Bury Safeguarding Adults Board

Annual Report 2024-2025

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1. Foreword – Independent Chair's Introduction and Welcome

It is with both pride and purpose that I present the Bury Safeguarding Adults Board (BSAB) Annual Report for 2024–2025.

This report reflects a year of significant progress, collaborative resilience, and a shared commitment to safeguarding adults at risk across Bury. Since taking on the role of Independent Chair in late 2024, I have been struck by the strength of our partnerships and the integrity with which agencies, professionals, and communities work together to protect those most at risk.

This year has been a turning point: we have moved from reflection to action, sharpening our focus on impact, assurance, and learning. Our safeguarding culture has been strengthened through a person-centred, preventative approach — one that listens carefully to lived experience, learns from Safeguarding Adult Reviews (SARs), and responds to emerging challenges such as exploitation, self-neglect, and transitional safeguarding.

We are proud of the progress made against our strategic priorities, and throughout this report you will find examples that evidence this.

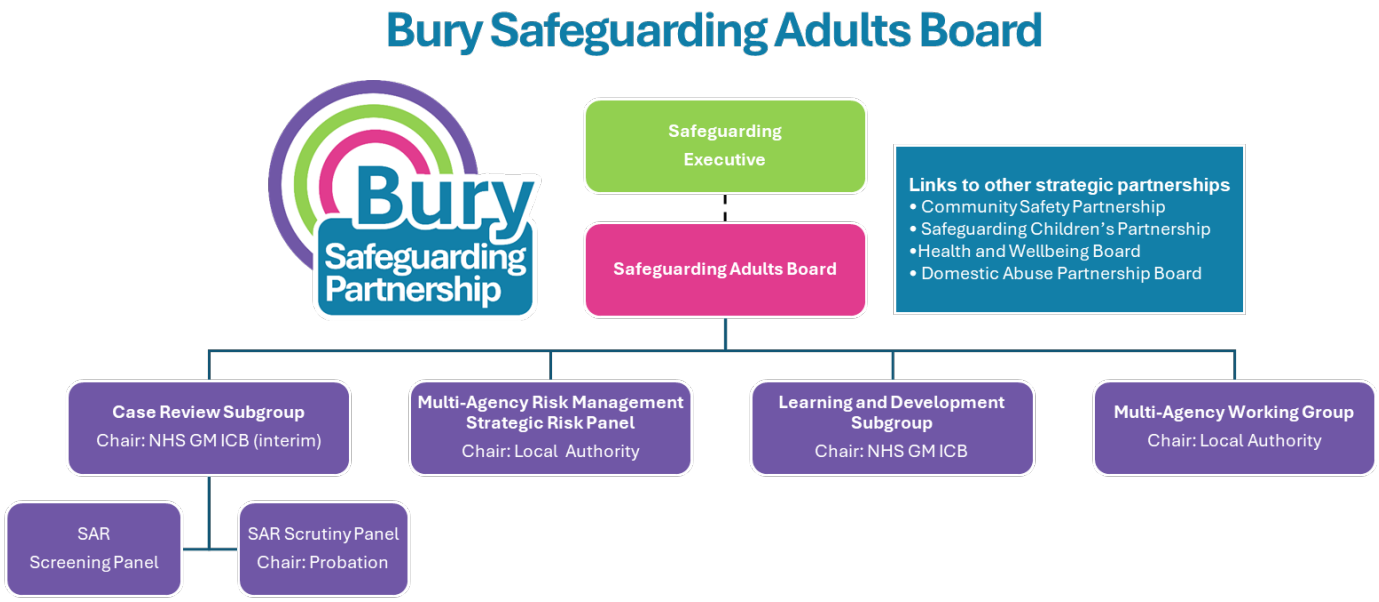
At the same time, we remain transparent about the areas that need sustained attention. The challenges of embedding learning consistently, widening engagement to seldom-heard groups, and ensuring robust responses for people with complex needs remain priorities as we move forward.

Looking ahead, this report does not just mark the end of a year — it sets the stage for the next chapter. The learning, progress, and partnership working described here provide the platform for our new Strategic Plan 2025–27: Learning from the Past, Leading for the Future, which will drive forward our ambition for safeguarding in Bury.

Finally, I extend my sincere thanks to all partners, practitioners, Board members, and individuals with lived experience who have shaped and supported our work. Your voices, insights, and actions are the foundation of our success. Together, we are not only safeguarding lives — we are upholding the right of every adult in Bury to live with dignity, safety, and inclusion.

Frances Millar, Independent Chair of Bury Safeguarding Adults Board

2. About the Board – Purpose, Membership and Governance



This chart explains Bury's SAB (BSAB) organisational structure. It is framed as a safeguarding reporting and assurance framework, showing how sub-groups feed into the Board, how risks and learning are escalated, and how strategic links are maintained with other partnerships. This framework ensures there are clear lines of accountability, robust mechanisms for scrutiny, and a direct connection between frontline practice, multi-agency learning, and Board oversight.

The Bury Safeguarding Adults Board (BSAB) is a statutory multi-agency partnership established under the Care Act 2014. Its core purpose is to protect adults with care and support needs who are at risk of abuse or neglect, and to promote their well-being, dignity, and safety. The Board provides strategic leadership, oversight, and challenge to ensure that safeguarding arrangements are effective, person-centred, and continuously improving.

