

Key Decision Report

Details of Leadership Team meeting or (in the case of individual Lead Member or Executive Director decisions) by whom and the <u>earliest</u> date the decision will be taken	Leadership Team Date of report: 12 July 2022 Date of decision (i.e. not before): 20 July 2022	 <p>THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA</p>
Forward Plan ref:	KD06239/22/K/A	
Report title	Planning for the next phase of the Council's work on Grenfell	
Reporting officer	Director of Grenfell Partnerships	
Key decision	Yes	
Access to information classification	Public	
Wards	All	

1. EXECUTIVE SUMMARY

- 1.1 This report sets out some initial considerations for the next phase of the Council's work on Grenfell, looking beyond the end of the existing Grenfell Recovery programme in 2024.
- 1.2 In the context of the now extended timescales for some of the most significant milestones in the community's recovery journey (including the Grenfell Tower Inquiry, the criminal investigation, civil litigation and decisions about the future of the Tower and the memorial), the Council and its partners must consider how best to support the bereaved, survivors and local residents in the next phase of their recovery.
- 1.3 This next phase of the recovery journey will need to consider two key questions. First, what specific and additional support bereaved and survivors and people who live near the tower will need in the coming few years given the numerous important milestones that are still to come. And secondly, how can we ensure the whole Council contributes to meeting the challenge we have heard from

bereaved, survivors and local residents to use the learning from the tragedy to be the best council for all of our communities.

- 1.4 The main focus of this report is the second of these questions: how to develop a shared vision with our communities for a longer-term local legacy from Grenfell. Specific conversations about the ongoing direct support will commence in early 2023 once we have had time to try and explore a future vision for the Council that resonates with all our residents.
- 1.5 It is vital that longer-term plans are developed together with the bereaved, survivors and local community and that they reflect their priorities and ambitions. The report therefore outlines a proposal for a wide-ranging conversation over the coming months for the Leadership Team to consider. This is an opportunity to ask the bereaved, survivors and local residents what a local legacy from the Grenfell tragedy means to them and to shape the wider conversation about the Council's priorities for the next four years.
- 1.6 In parallel, it will enable the Council to work with key partners, particularly the NHS and the Government, to ensure we are as closely aligned as possible, making the most of our collective resources to support longer-term recovery for those most affected.
- 1.7 Planning at this early stage will enable the Council to work with residents and partners to develop a comprehensive plan for the next phase of the Council's work on Grenfell, to be incorporated in the new Council Plan, which will set the direction for the organisation over the next four years.

2. RECOMMENDATIONS

- 2.1. The Leadership Team is asked to:
 - note the background, set out at Section 4, and the rationale for beginning planning beyond 2024 at this early stage, set out at Section 5.
 - agree the high-level approach and key principles to working with residents and partners to develop a plan for the next phase of the Council's work on Grenfell, as set out at Section 5 (specifically paragraphs 5.1-5.5 and 5.6-5.11).
 - agree the proposal, set out at Section 6, for a wide-ranging conversation with the bereaved, survivors and local community to build a shared vision for a longer-term legacy from Grenfell. This will enable officers to prepare a plan for the next phase of the Council's work on Grenfell, to be considered by the Leadership Team in early 2023.

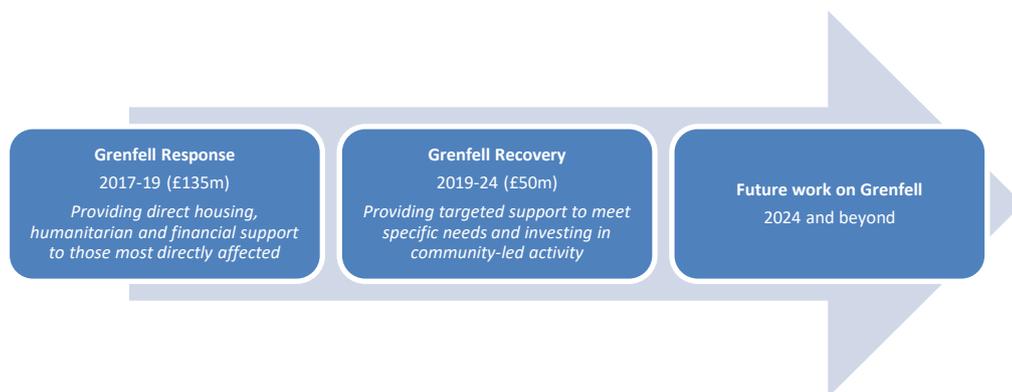
3. REASONS FOR DECISION

- 3.1. The Leadership Team is asked to approve the high-level approach and principles set out in this report to enable officers to begin planning with residents and partners for the period beyond March 2024.

