of the Leadership team to hear directly from residents about the things that matter most to them.
- v. A Citizens’ Panel is being established to support the Council to consult with people from a wide range of backgrounds across the Borough.
- vi. The effectiveness of Scrutiny is being developed, including training and development for councillors on Scrutiny Committees, and ensuring a greater focus on the most important issues for the Borough and the Council.
- vii. Improvements to the Council website are being planned to make it easier to find information about the Council’s decision-making process and how to get involved

²⁷ <https://www.cfps.org.uk/change-council-independent-review-governance-royal-borough-kensington-chelsea/>

- viii. Training for council officers about effective engagement will be delivered in January so that local people are better involved and consulted when the Council is developing new policies.
- 8.52. More information about this work and the action plan can be found at: www.rbkc.gov.uk/council-and-democracy/how-council-works/change-council.
- 8.53. *Developing a borough-wide Economy Strategy*
- 8.54. In addition to the employment and skills support built into the dedicated service and targeted support commissioned for local residents as part of the community programme, the Council is also looking more broadly at its role in promoting jobs, skills, and enterprise across the borough.
- 8.55. As part of this, we are developing a borough-wide economy strategy, to enable residents and businesses to make the most of the opportunities afforded by London's economy. The strategy will make a key contribution to the delivery of the Council Plan and will be an important borough wide document. The plan will be published in late spring/early summer 2019. To make the strategy a success, and to ensure its aims are taken forward, the Council is working closely with residents, stakeholders, partners, the voluntary and community sector, Kensington and Chelsea College, residents, and businesses.
- 8.56. The development of an economy strategy for the borough is designed to deliver a greater focus on addressing jobs, skills and enterprise needs for the North Kensington community as well as the borough as a whole. The 'Creating Stronger Communities' consultation and the Youth Services Review have identified a number of important areas for development and priorities that will be taken forward as part of the strategy.
- 8.57. Kensington and Chelsea is a unique borough and it requires a strategy that builds on its strengths and ensures everyone is able to benefit from those, as articulated in the Stronger Communities consultation feedback. The borough has a world class visitor, retail and hospitality offer and international cultural assets. The borough has the highest median salaries in the country and most of the borough's residents who are in employment are highly skilled, working in high-paid professions. Kensington and Chelsea is an attractive location for businesses and has a very entrepreneurial population: the borough, including North Kensington, has a higher proportion of self-employed people than elsewhere in London.
- 8.58. However, despite the concentration of wealth in the borough, there are areas of significant deprivation. In the north of the borough, in south west Chelsea and in pockets within Earl's Court, a wide range of indicators (including unemployment, benefit claimant rates, low income and low skills levels) are high, indicating deprivation across multiple domains. Where residents are out of work, they are more likely to have complex barriers to employment (such as physical and mental health needs).

- 8.59. As a result of analysis of data and the labour market, early discussions with partners, stakeholders, residents, businesses as well as the feedback through the Stronger Communities consultation three broad emerging priority themes have been identified: employment and skills, business and enterprise and planning and infrastructure. These themes will be further developed in partnership with stakeholders and residents to form the strategy.
- 8.60. Key elements of the employment and skills theme include exploring the ways the Council can drive this agenda (as an employer, through procurement and through its influence) as well as ensuring the right support is available and accessible to residents. This includes: personalised and targeted support to help those who are long-term unemployed into work, and helping residents to move into and progress through work, by ensuring the right skills provision and support are in place. This also includes ensuring that information about the provision available is easily available, with particular focus on information, advice and guidance for young people. There is a range of support available in the borough in relation to employment, business and enterprise and a history of partnership working and activity to meet employment needs, but more is required to ensure support is coordinated, has visibility and to increase access to support where necessary.
- 8.61. The Council also has a clear role to play in the jobs and skills agenda, as identified in the consultation feedback. The Council's role includes a commitment to pay the London Living Wage, increasing and encouraging apprenticeships and local employment within the Council itself and with local businesses, and embedding social value within the Council's procurement activity. The Council is already promoting local awareness of Council job opportunities and providing apprenticeships and supported internships. There are currently 18 new start apprentices and 12 young people with Special Educational Needs hosted in supported internships within the Council. The Housing Management team is ensuring local people get a chance to benefit from employment opportunities arising from repair works and future estate management (so far, 3 local residents have been employed on the repairs service, with others in the wider team). Contract specifications for refurbishment of the estate will include a requirement to provide employment and skills opportunities for local residents.
- 8.62. For business and enterprise, it means ensuring that Kensington and Chelsea remains a competitive location for business and the borough's key business sectors, as well as finding new ways of supporting enterprises to start, stay, develop and grow in the borough. This includes supporting local residents to develop their own businesses and making it easier for people to find information about local businesses. The Council is seeking to develop a more coordinated approach to working with local businesses to increase numbers of apprenticeships and employment opportunities for local residents.
- 8.63. Ensuring the Council makes the most of development in the borough and infrastructure to support good growth, build strong and inclusive communities will also be important. The visitor economy is a key part of the borough's character and

ensuring that this is supported and residents are able to benefit from opportunities will be key.

8.64. *Implementing a new youth offer*

8.65. In December 2018 the Council agreed the outline of a new youth offer that has been co-designed with young people to reflect local priorities and ambition for the future. This seeks to diversify provision across the borough and deliver a broader programme of activities for young people in line with their interests and priorities, with increased funding for activity-based provision (including a budget for young people to directly allocate).

8.66. The Council has engaged with 1015 stakeholders including 771 young people as part of a comprehensive borough-wide review, which has explicitly taken into account the impact of the Grenfell tragedy. The offer will be delivered through the following four strand which respond to young people's priorities:

- A wider range of activities, programmes and 'pop-up' provision, with a blend of activities run from youth clubs and more provision run across the borough in flexible spaces, making the most of local assets;
- Provision of targeted and outreach youth work offer, which addresses young people's concerns about safety as well as providing additional support to young people who need it, particularly those with mental health issues;
- A strong youth participation offer, supporting young people to participate in decision-making about the service. This will include the development of a youth parliament, with the potential for a Young Mayor;
- A network of locally based provision, with two main hubs (one in the Lancaster Road area and one in the south of the borough) coordinating a rich and varied offer of activities and support to young people;
- The creation of a Youth Foundation which will look to provide a voice for the youth sector, build capacity, offer networking opportunities, promote sustainable funding streams and facilitate the sharing of spaces.