The Board unites statutory partners and key organisations, reflecting the shared responsibility for safeguarding across our community. Under the Care Act 2014, three partners are legally required to be members of every Safeguarding Adults Board:

Statutory Partners:

- Bury Council
- NHS Greater Manchester Integrated Care Board

- Greater Manchester Police

Alongside these statutory members, the BSAB also includes other key organisations whose contribution is vital to safeguarding adults, such as:

- Greater Manchester Fire and Rescue Service
- Public Health
- Northern Care Alliance NHS Foundation Trust
- Pennine Care Foundation Trust
- Bury Voluntary, Community and Faith Alliance
- Community Safety Partnership
- Probation Service
- Housing Services
- Greater Manchester Mental Health NHS Foundation Trust

This diverse membership ensures both legal compliance and a holistic approach to safeguarding, drawing on statutory responsibilities as well as the expertise and perspectives of the voluntary, community, and faith sectors.

The Independent Chair provides impartial leadership, ensuring that the Board fulfils its statutory duties under the Care Act 2014. The role is to hold partners to account for delivering safeguarding priorities, to provide assurance on the effectiveness of local arrangements, and to advance the collaborative culture necessary for safeguarding to succeed.

Governance is delivered through sub-groups including Learning & Development, Adult Case Review Group, and Multi-Agency Working Group, alongside the Multi-Agency Risk Management Strategic Risk Panel. Policies and procedures support consistent practice, while strategic partnerships link the BSAB to children's safeguarding, community safety, and health priorities.

3. Our Values and Behavious

Our values guide how we work together across the system. They are lived commitments, not just aspirational statements. We:

- Listen actively and compassionately
- Learn from successes and challenges, and act on them
- Speak up when we see risks or gaps
- Stay curious and challenge assumptions
- Celebrate good practice
- Support and hold each other to account

4. Governance and Accountability

The Bury Safeguarding Adults Board (BSAB) operates within the statutory framework of the Care Act 2014 (Section 43), which requires every local authority to establish a Safeguarding Adults Board with defined objectives, duties, and clear lines of accountability. This legal duty is underpinned by statutory guidance, which sets the expectation that Boards provide strategic leadership, independent assurance, and effective scrutiny of local safeguarding arrangements.

In Bury, governance arrangements are structured to deliver transparency, assurance, and continuous improvement. The Board is supported by its formal sub-groups:

- **Learning & Development Sub-Group** – strengthening the workforce through training and development.
- **Multi-Agency Working Group (MAWG)** – coordinating operational responses to emerging risks and priorities.
- **Adult Case Review Group (ACRG)** – overseeing Safeguarding Adult Reviews and embedding system learning.

Alongside these, the **Multi-Agency Risk Management (MARM) Strategic Risk Panel** provides a mechanism for escalation in cases where adults are at risk of death or serious harm due to self-neglect and where established processes have not sufficiently reduced the risk. This is set to be reviewed in November 2025.

Together, these structures ensure that the BSAB is not only statutorily compliant, but also delivers on national expectations for robust governance, effective challenge, and collective accountability across the partnership.

A set of policies and procedures provides consistency across agencies. These set out how partners will work together, uphold ethical standards, and deliver safeguarding practice that is lawful, transparent, and accountable.

5. Community Engagement and Lived Experience

Making Safeguarding Personal remains at the heart of the BSAB's approach. During 2024–25, the Board strengthened opportunities for adults with lived experience to inform our priorities, shape training, and contribute to Safeguarding Adult Reviews. A particularly powerful example of multi-agency safeguarding in action has been Operation Vardar.

Operation Vardar exemplifies the power of integrated safeguarding. While led by GMP, its success was demonstrated by the collective commitment of all neighbourhood

partners. It demonstrates how safeguarding is not only about protection, but also about prevention, empowerment, and building community resilience.

Operation Vardar – Disrupting Exploitation in the Community

Operation Vardar was launched following concerns that organised crime groups were exploiting vulnerable adults in Whitefield. Adults with care and support needs were being coerced into criminality, financial exploitation, and unsafe living conditions.

Through a co-ordinated response, Greater Manchester Police, Adult Social Care, Housing, Health and the Voluntary, Community and Faith Sector (VCFS) worked together to protect individuals, disrupt criminal activity, and reassure the community.

What we did:

- Safeguarding enquiries, health checks, housing support and advocacy for those at risk
- GMP targeted perpetrators, closed unsafe properties, and disrupted exploitation networks
- Housing and VCCFS partners supported community reassurance and resilience

Impact:

- Adults safeguarded and moved to safer environments
- Exploitation networks dismantled, reducing risks to others
- Community confidence strengthened through visible action
- National recognition as an example of effective cross-boundary working across sectors

Learning:

- Early information-sharing across agencies in critical
- Housing providers are key in tackling “cuckooing” and exploitation
- Community voice and intelligence help shape effective operational responses

6. Strategic Priorities and Achievements 2024-2025

In 2024–25, the BSAB continued to deliver on its Strategic Plan 2024–27, aligned with the Care Act 2014 and the Making Safeguarding Personal (MSP) approach. Table 1 below summarises the progress made against the Board's three strategic objectives, focusing on outcomes, impact, and learning.

