

# Grenfell Recovery Strategy



Drawing by Sophia, aged five. The winner of the Stronger Communities Ideas Day art competition.



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA



# Introduction

The events of 14 June 2017 at Grenfell Tower were a terrible tragedy. 72 people lost their lives, including 18 children. Three hundred and seventy one residents from the Tower and the Walk lost their homes in the fire and hundreds of others were evacuated in the immediate aftermath.

First and foremost, the events of that night forever changed the lives of survivors and those who lost loved ones in the tragedy. The tragedy also had a profound impact on the local community, laying bare existing concerns and presenting new challenges.

In July 2018, the Council published *Our Commitments to those affected by the Grenfell tragedy*, which set out our approach to recovery. The *Commitments* recognised that recovery would be a whole Council endeavour and that it would require a partnership between the Council, the Government, the NHS, the voluntary and community sector and residents themselves.

The *Commitments* outlined three key aims of recovery:

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.

The Grenfell Recovery Strategy sets out what the Council's plans are to deliver these objectives. It is informed by:

- national and international guidance on disaster recovery;
- the evidence from the Public Health Needs Assessment, *A Journey of Recovery*;
- a wide-range of conversations, consultations and other engagement with those affected.

## Committing to a community-led recovery

National and international disaster recovery guidance makes clear the importance of ensuring that recovery plans are community-led and informed by detailed insights that communities have about what is needed and what would make a positive difference.

We have worked with the survivors, bereaved and wider communities who live around the Tower. For those who survived and those bereaved by the tragedy, we have designed their dedicated services with them and, for those in the wider community we held a broader engagement called 'Creating Stronger Communities'.

### Co-designing a dedicated service with survivors and the bereaved

Since July, the Council has been working closely with the bereaved and survivors to co-design a dedicated support service to meet their needs, now and in the future. Through this engagement, survivors and the bereaved have 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.

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

- The team running the service should be multi-disciplinary and have different backgrounds and expertise;
- Team members should be willing to go the extra mile;
- There should be one named point of contact for each family who understands the issues they face and the support they need;
- The service should be available in person and via other channels and should be accessible in the evenings and at weekends;
- The service should be governed by a professional board;
- All survivors and bereaved families should have access to a consistent offer.

## Creating Stronger Communities

For the wider community, the Council launched 'Creating Stronger Communities conversations' in September 2018. Over several months, the Council engaged with residents and local community organisations in a wide variety of settings. This is what happened as part of and as a result of those conversations.



## The 10 most popular themes and ideas were:



# Our plans for recovery

This section summarises the plans for each of the core elements of recovery:

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

## 1. A dedicated service for the bereaved and survivors

- The dedicated service will act as a point of contact, navigation and liaison with other services for survivors and bereaved families. It will be the core component of recovery for the group most affected by the Grenfell tragedy. It will offer the survivors and bereaved consistent, culturally appropriate services to support them in recovery.
- Each family will have a designated Support Worker who will be their consistent, named point of contact who will take responsibility for helping them access the services they need. The Support Worker will build a strong relationship with the family so that they can understand the different issues they are facing to help them access the support they need.
- The dedicated service will work closely with partners, including Education, Health and Victim Support services to provide support. We are working to develop a programme that bring together all of these service offers that were set out during the consultation.
- The dedicated service will be co-located with the Friends and Family Assistance Centre, with a strong visual offer to support those who live further afield.
- It was agreed that the service will be established by the end of 2018, with a full service up and running by April 2019. We are working closely with a working group of survivor and bereaved representatives to finalise our plans.



Drawing by Sonia aged six, runner up of the Stronger Communities Ideas Day art competition.

## 2. Supporting recovery for the wider community

### Ongoing support for those affected

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 or commissioned services during the response phase but who do not meet thresholds for statutory services.

The Public Health Needs Assessment (which informs what the NHS and Council should do) and the 'Creating Stronger Communities' conversations identified several key priorities, including:

- Emotional and mental health support;
- 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.

