

Witness Name: MELISSA KELLY

Exhibits: MK/01 – MK/17

Dated: 31 August 2025

THE SOUTHPORT INQUIRY

FIRST WITNESS STATEMENT OF MELISSA KELLY

I, **MELISSA KELLY**, will say as follows:

INTRODUCTORY MATTERS

1. I am Detective Inspector Melissa Jayne Rose Kelly of Lancashire Constabulary.
2. This witness statement is made to assist the Southport Inquiry (the “**Inquiry**”) with the matters set out in the Rule 9 Request dated 16 July 2025.
3. Within this statement I will refer to Lancashire Constabulary as “LANCON”. I will refer to the Lancashire Multi-Agency Safeguarding Hub as “MASH” and the LANCON team of staff based within the MASH as “LANCON MASH”.
4. Unless otherwise stated I will refer to matters within Lancashire.
5. I am the operational lead for LANCON MASH. I have held this role since June 2022. The MASH is situated within Lancashire House, Accrington, which is a building owned and operated by Lancashire County Council (“LCC”).
6. LANCON MASH contribute to the three MASH units based within each of the unitary authorities within the Lancashire policing area: Lancashire, Blackburn with Darwen and Blackpool.

7. My role is to provide direction and leadership for LANCON MASH in the processing and management of Police-generated vulnerable person referrals, quality assuring this process to ensure the effective management of risk. LANCON MASH is part of the Vulnerability Governance Unit ("VGU"). This was formerly known as the Public Protection Unit ("PPU") until about September 2023. The purpose of the VGU is to be more strategic and to implement improvements in the Basic Command Units ("BCU"). The re-badging to VGU was a consequence of the South Yorkshire Police Peer Review (detailed below).
8. Prior to joining the police, I worked in local government for about 3 years as a local authority housing officer, a community safety street officer and other roles within treasury services.
9. I joined LANCON in March 2007 as a Police Constable and worked in various roles including response, pro-active serious and acquisitive crime and reactive serious and acquisitive crime. In 2012, I became a Detective Constable and worked within the Criminal Investigation Department ("CID"), the Force Major Investigation Team ("FMIT") and the Hate Crime and Cohesion Unit. In 2016, I was promoted to Detective Sergeant and worked in the CID, as Project Officer for the Head of Crime team and then within Child Protection ("CP"). I was promoted to Detective Inspector in 2020 and worked within Risk and Threat and FMIT, before commencing my current role.
10. I am Professionalising Investigations Programme ("PIP") 2 qualified in serious and complex investigations and I have a Chartered Management Institute level 5 certificate in police management. I have experience of, and a passion for, safeguarding vulnerable people throughout my service. I regularly use the national decision-making model ("NDM") and THRIVE assessment model to ensure I make sound decisions when assessing threat, harm and risk. I am experienced in dealing with all matters of child protection. I also undertake the role of the night Detective Inspector where I have responsibility for serious and complex crime within the county of Lancashire. I also support FMIT as weekend cover in respect of major crime. I am responsible for two disclosure functions within LANCON, the non-immediate safeguarding request process for social workers, known locally as 'PC4' and the domestic abuse administration checks undertaken by Probation staff utilising LANCON systems. I am the joint chair of the MASH operational board and part of a multi-agency safeguarding audit subgroup in respect of vulnerable adults.

11. I have over my service instigated strategy discussions in respect of vulnerable children and joint agency response meetings in respect of sudden unexpected deaths of children. I have attended Multi-Agency Public Protection Arrangements ("MAPPA") and child protection conferences. I have used police protection powers to remove children when I had reasonable cause to believe they would otherwise have likely suffered significant harm. I am sufficiently experienced to prepare for and engage in multi-agency discussions and audits. I strive to critically assess and challenge my own and others' input. I hope that I am competent at assessing risk.
12. Earlier this year I assessed the risk from leaked documents, containing vulnerable children and named suspects, following the cyber-attack on the HCRG Care Group ("HCRG"). In respect of children, HCRG provide Health Visiting services, health advice (from antenatal through to the first 5 years of a child's life) and School Nursing Services for 5 to 19-year-olds on behalf of LCC. I liaised with Senior Leaders and partner agencies to manage the risk.
13. I have experience of information sharing to safeguard vulnerable people. The golden rules for this are: Data Protection Act and Human Rights are not a barrier to justified information sharing; be open and honest with the individual or their family from the outset; seek advice from others if in doubt; share with informed consent and respect those who do not consent, but you may share information if in your judgement there is good reason to do so ("overriding"); consider safety and well-being; act lawfully; keep a record.

FACTUAL NARRATIVE OF INVOLVEMENT

14. I have had no direct involvement in LANCON's dealings with AR or his family. I was on maternity leave from May 2021 to June 2022.

THE MASH PROCESS

15. I have been asked to explain the MASH process (including, as necessary, by reference to National Police Chiefs' Council ("NPCC") MASH Advice to Police Forces on Information Sharing (LANC000012); Multi-Agency Safeguarding Hub Presentation – Officer (undated) (LANC000062) and the Lancashire Multi-Agency Safeguarding and Children's Services Support Hub Operational Manual (version 17 updated Dec 2023) (LANC000167) or any other relevant documents.

The statutory or policy underpinning for the MASH

16. The guide 'Working Together to Safeguard Children 2023' ("Working Together") published in December 2023 states at paragraph 34 that, *"Protecting children from abuse, neglect and exploitation requires multi-agency join up and cooperation at all levels. Local organisations and agencies that work with children and families play a significant and often statutory role when it comes to safeguarding children."*
17. Working Together (the 2023 version of which replaced the July 2018 version) is an important guidance document in my line of work. It sets out at paragraph 35 that the statutory safeguarding partners, the local authority, the integrated care board and the chief officer of Police for the local authority area, amongst other organisations and agencies, *"have a duty to ensure their functions are discharged having regard to the need to safeguard and promote the welfare of children."*
18. Working Together, paragraph 36 states, *"The way in which these organisations and agencies work together is known as multi-agency safeguarding arrangements (MASAs). Robust arrangements help to ensure that information about a child and their family is shared effectively, risk of harm is correctly identified and understood, and that children and families receive targeted services that meet their needs in a co-ordinated way."*
19. Working Together, paragraph 40 also states, *"The purpose of multi-agency safeguarding arrangements is to ensure that, at a local level, organisations and agencies are clear about how they will work together to safeguard children and promote their welfare."*
20. Within Lancashire, a big part of these arrangements is the MASH. The MASH Memorandum of Understanding ("MOU") dated 22 September 2017 relates to the governance concerning the delivery of MASH in relation to the safeguarding of vulnerable children, young people and adults. I exhibit the MASH Memorandum of Understanding dated 22 September 2017 (version 4) which was in place throughout the time that LANCON MASH had involvement with AR as **MK/01 – LANC000300**. Where I refer to the MOU in this statement, I do so to the version covering the material time, dated September 2017.
21. The MOU was updated on 26 March 2024 (version 5). I exhibit the current version of the MOU as **MK/02 – LANC000301**

22. The MOU seeks to identify (see paragraph 1.4) the basis of collaboration for the following:
- a. *the governance structures the parties will put in place*
 - b. *the principles of collaboration*
 - c. *the aims and objectives of the MASH*
 - d. *the respective roles and responsibilities the Parties will have in respect of the design, implementation and operation of the MASH*
 - e. *the principles for audit and evaluation.*
23. The MOU states the following in paragraph 2.2: *'Under the Children Act 2004, Section 10 creates a requirement for children's services to make suitable arrangements for co-operation between the relevant partners in order to improve the wellbeing of children in the authority's area.*
24. The MOU at paragraph 2.3 states, *"Statutory guidance for section 10 of the Act states good information sharing is key to successful collaborative working and arrangements under this section should ensure information is shared for strategic planning purposes and to support effective service delivery."*
25. The MOU at paragraph 2.4 states, *"Under section 10, the creation of the MASH can be seen as a suitable arrangement for co-operation."*
26. The MOU at paragraph 2.5 states, *"Section 13 stipulates that safeguarding boards must be created, with the objective under section 13 to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority by which it is established; and ensure the effectiveness of what is done by each such person or body for those purposes. Given the role of the local Safeguarding Children Board under section 13(1) of the Act, the Lancashire Safeguarding Children Board, whilst not having operational responsibility, has a role to play in ensuring the effectiveness of safeguarding practice."*
27. The MOU at paragraph 2.6 states, *"In order to discharge the obligations under section 13, the Lancashire Safeguarding Children Board will consider the issues and recommendations of this document in relation to its duty to ensure co-operation and effectiveness in safeguarding children."*
28. The MOU at paragraph 2.7 states, *"The local authority has a general duty to safeguard children placed upon it by virtue of Section 17 of the Children Act 1989 and given the*

responsibility the Lancashire's Director of Children Services (DCS) role holds under section 18 of the Children Act 2004 and the outline of the responsibilities of this role set out in statutory guidance in relation to safeguarding activity relating to driving, leading and facilitating partnership working, the DCS will hold overall responsibility for the quality of children's safeguarding activity exercised within the MASH."

29. The Lancashire Information Sharing Agreement ("ISA") relating to the MASH (LCC) lists the partner agencies that make up the MASH and states at paragraph 2.2 that they are, *"committed to ensuring the safeguarding and wellbeing of individuals and the sharing of information to facilitate this in a manner which is compliant with legislation and the rights of those individuals whose data might be shared. This Information Sharing Agreement (ISA) is intended to help practitioners understand what and how information can be shared between the listed parties for the stated purpose(s)."* I exhibit this Information Sharing Agreement as **MK/03 – LANC000299**

30. The ISA also refers to section 10 of The Children Act 2004, and at paragraph 3.5 states:

"The MASH:

- Enables safeguarding decisions to be made through appropriate information sharing with Multi-Agency professional practitioners.*
- Enable early identification of potential risk and harm.*
- Enables safeguarding and promotion of vulnerable people's welfare to protect them from significant harm.*
- Provides a timely service response to children, young people and their families.*
- Facilitates early intervention and prevention."*

31. Paragraph 5.1 of the ISA considers, *"the Data Protection Act 2018, General Data Protection Regulation, the Human Rights Act 1998 and the common law duty of confidence. There are other pieces of legislation that place powers or duties to share information on public authorities – this list is not meant to be exhaustive. All information sharing must be conducted in accordance with one or more of the legal powers/duties"*.

32. The ISA also sets out at paragraph 5.2 that the relevant statutory powers which enable the sharing of information within the ISA arise from the Children Act 2004, Children Act 1989, Care Act 2014, Children and Families Act 2014, Crime and Disorder Act 1998, Health and Social Care Act 2015, the Mental Capacity Act 2005, Counter Terrorism

and Security Act 2015, Domestic Abuse Act 2021, and the Common Law power to disclose information.

33. The Children's Safeguarding Assurance Partnership ("CSAP") is the statutory multi-agency safeguarding oversight body working under national legal frameworks. The MASH strategic board is a sub-group of CSAP, which is chaired by the Director of Children's Services and has overall responsibility for the development and effectiveness of MASH. The CSAP Governance Arrangements, published in December 2024, at chapter 1 states that, *"Lancashire Safeguarding Partners will jointly coordinate their services and collaborate with relevant organisations to ensure there is effective multi-agency safeguarding in place, which promotes the welfare of children. These arrangements are developed in accordance with the Children and Social Work Act 2017 and the guidance provided in Working Together to Safeguard Children 2023."* I exhibit the CSAP Governance Arrangements as **MK/04 – LANC000295**

34. The mission statement within the CSAP Governance Arrangements states at chapter 3:

"We will work in partnership to ensure that the multi-agency safeguarding arrangements in Lancashire:

- Champion the rights of children and young people to be safe, healthy and achieve their full potential, focusing on multi-agency prevention, early help and intervention to keep families together.*
- Make a positive difference to the lives and wellbeing of children and their families to be proactively safeguarded from harm, abuse and neglect.*
- Actively listen and respond to the voices of children, young people and their families and the workforce who support them.*
- Hold ourselves and each other to account for our combined responsibility, providing high challenge and high support.*
- Embed a learning culture to implement system improvements, enhances practices and leads to better outcomes for children."*

Who owns and operates the MASH?

35. The MASH MOU states at paragraph 3.1 that, *"The MASH is a partnership of organisations with outcomes driven by statutory obligations. Its design and delivery therefore requires strategic commitment from all partners involved and robust governance arrangements agreed by all parties"*.

36. The MOU states at paragraph 3.4 that, *“Given the statutory responsibility the DCS holds to drive, lead and facilitate partnership working, it is appropriate for the DCS to hold overall responsibility for the quality of children’s safeguarding activity exercised within the MASH...”*.

37. The MOU at paragraph 3.5 states that, *“The local authority will therefore be the lead agency in the partnership which is the MASH. The local authority will have the principal responsibility for undertaking the lead role tasks and authorised to determine how to undertake these tasks. All partners will retain ownership and responsibility for their own safeguarding activity and processes which may be present and delivered within the MASH environment.*

38. The MOU at paragraph 3.6 states that, *“The local authority MASH lead must act in compliance with the MoU (MASH) and in particular with the principles of collaboration and the agreed aim and key objectives at all times and consult with all relevant members of the partnership as appropriate. All parties must have the opportunity to review and provide input before final decisions are taken on any operational activity.”*

39. The MOU at paragraph 3.7 states that,

“The governance arrangements will:

- Provide strategic oversight and direction;*
- Be based on clearly defined roles and responsibilities at organisational and where necessary, individual level;*
- Ensure clarity on authority to make decisions;*
- Draw on existing organisational, group and user interfaces;*
- Provide coherent, timely and efficient decision-making, each party will use reasonable endeavours to procure the necessary approvals from their respective decision makers; and*
- Be subject to the MoU between all partners.”*

40. The MOU at paragraph 3.9 states that,

“Strategic Board

The Strategic Board will provide overall strategic oversight and direction to the MASH. The Board will consist of senior officers or their nominated representatives from all key partners listed as members in the terms of reference of the Strategic Board and will be

managed in accordance with the terms of reference the Board will also have to have some input into the overall expectations of MASH in order to be able to monitor effectiveness. Outcome focused key performance indicators (KPI) will be necessary and will form the basis for the assurance to this board form (sic) the operational group."

41. The MOU at paragraph 3.10 states that,

"The Operational Group

The design, ongoing development and delivery of the MASH will be an evolutionary and dynamic process in response to emerging issues and changing priorities. Solutions will require partnership discussion at the operational level and to be designed with all MASH stakeholders to ensure a solution for one partner does not become a problem for another. Consideration needs to be given to organisations crossing local authority boundaries ensuring robust planning considers this issue. The Operational Group will be responsible for the design & implementation of the MASH & for its ongoing development. It will provide assurance to the Strategic Board that the aims and key objectives are being met and that the MASH is performing within the boundaries set by the Strategic Board. The Operational Group will consist of representatives from each of the key partners. The Operational Group shall have responsibility for the creation and implementation of a MASH plan and deliverables."

42. The MOU at paragraph 3.11 states that,

"Reporting shall be undertaken at three levels:

- *Operational Group: The operational group will meet monthly and actions will be recorded at each Operational Group meeting. Any additional meeting requirement shall be at the discretion of the Operational Group. The operational group will report quarterly to the Strategic Board. The meeting will be divided into part 1 children, part 2 adults.*
- *Strategic Board: The Board will meet no less frequently than quarterly and will consider the minutes from the Operational Group highlighting: Progress during period; Issues being managed; Issues requiring help (that is, escalations to the Strategic Board) and Progress planned for the next period aligned with the frequency of the Strategic Board meetings.*
- *Organisational: the Strategic Board members shall be responsible for providing reports into their respective sponsoring organisations as required."*

43. The "Lancashire Multi-Agency Safeguarding Hub and Children's Services Support Hub Operational Manual" ("the Operational Manual") states (page 5) that the MASH Strategic

Board is a sub-group of the Lancashire CSAP and is now chaired by the Director of Children's Services and has overall responsibility for the development and effectiveness of MASH.