8.67. These priorities reflect the concerns that we have heard as part of the 'Creating Stronger Communities' consultation.

8.68. *A new People Strategy*

8.69. The Council is drafting a People Strategy which outlines its approach to recruitment, equalities and leadership in the Grenfell recovery phase. This will be launched in line with the new Council Plan in early 2019. We have started to map the home locations of the Council's workforce and more staff come from the borough and neighbouring boroughs, than from other locations. Public sector staff, most of whom are not highly paid, live mainly in areas where social/affordable housing is

available. The mapping exercise shows that staff commute into the borough from across London and the rest of the country, in some cases supported by remote/flexible working.

8.70. An RBKC internal employment network has been established to ensure going forward stronger links are being built with organisations seeking to support disadvantaged local people into employment and strengthen links to local schools & colleges. Since 2012 the Housing and Employment team have provided:

- 6 work experience opportunities for school children aged 14-16;
- 23 volunteering opportunities for 17 – 55 year olds, 2 of which are currently on placement;
- 14 of the 23 volunteers have secured work so far, and 6 of the 14 now work for the council.

8.71. We run a Supported Internship programme and we currently have 12 young people with Education, Health and Care Plans working at RBKC. We currently have 64 apprentices working with us and 14 of these are new recruits at entry level. Looking ahead we want to expand the number of entry level apprenticeships available to the local community and promote these actively through schools, colleges and the youth service.

8.72. As at March 31 2018, over 28% of the Council staff come from Black, Asian and Minority Ethnic (BAME) communities and our white staff also come from a diverse range of EU and non EU countries. There is however under-representation of BAME staff at senior levels in the organisation only 7% of our top 5% of earners are from BAME backgrounds. A new leadership development programme will help to develop the pipeline of BAME senior leaders.

8.73. All new RBKC staff are required to undertake diversity awareness training 462 staff have done so in the last 12 months. Cultural awareness training will commence for all staff in 2019, including ex-TMO staff who joined the Council in March 2018. A comprehensive training programme covering customer service, communications skills, management essentials, safeguarding, health & wellbeing and technical training is now in place for this important group of staff. Local residents have also agreed to help us recruit and induct new housing staff to ensure they have the right values and behaviours. Training for them to do this will be provided in the new year.

9. OUTCOMES, MONITORING AND GOVERNANCE OF THE STRATEGY

9.1. The Recovery Strategy demonstrates a clear commitment to long-term recovery after the tragedy and to enabling, supporting and contributing to our communities in the long term. This strategy involves every part of the council pulling together to achieve the outcomes that the bereaved, survivors and the wider community need. However, the Council cannot support recovery alone. Our statutory partners (the NHS, the Police and Fire Service), our local schools, new and established

community and voluntary sector organisations, and, most importantly, our diverse communities themselves (whether communities of faith, neighbourhood or common purpose) will need to work together for an effective recovery. No one party can succeed without the contribution of others.

9.2. As we move from response to recovery, we will need to closely monitor the impact of the transition of services and the implementation of the Recovery Strategy.

9.3. National guidance makes clear the need to develop clear milestones for recovery in partnership with the community:

‘As part of the recovery strategy, it is recommended that various targets / milestones for the recovery are established and agreed. The community should be involved in establishing these targets. These targets provide a means of measuring progress with the recovery process, and may assist in deciding when specific recovery activities can be scaled down’.²⁸

9.4. *Our Commitments to those affected by the Grenfell Tragedy* set out high-level medium- and long-term outcomes for recovery. These were developed from our engagement with the bereaved, survivors and wider community through the first year after the tragedy and were supported by the Creating Stronger Communities conversations, though these conversations also identified other outcomes:

9.5. *Long-term outcomes for recovery, to 2027*

- Working closely with our health partners, the Council over the next ten years will work with communities to ensure that:
- The needs of the bereaved and survivors are met and they have built better futures for themselves and their families.
- Today’s children and young people have had access to a wide range of opportunities thanks to targeted support and are living happy and healthy lives.
- Local communities are economically thriving, healthy and safe places and spaces.
- All residents have access to good quality housing and public spaces.
- All council services are developed with communities and take account of their diverse needs and aspirations.

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/86302/Chapter_5.pdf.

- Communities feel fairly treated in relation to one another and their trust in local agencies and institutions has been rebuilt.

9.6. *Medium-term outcomes for recovery, to June 2020*

- Working closely with our health partners, the Council over the next two years will work with communities to ensure that:
 - All survivors and the bereaved have been offered the specialist support they need and are taking steps towards the future.
 - Children and young people affected by the fire feel confident about their futures and local schools are continuing to support them to achieve excellent results.
 - The future of the Grenfell Tower site is decided in a way that is acceptable to all parties, in full adherence to the Principles governing consultation on the future of the site, and survivors, the bereaved and the wider community can remember the Grenfell tragedy in the way that they want to.
 - Communities feel their voice is heard and they can access the services they need. These services have been developed in partnership with them. They are geographically based but accessible to all who wish to make use of them.
 - Strong and empowered partnerships exist between residents and the Council where honest and challenging conversations can take place and residents are involved in decision making and can hold public bodies to account.
 - All Council tenants have access to excellent housing management services, which have been developed in partnership with them.
 - The refurbishment of the Lancaster West Estate is complete and the estate is somewhere residents are proud to live.
- 9.7. For each of these high level outcomes, we will be developing a more detailed monitoring framework which will be used in the overall performance management framework of the organisation and of the broader partnership.
- 9.8. Delivering against these outcomes will require many organisations to work together. The Council's performance measures will relate to the areas which the Council controls. The measures will be embedded in the Council Plan and progress towards outcomes will be reported publicly at regular intervals. This will ensure that recovery objectives become a core part of the Council's regular performance monitoring activity.
- 9.9. In addition to the establishment of measures to monitor performance on the high-level outcomes, operational performance measures and indicators will be established for the dedicated service, the community programme and the wider

activity taking place across the Council. Within the Council, many of the outcomes will be measured through the monitoring of the individual strategies (housing, people, children and young people etc.), and through the Council Plan and performance monitoring framework.

