

Council Response to the Child Q Local Child Safeguarding Practice Review report

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Council's position in relation to the Child Q Local Child Safeguarding Practice Review

In the immediate response to the release of the Child Q Local Child Safeguarding Practice Review (the Review) the Council established a weekly GOLD group, under the Council's Critical Incident Management Structure. This group was in place until the end of April 2022 in order to coordinate immediate responses to the report and the impacts of the report on the child and her family, staff and the wider community.

Since May 2022, a Strategic Response Group has met on a fortnightly basis to continue to oversee the Council's response. This is chaired by the Chief Executive and attended by the Mayor, Deputy Mayor Bramble, Cllr Fajana Thomas and key senior officers. A fortnightly group is also in place to coordinate community and stakeholder engagement activity, chaired by the Head of Policy and Strategic Delivery.

The response which the Council leads sits alongside the formal oversight of the Review's 14 recommendations by the Independent Child Safeguarding Commissioner (ICSC) and safeguarding partners of the City and Hackney Safeguarding Children Partnership (CHCSP). The ICSC has been asked to complete a progress report in six to nine months from the report's publication (due in December 2022).

The Council is not named in any of the 14 recommendations and the oversight of the recommendations is undertaken by the ICSC. The Council's role focuses on:

- Ensuring that partners implement the recommendations with rigour and openness that leads to substantive change and that progress and outcomes are communicated widely.
- Understanding and responding to the impact of the Review on staff and communities.
- Engaging with the wider issues that are being raised in response to the Review and ensuring that these are recorded, analysed and can inform wider policy responses.
- Identifying the national policy issues and engaging with central government departments on key asks directly and through wider campaigns.

Many residents do not see this as an isolated incident and the recommendations and the wider conversation that is being generated in response to the Review needs to be seen as a catalyst for wider change to policies, practices, systems and mindsets.

	<p>The leadership role of Members is key to this work and to the next phase, with the Executive providing steer and direction from the Mayor, Deputy Mayor Bramble and Cabinet Members, all Councillors engaging with residents and through Scrutiny. Much of the work that is reported on, has, however, been undertaken during the recent local election pre-election period.</p>
2	<p>Working with partners to support the implementation of recommendations</p> <p>As outlined above, this progress update focuses on the work the Council is doing to support the implementation of recommendations as well as responding to the wider issues. It is only by responding to the wider issues in tandem to implementing the 14 recommendations, that we will have an impact and start to restore trust and confidence in communities.</p> <p>The update in this section of the report covers:</p> <ul style="list-style-type: none"> • Working with the Metropolitan Police • Working with Schools • Public affairs and campaigns work in relation to the Review <p><u>Working with the Metropolitan Police</u></p> <p>1. A shared strategic action plan to restore trust and confidence</p> <p>Following the release of the Child Q Local Child Safeguarding Practice Review, the Mayor, Deputy Mayor Bramble, Cllr Fajana-Thomas and the Chief Executive (CE) wrote a joint letter to Deputy Assistant Commissioner Laurence Taylor on 17 March 2022 and asked him to respond within two weeks and outline the action the Metropolitan Police would take to assure communities that the experience of Child Q would not happen again.</p> <p>The Council received a response from the Metropolitan Police on 31 March 2022. This acknowledged the failings in the case, accepted the Review's recommendations, recognised the widespread anger that the case has caused and made a series of commitments to try to become an anti-racist organisation.</p> <p>The Chief Executive responded to this letter on 1 April 2022 (the Chief Executive responded on behalf of the Council, as by this point we were in the pre-election period). The letter welcomed the response, but requested that the Metropolitan Police work with the Council and community partners on a shared strategic plan with more specific commitments, dates and outcomes. The request was that the plan would be owned by Hackney Community Safety Partnership which is the local statutory Crime and Disorder Partnership and chaired jointly by the Borough Command Unit Commander and Council Chief Executive. The letter set out the reasons for</p>

requesting this plan to ensure that communities have confidence that the proposals will result in meaningful change, that there is transparency and accountability in policing and in this plan and that all voices are listened to and heard. It also sought to anchor this work in the wider context of rebuilding trust and confidence on policing in Hackney and London as a whole.

The letter included an offer to support a more proactive and systematic approach to engagement to help shape the shared strategic plan. A Police Action Plan Board has been established to oversee the development of the plan. The Mayor and Cllr Fajana Thomas provide the political leadership for the partnership work with the Police.

