Bury Safeguarding Adults Board

Annual Report 2025-2026

Working together to safeguard children and adults in Bury

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1. Foreword – Independent Chair's Introduction and Welcome

It is with enormous pride that I introduce Bury Safeguarding Adults Board's Annual Report for 2025–2026—a year of growing partnership, shared learning and commitment to the people of Bury.

Behind this report are people who care deeply about safeguarding: practitioners who take time to listen, partners who come together when circumstances are difficult, community organisations that build trusted relationships, and adults and families whose experiences help us understand what we can do better. Their contribution is at the heart of our progress.

As Independent Chair, I have been particularly encouraged by the openness and generosity of colleagues across the partnership. There is a willingness to share what works, reflect honestly on challenges and support one another to find a way forward. These qualities matter because good safeguarding depends as much on relationships, compassion and professional curiosity as it does on effective structures and processes.

During the year, we strengthened the foundations for our work through four focused subgroups, bringing community voice, workforce development, quality assurance and learning from reviews closer together. Our Making Safeguarding Personal audit and developing self-neglect audit have provided opportunities to explore practice together, while our Multi-Agency Risk Management arrangements continue to support colleagues responding to complex circumstances.

I am especially pleased to see the growing connections between the Board and Bury's voluntary, community and faith organisations. Their knowledge, relationships and understanding of local communities bring an invaluable perspective. Building on these connections will help us involve more adults and carers in shaping safeguarding around what matters to them.

Following the close of the reporting year, Bury Council's adult social care services received a "Good" rating from the Care Quality Commission. Its recognition of effective safeguarding arrangements, strong partnerships and a positive learning culture is something to celebrate. While the assessment concerned the Council's responsibilities, the wider partnership can take pride in its contribution to this achievement.

My heartfelt thanks go to our Board and subgroup members, the Safeguarding Partnership Business Unit, practitioners, volunteers and partner organisations. Above all, thank you to the adults, carers and families who have shared their experiences. Your voices give our work purpose and direction.

There is much for Bury to be proud of. I look forward to building on this progress together, with kindness, curiosity and a shared ambition for adults to live safely, with dignity, choice and a sense of belonging.

Frances Millar - Independent Chair Bury Safeguarding Adults Board

2. About the Board – Purpose, Membership and Governance

2.1 How We Work Together – Our Safeguarding Reporting, Governance and Assurance Framework

Bury Safeguarding Adults Board brings together organisations and communities with a shared ambition: for adults in Bury to live safely, with dignity, independence and choice.

Our strength lies in the different perspectives, skills and relationships that partners bring. Working together helps us recognise concerns earlier, understand people's circumstances more fully and coordinate support around what matters to them.

The structure below in Figure 1 sets out our safeguarding reporting, governance and assurance framework. It shows how our four subgroups report to the Board, how risks and learning are escalated, and how strategic links are maintained with other partnerships.

This framework supports clear lines of accountability and robust arrangements for scrutiny, connecting frontline practice, community experience and multi-agency learning with Board oversight. It helps us recognise progress, identify where further support or challenge is needed, and turn shared insight into coordinated action.

The Structure of the Safeguarding Adults Board (SAB) [Fig 1.]



2.2 Our Purpose and Responsibilities

Established under the Care Act 2014[1], the Board provides strategic leadership and oversight of adult safeguarding across Bury. We bring partners together to prevent abuse and neglect,

[1] Care Act 2014 , section 43 and Schedule 2.

strengthen practice and seek assurance that adults with care and support needs receive effective safeguarding support.

The Board's responsibilities include:

- Publishing and delivering a strategic plan informed by local evidence and community experience.
- Seeking assurance about the effectiveness of safeguarding practice across partner organisations.
- Using performance information, audit, feedback and professional insight to understand quality and outcomes.
- Commissioning Safeguarding Adult Reviews when the statutory criteria are met.
- Ensuring that learning from reviews, audits and lived experience leads to demonstrable improvement.
- Promoting effective multi-agency working, constructive challenge and collective accountability.
- Strengthening prevention, public awareness and early identification of abuse and neglect.
- Publishing an Annual Report setting out what the Board and its members have achieved, the learning identified and the priorities for further improvement.

Each organisation retains its own statutory responsibilities and accountabilities. The Board provides the forum through which partners hold one another to account, address risks that cross organisational boundaries and work together to deliver coordinated and effective safeguarding.

Our work is guided by the six statutory safeguarding principles[2]:

Figure 2.



[2] Department of Health and Social Care, Care and Support Statutory Guidance, Chapter 14. Statutory guidance

Making Safeguarding Personal brings these principles into everyday practice. It means listening to the adult, understanding what they want to achieve and working alongside them. Safety matters, and so do relationships, independence, identity and the things that make life meaningful.

Our ambition is that every adult in Bury is able to live safely, with dignity and inclusion, and has their voice heard when decisions are made about their life.

2.3 Our Membership

The Board brings together senior representatives who can connect our shared priorities with decisions and practice within their organisations.

Our three statutory partners are:

- Bury Council;
- NHS Greater Manchester Integrated Care Board; and
- Greater Manchester Police.

Our wider partnership includes Greater Manchester Fire and Rescue Service; Northern Care Alliance NHS Foundation Trust; Pennine Care NHS Foundation Trust; Greater Manchester Mental Health NHS Foundation Trust; the Probation Service; Public Health; Housing and Homelessness Services; Healthwatch Bury; Bury Voluntary, Community and Faith Alliance; and other community safety, domestic abuse and voluntary-sector partners.