Strategic Objective	**Outcome**	**Impact**	**Learning**
1. *People and Outcomes Ensure safeguarding is person-centred and effective.*	Easier access to safeguarding information and policies. Families and individuals more engaged in SARs. Safeguarding embedded in workforce induction.	Adults and families report greater confidence that their concerns are taken seriously. Improved safeguarding in care homes and wider VCSE sector.	Importance of involving people with lived experience at every stage. Trauma-informed responses and ACE awareness need to be embedded across practice.
2. *Safeguarding Effectiveness Strengthen governance, risk management, and assurance.*	Risk register and dashboards in place. Launch of MARM Strategic Risk Panel and multiple safeguarding policies (e.g. MCA, Domestic Abuse).	Improved timeliness and consistency of safeguarding enquiries. Stronger assurance for the Board through scrutiny panels and training evaluation.	Policies and dashboards are effective only when partners use them consistently; need to continue building engagement and accountability.
3. *Lessons Learnt and Shaping Future Practice Embed learning from SARs and thematic reviews.*	Joint learning events delivered (e.g. MCA, Self-Neglect). Cross-partnership training calendar established.	Workforce demonstrates increased awareness of themes such as self-neglect and coercive control. Closer alignment between Adult, Children's, and Community Safety Partnerships.	Sharing learning across boundaries is critical – "Think Family" approach must underpin all safeguarding work. Ongoing evaluation is required to test whether training changes practice.

7. Performance Data

Safeguarding activity in Bury during 2024–25 reflects both the increasing recognition of risk and the growing confidence of partners and the public in reporting concerns. The Board monitors performance not only against statutory expectations but also through

locally agreed measures that provide assurance about quality and impact. The table below summarises the key safeguarding indicators for the year.

[illegible]

Measure	Performance	Notes / Assurance
Timeliness of Concerns	Median: 3 days Longest: 156 days	Within statutory expectations. Outlier reviewed and closed with no ongoing risk.
Section 42 Enquiries	Median to close an enquiry: 56 days Maximum to close an enquiry: 514 days	Extended case due to Court of Protection involvement. Allocation within 5 days consistently achieved since May 2025.
Conversion Rate	24% of concerns progressed to enquiry	Not a statutory metric, but monitored locally to test practice quality.
Safeguarding Outcomes	89% of individuals asked about desired outcomes 94% of outcomes fully or partially achieved	Strong Making Safeguarding Personal (MSP) practice demonstrated.
Risk Outcomes (460 cases)	Removed: 146 Reduced: 291 Remains: 33	93% of risks either reduced or removed. Positive assurance of impact.

This data provides the Board with assurance that safeguarding responses in Bury are timely, person-centred, and outcome-focused. It also demonstrates that the vast majority of safeguarding interventions reduce or remove risk, reflecting effective multi-agency working. At the same time, the persistence of some long-duration cases and the proportion of risks that remain highlight the importance of continued scrutiny, escalation processes, and learning to improve practice further.

8. Safeguarding Adult Reviews (SARs)

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Under Section 44 of the Care Act 2014, Safeguarding Adults Boards must commission a Safeguarding Adult Review (SAR) when an adult with care and support needs dies or suffers serious harm as a result of abuse or neglect, and there is concern about how agencies worked together. The purpose of a SAR is not to apportion blame but to promote learning and drive system-wide improvement.

Analysis of referral demographics shows that the majority of SARs concerned White British adults, with no referrals relating to Black, Asian, or Jewish individuals. This highlights a potential gap in recognition or access across communities, which the Board has committed to exploring further as part of its ongoing equity and inclusion work.

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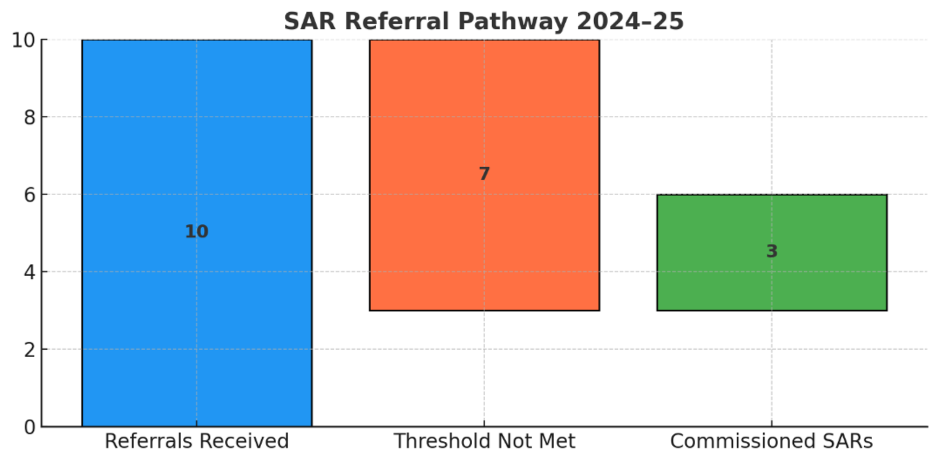

During 2024–25, the BSAB received 10 referrals [Fig.3] for Safeguarding Adult Reviews (SARs). Each referral was subject to structured screening to determine whether the statutory threshold was met. Of these, seven referrals did not progress to a SAR and were redirected to alternative learning pathways, while three referrals were commissioned (two mandatory and one discretionary). This approach ensures that SARs are applied proportionately and that learning is generated from every referral, even when the threshold is not met.

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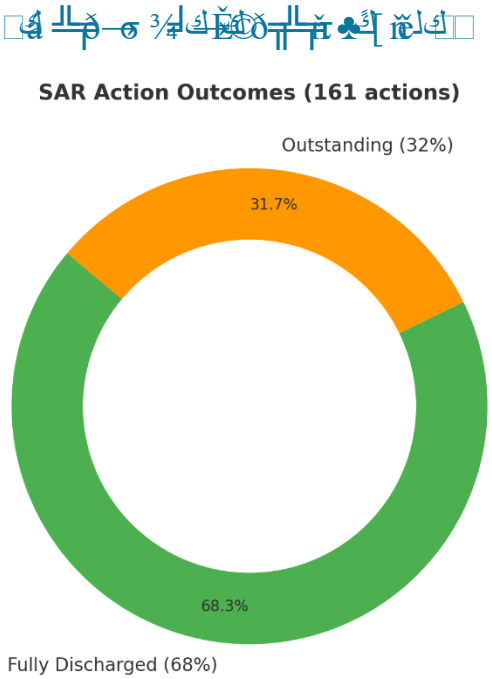
To ensure learning is not only identified but embedded, the Board has implemented a robust SAR action monitoring framework.