The following actions have been taken and were reported to this Board:

Council officers from the Policy and Strategic Delivery Service have worked closely with the nominated lead from the Borough Command Unit to scope out the work needed to develop the shared Police Action Plan on improving trust and confidence.

The Chief Executive has also met on a weekly basis with Central Command to review progress needed across the Metropolitan Police.

The Council recognised that there were some community organisations and residents who would not want to engage with the Police directly. Whilst this is not a position that can be sustained, there was a need to create a space to hear these voices. A series of three community stakeholder workshops were held in April to gather initial views about the shared police action plan.

One of the key findings from these workshops was that there needed to be more time spent with colleagues in the Metropolitan Police about what meaningful community engagement really means in the context of building trust and confidence.

Two independently facilitated workshops have therefore been held involving senior officers from the Council and the Metropolitan Police (Central Command and Borough Command) as well as a session between community partners, Borough Command and Council officers on relationship building and insight.

This work is now feeding into the development of the shared strategic plan on building trust and confidence in policing. It is important that this plan is iteratively developed with communities, so whilst there is a need to develop a response at pace, it is important that this is open to being shaped further over time.

The Council is also working with MOPAC on the development of the plan to ensure that it aligns with the [London wide action plan](#) on Transparency, Accountability and Trust.

The Police Action Plan Board met for the first time on 27 May 2022 to consider progress and discuss the development of the plan.

The Community Resilience Partnership (which reports to the statutory Community Safety Partnership) meets on 15 June 2022 in a key meeting to help shape the plan. This will be an independently facilitated session involving community partners (including young people), Metropolitan Police, the Council and statutory partners.

This will be followed by the meeting of the statutory Community Safety Partnership on 24 June 2022 which will be asked to ratify the plan. This is chaired by the Council Chief Executive and Borough Commander.

The Cabinet lead for Community Safety, Cllr Fajana-Thomas, who is also the chair of the Community Resilience Partnership, and the Mayor are closely involved in this workstream and sit on the Police Action Plan Board.

2. Revising protocols and guidance on the role of police in schools

Rapid action is needed on the role of police in schools which will revise the:

- Protocols on safer schools police officers
- Guidance on how police work with schools when either the police initiate a visit to schools or the school asks for a police visit.

The working group on the revisions will include the safeguarding partnership, the police, education, headteacher representatives, Councillors.

In the three months after the Child Q incident, guidance was affirmed by the Metropolitan Police to all officers about referring to a more senior officer before carrying out a strip search.

Following the publication of the CHSCP report Hackney Education sent out local guidance in March 2022 on searches to all schools: this preempts the national guidance which is a recommendation in the report.

The working group on the revision of the safer schools police officers (SSPO) protocol has met once and has future meetings scheduled. The aim is to have agreed local additions, endorsed by stakeholders, to the SSPO London wide protocol by end August 2022. Following the first meeting, the Director of Education wrote to secondary schools with interim guidance on police in schools. Also, having reviewed the London wide protocol, it was recommended that the role of parents play a much more significant role in this protocol: Cllr Fajana-Thomas, Deputy Mayor Bramble and the Mayor have written to Sophie Linden (London Mayor's office) to this effect and

also met with Deputy Mayor Linden.

Working with schools

Hackney Education have worked closely with the schools community to respond to the review and the wider issues that the review and community response raise. The report into Child Q's experience was released on 14 March 2022. Headteachers, at their conference on 18 March 2022, and in follow up discussion, produced a core statement (see below) and are taking this forward in discussions in their school and settings. Deputy Mayor Bramble provides the political leadership to this work.

1. Immediate actions taken for the child, the school and other children

The school where the incident happened is being supported with additional leadership brokered for this coming period. The school has a wide offer of support for children and staff, involving both our parental involvement systems lead, Young Hackney and Wellbeing and Mental Health in Schools (WAMHS) teams. The Council is also in the process of beginning to offer "Thinking Spaces" sessions to the schools community, prioritising the school concerned. This is a way of creating therapeutic spaces to work through, and co-design sustainable interventions and ways of working to address themes around racism, children's rights, poverty and adultification.

Other schools have had advice, guidance and materials on talking to and listening to staff and children. Work is underway to ensure that there has been a consistent offer across all schools.

The Council also sent guidance to schools on searches, pre-empting the national guidance called for in the review.

