LONDON FIRE BRIGADE

LFC-26-023

Request for Approval of Consultation on Proposals for the Grenfell Memory Project and Supporting Consultation Plan

Report to:	**Date:**
Service Delivery Board	25 February 2026
Commissioner's Board	11 March 2026
Deputy Mayor's Fire Board	24 March 2026
London Fire Commissioner	

Report by:

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Authorising Head of Service:

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Report classification:

For decision

For publication

Values met:

Service
Integrity
Teamwork
Equity
Courage
Learning

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This paper seeks approval from the London Fire Commissioner (LFC) to proceed to public consultation on the Grenfell Memory Project. It also seeks approval of the proposals for the Project and the associated consultation approach, incorporating the engagement and communications plan.

London Fire Brigade (LFB) has a long-standing commitment to listening to and engaging with those whose lives were affected by the Grenfell Tower fire. This includes close families of the deceased, survivors, residents and the wider Grenfell communities. The Grenfell Memory Project is one part of this ongoing work and sits within the **Restorative Justice** commitments made by LFB under the Civil Settlement Agreement reached with Alternative Dispute Resolution (ADR) claimants in March 2023.

As part of this agreement, the LFC committed £8.25 million to create a Grenfell Memory Project. The purpose of the project is to build a meaningful and lasting legacy that honours the 72 lives lost in the Grenfell Tower fire, while supporting collective healing and recovery within the community. This Project, to be delivered by LFB, aims to:

- Help repair relationships between LFB and the Grenfell communities
- Honour the lives of those who died in the fire
- Create a meaningful and lasting legacy to commemorate the Grenfell fire.

Consultation with the Grenfell communities is a core requirement of the civil settlement agreement, ensuring that both Alternative Dispute Resolution (ADR) claimants and the wider Grenfell community inform the final Project.

Extensive pre-consultation engagement was undertaken between February and June 2025 with 329 ADR claimants, comprising 68 close family members of the deceased and 261 survivors and residents living in the immediate vicinity of Grenfell Tower. The settlement agreement provides that the design and implementation of the programmes and projects must have the protection and promotion of the ADR claimants' interests as a core principle. Feedback from this engagement was independently analysed by a specialist agency, resulting in a set of recommendations for LFB.

The Grenfell Memory Project proposals and consultation design have been developed in direct response to these independent recommendations. The analysis highlighted the need for a robust, transparent, and well-facilitated consultation process. Key themes emerging from the recommendations include the desire for a flexible grants scheme; targeted support for young people to promote personal development, confidence, and life skills; and initiatives that strengthen community resilience, preserve the memory of Grenfell, and act as a catalyst for cultural change within the built environment.

Recommended decision

Recommended decision

The London Fire Commissioner is recommended to:

1. Note the findings of the Independent Pre-consultation Engagement Report (Appendix A), and updated Equality Impact Assessment (Appendix D)

2. Approve the proposals for the Grenfell Memory Project set out in the table below (Grenfell Memory Project Proposals) and in the main consultation document (section 2.1 in Appendix B)

3. Approve the proposed consultation approach for the Grenfell Memory Project

4. Approve the supporting Consultation Engagement and Communications Plan

1 Grenfell Memory Project Proposals

The following consultation proposals have emerged from the options development process:

1) **A 5-year Grenfell Memory Project grants programme** covering the following separate strands:

- **Personal Memories** (for close family members of the deceased): **£3m over 5 years**

- **Young people affected by Grenfell** : Young people may be eligible to apply if they meet one of the following: a) were aged 16–25 at the time of the Grenfell Tower fire and were part of the North Kensington and/or Grenfell community on the date of the fire; OR b) are a young person aged 30 or under at the time the project is delivered, with additional needs, and are from the North Kensington and/or Grenfell community: **£1m over 5 years** *("Additional needs" includes those living with a disability, facing social or personal challenges, or experiencing hardship).*

- **Community Resilience grants:** Funding for organisations supporting groups disproportionately impacted by Grenfell, and grassroots Grenfell Anniversary activities: **£1m over 5 years**

2) **A five-year residential and day activity programme** to support personal development, confidence and life skills for young people aged 11-15 years at the time of project delivery and from the North Kensington and/or Grenfell communities. To be designed and delivered by a consortium of local organisations with a relevant track record.

£1.5m over 5 years

3) **A five-year outreach programme supporting people in the North Kensington and Grenfell communities who are interested in careers in fire safety. This will be an annual program of promoting awareness and opportunities, targeted workshops and will provide funding for a relevant fire safety qualification.**

The outreach activities aim to raise awareness of, and provide information, guidance, and support for career opportunities in fire safety and the qualifications needed to pursue them. Each year, 12 people will be able to take part in a series of workshops (6) run by experienced fire safety professionals from London Fire Brigade. The workshop sessions will provide practical advice, career insights and support to apply for a Level 3 Fire Safety Certificate delivered by external training providers. These sessions will also provide support and advice for applications for entry level fire safety roles within LFB and other organisations. The costs of this support and the Level 3 Fire Safety Certificate qualification will be fully funded by the Grenfell Memory Project. The cost of the Level 3 qualification is currently £1800 per person. It is anticipated that this programme will improve the ability of members of the North Kensington and Grenfell communities affected by the tragic events of the Grenfell Tower fire to access a fire safety course and apply for fire safety careers within London Fire Brigade and other organisations **£300,000 over 5 years**
4) Reducing future tragedies: Development of educational/CPD resources (with embedded Grenfell case studies) as a catalyst to influence culture change in the built environment. **£300,000**
5) Feasibility study (without commitment) to assess the viability and sustainability of a Community Hub with a youth focus within the Grenfell catchment area. **£60,000**
6) Contingency to cover any potential contribution to Community Hub if feasibility study determines project is achievable and sustainable, and/or to be reallocated according to community-identified priorities. **£1.09m over 5 years.**
Total budget: £8.25m

For more information on the proposals, refer to section 2 of the Main Consultation Document, set out as Appendix B.

2. Introduction and background

2.1 To meet LFB's obligations under the civil settlement agreement, the Grenfell Memory Project proposals are being developed through a three-phase process:

Pre-consultation engagement (completed): Co-production of the scope and initial content of the Grenfell Memory Project proposals with ADR claimants (including close family of the deceased and survivors). Feedback was independently collated and analysed, informing the further development of emerging proposals. The proposals for the Grenfell Memory Project incorporate and address all the independent recommendations, taking into account the existing provision offered by other organisations, such as RBKC; assurance on this alignment is provided in the main consultation document at Section 2.5. None of the recommendations have been rejected. Accordingly, subject to the consultation feedback, the proposals for the Project set out in the consultation papers fully align with the aspirations and needs expressed in the pre-consultation engagement sessions with the ADR claimants who participated.

Formal public consultation: Engagement with the Grenfell community (including the ADR claimants) and relevant stakeholders to seek their views regarding their support for the co-designed proposals and the proposed allocation of resources.

Post-consultation decision-making: An external specialist organisation will independently analyse consultation feedback and produce a report. LFB will review the findings with involvement from Grenfell and North Kensington communities (including close families of the deceased, survivors, and local residents). Recommendations will then progress through LFB's governance processes, with the final decision taken by the London Fire Commissioner.

2.2 Developing the proposals: Our methodology

LFB is committed to responding robustly to the pre-consultation engagement recommendations—testing them thoroughly and exploring how they could be translated into deliverable proposals.

To move from recommendations to workable options, the team adopted an iterative and reflective approach. Emerging ideas were developed and refined progressively across sessions, with each stage building on the last. Following these sessions, proposals continued to be rigorously assessed, up until the preparation of the report and associated documents for the formal governance process to ensure financial viability, legal compliance and deliverability.

The options development process comprised structured brainstorming sessions with key teams and two rounds of Consequence Mapping with senior LFB leaders, including senior colleagues from the Greater London Authority (GLA). The initial brainstorming sessions reviewed the report's findings and recommendations, generated potential responses, and identified themes to inform subsequent Consequence Mapping discussions.

The Consequence Mapping sessions brought together a broad cross-section of senior LFB leaders from teams in Finance, Communications and Engagement, HR, Legal, operational functions, and the Commissioner's and Assistant Commissioners' offices. Senior GLA colleagues also attended the second session.

- **Session 1** examined the merits, deliverability, risks and potential stakeholder responses associated with each emerging Grenfell Memory Project proposal. All options were considered viable, subject to appropriate mitigation.

- **Session 2** revisited issues identified previously, tested whether the refined proposals adequately addressed the pre-consultation recommendations, and agreed proportionate mitigation measures.

These senior-level discussions resulted in broad consensus on the proposed direction of travel ahead of the formal governance process and public consultation.

Alongside this internal process, we tested emerging ideas with Grenfell-impacted groups, community representatives and LFB's Community Forum. We also collaborated with a wide range of external stakeholders, including RBKC, voluntary and youth organisations, mental health leads and residents' groups. This engagement enabled us to identify groups not previously reached by previous Grenfell-related initiatives and to maximise the impact of the Grenfell Memory Project by minimising duplication with existing activity. Throughout, we have drawn on independent expertise, including desk research and advice from experienced grant-making charities, to strengthen our approach to governance, fairness, safeguarding and transparency.

During the process of preparing the decision report and the consultation documents, including the precise details of the proposals, key senior officers have continued to reflect upon the principles of Restorative Justice; the terms of the agreement, and the feedback in the pre-consultation engagement report; and legal considerations, viability and deliverability, and refined the proposals and consultation process accordingly.

This robust options development process has enabled us to define and improve emerging proposals to ensure they are flexible, accountable and responsive to community priorities as identified during the pre-consultation engagement.

2.3 The North Kensington and Grenfell communities

For avoidance of doubt, when we refer to "North Kensington and/or the Grenfell communities" and people who are beneficiaries of the Grenfell Memory Project, this covers:

- Close family members of the deceased (*refers to the following relatives of those who lost their lives in the Grenfell Tower tragedy - spouse or partner; parent; child; siblings; Grandparents; Grandchild: family nominated relative)*

- Other bereaved family members, survivors and residents who live in the immediate vicinity (i.e. 500m of the Grenfell Tower)

- People who lived in Grenfell Tower at the time of the fire, who may have since relocated outside North Kensington

- Residents of North Kensington at the time of delivery (i.e. namely living in Colville, Notting Dale and/or Golborne wards)

- ADR Claimants, who may or may not fall into one or more of the groups above.

The Grenfell Tower fire had a profound and traumatic impact on bereaved families, survivors, local

residents, and the wider North Kensington community. Despite the passage of time, its effects continue to be felt — not only by those directly affected, but also by new residents and others who have moved into the area since the tragedy.

2.4 Delivery of Grenfell Memory Project Proposals

All Grenfell Memory Project proposals will be delivered with **ongoing involvement from Grenfell and North Kensington communities (including close families of the deceased, survivors and residents)** ensuring that implementation remains co-designed and responsive to community priorities.

Delivery of the grants programme is proposed through a five-year **single grants' framework with multiple strands as described previously in the Table above** (ref: Grenfell Memory Project Proposals) providing flexibility while maintaining fairness, transparency, and strong governance.

Consequence Mapping sessions identified a clear preference for grant funding to be administered by a neutral voluntary sector organisation with substantial grant-making expertise.

To inform options development, a cross-functional working group—primarily comprising colleagues from Community Engagement and Legal—engaged in exploratory discussions with approximately 20 charitable organisations. Initial findings indicate that, to fully administer and distribute the allocated grant funding, voluntary sector organisations would likely require indicative support costs in the region of 12–15% of the total allocation over the delivery period. A two-stage approach is envisaged: an initial co-design phase involving intended beneficiary groups to agree clear parameters and criteria, followed by delivery through an independent and experienced voluntary sector partner responsible for administering and distributing grants.

Although the options development process highlighted a preference for partnership with a voluntary sector organisation to disburse the grants programme, alternative delivery models could be further explored, subject to the consultation outcomes.

The post-consultation paper seeking approval for the final Grenfell Memory Project proposals will set out the preferred delivery approach and the associated implementation and support costs (including any extension of current fixed-term staff costs).

A key programme proposal is a **five-year youth development programme** for young people aged 11–15 from North Kensington and/or survivor and bereaved families who have since moved out of the North Kensington area. The programme will be delivered by established local organisations, with an ambition to reach approximately 600 participants. The programme will incorporate mental health training to build long-term local capacity, in line with independent recommendations to promote collaboration and workforce resilience. This will be overseen and facilitated by the Grenfell Engagement Lead.

Additional proposals include outreach to provide access to fire safety training and careers delivered in partnership with the LFB Prevention and Protection team to support local access to opportunities and the development of **education and training resources** related to the built environment, which will be co-produced with families, community members, and relevant sector experts.

Following the independent pre-consultation report, many people shared the aspiration for a **Community Hub**: A multi-purpose space located near the Grenfell Tower "designed to promote social connection, healing, and personal growth" with a strong focus on young people. While acknowledging that this idea could provide a positive legacy, we need to be confident that the idea is practical,

deliverable and sustainable in the long term before proposing a contribution of funds from the Grenfell Memory Project. For that reason, the options development process identified the need for an independent, professionally-commissioned feasibility study to provide a clear, objective assessment of the practical realities — such as the right location, the level of demand, the costs involved, the partnerships needed, and how the hub could generate income or secure ongoing funding to keep it running successfully. Importantly, this study would not only inform funding decisions but would also be a valuable resource for the North Kensington community itself. Professional feasibility work of this kind is normally expensive and out of reach for many community groups. By commissioning it as part of the Grenfell Memory Project, the community would gain access to expert advice, practical recommendations, and a clear roadmap for delivery. Even if the study finds that a Community Hub is not viable at this moment, it would still provide useful guidance that community groups and residents could use to refine the idea, explore alternative approaches, build partnerships, and develop other sustainable legacy projects for the future. In this way, the feasibility study strengthens the aspiration expressed during the pre-consultation and ensures that any project developed in Grenfell's memory is realistic, resilient and capable of delivering lasting benefit to the community.

(For more information, see Appendix B: Main Consultation Document: Section 2)

2.5 The Consultation approach (ref: Appendices B: section 4 - The main consultation document and C-The Consultation Engagement and Communications Plan)

The proposed consultation approach (set out in Appendices C and D) has been designed to provide meaningful, accessible, and inclusive opportunities for those most affected to share their views, alongside wider communities and stakeholders. The approach is compliant with the Gunning Principles, the Equality Act 2010, the Accessible Information Standard, and relevant best practice. It emphasises transparency around scope, process, and decision-making, and ensures that all feedback is systematically captured and used to inform final outcomes.

Participation has been planned around a clearly-defined target audience and will be supported through multiple engagement channels, including online and paper questionnaires, community events, outreach activity, peer-led conversations, and direct contact via email, post, phone, text, and messaging platforms. This multi-channel approach is intended to reduce barriers to participation and maximise reach across affected communities. To mitigate challenges associated with language barriers, the consultation will provide translated materials in community languages identified from the pre-consultation engagement: Albanian, Arabic, Bengali, Cantonese, Dari, Farsi, French, Italian, Serbian, Somali, Tagalog, Tigrinya , and Turkish. The consultation is scheduled for a 12-week period to start after the local elections on 7 May 2026 (and to take account of both Ramadan and Easter periods).

3 Objectives and expected outcomes

3.1 The public consultation with the Grenfell communities (including close family of the deceased, survivors and residents) is a requirement of the civil settlement agreed with ADR claimants in March 2023. Failure to deliver the consultation would risk breaching the settlement and would present significant legal, reputational, and relationship risks for LFB.

3.2 The Grenfell Memory Project proposals are a **direct response to feedback from pre-consultation engagement with ADR claimants (**including close family of the deceased, survivors and residents), demonstrating LFB's commitment under the settlement agreement to protect and promote claimants' interests.

3.3 Delivery of a **comprehensive, inclusive, and well-governed consultation process** will ensure that the final Grenfell Memory Project proposals are informed by the views of the full range of those impacted by Grenfell, ADR claimants, close family of the deceased, survivors and residents and wider stakeholders.

3.4 More broadly, the Grenfell Memory Project forms a key part of LFB's **Restorative Justice journey**, supporting efforts to rebuild trust, accountability, and reconciliation with the Grenfell communities that LFB serves.

4 Values Comments

4.1 The LFC notes the Fire Standards Board requirements around adopting and embedding the Core Code of Ethics at an individual and corporate level. Following extensive engagement, the LFC has introduced Brigade values which build on and do not detract from the Code of Ethics.

4.2 The project is consistent with the Brigade's values as indicated below

The Brigade values are:

- **Service**: A core tenet of this project is to work with the full range of Grenfell-affected individuals and groups, putting their views at the heart of Memory Project proposals
- **Integrity:** The project maintains a robust audit trail of engagement activity and information gathered to ensure that feedback is captured and interpreted accurately
- **Teamwork**: The programme involves working with relevant teams across LFB to plan and deliver objectives. This is reflected in the composition of the Memory Task Group, which meets regularly to discuss and support delivery the project.
- **Equity**: The programme takes account of and makes reasonable adjustments to accommodate the varying needs of diverse groups including those with protected characteristics.
- **Courage**: The consultation delivery team is committed to ensuring that the needs of the Grenfell community are reflected in the process and the outcome.
- **Learning**: The outcome of the process in developing the Grenfell Memory Project will contribute to and inform LFB's engagement with Grenfell communities and those in North Kensington beyond the Restorative Justice Project.

5 Equality Comments

5.1 The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

5.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.

5.3 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.

5.4 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:

- eliminate discrimination, harassment and victimisation and other prohibited conduct.
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- foster good relations between people who share a relevant protected characteristic and persons who do not share it.

5.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

5.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

5.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- tackle prejudice
- promote understanding.
- advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- foster good relations between people who share a relevant protected characteristic and persons who do not share it.

5.8 An updated Equality Impact Assessment (EIA) has been completed and builds on the version prepared in 2024 as part of the applications for resources to support the Public Consultation. This update ensures compliance with the Public Sector Equality Duty (section 149) and reflects LFB's

wider responsibilities to reduce inequality, advance equality of opportunity, and uphold organisational values.

5.9 The assessment confirms that the proposed consultation approach takes reasonable and proportionate steps to meet the needs of people with protected characteristics. The Grenfell Memory Project proposals also explicitly reflect the ethnic, cultural, age and faith diversity among the Grenfell families and communities and recognise that some protected groups are disproportionately represented among the 72 people who died. This has been informed by a systematic review of relevant protected characteristics, alongside updated demographic data for the Notting Dale ward.

5.10 Equality considerations will continue to be actively monitored throughout the consultation period, with arrangements in place to identify and respond to emerging issues. Further details are provided in **Appendix C:** Consultation Engagement and Communications Plan and **Appendix D:** Updated Equality Impact Assessment.

6 Other considerations

Workforce comments

The Grenfell Memory Project is a community-focused restorative justice proposal arising from the settlement agreement with the ADR claimants. LFB officers have been involved in considering the pre-consultation engagement feedback and recommendations to further shape the proposals for consultation.

Sustainability comments

6.1 No sustainability comments

Procurement comments

6.2 No procurement comments

Communications comments

6.3 Please refer to **Appendix C**: Consultation Engagement and Communications Plan.

7 Financial comments

7.1 Funding for resources to support this Public Consultation has previously been approved and secured.

7.2 In any final decision by the LFC post consultation any costs associated with managing the delivery of the proposals will need to be met by the LFC and will form part of the decision-making process.

8 Legal Comments

The provision of £8.25M by the LFB for the Grenfell Memory Project as part of the Restorative Justice provisions forms part of the Settlement Agreement between the Alternative Dispute Resolution claimants and the defendants (including the LFB).

The Settlement Agreement provides that *'Restorative justice" means consideration of, discussions about and implementation of measures which the relevant parties may seek to achieve to mark and commemorate the Grenfell Tower fire and those who died or suffered as a result of it*. The Grenfell Memory Project to be provided by the LFB was not defined and nor was the detail of it prescribed in the agreement, but it is a requirement that *The design and implementation of the programmes and projects must have the protection and promotion of the ADR Claimants' interests as a core principle*. The pre-consultation engagement primarily with ADR claimants was designed to shape the proposals for consultation in a manner that seeks to satisfy this requirement, and this will be further tested and assured by the proposed consultation process.

The Settlement Agreement also provides that *The Grenfell community must be fully consulted on the precise scope of the programmes and projects set out above and the support of the community for the Restorative Justice initiatives is key*; the proposed consultation exercise will fulfil this condition.

The consultation exercise set out in this report in respect of the Grenfell Memory Project proposals must not only adhere to the terms of the agreement but must also comply with the legal requirements set out in case law in respect of consultation. There has been a raft of decided cases in respect of the legal duties on consultation but the overriding legal requirement is that the consultation be fair and the principles set out in *R v London Borough of Brent ex parte Gunning (1985)*, remain the core requirements namely that;

(a) consultation is undertaken at a time when the relevant proposal is still at a formative stage;
(b) adequate information is provided to consultees to enable them properly to respond to the consultation exercise;
(c) consultees are afforded adequate time in which to respond; and
(d) the decision-maker gives conscientious consideration to consultees' responses.

It is apparent, notwithstanding the pre-consultation engagement, that these proposals are still at a formative stage and the questions and open comment boxes in the consultation questionnaire in respect of all the proposals provide those being consulted with an opportunity to provide meaningful comment which will be taken into consideration in any final decision.

The bundle of documents including the consultation pack to be made available to those being consulted sets out the background, context and intentions of the proposals and as such provides adequate information for the proposals to be responded to.

The Consultation period is proposed to run for 12 weeks starting in May 2026 and as such provides an appropriate window in which consultees can provide their comments.

The powers of the LFC are set out in statute and are broad in scope and include specific powers and incidental powers. General Counsel advises that the proposals set out in this report and the consultation documents for the Grenfell Memory Project are within the powers of the LFC, such that they may be presented as projects which can lawfully be delivered. In particular the projects focus on education and prevention and are being targeted at those affected by the Grenfell Tower Fire.

Part 6A of the Greater London Authority Act ("the 1999 Act") is concerned with the Commissioner.

Section 327A(1) provides that there is to be a London Fire Commissioner, and that the Commissioner is a corporation sole. By section 327(A)(4), the Commissioner has (a) the functions of the fire and rescue authority for Greater London under the Fire and Rescue Services Act 2004 ("the 2004 Act"), and (b) the other functions conferred on the Commissioner by or by virtue of any other enactment. Section 327A(5) states that the Commissioner must secure that the London Fire and Rescue Service is efficient and effective.

Section 5A(1) of the 2004 Act provides that (a) the Commissioner has the power to do anything it considers appropriate for the purposes of the carrying-out any of its functions, (b) anything it considers appropriate for purposes incidental to its functional purposes, (c) anything it considers appropriate for purposes indirectly incidental to its functional purposes through any number of removes, (d) anything it considers to be connected with (i) any of its functions, or (ii) anything it may do under paragraph (a), (b), or (c).

Section 5B contains boundaries to the power under section 5A. In essence, section 5A(1) does not enable the Commissioner to do (a) anything which the Commissioner is unable to do by virtue of a pre-commencement limitation, or (b) anything which the Commissioner is unable to do by virtue of a post-commencement limitation which is expressed to apply (i) to its power under section 5A(1), (ii) to all of the authority's powers, or (iii) to all of the authority's powers but with exceptions that do not include its power under section 5A(1).

Section 6 of the 2004 Act, on fire safety, provides, in essence, for prevention and education:

(1) A fire and rescue authority must make provision for the purpose of promoting fire safety in its area.
(2) In making provision under subsection (1) a fire and rescue authority must in particular, to the extent that it considers reasonable to do so, make arrangements for –
(a) the provision of information, publicity and encouragement in respect of the steps to be taken to prevent fires and death or injury by fire;
(b) the giving of advice, on request, about-
(i) how to prevent fires and restrict their spread in buildings and other property;
(ii) the means of escape from buildings and other property in case of fire.

Section 7 of the 2004 Act addresses fire-fighting:

(1) A fire and rescue authority must make provision for the purpose of-
(a) extinguishing fires in its area, and
(b) protecting life and property in the event of fires in its area.
(2) In making provision under subsection (1), a fire and rescue authority must in particular-
(a) secure the provision of the personnel, services and equipment necessary efficiently to meet all normal requirements;
(b) secure the provision of training for personnel;
(c) make arrangements for dealing with calls for help and for summoning personnel;
(d) make arrangements for obtaining information needed for the purpose mentioned in subsection (1);
(e) make arrangements for ensuring that reasonable steps are taken to prevent or limit damage to property resulting from action taken for the purpose mentioned in subsection (1).

Section 11 of the 2004 Act addresses the power to respond to other eventualities:

(1) A fire and rescue authority may take any action it considers appropriate-
(a) in response to an event or situation of a kind mentioned in subsection (2):

(b) for the purpose of enabling action to be take in response to such an event or situation.

(2) The event or situation is one that causes or is likely to cause-

(a) one or more individuals to die, be injured or become ill;

(b) harm the environment (including the life and health of plants and animals).

(3) The power conferred by subsection (1) includes the power to secure the provision of equipment.

(4) The power conferred by subsection (1) may be exercised by an authority outside as well as within the authority's area.

The Mayoral Directions made in 2018 pursuant to the Mayor's powers set out under section 327D of the GLA Act 1999 provide that ;

3.1 The Deputy Mayor for Fire shall be consulted as far as practicable in the circumstances before a decision on any of the following is taken:

c. Any other decision that can be reasonably considered to be novel, contentious or repercussive in nature, irrespective of the monetary value of the decision involved (which may be nil)

The importance and significance of Restorative Justice to the LFB and the Grenfell Community is such that it is considered this aspect of the Mayoral Directions is engaged and that it is therefore necessary for the LFC to consult the Deputy Mayor for Fire on the proposals suggested to be consulted on and the consultation process proposed before the LFC takes a decision.

In the post consultation final decision making paper any LFB costs of delivering the proposals will be included and in accordance with the Mayoral Directions, prior authority for committing such expenditure will be sought, Under the terms of the Settlement agreement such costs must be met by the LFC.

List of appendices

Appendix	Title	Open or confidential*
A	Pre-Consultation Engagement Report (pdf attached) Grenfell Memory: London Fire Brigade Pre-consultation engagement report and analysis	open
B	Main Consultation Document (attached)	open
C	Consultation Engagement and Communications Plan (attached)	open
D	Updated Equality Impact Assessment (attached)	open

PART TWO

Confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: No

Grenfell Memory Project

London Fire Brigade Pre-consultation Engagement Report and Analysis

Author: Clive Caseley, Sue Clegg

Date: 15 August 2025

This report is available in different formats, for more information, please email: Grenfell.Engagement@london-fire.gov.uk

Text or call: 07385 382580

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1. EXECUTIVE SUMMARY

1.1 ABOUT THE ENGAGEMENT

This report sets out the findings from a period of pre-consultation engagement for the Grenfell Memory Project, which has been established by the London Fire Brigade (LFB) as a meaningful and lasting response to the Alternative Dispute Resolution (ADR) civil settlement.

This engagement process was designed to hear directly from the ADR Claimants, and especially close family of the deceased and survivors, to inform the development of detailed proposals for public consultation on delivery of the project.

LFB has ensured the most open, accessible and fluid approach to working with the Grenfell community, outside of formal adjustments for equity, such as translations, interpreters and culturally competent planning.

Verve Communications supported this process. The team's role was to review and analyse the engagement information provided by LFB, including notes from meetings, questionnaire responses, interviews, and feedback from local events. While Verve did not undertake the research directly, it has sought to synthesise the key themes and identify implications for the development of future consultation options.

The LFB process included structured engagement with key stakeholders, one-to-one conversations, community meetings, and the development of an online questionnaire co-designed with community representatives.

Insights gathered from initial conversations helped shape the questions and structure for wider engagement. As themes emerged, they were tested and refined with participants, eventually informing both the structure of the questionnaire and the framework for analysis.

Engagement activities prioritised inclusion and accessibility, with efforts made to include diverse voices, including those from underrepresented and non-English speaking communities.

The LFB team made strenuous efforts to publicise the exercise to the target group through letters, emails, WhatsApp messages, referrals from survivors and family members, hosting and attending events and working with representatives of groups supporting people impacted by Grenfell.

The LFB Engagement Lead has been available on an 'as and when' basis for Grenfell directly affected and survivors throughout the pre-consultation, fully acknowledging this is not a 9-5 or Monday to Friday commitment for the LFB, with the aim of developing lasting relationships beyond the scope of the Memory Project.

A total of 329 individuals, including young people engaged through The Space youth group, participated in the pre-consultation engagement exercise. This number includes 68 close family members of the deceased, 261 survivors, and residents from the Walkways or other ADR claimants." (Please refer to 3.4.1 Table 2 – Summary of participation – for a breakdown).

The Community Engagement team held 31 meetings (both in-person and online), while The Space, commissioned to gather youth perspectives, hosted 4 youth-led workshops and 3 "reflection sessions" with young people who were children at the time of the tragedy. These interactive sessions were complemented by an online questionnaire, requested by other Grenfell-affected individuals who preferred to share their feedback privately. Additional submissions were also received via email.

Participants shared a wide range of views, ideas and aspirations for the future of the Grenfell Memory Project, which have been analysed under four thematic headings:

1. Personal Memory Projects
2. Children and Young People
3. Preventing Future Tragedies
4. Community Resilience.

The engagement responses support the development of a bold and responsive programme, and recommendations to LFB are structured around these themes, as well as over-arching, programme-wide recommendations.

1.2 KEY FINDINGS

While opinions varied, the LFB has heard consensus around some key principles: flexibility, dignity, long-term impact, and the importance of enabling community-led approaches.

Close family of the deceased consistently emphasised the importance of choice and autonomy when it comes to remembering their loved ones. Memory, they noted, does not look the same for everyone.

Some families may want quiet spaces for reflection and prayer, while others may wish to benefit their communities or to commission creative or commemorative works privately.

It is vital that the Memory Project respects these differences, avoids a one-size-fits-all approach, and provides the flexibility to accommodate personal, faith-based, or cultural traditions.

Some highlighted the need for dedicated resources, effective administration and practical help to enable them to translate their ideas into personal memory projects that are meaningful and viable

Young people were another clear focus. There is consensus that children and young people affected by Grenfell — directly or indirectly — continue to need support to thrive and become the best versions of themselves

This includes not only those who lost family members, but also school friends of children who died, young people still living or going to school near the Tower, and those whose parents or grandparents were affected. Emotional trauma, disrupted education, and persistent mental health needs were all raised.

Participants spoke of the importance of culturally competent mental health initiatives, and opportunities for creative expression and healing. Many participants also wanted to see tangible investment in young people's futures: scholarships, bursaries, apprenticeships, training and mentoring were all discussed.

The role of community organisations in supporting youth was widely valued, and participants stressed the need for core organisational funding and better coordination with similar local initiatives to avoid duplication, make the best use of local expertise and to help build resilience at the community level.

Many people felt that the learning from Grenfell — including failures in housing safety, building regulation, and institutional accountability — had not sufficiently changed the culture of various industries

There is a clear desire for the Memory Project to support education, training, and advocacy that would prevent a similar tragedy from happening again. Participants favoured training and awareness-raising targeted at professionals especially in the Built Environment and housing for example, architects, civil engineers, construction workers, building safety professionals.

Many supported the idea of Continuing Professional Development (CPD) of these industries being informed by the lived experience of survivors and close family members. There was interest in embedding these lessons into professional accreditation, academic courses of study, and regulatory standards.
Contributors stressed the potential of survivor-led groups, bereaved family storytelling, and community involvement as key to the development of education and/or training resources—rather than top-down training or tokenistic campaigns.

Community resilience was framed not only in terms of trauma recovery but also support for community activities and capacity building (including the strengthening of infrastructure to support communities disproportionately impacted by Grenfell). Some also emphasised the value of first aid training, fire safety education, and community awareness sessions to help residents respond in a crisis.

Building confidence and knowledge at the community level — particularly in tower blocks and amongst vulnerable groups — was seen as a vital step towards resilience. There is a shared hope that the Grenfell Memory Project would contribute not only to healing, but to building strength, readiness, and collaboration into the future.

