



Report to the Police and Crime Panel

Report title: Multi-Agency Safeguarding Hubs (MASH)

Date: 24th March 2023

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Purpose of the report: At the request of the PCP

Recommendations: For noting only

1. Executive Summary

This document provides a high-level overview of the initial implementation of Multi-Agency Safeguarding Hubs (MASH), the current landscape, emerging risks and opportunities for the future.

MASH sits within Crime, under the Protecting Vulnerable People (PVP) portfolio (*appx.1*). Comprised of nine co-located hubs across Thames Valley (*appx.2*), the hubs are responsible for co-ordinating the Police response to statutory safeguarding obligations under Working Together 2018, The Children Act 1989 and 2004, Children and Social Work Act (2017) and the Crime and Disorder Act 1998. MASH responsibilities extend across the child, adult and domestic abuse work streams; incorporating each of the 14 vulnerability strands recognised by the National Vulnerability Action Plan (NVAP), and features prominently in Child Safeguarding Practice Reviews (CSPRs) Domestic Homicide Reviews (DHRs) and Safeguarding Adult Reviews (SARs) as a police-related contact point.

The founding principles for MASH were to provide early identification and understanding of risk, need and harm. The Home Office (2014) report on MASH's across the UK agreed that the core functions of a multi-agency hub were:

1. Acting as a single point of entry: gather all notifications related to safeguarding in one place.
2. Enabling thorough research of each case to identify potential risk
3. Sharing information between agencies (supported by a joint information-sharing protocol).
4. Triaging referrals: exemplified in the use of agreed risk ratings.
5. Facilitating early intervention to prevent the need for more intensive intervention
6. Managing cases through coordinated interventions.

MASH has been subject to multiple internal reviews; the most significant being the MASH Process and Policy Review in 2020 (*appx.3*), commissioned to consider the long-standing challenges of demand exceeding the teams' capacity and the persistent failure to meet statutory obligations. The review proposed 17 recommendations for change and MASH was placed, and remains on the Force Strategic Risk Register. A MASH is not a statutory requirement and there is no standardised or nationally recognised model for coordinating sharing of referrals between police and partners. TVP participate in the National Police Chief Council meetings for MASH and Early Intervention, Thresholds & Referrals and the National Reviews implementation events. The networking opportunities from these groups



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are invaluable but have not led to TVP identifying an existing model that would better suit the TVP landscape than our existing arrangements

2. MASH implementation

In 2013, the four Referral Centres based in Berks x2, Bucks and Oxon transitioned to Multi-Agency Safeguarding Hubs, and given the appetite amongst partners to create a hub within each Local Authority (LA) area, six MASHs were established in Berkshire. The benefit of these co-located partnerships was the ability to work alongside partners, building trust and understanding of one another's roles and responsibilities, which improved the timelessness and quality of information and intelligence sharing. However, the shift required an uplift of four supervisors at a considerable cost to TVP. The current Chief Constable, Mr Campbell, then negotiated a three-year financial arrangement with Royal Borough of Windsor and Maidenhead (RBWM), Bracknell, Wokingham and West Berks to each contribute £37,500 pa to fund the additional staff member themselves, each of which has continued to pay since implementation.

The remaining police resources within the Berkshire hubs were split equally during the transition and were not necessarily indicative of local variations in demand. Consequently, localisms developed and practices were adapted to accommodate police capacity and the LA priorities creating a disparate service delivery and 'postcode lottery' for children and adults at risk of abuse and neglect. A subsequent MASH Efficiency and Effectiveness Programme highlighted insufficient detective resilience with PVP and ratified the decision to civilianise the MASH sergeant posts to Police Staff Supervisors by September 2020, saving £101,748 pa. This workforce modernisation plan was opposed by Slough Council citing the loss of investigative skills within the MASH as a potential risk. They continue to reference Detective Sergeants as their preferred model, including a written appeal authored by the Interim Chief Executive and Chair of the Slough Safeguarding Leaders Group in July 2022 and again verbally in December 2022. No rationale was provided on either occasion to justify Police officer provision over Police staff. In response, TVP explained the preferred model for police resources is to expose Police Staff supervisors to the same specialist child abuse and domestic abuse training received by detectives and maintain warranted officers in roles that require their specific skill set. Police officers within MASH would not ever be required to deploy to incidents or exercise their police powers and so the existing model makes best use of the existing skills and capabilities with the TVP workforce.