2. Joining up secondary schools and working on inclusion

The Council recognises that the majority of secondary schools in Hackney are academies and that this can stymie the collaboration needed to ensure consistency of approaches. Secondary schools have been urged to work more closely together with a joint purpose of providing excellent care and safeguarding for every child, with the strongest possible anti-racist approach.

The steps toward this are:

- Meetings with Hackney Education leads and Councillors, secondary academy heads, executive leads and chair of governors to gain joint commitment to the headteacher statement and collaboration, as well as commitment to pupil and parent voice. May/June 2022
- A secondary headteachers conference 1 July 2022 with a focus on best

safeguarding, inclusion, anti-racism and early help to prevent exclusions.

- Continued work on our inclusion approaches and framework, going above and beyond statutory
- The development of an interim role to lead on an inclusion charter for Hackney schools with a focus on secondary schools in the first instance

3. Sustained work on anti-racism

We have a number of strands of support which have been a positive influence over time, including the sessions on cultural competence and the diverse curriculum. More work is planned on these.

School staff were also invited to the Council's Four Day Anti-Racism Praxis Conference in May 2022. A further conference with more emphasis on early years, schools and colleges will be set up for Autumn 2022.

The number of training sessions on adultification has been significantly expanded and is available to all schools.

We now need to invest further in leadership of anti-racism in schools and will appoint a new role to lead on this, working with the Children and Family Service lead, Deborah Barnett.

The work of the school improvement team will be reshaped so that anti-racism (commitment to and implementation), tackling disproportionality, the voice and experience of the black child is the priority within the framework of ensuring a good and improving education for all.

4. Sustained work on the voice of the child across the borough

We plan to build on the Young Futures work and the Youth Parliament work to make sure we can always hear the voice of the child in all our work. This needs to shift to capture the voices and views of children in schools about their schools, most particularly the voices of those who do less well or thrive less well. This will include groups for whom this is a risk: black children, children entitled to pupil premium grant (PPG) and children with SEND.

We will, in liaison with partners, shape our work, possibly including additional staffing, so that we promote the use of the child's voice in and by every school - and to capture children's voices.

5. Sustained work on the voice of the parent/carers across the borough

We will build on the work of the officer who leads on parental voice across the school

system. We will work with our engagement team, our Councillors and our community and voluntary sector partners to shape work, possibly including a new role, to capture the voice of parents across the borough about their experience and their child's experience of education. In particular we will capture the voice of those parents/carers who are most likely to experience a sense of exclusion or frustration.

This feedback will shape our actions and those of schools in making sure every parent/carers feels welcomed and supported by their child's school and by the education system in Hackney.

The planned work on clear signposting of advocacy services for parents/carers will be accelerated and expanded.

Deputy Mayor Bramble and Cllr Woodley will play a lead role in this area.

6. Hackney inclusion charter

We will build on the initial headteacher commitment and the national and cross London work on an inclusion charter for schools, as well as the White paper/Green Paper steer to scope how to take forward a Hackney inclusion charter.

We will expect every school to have or be working towards having this charter by April 2023. The approach to this will include having metrics on some key areas.

We will appoint a lead for this work to make rapid progress with our secondary schools during Autumn term 2022.

This will involve governor, school leader, school staff, children and parents input.

We will involve the Hackney Schools Group Board in this work.

Deputy Mayor Bramble and Cllr Woodley will play a lead role in this area.

7. Schools and staffing

We recognise the profound distress caused by this case and other incidents of racism to our black and global majority staff.

We will continue to provide:

- Peer listening sessions (racialised trauma support)
- Information / drop in /Q and A sessions.

We will rapidly implement:

- With HR and our education team reporting/whistleblowing processes which lead to action, building on what is already in place

- Induction and refresher training on anti-racism

We will continue to champion the work led by our Diversity leads so that every black and global majority staff member feels truly valued, welcomed and a sense of pride in their workplace. We expect every staff member to take an anti-racist approach.

We will emphasise through our work with schools their role in championing, recruiting and developing black and global majority staff.