- 9.10. Other agencies (such as Health services) will be responsible for determining their own performance metrics to measure their contribution to the outcomes. The NHS is consulting now on its North Kensington recovery plan, and will be setting measures by which their success can be measured.
- 9.11. A wider set of outcomes and measures owned by the whole partnership will be developed in line with the timing of the NHS recovery plan. We currently have an officer governance structure that acts as strategic partnership board. From April 2019, we will expand the remit of the Strategic Grenfell Response Board to become a Recovery Partnership Board with representatives of the Council (Chief Executive, Leader or Deputy Leader), NHS (both CCG Chief Executive and CNWL Chief Operating Officer), local Police Borough Commander, community and voluntary sector partners, and representatives of the bereaved, survivor and wider community. This board will meet on a quarterly basis.
- 9.12. The choice of measures is always critical in showing progress towards outcomes. Measuring outcomes is often difficult: proxies or other related measures are sometimes needed and data may be challenging to source or may not be available in 'real-time' (for instance, it may lag significantly behind the event it is meant to demonstrate). For the recovery strategy we will require three sets of measures and monitoring:
 - Measures that tell us whether the operational elements of the recovery are working as they should. This could include measures such as time taken to respond to a telephone call or a communication or time taken for an assessment to be carried out. For all the services that the Council delivers, operational performance is assessed, and these data are important for the managers of the service to understand, respond to and improve service standards.
 - Measures that tell us whether the outcomes set out in the strategy are being delivered and help us identify what further needs to be done. These outcomes will go beyond what is in the control of the local authority, and so the Council must identify measures that relate specifically to its contribution to overall outcomes. This set of measures will be used to determine whether the Council is delivering the outcomes that are within its control and identify the extent to which it is delivering on partnership-wide outcomes.
 - Finally, there are measures that can tell us whether the broad outcomes of the strategy are being delivered. These have to be owned, in the main, by the whole partnership, and monitored by a recovery partnership board.

- 9.13. Tables six and seven identify a set of possible measures which will form the basis of the outcomes monitoring framework. We will be discussing these with those affected and with our partners over the coming months, with a view to starting the monitoring regime in April 2019.

Table Six: Indicative outcomes framework to end of 2020

Outcomes from the <i>Commitments</i>, to end of 2020		
<i>Outcome</i>	<i>Indicative Council Measure</i>	<i>How often</i>
All survivors and the bereaved have been offered the specialist support they need and are taking steps towards the future.	Survey of those using the dedicated service, both satisfaction survey and detailed qualitative assessments Proxy measures: Complaints numbers, outcomes and intelligence	Yearly Quarterly
Children and young people affected by the fire feel confident about their futures and local schools are continuing to support them to achieve excellent results.	Monitoring of child survivors' educational outcomes through the dedicated service Monitoring of outcomes for the wider affected community through the wider Children and Young People Plan	Termly/ Yearly Various- Depends on the measure
The future of the Grenfell Tower site is decided in a way that is acceptable to all parties, in full adherence to the Principles governing consultation on the future of the site, and survivors, the bereaved and the wider community can remember the Grenfell tragedy in the way that they want to.	Government lead	
Communities feel their voice is heard and they can access the services they need. These services have been developed in partnership with them. They are geographically based but accessible to all who wish to make use of them.	Resident survey- measures on inclusion, trust and accessible services Proxy measure: Complaints intelligence	Yearly Quarterly
Strong and empowered partnerships exist between residents and the Council where honest and challenging conversations can take place and residents are involved in	Resident survey with measures on inclusion, trust and accessibility of services Proxy measure: Complaints intelligence	Yearly Quarterly Quarterly

decision making and can hold public bodies to account.	Report back from the local partnership group	
All Council tenants have access to excellent housing management services, which have been developed in partnership with them.	Tenant housing management survey	Yearly
	Outstanding repairs measures	Monthly
	Closed case assessment for landlord interactions	Monthly
	Proxy- complaint intelligence	Quarterly
The refurbishment of the Lancaster West Estate is complete and the estate is somewhere residents are proud to live	Delivery against Lancaster West refurbishment targets	Quarterly
Outputs arising from the 'Creating Stronger Communities' conversations		
Build more social housing for local people and (improve the repair and maintenance of the Council's housing stock- repeated above)	Delivery against plans for new social housing	Quarterly
More affordable sports and fitness activities	Measures relating to the new council Leisure contract (e.g. offer and participation Community programme grant monitoring	Quarterly Quarterly
Need to identify projects and initiatives that bring communities together so that people feel part of something positive - use the talent and skills within the community to do this	Community programme grant monitoring (including user feedback)	Quarterly
The Council needs to employ more people from backgrounds that represent the community	Staff diversity monitoring	Quarterly
Need for more structured activities for young people, including during half terms, summer break and weekends	Community programme grant monitoring Youth Strategy monitoring	Quarterly
More support for young people to get into work.	Development of an Economy Strategy with a focus on young people	Quarterly
Protect community buildings and spaces	Community programme monitoring	TBD

	Progress of plans for Maxilla Walk and The Curve	
Need to improve community safety. Focus needs to be on local residents feeling safe where they live	Community safety outcomes will be measured through the council plan, informed by the Community Safety Review	Various
All service providers and frontline workers should be trained in equalities and disabilities.	To be developed as part of the People Strategy and measured through the Council Plan	Quarterly

