BSAB Strategic Plan Report 2025–2027

"Learning from the Past, Leading for the Future: Our Borough, Our Vision"

8th July 2025

Contents

1. Introduction

This Strategic Delivery Plan sets out the priorities and ambitions of Bury Safeguarding Adults Board (BSAB) for the period 2025 to 2027. Our work is evidence of our commitment to protect the rights, safety, and dignity of adults with care and support needs, ensuring safeguarding is everyone's responsibility.

As a partnership, we recognise the complex challenges facing our communities. We are determined to create a system of safeguarding that is personal, preventative, and proudly engrained in the voices of people in Bury. This strategy draws on the learning from our previous plan, local safeguarding experiences, and feedback from practitioners, communities, and people with lived experience.

Our approach for the next two years is to maintain a focused set of strategic priorities that will drive forward real change. These are supported by enabling workstreams and robust accountability mechanisms to ensure delivery and transparency.

2. Vision

"Learning from the Past, Leading for the Future: Our Borough, Our Vision"

Our long term aspiration and overarching direction is one where the community of Bury as a whole aims to seethat every adult lives safely, free from abuse and neglect, with safeguarding that is person-led, inclusive, and shaped by lived experience Bury's 'Let's Do It' strategy promotes community empowerment, prevention, inclusion, and partnership working—principles that are reflected throughout the BSAB's safeguarding priorities.

3.0. Strategic Priorities Overview

In 2025–2026, our focus will be on strengthening community voice, embedding person-led safeguarding, and learning from real experiences to drive system change.

Safeguarding Priorities 2025-2027

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	Reflecting, evaluating from a look back of 2025-2026 to further drive Quality, Insight and Assurance in Safeguarding	Bridging the Gaps: Strengthening Safeguarding Across Transitions and Boundaries	Measuring Impact and Embedding Accountability: A Strategic Review of Safeguarding Progress

3.1. 2025–2026 Priorities:

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

3.2. 2026–2027 Priorities:

In the second year of the plan, our emphasis will shift towards further assurance, governance, and improving the quality and continuity of safeguarding across systems

1. Reflecting, evaluating from a look back of 2025-2026 to further drive Quality, Insight and Assurance in Safeguarding
2. Bridging the Gaps: Strengthening Safeguarding Across Transitions and Boundaries
3. Measuring Impact and Embedding Accountability: A Strategic Review of Safeguarding Progress

4.0. Strategic Priority 1: Strengthening Community Voice in Safeguarding – From Awareness to Impact

4.1. Aim:

To build a safeguarding culture that recognises, values, and acts upon the diverse voices, lived experiences, and safeguarding concerns of Bury's communities — ensuring that awareness translates into meaningful prevention, earlier identification, and system-wide improvement.

4.2. Key Objectives:

- Co-produce safeguarding awareness tools with local communities, cultural groups, and safeguarding ambassadors to reflect the language, concerns, and strengths of different communities across Bury.
- Deliver inclusive, accessible campaigns in multiple languages and formats, focusing on priority safeguarding themes and supporting disclosures from groups who may face additional barriers to reporting harm.
- Develop clear, trusted pathways for reporting safeguarding concerns and accessing early help, tailored to the realities and needs of different community groups.
- Strengthen partnerships with community leaders, grassroots organisations and faith groups to promote early identification, reduce stigma, and build confidence in safeguarding processes.
- Host community-led forums, listening events and roadshows to surface safeguarding themes and solutions, feeding insights directly into Board strategy, audit, and assurance work.
- Embed community voice in learning reviews and governance to ensure diverse experiences shape both preventative action and responses to harm.

4.3. Measures of Success

1. Evidenced increase in engagement with previously underrepresented or seldom-heard communities across safeguarding campaigns and events.
2. Positive feedback from community partners on the cultural relevance, accessibility, and effectiveness of safeguarding materials.
3. Rise in safeguarding concerns and disclosures received from minoritised or less-engaged communities, including informal routes.
4. Community-informed themes and insights visibly shaping Board priorities, audits, Safeguarding Adults Reviews (SARs), and strategic decisions.
5. Establishment of ongoing community feedback mechanisms that demonstrate impact and accountability.