44. I also exhibit versions of the Operational Manual (that I have access to), and the current version as follows:

- (1) **MK/05 – LANC000312** - Lancashire Multi-Agency Safeguarding Hub and Children's Services Support Hub Operational Manual, version 14, dated November 2021;
- (2) **MK/06 – LANC000335** - Lancashire Multi-Agency Safeguarding Hub and Children's Services Support Hub Operational Manual, version 15, dated August 2022;
- (3) **MK/07 – LANC000358** - Lancashire Multi-Agency Safeguarding Hub and Children's Services Support Hub Operational Manual, version 16, dated October 2022;
- (4) **MK/08 – LANC000372** - Lancashire Multi-Agency Safeguarding Hub and Children's Services Support Hub Operational Manual, version 17, dated June 2023;
- (5) **MK/09 – LANC000167** - Lancashire Multi-Agency Safeguarding Hub and Children's Services Support Hub Operational Manual, version 17, dated December 2023;
- (6) **MK/10 – LANC000379** - Lancashire Multi-Agency Safeguarding Hub and Children's Services Support Hub Operational Manual, version 17, dated June 2024.

45. Where I refer to the Operational Manual in this statement, I do so to the latest version dated June 2024.

46. The Operational Manual states (page 6) that, *"the MASH Senior Manager has responsibility for maintaining operational and strategic oversight of MASH as a whole, including the multi-agency partnership arrangements and compliance with Ofsted Children's Social Care guidance and frameworks."*

The purpose and objectives of the MASH

47. The overall purpose of the MASH as detailed within the Operational Manual (page 4) is stated to be the front door and / or, *"Single Point of Contact (SPOC) for all children and young people not open to Children's Social Care (CSC) where there are safeguarding concerns. To achieve a high standard of service for families in need of support and protection, demand management of the 'front vestibule' is essential."*

48. The MASH has two objectives, early identification of harm and risk and then improved safeguarding decision making.

49. The MASH MOU states in section 4:

“The overarching aim of the MASH is to improve safeguarding and promote the welfare and positive outcomes of children, young people and adults through the timely exchange of proportionate and accurate information following receipt of a safeguarding concern/alert/referral by any professional or member of the public. Multi-agency decision making will be completed in a timely manner.

4.1. The Key Objectives of the MASH are the provision of services to support:

- A co-ordinated agency approach which allows early identification of threat, risk and harm and a focus on early intervention (preventative action), keeping the child/adult at the centre.*
- Safeguarding activity which is timely, proportionate and necessary for keeping children and their families safe.*
- A service which ensures vulnerable children, young people and adults receive the services and help they need at the right time, in the right place and from the right person.*
- Business intelligence which helps services work together to improve consistency, address gaps and duplication in service provision and to improve outcomes for those in need of services.*
- Circumstances which are assessed at levels 3 and 4 of Lancashire's Continuum of Need (CON) and levels 1 and 2 of Lancashire's Guidance for Safeguarding Concerns”.*

The MASH's roles in addressing vulnerable children and children missing from home

50. The MASH MOU sets out at paragraph 1.3 that the signatory agencies have “*agreed to work together to create a MASH which receives safeguarding contacts and alerts for children..*”. The MASH MOU further states at paragraph 2.1 that “*The goal of a MASH is to improve safeguarding and promote the welfare of children through the timely exchange of proportionate, relevant and accurate information as part of an enquiry by any professional or member of the public. This includes timely, multi-agency decision making.*”

51. The MASH MOU also states at paragraph 2.7 that “*the local authority has a general duty to safeguard children placed upon it by virtue of Section 17 of the Children Act 1989 and*

given the responsibility the DCS role holds under section 18 of the Children Act 2004 and the outline of the responsibilities of this role set out in statutory guidance in relation to safeguarding activity relating to driving, leading and facilitating partnership working, Lancashire's Director of Children Services will hold overall responsibility for the quality of children's safeguarding activity exercised within the MASH."

52. The NPCC's MASH advice to police forces on information sharing for child safeguarding states at section 3, *"Effective sharing of information between practitioners, local organisations and agencies is essential for early identification of need, assessment and service provision to keep children safe and enable them to achieve the best outcomes. Statutory Learning reviews have highlighted that missed opportunities to record, understand the significance of and share information in a timely manner can have severe consequences for the safety and welfare of children. Practitioners across all agencies should be proactive in sharing information as early as possible to help identify, assess and respond to risks or concerns about the safety and welfare of children, whether this is when problems are first emerging, or where a child is already known to local agencies."*
53. I exhibit the NPCC MASH advice to police forces on information for child safeguarding dated July 2023 as **MK/11 – LANC000012**. I also exhibit the updated version of the NPCC MASH advice, updated in June 2025, which now includes guidance on adult safeguarding as **MK/12 – LANC000390**
54. Children missing from home notifications are automatically sent via email to Children's Services within the relevant local authority when a missing person investigation is created on the LANCON system called Connect. Connect is a database which enables access to core LANCON information such as Intelligence, Custody Records, Case Files, Stop Search, Investigations etc. When the child is located, a return question set is completed and when Connect is updated with this, a further automatic notification is sent to Children's Services via email. These automatic notifications bypass LANCON MASH, which only requires certain missing from home investigations to come to LANCON MASH's attention if there are additional concerns, such as child exploitation, abuse, neglect, etc. In those cases, a vulnerable child ("VC"), and/ or vulnerable adult ("VA") risk assessment and Connect registration (i.e. notification of a record) to LANCON MASH is required. These additional concerns would then be processed and shared by LANCON MASH where appropriate to partner agencies. If the missing episode related to domestic abuse ("DA"), a separate investigation would be required to record the DA incident and DARA risk assessment. Each DA incident requires a separate investigation. This would

then be processed and shared by LANCON MASH where appropriate to partner agencies.

55. In relation to the role of Children's Services in MASH for children missing from home, I am unable to say with certainty what their role (if any) is. This has not been a topic of discussion within MASH or any partnership meeting during my time as MASH Detective Inspector, which leads me to believe it is managed outside of the MASH environment, but I am unable to say how or where it is managed.

The MASH's role, if any, in addressing potential risk of harm to third parties

56. The majority of LANCON MASH referrals come from our own organisation (i.e. LANCON) with some other referrals coming from other police Forces. Once officers have attended an incident, they should take any immediate safeguarding actions, record and investigate any crime or non-crimes (i.e. circumstances that do not meet a criminal threshold, such as a concern for safety, missing person or mental health incident) that have been reported.
57. If an officer has concerns for a vulnerable person or child, they will make a referral to LANCON MASH for consideration of information sharing. If there is a risk to any third party, the officer will assess and address this risk. As a result, LANCON MASH's role in addressing potential risk of harm to third parties is focused around timely information sharing as there are other departments within LANCON that assess and manage risk and threat. LANCON MASH rely on the written word of the submitting LANCON officer or staff member to progress a referral to MASH. LANCON MASH personnel are not public facing, meaning they do not have any direct contact with the public.
58. Within LANCON MASH, there are clear pathways for sharing information with mental health services but only for those aged 16 or over. LANCON MASH do not have a sharing pathway to mental health services, namely Child and Adolescent Mental Health Services ("CAMHS") for children under 16 years old. I am not sure why this is so, but I believe this may be due to potential overload on health services such as CAMHS. Furthermore, LANCON MASH do not have a sharing pathway to a child or adult's general practitioner ("GP"). LANCON MASH share to Health (HCRG) for children under 18 years and as such there is an expectation that for a school aged child the relevant school nurse will be notified of the concern. I understand Children's services can signpost to CAMHS directly.

59. If there is a recorded criminal suspect, that individual's status and relevant convictions in relation to sexual, violent and drug offences are shared with partner agencies by LANCON MASH to enable them to make informed decisions based on known information. In high-risk Domestic Abuse ("DA") cases, any warning markers for the victim are recorded by LANCON MASH for the awareness of partner agencies that may work with them (warning markers include things like mental health, violence, etc). LANCON MASH will always share a safeguarding concern for a child to MASH as supported by the NPCC's MASH advice to police forces on information sharing for child safeguarding. This can be a point of contention at times with Children's services, particularly if they do not deem the threshold to be met on the continuum of need ("CON"). However, this information could be a wider piece of the overall puzzle about that child's life and will always be shared by police.
60. As set out in the Operational Manual and in the MASH MOU, Children's Services in most cases will seek consent to share information unless it will place a person or a third party at increased risk of significant harm (if a child) or serious harm (if an adult).
61. To my knowledge, there is no doctrine or guidance for MASH which addresses risks that vulnerable persons may pose to unknown third parties. The LANCON MASH are not involved in any safety planning for the referred party or other third parties. If LANCON MASH receive a referral in respect of a vulnerable person who might pose a risk to a known third party, the responsibility for safety planning remains with the officer referring, because the LANCON MASH role is to share this information. However, if LANCON MASH discerned that no positive action had been taken, then LANCON MASH would raise that for appropriate action. I know that Children's Services will consider taking action in relation to a child at risk, provided this meets their threshold and they have a name, date of birth and address of the child at risk. Without an address, Children's Services will not accept a referral for a child not known to their service or known but closed to their service as the child may not be a Lancashire child.

Who the relevant leaders are within Lancashire Constabulary in relation to the MASH

62. The relevant leader is the Assistant Chief Constable ("ACC") Mark Winstanley. Then below the ACC responsibility lies within the VGU Senior Management Structure, which is: T/Detective Chief Superintendent Michael Gladwin, Detective Superintendent Leah Rice, T/Detective Chief Inspector Ellie Heaney and me as the Detective Inspector. Below me are currently 37 personnel, consisting of 8 officers (2 sergeants and 6 constables) and 29 staff.

63. LANCON MASH Supervision consist of a mixture of police staff and Detective Sergeants. They line manage and oversee the work of Safeguarding Support Officers (“SSO”), who are police staff. They are responsible for quality assurance and training. There are currently six police officers seconded to LANCON MASH as we work through an uplift in the resourcing model which was caused by rising demand and backlog (and nothing to do with AR’s conduct).

How officers and/or staff within Lancashire Constabulary make referrals or provide information to the MASH about children (including vulnerable children and those missing from home), and what information is shared

64. Firstly, I will deal with how personnel within LANCON make referrals to provide information to MASH about children (including vulnerable children and those missing from home). Secondly, I will address what information is shared by LANCON MASH.
65. When officers and staff within LANCON identify a safeguarding concern for a child, they are required to create the relevant risk assessment/s (VC, VA and/ or DA). Officers and staff within LANCON are expected to complete the following:
- Create a crime or non-crime investigation on Connect.
 - Document the circumstances of the incident involving the child on the incident summary.
 - Add all relevant parties involved as linked persons. This will include relevant names, dates of birth, addresses and, if known, contact details.
 - If a crime is disclosed, the investigation will list the crimes.
 - The investigation number, incident date / time to and from, and incident address is recorded.
 - Whether the relevant persons involved have consented to sharing to partner agencies is also required to be recorded.
 - The child’s condition, demeanour and behaviour are required to be recorded.
 - The inputting officer’s name, collar number, email address and the date completed are recorded.
 - The inputting officer adds the relevant classification/s.
 - The inputting officer provides a risk level of standard, medium or high with a rationale and they record whether they have assessed the risk to the child.
 - They are then required to ‘register an interest’ to LANCON MASH.

66. LANCON MASH review the investigation and complete a MASH secondary risk assessment, which is recorded at the bottom of the incident summary within Connect.
67. LANCON MASH will assess the information provided by the submitting officer. If the decision is made to share, a Police Safeguarding Referral ("PSR") is generated, which pulls data from Connect into one structured document. The PSR is then emailed to partner agencies within MASH and / or partner agencies with whom LANCON MASH have an agreed sharing pathway. If the child usually resides outside of Lancashire, the PSR is sent to the external force where the child usually resides.
68. I am aware that Children's Services will, on occasion, liaise directly with the LANCON officer in the case to progress their MASH enquiries if required.
69. LANCON MASH play no part in sharing missing person investigations, unless there is a VC and/ or VA risk assessment attached which details a safeguarding concern for the child. Children missing from home are automatically sent to Children's Services via email when a missing person investigation is created on Connect. These automatic notifications bypass LANCON MASH.
70. When a missing person investigation is created on Connect, the following information and any positive responses from the reporting person is shared with Children's services:

RISK ASSESSMENT - MFH - RISK ASSESSMENT
Question
Is the Missing from home under the age of 18?
Which Local authority has jurisdiction for this child?
Is the person vulnerable due to age or infirmity or any other similar factor?
Behaviour that is out of character is often a strong indicator of risk; are the circumstances of going missing different from normal behaviour patterns?
Is the person suspected to be subject of a significant crime in progress e.g. Abduction or Child Sexual Exploitation?
Is there any indication that the person is likely to commit suicide?
Is there a reason for the person to go missing?

Are there any indications that preparations have been made for absence?
What was the person intending to do when last seen? (e.g. going to the shops or catching a bus) and did they fail to complete their intentions?
If any of the above risk factors apply, input the details here:
Family / relationship problems or recent history of family conflict / abuse?
Are they the victim or perpetrator of domestic violence?
Does the missing person have any physical illness or mental health issues?
Are they subject to a Child Protection Plan?
Previously disappeared and suffered or was exposed to harm?
Belief that the person may not have the physical ability to interact safely with others or an unknown environment?
Do they need essential medication that is not likely to be available to them?
On-going bullying or harassment e.g. racial, sexual, homophobic etc. or local community concerns or cultural issues?
Were they involved in a violent and / or racist incident immediately prior to disappearance?
School / college / university / employment or financial problems?
Drug or alcohol dependency?
Other unlisted factors which the officer or supervisor considers should influence risk assessment?
If any of the above risk factors apply, input the details here:
Risk Level:
Is the missing person aged between 17 and 35 years?
If known, what religion is the missing person?
Do they have a valid passport?
Officer In Case:
Supervisor:

71. When the child is located, a return question set is completed and, when Connect is updated with this, a further automatic notification is sent to Children's services via email. Both automatic notifications bypass LANCON MASH. I understand Children's services have a function outside of MASH that complete a return home interview for each child.
72. The found notification should include a return home question set, which is different from the question set referred to above, and which I have detailed below. This will also include any responses provided by the missing child. However, if the last question is skipped or the reply is 'no' then the notification is not sent and only the brief information of the time, date and found location is sent to Children's services. Therefore, the automatic notifications sent by LANCON when a child has been found are inconsistent: sometimes the notification will only provide brief information such as the time, date and found location, whereas on other occasions it will contain the information listed below.
73. The questions in the return home question set are:

QUESTION SET – MFH Finalisation - QUESTION SET
Question
Is this MFH deceased?
Please enter Date and Time Missing Person was found
Why did the Person go missing?
What would have minimised harm?
What support is now needed?
Has the Missing Person suffered harm?
Whereabouts whilst missing
How was the Missing Person returned?
What is the likelihood that the Person will go Missing again?
Please enter any Associates and Addresses which the Missing Person may have been found with or in
Any further information please enter it here:

Please enter any Addresses which the Missing Person were found or known to be when missing
Has a return interview been conducted?
Is this Finalisation Question Set now complete? If not, please leave blank.