The proposal for a dedicated community hub received strong and widespread support—particularly if it can serve as a safe, welcoming, and youth-friendly space for all residents. Participants emphasised that, to be meaningful, the hub must be located close to Grenfell Tower and be easily accessible to the local community. The envisioned hub would be a multi-purpose space designed to promote social connection, healing, and personal growth. It should provide a safe environment where young people and residents of all ages can come together, feel a sense of belonging, and access meaningful opportunities.

Many voiced frustration that there remains a lack of urgency or disinterest from some institutions. A strong theme across the engagement was a determination that lessons learned must lead to lasting change.

Through this engagement exercise, the LFB has gathered a wealth of insight into ambitions for the programme, creative and inspirational ideas, and has been privileged to hear the stories of many of the people impacted by the Grenfell tragedy. People are now looking to the Grenfell Memory Project to play its part in making change happen.

1.3 RECOMMENDATIONS

Recommendations are rooted in the insights shared during pre-consultation and designed to guide the next stages of programme development and consultation. They are summarised below with more detail in section 6. of the report.

1.3.1 PERSONAL MEMORY PROJECTS

RECOMMENDATION 1. Personal memory projects - practical decisions of principle

The LFB should consider the establishment of a dedicated grant scheme to distribute a defined proportion of the civil settlement to support personal memory projects. Further consideration by LFB is required regarding the development of structures through which the scheme can be disbursed, the grant size, eligibility and application process.

RECOMMENDATION 2. Supporting people to develop their personal memory project

To ensure equitable access, feedback suggests that LFB should empower individuals to develop their own personal memory project, providing the time and space for people to reflect and define their ideas of remembrance without pressure to conform to others' expectations.

1.3.2 CHILDREN AND YOUNG PEOPLE (UP TO 30 YEARS)

RECOMMENDATION 3. Supporting learning, educational and vocational training opportunities

There is widespread support that children and young people should be helped to pursue their educational and professional aspirations.

The LFB should create a flexible grant scheme for individual young people affected by Grenfell, covering academic, vocational, and informal education.

RECOMMENDATION 4. Priority children and young people for support

Participants voiced a clear desire to focus support on those children and young people most affected by the tragedy.

The LFB should define who it is proposed will be prioritised for individual support, while ensuring fair and transparent access to all.

RECOMMENDATION 5. Informal learning and life skills

Young people and families emphasised the importance of non-academic activities that support healing, confidence and life skills.

The LFB should also consider making grants available that contribute to personal development, life skills and/or the development of an identified talent.

RECOMMENDATION 6. Support through community organisations

As an anchor institution with local presence, the LFB is ideally placed to leverage its own networks as well as funding from the ADR settlement, and it should:

- Work with established organisations supporting young people
- Encourage collaboration and avoid duplication
- Support workforce development and resilience
- Invest in physical and digital infrastructure for youth activities close to Grenfell communities.

1.3.3 PREVENTING FUTURE TRAGEDIES

RECOMMENDATION 7. Leverage the power of lived experience testimonies to raise awareness and drive culture change

Many participants emphasised the importance of telling the truth about Grenfell in ways that influence real change especially in industries within the Built Environment:

- This includes survivor and family storytelling, and testimony-sharing as part of training resources
- A co-development process, involving survivors and affected families should identify priorities and key messages
- Partnerships should be established with the built environment industry and professional institutes
- Outputs should be accessible beyond UK and grounded in rigorous research.

RECOMMENDATION 8. Clear route to delivering change in the safety of buildings

There is deep concern that the underlying lessons from Grenfell have not been embraced.

The LFB is ideally placed to leverage its expertise and relationships with key organisations to support work that directly influences practice in the built environment sector. It is recommended that:

- This should be firmly focused on industries within the built environment
- High-quality resources — toolkits, guidance, films — should be co-produced with families of the deceased, survivors and technical experts and be peer reviewed
- Dissemination should be planned strategically through regulators, education providers and industry leaders
- It should be underpinned by a robust vision – producing information and guidance accessible beyond UK.

1.3.4 COMMUNITY RESILIENCE

RECOMMENDATION 9. Establish a Community Resilience Grant Scheme

Community organisations have consistently been identified as the bedrock of local support. To further empower these groups and foster healing, inclusion, and resilience following the Grenfell tragedy, it is recommended that the London Fire Brigade (LFB) considers the establishment of a targeted grant scheme to support community-led initiatives.

The proposed grant scheme should provide both core and project-specific funding to organisations that:

- Deliver culturally competent services and activities that improve mental health, wellbeing, and social cohesion—particularly with disabled, elderly, and vulnerable residents
- Create opportunities for local people and communities to come together to learn, work, and celebrate, promoting healing and unity
- Raise awareness of Grenfell-related issues and ensure that the lessons learned continue to be shared and embedded.

RECOMMENDATION 10. Community hub development

There is strong support for a permanent, multi-purpose community space linked to Grenfell recovery and legacy with these characteristics:

- A dedicated physical hub should offer space for youth provision, multifaith prayer, therapeutic activities, and varied community activities
- Design, governance and programming must be shaped by affected residents, especially close family of the deceased, survivors and residents in the immediate vicinity of Grenfell Tower
- A clear business plan and funding model to ensure long-term sustainability.

1.3.5 OVER-ARCHING ELEMENTS OF THE PROJECT

RECOMMENDATION 11. Inclusive, collaborative, community-led working groups or structures

The LFB should establish transparent governance mechanisms to oversee each part of the Memory Project and the whole programme:

- These structures should include close family of the deceased, local community representatives and relevant experts
- Members should be selected through a fair and inclusive process, with clarity about remit, influence, and decision-making powers.

RECOMMENDATION 12. Grant giving

There is clear agreement that the LFB should deliver the ADR civil settlement largely through grant-giving and awards to individuals and community groups.

It is recommended that individual grant schemes within the project should be set up with:

- A clear statement of purpose and defined beneficiaries, which has been co-developed
- A stated approach to the structure of the scheme (size of awards; nature of activity supported, eligibility requirements for individuals, organisations and/or partnerships; etc.)
- A structured awards process (award criteria; application process; assessment and decision-making processes; any requirements for recipients to report back; etc.)
- Appropriate financial audit and accountability (with clarity on the degree of reports required of those receiving awards).

RECOMMENDATION 13. Communications strategy for the programme itself

Effective communication is essential to ensure transparency and encourage participation, and the LFB should lead development of a communications strategy and operational plan for the Memory Project itself.

RECOMMENDATION 14. Recommendations for the consultation process

Participants expect a robust, transparent and well-facilitated consultation process, and the LFB should follow best practice and build on the principles tested successfully during pre-consultation engagement.

2. INTRODUCTION

2.1 ABOUT THE GRENFELL MEMORY PROJECT

The Grenfell Tower fire on 14 June 2017 was a devastating event that profoundly affected the North Kensington community and resonated across the UK and internationally.

The Grenfell Memory Project is part of the civil settlement reached in 2023. Within this, the extra-judicial Alternative Dispute Resolution (ADR) process included a provision for Restorative Justice payment to be paid by some ADR Defendants. The London Fire Commissioner (LFC) agreed to contribute £8.25M for a legacy programme to benefit the ADR Claimants, including close family of the deceased, survivors and the wider Grenfell community. Funding for the Grenfell Memory Project is in addition to the individual compensation payments to ADR claimants.

Under this framework, the Memory Project is designed to fund and support activities consistent with memory and legacy that reflect the needs, perspectives, and wishes of the ADR Claimants, including those who lost family and loved ones, survivors and the wider Grenfell community. The civil settlement committed the London Fire Commissioner (LFC) to two core principles:

- Firstly, the interests and priorities of ADR claimants must guide project design and decisions
- Secondly, to ensure the wider Grenfell community is fully consulted on the scope and design of the programme, recognising that their support will play a vital role in its success.

In response, the LFC has committed to supporting a meaningful legacy, working in partnership with those most affected by the tragedy. LFC has engaged with the ADR Claimants and prioritised engagement with close family of the deceased who have a unique and irreplaceable connection to the memory and legacy of those lost in the Grenfell fire.

With multiple public bodies already running initiatives to commemorate the Grenfell tragedy, the LFB seeks to adopt a clear and coherent approach to joint development and funding decisions and support delivery of a distinct and complementary legacy.

At the time of the 2023 civil settlement, three proposals were outlined via ADR claimants' legal representatives as part of the Restorative Justice initiatives:

1. Memorial Archive – A digital repository featuring situated testimony
2. Memorial Exhibition – A public-facing exhibition to commemorate the Grenfell tragedy
3. Educational Outreach Project – A five-year programme of events centred on the archive and exhibition, including "outreach scholarships."

Since the settlement was agreed, various initiatives led by the Royal Borough of Kensington and Chelsea, the Memorial Commission, and other organisations with aligned aims have progressed. In light of this evolving landscape, the LFC seeks to reassess the original proposals to ensure the Grenfell Memory Project:

- Avoids duplication of existing efforts
- Operates within a clear, coherent framework which allocates investment in ways that will make a real difference
- Meets the distinct needs of the ADR claimants, while making an enduring contribution to remembrance and learning.

2.2 ABOUT THE PROCESS

It is recognised that this is part of a journey to rebuild trust and reconciliation, and therefore it is vital that the Grenfell Memory Project - and the ideas, recommendations and decisions on which it is based – is fully informed through active participation and that the programme considers cultural and faith-based perspectives in honouring the deceased and creating legacy projects.

Above all, the Grenfell Memory Project is conceived as a community-driven initiative, shaped by extensive engagement with the ADR Claimants, including close family of the deceased, survivors, and local residents. The LFB's role has been to facilitate and support this process, ensuring that the programme reflects the lived experiences and priorities of those most affected.

The consultation process for the Grenfell Memory Project has three phases, with each building on the one before to ensure a meaningful, inclusive and well-informed pathway towards decisions on the Grenfell Memory Project:

1. The current exercise builds on early pre-consultation engagement and focuses on the priority themes identified - to gather insight and suggestions which will help develop clear proposals for consultation
2. The consultation will test these proposals with the Grenfell community - to gather in-depth feedback and refine further
3. The final stage will be reviewing the consultation response – to make final decisions.

This approach is summarised in the *Roadmap to Final Proposals* (see Appendix 7).

2.3 PRIOR ENGAGEMENT

This exercise builds on the significant amount – and depth - of engagement undertaken by LFB since the tragedy with the ADR Claimants, a wide range of stakeholders including close family members of the deceased, survivors, and the wider community.

As part of developing the approach to the Grenfell Memory Project, LFB engaged in dialogue with a range of people and organisations connected to the Grenfell community, which surfaced many different proprieties and ideas.

Importantly, these discussions led to further exploration of how different cultural and religious traditions approach remembrance and legacy. This is especially significant given the backgrounds of the deceased, the majority of whom were first-generation migrants from regions including the Middle East, Africa, Asia, and the Caribbean.

Insights from these communities helped to define how project proposals should be gathered during the early engagement phase and must continue to inform how funding will be structured and distributed to ensure the Grenfell Memory Project is meaningful to those most affected.

2.4 CO-DESIGN - AN ITERATIVE AND RESPONSIVE APPROACH

The development of consultation options for the Grenfell Memory Project was rooted in a deliberate, iterative process shaped by deep engagement with stakeholders and community representatives of which this pre-consultation exercise is part.

Rather than beginning with a fixed framework, the LFB project team worked with the ADR Claimants, including close family members of the deceased, communities and partners to test and gather feedback to inform consultation options that will be continually informed and refined through dialogue.

Initial engagement with stakeholders from community groups and organisations supporting people impacted by the Grenfell tragedy surfaced key themes and concerns which helped shape the early design of the consultation. These early insights informed initial conversations with ADR Claimants, including close families of the deceased, survivors, and former residents, which in turn provided a starting point for more detailed discussions.

Approximately two-thirds of the way through the pre-consultation engagement phase the team began to draw together emerging ideas into a working framework. This framework helped give focus to this engagement exercise, and particularly the design of the online questionnaire. It reflected the aspirations and principles articulated by participants while remaining open to further input.

As the process progressed, the framework was used not only to structure the questionnaire but also to guide the final collation and analysis of feedback. In this way, the pre-consultation engagement was not a one-off exercise but a dynamic, responsive process, co-designed with those most affected and continually enriched by their insights.

2.5 THE PURPOSE OF THIS REPORT

This report aims to fulfil several purposes:

- To document the engagement process undertaken to inform the development of the Grenfell Memory Project, ensuring that proposals for formal consultation are rooted in community needs and aspirations
- To bring an independent analysis of the engagement: summarising the methods used, who participated, and the main themes and proposals that have emerged
- To provide insight to inform the forthcoming formal consultation, supporting the LFB and partners in developing options that are inclusive, equitable, and community led
- To enable and inform a feasibility study that LFB will carry out to ensure that consultation proposals are deliverable
- To provide a clear account which enables transparent and ethical decision-making.

The LFB commissioned independent analysis to ensure that the development of the Grenfell Memory Project is informed by authentic community input. During the engagement, the LFB reached out to ADR Claimants, including close family of the deceased, survivors, residents, and the wider community, with a focus on inclusivity and trauma-informed practice.

The data for this report came out of engagement activities between February and June 2025. The aim was to take ideas and suggestions for activities which may form part of the programme and begin to refine these into concrete proposals for consultation.

The process and participation are detailed within this report. It included workshops, focus groups, interviews, and survey responses, and was designed to be as accessible and inclusive as possible.

2.6 VERVE'S ROLE

Verve Communications is a values-driven company that works solely with public-service bodies in local government, health and community sectors to provide research and support to guide service transformation and change.

It draws on more than a decade of experience across London, providing engagement and communications for complex public sector programmes and formal consultation processes. Committed to inclusion, diversity and equality, Verve seeks to ensure that vulnerable and marginalised voices are heard. The Verve team combines qualitative and quantitative research expertise to enable public services to make transparent, trusted decisions even in sensitive, high-profile contexts.

Verve was tasked to:

- Review and consider the feedback received through the Grenfell Memory Project pre-consultation engagement activity
- Analyse the comments gathered, highlighting the key themes raised by participants
- Provide an independent summary of insights, including reflections on the LFB's best endeavours to deliver an inclusive and responsive engagement process.

Verve did not conduct the engagement or research directly, and we would like to record our thanks to the LFB team for providing detailed notes of all meetings, questionnaire responses, and activity reports. Please note that these have been considered as read and incorporated into this analysis without additional validation by our team.

3. THE ENGAGEMENT EXERCISE

3.1 RATIONALE AND AIMS

The main aim was to reach out to ADR Claimants, including close family of the deceased, survivors and local residents to facilitate and encourage their participation in co-developing options and practical proposals for future public consultation on the content and scope of the Grenfell Memory Project.

This section describes the approach, rationale, scope, recruitment, and participation in the engagement phase. The research objectives were:

- To understand community priorities for the legacy programme, with a particular emphasis on the views and aspirations of close family members of the deceased
- To identify barriers and enablers for participation in the Grenfell Memory Project
- To capture diverse perspectives across different groups, seeking to highlight where differences should be recognised and where there may be agreement
- To inform development of deliverable proposals for consultation and inform plans for the consultation process itself
- To ensure – through a trauma-informed and culturally sensitive approach – that those most affected were at the heart of a co-development process
- To ensure that young people—especially those who were children or teenagers at the time of the Grenfell fire—had the opportunity to express their views in their own voice and contribute authentically to the design of the future programme collectively.

Please note: "Close family members of the deceased" has an agreed meaning in relation to the groups of people involved in this engagement. It refers only to the following relatives of those who lost their lives in the Grenfell Tower tragedy: spouse or partner; parent; child; siblings; grandparents; grandchild: family nominated relative.

3.2 SCOPE AND FOCUS

The engagement focused on key programme areas which had been identified through earlier engagement with individuals and community groups and discussed with partner agencies in respect of the scope of the Civil Settlement framework. They were:

- Personal memory projects for close family members of the deceased
- Supporting children and young people up to 30 years of age (e.g. bursaries, scholarships)
- Supporting children and young people through community organisations (support and programmes of activity)
- Preventing future tragedies, including:
- Professional education and advocacy
- Building community resilience (grants to local voluntary groups, training, and activities)
- Developing a new community hub.

3.3 METHODOLOGY

3.3.1 OVERVIEW

The engagement exercise for the Grenfell Memory Project adopted a mixed methods design to collect robust, complementary evidence from the widest possible cross-section of ADR Claimants and others affected by the tragedy.

This approach combined structured quantitative instruments with multiple strands of qualitative, deliberative research, giving weight both to statistical breadth and lived-experience depth. The five principal data-collection methods were as shown in Table 1.

Recruitment methods were flexible and allowed participants to join via face-to-face events, online sessions, or telephone calls, depending on preference and accessibility. Verbal invitations, print and digital information were designed to suit different groups and access needs.

Sessions were held in familiar venues such as community centres, faith spaces, and accessible local facilities. Where possible, locations were selected to reduce anxiety and logistical barriers.

Table 1 – Data collection methods

Method	Purpose	Strengths
Structured questionnaire (self-completion, online and paper, including facilitated by interpreters where appropriate)	To generate a snapshot of views across key demographic groups.	High reach; supports weighting; enables comparison between different cohorts of participants.
Focus groups and deliberative workshops	To test ideas in real time, surface collective priorities, and explore trade-offs.	Encourages collaboration and learning; seeks to understand group dynamics and the rationale for opinions.
One-to-one interviews / conversations	To capture sensitive, personal testimony—especially close family of the deceased and vulnerable residents.	Provides depth, allows emotion and explores impact and nuance.
Community organisation engagement	To reach seldom-heard cohorts (e.g. Eritrean, Middle-Eastern diaspora) through trusted intermediaries.	Builds trust; increases cultural competence.
Youth-led group analysis and recommendations	To enable young people to collectively reflect on their experiences and articulate priorities for memory, support and justice.	Empowers autonomous thinking; ensures unmediated youth voice; supports peer-led insight and self-advocacy.

3.3.2 DELIBERATIVE METHODOLOGY

Focus groups and workshop style discussions were held to consider views in depth. Where practicable, sessions followed a 'deliberative' facilitation model in which in context information is provided to support participants through structured, facilitated discussions.

Qualitative and deliberative techniques surface the "why" behind survey numbers, reveal minority perspectives, and test real-world trade-offs—critical for a project grounded in restorative justice principles.

Sessions were moderated by the Consultation and Engagement lead and community engagement team members assisted by note takers from across the Communications team Trained interpreter-facilitators supported sessions with Eritrean /Ethiopian, Italian and Arabic speaking families to ensure linguistic inclusion.

Parallel one-to-one interviews allowed the ADR Claimants, including close family of the deceased and survivors, to contribute without group pressure and at times and locations of their choice. Topic guides covered personal memory needs, desired safeguards for the fund, and reflections on existing memorial projects. Interviews were transcribed verbatim and thematically coded.

3.3.3 QUALITY ASSURANCE AND NOTE-TAKING

Focus groups, workshops and interviews used standard discussion guides and pro forma, capturing information about the session as well as comments heard, emergent themes and verbatim quotes. Note-takers and facilitators attended pre-session briefings to understand the discussion guide and ensure awareness of qualitative principles and trauma-informed practice.

Data protection protocols adhered to GDPR and LFB governance requirements; anonymisation was applied before any information was published.

3.3.4 SYNTHESIS AND ANALYSIS

Data from the four streams were integrated through an analysis framework based around a code frame developed from the first set of data to emerging themes and updated throughout.

This also allowed for follow-up in later sessions and interviews. This iterative process provides both a rich analysis of comments and helps to ensure that the discussions were led by what was most important to the participants.

3.3.5 ETHICAL CONSIDERATIONS

All engagement activities were designed and delivered in line with ethical best practice, placing participant wellbeing and dignity at the centre of the process. Two psychologists from the Grenfell Health and Well-service were present during workshop style groups to support participants as required. A trauma-informed approach was embedded throughout, recognising the long-term emotional impact of the Grenfell tragedy and the potential for re-traumatisation during discussion of sensitive topics.

Participation was always voluntary and informed. Clear consent was sought at every stage, including for the use of notes and verbatim quotes.

Participants were reminded of their right to withdraw at any point, without needing to provide a reason and the team worked closely with the Grenfell Health and Well-being team to ensure that emotional support was available if required and participants could be signposted to relevant support.

Strict standards of confidentiality and data protection were maintained. Identifying details were removed from transcripts and notes before sections of the report were drafted, and data was stored securely in line with GDPR and LFB governance frameworks.

3.4 INCLUSION, PARTICIPATION AND REACH

3.4.1 SUMMARY OF PARTICIPATION WITH ADR CLAIMANTS (INCLUDING CLOSE FAMILY OF DECEASED, SURVIVORS AND RESIDENTS)

Table 2 below shows a summary of participation in the engagement.

Participation by	Engagement meetings groups, and interviews	Questionnaire survey[1]	Engagement by The Space (local youth group)	Total
Close family members of the deceased	53	9	6	68
Survivors and residents	106	18	137	261
Total	**159**	**27**	**143**	**329**

Table 2 – Participation summary

Please note that the full schedules of activity are attached which detail:

- Engagement through focus groups, workshop meetings and 1:1 interviews (see Appendix 1)
- Engagement through the questionnaire (see Appendix 3)
- Engagement separately arranged by the Young People's Group (see Appendix 8).

Throughout the development of the Grenfell Memory Project, the LFB made significant efforts to engage those most deeply affected by the tragedy — in particular, the close family members of the 72 individuals who lost their lives.

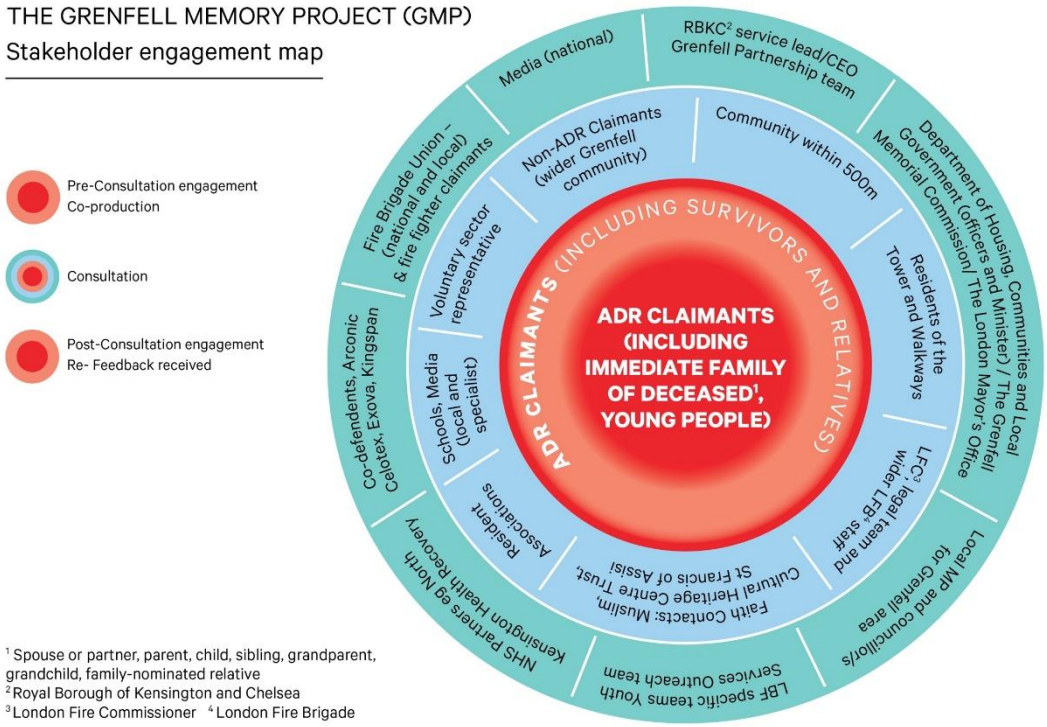
To ensure meaningful inclusion, LFB conducted a detailed audit of the list of deceased victims within the ADR Claimant Group and cross-referenced it with those already engaged, proactively identifying and reaching out to family voices who were less forthcoming and whose perspectives might otherwise have been missed. This approach aimed to ensure that all affected families had the opportunity to shape the proposals for future consultation.

From the outset, the complex landscape surrounding Grenfell and the need for sensitivity, respect, and trust-building have been central to this project, and the LFB developed a Stakeholder Map as the basis for engagement plans, shown in Figure 1.

In line with its commitments under the ADR civil settlement, the LFB adopted a co-design approach built on the principles of inclusion, responsiveness, and restorative justice. Informed by early dialogue, the consultation team worked with community voices and those impacted by Grenfell to adapt its approach to publicising and encouraging participation among its targeted group.

The schedule of communications activity is attached (see Appendices 5 and 6).

[1] NB. Two questionnaire respondents are in both categories, as the question asked to indicate all that apply.



[1] Spouse or partner, parent, child, sibling, grandparent, grandchild, family-nominated relative
[2] Royal Borough of Kensington and Chelsea
[3] London Fire Commissioner [4] London Fire Brigade

Figure 1 – Stakeholder Map

Particular care was taken to reach those most marginalised, including individuals with limited English proficiency, those with disabilities, and people who had disengaged from other institutional processes, and LFB co-developed principles to enable meaningful communication:

- Tailored engagement formats – including 1:1 conversations, small group sessions, drop-in workshops (online and in-person), and peer-led approaches
- Flexible scheduling and location choices – including home visits, community-centred venues, and events scheduled to maximise accessibility for Muslim families
- Cultural and language support – with translated communications in 15 languages and interpreters available for key sessions (including Farsi, Arabic and Italian)
- An extended pre-consultation period, responding to requests from families to move at a more measured pace.

The phased engagement process enabled trust to be built over time and for families who were initially hesitant to engage with the process to feel confident enough to do so — not only in terms of what the Memory Project should deliver, but also how it should be governed and communicated.

The LFB has committed to formal consultation in early 2026, alongside continued feasibility assessments and research to map existing services and avoid duplication. A new advisory panel — comprising ADR Claimants, including close family of the deceased, survivors, and residents — will inform the post consultation decision making phase and make recommendations to be progressed through the LFB's internal governance processes.

While no consultation process is without its challenges, the London Fire Brigade has made every effort to engage those most directly affected. It remains committed to ongoing, proactive engagement with individuals and groups (who may not yet have participated) in the Public Consultation phase, ensuring their perspectives are central to shaping a meaningful and lasting legacy.

3.5 PARTICIPANT RECRUITMENT

3.5.1 PRIORITY GROUPS TO ENGAGE

In line with the terms of the Civil Settlement and stakeholder input, the engagement gave priority to specific groups most affected by the Grenfell tragedy.

Within the ADR Claimant group, LFB prioritised close family members throughout the engagement. Pro-active efforts were made to hear their voices directly and unmediated – especially in respect of the Personal Memory projects. Other key groups within the Alternative Dispute Resolution (ADR) included survivors and other claimants.

3.5.2 OUTREACH

Engagement staff prioritised outreach to those less likely to come forward independently, including non-native English speakers, those who had lost loved ones and with whom LFB needed to regain their trust and build relationships damaged by the Grenfell experience.

To reach these participants effectively, the team worked closely with claimant solicitors, close family of the deceased and survivors, as well as with trusted community-based organisations who contacted and encouraged people on LFB's behalf.

Trusted networks played a vital role in identifying appropriate participants and ensuring people felt safe and confident to engage with the process. Public sector colleagues from Greater London Authority (GLA) facilitated and supported engagement with close family members of the deceased living outside the borough, and the Grenfell Dedicated Services distributed communications to their service users.

Special attention was paid to groups who have historically been underrepresented or marginalised in public engagement. This included members of the Eritrean and Ethiopian families; Muslim women family members and survivors; families who lived outside the borough and young people who were children or teenagers at the time of the fire but are now navigating young adulthood in its aftermath.

3.5.3 LANGUAGE, ACCESS AND INCLUSION

Recognising the diversity of the Grenfell-affected community, extensive measures were taken to ensure that language and access needs did not prevent participation.
The initial letter inviting participation sent by solicitors was translated into relevant languages of family members and survivors:

- Albanian
- Arabic
- Farsi
- French
- Somali
- Tagalog
- Tigrinya
- Turkish
- Bengali
- Cantonese
- Dari
- Serbian
- Italian.

The questionnaire was professionally translated into Farsi, French, Somali, Tagalog, Tigrinya and Arabic. In addition, simplified and Easy Read materials were produced to support accessibility. Where possible during focus groups and interviews, community-language interpreters were on hand to facilitate live translation where required, including for Eritrean, Somali and Arabic-speaking participants.

In some cases, the team also worked with bilingual community representatives to facilitate meetings - providing additional context and reassurance during the engagement process.

All materials were reviewed to ensure alignment with trauma-informed communication principles, using plain language, clear visuals, and emotionally safe wording. Participation was supported through a range of access routes, including in-person, virtual and paper-based formats, to accommodate different preferences and levels of digital confidence.

3.5.4 INVOLVEMENT OF YOUNG PEOPLE

Young people's feedback was gathered through two key engagements: one led by *The Space*, a local youth organisation whose members include close family of the deceased, survivors, nearby residents, and other groups of the ADR claimants; and another through a dedicated session facilitated by *EASE* (Education and Sports Empowerment), a youth-led group based in the Grenfell area.

The work conducted by *The Space* resulted in a *Young People's Group Report*, which is included in full within this report (see Appendix 8). This contribution represents more than a collection of individual opinions; it captures a process of shared reflection and collective voice, offering a qualitatively distinct form of engagement. Readers may wish to consider this as a standalone piece, given its unique depth and authenticity.

The session hosted by *EASE* involved a similarly diverse group of young participants, and feedback gathered echoed several themes explored elsewhere in this report.

4. WHAT WE HEARD

4.1 ANALYSIS OF COMMENTS FROM MEETINGS OR THE QUESTIONNAIRE

4.1.1 THEME 1. PERSONAL MEMORY PROJECTS

Key themes heard in relation to Personal Memory Projects were:

a) The need for personal – and personalised – tributes
Across all engagement activities, there was a consistent message from close family members of the deceased and survivors: memory should be honoured in an individual and personal way.

"A beautiful idea (as it makes memory) specific to each family or family member."
— Close family member of the deceased

Participants were clear that the fund should not try to standardise or limit what forms remembrance could take. For some, this was a chance to heal by creating something lasting and beautiful. For others, it was about amplifying the values and passions of those who died and bringing about change in their memory.

The form and meaning of these tributes differ greatly. Some participants expressed the desire to fund a local memorial, such as a bench or tree in a meaningful location.

Others imagined a donation to a relevant charity, or to construct a water well or school abroad in a loved one's name. Some wished to use creative projects or art.

Some of the ideas for Personal Memory projects honoured causes close to the hearts of the deceased, while others were aimed at bringing about change in their name, for example supporting communities or working to make them safer.

"I would like to build a primary school for disadvantaged children. (He) was a joyful and kind-hearted child, and I want his memory to live on through a place that brings learning, opportunity, and hope to those in need."
— Close family member of the deceased

b) Grants to fund personal memory projects
In general, participants supported the idea one-off grants to help close family members of those who died create personal memory projects in honour of their loved ones.

"Can see how people who have lost close family members would benefit from (Personal Memory projects) – could be healing for them."
— Resident and youth and community volunteer

Some commented that it is important to know how much is available for individual memory projects or asked if these grants could be 'pooled' where families had suffered multiple bereavements.

Generally, many took a view which considered grants with the main purpose of creating memorial projects to individuals as distinct from those with a broader purpose of supporting close families of the deceased.

"The money needs to be ring fenced and the amount per person should be clearly defined along with who is entitled to the money. You also need to look very clearly at the relationship between the immediate family and wider the bereaved and look more closely at the categories of people."
— Workshop discussion, close family of deceased

To reflect this, some people called for a ring-fenced allocation of funds specifically for families of the deceased. A common suggestion was to offer a fixed sum for each close family member (as defined).

"(Glad the Personal memories fund) doesn't include uncles and nieces. It's good to keep it immediately affected — i.e. child, mum, dad."
— Close family member of the deceased

Others proposed allowing each close family member to submit their own proposal for how to use a share of this memorial allocation, provided they could show a genuine relationship.