- 3.2. The Council, the NHS and the Government have made long-term commitments to those affected by the tragedy (summarised [here](#)). Given that it now appears unlikely that the Grenfell Tower Inquiry, the criminal investigation and decisions about the Tower and the future memorial will be fully resolved by 2024, there is a clear need to plan beyond this point.
- 3.3. The approach set out here will enable the Council to work with partners to establish how best to honour the collective commitments we have made. This includes the provision of ongoing support to those most affected and the work to build a longer-term local legacy from the tragedy which runs through the work of the whole Council.
- 3.4. It is vital that plans in this area are shaped by the bereaved, survivors and residents and aligned with those of key partners, particularly the NHS and the Government. The Leadership Team is asked to agree the proposal for a wide-ranging conversation to create space for people to share their views about what a local legacy from the tragedy means to them. It is hoped that this will enable us to build a shared vision for the future with our communities that will be at the heart of the Council's broader plans for the next four years.

4. BACKGROUND ON THE GRENFELL RECOVERY PROGRAMME

- 4.1. To date, the Council has committed significant resources to the Grenfell response and recovery effort. In 2019, the Council agreed a five-year Grenfell Recovery Strategy, providing targeted support to meet the specific needs of the bereaved, survivors and local community and investing more widely in community-led activity.



- 4.2. The Grenfell Recovery programme includes specific support for bereaved and survivors, including the Grenfell Dedicated Service, and a range of services and initiatives for the local community. It is supported by a ringfenced budget of £50m over a five-year period, from April 2019 to March 2024.
- 4.3. A detailed breakdown of plans (including the financial envelope) for the final three years of the programme was set out in the [Grenfell Recovery Resourcing Framework](#) (agreed by the Leadership Team in December 2020) and further detail was agreed in subsequent key decisions in specific areas of the programme. Information on expenditure to date has been presented in reports to the Audit and Transparency Committee (in [May](#) and [July 2021](#)) and the first [report](#) on the delivery, reach and impact of the programme was published in February 2022.

- 4.4. In the current financial year (2022-23), £9.5m from the £50m is allocated to Grenfell Recovery services and initiatives and a breakdown of the budget is set out [here](#). In the next financial year (2023-24), approximately £8.5m is allocated to Grenfell Recovery services and initiatives, with some funding set aside for initiatives which are likely to run into the following financial year (2024-25).
- 4.5. Different elements of the current Grenfell Recovery programme are due to come to an end at different times, with some services and initiatives extending into 2024/25. The following table sets out the plans in each area beyond March 2024, funded from within the existing financial envelope:¹

Area of the Grenfell Recovery programme	Plans beyond March 2024
<i>Dedicated Service for bereaved and survivors</i>	Modest savings made to date to be reinvested in future provision, subject to a wide-ranging consultation with bereaved and survivors.
<i>Dedicated Housing services for bereaved and survivors</i>	To be absorbed into mainstream Housing budgets, with planning already underway to ensure adequate resourcing in this area.
<i>Targeted support for children in schools and community-based settings</i>	Existing arrangements with community-based providers run until March 2024 and with schools-based providers until July 2024. Learning and approaches from this work to be incorporated in mainstream Council and Health services.
<i>Targeted support for adults in community-based settings</i>	Existing arrangements with community-based providers run until March 2024. The more recently launched peer support projects are likely to continue beyond March 2024, potentially up to March 2025 depending on uptake. Learning and approaches from this work to be incorporated in

¹ More detail about what is included in each of these areas is set out in the report on the delivery, reach and impact of the Grenfell Recovery programme (available [here](#)).