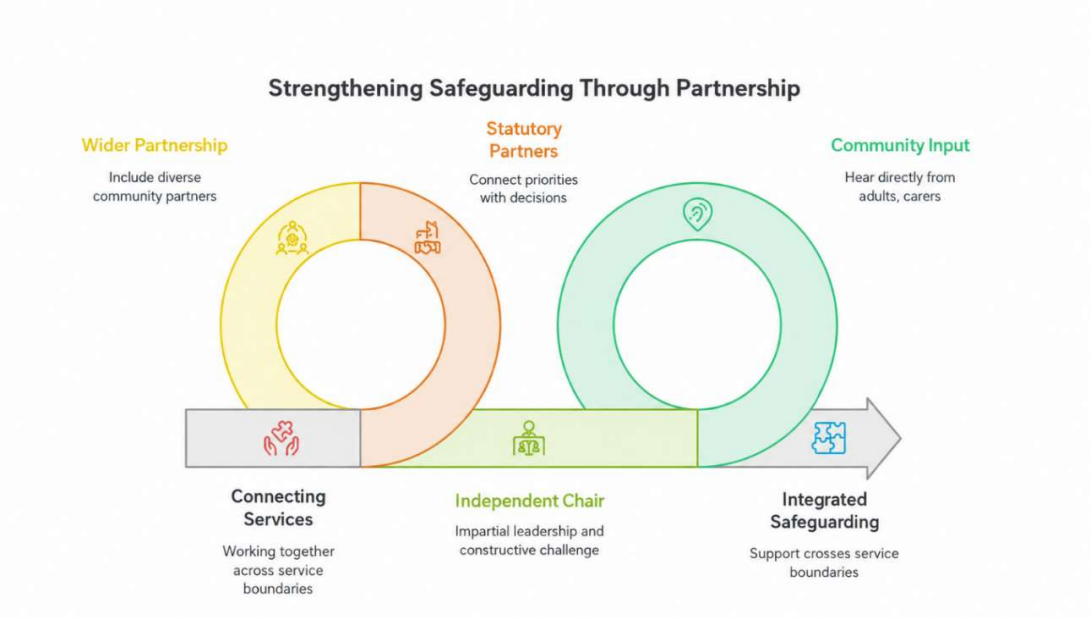
We also work closely with Bury Safeguarding Children Partnership, the Community Safety Partnership and the Domestic Abuse Partnership Board. These relationships help us respond together when people's experiences and support needs cross service boundaries.

The Independent Chair brings impartial leadership, encouragement and constructive challenge, supporting partners to recognise progress and address areas requiring attention.

Alongside organisational membership, we are strengthening opportunities to hear directly from adults, carers and communities. Their experiences help us ask better questions, shape our priorities and understand how safeguarding feels to the people it is there to support.

The illustration below (Figure 3) brings together the strengths of our partnership: statutory leadership, the knowledge and relationships of our wider partners, and the experiences of adults and carers. Supported by independent scrutiny and constructive challenge, these contributions help us connect services, learn together and shape safeguarding around the person.

Figure 3.



3. Our Values and Behaviours

Good safeguarding begins with how we treat people—and one another. Our values guide the partnership we are building compassionate, curious, open to challenge and committed to learning together.

Table 1.

Our shared values	How we put them into practice
💬 Listen and include	Seek different perspectives, value every voice and understand what matters to adults, carers and communities.
💛 Lead with kindness	Show compassion, honesty and respect, including when conversations are difficult.
🔎 Stay curious and speak up	Look beyond first impressions, ask thoughtful questions and raise concerns with confidence.
🌱 Learn and celebrate	Reflect openly, share learning generously and build on the dedication and good practice of our workforce.
🤝 Work together and follow through	Share knowledge, support and challenge one another, and take responsibility for agreed actions.

✨ Encourage hope and possibility	Recognise people's strengths and support safety alongside independence, choice and belonging.

Our promise: to listen, care, act and learn together keeping the person at the heart of every decision.

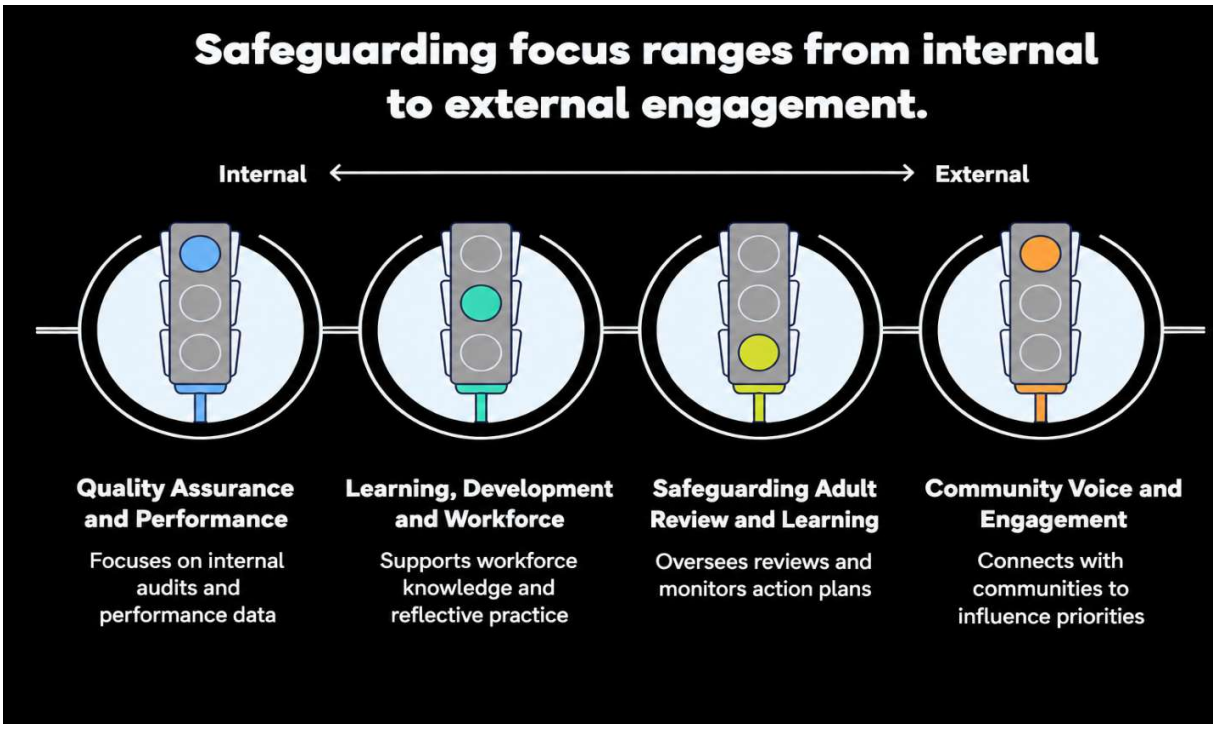
4. Governance and Accountability – Keeping Track of Progress

The framework described in Section 2 is supported by regular reporting, scrutiny and follow-up. Each subgroup has agreed terms of reference and responsibilities linked to the Strategic Plan, providing a practical basis for coordinating work and bringing matters requiring attention to the Board.

During 2025–2026, the Board strengthened its governance structure.

Our four subgroups turn the Board's priorities into focused work programmes. Each has agreed terms of reference and reports regularly on progress, learning and matters requiring support or escalation.

Figure 4.



The Board reviews progress against its strategic delivery plan alongside its risk register, partner participation and agreed actions. This helps identify achievements, address delays and coordinate support where it is needed.