5. Strategic Priority 2: Embedding Impact Evaluation and Learning Mechanisms from SARs for Accountability

5.1. Aim:

To promote a culture of learning and improvement across all partners, with clear accountability for embedding SAR learning into policy, practice, and workforce development, with clear mechanisms to monitor impact and ensure accountability for change.

5.2. Key Objectives:

- Develop and implement a robust, multi-agency SAR learning impact framework to track changes in policy, practice, and outcomes.
- Expand and strengthen the SAR Champions Network by involving frontline providers, housing, emergency services, and voluntary sector partners in driving and cascading learning.
- Establish a quarterly learning log or bulletin that synthesises lessons from SARs, audits, complaints, and compliments, and shares these in accessible formats.
- Incorporate SAR themes and findings into induction training, reflective supervision, and ongoing professional development activities.
- Create opportunities for families, carers, and individuals involved in SARs to contribute to shared learning sessions (with appropriate support).

5.3. Measures of Success

- Tangible practice improvements evidenced through audit, supervision, case file audits and practitioner feedback from all agencies.
- Increased breadth and diversity of agencies actively involved in SAR learning and implementation.
- Consistent production and dissemination of learning resources, with tracked engagement and usage
- Positive feedback from practitioners and people with lived experience confirming that learning is meaningful, understood, and applied in real-world settings.

6. Strategic Priority 3: Personalising Safeguarding – Listening, Empowering, and Acting on What Matters

6.1. Aim:

To continue to embed person-centred practice across all safeguarding activity so that adults at risk are heard, empowered, and supported in line with what matters most to them.

6.2. Key Objectives:

- Ensure all partner policies, tools, and forms explicitly reflect MSP principles and language.
- Audit safeguarding plans and case files to evaluate how well outcomes align with the adult's goals and wishes.
- Deliver interactive, scenario-based MSP training that includes role play, reflective discussion, and input from people with lived experience.
- Identify and support MSP champions in each organisation who model best practice and offer peer support.
- Develop structured feedback processes for adults and carers involved in safeguarding – both during and after the process.

6.3. Measures of Success

- Consistent alignment of safeguarding documentation and planning with MSP principles.
- Further Improved audit scores and qualitative findings demonstrating personalised approaches.
- Increased practitioner confidence in applying MSP, measured through pre/post-training feedback.
- Direct, meaningful feedback from adults and carers confirming that they felt heard, respected, and supported throughout the safeguarding process

7. Strategic Priorities 2026–2027

In Year 2 of the Strategy (2026–2027), our focus is to strengthen governance, enhance the robustness of the quality assurance, and improve safeguarding continuity across systems and life transitions. These priorities build on the foundations laid in 2025–2026, with greater emphasis on oversight, assurance, and embedding learning into measurable practice improvement.

8. Strategic Priority 4:Driving Quality, Insight and Assurance in Safeguarding

8.1. Aim:

To ensure safeguarding arrangements are effective, transparent, and continually improving, based on meaningful data, audit, and risk insight.

8.2. Key Objectives:

- Finalise, launch and embed the multi-agency Quality Assurance (QA) Framework, ensuring consistent application across all Board partners.
- Deliver a programme of at least four thematic multi-agency audits annually, aligned to SAR themes and priority risk areas (e.g., transitions, neglect, self-neglect).
- Refresh and embed the Board's Strategic Risk Register, with a clearly defined quarterly review and escalation process linked to governance cycles.
- Improve the accessibility, integration, and interpretation of multi-agency safeguarding data, including the development of data dashboards to support system-level decision-making.
- Strengthen triangulation by drawing on audit findings, lived experience feedback, and frontline intelligence in all Board assurance work.

