

Bury Best Start Local Plan

Bury's Vision for Improving Outcomes in the Early Years

Bury's vision is to ensure that every baby, child and family has the best possible start in life, with a strong focus on reducing inequalities and improving outcomes from conception to age five. This vision is grounded in a clear understanding of local need, informed by population data, developmental outcomes, service access patterns and community insight. Partners across health, family services, early education, schools, the voluntary and community sector and faith organisations are working together to build a coherent, integrated early years system that is accessible, inclusive and responsive to families.

Government guidance published in July 2025 sets out national expectations to ensure every child has the best start in life and that a child's background does not determine their future success. As part of this, the DfE has set targets for all local authorities to improve the proportion of children achieving a Good Level of Development (GLD). Bury's target is for 74% of children to achieve GLD overall, and 57.7% of children eligible for free school meals (FSM). Current levels stand at 65.2% overall and 50.9% for FSM. Utilising the figures from the 2025 data we predict an additional 183 (overall) and 18 (FSM) children need to achieve GLD to meet the target. However, this is subject to change due to variations in cohort numbers.

Local data shows variation in GLD outcomes across wards, differences between school-based and Private Voluntary Independent (PVI) settings, lower take-up of early learning entitlements in some neighbourhoods, and inconsistent attendance at the 2–2½ year Healthy Child Programme review. Priority groups include summer-born children, children with Special Education Needs and Disabilities (SEND), children where English is an additional language and children experiencing disadvantage. These insights directly shape Bury's response.

The GLD Action Plan and Family Hubs Delivery Plan set out a coordinated, multi-agency approach to addressing these needs. A borough-wide GLD dashboard will enable partners to identify priority cohorts and target support where it will have the greatest impact. Early education and schools will be supported through leadership development, moderation networks, targeted quality assurance and interventions for children on the cusp of achieving GLD. Health and Public Health partners are strengthening early identification through improvements to the 2–2½ year review, targeted outreach, integrated SEND pathways and consistent support for infant feeding, perinatal mental health, oral health and speech, language and communication.

Family Hubs and Children's Centres provide a single, accessible front door to early years support, with co-located services including midwifery, parenting programmes, financial wellbeing support and targeted family help. The home learning environment (HLE) will be strengthened through

a consistent parenting offer, the People Learning Together (PEEP) evidence based programme, English for Speakers of other Languages (ESOL) family learning, targeted HLE interventions and the Starting Reception Toolkit. Voluntary, Community and Social Enterprise (VCSE) and faith partners will act as community champions, helping to reach families who may not engage with traditional services and ensuring delivery takes place in trusted community spaces.

This place-based model will be shaped by community consultation and designed to reflect the needs of each neighbourhood. Delivery will take place within each of Bury's five neighbourhoods, using Family Hubs, Children's Centres and a network of trusted community spaces to ensure support is accessible where families live and spend time.

Governance arrangements are being strengthened to bring together Better Start, Family Hubs and Start Well Boards into a single structure that drives improvement and accountability. Workforce development across sectors ensures consistent practice and aligned expectations.

Bury's emerging Live Well offer connects naturally to the Best Start model because both approaches are built around the same core ambition: to give every child the strongest foundations for lifelong wellbeing through joined-up, preventative support from pregnancy through the early years. Live Well provides the neighbourhood infrastructure—community-led hubs, integrated teams and everyday access to help—while Best Start provides the early years practice framework that ensures this support is developmentally informed, evidence-based and focused on child development, family resilience and school readiness. Together, they create a single, coherent system in which health visiting, midwifery, early education, SEND services, parenting support and community organisations work as one around families. This alignment ensures early years support is embedded within a wider prevention-focused model that strengthens relationships, reduces inequalities and supports children to thrive from conception to school entry.

Together, these actions demonstrate how Bury's vision is directly informed by local need and delivered through a unified early years system. The approach is data-led, partnership-driven and focused on measurable improvement, ensuring that every child in Bury is supported to thrive and that inequalities are reduced across the borough.

How Bury plans to respond to local need

A system shaped by evidence on child development, inequalities and service access

Bury's early years plans reflect a commitment to understanding population needs, developmental outcomes, service access, local assets and inequalities. This will be achieved through:

1. Understanding early development and GLD outcomes

Bury will use its developing GLD dashboard and Early Years Foundation Stage (EYFS) data to identify variations in outcomes across neighbourhoods, wards, settings and priority groups, including summer-born children, children with SEND, children where English is an additional language and those experiencing disadvantage. This analysis will inform targeted actions for children on the cusp of GLD, those with overlapping vulnerabilities and children not accessing their full early learning entitlement.

2. Tackling inequalities in access and engagement

Bury's plans focus on understanding who is not accessing services and why. This includes outreach to families who are entitled to but do not access early learning entitlements, analysis of non-attendance at the 2–2½ year review, ESOL-linked support for multilingual families and community consultation in all areas but with a particular focus in Bury East and Prestwich where we have higher levels of English as an additional language. VCSE partners will be engaged to help reach communities with historically lower engagement.

3. Using local assets and trusted community spaces

Bury's Family Hubs model reflects Public Service Reform principles of place-based delivery. Support is delivered through hubs and spokes across neighbourhoods, alongside community centres, libraries, faith settings and parks. Co-location of services—such as registrars, Citizens Advice Bureau, midwifery and health visiting—strengthens accessibility, while community champions support home learning and SEND pathways.

4. Strengthening the home learning environment

Recognising the importance of the HLE, Bury is rolling out the PEEP programme, the Starting Reception Toolkit, targeted HLE interventions for priority groups, ESOL family learning and a consistent parenting offer across the year. This supports parents as their child's first educators and addresses inequalities in early development.

5. Building a coherent, integrated early years system

Bury is aligning governance across Better Start, Family Hubs and Start Well Boards to create a unified system with shared pathways for speech and language, SEND, infant feeding and transitions. Workforce development across schools, early years settings, health and family services ensures consistent practice, while a developing digital front door will provide universal access to guidance.

6. Clear line of sight from data to action

Bury's plans demonstrate how data directly informs decisions: GLD data shapes school support and neighbourhood responses; ward-level early learning entitlement data drives outreach; toileting survey findings underpin the ERIC (education and resources for improving childhood continence) rollout; 2–2½ year review data informs targeted interventions; and Early Years Foundation Stage Profile (EYFSP) data guides support for vulnerable groups.