Lancashire Constabulary's role in forwarding referrals from other police forces to the relevant MASH, and in particular, whether any form of risk assessment, quality assurance or development is required beyond forwarding

74. LANCON receive external referrals from other police forces, which relate to people who normally reside in Lancashire and who have been subject to a safeguarding concern in another force area. These referrals are forwarded to LANCON MASH by the LANCON Force Control Room ("FCR") via email. Some forces will send an email, some will send an email with an attachment which contains a structured referral, and others will send an email with various attachments. The information within each can vary significantly.
75. There is no defined policy for managing external referrals. The current process is that for any crime related external referral where the offence occurred in Lancashire, it should be returned to the FCR for crime recording (for National Crime Recording Standards purposes) and allocation to a frontline officer as per the LANCON crime allocation policy. This should later be directed to LANCON MASH from the officer who is allocated the crime. Where there is no crime and the referral relates to a vulnerable child, LANCON MASH may create a non-crime investigation on Connect in certain circumstances, which I will explain further.
76. Where the referral relates to a new safeguarding concern that requires corporate memory that will aid future police handling of the person, LANCON MASH will create a non-crime investigation on Connect. Any concerns that do not need future LANCON corporate memory are forwarded to Children's Services via email. Where there is a suggestion of child sexual exploitation ("CSE") and the child is not known to LANCON, a non-crime investigation will always be created. A non-crime investigation will also always be created for any DA incident where the victim resides in Lancashire. Any referrals where a child is known to Children's Services and / or a team within LANCON, are shared via email with that service and / or team only. If the child is already known to LANCON for CSE, the

referral will be shared directly to Children's Services via email and the relevant CSE team within LANCON.

77. When a crime or non-crime investigation is created by LANCON as a result of receiving an external referral, LANCON MASH will review and record any change to the risk assessment grading and register it to a LANCON MASH work-tray on Connect (which anyone with access to Connect can access). If the risk assessment grading is high-risk, this will be processed and shared the same day (within office hours). The medium and standard-risk external referrals join the LANCON referrals in the work-trays and are processed and shared with priority given to the older referrals. The external referral is saved on the document manager section within the investigation on Connect and the associated email will be archived.
78. Historically, and following a "full systems thinking review" in 2017 by Perfect Flow Solutions Limited, a LANCON MASH redesign principles approach (using a set of clear values and guiding rules to redesign a system, service or process to ensure it better meets needs, is more efficient and is sustainable) was implemented. The Vanguard method of systems thinking was used to make LANCON MASH more effective. This approach streamlined processes and removed waste to reduce inefficiency. See 2017-2018 MASH redesign principles which I exhibit as **MK/13 – LANC000387**
79. The advice to LANCON MASH staff in line with the systems thinking approach was, from about 2017-2018, to seek advice from a team leader on all external referrals as to whether an investigation needed to be created, or if it was appropriate for the matter to be forwarded to the relevant partner agency. From debriefing a team leader who was in post during the material time, I have discovered that if a referral related to a new concern which LANCON were not aware of, a non-crime investigation would be created, processed and shared. The only exception to this was if the concern related to DA, when it would always be recorded. Where the referral related to a concern that LANCON were already aware of, a non-crime investigation on Connect would not be created. The external referral would be forwarded to the relevant partner agency / agencies and / or internal LANCON department by email for their information and action.
80. In the period 2019 to 2023, external referrals were dealt with and processed as outlined above.

81. In relation to risk assessing each referral, this is approached in the same way as an internal referral. Specifically, the SSO will first establish if the concern is already documented on Connect and if it is not, a non-crime investigation will be created. Should information arise which gives cause to change the originating force's risk level, then the risk level will be amended. External referrals are quality assured by the SSO to ensure sufficient information is present to allow partner agencies to make contact. If information appears missing, LANCON MASH will contact the referring force for further information. LANCON MASH develop external referrals in the same way as internal referrals, by researching, assessing risk and ensuring that sufficient details for the referred party, and their contact details, are included.

The role of Lancashire Constabulary's Protecting Vulnerable Persons policy or team in referrals to the MASH

82. As stated, PPU is now VGU.

83. There is no defined policy for referrals to LANCON MASH.

84. However, there is a Vulnerable Adult Supporting Procedures, which I will exhibit as **MK/14**

– **LANC000394**

85. There is also a Lancashire Constabulary Child Protection Help and Guidance document, which I will exhibit as **MK/15 – LANC000171**. This sets out how to share a concern to LANCON MASH.

86. There are various child protection and safeguarding teams within each of the BCUs in LANCON. Officers and staff working within these teams can hold investigations and submit referrals to LANCON MASH where necessary. In respect of vulnerability relating to children, there are LANCON policies relating to child abuse, child exploitation, child safeguarding, missing persons and domestic abuse.

How Lancashire Constabulary risk assess referrals about children, and what process of assurance exists for the risk grading. For example, on what basis would a risk grading be moved up or down?

87. The referral process begins with an initial contact into the Police highlighting a safeguarding concern for a child. A crime or non-crime investigation is created with the Officer in Case ("OIC") providing the appropriate risk assessment/s and attaching the correct classification/s.

88. The risk assessment requires the officer to provide a risk grading of 'standard', 'medium' or 'high' and a rationale for the risk grading. The LANCON risk grading guidance is defined in the MASH training presentation to new student officers. I exhibit this presentation as **MK/16 – LANC000062**. This defines the risk gradings as follows:
- a. Standard - Concerns for a person's general lifestyle, health or well-being.
 - b. Medium - Suspicion that a person may or is likely to suffer significant harm.
 - c. High - Evidence that a person is or has been subject to significant harm.
89. The officer's Sergeant has management oversight for all their investigations and should review each investigation created. LANCON's Force Crime Management Unit ("FCMU") have responsibility for quality assuring and linking each investigation. This in effect means that three individuals, the officer in the case, their sergeant and a FCMU staff member, (who all sit outside of LANCON MASH) have oversight of the investigation and its associated risk grading.
90. The LANCON MASH purpose is victim focused, '*Listen to me and give me the right support to help keep me safe,*' which is at the forefront of LANCON MASH decision-making.
91. LANCON MASH complete a '*MASH secondary risk assessment*', which includes assessing the investigation and Connect history. It also includes reviewing the associated storm log and reviewing the Police National Computer ("PNC") for any named suspects. LANCON MASH will collate and / or add any missing information and, where necessary, seek a multi-agency discussion with the relevant partner services. Repeat referrals are considered, specifically within a 12-month time period.
92. LANCON MASH review the overall risk grading for the incident, taking into account the current picture, the history, past, present and potential future risks and suspect information. Using professional judgement, a decision is made to either agree or disagree with the initial risk grading. If the risk grading is deemed too low, it is moved up and if it is deemed too high, it is dropped down. A rationale for the change of risk grading is recorded on Connect.
93. As an example, and in simple terms without any relevant history, where a secondary risk assessment on a standard or medium risk referral identified a child being at risk of or

experiencing significant harm, the risk grading would be amended to high risk. As a further example and without any relevant history, where a secondary risk assessment on a high-risk referral identified a child having a no injury physical altercation with a peer, this would be amended to standard risk.

94. Assessing risk is subjective and related to individual circumstances and there is no standard risk assessment tool or matrix used by LANCON MASH to aid risk assessing referrals.
95. Risk grading guidance is provided within the LANCON MASH PowerPoint Presentation input to new officers, PCSOs and special constables. Risk grading guidance is continuously coached into LANCON MASH staff and regularly reviewed through management oversight and dip sampling, which feeds into their professional development reviews.
96. I understand that when the Protecting Vulnerable People ("PVP") system existed on Sleuth, before the inception of Connect in 2018, there was risk grading with risk indicator guidance available for officers when inputting on what constituted high, medium and standard risk. This is not a feature currently available on the Connect system.
97. From 2017, and in line with the systems thinking approach, risk assessments were required to be related to circumstance and bespoke to the referred individual. In 2024 LANCON MASH changed the description of their assessment of a referral from a MASH chronology to a MASH secondary risk assessment.

Which other agencies contribute to, or receive information from, the MASH

98. Children's Social Care ("CSC"), Health, LANCON, Probation, The Children's Services Support Hub ("CSSH") known locally as 'Early Help', and Education Officers, are co-located (North, Central and East) within MASH. There is no co-located Health representative for North.
99. LANCON MASH referrals which require sharing with Education are managed by Children's Services. The referral is forwarded on to Children's Services, who are responsible for forwarding the referrals to the child's school or, where the child is not in education, the admissions team or the missing in education team, located in LCC.

100. There are other partner agencies who are not co-located within MASH but with whom LANCON MASH have created sharing pathways. They are:

- a. The Child & Youth Justice Service ("CYJS");
- b. HCRG;
- c. Lancashire Victim Services ("LVS") in respect of independent domestic violence advisors ("IDVA");
- d. Midwifery;
- e. Adult services;
- f. Mental Health (for 16 years and older);
- g. Inspire substance misuse service (in East Lancashire only);
- h. Counter terrorism / Prevent / Channel;
- i. Local authority designated officer ("LADO");
- j. Internal LANCON departments (management of sexual and violent offenders, child sexual exploitation, hate crime, firearms licensing and human trafficking);
- k. External police forces.

101. LANCON MASH also follow an internal process to highlight a safeguarding concern about a person in a position of trust (PiPOT). PiPOT refers to those persons who work in a capacity where they will come into contact with Vulnerable Adults and they have substantial, unsupervised one to one care of those people.

How the MASH risk assess information received, and whether the fact that a referral is a repeat referral is taken into account

102. Each partner service has its own approach to risk assessing information received.

103. LANCON MASH research for the purpose of creating a MASH secondary risk assessment is conducted by LANCON MASH staff. The MASH secondary risk assessment involves review of the initial police log, researching previous incidents on Connect and checking PNC for any named suspects to aid the risk assessment. Referred children are researched but not routinely subject to PNC checks. The guidance for processing is covered in the documents "Information for processing," "How to process a MASH safeguarding report" and "Quick reference guide." These documents guide the SSO through the research and referral processing stages.

104. In general terms, when LANCON MASH send a referral to Children's Services, high risk referrals are allocated to CSC and medium risk referrals are allocated to CSSH. I know

that CSC practice managers (for level 4 of the “CON” cases), CSSH practice managers (for level 3 of the “CON” cases) and senior social workers in CSSH (for level 2 of the “CON” cases) have management oversight of requests for support from professionals and LANCON MASH referrals at the initial review stage and on closing. As per the Operational Manual where a referral is a repeat referral this will meet the criteria for undertaking ‘MASH enquiries / checks’.

105. As to the question of repeat referrals, please see below at paragraphs 119 to 121.

The expected outcomes after a referral to the MASH in respect of a child or children

106. The MASH MOU states (in section 5) that the expected outcomes for children (and young people and adults) are:

- Timely, clear, consistent multi-agency safeguarding decision making/earlier identification of threat, risk and harm.
- Robust decision-making among professionals based on sufficient, accurate and timely intelligence.
- Less duplication of effort leading to greater efficiencies in processes and resources.
- More effective and targeted response resulting in better outcomes.
- Increase in the uptake of early help assessments.
- A reduction in the number of repeat contacts, re-referrals and cases requiring no further action.
- Effective information sharing across partners.
- Improved engagement of partners.
- Improved knowledge management.
- Reduction in the risk of borderline cases slipping through the net.
- Reduction in the number of inappropriate referrals into safeguarding functions.
- An environment which encourages feedback and shared learning across agencies to improve the effectiveness of the MASH.

Who decides what the appropriate outcome should be and who then has responsibility for delivering it?

107. Each referral to MASH has management oversight by a Children’s Services practice manager or senior social worker and is assessed in line with the pan-Lancashire CON:

- a. Level 1 – needs and risks are met through Universal Services or simple specific agency response.
- b. Level 2 – evidence of some unmet needs and low risk.

- c. Level 3 – higher levels of unmet needs and medium risk.
- d. Level 4 – significant unmet needs and high risk.

108. The MASH operational manual (page 20) sets out that level 4 cases are sent for practice manager oversight and this will “include a **RAG** rating and a rationale for initial threshold application. The practice manager progresses the case to a MASH assessment, if required, and reassigns to a social worker for screening using the assessment template. Multiagency enquiries will take place whereby a social worker will gather information from the family and relevant partner agencies to inform the analysis and threshold application. This is then re-assigned back to the practice manager for final oversight and approval. If the practice manager agrees that threshold is met for a statutory assessment, a C&F assessment will be initiated and re-assigned to the district duty teams for allocation. If the referrer is a professional, they will be notified of the outcome of the request for support – either by telephone, email, or written correspondence. Please note: If the practice manager considers the referral to be level 2/3 upon initial screening, this will be redirected to the CSSH for further enquiries.”

A C&F assessment is a child and family assessment.

109. The MASH operational manual (page 21) sets out that level 3 cases are sent to CSSH for practice manager oversight and this will “include a **RAG** rating and a rationale for initial threshold application. The practice manager will assign the contact record to the early help officer for screening using the assessment template. Multi agency enquiries will take place whereby the early help officer will gather information from family and relevant partners to inform the analysis and threshold application.”

110. The MASH operational manual also states (page 21) that, “The contact record is then re-assigned back to the practice manager for final oversight and approval. If the practice manager agrees that threshold is met for Family Intense Support (level 3) an early help episode will be initiated and re-assigned to the locality CFW tray for allocation. If the referrer is a professional, they will be notified of the outcome of the request for support – either by telephone, email, or written correspondence. Please note: If following enquiries, the practice manager agrees threshold for level 4 is met, the case will progress to a MASH assessment and allocated to a Senior Social Worker within the CSSH. If during enquiries contact with the family has not been established within the 24-hour timeframe, and the early help officer and senior social worker agree that a home visit would be beneficial, the senior social worker will liaise with the locality CFW Team Manager to review the case

and explore whether a duty home visit is required. This will be recorded on the contact record by the senior social worker.”

“CFW” is the Child and Family Wellbeing service.

111. The MASH operational manual (page 21) sets out that level 2 cases are sent to CSSH for senior social worker oversight and, *“This will include a RAG rating and a rationale for initial threshold application. The senior social worker will assign the contact record to the early help worker for enquiries. Multi agency enquiries may take place if clarity is required of the family/ individual needs to identify the most appropriate provision of support under the wider early help offer. Contact may also be made with a person or persons with parental responsibility to obtain consent.”*

112. The MASH operational manual (page 21) also states that, *“This is then re-assigned back to the senior social worker for final oversight and approval. If the referrer is a professional, they will be notified of the outcome of the request for support – either by telephone, email, or written correspondence. Please note: Any requests for support into CANW must have an open Early Help Assessment to meet the criteria for the service (excluding Acute services).”*

113. CANW is Child Action North West, a charity dedicated to supporting children, young people, vulnerable adults and families who need help.

114. Children’s Services will decide which partner service will take the lead role in respect of the child and / or family and what the appropriate outcome should be. Children’s Services will ultimately own or pass the responsibility to deliver the appropriate outcome for the child and / or family to the appropriate lead professional, which could be from Children’s Services or the child’s school etc.

115. Working Together at paragraph 3.213 states, *“Child protection is the set of multi-agency activities and processes that follow a concern that a child is suffering or likely to suffer significant harm. Under section 47 of the Children Act 1989, the local authority has a duty to make enquiries when this is the case and to take decisive action when needed to protect a child from abuse, neglect, and exploitation. Practitioners responsible for child protection decision-making should be skilled, experienced and have the right expertise to collate, analyse and distil complex information in a changing context. Where child protection enquiries are necessary, the lead practitioner should always be a social worker.”*

116. Working Together paragraph 2.140 states, *“Whilst the duty to deliver support and services under section 17 of the Children Act 1989 is with the local authority, other safeguarding partners may play a critical role in the delivery of services for children and their families.”*

117. The wording from Working Together 2018, paragraph 3.1, states, *“Local organisations and agencies that work with children and families play a significant role when it comes to safeguarding children.”*

118. LANCON MASH strives to be built on timely information sharing to ensure support and / or intervention is considered by partner services in line with the child's and / or family's needs.