"I have already created a project in memory of my father. I am burnt out so I need funding towards the core costs of running the project — that is how I would use my Personal Memories funding."
— Close family member of the deceased

In their joint letter, close families of the deceased expressed strong views on the process and fairness of financial distributions made so far:

"The immediate families who lost their loved ones in this tragic event are feeling deeply betrayed and let down. During the ADR process, they received the same compensation in stage 2 as 'survivors,' some of whom were neither present in the building, including those who were simply evacuated from Grenfell Walk. Leaseholders and tenants have received substantial support, including generous packages that did not extend to the immediate families left mourning their loss."
- Joint letter from the immediate families of the deceased

Common themes around the administration of a grants scheme included the following:
(NB. Many of these points could relate equally to Personal Memory awards or grants and bursaries under the Community and Young People strands)

- The need for transparency on funding allocations, including awards and per family member awards
- Suggestions that funding be ring-fenced with clearly defined eligibility and allocation rules
- Eligibility criteria for beneficiaries
- Feasibility support may be needed, especially for overseas projects (e.g. local charity partners for delivery and monitoring).

"The (named charity in the UK) has trusted channels in Sudan. They can support with feasibility study and monitoring the building of the well and working with the local community."
— Interview - close family member of the deceased

Some suggested the need for advice and support for people struggling to apply for grants due to bereavement trauma, literacy or documentation challenges.

c) Cultural and religious expression
Many participants sought confidence that the application process would allow a broad spectrum of faith-based, cultural and international remembrance practices. There were repeated calls for flexibility, support with overseas logistics, and sensitivity to religious customs around remembrance and mourning.

For some individuals with a faith-based perspective, remembering and honouring the deceased was closely tied to performing charitable acts and supporting causes related to social justice. These acts - though often unrelated to the deceased's life - were seen as a meaningful way to support their loved one's well-being in the afterlife.

"Cultural and interfaith events: to strengthen bonds across diverse groups."
— Questionnaire - survivor and former resident of Grenfell Walk

d) Practical support and delivery
While participants welcomed the chance to design their own projects, some also requested help and support to develop Grenfell Memory Project initiatives, and some expressed the view that the process should be well-structured to ensure delivery and accountability.

"The application for each individual project should contain an adequate business plan, so that its relevance with the tragedy, the impact on "close relatives", its benefit to memory, durability, costs, etc. can be assessed."
— Interview - close family member of the deceased

Conversely, some families had already created initiatives in memory of their loved ones but lacked formal funding or project planning experience, and sought practical advice, guidance and resources.

There was concern that rigid criteria or postcode-based eligibility might exclude some of those most affected, and it was noted that many people have relocated.

This was particularly important where people have initiated international or overseas projects. For example, two people have already established foundation in memory of family members in their country of origin and a bursary scheme to enable students to study architecture in the UK and work with architecture firms to deepen understanding of fire safety issues.

Others had ideas ranging from community projects to educational programmes.

"Establishing a charity that does work overseas and how it works in practice in places like Eritrea could be a challenge."
— Workshop discussion - close family of deceased

Suggestions included:
- A small team to help people complete applications
- Practical expertise in planning or project development
- Optional mentoring from a community facilitator
- Legal or diplomatic help in complex situations, for example where overseas coordination was required.

e) Honouring without hierarchy or exclusion
A number of participants expressed concern that certain types of remembrance might be seen as "more worthy" than others — or that people with stronger community networks or English fluency might dominate the process. They urged an open, transparent, and equitable model that allowed multiple voices and forms of remembrance.

"Processes had become fractured, and the people who shouted the loudest tended to get heard, while others were left out."
— Workshop discussion - close family of deceased

f) Balancing personal with collective memorial efforts
Some respondents asked how personal memory projects would relate to broader commemorative efforts — such as the Grenfell Tower Memorial Commission or community plaques.

"Some sort of memorial – something that represents survivors/bereaved coming back together. It would be nice to have something with the names of all the survivors and the deceased on something."
— Online discussion – ADR claimant

While some saw value in participating collectively in Personal Memory projects, others wanted total separation and the space, freedom and delegated resources to make their own decisions.

"Each immediate family … can determine what they want to do… Freedom to design and memorialise our own realities instead of constantly being done to through groups and initiatives that are marginalising."
— Questionnaire – close family member of the deceased

Most participants did not comment on the amount to be ring-fenced for personal memories. Of those who did, some close family members recommended allocating one-third, one-half, or two-thirds of the total sum.

Finally, participants repeatedly stated that the Memory Project should not trigger further division or retraumatisation. Compassion, flexibility and active listening were critical to the success of this strand.

Many people made the point that remembrance must be as unique as the lives it commemorates, and participants generally agreed that the Memory Project offers a chance to uplift and unify, if it is designed with care, fairness and cultural understanding.

"Can see how people who have lost close family members would benefit from (Personal Memory projects) – could be healing for them. Would support it"
— Resident and youth and community volunteer

4.1.2 THEME 2. CHILDREN AND YOUNG PEOPLE

This section presents a thematic analysis of feedback received on how the Grenfell Memory Project should support children and young people. It reflects the views of both young participants and adults speaking about children affected by the tragedy, with some of the sessions specifically aimed at youth engagement, one of which was specifically arranged to include a mixed group of survivors and resident young people.

As described earlier, a young people led group, facilitated by The Space, held a series of workshops and events designed to elicit their views. A full copy of the group's report is attached (see Appendix 8), and the key themes are also reflected in this report.

2A. Support for Individuals

a) Who counts as 'a young person affected'?
Participants expressed broad and inclusive views of which young people should benefit from the project.

Categories suggested included:

- Children who are close family members of the deceased
- Survivors who were children at the time
- Young people from the wider Grenfell community — including friends of those who died, classmates, neighbours, and young volunteers who helped in the aftermath
- Younger children at the time of the fire, who are still not adults
- Children born after 2017, who are still growing up in families and communities affected, such as those attending school near the tower
- Children or grandchildren of close family members/survivor adults
- Children already supported by the Dedicated Service, for whom it is important to avoid duplication
- Children with disabilities (including mental health).

"Both groups (young people from close family members of the deceased as well as those living in the area) should be prioritised … there is shared trauma across the wider community. The need for unity, not division, in healing. All young people affected deserve care, regardless of their specific proximity to loss."
— Questionnaire - survivor and former resident of Grenfell Walk

Some advocated for an upper age limit up to 30, recognising that those who were teenagers in 2017 are now young adults still shaped by the trauma, while a range of age limits was suggested for access to children and young people programmes.

"We should prioritise the children that were younger at the time and not so much look at those that are 30 now. The line should be drawn somewhere."
— Workshop discussion – survivors and residents

Some participants cautioned against an overly rigid eligibility framework, arguing that the project should centre on impact and need, rather than formal age criteria per se.

b) Types of individual support young people need
The most frequently mentioned forms of support for individuals included:

- Mental health and trauma counselling (with a strong preference for culturally sensitive services)
- Academic and vocational support, such as tuition, mentoring, scholarships or apprenticeships
- Life skills and enrichment, including driving lessons, public speaking courses, and financial literacy
- Recreational and creative opportunities, like sports, music, art and theatre
- Safe spaces to meet, talk and express grief.

"All of these things (built environment and university) are very academic (for) a lot of the young people around here. Things like dyslexia may be common. What about the fun stuff? We're teaching kids how to use cameras, and how to DJ, carpentering, sound engineers. It's about how you pitch things to young people."
— Resident and youth and community volunteer

It was widely recognised that activities for young people should be closely coordinated with other Grenfell programmes - such as the Dedicated Service for health and wellbeing - to ensure appropriate oversight and avoid duplication. In particular, the Children and Young People strand should be designed to include targeted mental health and disability support, especially for those experiencing trauma or living with mental health conditions.

c) Focus on employment and employability
Employment and employability is clearly a key ambition for the Children and Young People strand, and suggestions ranged widely across academic and vocational learning, apprenticeships and vocational training in sectors from hospitality to building-safety, and life-skills such as money management or first aid:

- Bursaries for further education or training (academic and vocational), especially for those facing disadvantage
- Vocational courses, practical skills training and paid work placements to support non-university career development
- Apprenticeships as alternatives to academic pathways
- Driving lessons to support career access
- Life skills training (money management, first aid, communication)
- Mental health and therapeutic support beyond the standard offer to provide resilience in the workplace.

Some stressed that support should be long-term, not one-off, and tailored to different stages of development and provide for a variety of career pathways.

"Vocational courses could be beneficial. It's important that something other than university support is provided. Apprenticeships could be a good way to support young people."
— Workshop discussion – survivors and ADR claimants

It was suggested at a workshop with survivors and residents that training entitlements could be passed from parents or grandparents to children, and called for flexible, transparent funding to allow families to tailor support to their children's needs.

c) Participation and power
A strong theme across youth-facing events was the demand to be heard, included and trusted. Young people were clear they did not want to be "talked at" or "shown things too late to change."

They called for:
- Co-design of programmes
- Representation on decision-making boards
- Ongoing communication, not just one-off consultations.

"Before funding new programmes, it's important to map existing services and speak directly with young people and local organisations about what's missing or under-resourced. Supporting collaboration between groups, rather than competition can lead to more joined-up, effective services. Funding could also be used to strengthen or scale up successful existing programmes that are overstretched."
— Questionnaire - survivor and close family member of the deceased

d) Activities and legacy projects
Beyond support services, participants proposed a huge variety of youth-led or youth-benefitting activities, ranging from:
- Producing a podcast or short film documenting young people's experience of Grenfell
- Curating an exhibition or performance series
- Hosting youth leadership camps
- Creating a digital archive or memory app designed by and for young people.

Others stressed the importance of legacy — asking how projects begun now could continue to support future generations.

e) Safety, healing and solidarity
Participants highlighted the importance of safety — physical, emotional and psychological.

"Since Grenfell, violence in the area has gone through the roof, mental health too, within the young population. Employability has gone down too. The group, majority of them aren't in employment, some are in education."
- EASE Workshop – resident working with local young people

Adults, young men and young women raised issues of street safety and the need for women-only spaces, and some described feeling forgotten, invisible or under pressure to "move on."

2B. Support for Community Organisations

a) Recognising embedded youth organisations
There was widespread recognition of the role played by organisations supporting local young people. Some of the organisations mentioned were:
- Clement James
- Kids on the Green
- Lancaster West Resident Association
- Our Power Hub
- Solidarity Sports
- The Space.

There was a broad consensus that support should be directed towards trusted community groups with long standing relationships, a strong understanding of the needs of local young people and a track record of delivery.

Participants repeatedly emphasised the importance of providing core funding to enable these organisations to expand their reach and retain dedicated staff. They called for a move away from short-term, project-specific grants towards more stable and flexible financial support. This included investment in physical spaces that could be youth-led and easily accessed by those living close to Grenfell.

"We've been looking for a community youth hub space, there isn't one specifically (within) 500 metres of Grenfell. We use the resource centre and the community room for tuition, but it is not big enough and the activities we can offer from there is limited."
— Resident working with local young people

b) Capacity-building and staff support
Parents and local residents who work with organisations supporting young people spoke about the emotional strain and complex challenges of helping children and young people affected by Grenfell. Several people pointed out that many frontline workers are also members of the community and may still be coping with grief or trauma themselves.

Because of these challenges, residents working in community organisations that support local young people asked for targeted investment to help develop their staff. This includes training on mental health and how to refer children to official support services when needed. They also called for long-term planning to build a strong and sustainable group of skilled youth workers for the future.

"Community organisations should prioritise mental health support, career development, sports, arts, and youth leadership programs. They must avoid duplication by collaborating with other organisations to complement services rather than replicate them. Engaging young people in programme design is crucial. Grenfell-affected youth may require specialised support, such as trauma-informed therapy and educational scholarships."
— Questionnaire – close family member of the deceased

"Community organisations could benefit young people through teaching about overcoming adversity. It is important to teach the young survivor and bereaved individuals that their future exceeds their past circumstances."
— Close family member of the deceased - Eritrean community

c) Expanding provision and local access
Participants stressed the importance of expanding youth services to address gaps in local provision. Requests included:

- After-school clubs, tutoring, and creative outlets (e.g. drawing, podcasting)
- Trips to broaden experiences and build confidence
- Youth sports and leisure activities (e.g. football clubs, sensory gym)
- Dedicated youth spaces and youth centres within walking distance of Grenfell communities.

These services were seen as essential to support healing, socialisation and skill-building among young people.

d) Inclusion and equity
There was strong consensus that the fund must benefit a wide and inclusive group of young people. Participants urged decision-makers to include children born after the fire, school friends of victims, and young people from families that were relocated.

"Remember that not all young people affected live in North Kensington."
— Interview – family nominated representative of close family – Iranian community

Participants also raised the importance of transparency and trust in how funds are managed and distributed, noting that clear, inclusive processes would help avoid perceived favouritism.

e) Complementarity with individual support
Many contributors emphasised that community-based programmes should complement, not replace, individual support for affected children and young people. There was a clear call for coordination between funded groups to avoid duplication and competition.
Some recommended a collaborative model that supports both individual budgets and trusted community programmes, working in partnership to meet the complex needs of young people affected by Grenfell.

Others felt it was especially important to support groups that work with communities who were disproportionately affected by the Grenfell tragedy and who continue to face multiple challenges in its aftermath.

"I strongly support funding for the Ethio-Eritrean group, which plays a vital role in supporting our community. This group offers emotional, cultural, and practical support and can help young people and families navigate trauma and rebuild their lives. Strengthening this group will uplift many within the community."
— Close family member of the deceased - Eritrean community

4.1.3 THEME 3. PREVENTING FUTURE TRAGEDIES

a) Accountability and systemic cultural change
Some participants expressed ongoing concern that the underlying causes of the Grenfell Tower fire have not been fully addressed. Comments suggested that institutional failures construction, building safety, and emergency response remain unresolved, and that tangible reforms have not materialised despite years of campaigning.

"The … failures of the LFB, which we have addressed from the outset and which has been reaffirmed by the Phase 1 Inquiry Report, continue to weigh heavily on us. The foundational social contract of trust and accountability has been breached and remains unfulfilled. It is crucial to remember that discussions surrounding the £8.25 million are grounded in the tragic reality of 72 lost lives."
— Joint letter from the immediate families of the deceased

b) Embedding the lessons of Grenfell in education and professional practice
There were strong calls for any legacy project to contribute to lasting cultural change across architecture and the construction industry.

"It's not enough to simply "raise awareness." Grenfell's lessons should be embedded into professional standards, qualifications, ongoing training, and legal responsibilities. For example, mandatory modules in built environment education, CPD (Continuing Professional Development) tied to survivor testimony, or regulation reforms shaped by what went wrong."
— Questionnaire – close family member of the deceased

Participants supported using the Grenfell tragedy as a basis for public education and professional reform. They advocated for tailored initiatives that teach what went wrong, why it happened, and how it can be prevented from happening again. This included educational programmes for schoolchildren, awareness campaigns, and targeted training for public sector workers and built environment professionals.

"The Grenfell Memorial Project can drive change by ensuring bereaved families, survivors, and local residents share their stories through testimonials, education, and advisory panels. It should target architects, engineers, housing officials, and policymakers by promoting fire safety training, policy reforms, and community oversight boards to prevent future tragedies."
— Questionnaire – close family member of the deceased

c) Confronting inequality
The part played by racism and class hierarchies – both in the lead-up to the fire and the response afterwards – were referenced by one close family member of the deceased.

Participants felt that real prevention must involve recognition of the importance of equity and access for all – and active work to shift the culture within public services and professions in the built environment.

"The tower was cladded to appease the affluent in the area. It kept the prices down for the area."
— Interview - close family member of the deceased

d) Survivor-led education and lived-experience leadership
Participants called for the voices of survivors and close family members of the deceased to be placed at the heart of training and education efforts. Suggestions included survivor-led workshops, community panels, storytelling initiatives, and the co-creation of learning resources.

This was seen not only as a form of accountability but also as a pathway to healing.

"The Grenfell Memory Project has the potential to play a powerful role in preventing future tragedies. Not only by documenting what happened, but by making the human impact impossible to ignore. Stories, case studies, and lessons from Grenfell should be used to drive culture change and accountability across the built environment."
— Questionnaire – survivor and close family member of the deceased

e) Concrete proposals for prevention and reform
Numerous participants suggested practical steps that could form part of the Grenfell Memory Project. These included Continuous Professional Development (CPD) training for housing and fire safety professionals, listening sessions with public officials, school curriculum content, and media projects documenting the tragedy and its aftermath.

f) 'Never Again' — strengthening fire and safety awareness in communities
Participants stressed the importance of equipping local communities — particularly tower-block residents — with the knowledge and skills to stay safe. Suggestions included fire-safety workshops, emergency response training, and local welfare schemes for vulnerable neighbours.

"Need something that raises awareness in community around fire safety.
Need to raise awareness amongst the industry around the faulty buildings, the consequences (Grenfell tragedy) and their contribution to their fire."
— Workshop discussion - close family of deceased

4.1.4 THEME 4. COMMUNITY RESILIENCE

a) Building local capacity and self-reliance
Participants expressed a strong desire for the Grenfell Memory Project to help communities become more resilient and self-sufficient.

"Opportunities to learn first aid and how to handle emergency and awareness of fire hazards (are) useful as it helps community to 'step up in a crisis.'"
— Interview - close family member of the deceased

Suggestions included training in emergency preparedness, peer support, and skills development. People wanted to see investment in neighbourhood-level leadership and increased ability to respond to future challenges without relying solely on external agencies.

b) Sustaining long-term mental health and wellbeing
Mental health was identified as a key long-term priority. Participants stressed the importance of embedded, culturally appropriate therapeutic support delivered by trusted organisations. There were also calls for continuity of care, rather than short-term or crisis-based models, to help individuals and families recover over time.

c) Local leadership and trusted organisations
There was strong support for the role of community-based groups already working to support Grenfell-affected people. Participants called for these organisations to be recognised as vital assets in building resilience. Investment in their leadership, infrastructure, and continuity of funding was seen as essential to maintaining trust and effective local delivery.

d) Safety, preparedness and mutual aid
Many participants highlighted the need for greater community-led awareness and preparation in the face of future emergencies. Proposals included neighbourhood watch-style initiatives, fire safety education, welfare check systems for vulnerable residents, and training in emergency response protocols.

"Building community resilience means more than just preparing for emergencies. It's about strengthening the bonds, skills, and trust that help people support one another in difficult times. Grants to local voluntary groups could play a vital role in fostering that strength from the ground up."
— Questionnaire – survivor and close family member of the deceased

e) Intergenerational and community-focused approaches
There was support for community initiatives that educate across generations and strengthen resilience. This included proposals for intergenerational memory projects, advocacy and training, and resources tailored to vulnerable groups including disabled residents, elders, and low-income families.

f) Belonging, dignity and connection
People described community resilience not just in terms of services or training, but in fostering a sense of belonging, cultural identity, and shared purpose. This included spaces for intergenerational dialogue, culturally affirming activities, and events that helped rebuild community trust and unity.

g) Supporting healing
A common theme was support for projects which would support healing, whether through informal spaces or support services which people could access, such as counselling or therapy. The need for access to such support in community settings - and driven by the community itself - was a common theme.

"Some people in (the) community (are) mistrustful of organisations. Training neighbours and community members as Mental Health First Aiders could be helpful. Making more health and wellbeing support more available in the community."
— Workshop discussion – survivors and residents

h) Community hubs and shared spaces
People consistently emphasised the importance of building lasting community resilience in the aftermath of the Grenfell Tower fire. A key proposal emerging from engagement was the establishment of a multi-purpose community hub — not merely as a physical space, but as a long-term investment in recovery, collective care, and local capacity.

Participants wanted a space that could host memory-related events, provide services for all ages, and act as a safe, welcoming place for community gathering, learning, and healing. The physical space was seen as a powerful symbol of continuity and care.

"A multi-use community hub near Grenfell could become a vital centre for healing, connection, and opportunity. To be truly meaningful, it should reflect the needs and voices of local residents, especially young people, and offer a wide range of services that respond to the lasting impact of the tragedy while building a stronger future."
— Questionnaire – survivor and close family member of the deceased

A hub near the Tower remains a compelling, if challenging, aspiration. Some imagined something that represents survivors and close family members of the deceased coming back together.

Desired features include youth facilities, multi-faith prayer rooms, therapy suites and Community Interest Company (CIC) co-working space.

Yet there remain concerns about core-cost funding, governance and fair access making consensus difficult.

"We believe the community hub is a powerful idea. It can help redirect young people, including our nephew … and our children, away from anti-social behaviour and toward an intellectually and emotionally supportive environment.
A hub like this would serve as a positive, educational, and safe space for youth and families alike—a vital legacy for the future."
— Interview - close family member of the deceased - Eritrean community

4.1.5 SUMMARY OF ADDITIONAL IDEAS

Relevant to all four core themes of the Grenfell Memory Project, participants shared a number of additional ideas, reflections, and aspirations. These were important to respondents and reflect a strong desire for the project to be shaped by community knowledge and lived experience.

a) Recognising faith and cultural practice in remembrance
Participants frequently emphasised the need for the Memory Project — and any funded activities — to respect and reflect the diverse religious and cultural backgrounds of those affected. Some respondents highlighted the value of faith leaders and elders in shaping remembrance activities, with suggestions that faith-based organisations should be included in delivery and design. Others suggested small-scale grants or events to mark important dates in different faith calendars — providing space for reflection, storytelling, and renewal. Several participants expressed the need for a dedicated space for prayer, accessible to people of all faiths and traditions, as a lasting element of the memorial.

"In terms of the memorial side, for me and a lot of residents that I've spoken to that have lost members, they want a space to pray. Even if it is a multifaith space, it doesn't just have to be a mosque. That is something that everyone has been asking for."
— Interview – resident and ADR claimant

b) Mental health and emotional support
Although not the principal focus of the Grenfell Memorial Project, many participants spoke powerfully about the ongoing emotional toll of the fire and expressed concern that psychological support was still inadequate.

There was a call for the Memory Project to work alongside mental health services — particularly those run by culturally competent providers — to ensure that any new spaces or programmes were trauma-informed and properly signposted.

Others wanted the project to create safe spaces to talk, whether through peer support groups, therapeutic activities, or informal gatherings.

"(We) support the initiative to support children and young people… this is a good idea, particularly for children with disabilities and mental health challenges. This would be a good way for parents to engage with their children who have experienced trauma from the fire."
— Interview – ADR claimant

c) Tackling exclusion and mistrust
A small but important number of participants raised concerns about who gets to be heard and whose voices are seen as legitimate in shaping the future of the Memory Project.

Others feared the project could unintentionally repeat past mistakes if excluded voices — especially younger people, undocumented residents, or those still in housing limbo — are not actively brought in. There were requests for more outreach, language access, and flexible engagement models during future consultation, such as drop-ins and anonymous submissions.

d) Ensuring lasting impact and accountability
There was a shared desire for the Memory Project to deliver real, visible outcomes — and to avoid becoming a symbolic gesture without substance. Participants wanted to see ongoing monitoring, clear reporting, and accountability to the community.

A few suggested community leadership groups or participatory budgeting to ensure transparency. Some warned against allowing the project to be absorbed into wider council or institutional agendas. They urged that it remain distinct, community-led, and focused on Grenfell.

Collectively, these contributions paint a complex picture: profound personal loss sits alongside a forward-looking resolve to improve life chances for the next generation and to embed the hard lessons of Grenfell in professional practice and community life alike.

With thoughtful design, there is hope that the Memory Project can honour individuals lost, empower young people, prevent future tragedies and strengthen community resilience—creating a legacy that is both personal and shared.

In short, the Grenfell Memory Project can be a vital force for change if it ensures that remembrance leads to action, and that the people most affected are never silenced or sidelined in the process."
— Questionnaire – survivor and close family member of the deceased

4.1.6 BROADER COMMENTS

This engagement process generated a rich variety of insight and suggestions from a wide range of individuals and groups.

Participants' contributions that reflect the depth of feeling surrounding Grenfell and a strong desire to create a meaningful legacy.

The ideas shared were varied and imaginative — spanning everything from practical improvements to emotional and symbolic acts of remembrance. Specific suggestions included holding an annual Grenfell Remembrance Day, establishing commemorative education initiatives, or seeking wider changes in society.

"… I think the most beautiful legacy that we can give to people is to build affordable housing. One of the best legacies is to build good quality housing. Overcrowding is a massive issue. I don't think we should have a massive memorial site, when there are people on the waiting list."
— Resident and youth work volunteer

Many participants used this opportunity to highlight broader hopes and frustrations linked to justice, equality, mental health, and the wider legacy of Grenfell — issues that are often deeply connected to how memory is expressed.

We are grateful for every contribution and recognise that many of those who participated in this engagement are also actively campaigning for justice and improvements in health and wellbeing for those impacted by the Grenfell tragedy.

While all contributions were welcomed and considered with care, the purpose of this exercise was specifically to inform the development of the Grenfell Memory Project. Some suggestions went beyond what the London Fire Brigade (LFB) is able to do or influence directly. While these ideas are important, they may fall outside LFB's role or the focus areas agreed for this work—such as personal memories, support for children and young people, preventing future tragedies, and building community resilience. However, they can still help inform wider conversations and be shared with the appropriate organisations.

Later sections of this report, will focus more closely on what has been learned through this engagement which is most directly relevant to the Grenfell Memory Project, and – specifically – will help to inform:

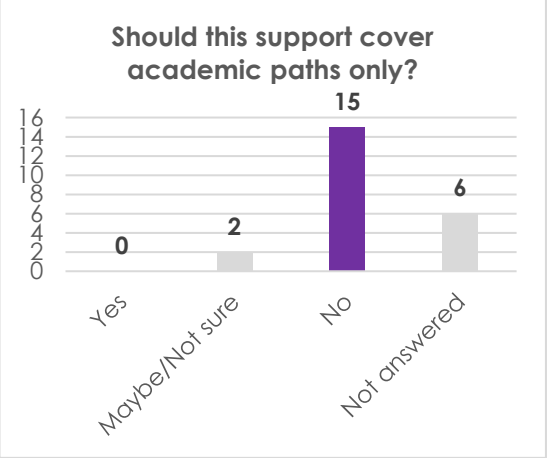
- The development of clearly defined proposals for further consideration
- The approach to consultation on these criteria to inform decisions in the design of the programme.

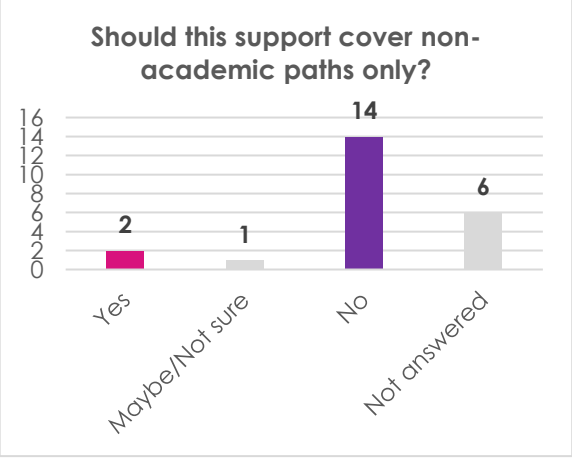
4.2 RESPONSES TO QUESTIONNAIRE QUESTIONS

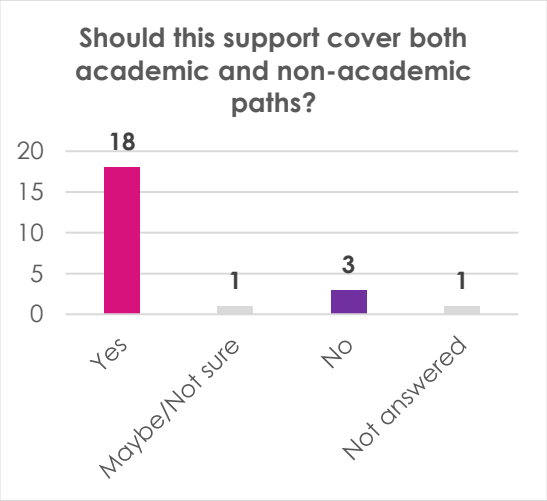
The questionnaire included both closed preference (select from a choice of answers) and open questions (free text comment boxes).

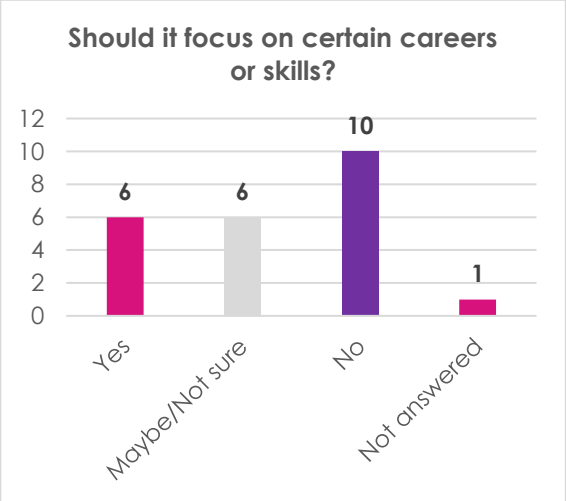
The open question responses are incorporated into the analysis section, and responses to the closed questions are shown below.

SUPPORT FOR CHILDREN AND YOUNG PEOPLE (INDIVIDUALS)

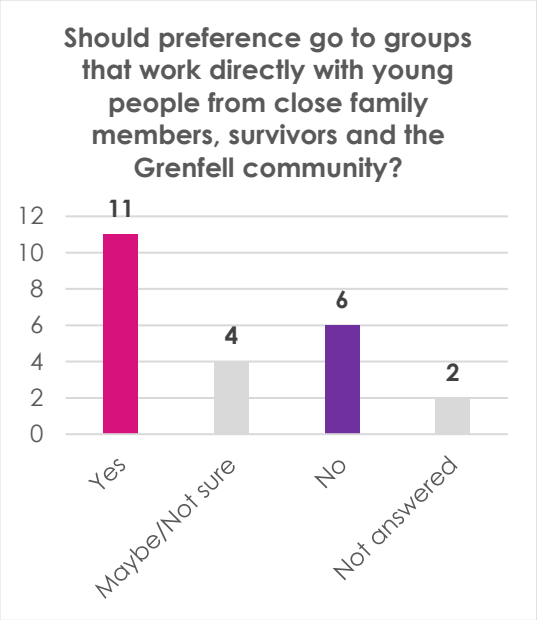


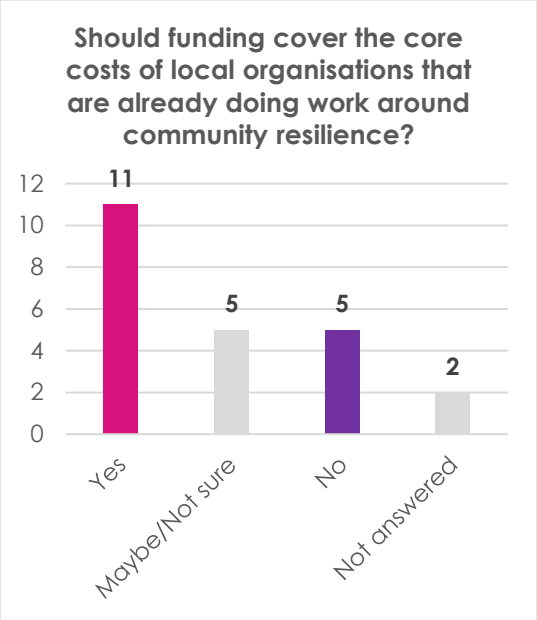


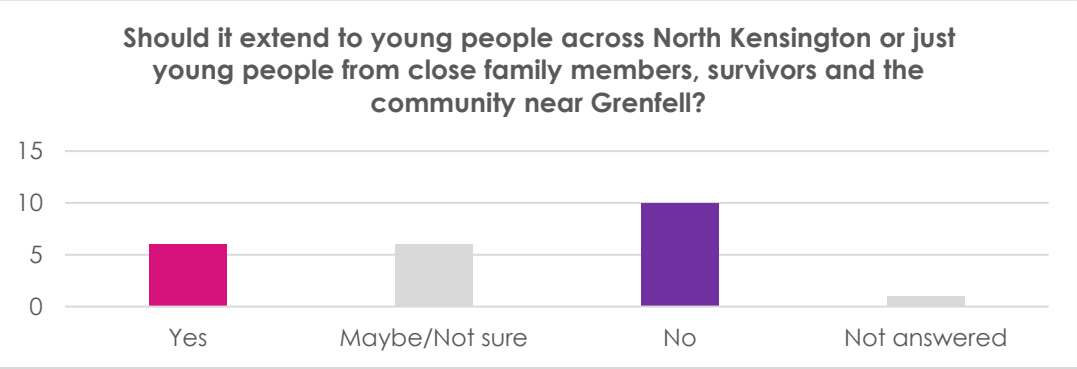




SUPPORT FOR ORGANISATIONS







5. CONCLUSIONS AND RECOMMENDATIONS

5.1 KEY FINDINGS

Participants shared their views across the four proposed strands of the Grenfell Memory Project. Their comments demonstrate a strong desire for this work to make a meaningful difference.