7. Focus on measurable improvement

Bury will develop a shared, system-wide approach to monitoring progress and learning over time. Partners will agree a set of measures that reflect local priorities and help track whether actions are improving outcomes and reducing inequalities. Regular joint review processes across health, education, family services and the VCSE sector will ensure insight from data, practice and community feedback is used to refine delivery and strengthen the overall early years offer.

Resource allocation

To enable this programme, we have been allocated funding from the Department for Education (DfE):

Best Start Family Hub Development Grant to support preparations for the delivery of Best Start Family Hubs, including readiness to implement parenting and Home Learning Environment (HLE) evidence-based interventions for 3-4 year olds from April 2026. This funding will contribute to the governments ‘Plan for Change’ milestone of 75% of children reaching a good level of development.

Strand	2025/26
Section 31 Best Start Family Hub Development Grant -	£137,208

Bury will receive funding from the Department for Education to deliver Best Start Family Hubs. This is a key part of the Giving Every Child the Best Start in Life strategy, which sets out the government’s continued focus on enhancing early years and family services, provisionally set at £2,161,100 which is broken down into 4 strands over the next 3 years:

Strand	%	2026-27	2027-28	2028-29
BSFHs delivery grant – programme	47%	£385,900	£315,600	£324,000
BSFHs delivery grant – capital	11%	£77,200	£78,700	£80,200
Parenting support	17%	£122,700	£124,300	£129,700
Home learning environment (HLE) support	24%	£170,300	£172,400	£180,000
Total		£756,100	£691,000	£714,000

Strategic alignment and governance

As a partnership, we have developed this Best Start Local Plan, aligning it with other key strategies — including our Let’s Do It vision for 2030, the Locality Plan for Health and Care, and the Education and Inclusion Strategy — to set out the actions we will take to achieve improved outcomes for our children.

The Best Start Partnership Board will provide overall governance for this programme of work, meeting quarterly to review progress, support decision-making and ensure alignment across the early years system. Through this governance structure, partners will maintain a clear, coordinated focus on delivering the improvements set out in the plan and achieving better outcomes for children and families.

Our Best Start Local Plan sets out a three-year, evolving programme of work designed to improve outcomes for children and families. The plan is intentionally organic, enabling it to adapt and grow in response to emerging needs, new initiatives, and test-and-learn activity over the coming years.

Development of the plan has been led by a multi-agency partnership group representing key stakeholders across the system. This group meets fortnightly to maintain oversight, share learning, and ensure strong momentum in driving delivery forward. Through this collaborative approach, the plan remains dynamic, evidence-informed, and responsive to the communities we serve.

Planned activity

	Action/Impact
Blue	Action completed/achieves improved GLD figures

Green	Action not yet completed, but on track to be completed within timescales/mostly consistently delivering improved outcomes
Amber	Action progressing, some issues but realistic plans in place to recover/Some positive impact but variable – not consistently good
Red	Action not on track, risk to implementation/No impact or very limited impact
Grey	Action not started yet, no risk to implementation anticipated/Too early to measure impact

Year One – Starting Well/Good Level of Development

Desired outcome	Theme	Accountable Officer	Timescales	Activity	Impact RAG
Education: Children access consistently high-quality early education that strengthens early development, reduces inequalities, and supports successful transitions through Family Hubs, Children’s Centres, Early Years settings, and the home learning environment.	Increase Early Learning for 2-year-old entitlement take up	Lead Officer - Sufficiency & Information, Bury Council	July 2026	Coordinate activity to increase take up of Early Learning for 2-year-olds by increasing the promotion of the entitlement, removing application barriers and monitoring ward level take-up. Identify children that are not accessing their full 15 hour entitlement, contact families who have applied but not taken up a place and offer support to access a place, ensuring there are no fee barriers to children accessing a completely free childcare place, strengthening Disability Access Fund (DAF) processes, and produce regular data reports to inform planning and delivery. Work with GM to ensure that we are evidencing take-up of this entitlement in the same way as neighbouring LAs. Increase the take-up of Early Years Pupil Premium (EYPP) for these children by promotion and working with providers to ensure consent has been gained for (EYPP) and carry out checks on incorrect data submitted.	

	Develop early education provider and governance networks	Lead Early Years Advisor, Bury Council School Assurance Community Education and Safeguarding Lead, Bury Council	September 2026	Strengthen connectivity with schools by engaging Senior Leadership Team (SLT) and governors through Headteacher Cluster Groups, school-based nursery networks, and quality visits; build leadership and governance understanding of EYFS requirements, safeguarding, curriculum, child development and assessment; and improve EYFSP moderation through enhanced SLT knowledge and assessment focused networks.	
	Establish peer support network for Reception teachers	Lead Officer - Early Years Development, Bury Council	May 2026	Strengthen the communication and language offer by exploring (Greater Manchester Combined Authority (GMCA) WellComm training for Reception staff, funding practitioners or communication champions to gain Nuffield Early Language Intervention (NELI) qualifications, and identifying and signposting schools not accessing the free NELI offer.	
	Prioritise support for schools	Lead Early Years Advisor School Assurance, Bury Council	September 2026	Use Ofsted outcomes, Local Authority (LA) RAG ratings and Analysed School Performance (ASP) data to identify schools requiring targeted EYFS support; strengthen leadership, governance and accountability for EYFS; improve the quality and accuracy of EYFS Profile assessment; use current and historic EYFSP data to target vulnerable groups and weaker areas of learning; and provide focused support for children on the cusp of achieving GLD.	
	Toileting	Lead Early Years Advisor Lead Officer for Family Hubs and Children's Centres, Bury Council	April 2026	Survey all primary schools on toileting practice and its impact; purchase and roll out ERIC licences with training for schools and EYFS providers; promote best practice through Headteacher Cluster Groups and Governor Briefings; launch ERIC at the 2026 Early Years and Wraparound Conference; embed the Starting Reception Toolkit across schools, EYFS settings and Family Hubs/Children's Centres; add the toolkit to the school admissions page; provide additional licences	