Table Seven: Indicative outcomes framework to the end 2027

Outcomes from the Commitments, to end of 2027		
<i>Outcome</i>	<i>Indicative Council Measure</i>	<i>How often</i>
The needs of the bereaved and survivors are met and they have built better futures for themselves and their families.	Survey of those using the dedicated service, both satisfaction survey and detailed qualitative assessments Health outcomes to be determined by NHS A range of public health measures monitored by the Director of Public Health, and reported in an annual report	Yearly
Today's children and young people have had access to a wide range of opportunities thanks to targeted support and are living happy and healthy lives.	Monitoring of child survivors' educational outcomes through the dedicated service. Monitoring of outcomes for the wider affected community through the wider Children and Young People Plan.	Termly/ Yearly Various, depending on measure
Local communities are economically thriving, healthy and safe places and spaces	A range of measures will be developed through the Council's Economy Strategy	Various- depending on measure Various, depending

	Community safety outcomes will be measured through the Council Plan	on measure
All residents have access to good quality housing and public spaces	Housing Management survey Resident survey	Yearly initially Yearly
All council services are developed with communities and take account of their diverse needs and aspirations	Council Plan measure Proxy measures- diversity measurements of council staff	Yearly
Communities feel fairly treated in relation to one another and their trust in local agencies and institutions has been rebuilt.	Resident survey	Yearly

10. CONSULTATION AND COMMUNITY ENGAGEMENT

- 10.1. The proposals set out in this report have been shaped extensively by engagement and consultation with those affected by the Grenfell tragedy. This reflects the undertaking in the *Commitments* to pursue a recovery that is community-led. Consultation and community engagement are at the heart of the approach and so are embedded throughout the report rather than confined to a single section.
- 10.2. The co-design process undertaken with survivors and the bereaved is described at sections 4.42-4.48 above and further details about the Creating Stronger Communities engagement can be found in Appendix Three
- 10.3. The plans for the dedicated service and the community programme will continue to be developed with residents through the mechanisms outlined in the main body of the report.

11. HUMAN RESOURCES AND EQUALITIES IMPLICATIONS

- 11.1. Issues of equality and diversity were raised repeatedly in the 'Creating Stronger Communities' conversations, with residents clear that it is vital for Council services and communications to be accessible to all residents, regardless of faith, language

or ethnic background. The importance of treating all residents fairly and equally was also recognised as vital and was also emphasised throughout.

- 11.2. It is hoped that the approach to working with communities to develop our plans has enabled us to address many of the equalities issues that might arise. Many elements of the dedicated service and the wider community programme are explicitly designed to have a positive equalities impact, supporting hard-to-reach group and those with protected characteristics.
- 11.3. A full Equalities Impact Assessment will be completed for each of the following elements of the strategy in early 2019:
 - the dedicated service, once the final model is agreed;
 - the key elements of the community programme, once these are finalised;
 - the wider initiatives planned across the organisation.
- 11.4. It is anticipated that the strategy will have an impact on two specific groups of residents:
 - Survivors and the bereaved who are eligible for the dedicated service;
 - Residents of Notting Dale and the surrounding area, who will have access to the various elements of the community programme.
- 11.5. The dedicated service for the bereaved and survivors will go beyond statutory duties and will provide a different level of service from that offered to other residents of the borough. This is justified by the unique and profound impact of the fire on these groups and the need to support them in their individual journeys towards recovery.
- 11.6. Similarly, the community-based services and initiatives on offer to residents of the Notting Dale area as part of the community programme will be different from existing provision elsewhere in the borough. This is justified by the geographically and spatially concentrated impact of the fire on the local area. However, many elements of the programme will be open access and so will be available to residents beyond the immediate area.
- 11.7. There is evidence that residents with protected characteristics are overrepresented in both of these groups. Further analysis will be conducted as part of the planned Equalities Impact Assessment but some initial demographic data is presented below.
- 11.8. *The bereaved and survivors*
- 11.9. Protected characteristics are overrepresented among both survivors and the bereaved.

11.10. Among these groups, there is:

- A higher proportion of women among both groups, with women accounting for 52.6 per cent of survivors and 54.1 per cent of bereaved individuals;
- A relatively young population as elderly people (above 65) represent at most 10 per cent of the total;
- A very diverse population in terms of ethnicity, with at least 85 per cent of people from a Black or Minority Ethnic (BME) background;
- A wide variety of languages is spoken and Islam is the most common religion, followed by Christianity.

11.11. *The wider community*

11.12. The elements of the community programme will be focused primarily on Notting Dale ward, though services will be open access and therefore accessible to a wider group of residents. This is an area of huge social and cultural diversity. 47.2 per cent of the ward's residents are from a Black or Minority Ethnic (BME) background, compared to an average of 28 per cent across the borough. The ward's population is disproportionately young, with 32.3 per cent under the age of 24, compared to 25.9 per cent across the borough.

11.13. The area is also an area with comparatively high levels of deprivation, with 43 per cent of households deprived in two or more domains (across employment, education, health and disability and housing), compared to a borough average of 22 per cent. It has relatively high rates of child poverty, with 43.9 per cent of children classified as living in poverty (after housing costs), compared to a borough average of 30.5 per cent.²⁹

11.14. The evidence from the Public Health Needs Assessment suggests that health outcomes in the north of the borough are worse than elsewhere. On many health indicators the population of North Kensington fare worse, with higher rates of cardio-vascular disease, lung cancer, child obesity and worse mental health than in the south of the borough. Data from primary care and mental health services, there are higher levels of mental health need in the north of the borough.³⁰

11.15. As noted below, further Leadership Team decisions will be necessary in order to establish the dedicated service and the core elements of the community programme, both of which may have equalities and human resources implications beyond those identified here.

²⁹ See <https://www.rbkc.gov.uk/pdf/Notting%20Daledata.pdf> (based on 2014 ONS data) and <http://www.endchildpoverty.org.uk/poverty-in-your-area-2018/>.

³⁰ *A Journey of Recovery*, pp. 34-36.