8. Promoting anti-discriminatory practices with school governors

The role of governors in shaping strategy for schools and monitoring impact is key. A range of work is under way including:

1. Diversifying governing boards - expanding the young governor initiative and focusing on black and global majority governors
2. Developing a culture of Inclusive governance in how boards operate as a team, providing support to black and global majority governors
3. Understanding Equality Duties - implementing and accounting for the impact of policies
4. Refining School Exclusions training for governors, jointly facilitated with Hackney Young Futures Champions
5. Extending the development of an anti-racism across training programme for governors
6. Amplifying and ensure pupil and parent voices are include in governors' key decision
7. Strengthening training for school governors on safeguarding
8. Providing training for governors on Adulthood
9. Hosting our governors conference series in June / July 2022 Tackling Inequalities: focusing on how race and social class impacts on the education experiences of children

Public affairs and campaigns work

The Mayor, Cllr Bramble and Cllr Fajana-Thomas wrote to the Home Secretary on 17 March 2022 to ask for the following:

- Ensure that the Metropolitan Police urgently complies with and responds to the recommendations made by the City and Hackney Safeguarding Children Partnership report
- Commission an urgent review of policing guidelines and practices around the strip-searching of children to ensure that no child endures the humiliating experience that police officers subjected Child Q to
- Review the law to ensure that no child is strip-searched without their parents/guardians being notified

	<p>The Mayor also wrote to the Shadow Home Secretary - who raised a point of order in the House regarding the case - and briefed all London Labour MPs and Council Leaders, along with a wide range of stakeholders.</p> <p>The Mayor Deputy Mayor Bramble and Cllr Fajana-Thomas are signatories of the End The Adulthood Of Black Girls And Policing In Our Schools. The petition calls for:</p> <ul style="list-style-type: none"> • Schools to partner with the Black community about how to better safeguard young Black girls. • Training for schools to be better at inclusion. • A review of school and teacher services that aim to protect the safety and wellbeing of children, especially Black girls and marginalised children. • <p>On 20 May, the Mayor, CE and Jim Gamble met with Kemi Badenoch MP, Minister of State at the Department for Levelling Up, Housing and Communities, and Minister of Equalities, to discuss the case.</p> <p>The Secretary of State, Nadhim Zahawi, has written to the council, thanking CHSCP for producing the report, committing to fulfilling the recommendations and has also committed to inviting the council to a roundtable discussion with Baroness Barran and Will Quince. The date has not yet been set.</p>
2	<p>Lesson learnt from this incident and actions which have been prioritised for change</p> <p>In order to set out what has been learnt from this incident and identify actions which have been prioritised for change, it is necessary to provide some context. The Council and partners have been focusing explicitly on tackling racial inequality at an individual, system and community level for the last five years. In July 2020, a motion was passed to work towards being an anti-racist organisation and this has helped strengthen the focus in the organisation on race and racism. Since the motion was adopted, an action plan, based on the commitments has been developed and kept under review, with all the officers responsible regularly brought together to ensure that the synergies and interdependencies are achieved.</p> <p>The 2018-22 Improving Outcomes for Young Black Men Plan set out the granular data about inequality and a clear articulation of what is driving inequality and of the actions needed. This was based on the data, resident insight and stakeholder views and focused on the opportunities for change in schools, mental health and youth justice system. It has helped develop a method for understanding inequality that has now been shared across London through the London Councils workstream on tackling racial inequality. With critical challenge from an external panel of evaluators</p>

from UEL and Runnymede Trust, we were able to strengthen the focus on institutional racism. This has led to initiating work to look at leadership culture and workforce diversity corporately. There have also been specific workstreams in Children's and Education, who took the lead for the Council's Four Day Anti-Racism Praxis Conference in May 2022.

Hackney Young Futures was set up as an independent commission of the Council (but organised, funded by and accountable to the Council). The Hackney Young Futures Commission (HYFC) carried out extensive and wide ranging insight gathering with young people followed by a period of co-production. It presented its findings to Cabinet in July 2020 and formally published its report in November 2020. The findings reinforce the findings from the Young Black Men Programme, particularly with regards to inclusive mental health support, feeling excluded from regeneration and gentrification, feeling unsafe, trust and confidence in the police and concerns about educational inequality.

There has been a shared priority over the last two years between the Community Resilience Partnership, Young Futures and the Young Black Men programme to work with the Police to address low levels of trust and confidence in policing among young people and particularly young black people. The ask is that they work with us and the community, including Account, to address the issues that have clearly been identified in a series of reports locally and nationally, and proactively to tackle systemic and structural racism and understand the difference between this and tackling individual cases of racism among the police force.

The latest updates on all of this work is in the February 2022 Corporate Plan Update-link [here](#).