		Lead Officer - Early Years Development, Bury Council		for Family Hubs/Children's Centres to support HLE work; and produce quarterly reports on ERIC licence use and training progress.	
<p>Home Learning Environment: Parents and carers are empowered with the knowledge, skills, and confidence to provide a strong home learning environment that promotes early communication, curiosity, and readiness for school. Children benefit from safe, nurturing, and developmentally rich environments that support all aspects of their development.</p>	Starting Reception Project resource	Lead Officer - Early Years Development, Bury Council Early Years Advisor, Bury Council	September 2026	Embed the Starting Reception resource earlier by making the toolkit accessible at the point of school place application, agreeing a clear distribution method, and localising the toolkit before rollout to families.	
	Parenting (PEEP) programme	Lead Officer - Early Years Development, Bury Council	September 2026	Present costings and summary to the GLD subgroup for a decision; develop PEEP programme costings and recruit staff to lead the HLE intervention; select, train and deliver an evidence-based HLE programme (including Train-the-Trainer); promote parenting programmes with targeted focus on low-engagement communities; strengthen parents' understanding of early development through clear pathways and programmes such as Little Talkers, Building Blocks to Words, Tiny Treasures, Little Adventurers and Ready, Steady, Grow; and work with VCSE/CIC partners to secure community champions who support positive home learning environments.	
	Parenting Programme- Train the Trainer	Service Manager (Early Help), Bury Council Team Leader (Early Help) Bury Council	April 2026	Review and confirm trained practitioners across services; assess delivery capacity including Parenting Practitioners; coordinate partner and school requests and allocate consultant led training; maintain a consistent annual schedule of parenting courses; and ensure all core programmes are delivered each term.	
	Solihull Programme	Service Manager (Early Help), Bury Council	April 2026	Plan and oversee Solihull delivery each term, ensuring two programmes run consistently, and maintain year-round	

		Team Leader (Early Help) Bury Council		delivery of all parenting courses so the rolling programme model remains stable and sustainable.	
Toileting		Lead Early Years Advisor, Bury Council Lead Officer for Family Hubs and Children's Centres, Bury Council Lead Officer - Early Years Development, Bury Council	July 2026	Fund ERIC training for all early years settings and launch the licence at the EY and Wraparound Conference; purchase additional licences for Family Hubs and Children's Centres to support HLE work; deliver targeted toileting sessions within year-round transition activity; and define the support parents need to ensure a comprehensive, effective and well-aligned toileting offer.	
Targeted HLE projects		Lead Officer - Early Years Development, Bury Council	November 2026	Design and deliver targeted interventions for priority groups, including summer-born children, children with SEND, those experiencing disadvantage and multilingual learners. Identify and support children with overlapping vulnerabilities through enhanced, tailored provision (subject to increased Early Years Advisor/Early Years Development capacity). Use WellComm to identify children who may be at risk of language delay and use Quantifying Bilingual Experience (QBEX) to identify multilingual children who may require additional support. Support can then be tailored accordingly to ensure timely and effective intervention.	

<p>Accessibility: All families and service users can access early years services in a timely, equitable, and inclusive way, with barriers related to cost, culture, geography, or complexity actively reduced.</p>	<p>Translation of resources</p>	<p>Lead Officer - Early Years Development, Bury Council</p>	<p>September 2026</p>	<p>Review pathways and identify any resources that cannot be translated. Ensure relevant languages are included based what is practiced in Bury.</p>	
	<p>ESOL</p>	<p>Lead Officer - Early Years Development, Bury Council</p>	<p>October 2026</p>	<p>Embed the Starting Reception resource within the local ESOL Family Learning offer; train the EYD team in ESOL to support stay-and-play delivery; and scope opportunities for parents to access ESOL in trusted spaces such as Children's Centres, Family Hubs and community venues. Build relationships with Bury Family Learning Team to ensure ESOL classes include a strong focus on school readiness, and a pathway is in place for families with little or no English to access support as early as possible.</p>	
<p>Data: Partners use high quality, shared data to understand need, improve planning, and target support effectively in the right place at the right time to improve outcomes for children and families.</p>	<p>GLD Dashboard</p>	<p>Public Health Specialist (Start Well), Bury Council</p>	<p>May 2026</p>	<p>Design and present dashboard outlining areas of inequality for GLD by neighbourhood and ward back dated to 2022 data and share widely with Public Service Leadership Team and wider partners to support neighbourhood and ward level solutions.</p>	
	<p>EYFS Profile</p>	<p>Early Years Advisor Team, Bury Council</p>	<p>March 2026</p>	<p>Early Year's team to complete EYFS Profile report and analysis.</p>	
	<p>Evaluation</p>	<p>Public Health Specialist (Start Well), Bury Council</p>	<p>August 2026</p>	<p>Design and deliver project evaluation with system wide partners.</p>	
<p>Early Identification: Enhance early identification by using universal contacts, shared information and practitioner observations to spot emerging developmental needs early and ensure timely, proportionate</p>	<p>OHID Deep Dive- 2-2.5 Year Review</p>	<p>Lead Nurse Health Visiting, Northern Care Alliance NHS Foundation Trust</p>	<p>July 2026</p>	<p>Increase uptake of the 2–2½-year review by consulting parents, analysing demographic and cultural data, strengthening targeted communication, trialling more efficient outreach methods, delivering promotional events, redesigning and launching the new assessment offer, engaging staff to co-develop improvements, expanding Health Visiting presence into community venues, and managing the Portage waiting list.</p>	

support for children and families.	Targeted 3- 3.5 Year Contact	Lead Nurse Health Visiting, Northern Care Alliance NHS Foundation Trust	July 2026	Finalise the targeted SEND Health Visiting Pathway through governance, share with partners, embed across teams, and produce quarterly reports to monitor implementation.	
Digital: Digital tools and platforms enable families and professionals to access consistent, evidence-based information, communicate effectively, and navigate services efficiently, improving overall engagement and outcomes.	Web Resources	Public Health Specialist (Start Well), Bury Council Children's Improvement Delivery Officer, Bury Council	September 2026	Promote the Essential Parent offer by signposting families to evidence-based resources from pregnancy through the teenage years, and signpost and promote the Family hub digital platform to deliver timely, age-specific guidance and prompts at key developmental milestones.	
Early Years Pathways: Families experience seamless, integrated early years pathways from pregnancy, with clear touchpoints, consistent messaging, and coordinated multi agency support.	Children's Speech, Language and Communication Perinatal Infant Mental Health Physical Development Social and Emotional Wellbeing Development SEND and Inclusion	Lead Officer - Early Years Development, Bury Council	September 2026	Strengthen support for existing early years pathways, through targeted activities, resources, and collaborative practice across services. Ensure regular pathway meetings take place to encourage reflection and development of each pathway. Promote the pathways across the locality, and ensure all relevant services have an input into action planning for the group, which in turn strengthens the pathway, and quickly identifies any gaps. Regularly review interventions from each of the pathways evaluating impact, and any areas of focus.	
Health Promotion: We will improve health in the early years by promoting	Early Year Public Health and Health Improvement	Public Health Specialist (Start	September 2026	Improve early years health by working towards full UNICEF Baby Friendly accreditation, strengthening oral health initiatives, promoting healthy pregnancy and child	