12. LEGAL IMPLICATIONS

- 12.1. The Leadership Team is being asked to approve the overall strategy, endorse the plans for a dedicated service, the community programme and wider initiatives to support recovery and also to approve a budget to implement this strategy. Under section 1 of the Localism Act 2011 the Council has the power to do anything that individuals generally may do. The power is wide and allows the Council to do anything (unless prohibited by law and subject to the public law principle to act reasonably) for the benefit of its area, those resident or present in its area or elsewhere.
- 12.2. Work will continue with the bereaved and survivors, the community and partners to take forward these three strands of the strategy. Further decisions will be sought from the Leadership Team, Lead Members or Executive Directors as required and in accordance with the Council's Constitution. If key decisions are required, the relevant procedures will need to be followed and the procurement or commissioning of any services undertaken in accordance with the Public Contracts Regulations 2015 and the Council's Contract Regulations. For each decision the relevant decision maker will be advised of the relevant legal, financial and other implications.

13. FINANCIAL, PROPERTY AND ANY OTHER RESOURCES IMPLICATIONS

- 13.1. The Council has committed substantial resources to the response to the Grenfell tragedy. In 2017-18 the Council spent £56m on accommodation and essential support to survivors, the bereaved and others affected by the tragedy. The Council also spent £156m of its capital funds, mainly on acquiring new properties to rehouse those who lost their homes.
- 13.2. In 2018-19 the Council expects to spend a further £37m of its resources supporting families as they move into their new homes, with further capital investment to acquire additional properties and to bring those already acquired to a high standard. In total the Council has committed £235m of capital investment to the acquisition of, and additional works to, Grenfell properties.
- 13.3. The resourcing implications of recovery will be different. As survivors are permanently rehoused, the Council's approach will shift towards supporting longer-term recovery through the dedicated service, the community programme and the wider changes underway. The level of expenditure on temporary accommodation and hardship payments, which have accounted for a large proportion of overall expenditure to date, will continue to decrease.
- 13.4. The government has committed over £80 million to support the bereaved, survivors and the community following the Grenfell Tower fire. The Secretary of State has also recently announced that MHCLG will pay the costs of the Grenfell Tower site in 2018-19 and will assume the costs of the site going forward. No further funding

has been allocated by central Government for recovery so the Council will need to meet the additional costs of recovery from its own resources.

13.5. The Leadership Team is therefore asked to commit £50m to support Grenfell recovery over the next five years. This will fund the following core elements of recovery identified in this paper:

- A dedicated service for bereaved and survivors
- Additional housing services for survivors and others affected;
- Additional commissioned support for those affected by the Grenfell tragedy;
- A community programme for the local area.

13.6. It is anticipated that expenditure will be greater in the first few years of recovery and the funding will be profiled accordingly.

13.7. The wider activity described in section 8 above is being funded from mainstream Council budgets.

13.8. In addition to the recovery programme, the Council will continue to incur other costs associated in some way with the Grenfell tragedy, such as legal bills relating to the Grenfell Tower Inquiry. These costs are being funded from elsewhere in the Council's budget and will not be met from the £50m agreed for recovery.

Robyn Fairman
Executive Director for Grenfell

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

Contact officer(s): Joe Philp, Implementation Manager, Grenfell Team
joe.philp@rbkc.gov.uk 07857 696693.

Formal clearance requirements for all key decision reports

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)	KT/MC

APPENDIX ONE: Our Commitments to those affected by the Grenfell Tragedy



Our commitments
to those affected by

APPENDIX TWO: Grenfell Transition Plans



A3 Grenfell
Transition and Reso

APPENDIX THREE: Summary of the Creating Stronger Communities Engagement

1. BACKGROUND

- 1.1 Between September and November 2018, the Council's Community Engagement Team launched a series of conversations under the 'Creating Stronger Communities' banner.
- 1.2 The Creating Stronger Communities approach built on *Our Commitments to those affected by the Grenfell Tragedy*, which were published in July 2018 and set out the Council's approach to recovery.
- 1.3 The *Commitments* recognised that recovery will be a whole Council endeavour and that it would need to be delivered in partnership with other statutory agencies, the voluntary and community sector and residents themselves.
- 1.4 Just as importantly, the *Commitments* acknowledged that a successful recovery would be community-led and set out our plans to engage with residents to develop plans for recovery.
- 1.5 The *Commitments* set out the three overall aims of the Council's approach to recovery:
 1. To support survivors and the bereaved to rebuild their lives to find their own personal paths to recovery. This includes supporting all survivors to move and settle in new permanent homes.
 2. To facilitate a community-led recovery for the wider community of North Kensington, helping people to build a better future for themselves and their families and to secure and maintain better life chances and opportunities.
 3. 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.
- 1.6 The Creating Stronger Communities approach aimed to build on the existing conversations we had begun with residents to support the second and third aims. Its main purpose was to understand the wider community's priorities for recovery to support the development of an overarching Grenfell Recovery Strategy.

2. SUMMARY OF THE APPROACH

- 2.1 After a period of pre-engagement with a wide range of local stakeholders, we asked open-ended questions about people's priorities for recovery across a series of themes that local people had identified as being as important to them.
- 2.2 We spoke to nearly 300 people across a variety of channels, face-to-face and online, and we collected a total of 844 comments. The large number of ideas received testifies to the success of the campaign. Despite some initial negative response, members of the community got involved and shared their thoughts with use.

- 2.3 We heard a wide range of views from residents, and people raised a number of other issues beyond the core themes. These views have been used to inform the development of the Grenfell Recovery Strategy.
- 2.4 The *Creating Stronger Communities* conversations were not a traditional consultation on fixed options, rather it was an attempt to start a productive dialogue with key local groups.
- 2.5 The conversations were not a ‘one off’ exercise; instead we hope they will be the start of a new way of working with communities. The final Grenfell Recovery Strategy will set out how we will involve residents in recovery moving forward.