8.3. Measures of Success

- QA Framework implemented across all partners with evidence of use in audits, assurance reports, and service planning.
- Audit programme delivered to schedule with measurable impact (e.g., action plans, practice improvements).
- Risk registers actively maintained with documented mitigation activity and use in Board oversight.
- Multi-agency data dashboards regularly informing Board and subgroup discussions.
- Clear decision-making linked to audit, data, and lived experience insight.

9. Strategic Priority 5: Leadership in Action: Strengthening Safeguarding Governance and Accountability

9.1. Aim:

To enhance system-wide leadership, governance, and shared responsibility for safeguarding by embedding a culture of transparency, escalation, and strategic accountability across the partnership.

9.2. Key Objectives:

- Review and refresh Board Terms of Reference to ensure clear accountability, decision-making routes, and escalation processes.
- Promote safeguarding leadership across executive teams, embedding ownership of safeguarding as a strategic, not solely operational, priority.
- Enhance the role of subgroups and task-and-finish groups in delivering assurance, driving change, and escalating risk.
- Provide robust induction and development offers for Board members and subgroup chairs to strengthen confidence in safeguarding governance roles.

9.3. Measures of Success

- Updated governance structures and documents (e.g. Terms of Reference, escalation protocols) are approved, published, and used consistent
- Board members and subgroup chairs report improved understanding of their governance roles and responsibilities via structured feedback.
- Subgroups demonstrate clearer lines of accountability, with regular outputs that influence Board decisions and strategic planning
- Continued increased senior leadership engagement in safeguarding activity and decision-making (e.g. active attendance, strategic contributions).
- Evidence of effective escalation and risk oversight, including how leadership has addressed key safeguarding challenges or gaps.

10. Strategic Priority 6: Bridging the Gaps: Strengthening Safeguarding Across Transitions and Boundaries

10.1. Aim:

To improve safeguarding continuity and responsiveness at key life transitions and system interfaces, ensuring that people are protected, supported, and not lost between services.

10.2. Key Objectives:

- Map safeguarding risks and gaps across transition points (e.g. child to adult, hospital discharge, care settings) and system boundaries.
- Review or co-develop guidance, escalation routes and pathway tools to support timely, coordinated safeguarding responses across agencies.
- Undertake joint audits or learning reviews to explore safeguarding failures and good practice in complex transitions.
- Translate learning into practice through targeted frontline resources, reflective supervision prompts, and interagency workshops.

10.3. Measures of Success

- Transition risks and gaps clearly mapped, informing local protocols, service planning, and escalation processes.
- Co-produced guidance and tools in place to support practitioners navigating complex transitions, with positive user feedback.
- Improved audit or case review outcomes for safeguarding at key transition points (e.g. fewer delays, better continuity of care).
- Reduction in safeguarding concerns or incidents linked to poor transitions, where measurable (e.g. in self-neglect or hospital discharge cases).
- 9Practitioners report increased confidence in managing interface safeguarding risks through evaluation of training or workshops.
- Learning from transitions is embedded in practice, demonstrated through supervision records, team discussions, or QA frameworks.

11. Delivery and Accountability

Each priority will have an identified lead and mapped delivery plan with clear milestones, outputs, and assurance mechanisms. These will be monitored through quarterly Board reporting and subgroup accountability structures.

12. Standing Board Items

- Strategic risk register and delivery plan progress.
- Safeguarding Adults Review (SAR) learning and impact.
- Community voice and engagement feedback.

We will publish the refreshed strategy in Quarter 2 of 2025/26. Our 2026–2027 priorities will be reviewed and formally adopted in April 2026, ensuring they reflect emerging risks, learning, and lived experience.

13. Conclusion

BSAB's 2025–2027 Strategic Plan demonstrates a clear, collaborative, and community-anchored approach to safeguarding. We are proud to work alongside our partners and the people of Bury in delivering a system that listens, learns, and protects.

"We safeguard better when we listen sincerely, lead collectively, and act boldly."