The Multi-Agency Risk Management Strategic Risk Panel provides an additional escalation route where an adult remains at risk of death or serious harm despite established multi-agency interventions. Partners work together to address barriers and coordinate further action, keeping the adult's rights, wishes and desired outcomes central to decisions.

Our continuing focus is on making oversight useful: recognising progress, responding to difficulties early and building clearer evidence of the difference our work makes to adults' experiences.

The Safeguarding Partnership Business Unit coordinates reporting, meetings and work programmes, supporting continuity across these arrangements.

5. Community Engagement and Lived Experience

Making Safeguarding Personal is at the heart of the Bury Safeguarding Adults Board's approach. It means safeguarding with people, rather than doing safeguarding to them, and recognising that adults are experts in their own lives.

The Board's ambition is to ensure that people's voices do more than describe their experiences. We want those experiences to influence our priorities, challenge professional assumptions, shape safeguarding messages and contribute directly to the design and evaluation of services.

5.1 Reaching Out to Communities

Established during 2025–2026, the Community Voice and Engagement Subgroup is helping the Board build closer relationships with Bury's communities, recognising and valuing the diverse experiences people bring.

Chaired by Bury Voluntary, Community and Faith Alliance and co-chaired by Greater Manchester Police, the subgroup brings together Adult Social Care, Healthwatch Bury, Safenet, health partners, Age UK, Bury Carers Hub, Bury Older People's Network, the Rough Sleeping Team and other voluntary and community organisations.

Its early work has focused on connecting existing networks, mapping engagement activity to avoid duplication and identifying opportunities to hear from communities whose voices are less often represented. Links with the Learning, Development and Workforce Subgroup help connect community insight with prevention and professional learning.

Safeguarding posters have been shared with service user forums for constructive feedback, helping shape clearer, more accessible information. Representatives also bring concerns raised through these forums to a standing subgroup agenda item, with feedback arrangements developing so people can see how their contributions influence change.

Members delivered three public drop-in sessions, beginning during Adult Safeguarding Week, across different locations in Bury. Partners came together to offer information, answer questions and provide a welcoming space for residents to discuss concerns about themselves or someone they care about.

These conversations show the value of meeting people in familiar settings, taking time to listen and helping them find appropriate support.



5.2 Learning Together at the Adult Safeguarding Summit

The Board commissioned From Fragmentation to Coordination, a multi-agency Adult Safeguarding Summit led by Professor Michael Preston-Shoot.

Discussions explored the experiences of people affected by homelessness, self-neglect, trauma, exploitation and overlapping needs. The thematic analysis recognised a compassionate workforce, strong examples of outreach and relationship-based practice, and effective collaboration between agencies.

Participants also identified opportunities to make these strengths more consistent, particularly where people encounter service thresholds or uncertainty about who is coordinating their support.

The shared direction was clear: build support around the whole person, with an identified lead professional, a consistent team, timely information sharing and sustained engagement. This learning is informing work on earlier intervention, complex needs and closer coordination between safeguarding and community safety partners.

5.3 Showing How People Influence Change

Following year-end, CQC's assessment of Bury Council recognised examples of people with lived experience influencing services and communication—an encouraging foundation for the partnership to build upon. During 2026–2027, we will build on this and strengthen opportunities for adults and carers to contribute, alongside clearer feedback about how their views have been used.

Three questions will guide this work:

"What did people tell us? · What did we change? · What difference did it make?"

This will help us build on the relationships already developing and make people's influence more visible in the Board's work.

6. Progress against our Strategic Priorities 2025-2026

6.1 First year of our Strategic Plan 2025–2027[3],

Learning from the Past, Leading for the Future: Our Borough, Our Vision, partners strengthened community connections, developed learning from reviews and examined how safeguarding reflects adults' wishes.

The summary below distinguishes progress made from the further work needed to demonstrate its impact.

Table 2

Strategic priority	Progress and achievements	Building on this progress
Priority 1: Strengthening Community Voice in Safeguarding – From Awareness to Impact	The Community Voice and Engagement Subgroup established closer links with local networks. Community drop-ins, feedback on safeguarding materials and the Adult Safeguarding Summit created opportunities for conversation and shared learning, as described in Section 5.	Broaden participation, develop accessible information together and show how community contributions influence decisions and services.
Priority 2: Embedding Learning, Impact and Accountability from SARs	The former Adult Case Review Group became the Safeguarding Adult Review and Learning Subgroup, extending its focus to implementation and impact. BSAB considered and progressed	Strengthen consistent partner participation, coordinate the sharing of learning and test whether actions lead to sustained improvements.

[3] Bury Safeguarding Adults Board, Strategic Plan 2025–2027. Published strategic plan

	actions following completion of a SAR and a single agency learning review.	Develop clearer feedback and support arrangements for families contributing to reviews.
Priority 3: Personalising Safeguarding – Listening, Empowering and Acting on What Matters	A multi-agency Making Safeguarding Personal audit was completed through the Quality Assurance and Performance Subgroup. Partner returns described attention to adults' wishes and communication needs, supported by learning on mental capacity, trauma, self-neglect and professional curiosity.	Agree and follow through on audit findings, evaluate changes in decision-making and strengthen direct feedback from adults and carers about their safeguarding experiences.

Board assessment: Strong foundations have been established, with early evidence of improved connectivity. The next phase must demonstrate direct community influence and measurable impact.

6.1.1 Responding to Emerging Risk: Cuckooing

Greater Manchester Police led a detailed scoping exercise to strengthen the partnership's understanding of cuckooing in Bury. This work brought together available intelligence about the nature of the risk, the vulnerabilities of adults who may be targeted and the opportunities for earlier identification and prevention.

The scoping exercise resulted in partnership agreement to develop and implement a coordinated multi-agency workplan during 2026–2027. This will focus on prevention, community awareness, professional recognition, information-sharing, disruption of perpetrators and person-centred support for adults experiencing exploitation.

This provides a strong example of the partnership responding proactively to an emerging safeguarding risk and translating shared intelligence into a planned programme of multi-agency action.

[4]Board assessment: There is clear commitment to Making Safeguarding Personal and encouraging evidence across partner organisations. Stronger multi-agency evaluation and direct feedback from adults are required to demonstrate consistency and impact across the system.

[4] **Reporting note:** This section primarily reports activity undertaken between 1 April 2025 and 31 March 2026. Where relevant, evidence from the June 2026 Board Development Day and subgroup reports is included to describe the position reached shortly after year-end and the actions being taken forward during 2026–2027.