	mainstream Council and Health services.
<i>Grenfell Community Programme</i>	Timescales to be confirmed, with plans for future year(s) of Grenfell Projects Fund and Community Leadership Programme to be developed with the resident-led panel and wider community and potential for projects and initiatives to run beyond March 2024.
<i>Curve Legacy</i>	Timescales for delivery of £1.3m Curve Legacy fund to be agreed with resident-led working group, with potential for projects and initiatives to run beyond March 2024 depending on the decisions made.
<i>Housing Legacy Fund and Grenfell Rehousing and Allocations Project</i>	Housing Legacy Fund projects at different stages, with no time limit by when funds have to be spent and some projects likely to be delivered beyond March 2024. Grenfell Rehousing and Allocations Project to be embedded within mainstream Housing to ensure it shapes approach across the board.
<i>North Kensington School Inclusion Pilot</i>	Programme currently scheduled to run until July 2024, with learning to be incorporated into wider approaches to inclusion in Family and Children's Services.

Table 1. Summary of plans for existing Grenfell Recovery workstreams.

- 4.6. Over the coming months, we will be developing detailed plans for the transition of the existing workstreams of the Grenfell Recovery Programme. These will incorporate feedback from the bereaved, survivors and residents, information gathered through the work to monitor the delivery, reach and impact of these initiatives and wider information about needs in the local area. This will be vital in enabling an effective transition and ensuring that learning, expertise and approaches from the Recovery programme are not lost.

5. PLANNING BEYOND THE END OF THE RECOVERY PROGRAMME

Supporting recovery for the bereaved, survivors and local community beyond 2024

- 5.1. The five-year timeline of the original Grenfell Recovery Strategy (April 2019 to March 2024) was originally established (in line with the £50m agreed by the NHS) to ensure that those most affected by Grenfell would be receiving support in the critical stages of their recovery. The Council and the NHS both made longer-term commitments (summarised [here](#)), but the resourcing envelope was agreed for a period of five years.
- 5.2. It is now clear that many key issues will not yet be resolved by March 2024, particularly given the extended timescales for the Public Inquiry, the criminal investigation, and the continued uncertainty around the future of the Tower. These issues are unlikely to be resolved for some years to come and we recognise that their resolution is critical for individuals' personal recovery journeys and for wider community recovery.
- 5.3. Understandably, bereaved, survivors, local residents and others are therefore asking questions about what happens beyond the end of the current Grenfell Recovery programme. They are asking for more clarity from the Council and its partners about the longer-term commitment to Grenfell and to those affected.
- 5.4. Against this backdrop, it is clear that the Council will need to work with partners, especially the Government and the NHS, to ensure that those most affected continue to receive targeted and focused support to aid their recovery in the next phase. This will need to include support for bereaved and survivors and for local residents, especially for people who live near the Tower. What this might look like would be the subject of focused and extensive consultations with the relevant sections of the community in Spring 2023 to allow time for this thinking to develop whilst also ensuring there is time to transition the current arrangements safely.
- 5.5. Alongside this, and with our renewed understanding of the longevity and breadth of the impact of Grenfell, it is equally vital that Grenfell is at the centre of our wider work as a Council, so that learning from the tragedy is captured and embedded across the organisation. This is critical for ensuring that we can build a long-term local legacy from Grenfell that is meaningful to local people.

Building a longer-term legacy from Grenfell

- 5.6. To date, the Council has focused its Grenfell-related work on putting support in place for the bereaved, survivors and residents and investing in community-led activity through the targeted Grenfell Recovery Strategy. This has been important for meeting needs directly arising from the tragedy but it does not address the wider question about how the Council builds a longer-term legacy from Grenfell.
- 5.7. We recognise that this is a key preoccupation of bereaved and survivors and local residents, who want to see some good come of the terrible events of 14 June 2017 and often raise challenges about wider culture change across the organisation. As one survivor put it to a Government Housing and Communities Select Committee in 2018:

What we recognise, as survivors and bereaved, is: we don't want to be remembered for how we were treated before. We want to be remembered for the changes that come afterwards. What we want RBKC to become is a really progressive, listening, the best borough in the country. That's what we want it to become as a result of Grenfell... We want RBKC to be somewhere where other boroughs come and say 'we need to rejig our housing policy, where can we go?'...to be a borough where people can come and say...this borough is really doing it the right way.²