<p>healthy development, reducing risks early and strengthening protective factors from pregnancy onwards. We will focus on narrowing inequalities and ensuring families receive timely, proportionate support across health, early education and community services.</p>		<p>Well), Bury Council</p> <p>Lead Officer - Early Years Development, Bury Council</p> <p>Lead Early Years Advisor, Bury Council</p>		<p>development, increasing immunisation uptake, supporting healthy eating and physical activity, and reducing unintentional injuries through targeted safety messaging and outreach.</p>	
<p>Quality: Children and families benefit from a strong culture of continuous quality improvement across all early years services. Practice is routinely monitored, evaluated, and strengthened through evidence-based approaches, reflective learning, and feedback from families. Quality assurance processes create consistency, accountability, and a shared commitment to delivering excellent early years support and achieving positive outcomes.</p>	<p>Quality of transitions into school</p>	<p>Lead Early Years Advisor, Bury Council</p> <p>Senior Portage Worker, Bury Council</p> <p>Lead Officer for EYSEN and Inclusion, Bury Council</p>	<p>September 2026</p>	<p>Evaluate the quality and consistency of transition practices from early years provision into school regardless of starting point. Develop and implement a consistent and systemised approach to support transition that makes the quality equitable across the borough's settings and schools in collaboration with key partners.</p>	

Year One – Family Hubs

Desired outcome	Theme	Accountable Officer	Timescales	Activity	Impact RAG
Neighbourhood Delivery: Bury has a delivery site within each neighbourhood through Children’s Centres and Family Hubs, including Chesham Fold BSFH, with clear and consistent signage and branding in line with Best Start in Life (BSiL) guidance.	Open Chesham Fold Best Start Family Hub	Early Years Service Manager, Bury Council	March 2026	Soft opening taking place on the 02.03.26 Formal launch during community day to take place on 14.03.26.	Green
	Consider the opportunities available to expand delivery across multiple sites within the Radcliffe neighbourhood	Director of Children’s Services, Bury Council	April 2026	Explore opportunities to deliver across multiple sites in Radcliffe including the Radcliffe Hub, Health centre and the former Bridge Inn.	Green
	Commence renovation works in Whitefield children’s centre	Early Years Service Manager/AD Corporate Assets, Bury Council	September 2026	Implement a refurbishment plan that clearly defines the re-purposing and development of service delivery spaces with realistic timescale to keep service disruption to a minimum for families and partners	Grey
	Align Family hubs programme and Live well offer within neighbourhoods with a focus on Whitfield and Radcliffe	Early Years Service Manager, Bury Council	September 2026	Attend the steering group and operational group meetings for both Radcliffe and Whitefield. Align services to ensure service are not duplicated across sites. Identify appropriate staff to co-locate within the live well community buildings to join up service delivery at a neighbourhood level	Green
	Continue to refine the 0-5 offer delivered through Children’s centres and family Hubs based on identified local need and service user feedback	Early Years Service Manager, Bury Council	Ongoing	Continue to deliver a broad and balanced offer based on community need and user feedback, which includes sessions and courses for families with children aged 0-5 years.	Green

	Ensure signage and branding is consistent with BSiL guidance to ensure a clear, coherent offer for families	Early Years Service Manager, Bury Council	September 2026	Re brand Whitefield Children’s centre sign once renovations have taken place Ensure all leaflets, flyers, digital pathways and timetables are branded appropriately	
Multi-agency delivery: Bury provides multi-agency access to wider services as outlined in Annex F, including Citizens Advice, Health Visiting, Midwifery and Registrars.	Deliver a pilot Birth registration clinic from Sedgley Hub (Jewel) enabling neighbourhood delivery within our Orthodox Jewish Community	Early Years Service Manager, Bury Council	July 2026	Ensure IT infrastructure is in place to support service delivery Ensure communications are shared via social media, papers and direct through Jewel Registrars to commence delivery at Prestwich hub (Jewel) from April 2026. Review the outcomes of the pilot by July 2026 Roll out to other neighbourhoods	
	Continue to deliver existing activity in line with Annex F Service Expectations	Early Years Service Manager/ Family Hub leads, Bury Council	Quarterly	Ensure the neighbourhood service-mapping exercise is reviewed and updated quarterly to identify and address any gaps in provision.	
Digital offer: Bury families can access a digital Family Hub offer through our BeebotAI platform	Continue to develop our new BeebotAI platform to allow families to access a wealth of information relating to Best Start, universal and targeted support, SEND support and health advice from the NHS.	Children’s Improvement Delivery Officer, Bury Council	September 2026	The platform is in the development stage and Bury are working closely with Beebot AI to identify the appropriate content for the pages. Once drafted, the site will be shared with families to gather feedback before a full launch of the platform.	

	Use our well-established social media channels to continue to engage families and promote our Family hub offer	Early Years Team/ Communications Team, Bury Council	Ongoing	Utilise social media channels to share and promote our family hub offer, engage with parents. Ensure Padlets and leaflets are up to date and in a format to allow sharing. Ensure information is share where appropriate on the SEND Local Offer and Bury Directory.	
Governance: Strong multiagency governance structures are in place to shape the service delivery of Family hubs	Establish a strategic partnership board bringing together stakeholders from children’s services as well as public health and NHS to collaborate on the vision for Best Start	Director of Early Years, Skills & Education/ Director of Public Health, Bury Council	January 2026	Establish a Best Start Board which brings together several departments within the council and wider partners. This is an amalgamation of existing boards, now working together towards the shared ambitions set out in this plan. The inaugural meeting has been scheduled and a Terms of Reference prepared for review by the board. It will be co-chaired by the Director of Early Years, Skills & Education and the Director of Public Health, and will meet quarterly.	
	Establish an operational group to sit beneath the Best Start Board and drive progress at pace against our operational delivery plans	Early Years Service Manager, Bury Council	April 2026	Following the establishment of the Best Start Board and its inaugural meeting, an operational-level group will be established to drive key actions and ensure milestones are met. This group will meet more regularly and report up to the Best Start Board when it meets on a quarterly basis.	
	Establish a partnership board for each individual hub that includes partners from health, social care and the voluntary and faith sector.	Children’s Improvement Delivery Officer And Lead Officer for Family Hubs	June 2026	Establish a multi-agency partnership board including key partners from the local neighbourhood and community Meet bi monthly Create a Terms of reference, risk register and action plan to track and support service development a neighbour level	

		and Parenting, Bury Council		Progress to be shared with the Operational Board, which will report to the Best Start Board.	
	Parental voice will be strengthened through parent forums, quarterly performance monitoring and surveys	Family Hubs Leads, Bury Council	Ongoing	Reshape the currently parents' forum addressing attendance and representation from across all 5 neighbourhoods Deliver a creche to support attendance Create 'you said we did' approach to adapting and shaping service delivery Complete quarterly parental feedback questionnaire Analysis the outcome and utilise this to shape practice and delivery Ensure each Hub has a comments box for users to feedback anonymously	