Historically, Detective Chief Inspectors (DCIs) within PVP had operational oversight of MASHs but challenges with consistency and capacity evidenced within Ofsted and Joint Targeted Area Inspection (JTAI) reports prompted a shift to a central DCI. Due to the complexities of MASH, several changes took place including a short-term second DCI, subsequently removed in early 2020, before the MASH 2020 review evidenced the necessity for a senior manager post. Today, the TVP MASH establishment is unique, comprised entirely of police staff up to Detective Superintendent level. (*appx.4*). TVP have experienced no criticality as a result of this decision and received no direct criticism arising from His Majesty's Inspectorate of Constabularies Fire & Rescue Service (HMICFRS) inspections. In contrast, MASH has been invited to speak at the College of Policing's Police Staff Conference in March 2023 to share the benefits of TVP's innovative staff retention and development pathways.



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3. MASH demand

The MASH Process and Policy Review 2020 was instigated due to the longevity of difficulties in maintaining the expected and statutory level of services provided by MASH, particularly within the timeliness of information sharing and police participation in statutory child protection meetings. Since implementation, the team structure within the hubs had remained largely unchanged with no significant increase in staffing despite MASH continuing to absorb a year on year increase in demand throughout all areas of business. The review assessed the range of variance between the 13 core MASH functions to identify opportunities to streamline current processes or utilise new technology. The 17 recommendations proposed did not aspire to develop a ‘Gold standard’ service provision; instead, it sought to find cost-negligible solutions to maximise existing resources, reduce duplication and modernise working practices.

4. Core functions

External Child Protection referrals	Domestic Abuse reports
Internal Child Protection referrals	Domestic Abuse triage process – standard risk
LADO referrals -Position of trust offences (Local Authority Designated Officer)	Operation Encompass
Police checks	Probation checks – reallocated to PPU/MOSOVO¹ MASH 2020 review
MASH enquiries	DVDS: Clare’s Law – reallocated to DAIU MASH 2020 review
Initial Child Protection Conferences	NEW 2022: Strategy meeting requests (displaced from CM)
Review Child Protection Conferences	NEW 2022: Programme Hydrant (displaced from PIT, was previously Op Hydrant)
Internal Adult Protection referrals	NEW 2022: Exploitation front door (displaced from M&E hubs/VRU/MIST)

An extensive change project ensued, which included reallocating Domestic Violence Disclosure Scheme (DVDS - Clare’s Law) checks to the Domestic Abuse units and Probation checks to the Public Protection Unit - PPU (now known as Management of Sexual or Violent Offenders - MOSOVO). A skills gap analysis was conducted on existing MASH staff followed by an extensive training delivery programme to develop omn-competency across the remaining functions. Standardised processes were embedded, eliminating localised practices to generate consistency of service force-wide and increase resilience capability across MASH boundaries. Specialist departments and frontline teams received Vulnerability and Safeguarding training to remind them of their safeguarding responsibilities and the role of MASH to improve the quality and frequency of internal referrals. Consultation took place with partners via a Survey to elicit their views and engage them

¹ PPU – Public Protection Unit; MOSOVO – Management Of Sexual Or Violent Offenders



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in the change process and updates were communicated from the Chief Constable to the LAs in writing. By far, the most significant contributor to modernising MASH has been the implementation of Robotic Automated Processes to create capacity and manage risk appropriately.

5. MASH Robotic Process Automation

By September 2020, MASH had concluded the demand scoping and a successful Annual Planning Process (APP) bid supported by the PCC and CCMT resulted in an uplift of six MASH Support Officers force-wide. Simultaneously MASH submitted a request for 'virtual workers' proposing the use of Robotic Process Automation (RPA) to relieve some of the administrative demand around triaging large volumes of Domestic Abuse and Adult Protection referrals into the MASH. MASH has since been able to expand the use of robotics to incorporate five key businesses areas, and provide both a reactive research function that identifies hidden harm to prioritise those at the highest risk of harm and more recently, to proactively seek out potential escalation before an individual has been subjected to a harmful incident. The MASH establishment had evolved to include 58FTE police staff and five RPA processes, collaboratively managing 14,000 tasks per month in a unique and innovative way.

6. Reactive MASH RA processes

- **Adult Protection (AP):** RPA Prioritises each AP incident tasked to MASH (around 120 every 24hrs) by extracting the risk grading applied by attending officers. Identifies existing flags that highlight vulnerability or children named on the Police reports involvement tab. Conducts research on adults to identify any potentially 'missed' children that may be impacted by the needs, behaviour or abuse of the person at risk. Records demand based on beatcode and risk grading to assist with forecasting or identifying trends.
- **Domestic Abuse (DA):** As listed above (around 250 every 24hrs), in addition to ensuring attending officers comply with the Risk Grading Consistency Policy and upgrades incidents as required, creates or extends DA person and location flags for Niche and CMP, creates and updates Risk Management Occurrences. Tasks the Domestic Abuse Investigation Unit (DAIU) and medium risk safety planners and extracts specific answers from the DOM5 to measure the prevalence of non-fatal strangulation.
- **Operation Encompass:** (Notification of DA to schools)
Identifies children recorded within DA incidents that do not have school details recorded on Niche. Compiles a daily spreadsheet, emailed to each LA area with a drop-down selection for each school signed up to the scheme and updates Niche with the school details provided. Around 2000 notifications are shared with schools each quarter. Notifications increased by 150% immediately following implementation of RPA in to this business area