3. PRE-ENGAGEMENT ACTIVITY

- 3.1 An initial set of emerging themes had been developed using the evidence arising from the Public Health Community Recovery Needs Assessment, *A Journey of Recovery*,³¹ and conversations which had been taken place with individual residents and local community groups and organisations over the preceding year.
- 3.2 Before asking the community to engage directly with the emerging themes, the North Kensington Community Engagement team held a series of face-to-face meetings with key community stakeholders to test the proposed approach and gather feedback.
- 3.3 We wanted to strike a balance between starting with a blank sheet of paper, which might have made engagement difficult, and presenting a detailed list, which might create the impression that the Council had already made its mind up. We also wanted to give residents the opportunity to shape the approach to engagement so that it was as relevant and accessible as possible.
- 3.4 We tried to ensure that the groups we spoke to reflected the diversity of the communities in North Kensington. They included faith groups, residents’ associations, youth groups, and locally-based umbrella organisations such as the Volunteer Centre.
- 3.5 The conversations focused on the following key questions:
- ‘Do the themes feel right to you?’
 - ‘Is there anything else you would want to include as part of the recovery?’
 - ‘How best can we work together to co-design a meeting so that we can capture ideas from the wider group?’
- 3.6 The outcome of the pre-engagement work was that residents confirmed that the draft themes covered the areas that are important to them. The final themes were agreed as follows:
- **Community** – Ways of working with the community

³¹ <https://www.jsna.info/sites/default/files/Journey%20of%20Recovery%20Needs%20Assessment%20-%20Final.pdf>.

- **Diversity** – Meeting the needs of all
- **Health and wellbeing** – Providing good quality and affordable services
- **Jobs and skills** – Providing career opportunities, qualifications and advice
- **Places and spaces** – Improving local shared spaces
- **Young lives** – Improving prospects

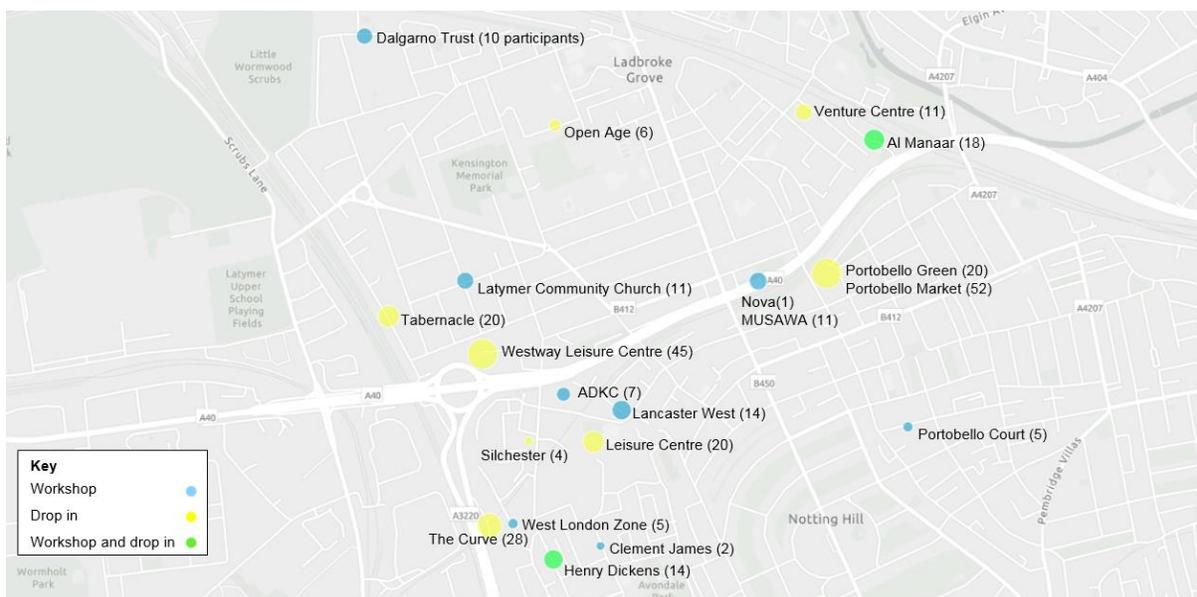
4. CHANNELS OF ENGAGEMENT

4.1 Having discussed the themes and the proposed approach with key stakeholders, a period of extensive consultation was carried out throughout September, October and November.

4.2 We used a number of different channels to gather residents' views, priorities, and ideas:

- community-led workshops and meetings,
- drop-in sessions
- a new dedicated website (<https://strongercommunities.rbkc.gov.uk/>) and a presence on social media, especially Twitter and Facebook
- leafleting at local stations, community spaces and through postal delivery to all homes in North Kensington
- an Ideas Day at the Kensington Leisure Centre on 17 November

4.3 The purpose of this approach was to reach out widely to collect feedback on the themes, and to hear ideas and key priorities which the community would like to see the Council focus on.



4.4 *Community-led workshops*

4.5 Building on the pre-engagement work, seven organisations said they wanted to host a workshop to discuss *Creating Stronger Communities*. Attendance was by invitation from the organisations themselves.

4.6 The North Kensington Community Engagement Team provided materials and supported and facilitated the discussions if asked to do so. If a group wanted to focus on a particular theme, the relevant policy lead from the Council was also invited to attend.

4.7 The Council representatives took notes of the workshops and secured sign-off from the hosts before recording them formally. The qualitative data was then analysed by the Grenfell data team.

4.8 The following table gives the details of the 7 workshops held between 17 September and 14 November 2018.

Workshop	Date
Action Disability Kensington and Chelsea	17 September
Latymer Community Church	25 September
Dalgarno	27 September
Al Manaar	28 September
Musawa/Midaye	2 October
West London Zone	30 October
Colville Forum	6 November

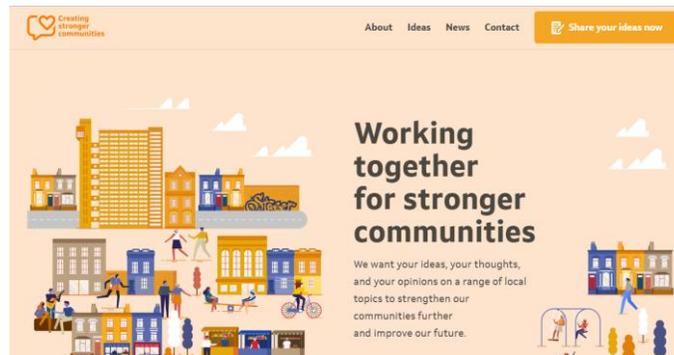
Drop-in sessions

4.9 The North Kensington Community Engagement team also ran drop-in sessions in various locations in the North of the borough.