The NHS provides mental health support and outreach. The Council will continue to work with providers that meet the needs of the diverse communities in the local area. This will include:

- Ongoing outreach and signposting support for those affected;
- Emotional support;
- Additional support for children in schools;
- Support with local employment and enterprise.

This will be alongside the additional support provided by the NHS, which has committed £50m to mental and physical health over the next five years.

## A community programme for the local area

The 'Creating Stronger Communities' conversations demonstrated a strong desire to shape recovery directly, building on the existing strengths and talents of communities.

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 skills and networks;
- the importance of the voluntary and community sector for recovery;
- the need to improve Council communications to all North Kensington residents;
- the importance of peer-to-peer support;
- the need to ensure fair and transparent access to community spaces.

The Council recognises that where solutions are led and owned by the community, recovery is much more likely to be successful in the long term.





**Building on these aspirations, we will deliver a community programme for the local area, to include:**

Element	Description	Timescales for delivery
Community leadership/development programme	Run from the Council in partnership with voluntary and community sector and delivered in different settings. To include capacity building and leadership training for local organisations.	To be up and running by July 2019.
Local partnership group	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	A grants pot for local organisations, with priorities informed by the 'Creating Stronger Communities' conversations.	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 (including The Curve) for delivery of the community programme.	Co-design conducted throughout 2019
Communications	New North Kensington newsletter for the local area.	New North Kensington newsletter to launched in February 2019

These plans will be developed further in partnership with residents and the local voluntary and community sector.

We are taking forward the top 10 ideas from the 'Creating Stronger Communities' conversations as detailed in the table on page 10.

## How we are delivering the Stronger Communities ideas

Idea	What we are doing
Build more social housing for local people and improve the repair and maintenance of the Council's housing stock	<ul style="list-style-type: none"> <li>Plans for refurbishment of Lancaster West Estate and Council stock</li> <li>Plans to build more social homes</li> <li>Consultation on future of housing management</li> </ul>
More affordable sports and fitness activities	<ul style="list-style-type: none"> <li>Community programme</li> <li>Council can make information more easily available</li> <li>NHS plans</li> <li>New Leisure contract with enhanced services from April 2019</li> </ul>
Need to identify projects and initiatives that bring communities together so that people feel part of something positive	<ul style="list-style-type: none"> <li>Community programme (including local partnership group, community development and grants programmes)</li> </ul>
More affordable childcare provision, nursery, half term activities, holiday clubs and after school clubs	<ul style="list-style-type: none"> <li>This is not something the Council provides but we can work to make information on existing services more accessible to residents</li> </ul>
The Council needs to employ more people from backgrounds that represent the community	<ul style="list-style-type: none"> <li>Development of a new Council People Strategy including opportunities for local people</li> </ul>
Need for more structured activities for young people, including during half terms, summer break and weekends	<ul style="list-style-type: none"> <li>Community programme</li> <li>Development of a new youth offer</li> <li>Council to make information more readily available</li> </ul>
More support for young people to get into work and further education.	<ul style="list-style-type: none"> <li>Development of an Economy Strategy with a focus on young people</li> </ul>
Protect community buildings and spaces	<ul style="list-style-type: none"> <li>Agreement on North Kensington Library</li> <li>Community programme</li> </ul>
Need to improve community safety. Focus needs to be on local residents feeling safe where they live	<ul style="list-style-type: none"> <li>Local partnership board to include Police</li> <li>Council-wide community safety review</li> </ul>
All service providers and frontline workers should be trained in equalities and disabilities and understand different cultural background and disabilities	<ul style="list-style-type: none"> <li>The Council's People Strategy to include training for the Council staff and elected Members</li> </ul>

# Wider changes underway at the Council

The 'Creating Stronger Communities' conversations raised broad aspirations which cut across the work of the whole Council and its partners. Work is going on across the organisation to support recovery.

## Housing and physical renewal

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

In many respects, the Grenfell context is different, but residents did raise a number of place-based issues in their feedback, particularly issues relating to housing.