While opinions varied, the LFB has heard consensus around some key principles: flexibility, dignity, long-term impact, and the importance of enabling community-led approaches.

Close family of the deceased consistently emphasised the importance of choice and autonomy when it comes to remembering their loved ones. Memory, they noted, does not look the same for everyone.

Some families may want quiet spaces for reflection and prayer, while others may wish to benefit their communities or to commission creative or commemorative works privately.

It is vital that the Memory Project respects these differences, avoids a one-size-fits-all approach, and provides the flexibility to accommodate personal, faith-based, or cultural traditions.

Some highlighted the need for dedicated resources, effective administration and practical help to enable them to translate their ideas into personal memory projects that are meaningful and viable

Young people were another clear focus. There is consensus that children and young people affected by Grenfell — directly or indirectly — continue to need support to thrive and become the best versions of themselves

This includes not only those who lost family members, but also school friends of children who died, young people still living or going to school near the Tower, and those whose parents or grandparents were affected. Emotional trauma, disrupted education, and persistent mental health needs were all raised.

Participants spoke of the importance of culturally competent mental health initiatives, and opportunities for creative expression and healing. Many participants also wanted to see tangible investment in young people's futures: scholarships, bursaries, apprenticeships, training and mentoring were all discussed.

The role of community organisations in supporting youth was widely valued, and participants stressed the need for core organisational funding and better coordination with similar local initiatives to avoid duplication, make the best use of local expertise and to help build resilience at the community level.

Many people felt that the learning from Grenfell — including failures in housing safety, building regulation, and institutional accountability — had not sufficiently changed the culture of various industries

There is a clear desire for the Memory Project to support education, training, and advocacy that would prevent a similar tragedy from happening again. Participants favoured training and

awareness-raising targeted at professionals especially in the Built Environment and housing for example, architects, civil engineers, construction workers, building safety professionals.

Many supported the idea of Continuing Professional Development (CPD) of these industries being informed by the lived experience of survivors and close family members. There was interest in embedding these lessons into professional accreditation, academic courses of study, and regulatory standards.

Contributors stressed the potential of survivor-led groups, bereaved family storytelling, and community involvement as key to the development of education and/or training resources—rather than top-down training or tokenistic campaigns.

Community resilience was framed not only in terms of trauma recovery but also support for community activities and capacity building (including the strengthening of infrastructure to support communities disproportionately impacted by Grenfell). Some also emphasised the value of first aid training, fire safety education, and community awareness sessions to help residents respond in a crisis.

Building confidence and knowledge at the community level — particularly in tower blocks and amongst vulnerable groups — was seen as a vital step towards resilience. There is a shared hope that the Grenfell Memory Project would contribute not only to healing, but to building strength, readiness, and collaboration into the future.

The proposal for a dedicated community hub received strong and widespread support—particularly if it can serve as a safe, welcoming, and youth-friendly space for all residents. Participants emphasised that, to be meaningful, the hub must be located close to Grenfell Tower and be easily accessible to the local community. The envisioned hub would be a multi-purpose space designed to promote social connection, healing, and personal growth. It should provide a safe environment where young people and residents of all ages can come together, feel a sense of belonging, and access meaningful opportunities.

Many voiced frustration that there remains a lack of urgency or disinterest from some institutions. A strong theme across the engagement was a determination that lessons learned must lead to lasting change.

Through this engagement exercise, the LFB has gathered a wealth of insight into ambitions for the programme, creative and inspirational ideas, and has been privileged to hear the stories of many of the people impacted by the Grenfell tragedy. People are now looking to the Grenfell Memory Project to play its part in making change happen.

5.2 TOWARDS DEVELOPMENT OF CONSULTATION PROPOSALS

This report has been commissioned to support development of options for public consultation on the Grenfell Memory Project.

We have aimed to capture what was said in earlier sections of the report and to summarise the key points. All the feedback is valuable, and the LFB has committed to continue to gather and to hear it. This exercise is just one part of an ongoing dialogue.

The next stage is for the LFB to make deliverable proposals for the programme to which close family of the deceased, survivors, ADR claimants and wider community impacted by Grenfell, can respond during the consultation – and which will inform final decisions on the shape of the programme and the activities which will be supported through it.

The activity themes already identified through pre-consultation engagement are shown below, along with feedback headlines gathered during this exercise. Recommendations are also set out below against each of the Grenfell Memory Project themes.

5.3 RECOMMENDATIONS

5.3.1 PERSONAL MEMORY PROJECTS

Supporting close family of the deceased to create meaningful, personal projects that honour and remember their loved ones. Close family of the deceased are defined as - spouse or partner; parent; child; siblings; Grandparents; Grandchild: family nominated relative of those who lost their lives.

Types of support proposed:

- Grants to support varied project ideas initiated by individual close family members of the deceased. These should reflect personal choices, diverse cultural and faith practices.

RECOMMENDATION 1. Personal memory projects - practical decisions of principle

The LFB should consider the establishment of a dedicated grant scheme to distribute a defined proportion of the civil settlement to support personal memory projects. Further consideration by LFB is required regarding the development of structures through which the scheme can be disbursed, the grant size, eligibility and application process. It is recommended that:

- Eligibility should be based on being a close family member of the deceased. As part of the application process, LFB will need to determine the most appropriate method for verifying an applicant's close family status. Awards should be made per individual family member, rather than per person who died or family group, in recognition that even within families, people may wish to memorialise in different ways
- The scheme reflects the consensus that maximum flexibility is essential — including support for overseas projects and non-traditional forms of remembrance so as not to exclude those preferring private, low-profile, or spiritual forms of remembrance
- Consideration should be given to balancing fixed awards per eligible person with more flexible, proposal-based funding or making contributions to larger-scale or community-oriented projects (e.g. building schools or water wells)
- Delivery options should consider any requirements for reporting, audit, or verification, including arrangements for projects delivered abroad.

RECOMMENDATION 2. Supporting people to develop their personal memory project

To ensure equitable access, feedback suggests that LFB should empower individuals to develop their own personal memory project, providing the time and space for people to reflect and define their ideas of remembrance without pressure to conform to others' expectations.

It is recommended that personal memory project grants should be awarded through a clear application process, with assistance available for those unfamiliar with formal grant applications, and specifically:

- Information about the scheme should be accessible, translated, and available in multiple formats (e.g. Easy Read, printed copies, video)
- Practical help should be available including advice and support regarding completing the application (if applicable)
- Emotional or cultural support should be made available (e.g. through trauma-informed or faith-based counselling services) where required.

5.3.2 CHILDREN AND YOUNG PEOPLE (UP TO 30 YEARS)

This theme includes two strands:

A. SUPPORT FOR INDIVIDUALS

Scholarships, bursaries, mentoring, apprenticeships, and personal development opportunities.

RECOMMENDATION 3. Supporting learning, educational and vocational training opportunities

There is widespread agreement that children and young people should be helped to pursue their educational and professional aspirations.

The LFB should create a flexible grant scheme for individual young people affected by Grenfell, covering academic, vocational, and informal education. It is recommended that:

- The scheme should support diverse pathways — from university and apprenticeships to accredited short courses — and include wraparound support (e.g. tuition, mentoring)
- Consideration is needed about eligibility criteria of learning providers (e.g. location, safeguarding standards, quality assurance)
- Grants should be inclusive of online and in-person learning, and accessible to those affected by Grenfell who now live outside North Kensington in UK
- Coordination with existing local support (e.g. from the Royal Borough of Kensington and Chelsea), vocational and education providers and informal learning providers will ensure that pathways are meaningful and avoid duplication
- Support packages should be configured to adapt to the needs of individual young people. For academic study, this might include tuition, bursaries, equipment and exam preparation. For vocational and technical pathways or young entrepreneurs, it might include support for the costs of studying vocational subjects at college, for training through an apprenticeship, a contribution towards "start-up" business costs and/or skills development
- Access to generalised mentoring, coaching, and careers advice could be available to all young people in receipt of funding and be co-designed and tailored to the needs of those affected.

RECOMMENDATION 4. Priority children and young people for support

Participants voiced a clear desire to focus support on those children and young people most affected by the tragedy.

The LFB should define who it is proposed will be prioritised for individual support, while ensuring fair and transparent access to all. It is recommended that:

- Priority groups considered for priority support could include children and young people in the following categories:
    - from close families of the deceased
    - who are survivors and/or from survivor families
    - from the wider bereaved families
    - school friends of children/ young people who died
    - those displaced by the fire
    - those currently living near Grenfell Tower or attending nearby schools
    - those in the North Kensington area.

RECOMMENDATION 5. Informal learning and life skills

Young people and families emphasised the importance of non-academic activities that support healing, confidence and life skills.

The LFB should also consider making grants available that contribute to personal development, life skills and/or the development of an identified talent. It is recommended that:

- These should be wide-ranging, and include arts, music, sport, youth trips, or therapeutic experiences
- The offer should be based on opportunities that are safe, inclusive, and relevant to their lived experience and include youth-led cultural projects and personal development initiatives
- Eligibility should extend beyond North Kensington to reach young people affected by Grenfell living elsewhere in UK
- Quality and safeguarding standards for delivery partners should be defined, including expectations for group leaders and facilitators
- Schemes should recognise the distinct needs of different age groups (young children born into a traumatised community; children at time of tragedy with disrupted education; young people at the time of tragedy now adult)
- Schemes should be flexible and sensitive and avoid placing the burden of proof on applicants already experiencing trauma.

B. SUPPORT FOR COMMUNITY ORGANISATIONS

Grants to local youth-focused organisations offering trusted support and services such as:

- After-school clubs and tutoring
- Creative and expressive outlets (e.g. art, drama, podcasting)
- Sports, leisure activities, and youth leadership.

Emphasis on:

- Long-term investment and core funding
- Youth-led approaches
- Avoiding duplication through coordination with existing services.

RECOMMENDATION 6. Support through community organisations

As an anchor institution with local presence, the LFB is ideally placed to leverage its own networks as well as funding from the ADR settlement, and it should:

- Work with established organisations supporting young people – delivering tutoring/ homework support, arts, sports, mentoring, school holiday provision and creative approaches to mental health support
- Encourage collaboration and avoid duplication for example, through encouragement of partnerships and consortium bids subject to appropriate governance
- Support workforce development and resilience (e.g. through training and trauma support for youth workers)
- Invest in physical and digital infrastructure for youth activities close to Grenfell communities.

It is recommended that:

- Priority should be given to organisations with credibility and embedded relationships in the community, not to start-ups or new groups
- Multi-year, core funding should be considered to strengthen the infrastructure and stability of these organisations

Eligibility criteria should consider group structure (e.g. CICs, charities) and carefully assess involvement of political or faith-based organisations.

5.3.3 PREVENTING FUTURE TRAGEDIES

Focus:
Using the lessons of Grenfell to drive cultural change and protect others in future.

Proposals include:

- Case studies from family members, survivors and others affected by Grenfell, short films, and resources embedded in Continuing Professional Development (CPD), professional standards and accreditation.
- Storytelling and public education initiatives to confront systemic failures and challenge institutional culture.

RECOMMENDATION 7. Leverage the power of lived experience testimonies to raise awareness and drive culture change

Many participants emphasised the importance of telling the truth about Grenfell in ways that influence real change especially in industries within the Built Environment.

- This includes survivor and family storytelling, and testimony-sharing as part of training resources
- A co-development process, involving survivors and affected families should identify priorities and key messages
- Partnerships should be established with the built environment industry and professional institutes
- Outputs should be accessible beyond UK and grounded in rigorous research.

It is recommended that through the programme, the LFB:

- Funds the co-design and delivery of Continuous Professional Development (CPD), training, and educational initiatives led by families of the deceased, survivors and affected community members
- Partners with professional institutions (within fire safety and the built environment) to embed testimony in training and professional induction programmes
- Supports the development of family of the deceased, survivor-led short films, podcasts, talks and case studies tailored to different professional audiences
- Ensures that contributors are compensated fairly and supported emotionally in sharing their stories.

RECOMMENDATION 8. Clear route to delivering change in the safety of buildings

There is deep concern that the underlying lessons from Grenfell have not been embraced.

The LFB is ideally placed to leverage its expertise and relationships with key organisations to support work that directly influences practice in the built environment sector. It is recommended that:

- This should be firmly focused on industries within the built environment – for example professions such as civil engineering, architecture, fire safety, building, construction materials providers, safety equipment, etc.
- High-quality resources — toolkits, guidance, films — should be co-produced with family of the deceased, survivors and technical experts and peer reviewed
- Dissemination should be planned strategically through regulators, education providers and industry leaders
- It should be underpinned by a robust vision – producing information and guidance accessible beyond UK

It is further recommended that the project should consider:

- Support for education and community advocacy campaigns that promote better building safety standards
- Support alliances that monitor safety risks and challenge poor practice.

5.3.4 COMMUNITY RESILIENCE

Two strands here:

A. **STRENGTHENING LOCAL ORGANISATIONS**

- Core funding and practical support to help trusted community groups build long-term resilience
- Culturally competent creative, mental health and trauma-informed support
- Community cohesion and empowerment - practical preparedness and confidence in a crisis.

RECOMMENDATION 9. Establish a Community Resilience Grant Scheme

Community organisations have consistently been identified as the bedrock of local support. To further empower these groups and foster healing, inclusion, and resilience following the Grenfell tragedy, it is recommended that the London Fire Brigade (LFB) considers the establishment of a targeted grant scheme to support community-led initiatives.

Objectives of the Scheme:

The proposed grant scheme should provide both core and project-specific funding to organisations that:

- Deliver culturally competent services and activities that improve mental health, wellbeing, and social cohesion — particularly with disabled, elderly, and vulnerable residents
- Create opportunities for local people and communities to come together to learn, work, and celebrate, promoting healing and unity
- Raise awareness of Grenfell-related issues and ensure that the lessons learned continue to be shared and embedded.

Additionally, the scheme should:

- Offer capacity-building support and operational assistance to organisations working with underrepresented or marginalised groups disproportionately affected by the Grenfell tragedy.
- Encourage collaboration between organisations to share best practices and build collective strength.

Implementation Recommendations

- Sustainability Focus: The scheme should support the long-term sustainability of grassroots, community-led organisations contributing to local resilience in North Kensington
- Inclusivity Beyond Location: Funding should ensure that people affected by Grenfell who now reside outside of the immediate Grenfell area in UK, can participate in funded initiatives, ensuring broader inclusion and continuity of learning
- Eligibility Criteria: Priority should be given to well-established, community-led organisations with a proven track record of delivering impactful work in Kensington and Chelsea. Statutory bodies and corporate entities should be excluded
- Funding Criteria: Selection should be based on clear criteria, including organisational structure, governance, community representation, and capacity to manage and report on funds responsibly
- Thematic Priorities: Funded initiatives should reflect a broad and inclusive definition of community resilience. This could include:
    - Broader community capacity building
    - Culturally competent mental health and trauma-informed support
    - Community cohesion and community initiatives
    - Fire safety education
    - Preparedness and recovery training
- Governance and Transparency: A transparent and accountable process should be developed for the selection and ongoing support of grantees.

B. **A NEW COMMUNITY HUB**

Key Features and Functions:

- Youth-Focused Support

  A dedicated safe space for young people to:
    - Socialise in a secure and inclusive environment
    - Connect with positive role models and mentors
    - Access opportunities for creative expression, learning, and personal development

- Community-Wide Benefits
  For all residents, the hub could offer:
    - A venue for inclusive community events and activities
    - Access to services and resources supporting wellbeing and life skills
    - A space that fosters connection, understanding, and collective healing.

RECOMMENDATION 10. Community hub development

There is strong support for a permanent, multi-purpose community space linked to Grenfell recovery and legacy with these characteristics:

- A dedicated physical hub should offer space for youth provision, multifaith prayer, therapeutic activities, and varied community activities
- Design, governance and programming must be shaped by affected residents, especially close family of the deceased, survivors and residents in the immediate vicinity of Grenfell Tower
- A clear business plan and funding model to ensure long-term sustainability.

It is recommended that, through the programme, the LFB:

- Commits to working with community partners to explore options for design, location, and governance
- Commits to further work to determine whether proposed refurbishment of existing facilities is a viable concern
- Builds in uses such as a youth zone, multifaith prayer room, kitchen, counselling space, digital access points and creative areas
- Ensures that the hub is governed, managed and sustained by the community itself, with youth voices playing a central role.

5.3.5 OVER-ARCHING ELEMENTS OF THE PROJECT

RECOMMENDATION 11. Inclusive, collaborative, community-led working groups or structures

The LFB should establish transparent governance mechanisms to oversee each part of the Memory Project and the whole programme:

- These structures should include close family of the deceased, local community representatives and relevant experts
- Members should be selected through a fair and inclusive process, with clarity about remit, influence, and decision-making powers.

To ensure trust and long-term credibility, inclusive governance structures are critical. It is recommended that:

- Working or steering groups are formed for each main theme, with strong representation from close family of the deceased
- Members receive training and support to participate effectively
- Terms of reference and decision-making powers are clear and shared openly
- These structures are supported by administrative and technical capacity.

RECOMMENDATION 12. Grant giving

There is clear agreement that the LFB should deliver the ADR civil settlement largely through grant-giving and awards to individuals and community groups.

It is recommended that individual grant schemes within the project should be set up with:

- A clear statement of purpose and defined beneficiaries, which has been co-developed
- A stated approach to the structure of the scheme (size of awards; nature of activity supported, eligibility requirements for individuals, organisations and/or partnerships; etc.)
- A structured awards process (award criteria; application process; assessment and decision-making processes; any requirements for recipients to report back; etc.)
- Appropriate financial audit and accountability (with clarity on the degree of reports required of those receiving awards).

RECOMMENDATION 13. Communications strategy for the programme itself

Effective communication is essential to ensure transparency and encourage participation, and the LFB should lead development of a communications strategy and operational plan for the Memory Project itself.

It is recommended that:

- The plan should explain the programme clearly and respectfully, in multiple formats and languages
- Develop clear messaging, brand identity and routes to access information
- It should help people understand how to access funding and support and keep them informed of progress
- Communication should be trauma-informed and responsive to the sensitivities of the community
- Regular updates should be shared both online and in person
- Work collaboratively with trusted intermediaries (e.g. local groups, youth organisations, faith leaders) to share updates
- Publish regular updates on decisions taken, how funds are used, and next steps.

RECOMMENDATION 14. Communications strategy for the programme itself

Effective communication is essential to ensure transparency and encourage participation, and the LFB should lead development of a communications strategy and operational plan for the Memory Project itself.

It is recommended that:

- The plan should explain the programme clearly and respectfully, in multiple formats and languages
- Develop clear messaging, brand identity and routes to access information

- It should help people understand how to access funding and support and keep them informed of progress
- Communication should be trauma-informed and responsive to the sensitivities of the community
- Regular updates should be shared both online and in person
- Work collaboratively with trusted intermediaries (e.g. local groups, youth organisations, faith leaders) to share updates
- Publish regular updates on decisions taken, how funds are used, and next steps.

RECOMMENDATION 15. Recommendations for the consultation process

Participants expect a robust, transparent and well-facilitated consultation process, and the LFB should follow best practice and build on the principles tested successfully during pre-consultation engagement:

- Options are clearly presented and co-developed wherever possible
- Engagement methods which are accessible, trauma-informed, and allow people to contribute in their own way
- Close family of the deceased and other directly affected people are actively supported to contribute.

It is recommended that:

- Consultation plans follow national guidance. The Government's Consultation Principles should inform design https://www.gov.uk/government/publications/consultation-principles-guidance
- The consultation gives specific priority to close family of the deceased and supports inclusive participation
- Offers multiple ways to engage – written, in-person, digital, anonymous and facilitated
- Commits to feeding back the results of consultation and demonstrating how they shaped final decisions.

5.4 NEXT STEPS

In conclusion, this report has focussed on what was said that is most relevant to the next stage of developing the Grenfell Memory Project.

This means views which the LFB needs to hear to develop practical, deliverable consultation options which will meet the ambitions of survivors, close families of the deceased and the wider community.

The recommendations in this report are rooted in the comments heard during the engagement and focus on informing the next stage of the project – proposing criteria, methods and processes through which deliverable and effective proposals can be developed.

Our appreciation goes to everyone who contributed to the pre-engagement process whose ideas, support and assistance were invaluable to this phase.

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APPENDICES

APPENDIX 1 – PARTICIPATION IN THE ENGAGEMENT

PARTICIPATION BY CLOSE FAMILY OF THE DECEASED

Engagement Type	Engagement Date	Number of Attendees
One to one phone conversation	12/11/2024	1
In-person group workshop	02/02/2025	8
One-to-One online session	04/02/2025	1
Online group workshop	11/02/2025	5
In person one-to-one conversation	18/02/2025	1
One-to-one online conversation	19/02/2025	1
Community group session and completed a questionnaire each	26/02/2025	6
One-to-one online conversation	27/02/2025	1
One to one online conversation	10/03/2025	1
One to one online conversation	11/03/2025	1
One to one online conversion	19/03/2025	1
In person conversation	02/04/2025	3
One to one in person conversation		1
Email	19/05/2025	1
One to one phone conversation	06/06/2025	1
One to one conversation on home visit in Woodford (outside Kensington)	30/05/2025	1
Listening session with GNOK and Commissioner, Goodbye Roadshow	06/10/2025	18
One to one conversation	24/06/2025	1
	Total	**53**

PARTICIPATION BY SURVIVORS, ADR CLAIMANTS AND RESIDENTS

Engagement Type	Engagement Date	Number of Attendees
Residents group session	20/02/2025	32
In-person group workshop	26/02/2025	9
One-to-one online conversation	2/24/2025	1
Online workshop	2/27/2025	3
One-to-one online conversation	03/03/2025	1
One-to-one in person conversation	03/06/2025	1
One to one in person conversation	04/02/2025	3
WhatsApp call	04/07/2025	1
One to one in person conversation	04/09/2025	3
One to one in person conversation	04/09/2025	2
One to one in person conversation	13/04/2025	1
Women's lunch/ gathering in person at AL MANAAR Mosque	23/04/2025	29
In person meeting	16/05/2025	4
In person meeting	23/04/2025	16
	Total	**106**

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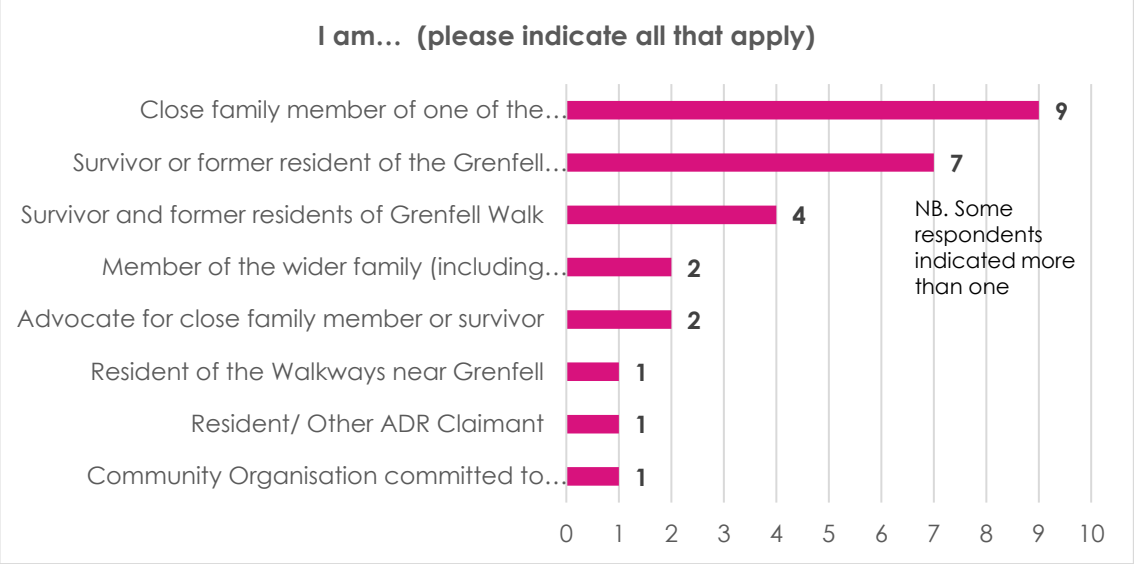
PARTICIPATION BY YOUNG PEOPLE ENGAGED BY THE SPACE YOUTH GROUP

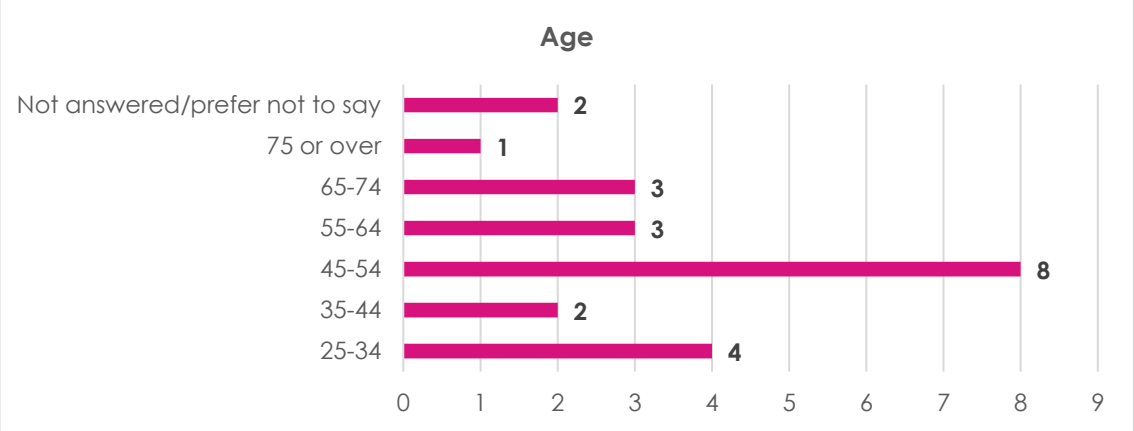
Engagement Type	Engagement Date	Number of Attendees
4 youth-led workshops	14/04/25, 30/04/25 16/05/25 28/05/25	46
A targeted digital survey targeted	12/05/25 – 30/06/25	6
Reflection Spaces **(**Sessions at The SPACE hub and by the Memorial Wall)	12/06/25 13/06/25 14/06/25	91
TOTAL NUMBER OF PARTICIPANTS		**143**
Breakdown of participants		Breakdown of participants
		6 Close family of the deceased 4 Members from wider family of the deceased 13 Survivors 120 Residents from the walkways/ other ADR Claimants

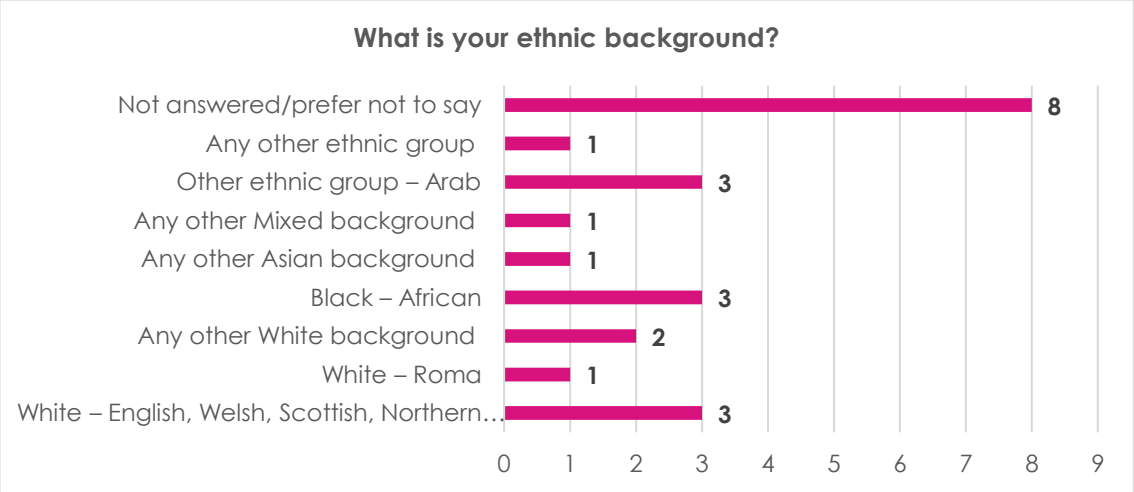
APPENDIX 2 – QUESTIONNAIRE RESPONSE

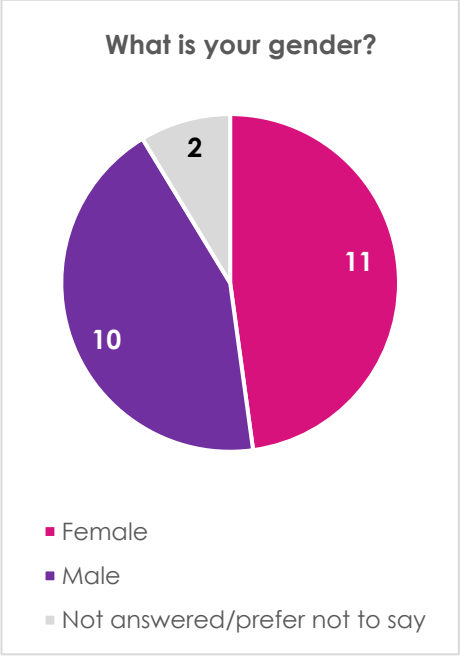
WHO COMPLETED THE QUESTIONNAIRE?