7. Proactive MASH RPA Processes



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- **Strategy meetings:** Developed to relieve demand on Contact Management (CM) (around 600 calls per month) and improve service delivery to partners by eliminating call waiting time.
LA partners email a request for a strategy meeting, police or MASH check to an allocated inbox, managed by the RPA. RPA creates a new occurrence on Niche, adds nominals, addresses, linked occurrences and uploads the request form. The RPA adds an entry to the Occurrence before tasking the appropriate MASH. The RPA will send an email response, confirming receipt and providing a police reference number or requesting further information if the form is incomplete.
- **Domestic Violence Disclosure Scheme (Clare's Law):** RPA identifies current or expired high-risk DA perpetrators in new or previously unknown intimate relationships to prompt a 'Right to know' disclosure to their partner. This process is currently being extended to include repeat medium risk offenders and is the subject of a Randomised Control Trial, supported by an academic to track the impact on victims of DA.

The implementation of RPA has transformed MASH's ability to appropriately triage an ever-increasing workload, uncover indicators of harm that might otherwise be hidden and attempt to prevent future risk of harm to potential victims. In addition, an unintended positive consequence of RPA within MASH processes is the extent to which it tracks MASH demand and output, generating a reliable assessment of frequency and severity of demand, which supports horizon scanning including the ongoing force review and informs future resource planning. The interim data obtained by the DVDS process is showing potential patterns in offending behaviour, which could be used to assist future offender-targeted schemes or practices. MASH have supported wider TVP and software owners Blue Prism with disseminating working practices to other forces, at conferences and recording a promotional video.

8. Current Challenges

Maintaining standardisation

Despite the significant progress in standardising processes to provide a consistent force-wide police response to partners and the public, MASH working practices constantly evolve to accommodate local and national learning. MASH work collaboratively with Governance and Service Improvement to effect change where required and has presented at the Compendium of Learning Conferences. MASH provide inputs at the DA, Child Abuse specialist and PIP1 investigator courses and has presented bespoke inputs for CAIU, FISO and MOSOVO. Internally, MASH delivers a virtual learning session for the team every 6-weeks to discuss emerging trends and compliance issues or initiate process updates or changes. The MASH 2022-2024 Vision Statement identifies 10 areas for development and helps drive continuous improvement. It is aligned to internal and external learning and the National Vulnerability Action Plan. (*appx.5*).

A Police Staff management structure is advantageous for MASH as it provides a more stable oversight of previous iterations, which helps prevent duplication or regression. This 'legacy' knowledge is particularly useful in managing frequent LA requests to align police



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practice with their local priorities or capacity. As their largest referrer, there is continuous pressure on police to reduce demand on partner agencies, most typically those LAs under significant financial strain or recovering from an adverse Ofsted inspection. The MASH management team and wider PVP take a robust stance in maintaining the force position until an evidence-base for change is available and a force-wide resolution is appropriate.

National Picture

The National review into the murders of Arthur Labinjo-Hughes and Star Hobson (*appx.6*) recommended that child protection practices are delivered at a local level and are multi-agency end-to-end in dedicated multi-agency child protection units in every LA area. This would require a significant change in resourcing and delivery of our already stretched MASH and Child Abuse Investigation Units (CAIU). The review does not acknowledge the complexities or volume of MASH demand nor the challenge for forces serving multiple local authority areas with vastly different priorities such as TVP. The anticipated 'Expert-led, multi-agency model for child protection investigation, planning, intervention and review' will likely have profound implications for all partners and will alter Children's Social Care' expectations of police. There is a significant risk that TVP will not be able to fulfil either the national recommendations, or partner expectations.