- 5.8. The Council's Leadership Team has now accepted this challenge from bereaved, survivors and residents and committed to using learning from Grenfell to be the best Council, led by our communities.³ This would help to ensure that Grenfell is never forgotten and that it shapes what we do as a whole organisation and how we do it.
- 5.9. At this early stage, clearly more work is needed to establish what being 'the best' for our communities means in light of learning from Grenfell. However, initial conversations about this have begun with bereaved and survivors and we have heard perspectives and ideas from many residents and community partners on this over the last five years and more regularly over the last few months. Some of the issues mentioned to date in these conversations include safety (especially fire safety), the landlord-tenant relationship, resident voice, the way we treat our residents, the Council's openness as an organisation and the way we connect with our communities. In particular, people feel strongly that a 'listening', outward-looking Council which is more closely connected to its communities will deliver more responsive services that better meet residents' needs.
- 5.10. Alongside this, there is learning from the Grenfell Recovery programme and the wider changes across the Council, particularly about the vital importance of working with residents as equal partners to design and deliver services and initiatives and the value of collaborating closely with local organisations and community partners to forge stronger connections with our communities.
- 5.11. Although we have heard many views to date, it is important not to assume that we know people's priorities. We think it is therefore important to create a wider space for bereaved, survivors and the local community to share their views about what being the best council for our communities, in light of – and because of – Grenfell, means to them. In doing so, we hope gradually to build a shared vision between the Council and its communities, with a shared set of priorities and a clear plan of what we need to do to get there. This will form part of the wider engagement with residents that is planned to inform the new Council Plan so that learning from Grenfell is at the heart of the broader direction of the organisation.

² Grenfell survivor in evidence to the Housing, Communities and Local Government Select Committee (8 July 2019).

³ See the speech by the Leader of the Council in May 2022, available [here](#).

6. PLANS FOR A GRENFELL LEGACY CONVERSATION

- 6.1. To enable this, the Leadership Team is asked to approve a proposal for a wide-ranging conversation to ask these questions of bereaved, survivors and residents via a range of channels. The first phase of this will run from late July to late September (at the earliest) and will seek to create multiple opportunities for bereaved, survivors and local people to share their views with us about what being the best in light of the Grenfell tragedy means to them.
- 6.2. This conversation is not about direct support for bereaved and survivors or the local community beyond 2024. This will be subject to separate consultations in 2023, tied to the transition plans for the wider Recovery programme. However, if people raise issues about this, we will ensure their feedback is recorded and that we include them in future conversations in this area.
- 6.3. Instead, this first conversation will focus on people's long-term aspirations for how they would like the Council to operate and what it should prioritise, making sure the learning from Grenfell is adopted throughout the organisation. This Council will forever more be synonymous with Grenfell and so it is important to begin the thinking of our next phase of work on Grenfell holistically. This will enable us to explore how the whole organisation can and should contribute to creating a fitting local legacy to meet the challenge set by the bereaved and survivors
- 6.4. The draft survey questions, attached at Appendix 1, will form the starting point for this exercise. They are being published in draft here and have been shared with a range of community partners who have been invited to comment before they are finalised. Although the questions are a starting point, we also want to create space for more individual, qualitative conversations as we know that it is through these that we may generate more in-depth feedback.
- 6.5. The final questions will form the basis for an online questionnaire or survey and to structure discussions with individuals and groups, though of course these conversations can begin with whatever matters most to people. Members of staff will be available for individual conversations if people would prefer this, ensuring that people can be involved in whatever way feels most comfortable to them. The questions will be available via the same platform in multiple languages so that it is equally accessible to speakers of other languages and interpretation/translation will be offered where necessary.
- 6.6. The conversation will aim to hear both from those most affected by the tragedy (with a particular focus on bereaved and survivors and residents in the local area) and from residents from across North Kensington and throughout the borough. We will include the following groups:
 - All bereaved and survivors
 - Council tenants and leaseholders, including residents' associations and other consultative forums
 - Residents of Housing Associations
 - Others who live in the immediate area around the Tower