Whether multiple referrals to the MASH are a factor in determining the appropriate outcome to a referral

119. The MASH MOU states at paragraph 5.0, as detailed previously, that an expected outcome for children is *‘a reduction in the number of repeat contacts, re-referrals and cases requiring no further action.’*

120. I cannot say what view Children's Services take of multiple referrals for the same child. From LANCON MASH's perspective, multiple referrals for the same child should be a factor in determining risk, but the appropriate outcome is not controlled by LANCON MASH.

121. The MOU also describes at paragraph 4.6, *“A process to identify victims and emerging harm through evaluation of themes and trends. MASH provides a secure environment where information is subjected to ongoing evaluation to identify themes and trends. This will help identify victims and perpetrators by understanding repeat notifications. It will also aid the identification of individuals who will suffer increasing levels of harm in the future. Early identification of this nature enables services to intervene at a much earlier time, providing opportunities to reduce harm and long-term costs. Analysis within the MASH will enable the commissioning and prioritisation of resources to improve safeguarding provision.”*

Who has responsibility for following-up or checking that those outcomes have been delivered; and effective? What is the process for deciding whether further steps or interventions are required?

122. The MASH MOU states at paragraph 3.4 and 3.5 that, “... *The local authority will therefore be the lead agency in the partnership which is the MASH. The local authority will have the principal responsibility for undertaking the lead role tasks and authorised to determine how to undertake these tasks. All partners will retain ownership and responsibility for their own safeguarding activity and processes which may be present and delivered within the MASH environment.*”

123. Neither LANCON officers and staff, nor LANCON MASH, receive referral responses from Children’s Services in respect of the referrals shared by LANCON MASH. This means that LANCON are not told what happens after a referral has been made to MASH.

The interaction between the MASH and inter-agency strategy discussions

124. LANCON MASH do not facilitate or take part in inter-agency strategy discussions. It is my understanding that no professional within MASH takes part in inter-agency strategy discussions either, and that these are undertaken by staff in different parts of the partnership.

125. Working Together states that when there is reasonable cause to suspect that a child is suffering or is likely to suffer significant harm, there should be a strategy discussion to determine the child’s welfare and plan rapid future action. The lead practitioner for section 47 Children Act 1989 enquiries should be a social worker, who should convene a strategy discussion. They chair the strategy discussions, which are generally held remotely involving a police manager, health and any other relevant agency within each district. There is a police manager within each BCU, which correlates with the districts of Lancashire involved in the strategy discussion.

126. It is the view of LANCON that the police managers in BCUs are in the best position to manage and direct police resource in respect of any joint visits required for section 47 enquiries as they have an accurate understanding of the available resources and their workloads.

An explanation of the Early Help Module and police involvement in it

127. In Lancashire, the Early Help Module (“EHM”) relates to the corporate memory computer system for Children’s Services. Up until December 2024 all LANCON MASH staff had ‘read only’ access of EHM. EHM was previously used to research whether children were open, closed or not known to Children’s Services for all risk levels, which helped inform

decision making and directed where the referral should be sent within Children's Services.

128. EHM is currently used by LANCON MASH to establish if a standard risk referral with a named child is open or closed, because Children's Services do not accept standard risk referrals unless they are open. EHM is also used to identify if there are any children linked to named adults in a high-risk domestic abuse referral.

The relationship between the MASH and other information-sharing/risk management forums

129. From 2019 the Pan-Lancashire Children's Safeguarding Partnership was one entity covering Lancashire, Blackpool and Blackburn with Darwen.

130. In July 2019 the Pan-Lancashire Children's Safeguarding Partnership submitted a bid to the Department for Education to develop family safeguarding as a set of social work and multi-agency approaches to supporting families.

131. In January 2021 the Pan-Lancashire Children's Safeguarding Partnership commissioned the Local Government Association ("LGA") to review its ways of working. This formed the basis of their work together in 2022-2025, which aimed to build a common language across the Pan-Lancashire Children's Safeguarding Partnership and understanding of how partners work together to improve outcomes for families. The Multiagency Early Help strategy led to a revision of the teams and structures within LCC to make services more responsive to families and their partners. This aligned to the changes in Family Safeguarding and aimed to create greater joint working with schools and communities.

132. As a result, CSSH was established by LCC in November 2021. LCC made the change to the way of working in the MASH to improve access to early help and preventative support for children, young people and families in need of help and support. The new arrangements were embedded during 2021/22 and aimed to ensure that the right services were available at the right time, see:

<https://www.lancashire.gov.uk/practitioners/supporting-children-and-families/lancashire-children-young-people-and-families-partnership/>.

133. CYJS, formerly known as the Youth Offending Team ("YOT"), form part of LCC Children's Services. CYJS is responsible for assessing, supervising and intervening with children between the ages of 8 and 18 years, who have offended or are at risk of doing so. CYJS is a multi-agency partnership made up of LCC social services, education, health,

probation, police youth justice and any other relevant agency. CYJS are not a co-located partner of the MASH. They are a sharing pathway for LANCON MASH. LANCON MASH do not have access to the CJYS IT system ('Core-plus'). CYJS only accept referrals from LANCON MASH for children that are open to their service. Similarly, with CAMHS, the police are unable to refer direct into this service at any point.

134. On 1 September 2023:

- a. the Pan-Lancashire Children's Safeguarding Partnership was restructured and moved to three separate hubs, namely Lancashire, Blackpool and Blackburn with Darwen;
- b. the Lancashire CSAP was established, comprising LCC, LANCON and Lancashire & South Cumbria Integrated Care Board ("ICB").

135. The Lancashire CSAP is the statutory multi-agency safeguarding oversight body working under national legal frameworks. The above three agencies (LCC, LANCON and ICB) form the CSAP Executive Board, which oversees all safeguarding strategy and assurance activity and ensures there are local safeguarding arrangements, which are effective, coordinated and learning focused. The MASH strategic board is a sub-group of CSAP, which is chaired by the Director of Children Services and has overall responsibility for the development and effectiveness of MASH.

136. Prevent is 1 of the 4 elements of CONTEST, the government's counter- terrorism strategy, which aims to stop people becoming terrorists or supporting terrorism. The three main Objectives of Prevent, taken from the Lancashire Prevent Partnership 7-minute briefing document, are to:

- a. Tackle the causes of radicalisation and respond to the ideological challenge of terrorism.
- b. Safeguard and support those most at risk of radicalisation through early intervention, identifying them and offering support.
- c. Enable those who have already engaged in terrorism to disengage and rehabilitate.

137. Prevent work with the Police, Local Authorities, education establishments, Health and other public sector agencies to co-ordinate Prevent delivery across Lancashire. Prevent are not a partner of the MASH. They are a sharing pathway for LANCON MASH. LANCON MASH do not have access to Prevent IT systems. LANCON MASH do not receive any feedback responses from Prevent with regards to their interventions or outcomes.

Prevent / Channel do submit investigations to LANCON MASH for consideration of onward sharing to any relevant partner services.

138. Following a referral via Prevent, support can be put in place via a multi-agency panel named Channel. Channel is a voluntary, multi-agency process designed to safeguard vulnerable people from being drawn into violent extremism or terrorist behaviour. Channel is chaired by the local authority and works with multi-agency partners to collectively assess the risk to an individual, decide whether an intervention is necessary, and develop an appropriate support package for each referral. Channel are not a partner of the MASH. They are a sharing pathway for LANCON MASH. LANCON MASH do not have access to Channel IT systems. LANCON MASH do not receive any feedback responses from Channel with regards to their interventions or outcomes.

139. The MAPPA is designed to manage the risk posed by violent, registered sexual offenders and other dangerous individuals living in the community. The key agencies involved are the Police, Prison service, and Probation service, who work in partnership with other agencies. LANCON MASH play no part in the MAPPA process and do not have a sharing pathway to MAPPA.

Training provided to individuals from Lancashire Constabulary working within the MASH

140. There is no Learning & Development ("L&D") developed product or course for MASH training and all training is developed and delivered within LANCON MASH by the supervisors. LANCON MASH deal with VC, VA and DA referrals only. The process flow of LANCON MASH means staff are required to be proficient and understand the complexities of each type of referral and the available sharing pathways, which are dependent on where the vulnerable person resides within the county of Lancashire. An induction checklist is used by LANCON MASH supervision for all new starters. This includes introductions to the team and partners within MASH.

141. To promote professional development and understanding of the themes involved in managing vulnerable person referrals, a number of e-learning packages provided by the College of Policing are undertaken by the new starter. These include public protection packages on missing daughter, family disturbance, initial response, man in distress, abusive relationships, domestic violence disclosure scheme, 'Vulnerability: Saima' (a College of Policing forced marriage case study), modern slavery, Domestic Abuse Risk Assessment ("DARA"), Vulnerability: "Karma" (a College of Policing child sexual exploitation case study), child sex offender disclosure scheme ("CSOD") and

safeguarding - adults. Saima and Karma are females and the training focuses on their experiences.

142. Bespoke training on a one-to-one basis is carried out with open dialogue and feedback. A tiered phased approach to the types of referrals and risk levels is carried out, during the training, to ensure the foundations of understanding are built around development of risk. Due to the complexities of assessing and processing the different types of referrals and the different sharing pathways available dependent on where the vulnerable person/s reside within the county of Lancashire there are no process maps as it would not be feasible to cover each possible scenario. Each new starter will sit with a partner from CSC, health, education and CSSH to observe and understand their role within MASH. The LANCON MASH supervisor will provide inputs on the role of IDVA and mental health. The new starter will also sit with and observe the work of various experienced SSOs within LANCON MASH.
143. The MASH purpose, risk grading guidance, systems thinking principles and referral pathways are consistently coached throughout the training process. It can vary from weeks to months before an individual can process each type of referral effectively. New starters require the appropriate time and support, and supervision are expected to be intrusive in respect of quality assurance. LANCON MASH staff undertake a training course on PNC and trauma informed awareness.
144. A buddy system of training was trialled for a period in 2024 using volunteer SSOs but was found to be ineffective. In April 2025 LANCON MASH supervision took part in a national training pilot supported by the NPCC MASH lead. A "train the trainer" session was provided by a trainer from Hampshire Constabulary. This training covered an induction to MASH, information sharing, neglect and risk assessment. VGU will consider whether this training may be beneficial to those working in safeguarding.
145. For the material time, October 2019 to March 2023, there were several guidance documents available to LANCON MASH staff to use. LANCON MASH supervision used these documents to coach and develop staff. There was also an annual whole team training day where various partners would provide inputs to develop understanding and ensure continuous professional development.

The training provided to frontline officers in Lancashire Constabulary in relation to the MASH

146. LANCON's L&D department are responsible for the training function within LANCON. In 2018 LANCON launched their 'THINK CHILD' campaign to improve the service that LANCON deliver in respect of vulnerable people, particularly children. This included work to highlight the importance of obtaining 'the voice of the child', seeking consent in cases where statutory thresholds are not met, and improving the overall quality of information contained in referrals involving vulnerable people. This campaign also included identifying and developing a cohort of frontline officers to be CP champions for their teams. A roll out of LANCON MASH training began across the force, capturing front line officers on training days. From this, LANCON MASH Supervision designed the PowerPoint presentation training input for all new officers, PCSOs and Special Constables.

147. New frontline officers currently receive training inputs on vulnerability and safeguarding, missing persons, DA and concern for welfare, and risk, provided within block one of their initial training before attending their BCU. MASH is threaded through the training within these inputs. Within this same block, the DARA tool is taught. Within Block Two and after shadowing within the student development unit ("SDU"), new frontline officers receive a 2.5-hour input from an LCC guest speaker regarding Children's Services. This provides an overview of their role and responsibilities in safeguarding children, key legislation, principles of family safeguarding and where officers fit into these processes. They also receive a one-hour LANCON MASH PowerPoint presentation input, which since February 2023 has been provided by a LANCON MASH supervisor. PCSOs also receive the one-hour LANCON MASH presentation input by a LANCON MASH supervisor. Up until 2023 special constables also received this input by a LANCON MASH supervisor but the supervisor's delivery of this input was halted due to capacity as the training was required on weekends when there is reduced supervision staffing in LANCON MASH.

148. Within this training, the following are covered:

- a. The purpose and principles of the MASH;
- b. The agencies within MASH;
- c. The LANCON MASH process and sharing pathways;
- d. The types of referrals LANCON MASH deal with, in respect of vulnerable child, vulnerable adult, and DA;
- e. The risk grading guidance;
- f. Responsibility on LANCON officers and staff to register their investigations to LANCON MASH;
- g. Consent.

149. Within Block 3, new officers receive the College of Policing 'DA matters' training, which covers the importance of capturing the voice of the child.

150. There are guidance documents, which mirror the training available to officers and staff, on the LANCON MASH section of the LANCON intranet site ('Sherlock') and within the 'Vulnerability' application on their hand held digital devices.

Oversight for the MASH process: who inspects, quality assures and reports on the MASH? Is there independent oversight?

151. Within LANCON MASH, there is a supervisor each week day who performs the role of "duty team leader". The role is to be the point of contact for queries by other partners within the MASH, deal with enquiries coming into the mailbox and by telephone, and generally being the point of contact for any queries coming into MASH. When there is a requirement to do so, this will involve checking the processed referrals on Connect. They also have daily oversight of the work of their staff, through the assessment of investigations highlighted in the daily robotic processing automation ("RPA") download, which highlights investigations that require prioritising. Supervisors have to access each investigation in respect of the RPA to assess whether the investigation has already been processed. This allows supervisors to have an overview of their staff's work and direct any feedback required in a timely manner. The RPA started in January 2025.

152. The supervisors also conduct quarterly quality and assurance checks by dip sampling staff members' work, which forms part of their professional development reviews ("PDR"), which are recorded on the PDR computer system. These checks are conducted to ensure that staff are providing proportionate information, accurately assessing risk, providing sound rationale in order to justify their decision making and are accurately recording consent to ensure the referrals have been correctly shared with the appropriate / relevant agencies. Any issues or training needs are identified and bespoke plans to address them are implemented.

153. Since March 2019, within the MASH there is a subgroup of various partner agency representatives that meet monthly to audit referrals received by Children's Services. Each month focuses on a particular theme or type of referral. Audits can be reviewed at the MASH operational board. The MASH operational board feeds into the MASH strategic board. Strategic leads then feed into CSAP and the executive boards.

154. In November 2022 on the direction of the LANCON chief officer team, South Yorkshire Police in conjunction with the Vulnerability Knowledge and Practice Programme ("VKPP") conducted a review of LANCON's public protection unit (now VGU) governance and operations. One of the recommendations was to consider a review of the LANCON MASH and safeguarding functions to deliver efficiencies of process.
155. Between 28 November and 9 December 2022 an Ofsted inspection of LCC's Children's Services took place and concluded that they were 'Good' in all areas of:
- a. the impact of leaders on social work practice with children and families
 - b. the experiences and progress of children who need help and protection
 - c. the experiences and progress of children in care and care leavers
 - d. overall effectiveness.
156. In January 2024 within LCC there was a Joint Targeted Area Inspection ("JTAI") on serious youth violence ("SYV"). A JTAI is an inspection framework for evaluating the services for vulnerable children and young people on a particular theme. It is conducted jointly between Ofsted, Care Quality Commission ("CQC"), His Majesty's Inspectorate of Constabulary and Fire and Rescue Service ("HMICFRS") and His Majesty's Inspectorate of Probation ("HMIP").
157. Each year JTAI has a specific themed focus. The focus of the 2024 SYV JTAI was on multi-agency practice and how the Police, Children's Social Care, Education, Youth Justice Services and Health worked together to address and prevent SYV. They reviewed interventions with individual and groups of children to see how well agencies helped them to reduce the risk of SYV. The connection with Criminal Exploitation was a focus, but more widely the safeguarding response to all children who commit, are at risk of or from, or are affected by SYV. The focus was to analyse the partnership responses in terms of identification, assessment and planning, and protection and support to improve outcomes for children and young people.
158. During 2024, HMICFRS conducted a Police Effectiveness, Efficiency and Legitimacy ("PEEL") inspection of LANCON. The final report dated December 2024 highlighted that LANCON did not always manage risk assessments well and this affects the safeguarding of vulnerable people and LANCON needs to make sure it manages risk assessments and referrals of vulnerable adults and children to partner organisations promptly, so that the vulnerable person is adequately protected. HMICFRS found that not all referrals were consistently being registered to the LANCON MASH and the referrals were of mixed

quality. To provide some context, from May 2024 there was a fluctuating backlog of medium and standard risk vulnerable person referrals, which resulted in delays in onward sharing, and there was insufficient resource to deal with periods of increased demand. HMICFRS also highlighted that LANCON MASH new starter training was restricted due to a reduced supervision model.