Despite this emerging national vision, internally there is an appetite for MASH to consolidate police staff into two Berkshire hubs to improve efficiency. In 2018, TVP's Berkshire MASH Options Paper (*appx.7*) initiated a discovery project that aspired to merge the six smaller MASHs into one or two centralised hubs, replicating the Oxfordshire and Buckinghamshire models. From the multi-agency discussions held, it was apparent that there was no appetite from partners to change the existing model due to concerns that Reading and Slough's demand would supersede the smaller local authority areas. As previously mentioned, work following the MASH 2020 review has addressed the geographical fragmentation of resources and local variations in demand and approach, by instigating a force-wide standardisation programme. The introduction of a demand, resilience and escalation process across the three counties has allowed MASH to virtually move resources across geographical boundaries in response to risk and demand. Often a supervisor will take responsibility for two of the least complex hubs, which has resulted in some dissatisfaction from partners who feel they have 'lost' their dedicated police resource. There has been no criticality identified from cross-boundary working and MASH is transparent about the resourcing model during inspections.

Remote working

COVID-19 lockdown restrictions resulted in the six Berkshire MASHs accommodated within local authority estates closing in early 2020, displacing 26 TVP employees. After almost three years of continuous home working Reading and Bracknell were the last to return to the office, whilst Slough and Wokingham reduced the TVP footprint within their buildings, all without prior consultation. In contrast, Oxon, Bucks and MK MASHs were able to operate effectively within social distancing guidelines and maintained direct supervision of MASH staff for recruitment, training and welfare purposes. TVP MASH currently lacks the autonomy to determine where and when Berkshire team members will attend their



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workplace, which has caused considerable disruption to staff recruitment and development and will continue to have unfair implications on future hybrid working arrangements due to desk availability in Local Authority owned estates.

The 2022 RBWM JTAI and Group Based CSE inspections both exposed the continued challenges of local authority-based MASHs attempts to revert to localised, LA-led processes that dilute standardised TVP practices. Previous attempts to amalgamate TVP resources were unsuccessful due to the detrimental impact on partner confidence however; this sustained period of virtual working - instigated by local authority partners - has provided proof of concept. COVID-19 has demonstrated that TVP can fulfil its statutory obligations, maintaining effective safeguarding provisions and efficient working relationships with no reduction in service quality. Detective Superintendent Clare Knibbs wrote to partners in June 2022 (*appx.8*) to advise that TVP did not intend to revert to physical Police attendance at Child Protection conferences, as this would negatively affect our capacity to attend and undo the 30% increase in force-wide compliance since the introduction of Microsoft Teams. Despite this, Oxfordshire LA have advised that they will cease to accommodate a hybrid-style conference with Teams week commencing 23rd February 2023, with objections raised by TVP MASH and Health partners around the availability of police, teachers, GP's and health visitors in person.

Finances

Changes in the local authority's financial commitments present a further concern for MASH. RBWM and West Berks have informally disclosed that they intend to withdraw the annual contributions towards the additional Berkshire supervisors. The original financial agreement initiated by Mr Campbell in 2015 was intended to last for three years, although each has continued to fund these roles to date except for 2020/2021. The cost implication for TVP if all four disengages is a shortfall of £150,000 pa. In addition, Slough's financial issues have prompted them to consider a second relocation of the MASH, at a cost of around £40,000 to transfer TVP's ICT equipment. TVP received no contribution from Slough for the costs incurred during their last move and TVP staff are vulnerable to future disruption to their work environment.

Displaced demand

MASH is accustomed to annual increases in demand as calls for service increase and officers become more skilled at identifying early signs of abuse and neglect. As already proven, the application of RPA within MASH functions is capable of creating capacity and there are further enhancement opportunities planned, depending on the capacity of the RPA development team to progress. However, the MASH continues to absorb work streams from within the force as processes change. On 4th July 2022, Contact Management (CM) withdrew the dedicated contact number for Social Workers at short notice and MASH inherited 600 calls per month with no staffing uplift. Fortunately, MASH was able to develop an RPA workaround to protect our statutory service delivery.

CM's upcoming 'Right care, Right Person' deployment process will undoubtedly affect MASH as partners seek an escalation route for welfare concerns. Humberside, who piloted the scheme, communicated the proposed changes to their partners six months prior to implementation and utilised PVP to initially quality assure Control Room decisions,



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however, they did little to track the impact on other areas of business such MASH. An increase in requests from CM and partners is anticipated in addition to an increase in requests for police information to assist partners with their decision-making. Similarly, the newly established Assessment & Investigation Unit (AIU) in Berkshire had recommended MASH complete the filing and finalising of incidents to relieve demand on the frontline. This demand is administrative - as opposed to safeguarding-related - so does not fully utilise the skillset of the MASH but secondly, displaces responsibility for Crime Data Integrity (CDI), officer compliance and data integrity for those incidents onto MASH too. Instead, MASH have offered to be a TVP pilot for the Hampshire RPA for filing incidents to explore whether the function can be completed using technology.