7. What we have achieved together - A partnership to be Proud Of

There is so much for Bury to celebrate. The evidence presented in this Annual Report provides assurance that safeguarding arrangements across Bury have continued to develop during 2025–2026, while also identifying where we need stronger evidence of impact. Partners have demonstrated considerable commitment to community engagement, learning, workforce development, Making Safeguarding Personal and the management of complex and emerging risks.

The Board has strengthened its governance through a refreshed subgroup structure, increased use of audit and performance information, more outcome-focused approaches to Safeguarding Adult Reviews and closer connections with voluntary and community partners. The positive CQC assessment provides important independent recognition of effective safeguarding systems, strong partnership working, committed leadership and a well-established culture of learning and improvement.

The Board can be confident in the strength of the partnership and the progress achieved. It also recognises that evidence of activity is not always the same as evidence of impact. Further work is required to demonstrate consistently how community voices influence decisions, how learning changes frontline practice and how adults experience safeguarding interventions.

This provides a strong platform for 2026–2027, when the Board will deepen its focus on quality assurance, accountability, transitions between services and measurable improvement in adults' safety, wellbeing, choice and control.

Across the partnership, colleagues have brought energy, compassion and determination to safeguarding—building relationships, sharing knowledge and supporting people through difficult circumstances.

These achievements reflect the contribution of many people: practitioners who listen carefully and ask another question; managers who make space for reflection; community organisations that help people find their voice; and partners who come together when support requires more than one service.

7.1 Stronger Connections and Shared Learning

During 2025–2026, we have brought community conversations closer to the Board's work, created opportunities to learn together and strengthened our focus on what safeguarding means to the person receiving support.

Our community drop-ins illustrate how a simple conversation can open a door to advice, reassurance or further help. Our Adult Safeguarding Summit offered space to recognise excellent practice and explore how partners can coordinate support around people with overlapping needs. Our audit and review work has helped focus attention on adults' wishes, professional decisions and the changes we want to achieve.

Together, these developments reflect a partnership with the confidence to share its strengths, discuss difficulties openly and learn from one another.

7.2 Independent Recognition of Progress

Following the reporting year, Bury Council received an overall Good rating from the Care Quality Commission (CQC) for how it meets its adult social care responsibilities. Recognition of effective safeguarding arrangements and strong partnership working provides a welcome opportunity to celebrate progress.

While the assessment focused on the Council's responsibilities, the wider partnership can take pride in its contribution. Behind that recognition are the relationships, leadership and everyday dedication that support safeguarding across Bury.

Thank You to Everyone Who Has Contributed

Our thanks go to frontline colleagues, Board and subgroup members, the Safeguarding Partnership Business Unit, volunteers and partner organisations. Their time, expertise and commitment have helped move our shared ambitions forward.

Above all, we thank the adults, carers and families whose experiences help us understand what works and what can be better. Sharing those experiences can take confidence and courage; their contribution gives our work meaning and direction.

This progress belongs to the people who have made it possible. Together, we have much to be proud of—and strong foundations on which to build.

8. Performance Data - Understanding People's Experiences and Outcomes

Performance information helps the Board understand how safeguarding concerns are handled, whether adults are involved in decisions and what happens to the risks they face. Read alongside audits and people's feedback, it helps us recognise strengths and identify where further attention would be valuable.

8.1 Safeguarding Performance Summary 2025–26

Table 3

All figures cover safeguarding concerns and enquiries concluded between 1st April 2025 – 31st March 2026

Measure	Performance	Notes
Timeliness of concerns (total days to make s42 decision)	Median: 2 days Longest: 203 days	Recording errors no longer occurring since all concerns are centralised to one team now. Sample of the longest 20 concerns, and a random sample of 20 further concerns, confirmed all were completed by teams that no longer complete s42 screening.
S42 enquiry length (total days)	Median time to close a s42 enquiry: 60.5 days Maximum to close a s42 enquiry: 687 days	Maximum enquiry was a longstanding self-neglect case with involvement from two Local Authorities and Legal input.
Conversion rate	26.8% average progressed to an enquiry	Close to 24/25 national average of 27.2%
Safeguarding outcomes (636 cases)	90.6% of individuals were asked about their desired outcomes (576 cases) Of those who expressed outcomes, 95.2% of outcomes were fully or partially achieved (493 cases)	Consistently strong
Risk outcomes (of 309 cases where a risk was identified)	Reduced: 205 (66.3%) Removed: 83 (26.9%) Remains: 21 (6.8%)	93.2% risk removed or reduced

8.2 Building on the Findings

The reported figures provide encouraging evidence of adults being asked about their wishes and safeguarding activity helping to reduce risk. The service also reports that centralising concerns within one team has improved consistency of recording.

Our next step is to deepen this understanding through clearer reporting of outcomes, examination of longer cases and feedback from adults. This will help the Board understand both how efficiently safeguarding operates and how well it supports people to achieve safety in ways that matter to them.

9. Safeguarding Adult Reviews (SARs) – Learning that Matters

9.1 Overview

Under Section 44 of the Care Act 2014[5], the Board must arrange a Safeguarding Adult Review where an adult in its area has care and support needs, there is reasonable cause for concern about how agencies worked together to safeguard them, and either:

- the adult has died and the Board knows or suspects that their death resulted from abuse or neglect; or
- the adult is alive and the Board knows or suspects that they have experienced serious abuse or neglect.

The purpose of a SAR is not to apportion blame but to promote learning and drive system-wide improvement. Behind every Safeguarding Adult Review (SAR) is a person whose experiences deserve careful consideration. Reviews help partners understand what happened, recognise good practice and identify how organisations can work more effectively together to prevent future harm.

9.2 Referrals and Review Activity

During 2025–2026, the Board received six SAR referrals, each considered through a structured screening process.

Table 4

Referral outcome	Reported activity
Progressed to a Safeguarding Adult Review	Two referrals, with another Safeguarding Adults Board leading one of the reviews.
Progressed to a Local Learning Review	One referral did not meet the SAR threshold but provided an opportunity for learning. An action plan was produced.

[5] Care Act 2014, section 44; Care and Support Statutory Guidance, paragraphs 14.162–14.168. Statutory guidance

Other referrals	Three referrals: screening outcomes to be confirmed before publication.

Considering alternative learning approaches enables partners to explore opportunities for improvement even where a statutory SAR is not required.

At the time of drafting, two SARs remained ongoing, including the review led by another Board. Their findings will be considered when available.

9.3 What the Reviews Are Teaching Us

The draft identifies the following themes from review activity:

Figure 5.



These themes help partners focus learning on the decisions and interactions that shape adults' experiences.