Year Two – Starting Well/Good Level of Development

Desired outcome	Theme	Accountable Officer	Timescales	Activity	Impact RAG
Education: Children access consistently high-quality early education that strengthens early development, reduces inequalities, and supports successful transitions through Family Hubs, Children's Centres, Early Years settings, and the home learning environment.	Increase Early Learning for 2-year olds entitlement take up	Lead Officer - Sufficiency & Information, Bury Council	July 2027	Scale targeted outreach to wards with persistent low take-up; implement streamlined online application fixes; run door-to-door or community-venue enrolment drives and monitor monthly take-up trends.	
	Develop early education provider and governance networks	Lead Early Years Advisor, Bury Council School Assurance Community Education and Safeguarding	September 2027	Formalise provider networks with quarterly joint CPD, shared quality standards and a governance forum for cross-sector escalation and resource-sharing.	

		Lead, Bury Council			
	Establish peer support network for Reception teachers	Lead Officer - Early Years Development, Bury Council	October 2027	Expand the peer network into a borough-wide mentoring scheme, deliver termly practice-sharing events and evaluate impact on outcomes.	
	Prioritise support for schools	Lead Early Years Advisor -School Assurance, Bury Council	September 2027	Move from identification to targeted improvement plans for priority schools, deliver bespoke SLT/governor coaching and track progress against EYFSP targets.	
	Toileting	Lead Early Years Advisor, Bury Council Lead Officer for Family Hubs and Children's Centres, Bury Council Lead Officer - Early Years Development, Bury Council	April 2027	Transition from pilot ERIC rollout to full borough implementation, integrate toileting guidance into admissions and transition processes and report on behaviour/attendance impacts.	
Home Learning Environment: Parents and carers are empowered with the knowledge, skills, and confidence to provide a strong home learning environment that promotes	Starting Reception Project resource	Lead Officer - Early Years Development, Early Years Advisor, Bury Council	July 2027	Embed the toolkit into school-place offer communications, monitor family access rates, and update content based on parent feedback and early evaluation.	
	Parenting (PEEP) programme	Lead Officer - Early Years	October 2027	Move from set-up to sustained delivery: recruit and retain facilitators, run termly cohorts in targeted	

early communication, curiosity, and readiness for school. Children benefit from safe, nurturing, and developmentally rich environments that support all aspects of their development.		Development, Bury Council		communities and measure parent confidence and child HLE indicators.	
	Parenting Programme- Train the Trainer	Service Manager (Early Help), Bury Council Team Leader (Early Help) Bury Council	April 2027	Consolidate trained trainers into a borough trainer pool, schedule an annual refresher programme and record training reach and fidelity metrics.	
	Solihull Programme	Service Manager (Early Help), Bury Council Team Leader (Early Help) Bury Council	April 2027	Maintain continuous delivery with two stable cohorts per term, evaluate outcomes and integrate learnings into wider pathways.	
	Toileting	Lead Early Years Advisor, Bury Council Lead Officer for Family Hubs and Children's Centres, Bury Council Lead Officer - Early Years Development, Bury Council	July 2027	Transition ERIC rollout to borough-wide implementation; deliver targeted parent toileting workshops through Family Hubs and stay-and-play sessions; embed toileting guidance in the Starting Reception toolkit and admissions communications; and monitor ERIC license use, workshop reach and child toileting outcomes on a quarterly basis.	

	Targeted HLE projects	Lead Officer - Early Years Development, Bury Council	November 2027	Scale targeted interventions for summer-born, SEND and multilingual children; use WellComm/QBEX screening to prioritise referrals and measure language progress.	
Accessibility: All families and service users can access early years services in a timely, equitable, and inclusive way, with barriers related to cost, culture, geography, or complexity actively reduced.	Translation of resources	Lead Officer - Early Years Development, Bury Council	September 2027	Complete translation of priority materials, publish multilingual packs on the Family Hub platform and monitor uptake by language group.	
	ESOL	Lead Officer - Early Years Development, Bury Council	October 2027	Deliver ESOL classes co-located with Family Hubs, embed Starting Reception into ESOL curricula and track progression into school-readiness activities.	
Data: Partners use high quality, shared data to understand need, improve planning, and target support effectively in the right place at the right time to improve outcomes for children and families.	GLD Dashboard	Public Health Specialist (Start Well), Bury Council	March 2027	Move from design to routine use: refresh with current year data, publish ward-level dashboards to partners and use dashboards to target neighbourhood interventions.	
	EYFS Profile	Early Years Advisor Team, Bury Council	March 2027	Use previous year analysis to set improvement targets, undertake next annual report and compare trends for recommendations.	
	Evaluation	Public Health Specialist (Start Well), Bury Council	August 2027	Complete a formative evaluation of Year-1 pilots, publish findings, and use recommendations to refine Year-3 commissioning and scale decisions.	
Early Identification: Enhance early identification by using universal contacts, shared information and practitioner observations to spot emerging developmental needs early	OHID Deep Dive- 2-2.5 Year Review	Lead Nurse Health Visiting, Northern Care Alliance NHS Foundation Trust	July 2027	Implement refined outreach methods from Year-1 evaluation, embed reviews in community venues, and monitor completion rates and referral outcomes	

and ensure timely, proportionate support for children and families.	Targeted 3- 3.5 Year Contact	Lead Nurse Health Visiting, Northern Care Alliance NHS Foundation Trust	July 2027	Fully embed the SEND Health Visiting Pathway across teams, audit pathway fidelity, and use quarterly data to reduce waiting lists and improve timeliness.	
Digital: Digital tools and platforms enable families and professionals to access consistent, evidence-based information, communicate effectively, and navigate services efficiently, improving overall engagement and outcomes.	Web Resources	Public Health Specialist (Start Well), Bury Council Children's Improvement Delivery Officer, Bury Council	September 2027	Continue to promote the Essential Parent offer by signposting families to evidence-based resources from pregnancy through the teenage years, and signpost and promote the Family hub digital platform to deliver timely, age-specific guidance and prompts at key developmental milestones. Develop materials based on findings from previous years evaluations and outcomes of latest data review.	
Early Years Pathways: Families experience seamless, integrated early years pathways from pregnancy, with clear touchpoints, consistent messaging, and coordinated multi agency support.	Children's Speech, Language and Communication Perinatal Infant Mental Health Physical Development Social and Emotional Wellbeing Development SEND and Inclusion	Lead Officer - Early Years Development, Bury Council	July 2027	Strengthen support for existing early years pathways, through targeted activities, resources, and collaborative practice across services. Ensure that the 0-5 pathway offers align with other offers for children aged 5 and above.	
Health Promotion: We will improve health in the early years by promoting healthy development,	Early Year Public Health and Health Improvement	Public Health Specialist (Start Well), Bury Council	September 2027	Monitor borough-level coverage and behaviour change indicators.	