Many residents do not see what happened to Child Q as an isolated incident, and do not see this as unique to schools or policing or to policing in schools. The emerging themes so far cover trust and confidence in policing, the culture of schools and safety in schools (and therefore the partnerships around schools including with the police) and institutional racism and how this impacts on trust and confidence in the Council and in partners. From the work the Council has led in recent years, we would, unfortunately anticipate this would be the community response. It raises the urgency of recognising institutional racism and taking action across the system to bring about change in the following ways:

- The recommendations need to be a catalyst to wider change. Our responses cannot be limited to implementation of the 14 recommendations of the Review. Failure to engage with the underlying and wider issues could have a retraumatising impact on communities.
- To achieve change that will be sustained, the recommendations and wider themes requiring action need to be approached with humility, rigour, openness

	<p>and curiosity. Leaders need to demonstrate a willingness to change policies, practices, systems and mindsets in their respective institutions. We need to challenge assumptions about what a “good school” means or a “fair process” means.</p> <ul style="list-style-type: none"> • The focus in Children’s and Education on understanding what racism is and what is needed to tackle it, and to embed this into practice, including through the Anti-Racism Praxis Conference signals what is needed across the Council and the system. • We need to ensure we can make sense of all of the collective insight, and put in place an appropriate policy response, feedback loops and accountability.
3	<p>Actions and plans to engage, involve and reassure the community and other key stakeholders (e.g. parents, children etc) in response to concerns arising from the review</p> <p>Engagement with parents, children, staff and partners was identified as a priority from the outset. The Council’s role has been to seek to coordinate activity, which is led by a range of services and partners, to support a move from a reactive mode to a proactive role, informed by a clear stakeholder analysis and to create a framework so that all insight provided can be analysed, synthesised and inform policy responses. Two stakeholder briefings have also been circulated to inform stakeholders about the way the Council was responding and next steps.</p> <p>In agreement with the Mayor and with Cllr Bramble, the Independent Child Safeguarding Commissioner (ICSC) has led a series of workshops about the Review, the recommendations and how they will be implemented. During these sessions, as well as questions being raised about the review, a wider set of issues have been raised, as we would have expected. Workshops have been held for Members and young people reached through youth and community settings. The sessions with youth settings are ongoing. Two sessions for parents, carers and guardians and for school staff were jointly organised with the Council.</p> <p>There has also been specific engagement outlined above in schools and with community stakeholders about the shared police action plan.</p> <p>There have been a series of regular briefing sessions for staff and also sessions led by a specialist for staff experiencing racialised trauma in response to the review.</p> <p>The Council also recognises that there are many conversations being led by residents and community partners and is engaging with partners about this so we can bring this insight into our policy response.</p> <p>A Community and Stakeholder Engagement Group has now been established</p>

	<p>involving Council officers and partners to oversee the next phase of work, as we move from an initial more open exploration of issues to further detailed conversations about specific insights and solutions needed.</p> <p>Within this next phase of work, the following is planned:</p> <ul style="list-style-type: none"> • Conversations with black girls about the impact this has had. The sessions will provide a safe space for these girls to speak about their experiences of living and growing up in Hackney and their experiences of the education system and the Police. The Child Q case has highlighted themes such as the ‘over sexualisation’ and ‘adultification’ of young black girls, who are often treated as older than they are and thus not treated with the level of care and support that is afforded to their peers. • Thinking Spaces is a therapeutic intervention developed and embedded in the London borough of Haringey in the wake of the 2011 England riots as a therapeutically led space for the community. We are scoping out a similar approach, to begin in schools, but expand to engage a wider section of the community. This provides an opportunity to fill a need for an evidence-based, public health approach to communal trauma with a space for healing and collective activism. It is essential that this work is designed by and delivered with the community and the voluntary sector organisations that work closely with them.
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Accountability and the monitoring structures