9.4 Turning Learning into Action

The Board commissioned two Mental Capacity Act learning events during the year. Joint learning with the Bury Safeguarding Children Partnership and Community Safety Partnership also addressed domestic abuse, substance misuse and professional curiosity, supporting a shared understanding of risks across families and services.

The Adult Safeguarding Summit, described in Section 5, provided a further opportunity to explore coordination around people with complex and overlapping needs.

Independent Scrutiny Panels have been used to examine evidence supporting SAR action completion. The next step is to clarify the status of outstanding actions and strengthen evidence of how learning is changing practice.

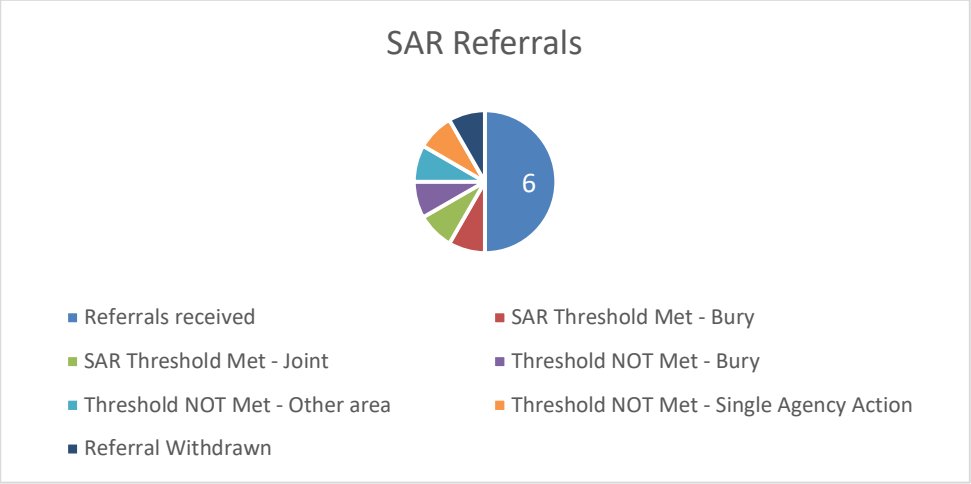
Through the Safeguarding Adult Review and Learning Subgroup, the Board will continue to connect review findings with practical action, follow-up and evaluation.

Our commitment is to honour people's experiences through learning that is understood, acted upon and tested for the difference it makes.

9.5 SAR Referral Activity 2025-2026

During 2025–26, the BSAB received six referrals for Safeguarding Adult Reviews (SARs). Each referral was subject to structured screening to determine whether the statutory threshold was met. Of these, two were progressed as a SAR, with another SAB leading on one of the reviews. One further referral was found not to meet threshold, but resulted in a Local Learning Review, from which an action plan was produced and monitored. This approach ensures that SARs are applied proportionately and that learning is generated from every referral, even when the threshold is not met.

Fig.5.



9.6 SAR Data and Assurance

To ensure learning is not only identified but embedded, the Board has implemented a robust SAR action monitoring framework. All SAR actions prior to 2024 have now been discharged via the scrutiny panel process, with robust evidence. This process has significantly strengthened transparency, accountability, and assurance across the partnership. This approach is also being shared with other SABs regionally. Prior to the scrutiny panel process, the SARL subgroup monitors the action plans and partners and agencies provide assurance and confirmation that actions are on track and successfully completed.

9.7 From Learning to Measurable Impact

The next stage of Bury's SAR work will strengthen how we demonstrate that learning has improved practice and people's experiences. Completing a report or action plan is an important milestone; understanding the difference it makes requires continued attention.

Building on the national resources launched at the National SAB Chairs Conference in May 2026, we will incorporate the CLEAR framework[6] into our approach to recommendations, action planning and impact review.

CLEAR Framework – Table 5

CLEAR	How it will guide our work
C – Case for Change	Explain what needs to change and why it matters to adults.
L – Learning	Identify how learning will be shared, understood and applied.
E – Evidence	Agree what evidence will demonstrate improvement.
A – Allocate Responsibility / Accountability	Identify who will lead delivery, with the support and resources required.
R – Review	Set dates to assess progress and whether improvements are sustained.

The Safeguarding Adult Review and Learning Subgroup and Quality Assurance and Performance Subgroup will work together to connect SAR recommendations with the audit programme. Drawing on the national tools[7], this will include partner self-assessment, case-file audits and reflective discussions with practitioners, alongside feedback from adults, families and advocates.

For each priority area, we will identify the starting position, the intended improvement and how it will be reviewed. Follow-up audits will help establish whether changes are evident in practice—for

[6] From Learning to Impact: Embedding the CLEAR Framework for Safeguarding Adults Reviews, Workstream 3 report, 2026. CLEAR framework

[7] Workstream Report on Improving & Measuring the Impact of SARs, March 2026. National report and tools

example, clearer coordination, better consideration of mental capacity or stronger involvement of adults in discharge planning.

This approach will distinguish between actions delivered, changes in practice and outcomes for people. Where improvement is not yet evident, partners can explore barriers together and adjust their response.

Our ambition is to honour the experiences behind every review through learning that leads to demonstrable, lasting improvement.

10. Our Vision for 2026–2027 – Turning Shared Ambition into Lasting Difference

Our vision is a Bury where people are heard, support stays connected and learning leads to change that people can feel in their everyday lives.

In the final year of our Strategic Plan, we will build on the relationships, commitment and learning developed together, with three connected ambitions:

Quality assurance and performance: use the CLEAR framework, audit tools and people's feedback to understand where safeguarding is working well, where experiences differ and whether improvements last.

Leadership and accountability: ensure agreed changes have clear ownership, that partners receive support to address barriers and that progress is tested through evidence.

Transitions between services: strengthen coordination so young people entering adulthood, and adults moving between services, experience continuity, trusted relationships and shared responsibility.

Community voice, Making Safeguarding Personal and learning from reviews will remain central throughout. Together, these priorities will help us judge success through the quality of decisions, the reliability of support and the outcomes that matter to adults.

By the end of the Plan, our ambition is to tell a clearer story: what people told us, what we changed together and how we know it helped.

11. Safeguarding in Partnership Contributions 2025/26

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 2025/26, 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.

11.1 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 2025–26, the Board received contributions from Bury Council, NHS Greater Manchester, Greater Manchester Police, and other statutory partners.

11.2 Financial breakdown and value for money

Funding Contributions

The Bury Safeguarding Partnership operates through a single, integrated budget that supports both Children's and Adults safeguarding arrangements. This joint approach enables a coordinated and efficient use of resources across the system.