Workshop	Date
Venture Centre	1 October
Henry Dickens Coffee Morning	5 October
Tabernacle	8 October
Tabernacle	9 October
The Curve	17 October
Open Age	17 October
Kensington Leisure Centre	18 October

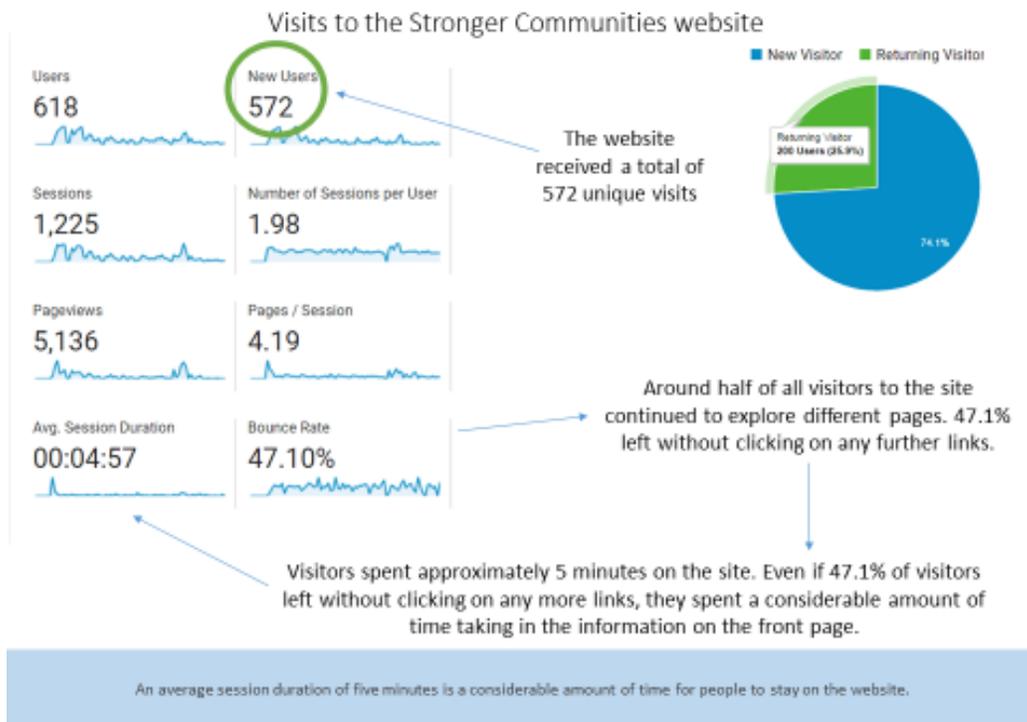
Portobello Market	19 October
Westway Sports Centre	20 October
Henry Dickens Court	23 October
Lancaster West	24 October
Portobello Green	27 October
Westway Sports Centre	27 October
Silchester	2 November

- 4.10 The drop-ins were held at different times of the day, including evenings and Saturdays, in order to attract as much footfall as possible.
- 4.11 At the drop-in sessions, there were posters for each theme and a set of materials to allow residents to record their views. Attendees wrote feedback on the key themes and were given the opportunity to add other suggestions. Service area representatives were invited to all drop-in sessions to answer and ask questions relating to the themes.
- 4.12 *Dedicated website and social media presence*
- 4.13 A new Stronger Communities branding was developed and a website was set up specifically for *Creating Stronger Communities* (<https://strongercommunities.rbkc.gov.uk>) to give the community an opportunity to share their ideas online, to see (and 'like') what others were saying, and to be kept up to date with the ideas and priorities emerging from the various workshops and drop-ins.



- 4.14 The website and the online survey were tested with community members; they were positive about it, and about its look, feel, tone and voice. The survey was also accessible on mobile phones.

- 4.15 The website link was shared with a wide range of local stakeholders including residents' associations, community and voluntary sector organisations, GPs surgeries and local businesses.
- 4.16 The consultation also had a broad presence on social media which made the Stronger Communities brand familiar.
- 4.17 Engaging with people on Twitter and Facebook, physically handing out leaflets and talking to people as well as posting all the ideas we received online helped create a campaign that felt open-facing, transparent and community driven. Twitter was the main social network that was utilised and the network on which we received the most engagement/interaction.
- 4.18 The majority of ideas were captured in person, rather than online. Six hundred people visited the Stronger Communities website but the consultation was only completed 16 times. This demonstrates that people preferred to discuss their ideas face-to-face, rather than filling in an online form.



4.19 *Leafletting*

- 4.20 Leaflets with details of Creating Stronger Communities and how to get involved, were distributed to stakeholders across North Kensington, and were handed out in person at Latimer Road, Ladbroke Grove and Westbourne Park Tube stations and at Portobello Market, several of these interactions stimulating conversations and further interest

- 4.21 A leaflet drop detailing the Ideas Day was arranged for all properties in North Kensington. A total of 37,000 leaflets were distributed to promote the events.
- 4.22 *Ideas day*
- 4.23 The Ideas Day at the Kensington Leisure Centre on 17 November 2018 was an opportunity to “play back” to the community what they had told us over the past few months.
- 4.24 The day was attended by over 150 local people and brought together over 800 comments, ideas, suggestions and issues from nearly 300 people as part of the various engagement activities undertaken during September and October.
- 4.25 There were stands for each of the six themes, with boards showing the seven most popular ideas. All the other ideas raised across the themes were also available in booklets at each stand. Subject matter experts from the Council and its partners were on hand at each stand to answer questions.
- 4.26 The Day gave the community the chance to validate or challenge the findings of the Creating Stronger Communities conversations, to offer any further comments and, by placing stickers against the ideas which mattered most to them.