- Faith groups
 - Children and young people and their parents
 - Voluntary and community groups, including their users
 - Those involved in the design and delivery of the Grenfell Recovery programme, including resident-led panels, community organisations and local providers.
 - Residents of North Kensington and the wider borough
- 6.7. We will work in collaboration with a wide range of Grenfell and non-Grenfell stakeholder groups, including groups involved in delivering the Grenfell Recovery programme, residents’ associations, voluntary and community sector organisations, and key partners, encouraging them to promote the conversation to their users, offering space for discussions where they are happy to do so. We recognise how important a partnership approach like this is for ensuring we hear from people in the community who may feel less comfortable speaking directly with the Council.
- 6.8. There will be targeted engagement with specific groups and individual stakeholders and regular communications to all bereaved and survivors, to a list of key stakeholders (which will grow as the exercise progresses) and to wider residents via social media and other channels. The main channels of engagement will be as follows:
- At the end of July, a **survey** will be launched online with access to translations in the main languages spoken by North Ken communities and other formats for those who need them (including paper copies). This will be promoted by newsletter, letter (to all residents of the borough – in phase 2 of the work), email, WhatsApp and other channels.
 - **Individual conversations:** these are to supplement the online survey for those who find this method more accessible, especially focused on bereaved and survivors and North Kensington residents.
 - **Group discussions with key stakeholders:** This will involve targeted communications to and discussions with key groups, including Grenfell-related/North Kensington-based groups and wider stakeholders to ensure we capture priorities amongst different groups.
 - **Pop-up events in particular locations:** If capacity allows, we will hold drop-in events in key locations, e.g. on specific estates where people feel this would be helpful or in key community locations (e.g. libraries or community settings).
- 6.9. There will be regular communication about the progress of this work through newsletters, website updates, social media and other channels, and targeted communications to specific groups and stakeholders via email, letters and meetings. Table 2 below sets out the high-level approach to communicating with each of the key groups throughout the conversation.

Group	Engagement channels	Communication channels
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Bereaved and Survivors	<ul style="list-style-type: none"> • Online survey (available in languages most commonly spoken by bereaved and survivors) • 1:1 conversations with Dedicated Service Workers • Facilitated group discussions 	<ul style="list-style-type: none"> • Direct e-mails to bereaved and survivors • Conversation promoted via Dedicated Service and DS Newsletter • Dedicated drop-in sessions
North Kensington residents	<ul style="list-style-type: none"> • Online survey (available in languages most commonly spoken in the local area) • 1-2-1 and group discussions available on request • Group discussions with representatives from residents' associations and other local stakeholder groups • Discussions with local community panels/steering groups and others involved in the Grenfell Recovery programme • 1-2-1 and group discussions with grassroots providers and their service users 	<ul style="list-style-type: none"> • Information to be included in July edition of North Ken News • Direct e-mails to social housing tenants and leaseholders and others we have contact details for • E-mails to RAs, local Registered Providers (RPs), recovery programme providers and members of community steering groups and panels, encouraging them to share with their networks • Conversation promoted via RAs, RPs, providers and community groups' networks • Flyers on estate noticeboards and in key locations across the area. • Community pop-up events in key locations
Wider Borough	<ul style="list-style-type: none"> • Online survey • Group discussions with residents' associations and others who are interested in taking part • Use of Citizens' Panel 	<ul style="list-style-type: none"> • Information included in borough-wide newsletters, including K&C Life, Our Borough and Housing Matters • Direct E-mails to social housing tenants and leaseholders, and flyers on estates • Contact with RPs, encouraging them to share messages with their residents via key channels

Children and Young people	<ul style="list-style-type: none"> • Bespoke version of the survey to be developed for children and young people • Offer of facilitated discussions in school settings and through local organisations who work with children and young people • Engagement with parents and children in other community settings 	<ul style="list-style-type: none"> • Direct e-mails to schools and other organisation working with children and young people • Conversation promoted via school channels (i.e student newsletters, noticeboards, staff) • Information shared with community-based providers who work with children and young people
Key stakeholder groups, including voluntary and community sector organisations	<ul style="list-style-type: none"> • Group discussions about longer-term priorities • Offer of sessions with service users to gather feedback. 	<ul style="list-style-type: none"> • Direct E-mails to invite groups to participate in a focused discussion and offer of facilitated session with users.

Table 2. Summary of approach to communicating and engaging with key groups.