The total partner contributions for the reporting period were £397,796, broken down as follows:

- Bury Local Authority: £325,000
- Integrated Care Board (ICB) NHS Bury: £44,080
- Greater Manchester Police: £27,802
- Probation Service: £914

This funding model reflects the statutory responsibilities of safeguarding partners and demonstrates a continued commitment to shared ownership of safeguarding arrangements across Bury.

11.3 Expenditure

Total expenditure for 2025/26 was £440,460, covering the Safeguarding Partnership's core functions, including governance and coordination, delivery of safeguarding priorities, workforce development and training, statutory reviews and learning, and Business Unit staffing and operational costs.

11.4 Use of Reserves

To address the funding gap, £42,664 was drawn from reserves held by a third-party organisation. This approved investment supports a fixed-term Business Unit post until 2027, helping maintain capacity, deliver strategic priorities, and ensure continuity of safeguarding coordination.

11.5 Changes to Funding Arrangements

There have been no significant changes to the funding contributions from individual partners compared to the previous year. Contributions remain broadly consistent, reflecting stability in partner commitment.

However, the planned use of reserves represents a temporary adjustment to support service delivery.

The Business Unit restructure currently underway is a key development, aimed at improving long-term financial sustainability and ensuring that available resources are used efficiently.

In addition, regional and national work continues, including across Greater Manchester, to develop a more equitable and sustainable funding model for safeguarding partnerships. This reflects wider recognition of pressures on current funding arrangements.

11.6 Value for Money and Impact

The Bury Safeguarding Partnership continues to demonstrate a strong commitment to delivering value for money through:

-Integrated budgeting, reducing duplication and enabling a more strategic use of resources across Children's and Adults safeguarding.

-Collaborative multi-agency working, maximising the impact of partner contributions

Targeted investment, such as funding additional capacity within the Business Unit to maintain effectiveness.

-Ongoing organisational review, ensuring structures and staffing align with priorities and available resources.

-The use of reserves to fund a fixed-term post represents a proportionate and planned investment, enabling the Partnership to sustain critical functions while longer-term financial solutions are developed.

The ongoing restructure of the Business Unit is expected to improve efficiency and clarity of roles, strengthen delivery against safeguarding priorities and enhance financial resilience in future years. Overall, the Partnership is satisfied that the funding received has been used effectively, proportionately, and in line with statutory responsibilities, ensuring that safeguarding arrangements remain robust despite financial pressures.

12. Sharing Expertise, Shaping Practice – Our Regional and National Contribution

Bury brings its experience to wider safeguarding conversations, sharing ideas and drawing on collective expertise to strengthen local practice.

The Independent Chair represents Bury within the National Network of Safeguarding Adults Board Chairs and the North West England network, and serves as Vice Chair of the Safeguarding Adults Review Network Management Committee. These roles provide opportunities to contribute to

national developments, explore emerging challenges and advance approaches to learning and measuring impact.

The Business Manager participates in the National Business Manager Network and Greater Manchester networks, exchanging practical approaches to governance, quality assurance and effective Board working.

Together, these connections create valuable opportunities to benchmark our arrangements, test our thinking against evidence and experience elsewhere, and share Bury's own learning. They support a partnership that remains curious, welcomes constructive challenge and looks beyond organisational boundaries for ideas worth bringing home.

Our ambition is to turn shared expertise into stronger local practice—and demonstrate the difference it makes for adults in Bury.

13. Our Partnership in Action – Contributions from Our Members

Safeguarding in Bury is a shared endeavour. The following contributions give partners space to describe their work, achievements, challenges and learning in their own words. Together, they show the breadth of commitment across our partnership and the contribution each organisation makes to safeguarding adults.

- Strengthening Community Voice in Safeguarding – From Awareness to Impact
- Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability
- Personalising Safeguarding – Listening, Empowering, and Acting on What Matters

13.1 Adult Social Care (Bury Council)

Strengthening Community Voice in Safeguarding – From Awareness to Impact

Adult Social Care (ASC) has strengthened community voice by embedding person-centred approaches and improving awareness of abuse and neglect across services. Stronger alignment between operational practice and SAB priorities has supported targeted community engagement, including ASC's leadership and contribution to partnership events in late 2025.

Accessible communication has been enhanced through easy-read materials and inclusive reporting, improving public understanding of safeguarding. ASC has further supported partnership governance by chairing two SAB subgroups. Progress towards completion of the co-produced safeguarding transformation programme is ensuring that lived experience increasingly informs service design, prevention, and early identification.

Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability

ASC continues to lead on Safeguarding Adult Reviews (SARs) and the implementation of learning across the partnership. National Safeguarding Adults Week 2025 was utilised to reinforce key themes and promote professional learning.

In response to SAR findings, particularly around the Mental Capacity Act (MCA), ASC delivered a focused week of action to strengthen practice, receiving positive feedback from partners. An enhanced internal review framework is being finalised to ensure more timely, consistent identification and application of learning.

The Head of Adult Safeguarding has also strengthened policy oversight through the Quality Assurance and Performance subgroup, ensuring learning is embedded and impact is monitored.

Personalising Safeguarding – Listening, Empowering, and Acting on What Matters

ASC has strengthened mechanisms for capturing and using qualitative feedback, now embedded within routine governance processes. This supports continuous improvement and ensures safeguarding responses are informed by lived experience.

Building on previous annual report findings, ASC has prioritised engagement with families and carers while continuing to develop community voice. Strong outcomes have been maintained, with high levels of risk reduction and achievement of desired outcomes, demonstrating the effectiveness of person-centred safeguarding approaches.

13.2 Probation Service

Strengthening Community Voice in Safeguarding – From Awareness to Impact

The Probation Service has strengthened engagement with people on probation and victims, ensuring safeguarding risks and support needs are identified and addressed. A service user forum enables lived experience to inform service delivery, with direct engagement from senior leaders.

Changes following the Sentencing Act 2026 have been supported through improved communication and risk-informed safety planning, including MAPPA arrangements. Safeguarding awareness is reinforced through mandatory training, CPD, and reflective supervision.

Active contributions to SAB activity, including scrutiny panels and MARM Executive, have strengthened partnership working and prevention approaches.

Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability

The service has supported SAR accountability through chairing and contributing to scrutiny panels. Involvement in one SAR action plan led to a structured, whole-agency response, including partner briefings to improve collaboration and information sharing.

This approach has strengthened learning, accountability, and system-wide improvement.

Personalising Safeguarding – Listening, Empowering, and Acting on What Matters

Trauma-informed practice is embedded across safeguarding activity. Enhanced Rehabilitative Services and strengthened Victim Liaison capacity support more responsive, person-centred interventions.