Operation Encompass

This Operation is designed to ensure that schools receive information from the Police regarding police attended domestic abuse incidents that involve pupils. Implemented in 2017, the fully automated process initially required very limited police staff intervention and an upgrade made in November 2021 increased notifications to schools through utilising RPA to obtain missing school information from partners. Despite this remaining a non-statutory function, Encompass continues to be a point of reference during inspections for HMICFRS, JTAI and OFSTED.. Following the changes in DA legislation, the expectation is that TVP will extend the scheme to cover information sharing from 28 weeks of pregnancy through to early years children aged 0-5 years and will provide a context of the domestic abuse incident. The current Information Sharing Agreements completed with 94% of schools force-wide only approve the date, time and location of the incident and not the parties involved, risk grading or circumstances.

These changes present a significant challenge; there are thousands of potential settings within Thames Valley for those under 5 years and identifying the correct route for sharing information would require dedicated MASH resources. Similarly, a sanitised summary of the incident appropriate for schools would require manual input as neither Niche, nor existing officer practices could provide the appropriate level of information. MASH has received concerns from Oxfordshire, Wokingham, Reading, West Berks and Aylesbury so far regarding the pace of change in this area. If the opportunity arose to invest in modernising the Op Encompass process as described, the automated function has the potential to deliver numerous additional safeguarding benefits within MASH and Exploitation. Provided the barriers to obtaining and maintaining school details could be overcome and a process for sanitising the police information is established, the Op Encompass membership could enable fast time notifications to schools in respect of child victims of serious violence, involvement in knife-crime, child or parental arrests and missing episodes. TVP are currently voluntarily contributing to the National review of Encompass, run by Ipsos Global Market Research and Public Opinion Specialist.

9. Current Opportunities

Exploitation

Following the launch of the Missing Investigation Support Team In July 2022, the Gold Exploitation working group identified several internal challenges in the consistency of



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service delivery for exploitation across Thames Valley and the role of the Violence Reduction Unit (VRU) within the Governance structure..

Presenting to CCMT in September 2022, (*appx.9*) MASH proposed a new 'front door' for exploitation to improve adherence to statutory obligations and standardise the police response to partners and those vulnerable to exploitation. MASH was authorised to proceed with an uplift outside of the APP bid process for 10.5 FTE police staff members across four roles to enable MASH to manage the additional Exploitation workload. Comprised of MASH Support officers, Case Conference Attendees, Supervisors and a Manager, the new establishment will provide a consistent level of service to the public and partners, and create capacity within the frontline teams to ensure those at risk of exploitation receive the right support, from the most appropriate agency. The MASH front door will relieve local policing of some of the administrative demand around identification, prioritisation and Niche recording, allowing police officers to exercise their powers to protect those at risk and pursue those exploiting others for personal gain.

The work required to deliver the new exploitation strategy can be summarised into six elements:

- Element 1: Thresholds & Capacity
- Element 2: Team Structure
- Element 3: Demand & the Serious Violence Dashboard
- Element 4: Learning & Legislation
- Element 5: Processes & RPA
- Element 6: Tracking & Auditing

The MASH aspects within elements 1-5 will be operational week commencing 3rd April 2023. Element 6 is the development of a performance framework for Exploitation, not previously used within MASH or wider PVP. It will be used to evaluate the internal validity of the police data and the success of the uplift in reducing demand on the frontline and to evidence that crime harm committed against or by those being exploited is reducing across the force. The findings will help inform the Force Performance Group, Force Management statements and Police Effectiveness, Efficiency and Legitimacy (PEEL) inspections. The Local Policing aspects of elements 1-5 are in development, but will be subject to the recommendations arising from the Force review. VRU is supporting MASH to make adaptations to the existing Service Violence Dashboard and requests for RPA within the Exploitation workflow have been submitted: the progress of both is dependent on the capacity of the relevant teams and may not be available until late 2023.

Berkshire Merger

MASH are exploring the benefits of withdrawing from the six-hub model in Berkshire and delivering statutory services remotely despite the previously held belief that co-location was key, adopted by most forces nationally. Improvements in technology-enabled TVP to maintain a high level of service despite being prevented from working in their contracted locations during the lockdown. As workload in the MASH increases through natural growth and displaced demand from elsewhere in the force, external pressures to channel individual TVP resources into LA-led, non-statutory activities are becoming progressively unmanageable. Berkshire resources do not have a stable, consistent working environment; partners reduced police working space or insist on office attendance outside of TVP agreed



Matthew Barber

Police & Crime Commissioner
for Thames Valley

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hybrid working protocols, both of which reduce supervisors' ability to effectively line manage their teams.