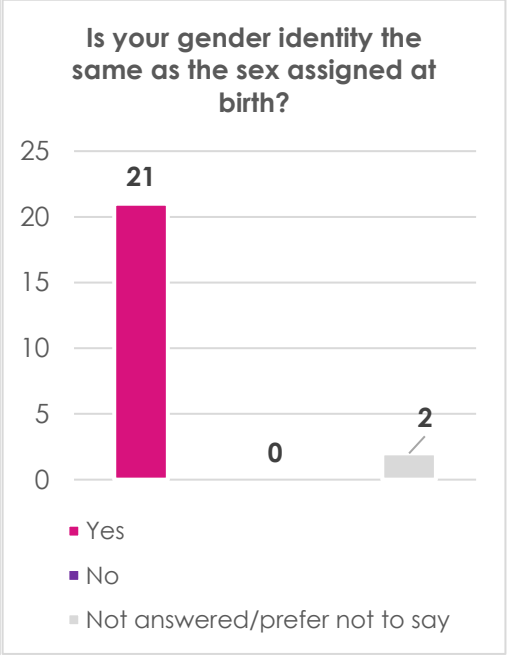


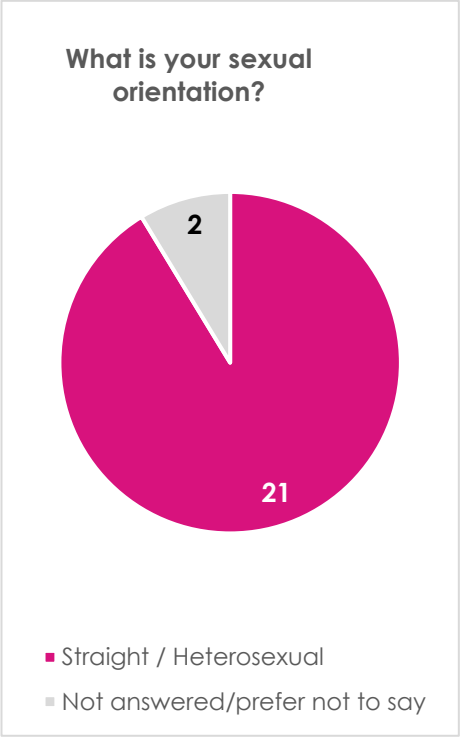
DEMOGRAPHIC PROFILE

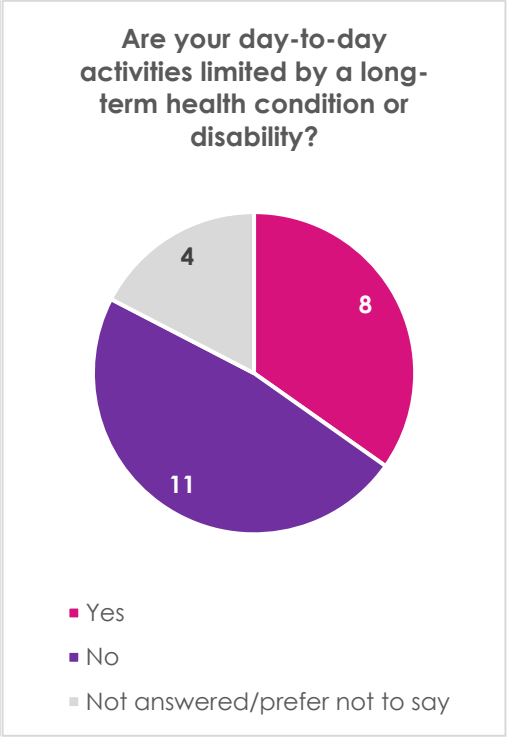


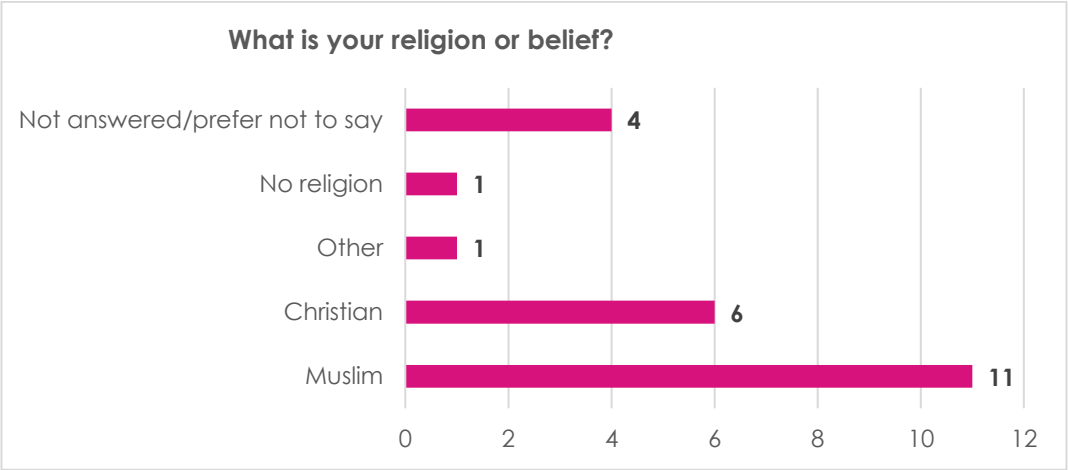


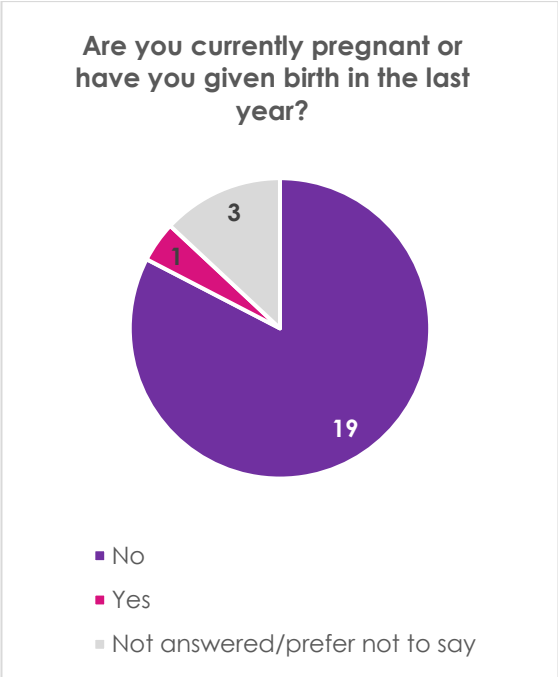

What is your gender?
2
11
10
Female
Male
Not answered/prefer not to say

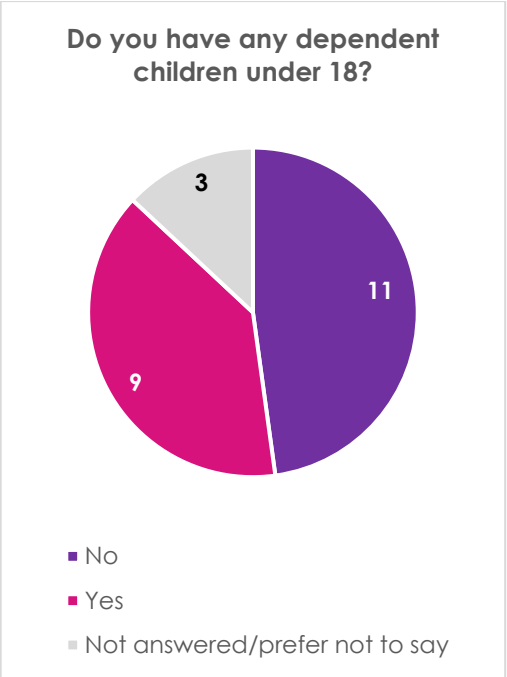

Is your gender identity the same as the sex assigned at birth?
25
20
15
10
5
0
21
0
2
Yes
No
Not answered/prefer not to say


What is your sexual orientation?
2
21
Straight / Heterosexual
Not answered/prefer not to say


Are your day-to-day activities limited by a long-term health condition or disability?
4
8
11
Yes
No
Not answered/prefer not to say


What is your religion or belief?
Not answered/prefer not to say
4
No religion
1
Other
1
Christian
6
Muslim
11
0
2
4
6
8
10
12


Are you currently pregnant or have you given birth in the last year?
3
1
19
No
Yes
Not answered/prefer not to say


Do you have any dependent children under 18?
3
11
9
No
Yes
Not answered/prefer not to say

What is your marital or partnership status?
Not answered/prefer not to say
6
Single
5
Separated, divorced or widowed
1
Married or in a civil partnership
11
0
2
4
6
8
10
12

APPENDIX 3 – QUESTIONNAIRE FORM

Grenfell Memory Project Questionnaire

This questionnaire invites your views on emerging project ideas developed through engagement with close family members of the deceased, survivors, and other ADR claimants, as part of the Grenfell Memory Project. Your feedback will help shape proposals for wider community consultation. Please answer as many or as few questions as you like. Your voice matters.

* Required

About you

To help us keep an audit trail of engagement, please let us know your connection to Grenfell.

1. I am... (please indicate **all** that apply) *

- [ ] **Close family member of one of the deceased** (relatives of those who lost their lives in the Grenfell Tower tragedy - spouse or partner; parent; child; siblings; Grandparents; Grandchild: child of deceased's siblings) **or family nominated relative.**
- [ ] Member of the wider family (including friend/ aunties/ uncles) of the deceased.
- [ ] Survivor or former resident of the Grenfell Tower.
- [ ] Survivor and former residents of Grenfell Walk.
- [ ] Resident/ Other ADR Claimant.
- [ ] Advocate for close family member or survivor.
- [ ] Other

Personal Memories

We've heard support for one-off grants to help close family members of those who died create personal memory projects in honour of their loved ones.

2. **What are your thoughts on this "Personal Memories" funding idea?**

You might consider:

- What support might families need to design or apply for their project?
- Does the current definition of "close family" feel right? (Spouse/partner, parent, child, sibling, grandparent, grandchild, family nominated relative).
- What should we consider when deciding how to allocate this funding?

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Supporting Children and Young People (Individuals up to 30 years)

There have been calls for bursaries or scholarships for children and young people affected by Grenfell.

3. Please answer the following questions about providing bursaries or scholarships for children and young people affected by Grenfell.

	Yes	No	Maybe/ Not sure
Should this support cover both academic and non-academic paths?	○	○	○
Should it focus on certain careers or skills, and why?	○	○	○
Should it extend to young people across North Kensington or just young people from close family members, survivors and the community near Grenfell?	○	○	○
Should this support cover academic paths only?	○	○	○
Should this support cover non-academic paths only?	○	○	○

4. Do you have any other comments about providing bursaries or scholarships to children and young people affected by Grenfell?

5. What types of bursaries should be offered to children born after Grenfell, but still affected by it?

Please share any suggestions you have for what these bursaries may look like, e.g., respite care.

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Supporting Children and Young People (Through Community Organisations)

Some have suggested we fund trusted community groups who already support local young people.

6. Should preference go to groups that work directly with young people from close family members, survivors and the Grenfell community?

- ◯ Yes
- ◯ No
- ◯ Maybe/ Not sure

7. What kind of programmes or activities for young people should be supported through community organisations?

You might consider:

- What services are most needed or missing locally?
- How can we avoid duplicating what's already out there?
- Why or why not preference should go to groups that work directly with Grenfell-affected young people.

Preventing Future Tragedies

Some believe the Grenfell Memory Project should help ensure lessons from Grenfell are used to improve professional practice in the Built Environment and prevent future disasters.

8. How can stories, case studies and lessons from Grenfell drive real change and stop future tragedies?

You might consider:

- How can survivors, family members of the deceased and local residents be involved?
- What professionals should this target (e.g., architects, housing officers)?

Building Community Resilience

Some have said the project should help local communities become stronger and better prepared for emergencies, through grants to local voluntary groups.

9. What kinds of training or activities would help build resilience in your community?

You might consider:

- What would enable community members to support each other better in future emergencies?
- What would help bring people together and build stronger community ties?

10. Should funding cover the core costs of local organisations that are already doing work around community resilience?

- ◯ Yes
- ◯ No
- ◯ Maybe/ Not sure

A New Community Hub

Young people have suggested that there is a need to transform an existing space near the Grenfell Tower a multi-use community hub space.

11. What could a new community hub offer to meet local needs?

You might consider:

- What activities or services should it provide?
- Are there examples of great community hubs we could learn from?
- How can the hub stay open and thriving long-term, even after the project ends?
- What partnerships could help make the hub stronger and more sustainable?

12. When allocating grants, do you think priority should be given to organisations that support young people who are:
a) from bereaved and survivor families, and/or
b) living in the immediate area surrounding Grenfell Tower?

Please explain your answer or share any other groups you feel should be prioritised.

Please tell us about yourself

We want to make sure that everyone has the opportunity to be heard, and to check that different voices and experiences are reflected in the final plans. **This information is optional and will remain confidential.**

13. Question

- ◯ Under 18
- ◯ 18-24
- ◯ 25-34
- ◯ 35-44
- ◯ 45-54
- ◯ 55-64
- ◯ 65-74
- ◯ 75 or over
- ◯ Prefer not to say

14. What is your gender?

- ◯ Male
- ◯ Female
- ◯ Non-binary
- ◯ Other
- ◯ Prefer not to say

15. Is your gender identity the same as the sex assigned at birth?

- ◯ Yes
- ◯ No
- ◯ Prefer not to say

16. What is your sexual orientation?

- ◯ Straight / Heterosexual
- ◯ Gay or Lesbian
- ◯ Bisexual
- ◯ Other
- ◯ Prefer not to say

17. What is your ethnic background?

- ◯ White – English, Welsh, Scottish, Northern Irish or British
- ◯ White – Irish
- ◯ White – Gypsy or Irish Traveller
- ◯ White – Roma
- ◯ Any other White background
- ◯ Mixed – White and Black Caribbean
- ◯ Mixed – White and Black African
- ◯ Mixed – White and Asian
- ◯ Any other Mixed background
- ◯ Asian – Indian
- ◯ Asian – Pakistani
- ◯ Asian – Bangladeshi
- ◯ Asian – Chinese
- ◯ Any other Asian background
- ◯ Black – African
- ◯ Black – Caribbean
- ◯ Any other Black background
- ◯ Other ethnic group – Arab
- ◯ Any other ethnic group
- ◯ Prefer not to say

18. What is your religion or belief?

- ◯ No religion
- ◯ Christian
- ◯ Muslim
- ◯ Hindu
- ◯ Jewish
- ◯ Sikh
- ◯ Buddhist
- ◯ Other
- ◯ Prefer not to say

19. Are your day-to-day activities limited by a long-term health condition or disability?

- ◯ Yes
- ◯ No
- ◯ Prefer not to say

20. Are you currently pregnant or have you given birth in the last year?

- ◯ Yes
- ◯ No
- ◯ Prefer not to say

21. Do you have any dependent children under 18?

- ◯ Yes
- ◯ No
- ◯ Prefer not to say

22. What is your marital or partnership status?

- ◯ Single
- ◯ Married or in a civil partnership
- ◯ Separated, divorced or widowed
- ◯ Prefer not to say

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APPENDIX 4 – TOPIC GUIDE

Explanation
The aim of these sessions is to engage with ADR claimants about the scope and content of the Grenfell Memory Project.
Sessions will include group meetings (face-to-face and online) and one-to-one conversations (face-to-face, online or by telephone). All sessions should use this document to guide conversations, and record the views expressed by participants.
For those who prefer not to be involved in the sessions there will be an online survey.
The data collected from the sessions and the survey will be analysed and written up by Verve, an independent company.

Notes for facilitators and note takers:

- Please use one of these documents per session.
- Submit as a typed document.
- Ensure quotations from participants are clear.

Information about the session:

Date		
Time		
Type – tick as appropriate	**Group: F2F**	☐
	Group: Online	☐
	1-2-1: F2F	☐
	1-2-1: Online	☐
	1-2-1: Telephone	☐
	Other: (write in)	
Venue (if F2F)		
Facilitator		
Note taker		
Number of participants in group		
Equality group, if applicable		

Participants:

Person No.	First name	Survivor/Immediate family/Resident/Other
1		
2		
3		
4		
5		
6		
Add more rows if needed		

The following sections are discussion points and prompts. Please use the boxes to make notes of what participants say. The boxes will expand as you type.

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Personal memory projects – supporting the personal memory initiative of immediate family members of Grenfell victims

• What do you think a personal memory project would be like you / for people who have lost immediate family members? • What would be important for you / people?
• What do you think needs to be in place to make this work? (Note, this doesn't have to be a tangible list. It would be good to get ideas which can be developed.) PLEASE PROBE if people have ideas ask them to explain (e.g. "That's interesting, how might that work?") and note in detail below for each suggestion
POSSIBLE PROMPTS: • What would work as personal memories? • How could the Memory Project support personal memories? • Can you think of examples of things people might do? • If there were a grants programme what might it fund?
• What do you think would be the impact of projects like these?
• Other comments, thoughts and ideas

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Children and young people – supporting initiatives targeted at children and young people affected by the tragedy and within the North Kensington area.

Note:
Children and young people could fall into three categories:

- Young people currently aged 18-25 (who would have been of school age at the time of the tragedy)
- Children currently of school age (who might have been babies or toddlers at the time of the tragedy, or were born afterwards to parents affected by the tragedy)
- Parents of children of school age (who were affected by the tragedy)

Where possible, please differentiate which group suggestions apply to

- What could this strand of the Memory Project do for these three groups of young people?
- What do you think the Children and Young People strand should be like?

  Note – if people have ideas ask them to explain (e.g. "That's interesting, how might that work?") and note in detail below for each suggestion

POSSIBLE PROMPTS:

- Educational scholarships
- Things children and young people might get involved with, e.g. LFB youth programme – what would they like to see as part of that?
- Given that some children and young people have moved away, what might work for them?

- What do you think would be the impact of projects like these?

- Other comments, thoughts and ideas

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"Never again" – supporting projects aimed at preventing a similar tragedy happening in the future

• What could the Memory Project do to support this strand? Note – if people have ideas ask them to explain (e.g. "That's interesting, how might that work?") and note in detail below for each suggestion

POSSIBLE PROMPTS:
• How can learning from Grenfell be used?
  ○ Inspections
  ○ Incorporating fire safety in e.g. curricula such as architecture and civil engineering
• What can LFB do to add weight to the suggestions?

• Other comments, thoughts and ideas
• What do you think would be the impact of projects like these?

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Final plenary session, or wrap up session for small groups/1-2-1s

Feedback from facilitators on what has been said in sessions **(Please keep a note of this)**

If appropriate, ask people to think about all the suggestions made and see if they can priorities two or three practical suggestions from each strand which they would like LFB to develop into ideas. *Could do a sticky note/flip chart exercise (please photograph and send in with notes if you do this, labelled with date and any other details)*
• Thoughts, views and ideas • What do people like about the ideas? • What would make them work? • Can any problems be identified? Are there ways problems could be overcome? • Who to participants think would benefit most from these ideas?

After the discussions we have just had, can we end by thinking about how the projects would create a meaningful legacy?
• Thoughts, views and ideas

Is there anything anyone would like to add which hasn't been covered in this session?

Thank and close

APPENDIX 5 – COMMUNICATION TO PROMOTE PARTICIPATION

Communication Method	Subject/ Purpose	Date Sent	Sender / Distributor	Recipient(s)	Estimated reach
Email/ letter	Initial letter to all ADR Claimants via solicitors informing 904 claimants of the start to pre-consultation engagement and dates for workshop	03/01/2025	Solicitor	ADR Claimant(s)	904 claimants
Email/ letter x 2	letter/ Email to over 700 family members of deceased, survivors and residents on the Walkways informing them of the start to pre-consultation engagement and dates for workshop and subsequently of extension of pre-consultation engagement phase	05/01/25; 20/05/25	RBKC (Dedicated Services)	Bereaved, Survivors and residents of the Walkways - most impacted cohort	over 700 impacted by Grenfell
Flyer	Promoting Women's Lunch at Al Manaar	20/04/2025	LFB / AL MANAAR Mosque	Mixed group of Grenfell survivors, residents and family members	11 plus Al Manaar list
Flyer, Word of Mouth, WhatsApp/ Text Messages, Tanoy (at Mosque)	Promoting Women's Iftar Gathering at Al Manaar	20/03/2025	LFB/ Al Manaar Mosque	Muslim women in North Kensington Community (inc those impacted by Grenfell)	11 Plus Al Manaar list
Word of Mouth/ Email	Listening with GNOK : Commissioner leaving too	27/05/2025	GNOK Rep (Kimia)	Close family	GNOK submitted list of 93 people
Flyer - WhatsApp, Eventbrite	Face to Face Workshop for Survivors, Residents, and other ADR Claimants (Hilton Kensington)	23.01.25 and 14.02.25	LFB	Survivors, Residents, other ADR Claimants	Publicity sent to over 25 contacts (including groups)
Flyers - WhatsApp, Word of Mouth, Eventbrite	Face to Face Workshop for Close Families of the Deceased (Hilton Kensington)	23.01.25	LFB and Grenfell United	Close Family	Publicity sent to over 25 contacts (including groups): Grenfell United did a "ring around"

Communication Method	Subject/ Purpose	Date Sent	Sender / Distributor	Recipient(s)	Estimated reach
	Online Workshop for Survivors, Residents, and other ADR Claimants (Hilton Kensington)	23.01.25 and 14.02.25	LFB	Survivors, residents and other claimants	Publicity sent to over 25 contacts (including groups): Grenfell United did a "ring around" to their membership
	Online Workshop for Close Families of the Deceased (Hilton Kensington)	23.01.2025	LFB, Grenfell United	close families of deceased	Publicity sent to over 25 contacts (including groups): Grenfell United did a "ring around" to their membership
Email/ letter	Reminder of pre-consultation engagement events	01/03/2025	Solicitor	ADR Claimants	904 Claimants
Email/ letter	Communications after Easter advising of extension of deadline and including link to questionnaire	28.04.25	Solicitor	ADR Claimants	904 ADR Claimants
General Leaflet - Printed Copies, Solicitors, WhatsApp, Word of Mouth	Detail around what the Grenfell Memory Project entails	on-going	Miscellaneous; Solicitors; Community Groups: family member and survivor contacts	Close family/ residents/ Claimants/ survivors	904 Claimants plus additional contacts
Networking at woman's IFTAR at Al Manaar Mosque	Identified and obtain contacts re: Muslim women impacted by Grenfell	27.03.25	Consultation and Engagement lead and Community Engagement colleagues	Muslim women in North Kensington Community (inc those impacted by Grenfell)	24
Dedicated email inbox	To receive enquires/ information request	on-going	Overseen by Community Engagement team	n/a	n/a
Grenfell Memory Project web page	General information about the project	on-going	Overseen by Community Engagement team	n/a	n/a

Communication Method	Subject/ Purpose	Date Sent	Sender / Distributor	Recipient(s)	Estimated reach
Multiple texts and phone calls to existing family, survivor and resident contacts to encourage participation	Reminders re: engagement activities; invitations for 121 and small group conversations	Jan 06.01.25;08.01.25; 09.01.25; 13.01.25; 17.01.25; 20.01.25; 23.01.25; 24.01.25; 31.01.25 Feb 02.02.25; 4/02/25; 06.02.25; 13.02.25; 14.02.25; 20.02.25; 24.02.25; 28.02.25 March 12.03.25; 18.03.25; 20.03.25, 27.03.25. April 08.04.25; 09.04.25; 22.04.25. May 12.05.25; 18.05.25; 19.05.25; 20.05.25; 22.05.25; 23.05.25; 27.05.25. June 02.06.25; 03.06.25; 09.06.25; 22.06.25	Consultation and Engagement lead	Close family/ residents/ Claimants/ survivors; community reps	50 LFB contacts

APPENDIX 6 – COMMUNICATION MATERIALS

YOUTUBE VIDEO

https://youtu.be/f4vSZyAtlVg

WHATSAPP PROMOTION

Shape the Grenfell Memory Project

We want to hear from you! Share your thoughts on funding for personal, family memories, projects for children/young people, and ideas to prevent future tragedies.

Workshops for immediate family members/ family nominated relatives:

In person:

- Sunday, Feb 2, 11am – 1pm (*buffet lunch included*)
- Thursday, Feb 13, 5:30 – 8pm (*supper included*)

Online:

- Tuesday, Feb 11, 6 - 8pm

Register here: www.eventbrite.com/cc/grenfell-memory-project-workshops-3920423
Or for a private chat, contact Angela Basoah, Consultation and Engagement lead on **07385 382580**

Your voice matters Don't miss out!

Shape the Grenfell Memory Project

We want to hear from you! Share your thoughts on funding for personal, family memories, projects for children/young people, and ideas to prevent future tragedies.

Workshops for survivors, residents and relatives:

In person:

- Wednesday, Feb 5, 11am – 1.30pm (*lunch included*)
- Thu, Feb 20, 12:00 – 2.30pm (*lunch included: Arabic and Farsi translators on site*) -

Online:

- Tuesday, Feb 4, 6 – 8pm
- Thursday, Feb 27, 12:00 – 2pm

Register here: www.eventbrite.com/cc/grenfell-memory-project-workshops-3920423
Or for a private chat, contact Angela Basoah, Consultation and Engagement lead on **07385 382580**

Your voice matters Don't miss out!

POSTER

NEW DATES

Help Shape the Grenfell Memory Project

We're inviting Grenfell survivors, residents, and relatives to help create a meaningful legacy to honour the lives of lost in the Grenfell tragedy. Share your views about projects to build a stronger community, help prevent future tragedies and shape meaningful projects for children and young people.

In-Person sessions:

North Kensington Resource Centre
Whitchurch Road London W11 1WG
Thursday 20 February, 12pm – 3pm (*lunch included*)

Hilton Kensington
179-199 Holland Park Ave, London W11 4UL
Wednesday 26 February, 11:00am – 2pm (*lunch included*)

Online session: Thursday 27 February 12pm – 2pm

Register here: www.eventbrite.com/cc/grenfell-memory-project-workshops-3920423

The Grenfell Memory Project is also recommended to include allocated funding for close family members of the deceased to fund their own personal memories.

For more information, contact **Angela Basoah**, Consultation and Engagement Lead.
Email: Grenfell.Engagement@london-fire.gov.uk
Text or call: 07385 382580

Your voice matters

Don't miss out!

WOMEN'S IFTAR GATHERING LEAFLET

Women's Iftar Gathering

Hosted by London Fire Brigade

Thursday, 27 March 2025 6.00pm – 8.00pm

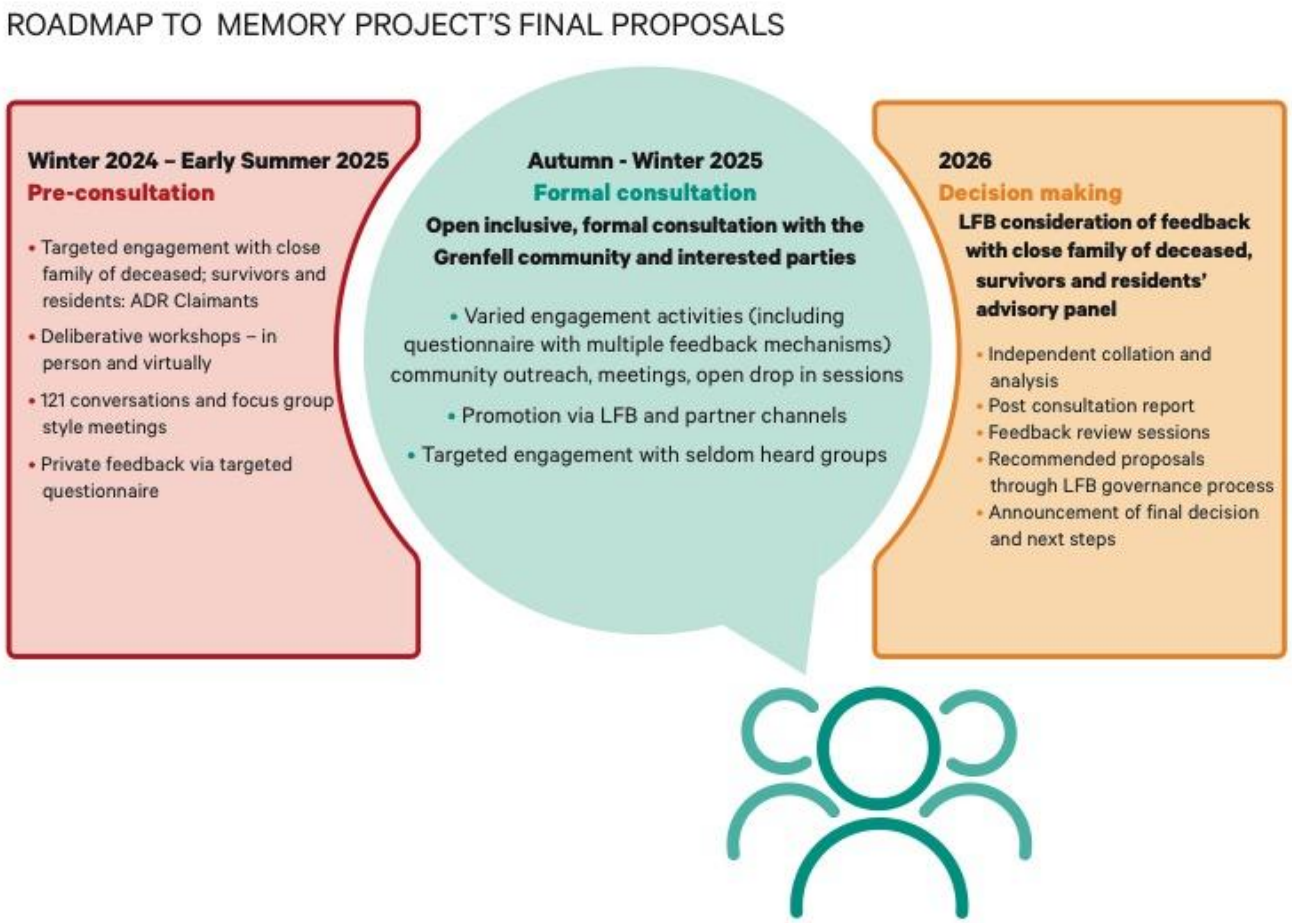
We invite you to join us for a special women's Iftar gathering during Ramadan to come together, reflect, and connect with the community.
A free Iftar meal will be served to all attendees.

Venue: Al Manaar (Muslim Cultural Heritage Centre)
244 Acklam Road, London W10 5YG
This is an open invite for women and children only.
No registration required.
For more information please contact Angela Basoah:
Email: grenfell.engagement@london-fire.gov.uk text or call: 07385 382 580

Grenfell Memory Project

LFB
LONDON FIRE BRIGADE

APPENDIX 7 – ROADMAP TO CONSULTATION



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APPENDIX 8 – YOUTH ENGAGEMENT REPORT

FINAL Grenfell Youth Engagement Report by
Samia Badani – The Space, Senior Project Lead: 11.07.25

1. Executive Summary

This report presents the findings of a youth-led engagement process designed to inform the Grenfell Memory Project. The engagement focused on young people aged 16–30 affected by the Grenfell Tower tragedy, including close family members of the deceased, survivors, evacuees, and the broader local community. From April to June 2025, youth researchers facilitated workshops, collected survey data, and hosted reflection spaces, culminating in a set of youth-informed recommendations.

A key conclusion is the urgent need to center youth voices in all aspects of the Memory Project, especially as the deconstruction of the Tower risks eroding physical and emotional landmarks essential to healing. It is also important to recognise that the wider climate of engagement - including announcements about the tower's deconstruction and the ongoing anniversaries — has been deeply emotional and, at times, retraumatising for many young people in the community. For young people in particular, these developments have often reopened wounds, intensified feelings of loss and uncertainty, and affected their willingness or readiness to engage in healing activities and conversations

2. Introduction

The Grenfell tragedy continues to shape the lives of those affected, particularly the generation who were children or adolescents at the time. The Memory Project, part of a civil settlement agreement, offers an opportunity for a restorative, future-facing legacy. This report was

commissioned to ensure youth voices directly inform the Memory Project design.

3. Methodology

The process included:

- **Workshops:** Four youth-led workshops were held between April and June 2025 (14 April, 30 April, 16 May and 28 May) at the SPACE Hub in Freston Road. These sessions used storytelling and structured, safe peer-led discussions to support healing and to capture young people's perspectives. Attendance was 46, with participants including young people from close family of the deceased(2), survivors (4), and local resident claimants (28 from the Walkways/Treadgold or Bramley House and 12 from Notting dale ward who were close friends to the deceased). Peer note-takers were present to document insights, and participants' consent was sought before any recording or transcription took place.

Survey: A digital survey was distributed in May to June 2025 targeted at those preferred to give feedback privately. We received six responses. While the response rate was limited, it provided valuable supplementary insights on engagement and feelings of safety.

Reflection Spaces: Held on 12, 13 and 14 June 2025 around the time of the 8-year anniversary of the fire, these spaces focused on young people who were children at the time of the tragedy. Sessions took place at the SPACE hub and by the Memorial Wall with 91 participants, again drawn from close families of the deceased (4), survivors (7), and the local community (80 participants: 47 were from the Walkways/Bramley House and 33 from Notting Dale Ward: 69 reported they were close friends to the deceased). These spaces allowed for private reflection, emotional support, and facilitated conversation. Notes were taken sensitively, and contributions were anonymised to protect participants' emotional safety

- Ongoing Support: Trauma-informed methods
Participants included close families of the deceased, former residents of Grenfell Tower and Grenfell Walk, and those from surrounding buildings.