- 161 SAR actions were tracked across multiple reviews.
- Each action was allocated to a lead agency with clear accountability and timescales.

- Evidence of implementation was presented to five multi-agency scrutiny panels.



- 68% of actions fully discharged with robust evidence.
- Remaining actions were either partially discharged (requiring further work) or re-opened (where evidence was insufficient).

This process has significantly strengthened transparency, accountability, and assurance across the partnership. It provides a model of good practice now being shared with other SABs regionally.

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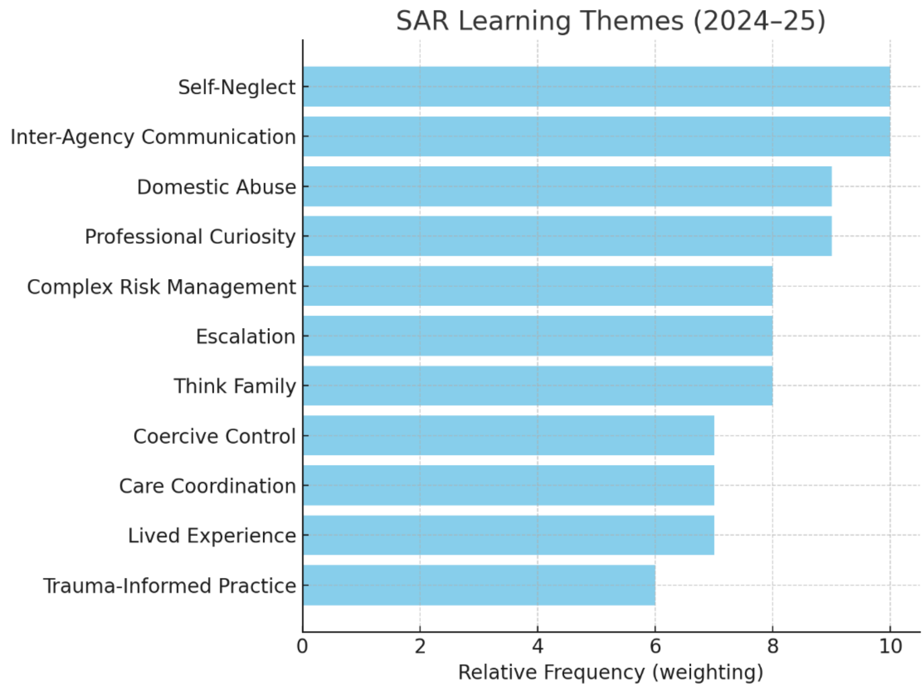

Analysis of SARs during 2024–25 highlighted recurring themes:

- Self-neglect and complex risk management → reinforced the need for escalation through the Multi-Agency Risk Management Panel.
- Domestic abuse and coercive control → emphasised the importance of trauma- informed, whole-family approaches.
- Professional curiosity and escalation → highlighted the need for practitioners to probe, challenge, and escalate when risks are not reducing.
- Inter-agency communication and coordination → especially at points of transition between services (health, housing, social care).
- Families and carers were actively involved in reviews, ensuring lived experience shaped findings and strengthened the Making Safeguarding Personal approach.

These findings mirror the themes highlighted in the First and Second National Analyses of Safeguarding Adults Reviews (Preston-Shoot et al., 2020; 2022), which identified self-neglect, domestic abuse, professional curiosity, and inter-agency communication as the most common recurring issues. The alignment between national and local findings strengthens the case for prioritising these themes in Bury's strategic plan.

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The BSAB has worked to ensure that learning from Safeguarding Adult Reviews translates into meaningful and sustained change across the partnership. Over the past

year, this has included the delivery of a broad programme of multi-agency training, with a particular focus on the Mental Capacity Act, self-neglect, domestic abuse, and professional curiosity. Alongside this, a number of protocols have been developed or refreshed – including those on MCA/DoLS, pressure ulcers, domestic abuse, and PIPOT – to provide practitioners with clear guidance and support in complex situations.

Learning has also been strengthened through joint events with the Bury Safeguarding Children Partnership and the Community Safety Partnership, helping to embed a Think Family approach and ensure that learning is shared across different areas of safeguarding. To provide assurance that changes are not just made but are effective in practice, Independent Scrutiny Panels have been used to test evidence of implementation, rather than relying on assurances alone.