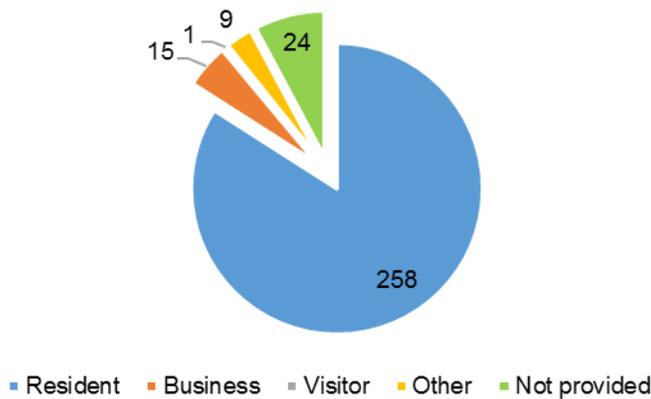
- 4.27 The day was also an opportunity for residents to find out more about the services and activities already offered in the borough, with the wide range of leaflets available on the day forming the start of a community directory of services.
- 4.28 At each stand, people could ask the subject matter expert questions or raise other concerns that were important to them.

5. FINDINGS

5.1 *Analysis of respondents*

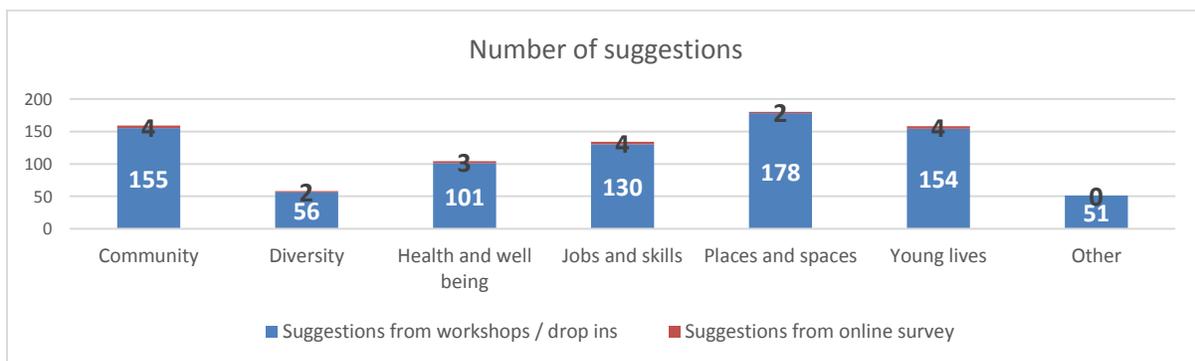
- 5.2 Although we are unable to present data on ethnic backgrounds, ages, or other characteristics of respondents, the tailored workshops we arranged with community organisations, and our outreach through drop-ins and holding stalls at Portobello market, meant we did capture the views of a wide range of residents of different ethnicities, places of residence and varying in age from elders to children.
- 5.3 Across all channels, residents represented the vast majority of participants:

Type of participants in workshops, drop ins and web survey



Analysis of responses

- 5.4 There was general agreement that the broad themes covered the issues that matter most to residents of North Kensington.
- 5.5 The breakdown of suggestions by theme suggests a strong interest in improving:
- local shared spaces;
 - ways of working with the community; and
 - prospects for young people.
- 5.6 The number of suggestions against each theme is as follows:



- 5.7 Although as a standalone, the theme of diversity generated the smallest number of ideas, the issue of diversity and the need for the Council and its partners to recognise it, is cross-cutting, and it ran through all the other themes.
- 5.8 There were also some priorities outside the themes which repeatedly came up in the conversations:
- Need for affordable social housing;
 - Need for greater safety in the community;
 - Need for the council to change
- 5.9 The open nature of the consultation generated a real richness of responses, some conveying challenging and difficult messages, but the overwhelming majority were positive and constructive. All the comments received over the consultation period are on the Stronger Communities website and people are still able to add their ideas, or “like” the ideas that are already posted.
- 5.10 Across all channels, participants made 844 suggestions, all of which were recorded by the North Kensington Community Engagement Team and analysed by Grenfell data team.
- 5.11 The qualitative information from each consultation activity was analysed through iterations by identifying recurring themes. The emerging ideas were reviewed and refined as further feedback came in and the seven most popular ideas for each theme throughout the consultation exercise formed the basis for further discussion or validation at the Ideas Day.
- 5.12 The ideas were further distilled according to the number of votes they each received from the community at the Ideas Day, with the top 10 being:
- Build more social housing for local people and improve the repair and maintenance of the Council’s housing stock.
 - More affordable sports and fitness activities.
 - Need to identify projects and initiatives that bring communities together so that people feel part of something positive - use the talent and skills within the community to do this.
 - More affordable childcare provision, nursery, half term activities, holiday clubs and after school clubs.
 - The Council needs to employ more people from backgrounds that represent the community.
 - Need more places for young people to hang out which are available during half terms, summer break and weekends.
 - More support for young people to get into work. Need to focus more on pathways to employment and further education.
 - Protect community buildings and spaces.
 - Need to improve community safety. Focus needs to be on local residents feeling safe where they live.
 - All service providers and frontline workers should be trained in equalities and disabilities. Anyone in the Council should understand enough about cultural background and disability to help residents

5.13 All the ideas are on our Stronger Communities website where residents continue to "like" them <https://strongercommunities.rbkc.gov.uk/ideas/>.

6. Next steps

6.1 We will continue to maintain the momentum of the Creating Stronger Communities work and to build on it by keeping in regular and frequent contact with North Kensington stakeholders – organisations, groups and individuals – to:

- discuss how the ideas raised as part of the 'Creating Stronger Communities' will be taken forward;
- provide progress updates through the newsletter and the Stronger Communities website;
- set out next steps for the community programme explaining how residents will be involved.

APPENDIX FOUR: Grenfell Recovery Summary Document