4. Key Themes Emerging from Engagement

4.1 Personal Memories

- Broad support for ring-fenced funding for families of the deceased.
- - Recognition that friends and peers also carry grief and should be included.
- Fear of memory erasure due to the tower's deconstruction.
- Desire for culturally diverse memorials: benches, murals, pilgrimages, creative tributes.
- Acknowledgement that while grief is widespread, close families of the deceased have unique and ongoing needs that justify dedicated funding.
- "That building is where my whole childhood happened. Taking it down without giving us something back is like erasing us." A 19-year-old survivor

4.2 Preventing Future Tragedies / Community Resilience

- Strong desire to embed Grenfell stories into professional training (Bachelor of Technology BTEC, Continuing Personal Development CPD).
- Call for youth-led safety and life skills programmes.
- Demand for training in fire safety, emergency response, mental health first aid.
- Survey feedback echoed these themes, with 5 respondents supporting confidence-building and safety training.
- "We were the first on the scene. Now give us the training to do it better next time." A 24-year-old resident of the Walkways

4.3 Support for Children and Young People

- - Calls for expanded scholarships and bursaries (academic, vocational, creative).
- Strong support for flexible support recognising displacement and trauma.
- Safe, long-term funding for youth organisations.
- Emphasis on opportunity as part of healing.
- "Memory isn't just looking back — it's what helps us build forward." 24-year-old from Bramley House
- Youth validated driving lessons, memory preservation, and resilience training.
- Proposed enhancements: mental health first aid course, developing public speaking course to improve confidence, and when possible peer-led delivery.
- Support for expanding eligibility while maintaining ring-fenced bereaved family funding.

4.4 Alignment with Existing Provision & Council Feedback

- Aligned with RBKC Future Grenfell Support Plan and JSNA findings.
- Recommendations complement rather than duplicate existing projects.
- Enhances areas like peer-delivery, access to tech/business careers, and participatory governance.

5. Co-Creation and Ownership

- Youth researchers co-designed and delivered all sessions. Youth researchers co-designed and delivered all sessions, receiving ongoing support and mentorship from the senior project lead to build their skills and confidence.

- Data analysis was led by senior project lead, with active input from the youth researchers to ensure that their perspectives informed interpretation and findings.
- Peer-facilitation and flexible engagement methods fostered safety

and trust.
- Young people want lasting power and presence in project design and decision-making.
"If you want it to work, let us help lead it." resident from Hurstway Walk (Lancaster West Estate)

6. Recommendations

1. Co-Create and Protect Memory During Tower Deconstruction

Work with memorial and environmental initiatives to embed youth-led creative projects (murals, digital storytelling, poetry). Involve youth researchers in Tower deconstruction dialogue, ensuring memory is shaped from within the community. Provide spaces for ongoing reflection and ritual, especially around anniversaries.

Expand the scope of ring-fenced personal memory funding to include:

- Close friends and youth peers of the deceased
- Children and young people from Grenfell Walk, the Tower, and surrounding blocks
- Bereaved young people who were not formally classified as close family of the deceased

Why:

Grief was experienced by whole networks, not just by nuclear families. Young people particularly expressed how losing friends or witnessing trauma shaped their lives. The loss of the Tower will amplify this grief, and support must be flexible and inclusive to meet the emotional complexity of this moment.

"We all lost someone. Don't draw lines that cut us out of healing." 17-year-old survivor

2. Broaden Eligibility for Personal Memory Support

Recognise peer grief and community trauma by including close friends and neighbours in funding streams. Introduce tiered access to memory support: maintaining ring-fenced resources for close families of the deceased while offering scaled access for the wider youth community. Use trauma-informed eligibility models that centre relationships, not just legal status: we recommend creating support programmes that focus on people's experiences and what they have been through, rather than only looking at their legal or immigration status. The aim should be to build trust and caring relationships, so people feel safe and truly supported.

Develop youth-led, place-based memorials and storytelling initiatives that:

- Acknowledge the emotional and cultural significance of the tower
- Preserve community history in ways chosen by local young people
- Offer tools for emotional processing, archiving, and expression

Why:

The deconstruction of the tower is likely to re-trigger trauma, especially among those who were children in 2017. The tower is a physical memory, its removal without meaningful youth-led remembrance may create a lasting void.

"That building is where my whole childhood happened. Taking it down without giving us something back is like erasing us." 19 year old resident

3. Embed Grenfell Testimonies into Education and Training

Incorporate Grenfell case studies into civic education, health, housing, and emergency response training. Include youth-generated

materials (videos, testimony, artwork) in CPD and vocational pathways (e.g. BTEC, apprenticeship induction). Offer storytelling and public speaking coaching to prepare young people to share their experiences and shape institutional memory.

Co-produce learning resources with youth for:

- BTEC and university courses in architecture, engineering, social care, public health
- CPD for housing officers, planners, emergency responders

These should include:

- Survivor and youth testimonies
- Creative formats (videos, podcasts, zines)
- Facilitated dialogue between professionals and youth

Why:

Youth strongly voiced a desire to make sure "Grenfell never happens again." Embedding their experience in the training of future professionals is not just symbolic — it is **systemic prevention**.

"Make them hear from us before they get a job building homes."

20-year-old Notting Dale resident

4. Fund Peer-Led Youth Resilience and Mental Health First Aid
Build capacity in peer-delivered MHFA, safety workshops, and emotional literacy. Align these peer-led programmes with existing providers (e.g. Kooth-online mental health and wellbeing platform, Trailblazers- multi agency pathway) but ensure cultural and age relevance. Support creative forms of healing (spoken word, photography, movement), especially in underserved groups such as young people from minority ethnic backgrounds facing multiple barriers

Establish a "Grenfell Youth Resilience Programme" that includes:

- Accredited driving lessons + first responder training
- Fire safety, mental health first aid, and emergency preparedness
- Life skills: money management, advocacy, digital safety, public speaking

Delivered by a combination of:

- London Fire Brigade
- Youth trainers and peer educators
- Local community groups

Why:

Youth want to feel empowered, not passive or vulnerable. They see this training as a bridge between memory, responsibility, and future leadership.

"We were the first on the scene. Now give us the training to do it better next time." 23-year-old Notting Dale resident

5. Expand Bursaries to Include Non-Academic and Underrepresented Pathways

Extending funding into life skills and vocational areas, including driving lessons, IT skills, creative residencies, technical roles in film, design, and the built environment. Prioritise access to industries currently underrepresented in North Kensington such as technology (coding, UX/UI, data), business/management (entrepreneurship, project leadership), and sustainability & design. Work together with businesses and programs that help new ideas grow (called incubators) to create special opportunities for young people who have been affected, so they can get started with jobs, training, or new projects.

Offer flexible bursaries to young people from affected families and communities to pursue:

- Higher education (university, foundation courses)
- Vocational training (construction, mental health, care work, tech)
- Creative fields (film, design, architecture, arts therapy)

Include support for:

- Tuition
- Living costs
- Travel and digital access
- Mentorship and peer coaching

Why:

Young people want to rebuild — not only remember. These investments recognise memory as a **launchpad for opportunity**, especially for those who faced disrupted education and ongoing trauma.

"Memory isn't just looking back — it's what helps us build forward."
18-year-old living in Barandon Walk (Lancaster West Estate)

6. Create a Permanent Youth Advisory & Design Group

Establish a Grenfell Youth Advisory Panel tied to Memory Project delivery. Include paid roles, peer mentoring, and training in governance, strategy, and advocacy. Ensure decisions are made with, not for, youth, and visibly influence commissioning, evaluation, and policy.

Establish a **Grenfell Youth Advisory Group** to:

- Help design future stages of the Memory Project
- Evaluate and score proposals for funding
- Monitor impact and advocate for continued improvements

Group should be:

- Paid for their time and expertise
- Supported with mentoring, training, and wellbeing support
- Representative of the range of lived experiences (close family of the deceased, survivor, evacuated, local community)

Why:

Youth don't want to be "consulted and forgotten." They want lasting power to influence decisions, shape delivery, and protect legacy.

"If you want it to work, let us help lead it." 16-year-old resident in Notting Dale

7. Sustain Trusted Youth Spaces and Mentoring Models

Invest in long-term funding for place-based and digital youth hubs. Extend existing mentoring (e.g. Ventoring- safe space to speak openly) to support girls, BAME youth, and those interested in tech or business sectors. Embed cultural safety, trauma-informed practices, and youth-led evaluation in all funded programmes.

Provide multi-year core funding to local organisations already delivering:

- Youth mental health support
- Creative expression and healing
- Leadership development
- Trusted relationship-building

Examples include Solidarity Sports, Our Power Hub, Kids on the Green, Clement James, and other youth-led initiatives.

Why:

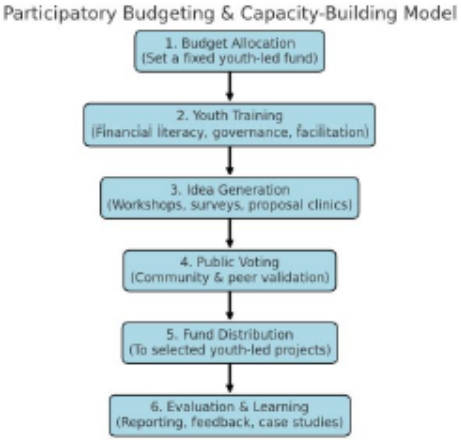
Young people described these spaces as "lifelines." These groups already hold community trust and can carry the work forward. Funding should not start from scratch, but sustain what works.

"These are the people who showed up for us. Fund them to keep going." 14-year-old resident in Notting Dale (Silchester Estate)

8. Implement a Participatory Budgeting Model
Dedicate a portion of Memory Project or youth recovery funds to a youth-led participatory budget. Support a cohort of young people to: develop funding priorities, receive training in budgeting and governance, and decide, with transparency, how funding is distributed. This model builds trust, ownership, and financial literacy, and ensures resources reflect real needs and lived experiences.

9. Build Capacity and Embed Sustainability for Youth Leadership
Develop a youth leadership pipeline offering structured training in financial management, project delivery, governance, communication, and advocacy. Provide paid roles, internships, and shadowing opportunities. Create a pathway from engagement to leadership—ensuring young people who begin as contributors can become designers, facilitators, and decision-makers.

Participatory Budgeting & Capacity-Building Model



7. Conclusion

The Grenfell Memory Project must do more than preserve history; it must nurture healing and agency. The generation that lived through Grenfell are not just survivors they are architects of memory, resilience, and justice. Their leadership is not optional; it is essential.

This generation of young people has lived through a uniquely painful chapter in British history. Their reflections are clear, constructive, and deeply humane. To honour the lives lost — and protect those still living — we must ensure they are not only heard but empowered to lead.

The Grenfell Memory Project offers not just remembrance, but **redemption** — a chance to show that communities can heal through justice, participation, and care.

Survey data and engagement sessions both confirm that the project's strength will lie in its ability to balance universal access with targeted

support. Close family members of the deceased carry distinct pain and must be supported through ring-fenced resources, even as broader youth needs are met through inclusive programming.

"Don't just take our ideas and put them in a spreadsheet. Let us build the next part with you." 18-year-old resident in Notting Dale (Henry Dickens Court estate)

Appendices

Appendix A: Survey Response Summary

- Total respondents: 6 (primarily aged 16–30)
- Key demographics: Mix of close family members of deceased, survivors, evacuated residents, and wider local youth
- 5 respondents support for resilience training (e.g., fire safety, first aid)
- 4 respondents supported for inclusive scholarships (academic and vocational)
- 4 respondents expressed concern over memory loss with tower deconstruction
- 5 respondents support youth-led story preservation projects

Appendix B: Workshop Format and Materials

- Four peer-led workshops using:
- Story mapping
- Scenario discussions
- Artistic expression (drawings, poetry, visual design)
- Anonymous feedback cards

Appendix C: Quotes from Participants

"We didn't want it to be like school or therapy. We made it feel like us." Evacuated resident

"My grief matters too, even if I wasn't related by blood." Local resident

"We are ready to lead. Trust us with it." Survivor

"Without the tower, we need something we can build together."
Evacuated

Appendix D: Alignment with Emerging Ideas

See alignment table in full report body (Section 4), confirming strong youth support for:

- Personal memory initiatives
- Driving lessons and life skills
- Scholarships and inclusive education
- Community safety training
- Testimony-driven education reform

Appendix E: Engagement Timeline

- March-April 2025: Youth researcher training and survey design
- April–June 2025: Engagement sessions and data collection
- June 2025: Reflection spaces and synthesis
- June 2025: Final reporting and review

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- Updated Equality Impact Assessment

Foreword

Thank you for taking the time to take part in this public consultation on the Grenfell Memory Project. Your willingness to engage is deeply appreciated.

This document sets out our proposals for the Grenfell Memory Project, which have been co-designed with Alternative Dispute Resolution (ADR) claimants, including close family members of those who died, survivors and residents. It has been a profound privilege to listen to those who shared their experiences, ideas and hopes during the pre-consultation engagement phase last year. Their contributions have directly shaped the recommendations set out in the Pre-consultation engagement report and I would like to personally thank everyone who took part for their openness, generosity and trust.

The Grenfell Tower fire on 14 June 2017 was the most significant fire in the United Kingdom since the Second World War. Its impact continues to be felt by families and friends who lost loved ones, survivors, residents, and the wider North Kensington community, and it remains deeply etched in our national conscience. It has also been a catalyst for significant change within London Fire Brigade, prompting us to reflect deeply, reform our operations and work to rebuild trust with the Grenfell communities.

The Grenfell Memory Project arises from a civil settlement agreement reached in 2023 between ADR Claimants and a number of defendant organisations, including London Fire Brigade. It forms part of a wider **Restorative Justice** journey. While we know there is still a long way to go, this project seeks to:

- Help repair relationships between London Fire Brigade and communities impacted by the Grenfell fire
- Honour the lives of those who were lost
- Create a meaningful and lasting legacy to commemorate the Grenfell Tower Fire.
-

Restorative Justice is ....

"C*onsideration of, discussions about and implementation of measures which the relevant parties may seek to achieve, to mark and commemorate the Grenfell Tower fire and those who died or suffered as a result of it"*.

(The civil settlement agreement, 2023)

This consultation invites Grenfell families, friends and members of the community to share their views on our proposals for the Grenfell Memory Project. There are several ways to take part, as outlined in section 4.6 of this document. Your views matter, and we are committed to listening carefully and thoughtfully to everything you tell us before any decisions are made. We are grateful for your time and your voice, and we look forward to hearing from you.

Jonathan Smith

London Fire Commissioner

About this consultation document

This document formally sets out our proposals for the Grenfell Memory Project. It is complemented by a summary Consultation document and translations in various community languages as well as supporting information to enable you to make informed choices.

The remainder of this document is split into four sections:

Section 1 covers the introduction and background

Section 2 covers our Grenfell Memory Project proposals and how we arrived at them

Section 3 covers The Public Consultation process, the many ways you can take part and the Consultation Questionnaire

Section 4 covers the list of additional information available that may be useful to inform your feedback.

To find out more information and how to share your views visit our website at The Grenfell Memory Project | London Fire Brigade

Section 1 Introduction and Background

1 London Fire Brigade (LFB) has a long-standing commitment to listening to and engaging with those whose lives were affected by the Grenfell Tower fire. This includes close families of the deceased, survivors, residents and the wider Grenfell communities. The Grenfell Memory Project is one part of this ongoing work and sits within the **Restorative Justice** commitments made by LFB under the Civil Settlement Agreement reached with Alternative Dispute Resolution (ADR) claimants in March 2023.

As part of this agreement, the London Fire Commissioner (LFC) committed £8.25 million to create a Grenfell Memory Project. The purpose of the project is to build a meaningful and lasting legacy that honours the 72 lives lost in the Grenfell Tower fire, while supporting collective healing and recovery within the community.

The agreement also set out clear principles for how the project must be developed. The LFC committed to ensuring that the final proposals would:

- **protect and promote** the interests of the ADR claimants, and
- be shaped through full and meaningful public consultation with the North Kensington and Grenfell communities.

LFB is committed to consulting the Grenfell communities on the details of the proposed Grenfell Memory Project.

Alongside LFB's own values, the Grenfell Memory Project is guided by core Restorative **Justice (RJ) principles: Respect for human dignity; Truth through dialogue; Solidarity and Responsibility; and Justice and Accountability.** These principles inform how the project is being developed.

The North Kensington and Grenfell communities

For avoidance of doubt, when we refer throughout this document to "North Kensington and/or the Grenfell communities" and people who are beneficiaries of the Grenfell Memory Project, this covers:

- Close family members of the deceased: Spouse or partner, parent, child, sibling, grandparent, grandchild, family-nominated relative
- Other bereaved family members, survivors and residents who live in the immediate vicinity (i.e. 500m of the Grenfell Tower)
- People who lived in the Grenfell Tower at the time of the fire who may have since relocated outside the North Kensington
- Residents of North Kensington at the time of delivery (namely living in Colville, Notting Dale and/or Golborne wards)
- ADR Claimants, who may or may not fall into one or more of the groups above.

The Grenfell Tower fire had a profound and traumatic impact on bereaved families, survivors, local residents, and the wider North Kensington community. Despite the passage of time, its effects continue to be felt — not only by those directly affected, but also by new residents and others who have moved into the area since the tragedy.

1.2 The original Grenfell Memory Project proposals

The initial vision for the Grenfell Memory Project presented by the ADR claimants through their lawyers included three interconnected projects:

- **A Memorial Archive** – a digital archive preserving records, testimony and other materials connected to Grenfell, including situated and personal testimony.
- **A Memorial Exhibition** – a space to share stories, experiences and learning connected to Grenfell.
- **An Educational Outreach Project** – a five-year programme of events linked to the archive and exhibition, including outreach scholarships. Its aim was to ensure that the lessons of Grenfell, and the experiences of those affected, are embedded in training and ongoing learning across relevant professions and industries.

1.3 Listening, learning and reflecting

Since the settlement was reached, several important developments have taken place. These include Grenfell Testimony Week, the Royal Borough of Kensington and Chelsea's Consultation about its RJ initiatives; and the conclusion of Phase 2 of the Grenfell Tower Inquiry. Together, these moments created an opportunity — and a responsibility — for

LFB to pause, listen carefully, and reflect on whether the original proposals fully reflected the needs, priorities and aspirations of the ADR claimants and Grenfell communities.

Grenfell Testimony Week 2024, held from 23 to 26 January in central London, was a particularly significant moment. Over four days, 47 bereaved family members, survivors and residents shared their experiences through live testimony, pre-recorded contributions, written statements and artworks. Many spoke directly to representatives of the organisations they believe were responsible for the tragedy, including senior representatives from parties to the civil settlement. The testimonies were raw, powerful and unfiltered, and reinforced the importance of placing the voices of those most affected at the heart of any legacy or memorial work. For more information visit: https://www.testimonyweek.co.uk/

Alongside this, other related initiatives have continued to develop, including RBKC's plans for a Grenfell archive and the Grenfell Tower Memorial Commission's consultation on the future of the Tower site. These parallel processes have informed LFB's thinking and reinforced the need for clarity, care and coordination.

1.4 Our approach to developing the project

LFB has proposed developing the Grenfell Memory Project in three phases:

1. **Pre-consultation engagement**
2. **Formal consultation**
3. **Decision-making**

This approach is intended to ensure that the project is shaped thoughtfully, transparently and in dialogue with those it is meant to serve.

Section 2 Grenfell Memory Project: Consultation Proposals

This section sets out the proposals for the Grenfell Memory Project and explains how they were developed. It also shows how the proposals respond to the independent recommendations made following pre-consultation engagement. At every stage, our intention has been to ensure that the Grenfell Memory Project is rooted in lived experience, guided by restorative justice principles, and developed with care, transparency and accountability.

2.1 Consultation Proposals: An overview

The proposals focus on five key initiatives arising from the pre-consultation engagement:

2.1.1 A five-year Grenfell Memory Project grants programme covering three separate strands

I. Personal Memory grants – for close family members of the deceased - **£3m over 5 years**

II. **Grants for young people affected by Grenfell** – Young people may be eligible to apply if they meet one of the following: a) were **aged 16–25 at the time of the Grenfell Tower** fire and were part of the **North Kensington and/or Grenfell community on the date of the fire**; OR b) are a young person **aged 30 or under** at **the time the project is delivered,** with **additional needs,** and are from the **North Kensington and/or Grenfell community - £1m over 5 years**

"Additional needs" means living with a disability, facing social or personal challenges, or experiencing hardship

III. Community Resilience grants – Funding groups disproportionately impacted by Grenfell and grassroots Grenfell Anniversary activities - **£1m over 5 years**

2.1.2 A five-year residential and day activity programme - To support personal development, confidence and life skills for young people aged 11-15 years at the time of project delivery and in North Kensington and/or are part of Grenfell communities. - **£1.5m over 5 years**

2.1.3 A five-year outreach programme supporting people in the North Kensington and Grenfell communities who are interested in careers in fire safety. This will be an annual program of promoting awareness and opportunities, targeted workshops and will provide funding for a relevant fire safety qualification.

The outreach activities aim to raise awareness of, and provide information, guidance, and support for career opportunities in fire safety and the qualifications needed to pursue them. Each year, 12 people will be able to take part in a series of workshops (6) run by experienced fire safety professionals from London Fire Brigade.

The workshop sessions will provide practical advice, career insights and support to apply for a Level 3 Fire Safety Certificate delivered by external training providers. These sessions will also provide support and advice for applications for entry level fire safety roles within LFB and other organisations.

The costs of this support and the Level 3 Fire Safety Certificate qualification will be fully funded by the Grenfell Memory Project. The cost of the Level 3 qualification is currently £1800 per person.

It is anticipated that this programme will improve the ability of members of the North Kensington and Grenfell communities affected by the tragic events of the Grenfell Tower fire to access a fire safety course and apply for fire safety careers within London Fire Brigade and other organisations **£300,000 over 5 years**

2.1.4 **Reducing Future Tragedies** – Development of educational/ CPD resources (with embedded Grenfell case studies) as part of influencing culture change in the built environment - **£300,000**

2.1.5 **Feasibility Study** (without commitment) to assess the viability and sustainability of a Community Hub with a youth focus within the Grenfell catchment area. **£60,000**

Together, these proposals aim to honour those who died, to make a meaningful contribution to ensure that the lessons of Grenfell are not forgotten and support those who continue to live with the impacts of Grenfell without duplicating existing Grenfell initiatives.

2.2 How we arrived at our proposals

Pre-consultation engagement

Before launching this formal consultation, LFB undertook a period of pre-consultation engagement. This included listening directly to ADR Claimants (including close family of the deceased, survivors, residents) and commissioning an independent pre-consultation engagement report.

That report made a series of recommendations about what the Grenfell Memory Project should include and how it should be delivered, based on the feedback from the ADR claimants and others in the pre-engagement process. LFB committed to taking those recommendations seriously, testing them carefully, and exploring how they could be taken forward.

2.3 Developing the proposals: Our Methodology

LFB committed to responding robustly to the pre-consultation engagement recommendations—testing them thoroughly and exploring how they could be translated into deliverable proposals.

To move from recommendations to workable options, the team adopted an iterative and reflective approach. Emerging ideas were developed and refined progressively across sessions, with each stage building on the last. Following these sessions, proposals continued to be rigorously assessed up until the preparation of the report and associated documents for the formal governance process to ensure financial viability, legal compliance and deliverability.

The options development process comprised structured brainstorming sessions with key teams and two rounds of Consequence Mapping with senior LFB leaders, including senior colleagues from the Greater London Authority (GLA). The initial brainstorming sessions reviewed the report's findings and recommendations, generated potential responses, and identified themes to inform subsequent Consequence Mapping discussions.

The Consequence Mapping sessions brought together a broad cross-section of senior leaders in LFB from Finance, Communications and Engagement, HR, Legal, operational functions, and the Commissioner's and Assistant Commissioners' offices. Senior GLA colleagues also attended the second session.

- **Session 1** examined the merits, deliverability, risks and potential stakeholder responses associated with each emerging Grenfell Memory Project proposal. All options were considered viable, subject to appropriate mitigation.
- **Session 2** revisited issues identified previously, tested whether the refined proposals adequately addressed the pre-consultation recommendations, and agreed proportionate mitigation measures.

These senior-level discussions resulted in broad consensus on the proposed direction of travel ahead of the formal governance process and public consultation.

Alongside this internal process, we tested emerging ideas with Grenfell-impacted groups, community representatives and LFB's Community Forum. We also collaborated with a wide range of external stakeholders, including RBKC, voluntary and youth organisations, mental health leads and residents' groups. This engagement enabled us to identify groups not previously reached by previous Grenfell-related initiatives and to maximise the impact of the Grenfell Memory Project by minimising duplication with existing activity. Throughout, we have drawn on independent expertise, including desk research and advice from experienced grant-making charities, to strengthen our approach to governance, fairness, safeguarding and transparency.

During the process of preparing the decision report and the consultation documents, including the precise details of the proposals, key senior officers have continued to reflect upon on the principles of Restorative Justice, the terms of the agreement, and the feedback in the pre consultation engagement report; and legal considerations, viability and deliverability and refined the proposals and consultation process accordingly.

This robust options development process has enabled us to define and improve emerging proposals to ensure they are flexible, accountable and responsive to community priorities as identified during the pre-consultation engagement.

2.4 Summary: how the proposals would be delivered

All Grenfell Memory Project proposals are intended to be delivered with the active and ongoing involvement of Grenfell families of the deceased, survivors and the community. This will help ensure that implementation plans continue to be co-designed, and remain informed by community needs, priorities and aspirations.

A key feature of delivery of the **Grenfell Memory Project grants programme** would be the establishment of a single grants' framework with multiple strands. This approach is designed to allow flexibility across different types of support, while maintaining fairness, transparency and strong governance. During the Consequence Mapping sessions, participants said they would prefer the grants to be managed by an independent voluntary sector organisation with strong experience in running grant programmes. As part of developing the options, we spoke with around 20 charities. Based on these discussions, we currently envisage a two-stage approach to implementation.

The first stage would be a design-led phase, involving representatives from the different groups the grants are intended to support. With specialist advice, this phase would focus on agreeing clear and accessible parameters, including eligibility criteria, and the types of activities or support that can be funded. The second stage could involve the appointment of an independent and suitably experienced voluntary sector partner to administer and distribute the grants. If a voluntary sector partner is appointed, they will be responsible for administering the programme in accordance with clearly defined, transparent eligibility criteria and robust governance and safeguarding arrangements. Subject to the outcome of consultation, alternative delivery models may also be considered, including direct administration by LFB or delivery through a public sector partner.

Five-Year Residential and Day Activity Programme for Young People: In seeking to honour the lives lost through a meaningful and lasting legacy, we recognise the profound and enduring impact the Grenfell Tower fire has had — not only on those directly affected, but on the wider North Kensington community. The trauma experienced continues to shape the lives of many local families and young people.

Pre-consultation feedback highlighted a clear desire to create more opportunities for young people to thrive — particularly through activities outside school that build confidence, resilience and essential life skills. At the same time, we have identified a gap in provision for young people aged 11–15 within this traumatised community,

especially in structured developmental programmes that provide consistent support over time.

The consultation proposal for a five-year residential and day activities programme directly responds to this need. It is designed to support young people from the North Kensington and/or Grenfell communities at a formative stage in their lives, helping them to rebuild confidence, strengthen social connections and develop skills that will benefit them long into adulthood. The proposal is to deliver a **five-year residential and day activity programme** for **young people aged 11–15** from **North Kensington and/or Grenfell communities**. The programme aims to support **personal development, confidence, and life skills**, with activities likely to be offered during school holiday periods. Across the five years, the programme aims to provide **approximately 600 places**.

The programme will be **designed and delivered by a consortium of established local organisations** with a proven track record of working with young people in the local area. This collaborative approach is intended to encourage partnership working, reduce duplication, and make best use of existing local expertise.

As part of the programme, **mental health training** will be provided to staff delivering the activities, potentially in partnership with **NHS organisations**. This will help strengthen local workforce capacity and support the provision of mental health support beyond the life of the programme, responding directly to recommendations in the independent pre-consultation report to promote collaboration and capacity building.

Overall oversight of this workstream will sit with Angela Basoah, **Grenfell Engagement Lead**, who will support partnership working and ensure that group leaders and young people are actively involved in **co-designing a coordinated and empowering programme** over the five-year period.

A five-year outreach programme supporting people in the North Kensington and Grenfell communities who are interested in careers in fire safety. This will be an annual program of promoting awareness and opportunities, targeted workshops and will provide funding for a relevant fire safety qualification.

The outreach activities aim to raise awareness of, and provide information, guidance, and support for career opportunities in fire safety and the qualifications needed to pursue them. Each year, 12 people will be able to take part in a series of workshops (6) run by experienced fire safety professionals from London Fire Brigade.

The workshop sessions will provide practical advice, career insights and support to apply for a Level 3 Fire Safety Certificate delivered by external training providers. These sessions will also provide support and advice for applications for entry level fire safety roles within LFB and other organisations.

The costs of this support and the Level 3 Fire Safety Certificate qualification will be fully funded by the Grenfell Memory Project. The cost of the Level 3 qualification is currently £1800 per person.

It is anticipated that this programme will improve the ability of members of the North Kensington and Grenfell communities affected by the tragic events of the Grenfell Tower fire to access a fire safety course and apply for fire safety careers within London Fire Brigade and other organisations

With regards to the **development of education and training resources within the built environment**, LFB will work with interested families and community members, industry leaders and relevant educational / training resource developers to produce appropriate materials. We also intend to explore the possibility of including existing materials from various sources, for example Testimony Week.

Following the independent pre-consultation report, many people shared the aspiration for a Community Hub: A multi-purpose space located near the Grenfell Tower "designed to promote social connection, healing, and personal growth" with a strong focus on young people. While acknowledging that this idea could provide a positive legacy, we need to be confident that the idea is practical, deliverable and sustainable in the long term before proposing a contribution of funds from the Grenfell Memory Project. For that reason, the options development process identified the need for an independent, professionally commissioned feasibility study to provide a clear, objective assessment of the practical realities — such as the right location, the level of demand, the costs involved, the partnerships needed, and how the hub could generate income or secure ongoing funding to keep it running successfully. Importantly, this study would not only inform funding decisions but would also be a valuable resource for the North Kensington community itself. Professional feasibility work of this kind is normally expensive and out of reach for many community groups. By commissioning it as part of the Grenfell Memory Project, the community would gain access to expert advice, practical recommendations, and a clear roadmap for delivery. Even if the study finds that a Community Hub is not viable at this moment, it would still provide useful guidance that community groups and residents could use to refine the idea, explore alternative approaches, build partnerships, and develop other sustainable legacy projects for the future. In this way, the feasibility study strengthens the aspiration expressed during the pre-consultation and ensures that any project developed in Grenfell's memory is realistic, resilient and capable of delivering lasting benefit to the community.

2.5 Engagement feedback: independent recommendations and our responses

The table below summarises:

- what the independent pre-consultation engagement report recommended
- what LFB is proposing

- what each proposal seeks to address/ rationale
- what this means for decision-making and consultation

Summary of proposals and rationale

Theme	What report recommended	What is proposed	What this seeks to address/ rationale	Potential areas for feedback
Personal memory and family-led remembrance	A dedicated grant scheme to support personal memory projects	One-off grants for close family members of the deceased, supported by advice from the Grenfell Engagement team **(£3m over 5 years)**	Recognises that remembrance is deeply personal and culturally diverse, and that close family members may wish to honour loved ones in different ways	Support for proposal: Eligibility criteria, applicants' support needs
Support for young people affected by Grenfell (16-25 years) OR aged up to 30 with additional needs	Flexible grants for education, training & development	Grants for vocational, training & experiential activities **(£1m over 5 years)**	Acknowledges the long-term disruption Grenfell caused to this group during a formative life stage	Support for proposal: Eligibility criteria
Young people (11–15) early adolescence	Activities that support personal development, confidence & life skills	A programme of residential and day activities delivered through local voluntary organisations **(£1.5m over 5 years)**	Addresses gaps in safe, structured local provision and supports young people's personal development, confidence and life skills	Support for proposal: partnership approach

Theme	What report recommended	What is proposed	What this seeks to address/ rationale	Potential areas for feedback
Learning, prevention and change	Use lived experience to influence practice, especially in the built environment	Embedding Grenfell testimonies into professional learning; catalyst funding to drive sector change **(£300k)**	Responds to calls for Grenfell to lead to real, lasting change and to embed experience in professional training within the built environment.	Support for proposal: professions that should be involved
Outreach to provide access to fire safety training and careers	Support pathways into employment	Annual program of promoting awareness careers in fire safety, targeted workshops and funding for a relevant fire safety qualification **(£300k)**	Improved ability of people from traumatised and disadvantaged community to access a fire safety course and fire safety careers	Support for proposal accessibility,
Community-led initiatives	Support grassroots, culturally competent projects	Grenfell Anniversary and **targeted** community grants **(£1m over 5 years)**	Supports healing, cohesion and groups disproportionately affected by Grenfell	Support for proposal
Community hub	Explore a permanent community space	Independent feasibility study (no	Tests whether a sustainable hub is realistic, wanted and achievable	Whether hub is a community priority

Theme	What report recommended	What is proposed	What this seeks to address/ rationale	Potential areas for feedback
		commitment to support) **(£60k)**		
Contingency	Flexibility for future priorities	£1.09m held to respond to consultation outcomes and provide a contribution to the hub subject the findings of the feasibility study	Ensures any unspent monies in line with community priorities	What should be priorities for unspent money

Section 3 Other Grenfell-related / Restorative Justice initiatives

Alongside the Grenfell Memory Project, other restorative justice initiatives are being delivered by partner organisations, including RBKC. In developing these Consultation proposals, we have appraised ourselves of these existing programme to avoid duplication and ensure that these different initiatives connect and complement one another.