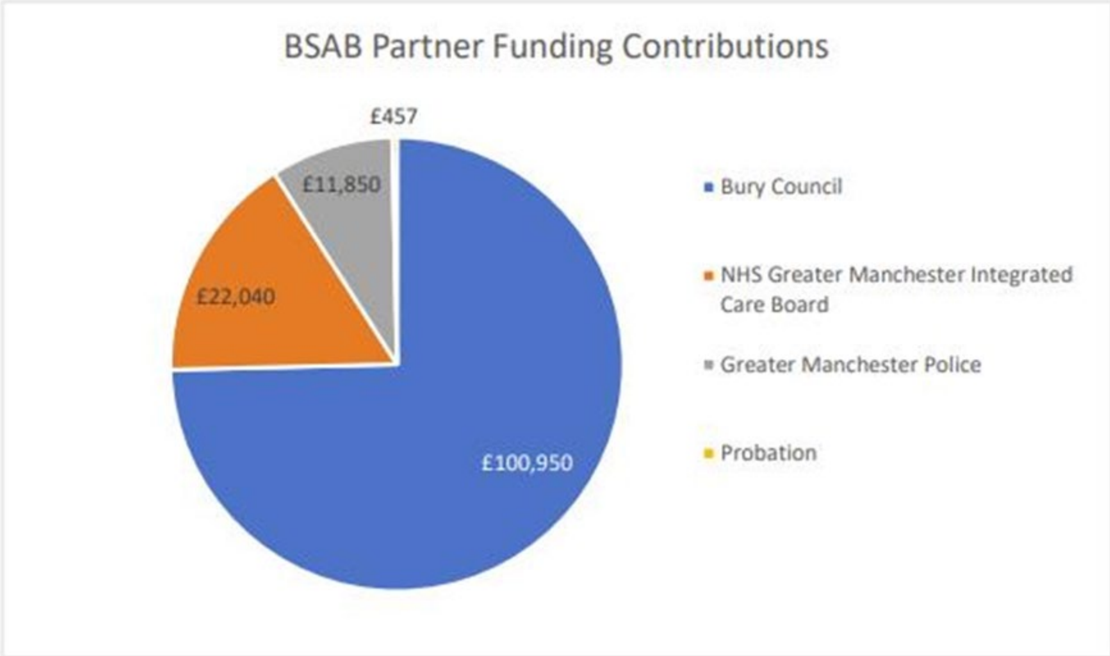
This has been reinforced by audit activity and by seeking feedback from frontline practitioners, giving the Board confidence that new approaches are building confidence and improving safeguarding responses. The BSAB's approach to monitoring SAR actions through independent scrutiny panels and the SAR Learning Tracker is consistent with recommendations from the Second National SAR Analysis, which emphasises the need for Boards not only to identify learning but to demonstrate and evidence its impact

Importantly, the BSAB has also shared learning with regional and national networks, contributing to wider system improvement and drawing on external insights to benchmark its own progress. Taken together, these measures demonstrate the Board's commitment not only to completing actions but to embedding a culture of continuous learning and improvement that delivers tangible benefits for adults at risk.

SARs remain a cornerstone of accountability and learning for the BSAB. In 2024–25, the combination of robust action monitoring and embedding of thematic learning demonstrated the Board's capacity to hold agencies to account while driving continuous improvement. Moving into 2025–26, the priority will be sustaining improvements, evidencing impact, and ensuring that the voices of adults and families remain central.

9. Finance and Resources

The BSAB is funded through partner contributions, which provide the resources to deliver statutory functions, commission reviews, and build workforce capacity. In 2024–25 [Fig 6.], the Board received contributions from Bury Council, NHS Greater Manchester, Greater Manchester Police, and other statutory partners.



10. Safeguarding in Partnership Contributions 2024/25

Safeguarding adults in Bury is only possible through the commitment and collaboration of our statutory and non-statutory partners. Each organisation brings unique strengths, resources, and perspectives, and together they form a whole-system response that ensures adults at risk are supported, protected, and empowered.

This section sets out the contributions made by partners during 2024/25, highlighting their strategic progress, key achievements, challenges, customer impact, and forward plans. These summaries demonstrate not only the breadth of safeguarding activity across the borough, but also the collective accountability that underpins the work of the Bury Safeguarding Adults Board.

[illegible]

Strategic Progress

Adult Social Care has taken forward a Safeguarding Transformation Plan that has reshaped how the service oversees and delivers safeguarding. The creation of the Safeguarding Operational Group has provided a clear structure for assurance, enabling better monitoring of risks and accountability for outcomes. This structural change has been supported by strengthened links with other council services, including housing and public health, ensuring safeguarding is not seen in isolation but as part of wider local wellbeing priorities. The service has also embedded reflective practice into routine operations, supporting staff to learn from complex cases and improve decision-making.

Key Achievements

- Delivery of the Safeguarding Transformation Plan.
- Reduction in safeguarding enquiries in care homes through proactive oversight.
- Strengthened governance through the Safeguarding Operational Group.

Challenges & Areas for Development

- Ensuring safeguarding services are accessible for those with complex needs or language barriers.
- Embedding preventative safeguarding approaches earlier in the intervention process.

Customer Voice & Impact

Feedback has highlighted that individuals and families feel their concerns are taken seriously and acted on more quickly than before, particularly within care homes. The introduction of stronger oversight arrangements has meant that safeguarding enquiries are addressed more efficiently, resulting in less disruption for residents and greater reassurance for families. Case examples show that collaborative responses between Adult Social Care and partners have prevented repeat safeguarding concerns, with service users reporting a greater sense of safety and trust in the system.

Forward Plans

The service will focus on embedding SAR learning into daily practice, while further developing quality assurance tools to provide stronger evidence of impact

Strategic Progress

The Probation Service has placed safeguarding at the centre of its practice by building closer connections with multi-agency partners, particularly in the management of complex cases. Strategic progress has been made in embedding trauma-informed approaches across the workforce, supported by targeted training programmes. A sharper focus has been placed on transitional safeguarding, especially for young adults moving from youth to adult services, ensuring their risks and vulnerabilities are recognised consistently. Partnership work with housing and social care has been enhanced, enabling smoother transitions for individuals leaving custody.