6.10. The conversation will be split into the following phases to allow sufficient opportunities for people to share their views and perspectives:

- Phase 1 (late July to end of September): open-ended exercise to hear people’s key priorities.
- Phase 2 (early October to late November): sharing the feedback we have heard through Phase 1 to check we have heard correctly and testing ideas for the next phase.

6.11. Phase 1 will run in parallel to some of the early engagement on the wider Council Plan and will be complementary to it. As part of Phase 2, we will combine the feedback from Phase 1 with some of the findings from the wider Council Plan engagement so that the Grenfell legacy conversation is threaded through the broader discussion about the strategic direction of the organisation.

6.12. The two phases of the conversation will allow us to test the ideas we have heard through Phase 1 before finalising the priorities as part of the work on Phase 2.

6.13. Both phases of the conversation will feed into the development of a plan for the next phase of the Council’s work on Grenfell, to be presented to the Leadership Team in early 2023 and incorporated into the final version of the next Council Plan.

- 6.14. In the first instance, we are hoping to reach 500 people through this conversation, including at least 100 bereaved and survivors, 200 residents living in the immediate area and 200 from North Kensington and the wider borough. We hope to reach people through a mixture of individual online and postal survey responses and more qualitative one-to-one and group conversations.
- 6.15. Subject to Leadership Team approval, the intention is to launch the consultation the week beginning Monday 25 July. However, if there is substantial additional feedback from residents and partners on the approach or the specific questions, this may need to be delayed.

7. CONSULTATION AND COMMUNITY ENGAGEMENT

Community engagement

- 7.1. As set out above, it is vital that plans for the next phase of the Council's work on Grenfell are shaped by the bereaved, survivors and local residents. Section 6 summarises the plans for the wide-ranging conversation with the community to help build a shared vision for a long-term local legacy from the tragedy. The draft questions were developed from conversations with the bereaved, survivors and community partners and reflect some of the themes we have heard over the past five years. They have been shared with a range of key stakeholder groups and with the Overview and Scrutiny Committee for comment, as well as being published with this report.
- 7.2. Alongside this, there will be separate consultations with the bereaved and survivors on the next phase of support beyond the Dedicated Service and with the wider community on support for the local community, particularly for those in the area immediately around the Tower. These consultations are likely to take place in 2023 and plans for these will be presented to the Leadership Team in parallel with the Grenfell legacy work.
- 7.3. Many conversations have taken place over the last 18 months about services and initiatives across the Grenfell Recovery programme. In 2021 alone, we heard over 1,100 views from bereaved, survivors and local residents. We have made a range of changes to the programme following the feedback to try and ensure it better meets the needs and aspirations of our communities. These conversations have been about specific services and initiatives but they have not always left space for discussions about wider changes at the Council. As we approach another conversation with residents, we recognise that there is a risk of consultation or engagement fatigue. However, we think it is vital to create space for the bereaved, survivors and residents to give their views about the wider direction of the Council and to ensure that priorities are directly shaped by their feedback.

Engagement with the Overview and Scrutiny Committee

- 7.4. A draft of this report, including a summary of plans for the wide-ranging conversation about Grenfell legacy and a draft of the questions, was considered by the Overview and Scrutiny Committee at its meeting on 11 July 2022.
- 7.5. The Committee raised a number of issues about longer-term planning, including the importance of aligning plans for the next stage with the NHS, the value of focusing on education and employment support and the need to ensure future support reaches people who might not have accessed services to date. In relation to the consultation, Committee members asked officers to include more detail about targets for engagement and stressed the importance of ensuring the conversation was sufficiently wide-ranging to ensure all voices are heard (including quiet voices), both in the immediate area and the wider borough. They also stressed the importance of an iterative approach to the conversation, ensuring there was room for communities to start the discussion wherever they wanted and then finding a way to test this feedback to ensure we had understood correctly.
- 7.6. A number of changes have been made to this report (and specifically to Sections 1, 6 and 7) and to the draft questions following the comments from the Committee.

8. LEGAL IMPLICATIONS

- 8.1. There are no specific legal implications arising from the proposals set out in this report. 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. The legal implications will be set out in the key decision report when the proposals for the next phase of the Council's work on Grenfell recovery are considered by the Leadership Team in 2023.