Safeguarding is monitored through audits and training compliance, with MAPPA and multi-agency working supporting complex risk management, including issues such as exploitation and organised crime.

13.3 Pennine Care NHS Foundation Trust

Strengthening Community Voice in Safeguarding – From Awareness to Impact

Engagement with safeguarding partnerships has remained strong, with active contribution to SAB subgroups, multi-agency training, and partnership development workshops shaping local priorities.

A sustained programme of multi-agency and bitesize training (30+ sessions reaching over 900 practitioners) has strengthened awareness, professional curiosity, and early identification of risk, including domestic abuse, neglect, and exploitation.

The introduction of a safeguarding champion model (42 practitioners) has enhanced local ownership, improved communication of safeguarding messages, and supported the consistent dissemination of learning into frontline practice. Co-produced approaches (e.g. MCA training with partners) further demonstrate a commitment to embedding lived experience and inclusive practice.

Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability

The Trust has maintained strong engagement in statutory safeguarding reviews, contributing to 49 reviews in 2025/26, with learning systematically informing training, audit activity, and strategic priorities.

A thematic review of learning has underpinned a Trust-wide strategic delivery plan, ensuring consistent application of improvement actions across all localities and strengthening governance and accountability arrangements.

Robust audit programmes, quality assurance processes, and strengthened governance structures (including the Central Safeguarding Assurance Group) ensure that learning is embedded, monitored, and translated into measurable service and practice improvements.

Personalising Safeguarding – Listening, Empowering, and Acting on What Matters

Person-centred safeguarding has been strengthened through enhanced Mental Capacity Act (MCA) practice, improved documentation, and targeted workforce development to support lawful, individualised decision-making.

High utilisation of safeguarding consultation and supervision (over 2,100 consultations and 766 supervision attendances) demonstrates ongoing support to practitioners to manage complex, individualised risk.

Strategic priorities, including domestic abuse, self-neglect, and high-risk protocols, reflect a focus on improving outcomes for individuals through tailored, multi-agency responses that recognise complex need and risk.

13.4 Northern Care Alliance NHS Foundation Trust

Strengthening Community Voice in Safeguarding – From Awareness to Impact

The Northern Care Alliance (NCA) continues to strengthen community voice through active engagement with Safeguarding Adults Boards, sub-groups, MARAC meetings and Channel Panels across Bury and neighbouring localities. Patient stories are routinely collected, discussed within safeguarding team meetings and shared across services to promote learning and ensure that lived experience informs practice and service development. Safeguarding awareness is further enhanced through initiatives such as Safeguarding Fortnight, champion sessions and targeted training programmes, helping staff and communities to recognise safeguarding concerns and understand how to seek support. Moving forward, there is an opportunity to further demonstrate impact by increasing opportunities for people with lived experience to contribute to policy development, service design and evaluation, ensuring that community voices directly shape safeguarding priorities and outcomes.

Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability

The NCA has established a strong culture of partnership working and continuous learning, with safeguarding matters routinely escalated through governance structures and Safeguarding Adults Board arrangements. Learning is embedded through patient stories, multi-agency discussions and ongoing workforce development, particularly in priority areas such as Mental Capacity Act (MCA) implementation, Deprivation of Liberty Safeguards (DoLS) and managing allegations against staff. Safeguarding referral activity remains significant, with referrals ranging between 127 and 168 per quarter in Bury, highlighting the importance of robust oversight and assurance processes. To strengthen accountability further, there is scope to enhance the evaluation of safeguarding interventions and Safeguarding Adult Review (SAR) recommendations by evidencing how learning has changed practice, improved professional decision-making and led to better outcomes for adults at risk.

Personalising Safeguarding – Listening, Empowering and Acting on What Matters

The NCA's safeguarding approach places the individual at the centre of practice through support for complex cases, patient-centred learning and a focus on key issues such as self-neglect, neglect and acts of omission. The development of a safeguarding supervision framework and the introduction of a new Clinical Leadership Model present opportunities to further strengthen personalised safeguarding across all clinical services. By ensuring that practitioners consistently seek and act upon a person's views, wishes and desired outcomes, safeguarding interventions can become more empowering and responsive. Continued focus on Making Safeguarding Personal principles will support stronger outcome-focused conversations, enabling adults with care and support needs to have greater choice, control and involvement in decisions that affect their safety, wellbeing and independence.

13.5 Greater Manchester Mental Health NHS Foundation Trust

Strengthening Community Voice in Safeguarding – From Awareness to Impact

GMMH has strengthened community voice through improved accessibility of safeguarding information and increased involvement of people with lived experience. The Trust's public-facing website has been enhanced to provide clear guidance on recognising harm, raising concerns and accessing support.

A new safeguarding campaign (BELIEVE – Safeguard, Act, Follow-up, Escalate) has been developed to strengthen awareness and early identification across services. Engagement of service users and carers is embedded through participation in service improvement, recruitment, training delivery and environmental audits.

Co-production is a key component of the Recovery Academy, where learning resources and training are jointly developed and delivered with people with lived experience, ensuring that community insight informs safeguarding practice and service development.

Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability

Learning from Safeguarding Adult Reviews (SARs) is systematically embedded through a comprehensive workforce development and governance approach. This includes a wide programme of targeted training and learning events, covering areas such as professional curiosity, self-neglect, domestic abuse, Mental Capacity Act (MCA), and safeguarding responsibilities.

Learning is reinforced through safeguarding briefings, policy updates, audits, and improvements to internal guidance and intranet resources. The introduction of safeguarding champions and a quality improvement collaborative further strengthens oversight and accountability.

This approach ensures learning is translated into practice, monitored through governance structures, and consistently applied across the organisation.

Personalising Safeguarding – Listening, Empowering, and Acting on What Matters

Person-centred safeguarding is embedded through the consistent application of Making Safeguarding Personal, ensuring individuals' views, wishes and outcomes are central to all interventions and recorded within clinical systems.

Service users and carers are actively involved in shaping services through forums, feedback mechanisms, and co-production, with insights from complaints, compliments and engagement activities informing continuous improvement.

This approach ensures safeguarding responses are personalised, empowering, and aligned with what matters most to individuals, supporting improved outcomes and sustained engagement.

13.6 Housing Services

Strengthening Community Voice in Safeguarding – From Awareness to Impact

Neighbourhood Services has strengthened community voice through frontline, place-based housing activity. Housing officers and support staff act as trusted points of contact, identifying safeguarding concerns through routine interactions including home visits, inspections, repairs and welfare checks.