For more information visit –

Grenfell support 2024 to 2028 | Royal Borough of Kensington and Chelsea

Home - Grenfell Tower Memorial Commission

Grenfell Tower: community update January 2026 - GOV.UK

Section 4 Public Consultation Strategy

About this consultation

This consultation sets out how we will seek views on the proposals for the Grenfell Memory Project. It explains why we are consulting, how people can take part, and how feedback will be considered before decisions are made.

The consultation is designed to be inclusive, transparent and respectful, recognising the profound impact of Grenfell on individuals, families and the wider community.

A detailed version of our approach to the engagement and communications plan to support the Public Consultation is attached.

4.1 Objectives

The objectives of this consultation are to:

- Give individuals, communities and stakeholders clear, accessible information about the Grenfell Memory Project proposals.
- Provide meaningful opportunities for people to give their feedback on the Grenfell Memory Project proposals, sharing their views on the merits and disadvantages
- Ensure feedback is carefully considered and informs final decisions.
- Build trust and contribute to reconciliation with the North Kensington and Grenfell communities through an open, respectful and accountable consultation process.

4.2 Governance, legal duties and guidance

This consultation strategy has been developed to meet all relevant legal duties and best-practice guidance, including:

The Gunning principles for consultation

- Proposals are presented at a formative stage, before final decisions are made.
- Sufficient information is provided to allow informed and thoughtful consideration.
- Adequate time is given for people to respond.
- All responses will be conscientiously considered before decisions are taken.

Equality Act 2010

- Compliance with the Public Sector Equality Duty (section 149).

The Accessible Information Standard

- Ensuring information is available in formats people can read and understand.
- Providing appropriate communication support so people can take part fully.

4.3 Development and responsibility

This strategy has been developed by the Engagement Lead for Grenfell Communities in partnership with the Grenfell legal team. The Grenfell Memory Project is part of London Fire Brigade's (LFB) Community Engagement Strategy.

- The consultation will be led by the Grenfell Engagement Lead within LFB's Community Engagement team and supported by two dedicated officers.
- The consultation will be delivered in line with **LFB's corporate values**: Service, Integrity, Teamwork, Equity, Courage and Learning.
- Our approach is also grounded in the **core principles of Restorative Justice**: respect for human dignity; truth through dialogue; justice and accountability; and solidarity and shared responsibility.
- Structured, cross-LFB support will ensure that the consultation is aligned with wider LFB strategies and local priorities in North Kensington and the surrounding boroughs.
- We will work closely with members of the North Kensington Communications and Engagement Forum, other organisations supporting those impacted by Grenfell, and resident, faith and community networks to maximise reach and participation.
- LFB's communications team will support the consultation by sharing clear, accessible information through a range of channels, helping ensure that individuals, groups and stakeholders impacted by Grenfell are aware of how to take part.

4.4 Equalities

An updated Equality Impact Assessment (EIA) has been completed. The EIA informs the consultation approach and will help identify and address any potential barriers to participation.

4.5 The Public Consultation

The public consultation on the Grenfell Memory Project proposals will run for **12 weeks**, to start soon after the local authority elections on May 7. This timetable also takes account of both the Ramadan fasting and the Easter festive period.

Information for participants

To support informed participation and meaningful feedback, a range of materials will be available through the dedicated Grenfell Memory Project section on the LFB website. Local partners will also be encouraged to share links through their own networks.

Documents available during the consultation will include:

- The main consultation information document and consultation questionnaire. NB. The consultation questionnaire will also be re-produced as a standalone document.
- Summary and Easy Read versions of the main consultation document.
- The pre-consultation engagement report and summary version.
- The updated Equality Impact Assessment.
- Information explaining the proposal development process.
- Translated materials in relevant community languages.

These materials will be available to download online and, where possible, in printed and other alternative formats on request. The full list of Consultation materials is available in the Consultation engagement and Communications plan attached.

4.6 How to respond to the consultation

A detailed plan setting out the different ways people can respond to the consultation and our communications plan is attached. Opportunities to take part include options to take part virtually, in person, in writing, via text, email and/or phone. We aim to ensure everyone who wishes to take part can do so.

You can share your views in the way that works best for you:

- **Complete the consultation questionnaire** either online or in print and send it via FREEPOST
- **Share your views in writing and send to us via** FREEPOST XXX.
- **Contact the consultation team** if you have questions or need support to take part. Tel: xxxx : Email: xxx
- **Invite us to your group** – if you are part of a resident, community, faith or support group affected by Grenfell, we can visit your group (in person or online) to explain the proposals and listen to your feedback.
- **Attend a consultation event** – we will be holding both in-person and virtual events.
- **Drop in and talk to us** – come and speak to the team every Thursday from XX to XX.
- **Stay informed –** read updates on the LFB website, Facebook and X (formerly Twitter), in local media, and through printed information available at community venues in the Grenfell area.

- **Request printed information** – let us know if you would like materials sent to a community or faith venue near you.

4.7 Next steps

After the consultation closes on 11 August 2026 all feedback received will be independently analysed by an external specialist agency. They will produce a report setting out what people have told us about the proposals.

We will carefully consider this feedback alongside other relevant evidence and information to decide how best to move forward. Close family members of those who died, survivors, residents living near Grenfell, and the LFB Community Forum will all be involved in reviewing the consultation feedback. We are considering setting up an advisory Task and Finish Group.

Once this review is complete, recommendations will be considered through London Fire Brigade's internal governance process. We will continue to keep people informed by sharing updates on our work, including publishing the post-consultation report and the key information used to support decision-making.

The final decision will be made by the **London Fire Commissioner**. You can find more information about the decision-making process and timeline on our website.

Grenfell Memory Project Public Consultation Questionnaire

Introduction

Thank you for taking the time to participate in this consultation.

Through the Grenfell Memory Project, London Fire Brigade seeks to create a meaningful and lasting legacy to honour the 72 lives lost in the Grenfell Tower fire, while supporting collective healing and recovery within the community.

The Project forms part of London Fire Brigade's commitment to a **Restorative Justice process** under a Civil Settlement Agreement, which recognises the wider impact of the tragedy on communities in North Kensington and Grenfell communities. It aims to proactively rebuild trust and repair relationships.

This consultation is a requirement of the Civil Settlement Agreement in 2023 and reflects the LFB commitment that the Grenfell community must be fully consulted on the scope and development of the Memory Project initiatives, as the involvement and support of local people are essential to the Project's success.

The Grenfell Memory Project proposals set out in this questionnaire have been developed through extensive engagement with Alternative Dispute Resolution (ADR) claimants, including close family members of the deceased, survivors, and residents.

A total of 329 people participated in the pre-consultation engagement last year. Their feedback was summarised in an independent pre-consultation engagement report which has informed the development of the Grenfell Memory Project proposals. We are now seeking views on these proposals from the North Kensington and Grenfell communities (including close family members of the deceased, survivors, residents and friends).

The Grenfell Tower fire had a profound and traumatic impact on bereaved families, survivors, local residents, and the wider North Kensington community. Despite the passage of time, its effects continue to be felt — not only by those directly affected, but also by new residents and others who have moved into the area since the tragedy.

The purpose of this consultation is to:

Understand whether you support these proposals

Identify what you like or where you have concerns about them

Gather suggestions on what needs to change, improve or be reconsidered

The total funding available is £8.25 million which is proposed to be spent over 5 years.

Question 1 About you

Please let us know what your connection to the Grenfell tragedy is.

☐ Close family member of one of the deceased (i.e. spouse or partner; parent; child; siblings; Grandparents; Grandchild or family nominated relative of a person/person who lost their lives in the Grenfell Tower tragedy).

☐ Member of the wider family of the deceased (including aunties/ uncles, cousins, friends).

☐ Survivor or former resident of the Grenfell Tower.

☐ Survivor and former residents of Grenfell Walk.

☐ Resident/ Other ADR Claimant.

☐ Advocate for close family member or survivor.

☐ Other

Based on the engagement to date, we are proposing a 5-year grants programme with three strands and 4 other project proposals. These are detailed in Table 1 below with their respective proposed allocation of funds.

Grenfell Memory Project proposals and funding allocation	
Theme 1: A 5-year Grenfell Memory Project grants programme covering the following three separate strands: A. Personal Memory grants – **£3m over 5 years** For close family members of the deceased B. Grants for Young People affected by Grenfell - **£1M over 5 years** Young people may be eligible to apply if they meet one of the following: a) were **aged 16–25 at the time of the Grenfell Tower** fire and were part of the **North Kensington and/or Grenfell community on the date of the fire**; OR b) are a young person **aged 30 or under** at **the time the project is delivered,** with **additional needs,** and are from the **North Kensington and/or Grenfell community** "Additional needs" includes living with a disability, facing social or personal challenges, or experiencing hardship C. Community Resilience grants - **£1m over 5 years**	**£5M over five years** **(in total)**

Funding for organisations supporting groups disproportionately impacted by Grenfell and grassroots Grenfell Anniversary activities.	
Theme 2: 5 year Residential and Day Activity programme To support personal development, confidence and life skills for young people aged 11-15 years in North Kensington and/or Grenfell communities. To be designed and delivered by a consortium of local organisations with a relevant track record.	**£1.5m over 5 years**
A five-year outreach programme supporting people in the North Kensington and Grenfell communities who are interested in careers in fire safety. This will be an annual program of promoting awareness and opportunities, targeted workshops and will provide funding for a relevant fire safety qualification. The outreach activities aim to raise awareness of, and provide information, guidance, and support for career opportunities in fire safety and the qualifications needed to pursue them. Each year, 12 people will be able to take part in a series of workshops (6) run by experienced fire safety professionals from London Fire Brigade. The workshop sessions will provide practical advice, career insights and support to apply for a Level 3 Fire Safety Certificate delivered by external training providers. These sessions will also provide support and advice for applications for entry level fire safety roles within LFB and other organisations. The costs of this support and the Level 3 Fire Safety Certificate qualification will be fully funded by the Grenfell Memory Project. The cost of the Level 3 qualification is currently £1800 per person. It is anticipated that this programme will improve the ability of members of the North Kensington and Grenfell communities affected	**£300,000 over 5 years**

by the tragic events of the Grenfell Tower fire to access a fire safety course and apply for fire safety careers within London Fire Brigade and other organisations	
Theme 4: Reducing Future Tragedies Development of educational/CPD resources (with embedded Grenfell case studies) as part of influencing culture change in built environment.	**£300,000**
Theme 5: Feasibility Study Feasibility study (without commitment) to assess the viability and sustainability of a Community Hub with a youth focus within the Grenfell catchment area.	**£60,000**
Contingency – to cover any potential contribution to Community Hub **if feasibility study determines project is achievable and sustainable** and/or to be reallocated according to community identified priorities.	**£1,090,000**
Total	**£8.25M**

Theme 1. Proposed Grenfell Memory Project grants programme

Question 2 Support for Personal Memories grants

This strand would provide project-based grants to close family members of those who died in the Grenfell Tower tragedy to support personal memory projects that are meaningful to them.

To what extent do you agree or disagree with this proposal?

☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree

Question 3 Feedback on Personal Memories grants

Please use the box below if you would like to explain your answer in more detail. We are particularly interested to understand what you like about this proposal, any concerns you have and any suggestions you feel would make this proposal work better or have greater impact.

Question 4 Support for Young People affected by Grenfell

Young people may be eligible to apply if they meet one of the following: a) were **aged 16–25 at the time of the Grenfell Tower** fire and were part of the **North Kensington and/or Grenfell community on the date of the fire**; OR b) are a young person **aged 30 or under** at **the time the project is delivered,** with **additional needs,** and are from the **North Kensington and/or Grenfell community**

Additional needs include disability, personal challenges, or hardship.

To what extent do you agree or disagree with this proposal?

☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree

Question 5 Feedback on Young People grants

Please use the box below if you would like to explain your answer in more detail. We are particularly interested to understand what you like about this proposal, any concerns you have and any suggestions you feel would make this proposal work better or have greater impact.

Question 6 Support for Community Resilience grants

This strand would provide grants to organisations supporting communities disproportionately impacted by Grenfell, as well as funding for grassroots Grenfell anniversary activities.

To what extent do you agree or disagree with this proposal?

☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree

Question 7 Feedback on Community Resilience grants

Please use the box below if you would like to explain your answer in more detail. We are particularly interested to understand what you like about this proposal, any concerns you have and any suggestions you feel would make this proposal work better or have greater impact.

Question 8 Overall allocation of the grants programme

It is proposed that the three strands of the grants programme represent £5 million of the total funding:

£3 million for Personal Memories grants (close family members of the deceased)

£1 million for Young People grants: Young people may be eligible to apply if they meet one of the following: a) were **aged 16–25 at the time of the Grenfell Tower** fire and were part of the **North Kensington and/or Grenfell community on the date of the fire**; OR b) are a young person **aged 30 or under** at **the time the project is delivered,** with **additional needs,** and are from the **North Kensington and/or Grenfell community**

Additional needs include living with a disability, facing social or personal challenges, or experiencing hardship

£1 million for Community Resilience Grants.

Do you think this distribution of funding across these three areas is broadly appropriate?

☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree

Please use the box below if you would like to explain your answer in more detail.

Theme 2. 5 year Residential and Day Activity programme

This proposal is for a 5-year residential and day activity programme to support personal development, confidence, and life skills for young people aged 11-15 years in North Kensington and/or Grenfell communities. It would be designed and delivered by a consortium of local organisations with a relevant track record.

Question 9 Support for Residential and Day Activity programme

To what extent do you agree or disagree with this proposal?

☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree

Question 10 Feedback on Residential and Day Activity programme

Please use the box below if you would like to explain your answer in more detail. We are particularly interested to understand what you like about this proposal, any concerns you have and any suggestions you feel would make this proposal work better or have greater impact.

Theme 3. Outreach programme to provide access to fire safety training and careers

A five-year outreach programme supporting people in the North Kensington and Grenfell communities who are interested in careers in fire safety. This will be an annual program of promoting awareness and opportunities, targeted workshops and will provide funding for a relevant fire safety qualification.

The outreach activities aim to raise awareness of, and provide information, guidance, and support for career opportunities in fire safety and the qualifications needed to pursue them. Each year, 12 people will be able to take part in a series of workshops (6) run by experienced fire safety professionals from London Fire Brigade.

The workshop sessions will provide practical advice, career insights and support to apply for a Level 3 Fire Safety Certificate delivered by external training providers. These sessions will also provide support and advice for applications for entry level fire safety roles within LFB and other organisations.

The costs of this support and the Level 3 Fire Safety Certificate qualification will be fully funded by the Grenfell Memory Project. The cost of the Level 3 qualification is currently £1800 per person.

It is anticipated that this programme will improve the ability of members of the North Kensington and Grenfell communities affected by the tragic events of the Grenfell Tower fire to access a fire safety course and apply for fire safety careers within London Fire Brigade and other organisations

Question 11 Support for outreach programme to provide access to a fire safety qualification and careers

To what extent do you agree or disagree with this proposal?

☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree

Question 12 Feedback on outreach programme to provide access to a fire safety qualification and careers

Please use the box below if you would like to explain your answer in more detail. We are particularly interested to understand what you like about this proposal, any concerns you have and any suggestions you feel would make this proposal work better or have greater impact.

Theme 4. Reducing Future Tragedies

This proposal aims to reduce future tragedies by influencing culture change in the built environment sector. It would develop educational and Continuing Professional Development (CPD) resources with embedded Grenfell case studies for professionals working in the built environment.

Question 13 Support for built environment educational resources

To what extent do you agree or disagree with this proposal?

☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree

Question 14 Feedback on built environment educational resources

Please use the box below if you would like to explain your answer in more detail. We are particularly interested to understand what you like about this proposal, any concerns you have and any suggestions you feel would make this proposal work better or have greater impact.

Theme 5. Feasibility Study

This proposal is for an independent feasibility study (without commitment) to assess the viability and sustainability of a Community Hub with a youth focus within the Grenfell catchment area.

Question 15 Support for Community Hub feasibility study

To what extent do you agree or disagree with commissioning this feasibility study?

☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree

Question 16 Feedback on Community Hub feasibility study

Please use the box below if you would like to explain your answer in more detail. We are particularly interested to understand what you like about this proposal, any concerns you have and any suggestions you feel would make this proposal work better or have greater impact.

Question 17 Overall allocation of the project funding

It is proposed that the project funding is allocated as follows:

£1.5 million residential and day activities for young people aged 11-15 years old

£300,000 outreach programme to provide access to a fire safety qualification and careers

£ 300,000 Educational resources (with embedded Grenfell case studies)

£60,000 for Community Hub feasibility study

Do you think this distribution of funding across the areas above is broadly appropriate?

☐ Strongly agree
☐ Agree
☐ Neither agree nor disagree
☐ Disagree
☐ Strongly disagree

Please use the box below if you would like to explain your answer in more detail

Additional views

Question 18 Use of unspent funds (e.g. contingency budget)

If any funding remains unspent (for example, if the Community Hub feasibility study determines the project is not viable), which area(s) would you prioritise for the reallocation of those funds?

Please select your **top three preferences**

☐ Personal Memories grants (close family members)
☐ Young People affected by Grenfell grants
☐ Community Resilience grants
☐ Residential and Day Activity Programme (ages 11-15)
☐ Outreach programme to provide access to a fire safety qualification and careers
☐ Built Environment Educational Resources

☐ Other (please specify):

Question 19 Is there anything else you would like to tell us?

Please use this space to share any additional thoughts, concerns, or suggestions about the Grenfell Memory Project proposals.

Equality Monitoring

We are committed to ensuring everyone has the chance to participate fully in the decisions about the Grenfell Memory Project.

This section of the questionnaire is **optional, and all responses will remain anonymous.** However, by completing the following section, you will help us to understand who we are reaching and how to better serve North Kensington and Grenfell communities. We will cross-reference this information with your answers, to help us understand the views of the different groups with Protected Characteristics.

Please tick ONE option for each question.

Question 20 Which age group are you in?

☐ Under 16

☐ 16-18

☐ 19-24

☐ 25-34

☐ 35-44

☐ 45-54

☐ 55-64

☐ 65-79

☐ 80+

☐ Prefer not to say

Question 21 What is your sex?

☐ Female

☐ Male

☐ Prefer not to say

Question 22 Is your gender identity the same as your sex at birth?

☐ Yes

☐ No

☐ Prefer not to say

Question 23 Please indicate the option which best describes your sexual orientation

☐ Heterosexual

☐ Gay

☐ Lesbian

☐ Bisexual

☐ None of the above

☐ Prefer not to say

Question 24 Please indicate whether you are pregnant or on maternity/ paternity leave

☐ Pregnant Yes/No

☐ Maternity leave Yes/ No

☐ Paternity leave Yes/ No

Question 25 Please indicate which option best describes your religion or belief

☐ Atheist

☐ Buddhist

☐ Christian (all denominations)

☐ Hindu

☐ Jewish

☐ Muslim

☐ No religion

☐ Sikh

☐ Any other religion (Please state .....)

☐ Prefer not to say

Question 26 Please select what best describes your ethnicity/ ethnic background

☐ Asian/ Asian British – Pakistani/ Bangladeshi /Indian

☐ Asian/ Asian British – other Asian background (Please state.....)

☐ Black or Black British: Caribbean

☐ Black or Black British: African

☐ Other Black background (Please state.....)

☐ Chinese

☐ Middle Eastern: Arab/ Persian/ Turkish

☐ Middle Eastern: North African

☐ Middle Eastern: Other ethnic background (Please state.....)

☐ Mixed: White and Black Caribbean

☐ Mixed: White and Black African

☐ Mixed: White and Asian

☐ Mixed: White and Middle Eastern

☐ Mixed: Any other background (Please state .....)

☐ White: European/ Eastern European

☐ White: English/Welsh/Scottish/Northern Irish/British

☐ White: Irish

☐ White: Any other White background (Please state .....)

☐ Other ethnic background not covered above: (Please state .....)

☐ Prefer not to say

Question 27 Do you consider yourself to have a disability?

☐ Yes

☐ No

☐ Prefer not to say

Thank you for participating in this consultation.

Your views are important and will help shape the final Grenfell Memory Project. All feedback will be carefully considered as we develop these proposals further.

If you have any questions about this consultation, please contact:

[INSERT CONTACT DETAILS]

1 Background

This document sets out a clear communications and engagement plan to support the Grenfell Memory Project consultation. It is intended for inclusion as an appendix to the main consultation document

2 Communications Objectives

- **Provide clear, accessible information**
  Ensure North Kensington and Grenfell communities understand what the Grenfell Memory Project is, what is being proposed, what is *not* being decided through this consultation, and how decisions will ultimately be made.
- **Enable informed and meaningful participation**
  Support people to take part in ways that feel safe, respectful, and appropriate for them, with enough information and time to consider the proposals and share thoughtful feedback.
- **Demonstrate that lived experience and views matter**
  Show clearly that the views of Grenfell families, survivors, and the wider community are central to the process, and that feedback will directly inform final recommendations and decisions.
- **Build and maintain trust through transparency and accountability**
  Communicate openly about the purpose of the consultation, how feedback will be captured and used, and what will happen after the consultation closes.
- **Use trauma-informed, respectful communication**
  Ensure all communications acknowledge the sensitivity of Grenfell-related issues, avoid technical or bureaucratic language, and are delivered with care, empathy, and respect.

2.1 Key Messages (for Grenfell Families and Community Members)

About the Grenfell Memory Project

- The Grenfell Memory Project is about how the Grenfell tragedy is remembered, honoured, and understood now and in the future.

- It aims to reflect the experiences, voices, and wishes of those most affected, while ensuring the memory of Grenfell is treated with dignity, respect, and care.

About This Consultation

- This consultation is an opportunity for you to share your views on the Grenfell Memory Project proposals — including what you support, what concerns you, and what you think could be improved.
- Your feedback will help shape the final approach and inform decisions; this is not a tick box exercise.-.
- You do not need to agree with the proposals to take part — critical and challenging views are welcome and important.

What Is Being Asked

- We are asking for your views on the strengths and weaknesses of the proposals.
- We want to understand what feels right, what does not, and what may be missing from your perspective.
- There are different ways to take part so you can choose what feels most comfortable for you.

How Feedback Will Be Used

- All feedback will be recorded, reviewed carefully, and considered alongside other evidence and expertise.
- We will be clear about how feedback has influenced decisions and explain where suggestions cannot be taken forward and why.
- An independent agency will analyse the feedback received and produce a post consultation report.

Respect, Care, and Choice

- We recognise that engaging with anything related to Grenfell can be painful and emotional.
- You can take part as much or as little as you wish, and you can step back at any time.
- Support and signposting will be available for those who need it.

Commitment to Openness and Trust

- This consultation will be run in an open, honest, and accountable way.
- We are committed to listening with respect, even where views differ.
- Building and maintaining trust with Grenfell families and the community is central to this process.

2.2 Key Messages for Community Leaders, local Politicians and Trusted Gatekeepers

Your Role in This Consultation

- You are a trusted voice for individuals, families and members of the community who have been affected by Grenfell, and your role in sharing accurate information about this consultation is vital.
- We are asking for your help to encourage people to take part in ways that feel right for them

Why This Consultation Matters

- The Grenfell Memory Project concerns how Grenfell is remembered and the lives lost are honoured, which is deeply important to those most affected.
- This consultation is a genuine opportunity for Grenfell families, survivors, and community members to influence proposals before decisions are finalised.

What We Ask of You

- Help ensure your constituents and networks are aware of the consultation and understand how they can take part.
- Share clear, factual information about the purpose of the consultation, the different ways to give feedback, and the timeframes involved.
- Reassure people that all views — supportive, critical, or uncertain — are valid and welcome.

Reassurance to Share with Your Communities

- This is not a symbolic or predetermined exercise; feedback will be carefully considered and will inform final decisions.

- Participation is voluntary, flexible, and designed to be trauma-informed and respectful.
- People can choose how much or how little they engage, and they can step back at any time.

Commitment to Transparency and Accountability

- We will be open about how feedback is gathered, analysed, and reflected in outcomes.
- We will share a clear summary of what we heard and explain how community input has influenced decisions.
- We welcome questions and ongoing dialogue with community representatives throughout the consultation process.

3 Communications Assets to Support the Consultation

The following assets support awareness, understanding, and participation in the Grenfell Memory Project consultation. They will be delivered in a coordinated, phased way, with clear signposting between assets and consistent messaging throughout.

3.1 Core Information and Consultation Materials

- **Homepage news item** on the LFB website, prominently linking to the dedicated Grenfell Memory Project section.
- **Dedicated Grenfell Memory Project web section** hosting all consultation materials, updates, FAQs, and contact details in one place.
- **Main consultation information document**, clearly setting out the proposals, context, what is being consulted on, and how feedback will be used.
- **Consultation questionnaire** available in multiple formats:
  - Online (accessible and mobile friendly)
  - Downloadable PDF
  - Standalone printed version for offline completion
- **Summary version** of the consultation document (plain English).
- **Easy Read version** of the consultation document.

3.2 Accessible and Inclusive Formats

- **Alternative formats**, including:
    - Translations in key community languages – Albanian, Arabic, Bengali, Cantonese, Dari, Farsi, French, Italian, Serbian, Somali, Tagalog, Tigrinya
      Turkish
    - Large Print versions
    - Audio version (spoken explanation of the proposals and how to respond)
    - BSL support at sessions on request
- **Clear guidance** on how to request additional formats or support.

3.3 Video and Visual Content

- **Short video clips** explaining:
    - What the Grenfell Memory Project is
    - What the consultation is about
    - What is being proposed
    - How to take part and why participation matters
- Videos should be captioned, available in multiple languages where possible, and designed to be shareable via social media and WhatsApp.

3.4 Evidence and Transparency Materials

- **Independent pre-consultation engagement report**, published in full.
- **Summary version** of the pre-consultation engagement report, highlighting key themes and how they informed the proposals.
- **Equality Impact Assessment**

3.5 Direct Outreach Materials

- **Letters to ADR Claimants, close families, survivors, relatives, and local residents**, written in a sensitive, trauma-informed tone and clearly explaining how to take part.
- **Letters and briefing materials for gatekeeper organisations**, including community and faith leaders, local politicians, and trusted organisations, with clear asks and key messages.

3.6 On the Ground and Community Based Assets

- **Display materials**, including posters and pop-up banners, for use at community venues, events, and consultation sessions.
- **Leaflet** summarising the proposals and consultation details.
- **Flyer** as a clear, visually engaging invitation to consultation events and opportunities to participate.
- **Postcards** with a simple call to action and signposting to where people can find more information or take part.

3.7 Digital and Partner Channels

- **Social media and WhatsApp messages** with clear calls to action, designed for easy sharing by partners and community leaders.
- **Email signature banner** for use by LFB staff and partner organisations during the consultation period.
- **Articles or blog posts** for LFB and partner newsletters, reinforcing key messages and encouraging participation.

3.8 Additional Assets

- **Frequently Asked Questions (FAQ) document**, responding to common concerns and misconceptions.
- **Community briefing pack** (one pager) for gatekeepers, summarising the consultation, key messages, and how to encourage participation.
- **Timeline graphic** showing consultation stages, deadlines, and next steps.
- **"What happens next" explainer**, published towards the end of the consultation to manage expectations and reinforce trust.
- **Feedback acknowledgement message**, thanking participants and explaining next steps once the consultation closes.

These assets will be reviewed regularly throughout the consultation to ensure they remain accurate, responsive, and aligned with community feedback.

4 Our target audiences

For avoidance of doubt, when we refer throughout this document to "North Kensington and/or the Grenfell communities" and people who are beneficiaries of the Grenfell Memory Project, this covers:

- Close family members of the deceased (*refers to the following relatives of those who lost their lives in the Grenfell Tower tragedy - spouse or partner; parent; child; siblings; Grandparents; Grandchild: family nominated relative)*
- Other bereaved family members, survivors and residents who live in the immediate vicinity (i.e. 500m of the Grenfell Tower)
- People who lived in the Grenfell Tower at the time of the fire who may have since relocated outside the North Kensington
- Residents of North Kensington at the time of delivery (i.e. namely within the wards of Colville, Notting Dale and Golborne)
- ADR Claimants (who may or may not) fall into the groups above

The Grenfell Tower fire had a profound and traumatic impact on bereaved families, survivors, local residents, and the wider North Kensington community. Despite the passage of time, its effects continue to be felt — not only by those directly affected, but also by new residents and others who have moved into the area since the tragedy.

5 Communications and Engagement activities

We will work collaboratively with our public sector partners – the Greater London Authority, Ministry of Housing Communities and Local Government (MHCLG) and the Royal Borough of Kensington and Chelsea - to reach individuals and groups in North Kensington and from the Grenfell communities.

Target audience	How we will communicate with them	How people can participate in Consultation
Individuals and groups impacted by Grenfell ▪ Close family of the deceased, ▪ Survivors ▪ Residents, community members ▪ Friends and family	▪ Information on dedicated section on LFB website ▪ Letters via claimant solicitors ▪ Emails via RBKC Dedicated services ▪ Personalised email via LFB contact lists ▪ Information / Publicity to Grenfell support groups ▪ Email & Information via community leaders, local councillors, Resident Associations, faith and community/ voluntary groups ▪ Information cascaded through North Kensington Engagement Forum ▪ Liaison with schools near Grenfell ▪ LFB social media channels ▪ Explore potential of publicity via Grenfell influencers (social media)	▪ Completing Consultation questionnaire (in print, online) ▪ Attending schedule of publicised events (separate for close family members, survivors and residents) ▪ Weekly “drop in” sessions in the community ▪ Inviting consultation team to attend existing group meetings ▪ Taking part in North Kensington summer events/ activities organised by RBKC, community ▪ Contacting Consultation team by email, text, phone or in writing via FREEPOST ▪ Take part in targeted focus groups e.g. with young people, women’s sessions

	▪ Pop up Banners at events ▪ Information in alternative formats (translations, video, audio) ▪ Word of mouth	▪ Become a Peer researcher (targeted at young people and possibly people with English as a second language)
Local Politicians (MP, local councillors)	▪ Information on dedicated section on LFB website ▪ Letter/ email at regular milestones ▪ Posters and leaflets for display in surgeries ▪ Ad hoc briefings (as required) ▪ Provide article for inclusion in their communications with constituents ▪ Consultation publicity materials available in key community venues	▪ Completing consultation questionnaire ▪ Providing feedback during briefing ▪ Attending community events ▪ Contacting team by email, text, phone or writing via FREEPOST ▪ Promoting consultation via social media accounts
Schools, colleges and Saturday schools	▪ Information on dedicated section on LFB website ▪ Emails at regular milestones ▪ Posters and leaflets for display ▪ Meetings with Headteacher/s and Saturday school lead ▪ Word of mouth	▪ Completing Consultation questionnaire (in print, online) ▪ Explore possible Assembly ▪ (Saturday school) – explore dedicated Parents session
Internal stakeholders (LFB FRS and fire fighter colleagues)	▪ Information on dedicated section on LFB website ▪ Posters and information on display in North Kensington and Kensington fire stations	▪ Completing consultation questionnaire (online /in print) ▪ Providing feedback during meetings

	▪ Cascade information via LFB Internal communications channels	▪ Fire stations (North Kensington & Kensington) to support consultation team
ADR Claimant solicitors	▪ Emails at regular milestones with links to information on dedicated Grenfell Memory Project section on LFB website	Not applicable Team to liaise solicitors to encourage participation among their clients
Mediators / Defendant solicitors	▪ Email sharing links to Information on dedicated section on LFB website ▪ Attendance (with legal team) at regular RJ Mediators and Defendant solicitors' meetings	Not applicable
Fire fighters Union	▪ Share information at key milestones via Preparedness and Response team	Not applicable
Trade Press	▪ Press release at key milestones ▪ Explore potential of one article/blog in relevant publication during the course of the Consultation	Not applicable

6 Public Consultation engagement plan timeline (summary)

12-week consultation engagement plan (high - level) timeline														
Activity	**week -1**	**week 1**	**week 2**	**week 3**	**week 4**	**week 5**	**week 6**	**week 7**	**week 8**	**week 9**	**week 10**	**week 11**	**week 12**	**week 13**
Designed Consultation document and supporting collateral complete														
Website information (including videos) uploaded and updated regularly														
Translations and alternative formats complete														
Consultation launch news release, social media and on-going cascade														
on-going communications (pro-active and reactive)														
Letters/email to gatekeepers														
Letters/email to LFB contact list														

Distribution of consultation collateral														
Drop in outreach sessions														
community events (including separate sessions for close family of deceased and survivors/community)														
CONSULTATION MID-POINT REVIEW														
Adjustments to comms and engagement activity														
Consultation closes														
Thank you email to participants and Gate keeper organisations with next steps														

7 Complaints, Queries, and Information requests

There will be a daily monitoring of the social feed and consultation responses to ensure responsive action can be taken as required. The dedicated consultation email and contact details will be included on all consultation materials so that people have an

accessible, standard way to contact the Consultation team. All communications will be directed to the central consultation email inbox to enable the team to respond to queries and requests efficiently. The Grenfell lead who has existing relationships with some family members of the deceased, survivors and residents will forward enquiries to the dedicated email inbox as required.