<p>reducing risks early and strengthening protective factors from pregnancy onwards. We will focus on narrowing inequalities and ensuring families receive timely, proportionate support across health, early education and community services.</p>		<p>Lead Officer - Early Years Development, Bury Council</p> <p>Lead Early Years Advisor, Bury Council</p>			
<p>Quality: Children and families benefit from a strong culture of continuous quality improvement across all early years services. Practice is routinely monitored, evaluated, and strengthened through evidence-based approaches, reflective learning, and feedback from families. Quality assurance processes create consistency, accountability, and a shared commitment to delivering excellent early years support and achieving positive outcomes.</p>	<p>Quality of transitions into school</p>	<p>Lead Early Years Advisor, Bury Council</p> <p>Senior Portage Worker, Bury Council</p> <p>Lead Officer for Early Years SEN and Inclusion, Bury Council</p>	<p>September 2027</p>	<p>Implement the consistent transition model across all settings, provide transition toolkits to families and schools, and evaluate equity of transition outcomes borough-wide.</p>	

Year Two – Family Hubs

Desired outcome	Theme	Accountable Officer	Timescales	Activity	Impact RAG
<p>Neighbourhood Delivery: Bury has a delivery site within each neighbourhood through Children’s Centres and Family Hubs, including Chesham Fold BSFH, with clear and consistent signage and branding in line with Best Start in Life guidance.</p>	Review service delivery and user feedback at Chesham Fold Best Start Family Hub	Early Years Service Manager, Bury Council	September 2027	Operate Chesham Fold as an active neighbourhood hub following the soft opening and community launch; collect user feedback and refine opening hours and core sessions.	
	Consider opportunities to expand delivery across multiple sites within the Radcliffe neighbourhood	Director of Children’s Services, Bury Council	September 2027	Complete feasibility and stakeholder engagement for multi-site delivery in Radcliffe; identify co-location options and produce an options paper with recommended next steps.	
	Review renovation works that have taken place at Whitefield children’s centre and implement a phased refurbishment of Radcliffe Hub Children’s Centre	Early Years Service Manager/AD Corporate Assets, Bury Council	December 2027	Implement a phased refurbishment plan to create flexible delivery spaces; maintain core services via temporary locations and communicate timelines to families.	
	Align Family hubs programme and Live Well offer within neighbourhoods with a focus on Whitefield and Radcliffe	Early Years Service Manager, Bury Council	September 2027	Map services, attend steering and operational groups, pilot staff co-location in one Live Well building and report learning to the operational group.	
	Continue to refine the 0–5 offer delivered through Children’s centres and Family Hubs based on identified local need	Early Years Service Manager, Bury Council	Ongoing	Review session uptake and feedback each term; adapt timetables, introduce targeted outreach for under-represented families and publish a termly offer update.	

	and service user feedback				
	Ensure signage and branding is consistent with BSIL guidance to ensure a clear, coherent offer for families	Early Years Service Manager, Bury Council	December 2027	Roll out BSIL-compliant signage and branded materials across hubs and centres; update digital assets and ensure all public communications follow brand templates.	
Multi-agency delivery: Bury provides multi-agency access to wider services as outlined in Annex F, including Citizens Advice, Health Visiting, Midwifery and Registrars.	Deliver a pilot Birth registration clinic from Sedgley Hub (Jewel) enabling neighbourhood delivery within our Orthodox Jewish Community	Early Years Service Manager, Bury Council	September 2027	Deliver the pilot with IT and communications in place; collect participation and satisfaction data; review outcomes and plan phased roll-out to other neighbourhoods.	
	Continue to deliver existing activity in line with Annex F Service Expectations	Early Years Service Manager/Family Hub leads, Bury Council	Quarterly	Maintain quarterly neighbourhood service mapping; address identified gaps through partner referrals and publish a quarterly update to operational leads.	
Digital offer: Bury families can access a digital Family Hub offer through our BeebotAI platform.	Continue to develop our new BeebotAI platform to allow families to access a wealth of information relating to Best Start, universal and targeted support, SEND support and health advice from the NHS.	Children's Improvement Delivery Officer, Bury Council	September 2027	Finalise core content, run a family co-design feedback phase, implement agreed changes and prepare for a phased public launch with user feedback monitoring.	
	Use our well-established social media channels to	Early Years Team/Communi	Ongoing	Maintain an editorial calendar; promote BeebotAI content and hub activities; refresh Padlets and leaflets and	

	continue to engage families and promote our Family Hub offer	cations Team, Bury Council		ensure information is mirrored on SEND Local Offer and Bury Directory.	
Governance: Strong multi-agency governance structures are in place to shape the service delivery of Family Hubs.	Establish a strategic partnership board bringing together stakeholders from children’s services as well as public health and NHS to collaborate on the vision for Best Start	Director of Early Years, Skills & Education / Director of Public Health, Bury Council	September 2027	Operate the Best Start Board quarterly; finalise Terms of Reference; agree Year-2 strategic priorities and publish board minutes and an action tracker.	
	Establish an operational group to sit beneath the Best Start Board and drive progress at pace against our operational delivery plans	Early Years Service Manager, Bury Council	September 2027	Convene the operational group monthly; allocate lead owners for Year-2 milestones; monitor delivery against the action tracker and escalate risks to the Board.	
	Establish a partnership board for each individual hub that includes partners from health, social care and the voluntary and faith sector	Children’s Improvement Delivery Officer and Lead Officer for Family Hubs and Parenting, Bury Council	November 2027	Review the established neighbourhood partnership boards with local partners; review the Terms of Reference; continue to meet bi-monthly and monitor local action plans and risk registers to feed into the operational group.	
	Parental voice will be strengthened through parent forums, quarterly performance monitoring and surveys	Family Hubs Leads, Bury Council	Ongoing	Review the parent forums outcomes and complete an annual review; run quarterly feedback surveys; publish ‘you said we did’ updates and maintain anonymous feedback boxes in each hub.	