159. Working Together, paragraphs 89-90, states that safeguarding partners must ensure that there are arrangements for effective independent scrutiny in place for their local area and that independent scrutiny drives continuous improvement and provides assurance that arrangements are working effectively for children, families, and practitioners.

160. CSAP state on their website (lancashiresafeguardingpartnership.org.uk/p/safeguarding-children/qa-and-scrutiny) that this, *"includes providing support and challenge at strategic and operational levels, ensuring statutory duties are fulfilled, and evaluating the impact of local and national reviews. Findings from independent scrutiny should be included in yearly published reports, highlighting the effectiveness of safeguarding arrangements and any necessary improvements."*

161. The CSAP Governance Arrangements document published December 2024 states at section 8 that they,

"Recognise the importance of rigorous and independent scrutiny of its safeguarding arrangements and have implemented a Quality Assurance Framework which outlines the different methodologies utilised by the Performance, Assurance and Impact subgroup to facilitate independent scrutiny and challenge to the partnership. This includes gaining assurance through:

- Thematic scrutiny*
- Learning from reviews*
- Priority subgroups*
- Performance data*

The Delegated Safeguarding Partners have commissioned an Independent Scrutineer to provide appropriate challenge and be a critical friend to the partnership."

162. CSAP state (see lancashiresafeguardingpartnership.org.uk/p/safeguarding-children/qa-and-scrutiny) that:

“Under Section 11 of the Children Act 2004 specific types of organisations and individuals are required to evaluate their compliance with safeguarding and child protection practice and procedures and their overall practice in this regard.

In Lancashire this is undertaken annually using an audit tool completed by the agency which is scrutinised by the Performance Assurance and Impact subgroup and action plans developed to improve compliance.

The sharing of practice and systems provides an opportunity for agencies to learn from each other. Through feedback from partners on how systems and process impact on joint working agencies develop insight into where practice can be enhanced or changed”

“In Lancashire, the partnership aims to undertake 3 piece (sic) of scrutiny work per reporting period. The theme of scrutiny are decided by the Performance, Assurance and Impact subgroup, taking into account themes from case reviews. Different tools are used within this process including:

- Agency self-evaluations*
- Multi-agency case file audit*
- Feedback from service users and practitioners*
- Reviews of other inspections or audit work.*

This information is collated and triangulated and used to form a report which outlines key findings, recommendations and form an action plan to enhance or change future practice.”

“The Performance, Assurance and Impact subgroup gains assurance that recommendations from learning from reviews are embedded in the partnership and are having an impact on practice.

After a Review has been concluded, an action planning meeting will take place, where agencies propose actions that they will take forward in their single agencies and decide if there are any actions that need to be taken forward from a partnership perspective.

The Performance Assurance and Impact subgroup track the actions, ensuring that progress is being made on them and getting progress updates from agency representatives at PAI meetings.

Twelve months after a Rapid Review or a CSPR has been completed, the PAI subgroup will request the responsible officers of the actions from the review to update the action plans with the evidence that actions have been completed and the impact of those actions on practice for the PAI subgroup to review.

The LSBU [Lancashire Safeguarding Business Unit] will produce a quarterly review theme report which will outline the number of actions from reviews, broken down by agency and theme. The PAI subgroup will analyse the findings of the report and decide the best way to gain assurance on overall review actions. This could be through dip sampling single agency action plans, carrying out new audit work or amalgamating assurance regarding these themes into planned audit work."

What challenges or frictions exist, from the perspective of Lancashire Constabulary, in the operation of the MASH?

Challenges relating to the volume of contacts/referrals

163. The available LANCON data shows that the volume of vulnerable person referrals registered to LANCON MASH rises year on year. There has been a fluctuating backlog of medium and standard risk vulnerable person referrals awaiting assessment within LANCON MASH for various periods during the material time and in recent times. This was due to the resource not always meeting the demand and was exacerbated at times by reduced resilience due to supervisor and SSO sickness. Increased demand is notified to MASH managers and senior leadership if referral volumes are not reduced quickly to facilitate strategic decisions in relation to resources and overtime. Statutory partnership leads are also included within the escalation process to manage any consequential demand on their resources and process. In 2024 the backlog reached concerning levels and an intervention plan was implemented to address the volume of referrals awaiting assessment and to mitigate any underlying risk.

164. We know that often referrals to MASH decrease during school holidays and then increase significantly during the first weeks of return to school, when disclosures are often made to safeguarding leads or peers. The period after public holidays also often coincides with an influx of referrals since LANCON MASH do not work on public holidays.

165. As previously stated, LANCON MASH will always share a safeguarding concern for a child to MASH, consistent with the NPCC MASH advice.

166. Children's Services have communicated that the referrals from LANCON MASH have a poor conversion rate. This is the percentage of referrals that result in a child being assessed and receiving a child in need plan or being placed on a child protection plan. LANCON MASH, in line with the NPCC MASH advice, will always share a safeguarding

concern about a child, whether this is when a problem is first emerging or where a child is known to MASH.

167. During a meeting on 11 July 2025, the LCC Head of Service for the front door, assessment and adolescent services notified LANCON at strategic level of their desire to stop adding a contact record on their systems when a PSR does not meet their threshold. Instead, they intend to reply to LANCON MASH with their rationale and not record anything on their systems. This will create extra demand on LANCON MASH to record their rationale on Connect and reassess the risk. This may create uncertainty for other partner services, who may assume Children's Services are leading on the referral. More importantly, this may prevent or cause delays in the child and/ or family receiving support and/ or intervention.

168. I have raised my concerns about the dangers of not having a referral about a child to compare to the next referral about that same child (if there were to be one). I fear that a theme or pattern of concerns about a child could be missed because of this practice, and this is something that needs further consultation and consideration from the MASH at a strategic level. The Head of Service has agreed further discussion is required before this decision is made.

Any challenges relating to resourcing

169. There have been challenges around resourcing within LANCON MASH. However, at present we have six additional officers seconded to the team and we are undertaking an uplift in resourcing for several police staff roles, including two supervisors.

170. In June 2025 a LANCON corporate services change team review of the police referrals process within Pan-Lancashire MASH units was commenced. The review will seek to analyse demand, capacity and resourcing, amongst other areas.

171. Within MASH all partner agencies have had challenges with insufficient resource, budget restrictions and long-term sickness (often through work-related stress). There are days when MASH partners are not present due to their hybrid working arrangements. There is no health representative for the district of North from Blackpool Teaching Hospitals ("BTH"), and this has been the case throughout my tenure. CSC often has reduced staff within the district of South due to various absence reasons. Health (the Lancashire & South Cumbria ICB) have experienced some resourcing challenges this year, resulting in their attendance being sporadic within MASH.

Any challenges relating to separate risk assessment processes between Lancashire Constabulary and the MASH

172. LANCON risk gradings of high, medium and standard as seen in the LANCON MASH PowerPoint presentation do not directly correlate to the four levels of need used by Children's Services within the CON. Children's Services and LVS do not accept standard risk referrals, with or without consent. The only exception to this is if the child is already open to Children's Services. With some Children's Services staff there is a lack of understanding around the threshold to criminally prosecute a suspect and the action / intervention required in respect of an identified safeguarding risk. The failure to meet the criminal threshold to prosecute has, on rare occasions, been used by Children's Services as a rationale for them to take no further action, whereas there may well have remained a live safeguarding issue, notwithstanding the inability criminally to prosecute any perpetrator (who may still pose a risk to the child).

Any challenges arising from the fact that Lancashire Constabulary participates in three separate MASHs for different local authority areas (LANC000062)

173. LANCON MASH currently operate across three co-located sites in local authority estate at Accrington, Blackpool and Blackburn. Daily performance is managed by Detective Sergeants and Police Staff Team leaders within each MASH unit, with a force-wide flexible response to any increased demand, providing support and resource to risk as required.

174. Volume of referrals is naturally greatest at Accrington due to the larger population in the county of Lancashire, followed by the unitary authority areas of Blackpool and then Blackburn with Darwen ("BwD"). Each MASH unit is resourced by LANCON accordingly to meet this demand. Blackpool and BwD LANCON MASH will assess and process their referrals daily and generally have between zero and a small number of referrals left by close of business each day. LANCON MASH at Accrington have much higher demand and a higher number of medium and standard risk referrals awaiting assessment. In the main, due to manageable demand in their areas, resources from Blackpool and BwD work on the Lancashire referrals towards the latter part of the day.

175. LANCON MASH staff are required to understand the different working practices, thresholds and sharing pathways for the three different referral types (VC, VA and DA) in each local authority area. Within Lancashire there are also different sharing pathways dependent on which of the three districts the child and / or family reside. This complex

landscape presents challenges around ensuring each available sharing pathway is used consistently.

176. As the operational lead for LANCON MASH based over three locations, I find it challenging to consistently support my staff and liaise with my peers within the partnerships. Due to the demand and larger resourcing model at Accrington, I am in attendance there more than the other MASH units.

177. In my judgement, it would be more efficient to have one MASH covering the county of Lancashire, not three. I do believe that in the original concept for MASH the idea was to have one. However, for reasons that I am not clear about, this developed into three separate MASHs, one for each local authority.

Any challenges arising from the extent of cooperation from other agencies in the MASH process

178. There is no Health representative in the district of North from BTH, but this is not relevant to the Inquiry. Adult services are no longer a co-located partner within MASH and have not been present since the Covid-19 pandemic (for reasons unbeknown to me).

179. Various partner agencies that LANCON MASH share referrals with are not co-located, such as HCRG. The process flow of information is in the main one way from LANCON MASH to partner agencies. LANCON do not receive feedback responses from partner agencies, including Children's Services. Partner agencies generally only communicate with LANCON MASH if they do not accept the referral or to query contact details for the child and / or family. Paragraph 151 of Working Together seems to envisage feedback from the local authority as follows:

"Feedback should be given by local authority children's social care to the referrer on the decisions taken. Where appropriate, this feedback should include the reasons why a case may not meet the statutory threshold and offer suggestions for other sources of more suitable support. Practitioners should always follow up their concerns if they are not satisfied with the local authority children's social care response and should escalate their concerns in line with local procedures if they remain dissatisfied".

Any challenges relating to information technology, databases or connectivity between different systems or different agencies

180. There is no unified computer system / database that partners within MASH use.

181. LANCON's Connect system has regular planned downtime to manage updates and errors, which effectively pauses the work of LANCON MASH. Connect has various places to store information, resulting in inconsistent information recording by LANCON officers and staff. There are multiple duplicate nominal records on Connect that hold different information, and which presents challenges to LANCON MASH in collating relevant history because all need to be checked. Duplicate nominal records are created when a person's personal details are not recorded consistently (for example, different spellings of a name). Within LANCON there are both robotic and human processes in place to merge the duplicate and master nominal records together.

182. Up until 2024, LANCON MASH had regular issues with Connect running slowly or not working, which have now mainly been resolved. This resulted in substantial lost work time and time-consuming workarounds being explored.

183. When an external referral is inputted onto Connect, the LANCON MASH staff member submitting it is recorded as the OIC, which is a requirement of the Connect process. Sharing an external referral can result in various enquiries being directed towards the LANCON MASH staff member from partner agencies who are attempting to obtain further details from who they believe is the OIC. This adds concerns for LANCON MASH as they are a non-deployable resource and have no detail, nor prior dealings with the incident and persons involved. The OIC will receive various Connect tasks to complete, which are often not feasible to answer, and this can take some time to resolve, placing the staff member under stress.

184. There are intermittent network issues in LANCON MASH being located outside of police premises. LANCON MASH are not a primary user of the LCC server. Any network issue that arises requires joint agency working, which takes time to arrange, explore and resolve. Planned maintenance to EHM, which is often not effectively planned for or communicated, has presented delays in the process flow of LANCON MASH, which then impacts the MASH.

185. Between 4 and 5 July 2024, LCC IT systems suffered a cyber-attack. LANCON MASH shares an IT server and had a digital link that allowed LANCON MASH to research EHM to assess if children were known or open to Children's Services. Due to the potential for data exfiltration and the inherent risks to LANCON IT systems, the link to the LCC system was immediately withdrawn. LCC sought to resolve the security issues following the attack. However, it was only on 17 July 2024, some 12 days later, that LCC provided

assurance that the threat was resolved and the link to LCC systems was re-established. Once re-established, the link was unstable for a further two days and regularly dropped out or ran very slowly. This incident severely hindered the ability of LANCON MASH staff to assess and process referrals, and without this significant and unprecedented issue the volume of referrals awaiting assessment would have reduced more quickly.

186. Further, and as referred to above, on 21 February 2025 HCRG suffered a ransom-ware attack. LANCON made the decision to block all emails to and from HCRG until assurances were received that communication with HCRG was safe and secure, which resulted in a five-day delay in referrals to HCRG.

187. LANCON MASH do not have access to the computer systems and data bases of Education, HCRG, CYJS, Probation, Prevent or Channel and as a result are not aware if each service partner knows of and/ or is working with the child and/ or family.

188. LANCON MASH do not at present have a fully operational data management tool to understand or predict demand.

189. Health incorporates up to 7 different computer systems and some of these systems are not accessible to Health representatives within MASH.

Any challenges arising from a transition to working from home/hybrid working following the Covid-19 pandemic (LANC000167, p3)

190. All partner agencies, apart from LANCON MASH, have maintained hybrid working following the Covid-19 pandemic. LANCON MASH maintained a seven day a week working in the office model pre, during and post the Covid-19 pandemic. From the start of the Covid-19 pandemic all partners were directed to leave the MASH building and work from home. This resulted in only LANCON MASH remaining within the local authority-owned building. This significantly slowed the speed of assessment for referrals, with LANCON MASH being required to resort to email and telephone calls when needing to discuss referrals to make an informed assessment of risk and appropriate pathways of support. This also frustrated our ability to provide quality police duty checks (immediate safeguarding disclosures for social workers).

191. When partner services staff are working from home, they resort to making their enquiries to LANCON MASH by email in the main, and on occasion by phone. This frustrates multi-agency discussion as one question naturally leads to another. This creates waste, repeat

demand and delays. It is my view that multi-agency discussion is easier and far more effective when done face to face. Furthermore, professional challenge is significantly harder without a face-to-face interaction. Partners being co-located assists everyone to work more efficiently as a quick conversation over desks can ensure faster service delivery for children and their families and prevent unnecessary and sometimes lengthy email threads.