We recognise that the following activities will make a critical contribution to recovery:

- the development of a memorial on the Grenfell Tower site, which the Council is supporting through the site transfer;
- 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 shape the future of the area under the Westway flyover.

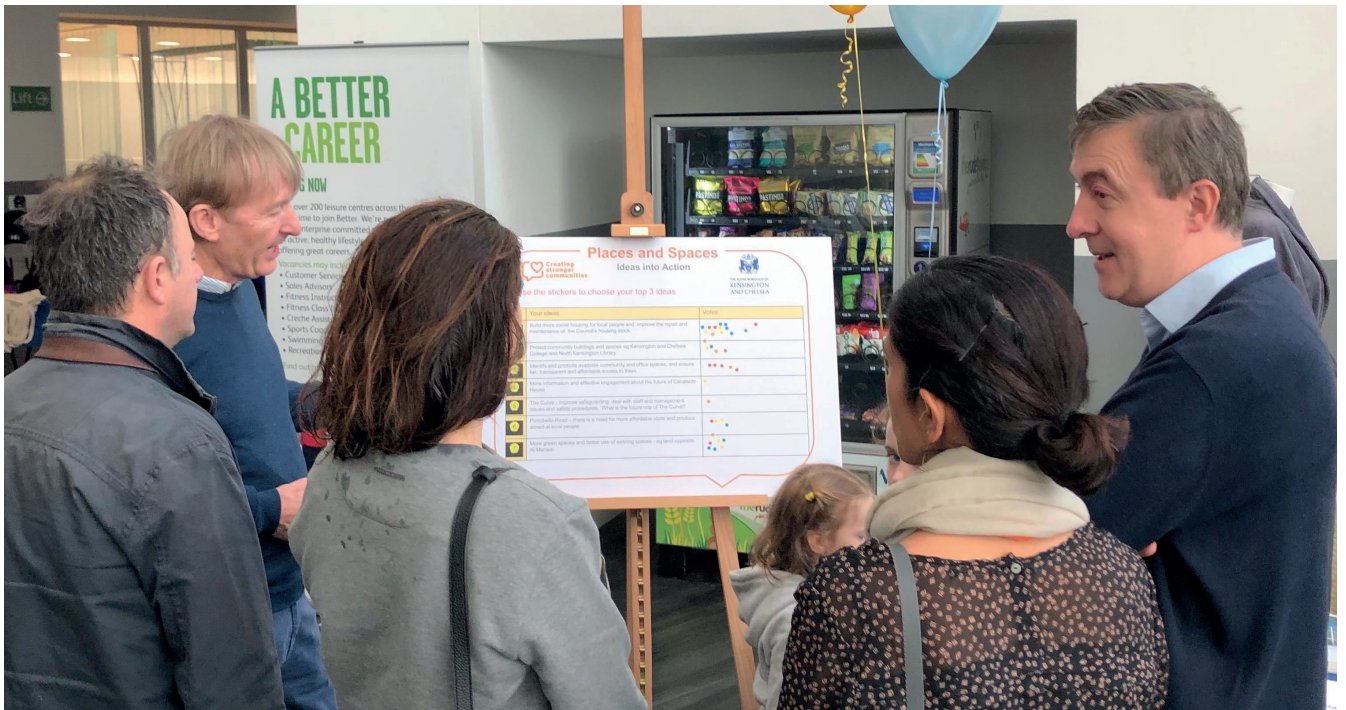
## Other initiatives underway at the Council

In addition to this, the Council is already embarking on a range of work to support community aspirations 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 offer to reflect the views of young people across the borough;
- Developing a new People 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;
- Establishing an agreement on the long-term future of North Kensington Library.

## Next steps

- The Council is committing **£50m** to recovery over the next five years.
- This strategy demonstrates the Council’s long-term commitment to recovery and we will be developing the plans set out here further with residents.
- Our plans will be delivered alongside a whole range of other activities led by partners, voluntary and community organisations and, most importantly, residents themselves.
- In particular, we recognise 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.



The drawings in this booklet were drawn by children from the community at the Creating Stronger Communities Ideas Day in November.