Year Three – Starting Well/Good Level of Development

Desired outcome	Theme	Accountable Officer	Timescales	Activity	Impact RAG
Education: Children access consistently high-quality early education that strengthens early development, reduces inequalities, and supports successful transitions through Family Hubs, Children’s Centres, Early Years settings, and the home learning environment.	Increase Early Learning for 2-year olds entitlement take up	Lead Officer - Sufficiency & Information, Bury Council	July 2028	Continue targeted outreach to wards with persistent low take-up and door-to-door or community-venue enrolment drives and monitor monthly take-up trends.	
	Develop early education provider and governance networks	Lead Early Years Advisor, Bury Council School Assurance Community Education and Safeguarding Lead, Bury Council	September 2028	Formalise the provider and governance network as a standing forum with agreed terms of reference, shared KPIs and a borough-level quality improvement plan.	
	Establish peer support network for Reception teachers	Lead Officer - Early Years Development, Bury Council	October 2028	Transition the peer network into a sustained mentoring and induction offer for new Reception staff with annual impact review on outcomes.	
	Prioritise support for schools	Lead Early Years Advisor -School Assurance, Bury Council	September 2028	Convert bespoke improvement plans into multi-year school improvement plans for priority settings and monitor progress through termly EYFSP targets.	
	Toileting	Lead Early Years Advisor, Bury Council	April 2028	Make ERIC and toileting guidance standard in admissions and transition protocols, include in school performance	

		Lead Officer for Family Hubs and Children's Centres, Bury Council Lead Officer - Early Years Development, Bury Council		reviews and publish impact data on readiness and attendance.	
<p>Home Learning Environment: Parents and carers are empowered with the knowledge, skills, and confidence to provide a strong home learning environment that promotes early communication, curiosity, and readiness for school. Children benefit from safe, nurturing, and developmentally rich environments that support all aspects of their development.</p>	Starting Reception Project resource	Lead Officer - Early Years Development, Early Years Advisor, Bury Council	July 2028	Integrate the toolkit into standard pre-school and admissions communications, update annually and measure family engagement and readiness outcomes.	
	Parenting (PEEP) programme	Lead Officer - Early Years Development, Bury Council	April 2028	<p>Commission PEEP, Solihull and core parenting offers as ongoing services with a trained trainer pool, referral pathways and routine outcome measurement.</p> <p>Maintain a borough trainer pool with annual CPD, quality assurance checks and a training-outcomes dashboard.</p>	
	Parenting Programme-Train the Trainer	Service Manager (Early Help), Bury Council Team Leader (Early Help) Bury Council			
	Solihull Programme	Service Manager (Early Help), Bury Council			

		Team Leader (Early Help) Bury Council			
	Toileting	Lead Early Years Advisor, Bury Council Lead Officer for Family Hubs and Children's Centres, Bury Council Lead Officer - Early Years Development, Bury Council	July 2028	Mainstream toileting support as a routine element of the Home Learning Environment by embedding ERIC practice across all early years settings and schools, delivering sustained parent support (workshops, home visits and digital guidance), integrating toileting into transition and admissions processes, and reporting annual impact and equity outcomes.	
	Targeted HLE projects	Lead Officer - Early Years Development, Bury Council	November 2028	Mainstream targeted HLE interventions for priority cohorts, embed screening (WellComm/QBEX) into routine practice and report cohort progress annually.	
Accessibility: All families and service users can access early years services in a timely, equitable, and inclusive way, with barriers related to cost, culture, geography, or complexity actively reduced.	Translation of resources	Lead Officer - Early Years Development, Bury Council	October 2028	Maintain translated resource packs, ESOL-linked offers in Family Hubs and a pathway for non-English families into mainstream services.	
	ESOL	Lead Officer - Early Years Development, Bury Council			

<p>Data: Partners use high quality, shared data to understand need, improve planning, and target support effectively in the right place at the right time to improve outcomes for children and families.</p>	GLD Dashboard	Public Health Specialist (Start Well), Bury Council	March 2028	Use the GLD dashboard and EYFS analysis to set neighbourhood targets, publish an annual inequalities report and use data to inform commissioning.	
	EYFS Profile	Early Years Advisor Team, Bury Council			
	Evaluation	Public Health Specialist (Start Well), Bury Council	September 2028	Complete summative evaluation of the three-year programme, publish findings, and use evidence to secure longer-term commissioning or policy changes.	
<p>Early Identification: Enhance early identification by using universal contacts, shared information and practitioner observations to spot emerging developmental needs early and ensure timely, proportionate support for children and families.</p>	OHID Deep Dive- 2-2.5 Year Review	Lead Nurse Health Visiting, Northern Care Alliance NHS Foundation Trust	July 2028	Make the enhanced review offer routine in community venues, embed referral pathways and monitor developmental referral outcomes.	
	Targeted 3- 3.5 Year Contact	Lead Nurse Health Visiting, Northern Care Alliance NHS Foundation Trust	July 2028	Fully integrate the SEND Health Visiting Pathway into core service delivery with audits, reduced waiting lists and improved timeliness metrics.	
<p>Digital: Digital tools and platforms enable families and professionals to access consistent, evidence-based information, communicate effectively, and navigate services efficiently, improving overall engagement and outcomes.</p>	Web Resources	Public Health Specialist (Start Well), Bury Council Children's Improvement Delivery Officer, Bury Council	September 2028	Maintain and update the Family Hub/Essential Parent digital platform, automate milestone prompts, and report digital engagement conversion to services.	