192. Partners continued to work from home until 2021, when they returned to the MASH for two days a week. In September 2022, partners increased to three days a week in MASH. Children's Services, Education, and Health continue to operate hybrid working, resulting in them only being physically present in the MASH building for three days a week. These are three set days for Health and Probation. Since July 2024, Children's Services and Education are in MASH three days spread across the week to ensure some representation across the five-day office week. Fridays see the least number of partners in the MASH. There have been occasions when relationships between LANCON MASH and partners have been strained: when LANCON MASH personnel heard of the personal benefits of working from home, which was not available to them; and some partners did not like being asked when they would be returning to the office more.

193. Before the Covid-19 pandemic there was a multi-agency seating plan within MASH, which involved LANCON MASH, Children's Services, Adult Services and Health seated together within each bank of desks aligned to a district of Lancashire. This promoted good partnership working and prompted multi-agency discussion. Post Covid-19 pandemic saw agencies sitting back in their own silos rather than the multi-agency teams of before. This has resulted in a deterioration in multi-agency discussions between partner agencies and has led to more single agency decision making.

The MASH and Op Encompass referrals by Lancashire Constabulary in respect of AR as a vulnerable child on 8 October 2019 (LC-12/LANC000067; LC-125/LANC000126)

The content of the referral

194. Incident 04/176978/19 (LC-10 / LANC000066) is recorded as occurring on 7 October 2019 and refers to a non-crime high-risk vulnerable child investigation. The incident address is recorded as Old School Close, 10 Old School Close, Southport, Banks, Lancashire, PR9 8SB. All the relevant persons on the referral are recorded as having given consent to sharing.

195. The victim is listed as AR, with adults, Dion Rudakubana and Laetita (sic) MUZAYIRE listed as involved parties. The home address of all three individuals is recorded as the same address as the incident address. The condition of the child (AR) is recorded as healthy. The demeanour of the child (AR) is recorded as happy. The behaviour of the child (AR) is recorded as 'other' and the option to describe this has not been recorded in this section. The investigation summary of the referral contains the written words of the inputting officer up until the line break as follows:

"CLOSED - HIGH RISK VA PVP - A referral came from ChildLine regarding [AR], who had made concerning comments to them. [AR] has been bullied by a male called [DPA] [DPA] and [AR] has become highly agitated and frustrated regarding this. As a result [AR] has taken a knife from his kitchen to school on several occasions.

[AR] was spoken to by police and admitted to taking the knife to school previously. He seemed honest throughout and told us that if things escalated with [DPA] then he believes he may use the knife.

[AR] was informed of the severity of the offence of simply carrying a knife. He seemed to understand this and became somewhat upset but did seem genuinely frustrated about the bullying. Though the school have taken some safeguarding steps it appears they haven't fully tackled the issues.

The school he attends is RANGE SCHOOL, FORMBY, who have been emailed to appraise them of this. The log has also been deferred for the attention of the AM Sergeant to call the school regarding it so that they can take further action.

[AR]'s mother is supportive of police investigation and had noticed her knife was missing, though she got it back from [AR] as soon as she realised and has now hidden them all.

There was some suggestion from [AR]'s mother that he may suffer from Autism however this is not diagnosed nor confirmed. His brother, Dion, [DPA] is in a wheelchair. There is additional risk in case [AR]'s behaviour deteriorates to the point where negative behaviour is also developed at home.

[AR] and his mother Laetita both consented to their details being shared."

196. Below the line break are the written words of the LANCON MASH SSO who assessed the referral.

197. A vulnerable child risk assessment was completed by the inputting officer, which they have recorded as being high-risk. The officer confirmed they assessed the risk to the child. The inputting officer is recorded as PC 4658 Alexander McNamee and their email address is captured.

How it was created and how it was subsequently handled

198. On 7 October 2019, the investigation was created on Pronto and registered to LANCON MASH.

199. On 8 October 2019 the referral was assessed by LANCON MASH SSO 14968 Rowan Nelson. SSO Nelson, with read only access, researched EHM to establish AR was not known to Children's Services. SSO Nelson established that AR's brother was known to Children's Services. SSO Nelson shared this high-risk referral to CSC, Education and Health (HCRG).

200. The status of the investigation is recorded as filed and the outcome is recorded as PVP – filed partner agency system.

The original risk grading, who applied it, and the basis for the same

201. A vulnerable child risk assessment was completed by the inputting officer, PC 4658 Alexander McNamee, which is recorded as completed at 22:42 on 7 October 2019. The original risk grading is recorded as high-risk. The officer confirmed they assessed the risk to the child.

202. The basis for the risk grading is recorded as:

"Reason For Starting: [AR] has been bullied at school and has taken a knife to school. Though he hasn't used it or got it out of his bag this shows potential for huge escalation. Whilst [AR] did appear to understand the severity of the offence and potential repercussions the risk is high that he could again take a knife to school.

The school are being made aware and are in Merseyside and [AR]'s mother has taken appropriate action with regards the knives.

[AR] definitely needs support around the bullying issue but also intervention around carrying knives. He does have friends but I believe feels isolated and targeted as the bully only goes for him.

The fact that he has told ChildLine and police that he believes he may use the knife in a bullying situation is obviously cause for serious concern".

Any changes to that risk grading, who decided to change it, and the basis for the same

203. There were no changes to the risk grading.

Whether I agree with the original risk grading and any decisions to change the risk grading

204. I have reviewed the referral and agree with the risk grading because taking a knife to school and speaking of causing harm to others is self-evidently high risk.

The outcome to the referral

205. The referral was shared to CSC, Education, and Health (HCRG). In respect of children and referrals to Health, LANCON MASH refer to HCRG, who provide health visiting services, health advice (from antenatal through to the first 5 years of a child's life) and school nursing services for 5 to 19-year-olds on behalf of LCC. LANCON do not receive any feedback responses from CSC, Education or HCRG.

206. On learning of the attacks on 29 July 2024, I tasked a LANCON MASH team leader with reviewing EHM. This revealed that this 7 October 2019 referral was screened by CSC and finalised as Level 2 on the CON and was signposted to the CFW service, which is part of Children's Services. LANCON MASH have read only access to EHM and do not have access to Education or HCRG computer systems.

What steps were taken, by Lancashire Constabulary or any other agency, to follow up on the outcome

207. As previously mentioned, and to summarise, LANCON MASH are an information sharing service, who do not receive any feedback responses from partner agencies following the sharing of information. Therefore, the police do not know what, if any, steps are taken as a result of the information being shared.

208. PC McNamee added a log entry on the investigation at 15:50 on 8 October 2019 referencing his telephone call to the safeguarding lead at AR's school.

Lancashire Constabulary's involvement in forwarding a safeguarding referral about AR received from Merseyside Police on 12 December 2019 to the MASH (LC-128/LANC000128; LC-129/LANC000129)

The content of the referral

209. At 11:30 on 12 December 2019 an email was sent to LANCON FCR from a Merseyside Constabulary email address:

safeguarding.referrals.secure@merseyside.pnn.police.uk

The subject line of this email was, '*Channel Referral – 19100723491 – [AR] – Level of Need OPEN.*'

210. The content of the email is recorded as,

"Dear Unlisted Partner/ Other Force

Please see attached referral to your agency. Additional notes where relevant are detailed below. Please take note of the data handling information at the foot of the email.

ADDITIONAL NOTES

LEVEL OF NEED 4 - Child has attended school with weapons with the intent to attack another pupil. Arrested for Sec 47 assault and possession of a bladed article and bailed with conditions to attend St Anne Street Custody on 12/12/2019. Bail Conditions NOT TO APPROACH OR COMMUNICATE [DPA] [DPA] OR [DPA] [DPA] [DPA] BY ANY MEANS WHATSOEVER, INCLUDING VIA SELF-SERVANT OR AGENT OR BY ANY SOCIAL MEDIA PLATFORM. NOT TO BE WITHIN 400 METERS OF RANGE HIGH SCHOOL, FORMBY, L37 2NY.

REFERRED BY

Julie Wishart."

211. The email refers to an attached referral, which I have not reviewed as it is not available due to the time passed and LANCON's IT retention policies.

How it was created and how it was subsequently handled

212. I am unable to comment on how the referral (if attached) was created as I have not seen it.

213. At 12:06 on 12 December 2019 LANCON FCR forwarded the email to LANCON MASH referrals. Within that same minute the email was forwarded to LANCON MASH's duty function.

214. At 13:25 that same day, LANCON MASH SSO Husna Mayat forwarded the email to Children's Services. I do not know if SSO MAYAT had read only access to EHM to establish if AR was known to Children's Services or communicated with anyone within LANCON or the MASH about this. SSO Mayat is no longer employed by LANCON.

The original risk grading, who applied it, and the basis for the same

215. The email provides the level of need as 4, which, along with the detail provided, leads me to assume they are referring to the CON. Level 4 is the highest level of need on the CON. It is not clear who applied the level of need but it is recorded as being referred by a Julie Wishart. The basis for the level of need is recorded as, *"Child has attended school with weapons with the intent to attack another pupil. Arrested for Sec 47 assault and*

possession of a bladed article and bailed with conditions to attend St Anne Street custody on 12/12/2019.”

Any changes to that risk grading, who decided to change it, and the basis for the same

216. There were no changes to the risk grading.

Whether I agree with the original risk grading and any decisions to change the risk grading

217. I have reviewed the email and agree that this incident meets the threshold for level 4 of the CON for self-evident reasons.

The outcome to the referral

218. The email was forwarded to LCC Children's Services. LANCON do not receive any feedback responses from Children's Services. I am not aware of the outcome.

What steps were taken, by Lancashire Constabulary or any other agency, to follow up on the outcome

219. Please see answer above. LANCON MASH do not receive any feedback responses from partner agencies and the police do not know what if any steps were taken as a result of the information being shared.

The MASH and Op Encompass referrals by Lancashire Constabulary in respect of AR as a vulnerable child on 5 November 2021 (LC-113/LANC000117; LC-43/LANC000077)

The content of the referral

220. Incident 04/178716/21 (LC-43 / LANC000076) is recorded as occurring from 14:20 on 5 November 2021 and refers to a non-crime medium-risk vulnerable child investigation. The incident address is recorded as 10 Old School Close, Banks, Lancashire, PR9 8SB. All the relevant persons on the referral are recorded as having given consent to sharing. AR and adults, Alphonfe (sic) Rudakubana and Laetitia Muzayire are all listed as involved parties. The home address of all three individuals is recorded as the same address as the incident address.

221. The circumstances of the referral contains the written words of the inputting officer up until the line break. The investigation summary contains the following:

“SOUTH OCR – VC REPORT FOR CLOSURE – NO FURTHER POLICE ACTION REQUIRED.

Child has autism and lives at home with parents and siblings.

Child is not currently engaged in education and has been led on the sofa in the lounge when a stranger has knocked at the door.

Child does not like people coming to the house and does not like parents going outside and this has caused him to become agitated and child has then been throwing things at walls and creating mess.

Child calmed on becoming aware that police had been contacted and parents then recontacted police, stating police intervention was not now required.

Parents then contacted Early Help Social support care services, as per previous arrangement. [AR] was calmed on police contact, be it that police response was via phone since family did not want police contact, of at least did not want police attending the address."

222. Below the line break are the written words of the LANCON MASH SSO who assessed the referral.

223. A vulnerable child risk assessment was completed by the inputting officer, which he has recorded as being of medium risk. The inputting officer is recorded as PC 2603 Simon Williams and his email address is captured.

How it was created and how it was subsequently handled

224. The investigation was created on Pronto on 5 November 2021 and was registered to LANCON MASH that same day.

225. On 8 November 2021 it was assessed by LANCON MASH SSO 12319 Amanda Mills. SSO Mills, with read only access, researched EHM to establish AR was known and open to Children's Services. The allocated worker was identified as Louise LEWIS from the CFW service. SSO MILLS shared this medium-risk referral to children's services for the attention of the allocated worker, Education and Health (HCRG).

226. The status of the investigation is recorded as filed and the outcome is recorded as NFA (no further action).

The original risk grading, who applied it, and the basis for the same

227. A vulnerable child risk assessment was completed by the inputting officer, PC 2603 Simon Williams, which is recorded as completed at 18:14 on 5 November 2021. The original risk

grading is recorded as medium risk. The officer confirmed that he assessed the risk to the child.

228. The basis for the risk grading is recorded as, *"Child has autism and has unpredictable outburst, which ad hd (sic) becomes older and physically stronger, the child is harder to manage and presents as much more of a threat during outbursts."*

Any changes to that risk grading, who decided to change it, and the basis for the same

229. There were no changes to the risk grading.

Whether I agree with the original risk grading and any decisions to change the risk grading

230. I have reviewed the referral and agree with the risk grading.

The outcome to the referral

231. The referral was shared to Children's Services for the attention of the allocated worker, Education and Health (HCRG). As previously stated, LANCON MASH refer to HCRG Care Group, and LANCON do not receive any feedback responses from Children's Services, Education or HCRG.

232. On learning of the attacks on 29 July 2024 I tasked a LANCON MASH team leader with reviewing EHM. This revealed that this referral was added as a general note for the attention of the allocated worker in CFW. LANCON MASH have read only access to EHM and do not have access to Education or HCRG systems.

What steps were taken, by Lancashire Constabulary or any other agency, to follow up on the outcome

233. As previously mentioned, LANCON MASH do not receive any feedback responses from partner agencies following the sharing of information and therefore the police do not know what if any steps were taken as a result of the information being shared.

The MASH and Op Encompass referrals by Lancashire Constabulary in respect of AR as a vulnerable child on 1 December 2021 (LC-114/LANC00119; LC-50/LANC00080)

The content of the referral

234. Incident 04/192945/21 (LC-49 / LANC000079) refers to an incident recorded as occurring from 18:00 on 30 November 2021 as a crime medium-risk vulnerable child investigation. The incident address is recorded as 10 Old School Close, Banks, Merseyside, PR9 8SB.

All the relevant persons on the referral are recorded as having given consent to sharing. The victim and person reporting is listed as Alphonse Rudakubana, the suspect is AR, with adults, Dion Rudakubana (sic) and Laetitia MUZAYIRE listed as involved parties. The home address of all four individuals is recorded as the same address as the incident address. The crimes are recorded as assault without injury – common assault and battery and other criminal damage to a vehicle (under £5000).

235. The circumstances of the referral contains the written words of the inputting officer within the first two paragraphs. The investigation summary of the referral contains the written words of the inputting officer up until the line break as follows:

“SOUTH CLOSE, OCR, S.39 assault and criminal damage to vehicle.

Offender with MH issues (autism) during argument with victim (father) over what was cooked for tea, has kicked Father to leg causing no injury. Offender has then thrown plate at red Ford Fiesta [DPA] parked outside on driveway, causing front window screen to crack. Police attended several hours after incident occurred and [AR] (suspect) had calmed down. Victim (father) does not want to support a prosecution against son and was after advice and support. Victim is aware that a referral will be submitted and consents for contact to be made. Suspect is already under cams.’

Suspect suffers with autism and it is not in public interest to prosecute and victim (father) does not want to make any complaint.

Victim has contacted Police for advice, due to struggling with son’s behaviour and MH, with referral being made. OIC support victim’s decision and offence is low level, no injuries sustained to victim (by being kicked in the leg). No BWV. Victim aware that investigation will be recorded and closed. Victim consents for details to be shared. Golden hour tasks completed.”

236. Below the second paragraph are the written words of the LANCON MASH team leader (“TL”) who assessed the referral.

237. A vulnerable child risk assessment was completed by the inputting officer, which they recorded as standard risk. The officer confirmed they assessed the risk to the child. The inputting officer is recorded as PC 3384 Keith Ward and their email address is captured.