During 2025/26, there has been an increased focus on early identification and prevention, with proactive engagement around wellbeing, domestic abuse, self-neglect, hoarding and financial vulnerability. Safeguarding awareness is embedded within neighbourhood walkabouts, estate activity and tenant engagement, ensuring concerns raised by residents directly inform timely action and referrals. Tenant and advocate feedback continues to shape escalation and support pathways, particularly within sheltered and supported housing.

Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability

Neighbourhood Services has actively embedded SAB learning into practice, translating themes from Safeguarding Adult Reviews into housing-specific approaches. Key areas including self-neglect, professional curiosity, information sharing and escalation are reinforced through team meetings, supervision and internal communications.

Partnership working has been strengthened with adult social care, health and voluntary sector partners to support shared understanding and consistent responses. Safeguarding activity and outcomes are monitored through case review, supervision and performance oversight, ensuring accountability and continuous improvement.

Personalising Safeguarding – Listening, Empowering, and Acting on What Matters

Person-centred safeguarding is embedded across housing services, with a focus on understanding individual circumstances, wishes and desired outcomes. Staff work collaboratively with adults at risk, balancing safety with independence and choice.

Support is tailored to individual need, including access to advocacy where appropriate, enabling meaningful participation in safeguarding processes. A continued emphasis on building trusted relationships supports sustained engagement, contributing to improved outcomes for individuals experiencing vulnerability, isolation and complex needs.

13.7 Greater Manchester Police (GMP)

Strengthening Community Voice in Safeguarding – From Awareness to Impact

Greater Manchester Police (GMP) has strengthened community voice through proactive neighbourhood policing and partnership engagement. Neighbourhood teams have maintained strong relationships with community, faith and voluntary groups, enabling earlier identification of safeguarding concerns and improved reporting pathways.

Targeted engagement activity with groups at increased risk, alongside community events and campaigns (including domestic abuse initiatives and Operation Magnolia), has supported awareness, early intervention and safeguarding referrals. Safeguarding is embedded within frontline policing through professional curiosity, local problem-solving and intelligence-led approaches, ensuring community insight informs risk assessment and operational response.

GMP has further strengthened its commitment to community voice through co-chairing the SAB Community Voice Subgroup, ensuring lived experience informs service improvement and partnership delivery.

Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability

GMP has implemented a robust, structured approach to embedding learning from Safeguarding Adult Reviews (SARs) through its centralised organisational learning framework. The Serious Case Review Team (SCRT) provides independent oversight, ensuring consistent, timely identification and application of learning across the force.

Learning is acted upon at the earliest stage of the review process and tracked through a formal organisational learning pathway, with actions recorded, monitored and assured via the Public Protection Department.

Governance arrangements, including the Vulnerability Board, ensure oversight and accountability, while learning is translated into policy updates, procedural changes and targeted training, supporting continuous improvement in safeguarding practice.

Personalising Safeguarding – Listening, Empowering, and Acting on What Matters

GMP continues to embed a victim-centred, trauma-informed approach, prioritising individuals' wishes and desired outcomes within safeguarding responses. Partnership working ensures responses are proportionate, respectful and focused on preventing repeat harm.

A partnership-led response to emerging risks, including cuckooing, has been strengthened through the development of a multi-agency problem profile and task and finish group. This work includes the integration of lived experience to inform interventions and improve outcomes for affected individuals.

13.8 NHS Greater Manchester Bury – Integrated Care Board (ICB)

Strengthening Community Voice in Safeguarding – From Awareness to Impact

NHS GM has embedded co-production within commissioning, enabling adults and young people to shape services through initiatives such as the *Shaping Co-production Together* workshop and a citizen engagement platform.

The organisation maintains active participation in SAB and statutory review processes, supporting system-wide learning and prevention. Oversight of commissioned providers ensures safeguarding practice is strengthened and emerging risks are identified.

Targeted engagement, including safeguarding drop-in sessions led by the Designated Nurse, has increased awareness of available support and early intervention pathways.

Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability

NHS GM has strengthened safeguarding assurance through enhanced contractual standards and a robust monitoring framework aligned to national guidance.

Engagement with assurance tools such as SCAT and SCRT supports oversight of safeguarding practice, statutory reviews, and emerging themes, including mental health and substance misuse, which inform commissioning priorities.

Active involvement in national safeguarding networks and contributions to initiatives such as Professional Curiosity Rapid Reads demonstrate a commitment to continuous learning and improvement.

Personalising Safeguarding – Listening, Empowering, and Acting on What Matters

Clear governance arrangements ensure statutory safeguarding responsibilities are embedded across NHS GM and delivered through locality Designated Teams.

NHS GM promotes Making Safeguarding Personal, influencing policy, training, and practice across the system while providing strategic oversight of complex cases.

The Safeguarding Health Collaborative Forum strengthens partnership working across providers, enabling consistent approaches, shared learning, and improved person-centred outcomes.

13.9 Healthwatch

Strengthening Community Voice in Safeguarding – From Awareness to Impact

Healthwatch Bury has brought lived experience into safeguarding through engagement with residents, carers, and community groups. Insight from routine listening has highlighted themes around access, communication, awareness, and confidence in seeking help.

This intelligence is shared with partners to support prevention, early identification of risk, and service improvement. Signposting and awareness-raising have also strengthened understanding of support pathways and increased community voice within safeguarding.

Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability

Healthwatch Bury contributes to system learning by sharing community insight on people's experiences of care, including themes of quality, communication, and responsiveness.

This perspective supports partners to assess whether changes are improving outcomes in practice and strengthens accountability by keeping a clear focus on lived experience and meaningful impact.

Personalising Safeguarding – Listening, Empowering, and Acting on What Matters

Healthwatch Bury champions person-centred approaches, ensuring that people's voices, wishes, and experiences inform safeguarding discussions.

Engagement activity has highlighted what matters most to individuals, including dignity, clear communication, and involvement in decision-making, while identifying barriers to accessing support.

Sharing this insight with partners supports more responsive, personalised safeguarding and reinforces the importance of empowerment and choice.

14. With Our Thanks

Thank you to the adults, carers, families, communities, practitioners, volunteers and partners who have contributed to safeguarding across Bury this year. We value your time, your care and your willingness to share experiences—including when things have been difficult.

The diverse voices of Bury's communities remind us what matters and where we need to do more. We are committed to making space for those voices, hearing people less often heard and showing how their contributions influence our work.

As we enter the final year of our strategic plan, our shared commitment is clear: listen closely, value every voice, act together and show how our work makes a difference to people's lives.