Whilst the MASH 2020 review initially reduced the number of core functions from 13 to 11, within two years the number of functions has risen again to 14. MASH resilience can be improved by implementing a dynamic, borderless workforce to facilitate an equal, risk-based workload distribution that maintains standardised force-wide procedures. Amalgamating both the existing and Exploitation uplift resources into fewer locations would improve management oversight, eradicate the current isolated working arrangements and safeguard against local authority-driven instability or change. The preferred option is to service two Berkshire hubs, which would align more closely to the force review's proposed Operational Command Units model. Although less ambitious than a reduction to one countywide hub, this does mitigate against having to accommodate one large team and the financial implication of amending staff locations and contracts. West Berkshire has been progressive in combining some boards already, and it is possible that this transition could encourage an East Berks collaborative board. Formal views from partners have not yet been obtained and further consideration is required within PVP SMT before this opportunity is progressed.



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10. Next Steps / recommendations

The report cross-references a number of related actions, strategies or policies. Key information is detailed below and/or embedded within the appendices.

Professor Munro's report (The Munro Review of Child Protection, 2011) recognised the cross-boundary work conducted by some agencies and recommended that local arrangements consider the size and complexities of their Police partners who service several Local Children's Safeguarding Boards. In reality, MASH will continue to endure frequent challenges from partners to adapt TVP service provision in light of emerging best practice or recommendations, requiring considered and evidence-based rebuttals if a proposal is undeliverable across nine locations. MASH have received consistent support and encouragement from Crime SMT, CCMT and the PCC to maximise the use of existing resources and available technology to develop new, effective ways to manage and prioritise an ever increasing demand safely. This continued high-level engagement will assist MASH with communicating a consistent message through internal and external channels and could influence further collaboration with the Digital Development Team and Violence Reduction Unit.

The new Exploitation 'front door' will be the MASHs largest challenge and most significant staffing uplift since its implementation. Under the leadership of Gold and Silver groups, MASH will be regional outliers with a unique delivery model following a decision reached in 2020 to provide separate responses to Missing and Exploitation. Academic support via the Cambridge Policing Programme and an internal commitment from Governance and Service Improvement will enable MASH to scrutinise the new processes throughout 2023 to monitor progress, identify difficulties and inform longer-term proposals for service provision arrangements.

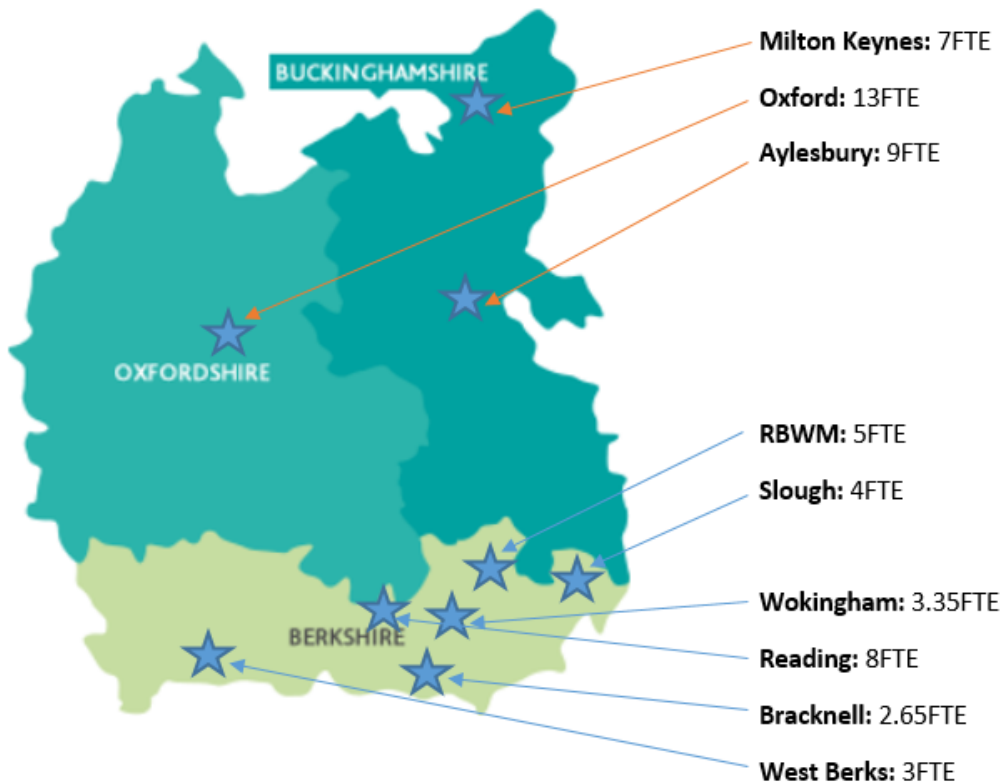
The outcome of the Force Review may help influence ongoing negotiations with the Berkshire LAs regarding funding and locations. In particular, any restructuring or reduction of the Local Policing Areas (LPAs) may provide an opportunity to introduce some uniformity to Exploitation subgroups membership and Terms of Reference. MASH will continue to engage with CM through the implementation of the 'Right Person, Right Care' project to identify emerging issues such as displaced demand or hidden harm at the earliest opportunity, and work collaboratively with internal partners to find resolutions.