4	<p>Formal accountability for implementation of the Child Q review</p> <p>Progress against the action plan covering the review’s recommendations is overseen by a defined multi-agency ‘Core Group’. This comprises members of the CHSCP’s Case Review Sub Group and includes all safeguarding partners and key relevant agencies. The Core Group is chaired by the Independent Child Safeguarding Commissioner (ICSC) and held monthly.</p> <p>Council Strategic Response Group</p> <p>As outlined above, the Council continues to convene a Strategic Response Group which meets on a fortnightly basis to oversee the Council’s response and ensure it has the intended impact. The different work streams that the group oversees have their own boards or sub groups that oversee responses more closely:</p> <p>Trust and Confidence in Police</p> <p>A Police Action Plan Board has been established to oversee the development of the shared strategic plan that the Council has asked the Metropolitan Police to work with us on. The group will be chaired by the Council Chief Executive and attended by the Mayor, Cabinet Member for Community Safety, Borough Commander Marcus Barnett,</p>
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Commander Paul Brogden, Commander Ali Heydari and key police and Council officers leading the development of the work. There will also be regular meetings between the Chief Executive and Central Command at the Metropolitan Police.

The plan is to be owned by Hackney Community Safety Partnership which is the local statutory Crime and Disorder Partnership.

The political leadership is provided by the Mayor and Cllr Susan Fajana Thomas.

Strategic objective:

To help build trust and confidence in local policing through progressing strategic actions that are jointly owned by the Police and Council, partners and community stakeholders.

Schools

There are two key activities for the next few months that are detailed above. One is around refreshing guidance on police in schools (both Safer Schools Police Officers and other officers visiting); the other is around gaining commitment from all secondary schools, particularly academies, to the headteacher commitment and what it means for all our secondary schools.

Longer term activities which need to be sustained include developing the work of governors, increasing the role of the parent/carer in secondary schools, increasing the role of pupil voice in all schools and taking forward an inclusion charter for Hackney schools. Throughout all this development and embedding of work there needs to be particular attention to the role of Black and global majority stakeholders in shaping this.

Governors and school improvement partners play key roles in this work of ensuring accountability.

Hackney Schools Board will play a role in creating a forum for a cross section of stakeholders to hear from pupils, parents/carers and headteachers about issues of inclusion and equality.

The political leadership is provided by Cllr Anntoinette Bramble and Cllr Caroline Woodley.

Strategic objective

To build on strengths and change approaches so that the education system in Hackney, as a whole and in each of its parts, works for and cares for every black child and every black parent.

Staff

The Council will continue to take action to support the workforce, building on wider work that had already started to address workforce diversity at senior levels and address the impacts of racialised trauma in the workplace, focusing on:

- How we respond to discriminatory / racist behaviour, recognising it can often be unwitting and covert and therefore difficult to address.
- Supporting managers: Using the inclusive management tool kit that has been put in place we are now in a better place to respond to individuals.
- Expanding the peer support which was already in place to support staff experiencing racialised trauma.

Staff from across the Council and voluntary and community sector were invited to the Anti-Racism Praxis Conference which was held from 9 May - 12 May 2022.

The political leadership is provided by Cllr Williams.

Strategic objective:

To take comprehensive action to recognise institutional racism in the workplace, and work across the system to deliver actions which bring about change, including more diversity at senior levels.

Institutional racism and trust and confidence

Recommendations for the next phase of anti-racism work were agreed by Group Directors in late May and will be discussed further with Cabinet Members in early June. The governance needed for this will be confirmed after this meeting.

Recommendations include a strengthened role for all partners in the borough.

The political leadership is provided by Cllr Williams.

Strategic objective:

To take comprehensive action to recognise institutional racism and work across the system to deliver actions which bring about change.

Coordinating community engagement

A workstream group has been established to ensure that community engagement is co-ordinated and that insights are synthesised so they can inform the policy response.

The group will meet fortnightly. The terms of reference are [here](#).

- To provide ongoing information, updates, and a space to be heard and help shape our local response to review recommendations.
- To ensure that insight about the wider issues that are raised by residents through the engagement are captured and that this insight informs a wider policy response to schools, policing, institutional racism and trust and confidence in the state.

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| | <ul style="list-style-type: none">● To help restore trust and confidence and avert an escalation of community tensions● To learn from the engagement and recommend how we create more systematic ways to engage with children, young people and parents. |
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Mitigating ongoing community impacts and tensions

The Hackney Incident Plan sets out how we respond to civil disobedience. We also need to consider how we might avoid disorder and handle community tensions when they arise. We are scoping out what is needed to engage with communities to address tensions and reassure residents, working closely with Members and partners. This links closely with the community engagement workstream below.

Strategic objective

To ensure that Hackney Incident Plan (HIP) is proactively deployed as the framework for responding to civil unrest and protest. This covers strategic considerations through to coordinated tactical delivery.