Key Achievements

- Strengthened support for transitions for 17–25-year-olds.
- Trauma-informed training embedded in practice.

- Reduction in homelessness through coordinated case management.

Challenges & Areas for Development

- Maintaining consistent attendance at safeguarding learning subgroups.
- Developing earlier interventions to prevent escalation of risk.

Customer Voice & Impact

Service user feedback demonstrates improvements in how transitions from custody to community settings are managed. Individuals have reported feeling better supported, particularly in securing accommodation and addressing health or substance misuse needs. Families of service users have also expressed greater confidence in how safeguarding concerns are identified and acted upon, noting that communication between agencies has improved. Case studies evidence reduced reoffending and improved stability, directly linked to multi-agency safeguarding support.

Forward Plans

The Probation Service will continue embedding trauma-informed approaches, with a particular emphasis on resettlement planning and preventing repeat safeguarding concerns.

[illegible]

Strategic Progress

The Trust continue to have representation from Safeguarding leads at all Network Quality & Safety Panel meetings. Additionally, it continues to ensure that safeguarding forms a mandatory term of reference for all patient safety investigation reports. The safeguarding team also deliver the level 3 training, complete bespoke lunch and learn sessions and 7-minute briefing to complement the training and are themed based on learning from safeguarding adults' reviews, domestic homicide death reviews.

Key Achievements

- The roll-out of a live, standalone Domestic Abuse training, which is delivered by the safeguarding team. An accompanying policy has been designed with a signposting toolkit.
- The safeguarding team have also offered additional multi-agency training in professional curiosity and internal briefings into allegation management, modern slavery, and making safeguarding personal.
- Compliance with safeguarding training at all levels has been consistently high throughout 2024-25.
- The implementation of the allegations management guidance has been successful during 2024-25.

- The safeguarding team held our first annual conference, covering the Life Span of Safeguarding; 112 colleagues attended.
- The safeguarding team have recruited a Mental Capacity Act and DoLs lead to bring this specialism into the team and trust.

Challenges & Areas for Development

- Ensuring central oversight of referrals and thresholds for safeguarding referrals – this is mitigated through systems held by the safeguarding team but cannot be reported on centrally at present.
- Embedding new digital documentations for MCA and DoLs.

Customer Voice & Impact

- 399 Bury colleagues sought consultation with the safeguarding team in 2024-25. The team have also reviewed 3230 incidents across the Trust Footprint, giving advice and guidance to the teams.
- The Trust continues to actively engage with families and patients affected by safeguarding issues relevant to staff actions.

Forward Plans

- Digital dashboard to understand safeguarding activity centrally
- Implementation of safeguarding champion's model.
- Enhance work within the Trust in relation to the Mental Capacity Act to ensure knowledge, compliance, and governance

Strategic Progress

Adult safeguarding is embedded in practice within the healthcare setting; safeguarding training is a mandated requirement across the NCA. To date compliance in Adult Safeguarding Level 1,2 and 3 training thresholds, as outlined in the Greater Manchester Contractual Standards for Children, Young People and Adults at risk has been achieved, with full commitment from the NCA to deliver this ongoing programme of training.

Key Achievements

- Mandated training in Disordered Eating in response to a SAR, alongside introduction of a robust Disordered Eating pathway
- Supported Domestic Abuse Specialist Nurses to take the Independent Domestic Violence Advocates (IDVA) training, thus having two health based IDVAs, offering support and advice to those requiring this service.

- Monthly safeguarding champions meetings to raise topics for discussion such as multi-agency working, impact of domestic abuse alongside learning and thematics from safeguarding enquiries alongside SARs.

Challenges & Areas for Development

- Despite the mandated training, challenges remain regarding staff incorporating safeguarding practices following this. As a supplementary measure, the Adult Safeguarding Service provide visibility and advise to all wards and departments in Fairfield General Hospital and Bury Community Services, offering assurance that adult safeguarding practices remain high on the agenda.

Forward Plans

Progressing with the Oliver McGowan Code of Practice regarding mandatory training of learning disabilities and autism, the NCA following the achievement of compliance in the first tier of this training programme, are progressing arrangements for tier 2 mandated training.

[illegible]

Strategic Progress

During Q2 2024-25 a review of the governance arrangements for safeguarding across the Trust was undertaken. During each Quarter there would be the following sequence of meetings Strategic Safeguarding Sub-Committee, Safeguarding Effectiveness Group, Operational Safeguarding Group and a Learning from Reviews Group. In addition, a new cycle of business developed for reporting to the Strategic Safeguarding Sub-Committee to ensure oversight and assurance. The Trust has a comprehensive suite of safeguarding policies, procedures, and practice guidance, alongside the multi-agency procedures, which support staff to identify and respond to safeguarding concerns. These are accessible on the staff intranet.

Key Achievements

- New network established for identified Champions, facilitated by the Corporate Safeguarding Team; and Champion role supported by 'Champion Role Descriptor.'

- Introduction of Quality Visits across service areas which includes adults with lived experience and a safeguarding subject matter expert.

- The following briefings have been completed during 2024-25 in response to key learning and themes emerging from internal and external multi-agency reviews:
    - Self-Neglect and MCA

- Care Leavers
- Prevent and radicalisation
- Domestic Abuse – policy and resources
- Professional Curiosity
- Distressed Behaviours
- The recording of children and safeguarding alerts on the clinical record system
- In Q3 2024/25, new bitesize learning sessions were introduced in response to key themes from learning: this included sessions on Wilful Neglect – legalities/roles/responsibilities, Domestic Abuse Policy re-launch and Section 117.