How it was created and how it was subsequently handled

238. The investigation was created on Pronto on 1 December 2021 and was registered to LANCON MASH that same day.

239. On 4 December 2021 it was assessed by LANCON MASH TL Bryony Kerr and a decision was made to upgrade this to medium risk. TL Kerr, with read only access, researched EHM to establish AR was known and open to children's services, specifically the CFW service. TL Kerr shared this medium-risk referral to children's services for the attention of the allocated worker.

240. The status of the investigation is recorded as filed and the outcome is not recorded.

The original risk grading, who applied it, and the basis for the same

241. A vulnerable child risk assessment was completed by the inputting officer, PC 3384 Keith Ward, which is recorded as completed at 01:10 on 1 December 2021. The original risk grading is recorded as standard risk. The officer confirmed they assessed the risk to the child.

242. The basis for the risk grading is recorded as, '*S.39 assault, criminal damage to vehicle. MH.*'

Any changes to that risk grading, who decided to change it, and the basis for the same

243. There was a change to the risk grading. TL Kerr decided to upgrade or raise it to medium risk on the basis of, '*concerns re violence used by child.*' This is recorded as completed at 13:42 on 4 December 2021.

Whether I agree with the original risk grading or any decisions to change the risk grading

244. I have reviewed the referral and disagree with the original risk grading, and I agree with the amended risk grading.

The outcome to the referral

245. The referral was shared to Children's Services for the attention of the allocated worker. LANCON do not receive any feedback responses from children's services.

246. On learning of the attacks on 29 July 2024 I tasked a LANCON MASH team leader with reviewing EHM. This revealed that this referral was added as a general note for the attention of the allocated worker in CFW.

What steps were taken, by Lancashire Constabulary or any other agency, to follow up on the outcome

247. As above, LANCON MASH do not receive any feedback responses from partner agencies following the sharing of information. Therefore, the police do not know what if any steps were taken as a result of the information being shared.

The MASH and Op Encompass referrals by Lancashire Constabulary in respect of AR as missing from home and as a vulnerable child on 17 March 2022 (LC-73/LANC00090; LC-117/LANC000122; LC-116/LANC000121; LC-60/LANC000009; LC-75/LANC000010)

The content of the referral

248. Incident 04/53134/22 (LC-58 / LANC000082) is recorded as occurring from 08:30 to 11:14 on 17 March 2022 and refers to a missing from home (MFH) – other missing child/youth (under 18yrs) child investigation. The event location is recorded as 10 Old School Close, Banks, Southport, Lancashire, PR9 8SB. Alphonse Rudakubana is recorded as having not given consent to sharing. The missing person is listed as AR and Alphonse Rudakubana is listed as the involved party. The home address of both individuals is recorded as the same address as the event location. The circumstances of the referral contains the written words of the inputting officer up until the line break.

249. The investigation summary of the referral contains the written words of the inputting officer up until the line break as follows:

“[AR] (F) , 16 - Skelmersdale (Banks)

5ft6 black male, very slim build with an afro haircut. [AR] has a scar on his forehead from an injury when younger. [AR] was last seen wearing blue jeans and black Adidas trainers. [AR] is autistic and has ADHD. His needs are described as completed, as such he has left mainstream education and has been waiting to start in a special needs school, Pressfield. [AR] was meant to meet his new teachers and have a tour of the school today, he has gone missing before this meeting. [AR] previously attended Acorns and Range High School in Formby.

[AR] is currently taking sertraline to help with his mental health.

[AR] has been described as not liking crowded places. He does have a mobile phone but this is switched off and going straight through to VM. A message has been left by police. [AR] has been missing previously, although was found at Range High school within an hour.

The range for which [AR] has left the house is between 0830 and 1115 on 17.03.22. He has taken a house key with him. There are two council cameras overlooking the home address, these are currently being checked by Ormskirk CCTV for a more specific date.

A small knife has gone missing from the kitchen, parents believes, but can't confirm, [AR] has this.
[AR] has never threatened or attempted self harm."

250. Below the line break are the written words of the LANCON MASH SSO who assessed the referral.

251. A vulnerable child risk assessment was not completed by the inputting officer. The officer completed a MFH risk assessment, which they recorded as being of medium risk. The OIC is recorded as PC 8620 Fairclough.

How it was created and how it was subsequently handled

252. The investigation was created on Pronto on 17 March 2022 and was registered to LANCON MASH that same day. Again, on that same day, it was assessed by LANCON MASH SSO 12306 Ramonde Whittaker. SSO Whittaker identified that this was a missing from home episode relating to a child and that no VC and/ or VA risk assessment had been completed, which is required for a LANCON MASH assessment.

253. Children missing from home are automatically sent via email to Children's Services when a missing person investigation is created on LANCON's Connect system. When the child is located, a return question set is completed and when Connect is updated with this, a further automatic notification is sent to Children's Services via email. These automatic notifications bypass LANCON MASH. As the missing from home investigation did not have a VC and/ or VA risk assessment, SSO Whittaker recorded no further action.

254. The status of the investigation is recorded as filed and the outcome is recorded as "MFH Found – CHILD Lancashire County Council".

The original risk grading, who applied it, and the basis for the same

255. A VC and/ or VA risk assessment was not completed by the inputting officer, PC 8620 Fairclough as would be required for LANCON MASH assessment.

Any changes to that risk grading, who decided to change it, and the basis for the same;

256. This is not applicable as a risk assessment was not completed.

Whether I agree with the original risk grading or any decisions to change the risk grading;

257. This is not applicable as a risk assessment was not completed.

The outcome to the referral

258. The referral was not shared to partner agencies as there was no VC and/ or VA risk assessment completed and children missing from home are automatically shared to Children's Services on creation of the missing report and on closure of the missing report.

What steps were taken, by Lancashire Constabulary or any other agency, to follow up on the outcome

259. As previously mentioned, LANCON MASH do not receive any feedback responses from partner agencies. Therefore, the police do not know what if any steps were taken as a result of the information being shared.

The content of the referral

260. Incident 04/53311/22 (LC-71 / LANC000088) is recorded as occurring from 11:15 on 17 March 2022 and refers to a non-crime high-risk vulnerable child investigation. The incident address is recorded as 10 Old School Cl, Southport, Banks, Lancashire, PR9 8SB. All the relevant persons on the referral are recorded as having given consent to sharing. The victim is listed as AR, with adult, Laetitia Muzayire listed as an involved party. The home address of both individuals is recorded as the same address as the incident address. The condition of the child (AR) is recorded as healthy. The demeanour of the child (AR) is recorded as withdrawn. The behaviour of the child (AR) is recorded as shy.

261. The circumstances of the referral contains the written words of the inputting officer up until the line break as follows:

"SOUTH IMU

[AR] WAS REPORTED MISSING BY HIS MOTHER ON THURS 17/03. HE LEFT THE ADDRESS WHILST PARENTS WEREN'T HOME. [AR] WAS LOCATED A FEW HOURS LATER TRYING TO CATCH A BUS BUT NOT PAYING FOR IT. MOTHER NOTICED A SMALL KITCHEN KNIFE WAS MISSING TOO.

UPON POLICE ARRIVAL [AR] WAS CALM BUT WITHDRAWN. [AR] WAS COMPLIANT AND GOT OFF THE BUS WITH OFFICERS. [AR] ADMITTED HE HAD A KNIFE ON HIM AND WHEN SEARCHED A SMALL KITCHEN KNIFE WAS FOUND ON HIM. WHILST TAKING [AR] HOME HE DISCLOSED HE WAS PLANNING ON STABBING SOMEONE WITH THE KNIFE.

[AR] SAID THAT HE WANTS HIS TIKTOK / INSTAGRAM ACCOUNT DELETING AS THERE ARE EMBARRASSING VIDEOS ON THERE BUT CANT DO THIS HIMSELF AS

HE DOESNT KNOW HIS LOG IN DETIALS. WHEN [AR] ASKED HIS PSYCHOLOGIST WHAT WAYS CAN HE GET THE ACCOUNT DELETED SHE SAID SOMETHING ABOUT HAVING TO COMMIT A CRIMINAL OFFENCE. THIS HAS GIVEN [AR] THE IDEA TO COMMIT AN OFFENCE SO THAT HE CAN GET POLICE TO DELETE THE ACCOUNTS. [AR] SAID HE WAS GOING TO USE THE KNIFE TO STAB SOMEONE FOR THIS REASON AND HAS PREVIOUSLY TRIED TO MAKE POISON FOR THE SAME REASON.

[AR] SUFFERS WITH ADHD AND AUTISM AND IS BEING MOVED TO A SCHOOL THAT SPECIALISES FOR THIS AND IT IS POSSIBLE THAT THIS IS WHY HE HAS HAD A BAD MH EPISODE TODAY AS HE WAS DUE TO MEET HIS TEACHERS. [AR] DID NOT SEEM TO UNDERSTAND THE SERIOUSNESS OF THIS AND DID NOT THINK HE WAS DOING ANYTHING WRONG. [AR] SEEMED NOT OF SOUND MIND AND WAS ARGUMENTATIVE ABOUT POLICE NOT DELETING HIS TIK TOK ACCOUNT. [AR] WAS TAKEN HOME WHERE MUM WAS ADVISED TO KEEP KNIVES SECURE IN THE HOUSE. CONCERNS ABOUT HOW [AR] WAS NOT BOTHERED ABOUT HURTING SOMEONE.

PLEASE CAN ANY CONTACT BE MADE TO [AR]S MOTHER LAETITIA REGARDING THIS AND NOT DAD AS [AR] DOES NOT LIKE HIS DAD”.

262. Below the line break are the written words of the LANCON MASH SSO who assessed the referral.

263. A vulnerable child risk assessment was completed by the inputting officer, which they have recorded as being high-risk. It is not clear why the risk assessment is not presented within the referral, which, as stated above, is otherwise known as a Police Safeguarding Referral or PSR. The PSR is a document derived from the Connect investigation. The inputting officer is recorded as PC 1719 Eve Rhodes and her email address is captured.

How it was created and how it was subsequently handled

264. The investigation was created on Pronto on 17 March 2022 and was registered to LANCON MASH that same day. On 18 March 2022 it was assessed by LANCON MASH SSO 12306 Ramonde Whittaker. SSO Whittaker, with read only access, researched EHM to establish AR was known but closed to Children’s Services. SSO Whittaker shared this high-risk referral to CSC, Education and Health (HCRG).

265. The status of the investigation is recorded as filed and the outcome is recorded as ‘PVP – filed partner agency system’.

The original risk grading, who applied it, and the basis for the same

266. A vulnerable child risk assessment was completed by the inputting officer, PC 1719 Eve Rhodes, which is recorded as completed at 18:54 on 17 March 2022. The original risk grading is recorded as high-risk. The basis for the risk grading is not captured on the printed report, which seems to be a system (rather than user) error.

Any changes to that risk grading, who decided to change it, and the basis for the same

267. There were no changes to the risk grading.

Whether I agree with the original risk grading and any decisions to change the risk grading

268. I have reviewed the referral and agree with the risk grading for obvious reasons.

The outcome to the referral

269. The referral was shared to Children's Social Care (CSC), Education, and Health (HCRG). As above, LANCON do not receive any feedback responses from CSC, Education or HCRG.

270. On learning of the attacks on 29 July 2024 I tasked a LANCON MASH team leader with reviewing EHM. This revealed that this referral was screened by CSSH and finalised as Level 2 on the CON and a letter was sent to AR's Mother. LANCON MASH have read only access to EHM and do not have access to Education or HCRG systems.

What steps were taken, by Lancashire Constabulary or any other agency, to follow up on the outcome

271. As previously above LANCON MASH do not receive any feedback responses from partner agencies following the sharing of information. Therefore, the police do not know what if any steps were taken as a result of the information being shared.

The content of the referral

272. Incident 04/53346/22 (LC-72 / LANC000089) is recorded as occurring on 17 March 2022 and refers to a crime investigation. The incident address is recorded as DPA Liverpool Road, Rufford, Ormskirk, Lancashire, L40 1SQ. The suspect is listed as AR, with adult, "Alphonfe (sic) Rudakubana" listed as an involved party. The home address of both individuals is recorded as 10 Old School Close, Banks, Southport, Lancashire, PR9 8SB.

273. The circumstances of the investigation contains the written words of the inputting officer. The investigation summary of the referral contains the written words of the inputting officer up until the line break as follows:

*“**CLOSED** SOUTH QA. SUSPECT WAS A MISSING FROM HOME WHO IS A YOUNG BOY WHO HAS SEVERE AUTISM AND ADHD. WHILST MISSING HIS MOTHER NOTICED A KITCHEN KNIFE HAD GONE.*

THE MFH WAS FOUND ON A BUS AND WHEN ASKED HE ADMITTED TO HAVING A KNIFE. WHEN SEARCHING THE MALE A SMALL KITCHEN KNIFE, BLADE 2 INCHES WAS FOUND ON HIM.

THE BOY WAS RETURNED TO HIS HOME ADDRESS AND KNIFE RETURNED TO MUM WHERE SHE WAS ADVISED TO SECURE THE KNIVES. HIGH RISK PVP SUBMITTED FOR THE BOY.”

274. A VC, DA and/ or VA risk assessment was not completed by the inputting officer. The OIC is recorded as PC 8620 Fairclough.

How it was created and how it was subsequently handled

275. The investigation was created on Pronto on 17 March 2022 and was not registered to LANCON MASH.

276. The status of the investigation is recorded as filed and the outcome is not recorded.

The original risk grading, who applied it, and the basis for the same

277. A VC, DA and/ or VA risk assessment was not completed by the OIC, PC 8620 Fairclough.

However, there is reference in the log entries to a high-risk vulnerable child referral having been submitted. As above, the same incident had been shared to partner agencies as a high-risk vulnerable child referral with reference 04/53311/22.

Any changes to that risk grading, who decided to change it, and the basis for the same

278. This is not applicable as a risk assessment was not completed.

Whether I agree with the original risk grading or any decisions to change the risk grading;

279. This is not applicable as a risk assessment was not completed.

The outcome to the referral

280. This specific investigation was not shared to partner agencies as it had not been registered to LANCON MASH. However, the same incident had been shared to partner agencies as a high-risk vulnerable child referral with reference 04/53311/22.

What steps were taken, by Lancashire Constabulary or any other agency, to follow up on the outcome

281. As above LANCON MASH do not receive any feedback responses from partner agencies following the sharing of information. Therefore, the police do not know what, if any steps, were taken as a result of the information being shared.

The MASH and Op Encompass referrals by Lancashire Constabulary in respect of AR as a vulnerable child on 14 May 2022 (LC-119/LANC000124; LC-86/LANC000094; LC-87/LANC000208)

The content of the referral

282. Incident 04/86720/22 is recorded as occurring from 04:00 on 14 May 2022 and refers to a non-crime medium-risk vulnerable child investigation. The incident address is recorded as 10 Old School Close, Southport, Banks, Lancashire, PR9 8SB. All the relevant persons on the referral are recorded as having not given consent to sharing. AR and adult, Laetitia MUZAYIRE are listed as involved parties. The home address of both individuals is recorded as the same address as the incident address. The condition of the child (AR) is recorded as malnourished. The demeanour of the child (AR) is recorded as quiet. The behaviour of the child (AR) is recorded as shy.

283. The circumstances of the referral contains the written words of the inputting officer up until the line, 'SSO 11913 Patel 14/05/2022-Information added by MASH'. The investigation summary of the referral contains the written words of the inputting officer up until the line break as follows:

"South (SB) OCR

Mis-directed 999 call from MERPOL for the police to attend 10 OLD SCHOOL CLOSE, BANKS.

Alphonse RUDAKUBANA (father answered) the door who stated his autistic son [AR] was causing issues.

[AR] had suddenly awoken demanding his fathers laptop. He was denied access to the computer in the early of the morning and threw food around the kitchen. He locked himself in the bathroom and over filled the bath causing the electricity to short out.