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Appendix.1 – PVP structure



Appendix. 2 – MASH locations

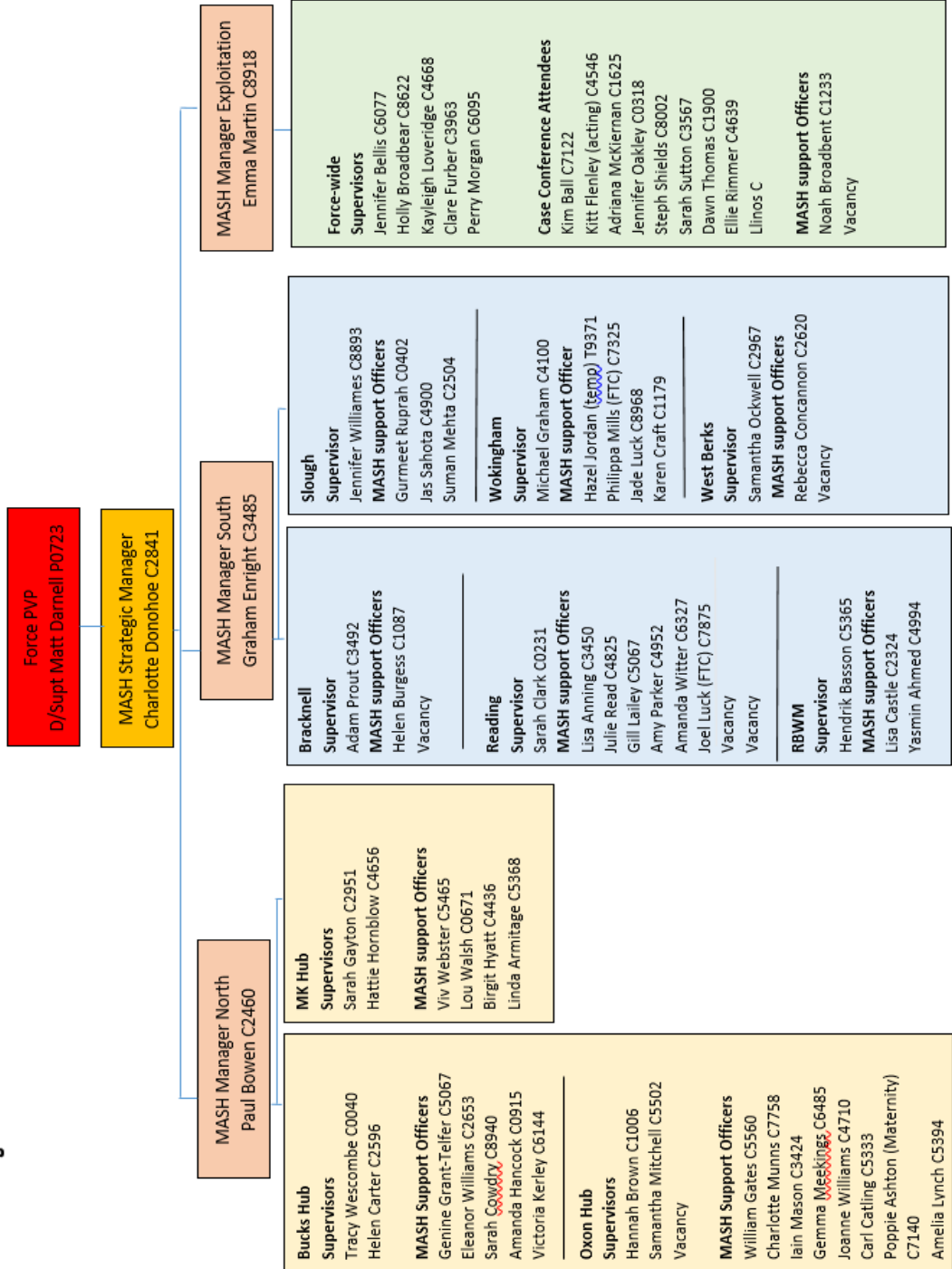




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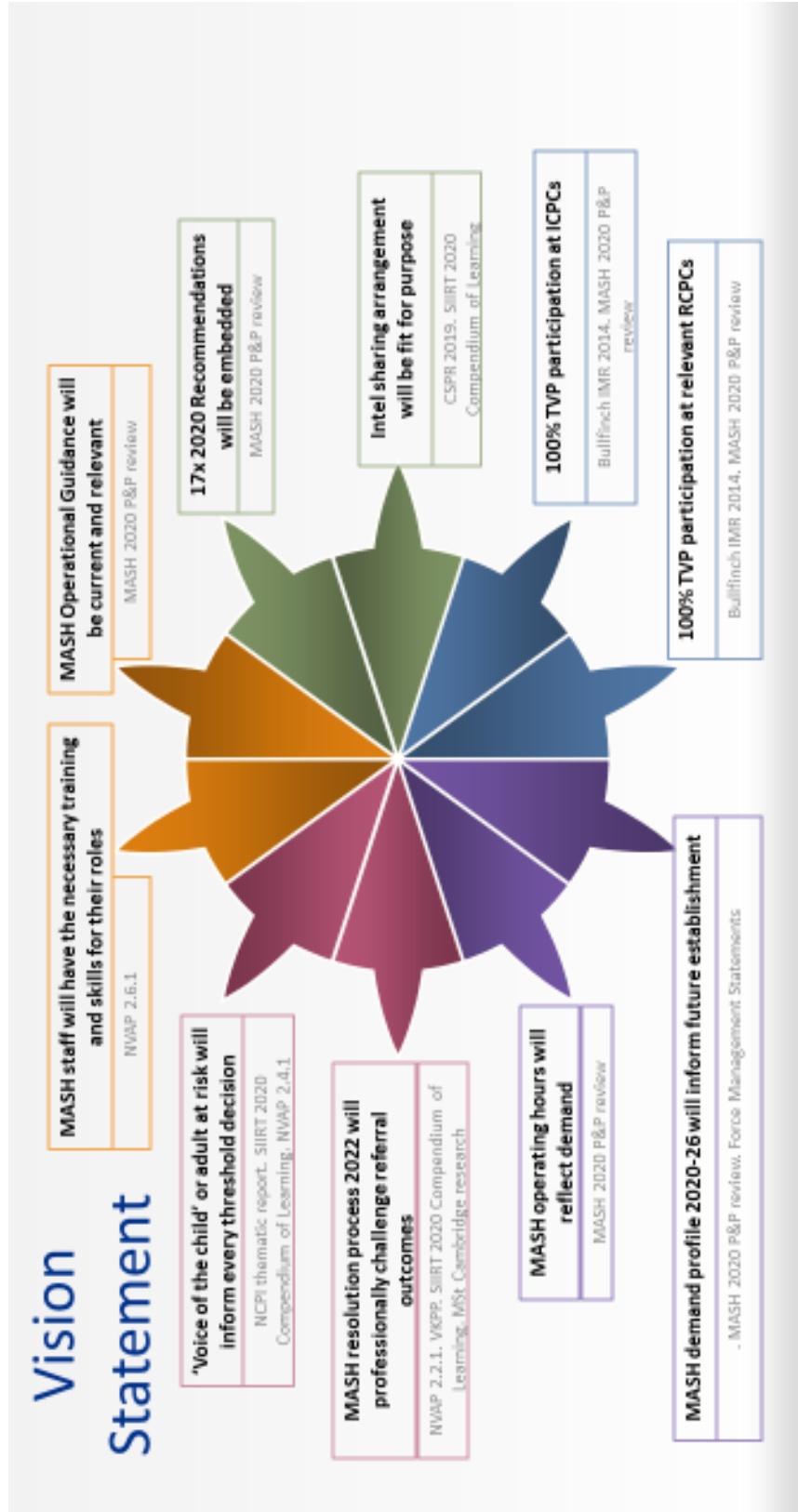
Appendix.4 – MASH Organisational Chart

Organisational Chart: MASH 2023



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Appendix.5 – MASH Vision Statement 2022-2024





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Appendix. 3 – MASH Process and Policy Review 2020



MASH 2020 review
(PCC).docx

Appendix.6 – Star and Arthur review 2022



ALH_SH_National_Review_26-5-22 (1).pdf

Appendix.7 – Berkshire MASH Options paper 2018



Berkshire MASH
Options Paper 2018.d

Appendix.8 – Letter to LA partners from D/Supt Knibbs



Letter from DSupt
Clare Knibbs (MASH r

Appendix.9 – CCMT Exploitation presentation



ORIGINAL CCMT
Exploitation Presentat