- 'Let's Talk about Domestic Abuse' - training developed and delivered. This training is available via the GMMH Recovery Academy and was co-developed and co-delivered by an adult with lived experience and the Corporate Safeguarding Team. It is available for both staff and service users.
- Trust wide Professional Curiosity Learning Event co-developed and co-delivered by the Corporate Safeguarding Team in Q4 2024/25.
- The Trust delivers Levels 1-3 Safeguarding Adult Training. Level 3 is facilitated by a Safeguarding Trainer. In addition, the Trust also delivers Section 42, Mental Capacity Act and Safeguarding Chair Training on a regular basis.

Challenges & Areas for Development

Safeguarding staffing capacity and consistent attendance at sub-groups – additional resource has now been allocated and staff recruited into posts.

Customer Voice & Impact

Quality Visits introduced which captures the voice of the adult across services.

Forward Plans

Finalisation of a central safeguarding dashboard to improve oversight and ease of access to live safeguarding data.

Strategic Progress

Housing services have advanced safeguarding by embedding risk recognition and response into day-to-day housing management. A strategic focus has been placed on

issues linked to exploitation, such as cuckooing, and on poor housing conditions, such as damp and mould, which have direct impacts on health and wellbeing. Housing partners have worked more closely with the police and Adult Social Care to ensure residents in high-risk areas are safeguarded more effectively.

Key Achievements

- Delivery of cuckooing and damp/mould awareness sessions.
- Joint work to address anti-social behaviour in high-risk areas.
- Support for vulnerable tenants to access safer accommodation.

Challenges & Areas for Development

- Closer integration of housing risk assessments into safeguarding plans.
- Strengthening preventative approaches within housing services.

Customer Voice & Impact

Residents have reported improved confidence in raising concerns about safety and living conditions. Case examples demonstrate that vulnerable tenants who were previously at risk of exploitation or living in unsafe environments have been supported into safer housing. Families have expressed relief at improved communication between housing officers and safeguarding partners, leading to faster resolution of risk.

Forward Plans

Housing partners will continue prioritising safeguarding referrals, strengthening operational links with police and social care, and embedding safeguarding into core housing processes.

[illegible]

Strategic Progress

GMP has made safeguarding a strategic priority through targeted operations and improved intelligence-sharing with statutory partners. High-profile operations such as Operation Vardar in Whitefield have disrupted organised crime groups exploiting adults and demonstrated the impact of coordinated enforcement and safeguarding activity. Police have also invested in strengthening frontline officers' knowledge of safeguarding pathways and ensuring safeguarding referrals are timely and appropriate.

Key Achievements

- Successful disruption of organised crime groups through Operation Vardar.
- Strengthened safeguarding referrals and intelligence-sharing across agencies.

- Delivery of community campaigns to raise awareness of adult exploitation.

Challenges & Areas for Development

- Further embedding early intervention into exploitation cases.
- Ensuring consistent engagement with all safeguarding subgroups.

Customer Voice & Impact

Community feedback following joint operations has been positive, with residents reporting increased feelings of safety and confidence in policing. Families directly affected by exploitation have expressed appreciation for rapid safeguarding responses and the visible presence of police working alongside housing and social care. Case examples highlight reduced risks for vulnerable adults and a stronger sense of protection within local communities.

Forward Plans

GMP will continue to strengthen preventative safeguarding approaches, expand joint operations with partners, and embed SAR learning into operational policing.

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Strategic Progress

NHS GM as with all NHS Organisations, has a requirement to safely discharge its statutory duties in relation to the safeguarding of both children, young people and adults as outlined in national guidance. NHS GM has continued to discharge our statutory safeguarding duties throughout 2024-25. The ICB has submitted quarterly Safeguarding Assurance Self-Assessments to provide assurance of its arrangements to NHSE, this includes the oversight of the NHSE self-assessment audits from our GM commissioned providers. NHS GM safeguarding team has established infrastructures to support learning from Adult Safeguarding Reviews, Children Safeguarding Practice Reviews and Domestic Homicide reviews, this supports embedding system learning when significant incidents occur.

Key Achievements

- Continuation of statutory safeguarding functions across the 10 Greater Manchester Localities,
- Development of revised safeguarding assurance systems and processes for all commissioned services,
- Continued dedication to support the strengthening of safeguarding processes in Bury.