9. FINANCIAL IMPLICATIONS

- 9.1. The current Grenfell Recovery programme is funded through a ringfenced budget of £50m over five years (2019/20-2023/24).
- 9.2. The resourcing of the next phase of the Council's work on Grenfell (beyond 2024) will need to be considered as part of the Council's wider medium-term financial strategy. It is anticipated that a number of proposals will arise following this consultation process and the financial implications of these will need to be determined and funding options considered. At this stage, it is expected that some activity will be funded by the Council and some by our partners.
- 9.3. In early 2023, a plan for the next phase of the Council's work on Grenfell recovery will be presented to the Leadership Team. This plan will include the financial implications arising from this next phase.

10. EQUALITIES IMPLICATIONS

10.1. The final plan for the next phase of the Council's work on Grenfell will include a full Equalities Impact Assessment. In the meantime, the steps set out in Section 6 above are designed to ensure that the consultation reaches people from all backgrounds.

Callum Wilson

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Mandatory clearance requirements for all Key and Executive Decision reports

Cleared by Corporate Finance (officer's initials) [SM]

Cleared by Director of Law (officer's initials) [LP]

Cleared by Communications (officer's initials) [KT]

APPENDIX 1: Grenfell Legacy Consultation – Draft Phase 1 Survey Questions

Introduction

The Grenfell tragedy has forever marked Kensington and Chelsea, our communities and the Council.

Bereaved, survivors and local people have challenged us to make sure that the lessons from Grenfell are never forgotten. We have heard clearly that they want us to use the learning from the tragedy to make Kensington and Chelsea the best council for all residents, and one which is led by its communities.

The Council is committed to meeting this challenge to be the best in light of, and because of, what happened at Grenfell. To help us do this, we think it's important to start by listening to ideas from the bereaved, survivors and residents of the borough about what this means in practice so that together we can build a shared vision for the future, a shared vision of what being the best in light of Grenfell might look like.

We have created a range of opportunities for bereaved, survivors and local people to share their views with us and we want to hear from as many people as possible.

You can:

- Complete an online survey*
- Take part in a one-to-one conversation or a group discussion*

If you are interested in a group discussion or a one to one conversation, please email [xxx]. We will be in touch with you withing 2 working days.

This is the first element of a wider conversation which the Council is having about its priorities over the next four years to shape the development of the new Council Plan. If you are interested in contributing to this, please email [xxx].

Survey questions

To ensure the lessons from Grenfell shape the future of the council, we want to understand what matters most to you because of Grenfell so that together we can build a shared vision which we can work towards.

This will help shape the plans for the next four years, ensuring that Grenfell runs through everything we do and how we do it.

1. For you, what is the most important lesson the Council should learn from the Grenfell tragedy?

[Free text]

Can you tell us a bit more about what this means to you?

[Free text]

2. The Council is committed to meeting the challenge to be the best for our communities in light of Grenfell. What does being the best Council in light of Grenfell mean to you?

[Free text]

In conversations we have had to date, we have heard from bereaved, survivors and residents that some of the following areas are particularly important to them because of what happened at Grenfell:

- *Improving safety*
- *Improving services for our tenants and leaseholders*
- *Listening to residents' voices*
- *Supporting all our residents, including those with disabilities or other additional needs*
- *Communicating better with our residents*
- *Being better connected to our communities*

3. Which of the following priorities is important to you because of what happened at Grenfell and what does it mean to you?

	Tick all that apply <i>[Tick box]</i>	If ticked, please tell us what the Council doing the right thing in this area means to you <i>[Free text]</i>
Improving safety		
Improving services for our tenants and leaseholders		
Listening to residents' voices		
Supporting all our residents, including those with disabilities or other additional needs		
Communicating better with our residents		

Being better connected to our communities		
<i>Another priority</i>	<i>Please tell us this priority and what it means to you.</i>	

4. What does Grenfell mean to you?

[Free text]

5. Do you have anything else you would like to add?

[Free text]

6. Would you like to be kept up to date and/or to take part in a follow-up conversation about this?

- I'd like to be kept informed by email - [Yes / No]
- I'd like to be part of a group/individual discussion – [Yes / No]

If you feel comfortable, please share the following details with us:

- Name:
- Email address:
- Phone number:

7. We want to ensure we hear a wide range of voices that reflects the diversity of our communities so please answer the following questions about yourself:

[Insert demographic questions]