8 On-going monitoring and mid-point review

This consultation and engagement strategy will be monitored on an on-going basis by an internal cross team group on a regular basis to ensure that activities outlined gain maximum reach. The consultation team will continue to update and report progress of the consultation to the Communications leadership team (CLT) and the Commissioner (and his team) at the existing monthly meetings.

The team will undertake an internal mid-point review within the consultation period to identify any issues arising that will require responsive actions for the remaining consultation period. The mid-point review will be conducted around the 7th week of consultation and will report and feedback the progress of the consultation to senior colleagues

APPENDIX F

LONDON FIRE BRIGADE

*Part 1: Equality Impact Assessment –

Before carrying out an Equality Impact Assessment (EIA), you should familiarise yourself with the guidance notes (see Appendix) and our other resources located within the EIA section on Hotwire

An EIA should be carried out whenever you are starting (or reviewing) any major new activity/programme/policy/project/strategy/campaign *, or where you propose changes or a review of the previous one.

*In this document, any kind of activity/programme/policy/project will be called an ACTIVITY for an easy read, while you specify the type of your event from your end.

The purpose of an EIA is to meet and justify the legal obligation required under the Public Sector Equality Duty (PSED), namely, the 'DUE REGARD' that documents that your activity/programme/policy will:

- **1. eliminate discrimination, harassment, and victimisation**
- **2. advance equality of opportunity**
- **3. foster good relations between people who share a relevant protected characteristic and people who do not share it.**

In the EIA, you need to show that your activity meets the 3 conditions of the due regard, as listed above, and provide any relevant information showing that your activity caters for people with protected characteristics (where applicable), but also that it promotes equality and eliminates potential discrimination and offers additional opportunities to advance equality.

Where you identified any possible negative impacts on individuals and groups with protected characteristics, you need to complete a mitigating action plan (Section H below). After your mitigating action plan has been implemented, you need to inform the EAI Team by sending the same form again with the notification of the date when the mitigation action plan was completed.

A. Name, goal and the expected outcomes of the programme/ activity

This Equality Impact Assessment (EIA) is an update of the previous EIA presented to the Deputy Mayor's Board in June 2025 regarding the application of resources to support the Public Consultation. The Grenfell Memory Project arises from an ADR (Alternative Dispute Resolution) civil settlement reached in 2023 between the ADR Claimants and a number of organisations, including the London Fire Brigade. It forms part of a wider **Restorative Justice** process to:

- help repair relationships between the London Fire Brigade and Grenfell communities
- honour the lives of those who were lost
- create a meaningful and lasting legacy to commemorate the Grenfell fire

Under the agreement, LFC made key commitments re: the Grenfell Memory Project:

  - **Community Consultation:** The Grenfell community must be fully consulted on the scope of the Memory Project initiatives, and their support is key.
  - **Protection of ADR Claimants' Interests:** The design and implementation of the project must have the protection and promotion of ADR Claimant's interests as a core principle. To ensure these principles are met, the process is progressing in three phases:

- **Pre-consultation Engagement (ended of 30 June 2025):** This phase involved working closely with ADR claimants (including close family of the deceased, survivors, and affected residents) to co-design the proposals for the Memory Project in alignment with their needs, interests, and aspirations.

- **Formal Consultation with the Wider Grenfell Community (beginning of May 2026):**
  In line with the civil settlement, the co-designed proposals will be shared with the Grenfell community to gather feedback and secure their support for the project/s moving forward.

- **Decision-making post-consultation and development of Implementation Plan (Winter 2026/2027):**

  Following the public consultation, an independent analysis of the consultation feedback will be conducted, leading to a comprehensive report. In collaboration with an advisory group (including families of the deceased, survivors, and other ADR claimants), the consultation output will be reviewed to develop final recommendations.

The recommendations for the Grenfell Memory Project and a summary implementation plan will be submitted through the LFC governance process for approval

LFB
LONDON FIRE BRIGADE

B. Reason for Equality Impact Assessment
Please delete as applicable: This Equality Impact Assessment (EIA) focuses on the implications of individuals and groups with protected characteristics within the Grenfell and wider North Kensington communities for the public consultation process and Grenfell Memory Project. The purpose of this EIA is to ensure that: • The Consultation activities for the Grenfell Memory Project are conducted in a manner that promotes equality, diversity, and inclusion. The expected outcome is to identify potential barriers for these groups to participation in the consultation activities provide solutions to minimise/remove these. • The Grenfell Memory Project proposals pro-actively takes account of groups with protected characteristics who were disproportionately represented among the 72 lives lost in the Grenfell fire as well as within the survivor and resident population. The purpose of the Grenfell Memory Project is to honour the lives of the 72 people who died in the Grenfell Tower fire, while supporting a lasting legacy of collective healing and recovery within the community. An analysis of the protected characteristic groups that were disproportionately represented among the 72 deceased enables the London Fire Brigade (LFB) to proactively consider proposals that support and advance its Public Sector Equality Duty (PSED), in particular by advancing equality of opportunity and fostering good relations between people who share a relevant protected characteristic and those who do not within the survivor and resident communities.
C. Names of the team responsible for the programme/ activity
Responsibility for the EIA: Name: Angela Basoah Job title: Engagement lead – Grenfell Memory Project Department: Communications **Responsibility for the whole activity:** **(as above)**
D. Who is this activity for, who is impacted by it (all LFB staff, specific department, external communities)
The Grenfell Memory Project will impact close families of the deceased and survivors of the Grenfell fire, as well as residents and the wider North Kensington community. The project may have implications for the local Voluntary Community Sector (VCS) including

charities, community and faith groups supporting the North Kensington and/or Grenfell communities.

Internally it will impact on the workload of colleagues from Communications, Legal and Protection and Prevention teams as well as the local station officers at North Kensington Fire Station and Kensington borough. Externally, this will impact on contractors carrying out the independent analysis work, the 14 claimant solicitor firms and RBKC Dedicated Services whose is required to support cascading information to Grenfell families.

E. What other policies/documents are relevant to this EIA?

Grenfell Tower Memory Project (Board Paper) to support application for approval of resources to support Grenfell Memory Project – June 2025

F. Equality and diversity considerations

Describe the ways how your activity meets the conditions of the due regard of the PSED and how LFB employees and communities of London may be affected by your activity, especially those ones with protected characteristics. Explain whether your programme/ activity may disproportionately affect any group named below?

Protected characteristics Equality Act 2010:

1. Age: A person belonging to a particular age, or range of ages.
2. Disability: A physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities.
3. Gender Reassignment: A person who is proposing to undergo, is undergoing, or has undergone a process for the purpose of reassigning their gender.
4. Marriage and Civil Partnership: Protection applies in employment and in relation to the prohibition of discrimination in goods and services.
5. Pregnancy and Maternity: Protection from discrimination during pregnancy and maternity leave.
6. Race: Includes colour, nationality, ethnic or national origin.
7. Religion or Belief: Includes any religion, or lack of religion, as well as a philosophical belief.
8. Sex: Being a man or a woman.
9. Sexual Orientation: A person's sexual orientation towards people of the same sex, opposite sex, or both

The Grenfell Memory Project has been designed with explicit consideration of the Equality Act 2010 and the diverse characteristics of those impacted by the Grenfell Tower fire, including bereaved families, survivors and the wider North Kensington community. The proposals reflect both available evidence about disproportionate impacts and gaps in

existing provision, as well as feedback gathered through the pre-consultation engagement which took place between February to end of June 2025. 329 people took part in the pre-consultation engagement.

Age

According to the 2015 Indices of deprivation, there were 369 children aged 0-15 and 267 older people aged 60+ in low income households living in the electoral district Kensington and Chelsea, which includes Grenfell Tower (Gov.uk). Both children and older adults are vulnerable groups within the community, requiring special consideration during the consultation process to prevent any negative impacts.

Children and young people may require different approaches to engage effectively, considering their shorter attention spans and the importance of a relaxed environment for participation. Similarly, some older adults are more likely to experience digital exclusion and have limited computer/internet access. Within the Notting Dale ward (of Kensington and Chelsea) where the Grenfell Tower is located, there were 690 children aged 10-15 years old (as at 2022:) As one of the consultation proposals is targeted at young people aged 11-15, the consultation will use our best endeavours to ensure that young people within (or around) this age group are specifically encouraged to give feedback. We intend to do this through work with schools, local groups supporting young people and recruiting local peer researchers. Removing barriers to participation from these groups will involve providing materials suitable for different ages.

The consultation process will also offer a range of communication styles that include digital channels, but also include printed out materials, face-to-face consultation opportunities and reasonable adjustments for those facing health issues related to aging and/or may require additional assistance with accessibility and communication. The venues for consultation will take account of this. Removing barriers to participation from these groups will involve providing language and materials suitable for different ages including materials in Easy Read and video.

With regards to the Grenfell Memory Project, Age has been a central consideration across the Grenfell Memory Project. A five-year Single Grenfell Memory Project grants programme includes a specific strand for Young People affected by Grenfell: Young people may be eligible to apply if they meet one of the following: a) were **aged 16–25 at the time of the Grenfell Tower** fire and were part of the **North Kensington and/or**

Grenfell community on the date of the fire; OR b) are a young person **aged 30 or under** at **the time the project is delivered,** with **additional needs,** and are from the **North Kensington and/or Grenfell community.** This responds to evidence and pre-consultation feedback identifying 16–25 as a particularly formative life stage, often associated with examinations, transitions to work or higher education, and the development of independence, all of which were significantly disrupted by the Grenfell fire. This age group was identified as a gap in existing provision, noting that while comprehensive support exists locally for those aged 0–25, targeted, longer-term support for this cohort was limited.

In addition, a proposed five-year residential and day activity programme focuses on personal development, confidence and life skills for young people, and a feasibility study will assess the viability of a Community Hub with a youth focus within the Grenfell catchment area, reflecting community aspirations.

Disability

In Kensington and Chelsea, around 5.9% of residents are disabled, but among survivors, bereaved families, and neighbours, this figure is likely higher due to emerging disabilities over time (RBKC JSNA for Grenfell Community). Individuals with disabilities may face barriers to participation if accommodations are not met. A systematic review of the list of 72 people who died revealed that 19 of the deceased were either disabled or had long term, chronic health conditions.

To remove barriers, we will ensure that all venues for in-person engagement/consultation events are accessible for wheelchair users. The approved budget for resources also makes provision for sign language interpretation, alternative formats (such as audio, Braille or large print). We are mindful that some people may not be able to access Internet and digital materials and therefore, there is an on-going commitment to produce printed materials and ensure that communications is tailored to the needs of participants. Additionally, during the consultation phase we will engage with disabled individuals and local organisations including Action Disability Kensington and Chelsea, to address any further barriers that are identified.

With regards to the Grenfell Memory Project proposals, People with disabilities and chronic health conditions were disproportionately represented among those who lost their lives in the fire. In response, the Grenfell Memory Project includes proposals to fund organisations that specifically support people with disabilities and long-term health conditions through the “support for groups disproportionately impacted”

element of the grants programme. The youth-focused programmes are also designed to include young people with additional needs, extending eligibility up to age 30 where appropriate. Across all proposals, reasonable adjustments and inclusive design principles will be applied in line with Equality Act duties.

Sex

A review of the list of the 72 people who lost their lives in the Grenfell Tower fire shows that 42 were women. As part of the options development process, the Grenfell Memory Project has systematically reviewed the characteristics of those who died in order to identify groups with protected characteristics that were disproportionately affected. For the purposes of this assessment, a group representing at least one third of the deceased has been considered disproportionately impacted.

In response to this analysis, and in line with our Public Sector Equality Duty and our commitment to honour the lives lost, the Grenfell Memory Project proposals include grant funding for organisations that support groups identified as disproportionately affected. The consultation will be used to consider whether women should be included as a specific category within proposals aimed at supporting groups disproportionately affected.

The youth programmes and Fire Safety Advisor trainee opportunities are open to people of all sexes. Where appropriate, single-sex provision will be made available, for example within residential or day programmes, to ensure safety, dignity and cultural appropriateness.

This approach ensures that the content of the proposals directly reflects the unequal impact of the tragedy and contributes to addressing those disparities through targeted community support.

The consultation process has also been designed to take account of the disproportionate impact on women and the barriers they may face to participation. Evidence shows that women are more likely to undertake caring responsibilities, including childcare and informal care for older or disabled relatives (Centre for Progressive Policy), and are more likely than men to be unpaid carers (ONS). These responsibilities can limit the time and flexibility available to engage in consultation activities.

To mitigate these barriers, the consultation will offer flexible participation options, including evening and weekend sessions and online opportunities. Where

appropriate, respite or childcare support will be made available to enable participation without adding to existing caring burdens. In addition, building on the strong engagement of women and women's groups during the pre-consultation phase, the Grenfell Memory Project will organise women-only consultation sessions to create accessible and inclusive spaces for participation.

Gender reassignment

There is limited data available on gender reassignment among survivors and those who died. Nevertheless, all Grenfell Memory Project proposals take account of responsibilities under the Equality Act 2010 and are intended to be inclusive of trans and gender-diverse people. Youth programmes, community-based activities and grant-funded projects will be expected to provide respectful, non-discriminatory environments and to respond appropriately to individual needs. Transgender and non-binary individuals should be respected and accommodated in all project activities.

Engagement activities will be conducted in a respectful and inclusive manner for individuals who have undergone or are undergoing gender reassignment using language (including pronouns) that they would prefer.

Marriage and civil partnership

Marriage and civil partnership are not directly applicable to several of the proposals, as the grants and youth programmes are designed to be accessed by individuals rather than couples or families. However, the overall programme design remains consistent with Equality Act duties and does not disadvantage individuals on the basis of marital or civil partnership status

Anecdotal evidence suggests that the Grenfell tragedy may have had a significant impact on marital and family relationships with some couples and families having experienced strain, estrangement, or relationship breakdown, including divorce, since the tragedy.

In recognition of these circumstances, the consultation has been designed to allow flexibility for families and couples, including the option for individuals to attend different sessions where this is more appropriate. Consultation venues will also be

selected to ensure they are equipped with family-friendly facilities, such as feeding and changing areas, to support participation by families with young children. Appropriate support will also be available to enable those with childcare responsibilities to participate in in person consultation activities.

The Grenfell Memory Project proposals further reflect this context through the allocation of funding to individual close family members to support their own personal memory projects. Funding is intentionally proposed to be provided to individuals rather than to couples or family groups, acknowledging that family relationships and circumstances may have changed and ensuring that individuals are able to participate independently and with dignity.

In addition, the consultation team is working closely with NHS mental health services supporting Grenfell families to ensure appropriate emotional and psychological support is available during consultation sessions. This support will help mitigate the risk of distress where discussions may trigger painful memories related to family relationships, tensions, or estrangement.

Pregnancy and maternity:

The ONS notes that in 2022 there were 106692 births in London. In Kensington and Chelsea there were 1387 live births in 2022 https://data.london.gov.uk/dataset/births-by-mothers-country-of-birth-in-london (https://www.londonworld.com/your-london/kensington-and-chelsea/kensington-and-chelsea-sees-fewest-births-in-a-decade-4261122). Data relating to pregnancy and maternity among survivors and the deceased is limited, however during and after the period of evacuation from Grenfell Tower, it was reported that pregnant women were amongst the groups not given adequate access to services and support (ONS).

Pregnant individuals and those with caregiving responsibilities may face challenges in participating fully in proposed project activities due to their specific needs and circumstances. The consultation will offer multiple opportunities to participate including online and in person and at different times of the day. In person sessions will include appropriate comfort breaks to provide participants who are pregnant who might get tired easily opportunities to rest. Any refreshments provided will take account of participants requested dietary needs. Consultation activities will consider potential pregnancy and early years-related issues. This includes providing facilities and support for reduced mobility, addressing changes in physiology, accommodating pregnancy-related sickness, and ensuring quiet spaces and time for resting and

feeding young children. Additionally, venues should have changing facilities and early years toys/activities to accommodate participants with caregiving responsibilities.

The design and delivery of programmes under the Grenfell Memory Project will also take account of Equality Act responsibilities, including ensuring that individuals who are pregnant or have caring responsibilities related to maternity are not excluded from participation and can access support flexibly where required.

Race (including nationality and ethnicity):

Race is a particularly significant equality consideration for the Grenfell Memory Project. Of the 72 people who lost their lives, 61 were from ethnic minority backgrounds, and race and ethnicity are also prominent characteristics within the survivor and local resident population.

Individuals from ethnic minority backgrounds were disproportionality impacted by Grenfell: 48% of residents living in the Grenfell Tower area were born outside the UK and 59% of residents came from an ethnic minority background, with many residents in the North Kensington area previously fleeing persecution in other countries before suffering from the fire (RBKC JSNA for Grenfell).

Of the deceased from ethnic minority backgrounds and/or born outside the UK, many were first-generation migrants with strong cultural and familial ties to their countries of origin. In response, the Grenfell Memory Project proposals include a grants programme for personal memory projects that recognises remembrance as deeply personal and culturally diverse and enables close family members to honour their loved ones in ways that reflect their cultural traditions and values.

In addition, the proposal to support groups disproportionately affected will provide opportunities for targeted support to ethnic minority communities. The 5 Fire Safety Advisor trainee role and outreach activity will be open to all North Kensington residents, with proactive engagement to encourage awareness and take-up among local young people from diverse backgrounds. Educational and CPD resources developed as part of the “Reducing Future Tragedies” proposal will actively seek to reflect the diversity of the Grenfell-impacted communities in their content.

The local context further underscores the need for an inclusive approach. In Golborne ward, where Grenfell Tower is located, 510 households (13.4%) have no household members who speak English as their main language, and 94 households (2.5%) include no adults who speak English or Welsh as a main language. A report by the

Equalities and Human Rights Commission on Grenfell survivors, bereaved families and neighbours' access to services provided translation into the following languages; English, Somali, Arabic (various dialects including North African and Middle Eastern), (Equality and Human Rights Commission Report).

People who speak English as a second language may face barriers to participation, including difficulties with comprehension, engagement, and providing feedback. The Grenfell Inquiry provided information to bereaved families, survivors and local residents throughout phase 1 & 2. The Inquiry used 17 main community languages for translation purposes (Grenfell Tower Inquiry) however, the pre-consultation engagement highlighted the need for translations in the 11 languages below. The team will continue to monitor the community needs for translation throughout the consultation and will increase the languages for translated materials as required.

To mitigate challenges associated with language barriers, the consultation will provide translated materials in community languages below based on the pre-consultation engagement phase:

- Albanian
- Arabic
- Bengali
- Cantonese
- Dari
- Farsi
- French,,
- Italian
- Serbian
- Somali
- Tagalog
- Tigrinya
- Turkish

The estimated budget includes provision for translated materials in multiple languages and interpretation services for non-English speakers.

Religion or belief

According to the 2011 census, the most prominent religions in RBKC are Christian (54.2%), Muslim (10%), Jewish (2.1%), Buddhist (1.5%), Hindu (0.9%), Sikh (0.2%) (NHS). However, Muslims have been disproportionality affected by Grenfell followed by Christians. Al Jazeera noted that 42 of the residents who died in the fire were given Muslim funeral rites (Al Jazeera article). It has been estimated that approx. 80% of residents living at Grenfell Tower were Muslim. The launch of the consultation has been scheduled to avoid the Ramadan period where many members of the community maybe fasting and have difficulty taking part.

The Grenfell Memory Project recognises the importance of faith to many individuals and communities affected by the tragedy. The Personal Memories strand allows for diverse expressions of faith within remembrance activity. Youth programmes and community-based provision will take account of faith and cultural needs, including dietary requirements, prayer opportunities and, where appropriate, single-sex provision. Other proposals, including grants and educational resources, will also reflect respect for religion or belief in line with Equality Act duties.

On a general note, the Consultation seeks to be sensitive to religious observation requirements such as prayer days, times and religious holidays i.e. Ramadan, Eid, Easter, Diwali, Vaisakhi and Yom Kippur which may affect an individual's availability to participate in with consultation activities. Appropriate consideration will be given of religious practices and observances during consultation activities i.e. provision of washing facilities and single sex sessions. Also, the use of venues where consultation activities take place will be carefully considered to enable residents of all faiths and none to participate and feel safe.

Sexual orientation:

LGBTQ+ individuals should be respected and accommodated in all project activities. There is limited data available on sexual orientation among survivors and those who died. Nonetheless, all proposals under the Grenfell Memory Project explicitly commit to respecting diversity of sexual orientation. Youth programmes and grant-funded activity will be expected to provide inclusive environments free from discrimination or harassment, consistent with Equality Act responsibilities.

Consultation activities will be conducted in a respectful and inclusive manner for individuals from the LGBTQ+ community using pronouns and language that takes into account their preferences.

Overall, the Grenfell Memory Project demonstrates a considered and proportionate approach to equality, informed by available evidence, community engagement and statutory duties. Where data is limited, the proposals nevertheless embed inclusive principles and commitments to non-discrimination. Where disproportionate impacts are clearly evidenced—particularly in relation to age, disability, sex and race—the proposals include targeted measures to address need and reduce inequality. Through its grants programme, youth initiatives, fire safety advisor trainee roles educational resources and exploratory work on a Community Hub, the Grenfell Memory Project seeks to honour the diversity of those affected by Grenfell while ensuring fair and equitable access to opportunities and support.

While socio-economic background and caring responsibilities are not protected characteristics under the Equality Act 2010, we recognise that people from these groups may face particular challenges and therefore we have considered what to mitigate these barriers to participation during the consultation

Socio-economic backgrounds:

Residents from lower socio-economic groups maybe be reluctant to attend some face-to-face sessions due to limited money for transport or childcare constraints. The estimated budget includes costs to mitigate these barriers e.g. reimbursement for childcare costs and travel when required. The aim is also to hold engagement and consultation activities within the North Kensington area so that affected communities and residents will not ordinarily have far to travel in order to attend.

Grenfell Tower was made up of social housing units accommodating primarily lower-income residents of minority ethnic origins (The Bloomsbury Geographer).

Individuals living in poverty in comparison with higher income groups experience cognitive constraints on their time i.e. focusing on managing day to day survival rather than being able to fully take part in daily life (https://www.lse.ac.uk/business/consulting/assets/documents/how-poverty-affects-peoples-decision-making-processes.pdf). Additional costs may be involved in taking part in any consultation i.e. transport, refreshments and care including childcare. This may deter some residents from participation. The systematic review of the deceased highlighted that a significant percentage had been retired, home makers or students.

Caring responsibilities:

Individuals who have caring responsibilities may experience barriers to participation.

To support carers, consultation activities are being designed to be inclusive of individuals with caring responsibilities. The consultation will provide flexible participation options, such as evening or weekend sessions, as well as online participation opportunities. Additionally, offering respite support or childcare services during project activities can facilitate their involvement without the burden of managing their caregiving responsibilities.

Particular consideration has been given to Proposal 3: Five-year outreach programme.

Proposal 3 focuses on outreach for members of the North Kensington and Grenfell communities who may be interested in careers in fire safety. The outreach will raise awareness of such careers and ~~the~~ workshop sessions will provide information, guidance, mentoring, support and advice with applications for a fire safety course and roles ~~careers~~, and provide grant funding for a level 3 Certificate in Fire Safety by a third party course provider. Up to 12 people each year will be able to take part in the workshops run by experienced LFB fire safety professionals. This outreach work will take place each year for 5 years.

It is proposed that these workshop sessions will give practical advice, career insights, and support to apply for a Level 3 Certificate in Fire Safety, *delivered by an external training provider*. The sessions will also provide advice and support for applications for entry level fire safety roles within LFB and other organisations.

It is proposed that the costs of the support and the Level 3 qualification will be fully funded by the Grenfell Memory Project. It is anticipated that this programme will improve the ability of people from this traumatised and disadvantaged community to access a fire safety course and apply for entry level fire safety roles within London Fire Brigade and other organisations.

It is possible, given the diverse nature of the communities eligible for the outreach programme, that such *a proposal could have the effect of benefitting a higher proportion of individuals with certain protected characteristics over others who do not share those characteristics. However, any disparate impact of the outreach proposal is justified and proportionate. The aim of this proposal is to deliver the Settlement Agreement for these communities impacted by Grenfell, and specifically, to encourage people from these communities to apply for training and jobs in fire safety. These outreach measures* are a proportionate means of achieving that aim.

APPENDIX F

LFB

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G. Evidencing Impact

Please answer the following four questions:

G1.

a. List all the internal/external stakeholders and organisations you have consulted or contacted regarding your activity, along with the insights gained from these interactions?

b.

b. Explain how you have gained and evaluated your insights and whether you intend to conduct a follow-up or seek post-activity feedback from those stakeholders?

In designing the approach to engagement and consultation, we have engaged representatives from the following groups and continue to identify and engage others

c. Al Manaar – Muslim Cultural Centre

d. Clement James

e. Eritrean Ethiopian Group

f. Grenfell United

g. Grenfell representatives on LFB Community Forum and

h. Grenfell representatives on LFB's Transformation Advisory Panel

i. Grenfell Tower Trust,

j. Grenfell Next of Kin

k. Humanity for Grenfell

l. Justice for Grenfell

m. Kids on the Green

n. Kensington and Chelsea Social Council

o. Lancaster West Residents Association

p. Solidarity Sports

q. Our Power Hub

r. The Space

s. Young K&C

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Key insights gathered while designing the approach to consultation are:

- **Grenfell affected individuals and communities are still very traumatised from the tragedy** which has led to divisions and tensions within families, resident population and communities
- **Memorialisation is a crowded landscape** leading to consultation fatigue and need to differentiate the Memory projects from other initiatives in this space.
- **Close family of deceased want to be heard and acknowledged:** "Designing a Memory Project that does not explicitly take account of our wishes is like holding a funeral service for your mum, where everyone but you gets to pick the hymns for the service."
- **Diversity among Grenfell affected is more significant than the rest of RBKC**: Language, culture, faith, socio-economic circumstance : 1st generation immigrants from Middle East, Africa, Asia & Europe.
- **Children and young people is a potential theme for a common ground within divided community –** "I am not interested in plaques or any physical (memorialisation) projects; I want projects that will benefit the lives of my children and grandchildren."
- **Preventing another Grenfell:** Aside from the pursuit of justice and accountability for Grenfell, most were united in their potential support for initiatives that could prevent a similar tragedy

Key ways we translated these insights gathered into the consultation approach included:

- ❑ **Structure of Memory Project framework:** Three potential strands – Projects to support personal memories; children and young People and to contribute to prevention of similar tragedy and strengthens Grenfell communities
- ❑ **Multiple methods of engagement:** workshops (online and in person); 121 conversations (by phone, online, in person); smaller group discussions; online questionnaire: Peer engagement
- ❑ **Terminology:** use of term – immediate/close family of the deceased – instead of - bereaved

- **Separately held workshops** for close family of deceased and survivors and residents
- **Choice of venues**: recommended by community representatives
- **Translation of materials;** availability of translators (on request); One session in Farsi and Arabic
- **Flexibility and staggered engagement**: Scheduled activity from end of Jan to end of February pre-Ramadan; on-going in March and final push in May
- **Recruitment of advisory group** of close family of deceased, survivors and residents

G2. Have you faced any gaps in evidence for assessing your activity's impact, and if so, can you justify proceeding with the EIA without addressing them or are you considering a mitigation action plan?

We are still gathering specific data regarding the demographics that make up the surviving Grenfell community. Data exists for those who have died as a result of the fire. The pre-consultation engagement with 329 individuals from ADR Claimants (including family members of the deceased and survivors) plus on-going discussions with stakeholder groups provides some assurance that the proposal for consultation are aligned with the aspirations and needs of the communities affected by Grenfell. The EIA has been completed mindful that the Equality Impact Assessment is an on-going duty and will be undertaken throughout the different phases of the engagement and consultation to ensure comprehensive and inclusive participation in the development of the Memory Project process. The delivery of the proposals will continue to focus on the protected characteristics and the need to ensure inclusivity and access appropriate to the diverse Grenfell Community.

G3. What adjustments have you considered for people with protected characteristics, and how does your activity promote equality of opportunity and caters for equity for them?

Throughout the EIA, accessible venues/tools and consideration to religious events has been highlighted. Additionally, reimbursement/mitigation of costs associated with the consultation has been suggested to support particularly those from low-income backgrounds. In order to overcome digital exclusion, the budget includes provision for printed materials, free postage and opportunities to give feedback via phone and/or text.

Provision has also been made to translate materials into different languages and have interpreters available on request for participants for whom English is not their first language. The delivery of the proposals will continue to focus on the protected characteristics and the need to ensure inclusivity and access appropriate to the diverse Grenfell Community.

G4. How do you communicate the activity to those involved, especially with protected characteristics, and have you considered diverse formats such as audio, large print, easy read, and other accessibility options in various materials?

The EIA considers interpreters, translated materials and materials available in diverse formats (audio, large print, easy read etc). We also have provision for BSL interpreters (on request) for consultation engagement sessions.

H. Mitigating action plan (where an adverse impact has been identified, please record the steps that are being taken to mitigate or justify it?)

Actions to mitigate barriers identified are described throughout the document.

Protected characteristic and potential adverse impact	Action being taken to mitigate or justify	Lead person/department responsible for the mitigating action
1. Disability – accessibility	Ensure venues are accessible, and materials are provided in accessible formats.	The Consultation and Engagement lead supported by two officers will ensure that all identified mitigating actions are completed
2. Sex– possible caring responsibilities for females	Offer flexible participation options, respite support and/or childcare services.	
3. Gender reassignment – possible discrimination	Options for participants to self-identify their gender identity and expectation is set for this to be respected by all participants.	

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4. Pregnancy – facilities, physical support	Ensure venues are accommodating and have areas where participant can take a break from activities. Sessions to include appropriate breaks and refreshments.	
5. Race – language barriers	Provide translated materials in a range of different languages, offer interpreters during consultation.	
6. Religion or belief – a clash with religious events and obligations	Research religious events ahead of any planning, provider prayer/mediation facilitates and breaks, and ensure venues are suitable.	
7. Sexual orientation – possible discrimination	Options for participants to self-identify their pronouns and expectation is set for this to be respected by all participants.	
8. Socioeconomic – additional costs	Reimburse/mitigate costs associated with consultation.	
9. Caring responsibilities – time	Offer flexible participation options, respite support or childcare services.	

I. Signed by the Submitter

Name: Angela Basoah

Rank/Grade: TMG C

Date: 04/02/2026