Challenges & Areas for Development

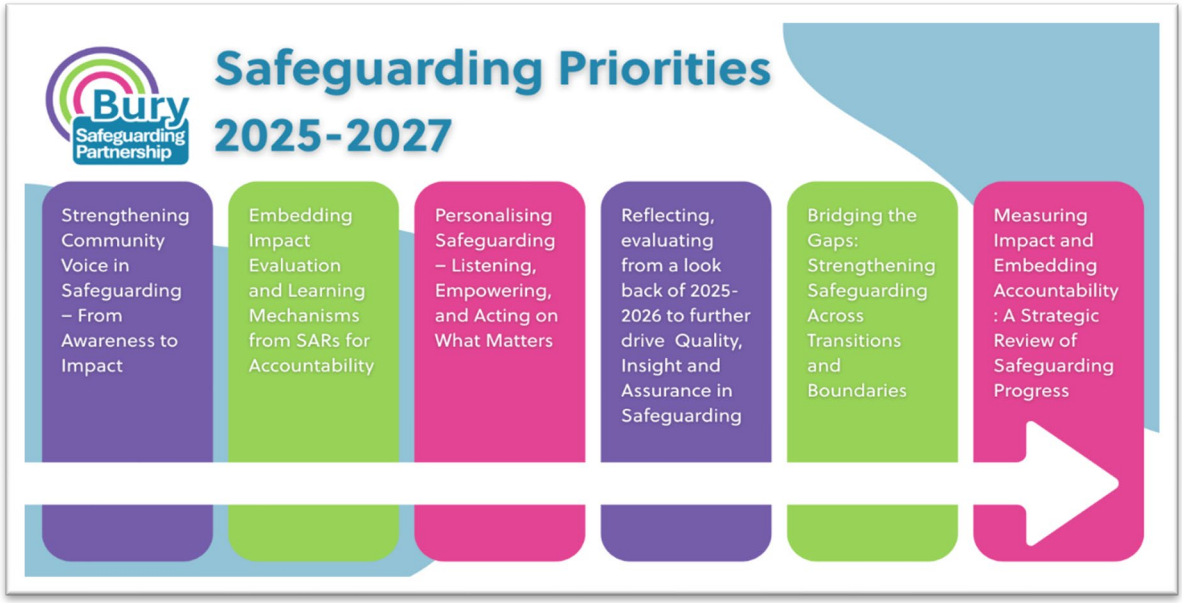
- Constant change within Bury and across Greater Manchester, creates challenge when aiming for a consistent safeguarding system.

Forward Plans

Going forward, NHS GM will continue to address any newly acquired statutory responsibilities and reforms including the ICB duty to co-operate in line with the Serious Violence Duty (2022), the Domestic Abuse Act (2021) and the implementation of the Sexual Safety Charter in line with the Worker Protection Act 2023 (amendment of the Equality act 2010). System assurance demonstrating the impact from learning remains a key area of focus for the team in 2025/26.

11. Bury Safeguarding Adults Board Priorities 2025-27

The strategic priorities for 2025/26 are clearly aligned with the BSAB's long-term vision of safeguarding that is inclusive, evidence-led, and shaped by lived experience. Each priority reflects a natural progression from the work completed in 2023–2024 and responds directly to identified risks, gaps, and opportunities.



Strategic Plan Alignment:

This priority corresponds directly with Strategic Priority 1 in the BSAB Strategic Plan: "Strengthening Community Voice in Safeguarding – From Awareness to Impact."

2025/26 Focus:

- Co-production of safeguarding messages.
- Culturally relevant campaigns and improved accessibility.
- Expansion of community feedback mechanisms.

Impact: This priority builds on the foundation laid in 2023–2024 and aims to transform awareness into action, ensuring safeguarding is responsive to diverse community needs.

Strategic Plan Alignment:

This aligns with Strategic Priority 2: “Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability.”

Progress from 2023–2024:

- SAR dashboard and Learning Tracker introduced.
- SAR Champions Network expanded.
- SAR learning integrated into training and supervision.

2025/26 Focus:

- Formal impact-tracking tools.
- Broader dissemination of SAR learning.
- Structured feedback from practitioners and families.

Impact: This priority deepens the commitment to learning that drives change, ensuring SARs lead to measurable improvements in safeguarding practice.

Strategic Plan Alignment:

This aligns with Strategic Priority 4: “Driving Quality, Insight and Assurance in Safeguarding.”

Progress from 2023–2024:

- Performance data and dashboards were developed.
- Governance structures were strengthened.
- Risk register and audit frameworks were initiated.

2025/26 Focus:

- Launch of a multi-agency quality assurance framework.

- Quarterly learning audits and refreshed risk register.
- Enhanced use of shared data in decision-making.

Impact: This priority reinforces the Board's ability to monitor, evaluate, and improve safeguarding arrangements, ensuring transparency and accountability across the partnership.

Strategic Plan Alignment:

This supports the overarching theme of "Learning from the Past, Leading for the Future" and is embedded across all strategic priorities.

2025/26 Focus:

Bury SAB is actively engaged with regional and national networks, including the LGA, ADASS, and the Safeguarding Adults Review Network (SARN). The Independent Chair also contributes at a national level as a member of the National Chairs of Safeguarding Adults Boards Network, Vice Chair of the SARN Management Committee, and convenor of one of the national workstreams arising from the Second National SAR Analysis.

The Board Manager and Business Unit also play an active role, participating in the Greater Manchester Board Managers Regional Network and the National SAB Managers Network. This combined involvement ensures that Bury SAB both contributes to and benefits from national and regional learning, enabling local practice to be directly shaped by emerging evidence, research, and policy.

12. Appreciation

Safeguarding is only possible because of the commitment, care, and persistence of so many people across Bury. The Board recognises that behind every policy, review, and statistic are colleagues and communities working tirelessly — often in difficult circumstances — to make adults safer.

- **Our statutory partners** — Bury Council, NHS Greater Manchester Integrated Care Board, and Greater Manchester Police — whose leadership and shared accountability provide the foundation for safeguarding across the borough.
- **Our wider partnership network** — housing providers, health trusts, voluntary and community organisations, and faith groups — who extend safeguarding into every corner of our community and bring vital creativity, knowledge, and reach.
- **Colleagues and volunteers across all services** — whose compassion, persistence, and professionalism ensure that safeguarding is not just a principle but a daily reality for people at risk.

- **People with lived experience** — whose honesty and courage in sharing experiences continue to challenge us, shape our priorities, and remind us why this work matters.

The Board is grateful to every individual who has played a part in safeguarding adults this year. It is your dedication — not structures or strategies alone — that makes the difference. Together, we continue to uphold not only the duty to protect life, but the responsibility to enable every adult in Bury to live with dignity, safety, and inclusion.