He has a **DPA** older brother.

He refused to attend his educational placement in a special needs school in Southport.

He has refused to take his prescribed medication for his autism for the past week and this is having a profound effect on his well being.

He is getting older and stronger. His parents are struggling to cope with him. They are going to contact CAHMS and his GP.

Any help would be greatly assist the family".

284. This LANCON MASH SSO's recorded assessment of the referral is then recorded.

285. A vulnerable child risk assessment was completed by the inputting officer, which they have recorded as being high-risk. The officer confirmed they assessed the risk to the child. The inputting officer is recorded as PC 275 Peter Andrews and their email address is captured.

How it was created and how it was subsequently handled

286. The investigation was created on Pronto on 14 May 2022 and was registered to LANCON MASH that same day. Again, on that same day it was assessed by LANCON MASH SSO 11913 Farzana Patel and a decision was made to downgrade this to medium risk. SSO Patel, with read only access, researched EHM to establish AR was known but closed to children's services. SSO Patel shared this medium-risk referral to CSSH, Education, and Health (HCRG).

287. The status of the investigation is recorded as 'Filed' and the outcome is recorded as 'PVP – Filed Partner Agency System'.

The original risk grading, who applied it, and the basis for the same

288. A vulnerable child risk assessment was completed by the inputting officer, PC 275 Peter Andrews, which is recorded as completed at 06:17 on 14 May 2022. The original risk grading is recorded as high-risk. The officer confirmed that he assessed the risk to the child.

289. The basis for the risk grading is recorded as, 'severe autism.'

Any changes to that risk grading, who decided to change it, and the basis for the same

290. There was a change to the risk grading. SSO Patel decided to downgrade it to medium risk on the basis that, '[AR] would benefit from intervention and support in being able to

manage his behaviour. As well as advice and support for his family who are struggling to cope. This is recorded as completed at 07:23 14 May 2022.

Whether I agree with the original risk grading or any decisions to change the risk grading

291. I have reviewed the referral and disagree with the original risk grading from the information provided. I support the amended risk grading as this referral did not meet the threshold of high risk as AR was not suffering or likely to suffer significant harm.

The outcome to the referral

292. The referral was shared to CSSH, Education, and Health (HCRG). In respect of children and referrals to Health, LANCON MASH are referring to HCRG. HCRG provide health visiting services, health advice (from antenatal through to the first 5 years of a child's life), and school nursing services for 5 to 19-year-olds on behalf of LCC. LANCON do not receive any feedback responses from children's services, Education or HCRG.

293. On learning of the attacks on 29 July 2024 I tasked a LANCON MASH team leader with reviewing EHM. This revealed that this referral was screened by CSSH and finalised as level 2 on the CON. Advice and signposting were provided to the father of AR and School were to complete an early help assessment. LANCON MASH have read only access to EHM and do not have access to Education or HCRG systems.

What steps were taken, by Lancashire Constabulary or any other agency, to follow up on the outcome

294. As above, LANCON MASH do not receive any feedback responses, and the police do not know what if any steps were taken as a result of the information being shared.

As regards the forwarding of the Merseyside Police referral on 12 December 2019, any steps that were or should have been taken by Lancashire Constabulary to quality assure, risk assess or develop that referral, either before or after it was forwarded

295. As the incident occurred in the force area of Merseyside Police ("MERPOL"), responsibility for crime and case management laid with them. As AR was a Lancashire child, the email referral was created by MERPOL for the purposes of information sharing. This was actioned by LANCON MASH within 2 hours and shared with Children's Services. I do not know what then took place.

296. I have seen documents which confirm that a strategy meeting took place between MERPOL managing the case, CSC and the school, amongst other relevant agencies on

17 December 2022. The email from MERPOL refers to AR being an open child and it appears from the subject line that a Channel referral was made. I do not believe creating a non-crime investigation to store the referral was necessary, as the information was known and shared and contained details such as the arrest and bail conditions, which were already stored and accessible via PNC, PND and subsequently LANCON intelligence systems.

Whether I consider that the relevant training, policy and guidance in place at the material time was followed as regards each of the above referrals.

297. I was not in post during the material time. However, I have reviewed the policies, training and guidance pertaining to that time and consider that they were followed in respect of the above referrals. As would be expected, each of the above LANCON calls to service relating to AR were shared from LANCON MASH to Children's Services.

298. With the benefit of hindsight, all three could have been improved. As an example, I have been unable to locate a formal training record for LANCON MASH staff during the material time to ascertain who attended the LANCON MASH training days.

299. In respect of how LANCON MASH managed external referrals, the guidance on all referrals received was to seek advice from a LANCON MASH team leader as to whether it required an investigation creating or forwarding onto CSC. I am unable to ascertain whether this occurred as the staff member has since left the organisation and, therefore, I am unable to ask her whether she did consult with a team leader or took the decision herself. I am also unable to ascertain whether the staff member had a multi-agency discussion with Children's services or researched EHM.

300. However, on consulting with a team leader who was in post at the relevant time, their advice would have been not to record an investigation for the reasons I have outlined above. Following a full systems thinking review of MASH in 2017, a LANCON referral containing this already known information would likely have been deemed as a duplicate inappropriate referral and therefore waste demand.

REFLECTION OF EVENTS

301. I have been asked what steps Lancashire Constabulary took, following 29 July 2024, to identify and assess its prior dealings with AR in respect of the MASH (LC-141 / LANC000141).

302. On 29 July 2024 and over the following days, I reviewed Connect to identify and assess whether AR was known to MASH. I identified 6 investigations involving AR that had been registered to LANCON MASH. I tasked a colleague with access to EHM to undertake research to identify the outcome for each referral sent by LANCON MASH to Children's services. I collated the information and created a chronology of these investigations on a Word document and shared this to brief Senior Leaders, which I will exhibit as **MK/17 – LANC000141**. I attended a Gold meeting that evening and summarised the chronology to participants.

303. Thereafter, LANCON's Professional Standards Department ("PSD") conducted a review of LANCON's response to each interaction with AR. I liaised with a colleague in PSD about AR's involvement within MASH. I am not aware of any other steps taken by LANCON.

304. I have been asked whether I consider that Lancashire Constabulary's MASH and Op Encompass referrals identified and/or addressed, adequately or at all, the risk that AR posed to others.

305. In respect of LANCON MASH referrals only, I consider the referrals adequately identified the risk that AR posed to a named child and the wider public. On one occasion the referral highlighted that AR, *'told us that if things escalated with [DPA] then he believes he may use the knife.'* On another occasion the onward sharing of the email from MERPOL highlighted AR had been found in possession of a knife and had committed an assault.

306. Furthermore, another referral highlighted that AR had been found with a knife and was, *'going to use the knife to stab someone,'* and had, *'previously tried to make poison.'* Having reviewed the information available I can say that these three pieces of information were shared appropriately and in a timely manner.

307. I have been asked, if not, why I think that this was the case, in circumstances where AR was (1) referred to the MASH/Op Encompass on multiple occasions; and (2) multiple

referrals identified that he was in possession of weapons and/or had been violent, or threatened violence, towards others. In light of my answer above, I have nothing to add.

308. I have been asked on reflection and with the benefit of hindsight if necessary, whether I consider that Lancashire Constabulary could have done more or done things differently as regards its involvement with AR in the context of the MASH process. I have been asked to address this both with the knowledge that I had at the time and, if different, now with the benefit of hindsight and/or wider understanding of the events.

309. With the benefit of hindsight, following the events of 17 March 2022, I acknowledge that LANCON MASH could have considered a referral to Prevent having regard to the cumulative information on AR by that date. However, I note that there was no information to suggest that AR had any ideological leanings. Of course, by that date, LANCON MASH would not have known about the previous three Prevent referrals as we do not have access to their systems. There are two separate 7 minute briefings for Prevent, one is for LANCON on how to submit a Prevent referral and the second is for partner agencies and was created by Lancashire Prevent Partnership.

310. Section 2 of the LANCON Prevent briefing is titled, "*What's relevant?*", and states, "*The signs of radicalisation can be similar to those of sexual and criminal exploitation. Be on the lookout for the following:*

- *A change in behaviour*
- *A grievance against a race/ religion/ group*
- *Secretive*
- *A very strong political or social opinion*
- *Talking as if from a script*
- *Unwillingness or inability to discuss their views*
- *A change in language used*
- *'them versus us' thinking.'*

311. LANCON MASH did not have information to support any of the above risk indicators. There was no information to indicate radicalisation or terrorism, which would prompt a Prevent referral. AR communicated a specific reason for why he wanted to commit offences, namely wanting his social media accounts deleting. Whilst AR's behaviour was very concerning, it did not appear to be terror related nor, as I have mentioned, was he showing any ideological leanings which may have tipped the balance. Whilst with

hindsight it could have been considered and discussed, I do not believe it was an obvious Prevent referral.

312. I understand that ACC Winstanley will reflect upon what LANCON more generally (i.e. beyond LANCON MASH) might or could or should have done.

313. Each LANCON MASH referral relating to AR was shared to Children's Services and on occasion Children's Services and others, including Education and Health (HCRG). On two occasions LANCON MASH shared solely to Children's Services, namely 12 December 2019 and 4 December 2021. On both occasions, AR was a child open to Children's Services and therefore the lead professional at Children's Services was deemed the best person to coordinate the response to the further risks and work with AR, his family and other relevant partners.

314. I have been asked whether I consider that the (a) guidance; (b) training; and (c) resources available to officers and staff within Lancashire Constabulary were adequate for the nature of the involvement they had in the events under investigation and to address this with the benefit of hindsight if necessary.

315. I was not in post during the material time and was on maternity leave from May 2021 to June 2022. I consider the guidance, training and resources available to officers and staff within LANCON were adequate during the material time for the nature of the involvement they had in the events under investigation. On each call to service involving AR, he was registered to LANCON MASH, which resulted in onward sharing to Children's Services. With the benefit of hindsight, the guidance, training and resources available to LANCON MASH could have been better. It was not always clear when guidance had been updated, who had received training and what resources were used. These areas for improvement will hopefully fall within the parameters of the LANCON MASH review.

IMPROVEMENTS

316. I have been asked if I am aware of relevant improvements that have been made by my organisation since these events.

317. I am not aware of any relevant improvements, additional training or guidance that have been made by LANCON since these events. However, in June 2025 LANCON MASH started a review led by the LANCON Corporate Services Change Team of police referrals

within Pan-Lancashire MASH units. This review is ongoing and may well be influenced by the findings of the Southport Inquiry.

318. The review will seek to:

- Understand LANCON's response to vulnerability, in particular police vulnerability referrals (VA, VC & DA).
- Undertake an evidence-based review of Police referrals across the three areas (Blackpool, Lancashire, Blackburn with Darwen).
- Analyse demand, capacity and resourcing.
- Ensure the Police process is consistent, efficient, and fit for purpose & clarify our offer to our Partner Agencies.
- Improve quality and timeliness of shared information from the Police.
- Identify digital options and ICT products that could be used.

319. I understand that the Chair is tasked with making recommendations but ensuring, through engagement with relevant practitioners, the recommendations are practicable. I have been asked to set out any improvements that could be made relevant to my own area of involvement that would be practicable and make an effective difference.

320. I believe a return to a full time co-located MASH would benefit vulnerable people within Lancashire. This will promote multi-agency discussion and build understanding around thresholds and processes. I would prefer personnel in MASH to all to work from the office on a full time basis rather than from home.

321. The ability to share a safeguarding concern for a child direct to CAMHS (where necessary) and their GP would surely be in the best interests of the child.

322. For those partners not present within MASH, such as CYJS, Prevent, and Channel, access to their systems would enable LANCON MASH to understand if a child was open, known or unknown to their service.

323. Clear direction of pathways to and from these partners would also assist LANCON MASH to understand their thresholds, offers, actions and outcomes.

324. Feedback responses from all agencies will help inform decision making and naturally lead to discussions about why some outcomes have been delivered as opposed to others.

This will strengthen rationales and provide opportunities for professional challenge and escalation where necessary.

325. As previously stated, I would like to see one MASH per county, which aligns with the police service covering the county. This would, in my view, make processes and procedures more effective and efficient.

326. I would also like to see one agreed multi-agency risk grading document around levels of need, as this would ensure clarity around thresholds and reduce ambiguity. Levels used by LANCON such as high, medium and standard would be preferred to the continuum of need, which has 4 levels.

327. I think all police high risk referrals and those at level 4 on the continuum of need should generate a strategy discussion in every case. This would help all partners to know who was doing what (i.e. roles and responsibilities) and thus enforce accountability, i.e. gripping each referral and ensuring clarity on who the lead professional should be.

328. I would also like to see one computer database for all partners in MASH so that all partners can view which service holds information on each child. Requests to access each other's data, via appropriate authorities, could then be made. In other words, I should like to see a National Information Sharing System for safeguarding concerns for vulnerable children.

329. To give an example of why I think this is necessary, some high-risk families will deliberately move areas to disrupt the ability of the police and partner services to monitor risk. After the murders of Jessica Chapman and Holly Wells (the Soham murders), gaps in police intelligence were identified, leading to the creation of the Police National Database. However, there is no national data-base equivalent for Children's Services. In the present case, had, for example, AR's parents moved to Cumbria, the local Children's Services would not have known about any of the incidents known to Lancashire Children's Services unless they applied to LCC for that information.

330. Finally, I do not believe it is appropriate for partner agencies to send a letter to the relevant child or family when they have been unable to contact a child or family. There can be several reasons why that letter may not have been responded to. An improvement on this would be for the professional best known to the family to make personal contact to ensure no child is prevented from receiving support and / or intervention.

Statement of Truth

I believe that the facts stated in this witness statement are true. I understand that proceedings may be brought against anyone who makes, or causes to be made, a false statement in a document verified by a statement of truth without an honest belief in its truth.

Signed:  **Signature** _____

Dated: 31 August 2025

Index to the Witness Statement of Melissa Kelly

Exhibit No.	Inquiry reference No.	Document description
MK/01	LANC000300	Multi-Agency Safeguarding Hub Memorandum of Understanding (version 4) dated September 2017
MK/02	LANC000301	Multi-Agency Safeguarding Hub Memorandum of Understanding (version 5) dated March 2024
MK/03	LANC000299	Multi-Agency Safeguarding Hub Information Sharing Agreement
MK/04	LANC000295	Child Safeguarding Assurance Partnership Governance Arrangements dated December 2024
MK/05	LANC000312	Multi-Agency Safeguarding Hub Operational Manual version 14 dated November 2021
MK/06	LANC000335	Multi-Agency Safeguarding Hub Operational Manual version 15 dated August 2022
MK/07	LANC000358	Multi-Agency Safeguarding Hub Operational Manual version 16 dated October 2022
MK/08	LANC000372	Multi-Agency Safeguarding Hub Operational Manual version 17 dated June 2023
MK/09	LANC000167	Multi-Agency Safeguarding Hub Operational Manual version 17 dated December 2023
MK/10	LANC000379	Multi-Agency Safeguarding Hub Operational Manual version 17 dated June 2024
MK/11	LANC000012	National Police Chief Council's MASH advice to Police Forces dated July 2023
MK/12	LANC000390	National Police Chief Council's MASH advice to Police Forces dated June 2025
MK/13	LANC000387	Multi-Agency Safeguarding Hub Re-Design Principles dated 2017 - 2018
MK/14	LANC000394	Lancashire Constabulary Vulnerable Adult Supporting Procedures dated October 2016
MK/15	LANC000171	Lancashire Constabulary Child Protection Help and Guidance revised November 2022
MK/16	LANC000062	Multi-Agency Safeguarding Hub Training Presentation to Student Officers

MK/17	LANC000141	Multi-Agency Safeguarding Hub AR Chronology dated 29 July 2024
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