14. Measures of Success

1. BSAB Risk Register and Strategic Plan Alignment Summary
2. Strategic Priorities Overview TRACKER

Appendix 1

BSAB Risk Register and Strategic Plan Alignment Summary

SAB1: Risk that limited multi-agency quality assurance activity may lead to undetected safeguarding issues or inconsistent standards
→ Aligned Strategic Priorities: Priority 3

SAB2: Risk that care homes and hospitals under improvement plans may not receive adequate oversight from the SAB, potentially compromising adult safety.
→ Aligned Strategic Priorities: Unaligned

SAB3: Risk that the strategic plan may not be fully informed by all available data and insights, leading to gaps in safeguarding priorities and actions.
→ Aligned Strategic Priorities: Priority 2, Priority 3

SAB4: Risk that partner organisations may lack the capacity to support BSAB functions, including training, quality assurance, and implementation of SAR actions.
→ Aligned Strategic Priorities: Priority 2, Priority 3

SAB5: Risk that ongoing concerns at Edenfield and Cygnet sites within the borough may impact the safety and wellbeing of adults at risk.
→ Aligned Strategic Priorities: Unaligned

SAB6: Risk that inequitable funding contributions from partners may limit the SAB's ability to deliver its statutory functions effectively.
→ Aligned Strategic Priorities: Priority 2, Priority 4

SAB7: Risk that the introduction of Right Care, Right Person may not be effectively implemented or understood, leading to safeguarding gaps.
→ Aligned Strategic Priorities: Priority 4, Priority 6

SAB8: Risk that the voice and lived experience of adults may not be adequately captured or reflected in safeguarding practice and planning.
→ Aligned Strategic Priorities: Priority 1, Priority 2

SAB9: Risk that delays in completing SARs may hinder timely learning and the implementation of improvements in safeguarding practice.
→ Aligned Strategic Priorities: Priority 2, Priority 3, Priority 4

SAB10: Risk that inconsistent commitment or inability of partners to engage in subgroups and SAB work may reduce the effectiveness of multi-agency safeguarding.
→ Aligned Strategic Priorities: Priority 3, Priority 4

SAB11: Risk that learning from the MARM strategic risk panel may not be effectively acted upon or embedded, particularly around engagement, physical health, and mental health.
→ Aligned Strategic Priorities: Priority 2, Priority 4

SAB12: Risk that learning from SARs may not be effectively shared or integrated into the Learning & Development program, reducing impact on safeguarding outcomes.
→ Aligned Strategic Priorities: Priority 2, Priority 4

SAB13: Risk that ongoing lack of partner capacity may continue to hinder the SAB's ability to deliver key functions such as training, quality assurance, and SAR implementation.
→ Aligned Strategic Priorities: Priority 2, Priority 3

Appendix 2: Strategic Priorities Overview TRACKER

	Strategic Priorities Overview TRACKER											
	Strategic Priority	Year	Key Objective Summary	Lead Group	Progress Update (Q1)	RAG Status (Q1)	Progress Update (Q2)	RAG Status (Q2)	Progress Update (Q3)	RAG Status (Q3)	Progress Update (Q4)	RAG Status (Q4)
1	Strengthening Community Voice in Safeguar	2025-2026	To build a safeguarding culture that listens to and acts on the diverse experiences and concerns of Bury's communities to drive prevention, early intervention, and system-wide improvements.									
2	Embedding Measuring Impact and Monitorin	2025-2026	Promote continuous learning and ensure safeguarding adults review (SAR) findings are embedded into policies and practices, with clear accountability and impact monitoring.									
3	Personalising Safeguarding - Listening, Emp	2025-2026	Ensure safeguarding is tailored to individuals, empowering adults at risk by prioritizing their voices and what matters most to them.									
4	Driving Quality, Insight and Assurance in Sa	2026-2027	Maintain transparent, data-driven safeguarding systems that are regularly audited and improved based on risk insights.									
5	Leadership, Accountability and Governance	2026-2027	Strengthen leadership and shared responsibility through a culture of openness, clear escalation routes, and strategic accountability.									
6	Transitions and Interface Safeguarding	2026-2027	To improve safeguarding continuity and responsiveness at key life transitions and system interfaces, ensuring that people are protected, supported, and not lost between services.									