<p>Early Years Pathways: Families experience seamless, integrated early years pathways from pregnancy, with clear touchpoints, consistent messaging, and coordinated multi agency support.</p>	<p>Children's Speech, Language and Communication</p> <p>Perinatal Infant Mental Health</p> <p>Physical Development</p> <p>Social and Emotional Wellbeing Development</p> <p>SEND and Inclusion</p>	<p>Lead Officer - Early Years Development, Bury Council</p>	<p>July 2028</p>	<p>Move from pathway development to routine cross-agency KPIs, quarterly pathway reviews and a single point of accountability for pathway performance.</p>	
<p>Health Promotion: We will improve health in the early years by promoting healthy development, reducing risks early and strengthening protective factors from pregnancy onwards. We will focus on narrowing inequalities and ensuring families receive timely, proportionate support across health, early education and community services.</p>	<p>Early Year Public Health and Health Improvement</p>	<p>Public Health Specialist (Start Well), Bury Council</p> <p>Lead Officer - Early Years Development, Bury Council</p> <p>Lead Early Years Advisor, Bury Council</p>	<p>September 2028</p>	<p>Monitor borough-level coverage and behaviour change indicators.</p>	
<p>Quality: Children and families benefit from a strong culture of continuous quality improvement across all early years services.</p>	<p>Quality of transitions into school</p>	<p>Lead Early Years Advisor, Bury Council</p>	<p>September 2028</p>	<p>Establish an annual quality cycle across early years services with family feedback loops, learning reviews and a published improvement plan.</p>	

<p>Practice is routinely monitored, evaluated, and strengthened through evidence-based approaches, reflective learning, and feedback from families. Quality assurance processes create consistency, accountability, and a shared commitment to delivering excellent early years support and achieving positive outcomes.</p>		<p>Senior Portage Worker, Bury Council</p> <p>Lead Officer for Early Years SEN and Inclusion, Bury Council</p>			
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Year Three – Family Hubs

Desired outcome	Theme	Accountable Officer	Timescales	Activity	Impact RAG
<p>Neighbourhood Delivery: Bury has a delivery site within each neighbourhood through Children’s Centres and Family Hubs, including Chesham Fold BSFH, with clear and consistent signage and branding in line with Best Start in Life guidance.</p>	<p>Review service delivery and user feedback at Chesham Fold Best Start Family Hub</p>	<p>Early Years Service Manager, Bury Council</p>	<p>September 2028</p>	<p>Embed improvements from Year-2 feedback: finalise core session timetable, introduce a regular community events programme, publish an annual user-feedback impact summary and use findings to inform neighbourhood commissioning.</p>	
	<p>Consider opportunities to expand delivery across multiple sites within the Radcliffe neighbourhood</p>	<p>Director of Children’s Services, Bury Council</p>	<p>September 2028</p>	<p>Review the multi-site model in Radcliffe; formalise co-location agreements, allocate staff rotas across sites and monitor service usage and access barriers for 12 months to inform scale-up.</p>	
	<p>Review renovation works that have taken place at Whitefield children’s centre and</p>	<p>Early Years Service Manager / AD Corporate</p>	<p>December 2028</p>	<p>Complete Whitefield evaluation; finalise refurbishment at Radcliffe Hub; transition services into improved spaces; run a post-refurbishment review to capture lessons for future asset work.</p>	

	implement a phased refurbishment of Radcliffe Hub Children's Centre	Assets, Bury Council			
	Align Family hubs programme and Live Well offer within neighbourhoods with a focus on Whitefield and Radcliffe	Early Years Service Manager, Bury Council	September 2028	Fully integrate joint front-of-house delivery in pilot buildings, operate shared timetables and referral pathways, and report annually on reduced duplication and improved family access.	
	Continue to refine the 0-5 offer delivered through Children's centres and Family Hubs based on identified local need and service user feedback	Early Years Service Manager, Bury Council	Ongoing	Maintain termly review cycle, embed targeted outreach for under-represented groups, and publish an annual performance summary showing reach and outcomes by neighbourhood.	
	Ensure signage and branding is consistent with BSIL guidance to ensure a clear, coherent offer for families	Early Years Service Manager, Bury Council	December 2028	Complete borough-wide branding audit, refresh any remaining assets, include signage checks in annual assurance visits and ensure digital pathways remain up to date.	
Multi-agency delivery: Bury provides multi-agency access to wider services as outlined in Annex F, including Citizens Advice, Health Visiting, Midwifery and Registrars.	Deliver a pilot Birth registration clinic from Sedgley Hub (Jewel) enabling neighbourhood delivery within our Orthodox Jewish Community	Early Years Service Manager, Bury Council	September 2028	Transition successful pilot activity into routine clinic slots at Sedgley and other hubs; integrate registration into hub timetables and monitor uptake and satisfaction for a full year.	

	Continue to deliver existing activity in line with Annex F Service Expectations	Early Years Service Manager / Family Hub leads, Bury Council	Quarterly	Use quarterly service-mapping reviews to reallocate partner sessions where gaps persist; publish an annual Annex F compliance and impact summary.	
Digital offer: Bury families can access a digital Family Hub offer through our BeebotAI platform.	Continue to develop our new BeebotAI platform to allow families to access a wealth of information relating to Best Start, universal and targeted support, SEND support and health advice from the NHS.	Children's Improvement Delivery Officer, Bury Council	September 2028	Review BeebotAI activity; maintain content updates driven by user analytics and co-design feedback; integrate simple service-referral links and report quarterly on user engagement and top queries.	
	Use our well-established social media channels to continue to engage families and promote our Family Hub offer	Early Years Team / Communications Team, Bury Council	Ongoing	Run targeted social campaigns for under-engaged groups, maintain the editorial calendar, and include BeebotAI promotion in all hub communications; report annual engagement metrics.	
Governance: Strong multi-agency governance structures are in place to shape the service delivery of Family Hubs.	Establish a strategic partnership board bringing together stakeholders from children's services as well as public health and NHS to collaborate on the vision for Best Start	Director of Early Years, Skills & Education / Director of Public Health, Bury Council	September 2028	Operate the Best Start Board as a standing strategic forum; review Year-2 delivery, refresh Year-3 priorities and publish an annual board impact statement with clear accountability lines.	
	Establish an operational group to sit beneath the Best	Early Years Service	September 2028	Continue monthly operational oversight; transition proven pilots into routine delivery; maintain a live risk and milestone tracker and report exceptions to the Board.	

	Start Board and drive progress at pace against our operational delivery plans	Manager, Bury Council			
	Establish a partnership board for each individual hub that includes partners from health, social care and the voluntary and faith sector	Children's Improvement Delivery Officer and Lead Officer for Family Hubs and Parenting, Bury Council	November 2028	Maintain neighbourhood partnership boards as ongoing governance bodies; complete an annual review of Terms of Reference and local action plans and escalate systemic issues to the operational group.	
	Parental voice will be strengthened through parent forums, quarterly performance monitoring and surveys	Family Hubs Leads, Bury Council	Ongoing	Complete an annual review of parent forum outcomes; publish 'you said we did' reports; use survey findings to inform service redesign and include parent representatives in local governance.	