

## Appendix A: VCFSE Local Infrastructure Provision for Bury : April 2026 – March 2030



NAVCA identify four pillars of focus for LIOs – the first table below sets out the key characteristics of these pillars and associated outcomes desired in Bury; with the tables following considering each pillar through the LETS principles.

NAVCA Pillar	Key characteristic	Outcome sought*	Metrics
<b>Leadership &amp; Advocacy</b>	<ul style="list-style-type: none"> <li>• LIOs are leaders in, and advocates for, the VCFSE sector and the communities they work within.</li> <li>• Through participation in local strategic groups, forums and partnerships, LIOs ensure the VCFSE sector's voice is heard and used to inform and influence and affect key decisions locally on funding and policy.</li> <li>• Participation in local strategic groups often means leadership of strategic partnerships, membership of groups, or representative roles on behalf of the VCFSE sector.</li> <li>• Leadership and advocacy contribute to strategic leadership for the VCFSE sector at place, advocacy for the VCSE with statutory partners, and contributions to problem-solving with the sector and statutory partners</li> </ul>	<ul style="list-style-type: none"> <li>• A nurtured VCFSE ecosystem in Bury that is vibrant, thriving, diverse, sustainable and resilient.</li> <li>• A representative leadership group visibly demonstrating system leadership within the sector and advocating for the sector across all Team Bury Partnerships</li> <li>• The VCFSE sector in Bury has a strong, influential voice</li> <li>• Local VCFSE partners are informed and supported to actively participate in local policy development and decision making – in particular organisations representing those with lived experience and who are otherwise under-represented</li> <li>• VCFSE organisations are hardwired into Bury's neighbourhood working approach and supported to deliver their contribution to <i>LET's Do It!</i></li> </ul>	<ul style="list-style-type: none"> <li>• Participation across all protected characteristics in community fora; VCFSE networks and engagement activity</li> <li>• Resilience of infrastructure ecosystem provision</li> </ul>
<b>Partnership &amp; Collaboration</b>	<ul style="list-style-type: none"> <li>• Places and communities are strengthened when organisations work collaboratively, through building networks and partnerships between VCSE organisations and strategic partners.</li> <li>• The strength of relationships with external stakeholders is the building block for partnerships and collaborations that provide direct support for communities and specific groups in need, as well as collaborations to deliver contracts and services and lever in grant and other funding.</li> <li>• The LIO may also act as the accountable body, bringing a partnership of local VCFSE organisations together to collaborate on a project or service</li> <li>• VCFSEs influence and deliver services more effectively by working collaboratively through networks, formal partnerships and consortia.</li> </ul>	<ul style="list-style-type: none"> <li>• VCFSE organisations are valued strategic and operational partners in the Borough, meaningfully involved in decision making and working effectively with public sector partners, in line with the MoU.</li> <li>• A connected and well led VCFSE sector in Bury that brings together individual volunteers, Bury voluntary and community organisations, national voluntary organisations operating in Bury and mutual aid organisations</li> <li>• Enhanced two-way flow of insight between the sector, promoting greater shared understanding and respect, and consequentially collaboration</li> <li>• VCFSE organisations are regularly updated and have opportunities to shape and support the safeguarding of local people, including in the response to major incidents, drawing on the sector's cultural proficiency and connections to ensure a tailored and accessible response.</li> </ul>	<ul style="list-style-type: none"> <li>• Level of co-design and VCFSE led alliances / partnerships bidding for (and successful in) commissioning opportunities where such opportunities arise</li> </ul>

<p><b>Capacity building &amp; development support</b></p>	<ul style="list-style-type: none"> <li>• LIOs help voluntary and community organisations to fulfil their potential through providing practical support, information, advice, and training</li> <li>• This capacity building work is both strategic and developmental. It helps VCFSE organisations to have the strong foundations needed so that they can deliver their goals, become more resilient and contribute to flourishing communities</li> <li>• The most critical work of LIOs is the specific practical guidance and support provided to local VCFSEs, tailored to need which can take the form of governance, strategic planning, sourcing and completing funding applications; regulatory information and organisational health checks.</li> </ul>	<ul style="list-style-type: none"> <li>• A more informed and confident sector, with access to and promoting their own best practice in supporting and empowering communities</li> <li>• A capacity building support offer is in place that is fully inclusive, accessible, flexible, proactive, informed by the sector and has a free to access offer. This support is responsive to a diverse range of organisations, and reflects the demographic, cultural and ethnic diversity of the borough.</li> <li>• Enterprising voluntary and community groups, seeking new opportunities are well placed to adapt to new challenges in a way best meeting (emerging) local needs; and encouraging growth of new organisations to address unmet/new need.</li> <li>• VCFSE organisations are connected into emerging procurement and commissioning pipelines, with brokering of support to connect local groups into local opportunities</li> <li>• Resilient community capacity which doesn't just enable but empowers residents to live well at home and in their communities</li> </ul>	<ul style="list-style-type: none"> <li>• Level of inward investment in the VCFSE in Bury</li> <li>• Social enterprise capacity and value in Bury to increase the local supply available to retain local wealth</li> </ul>
<p><b>Enabling, encouraging &amp; championing volunteering</b></p>	<ul style="list-style-type: none"> <li>• Volunteering, both formal and informal, is at the heart of thriving communities. LIOs encourage and nurture volunteering opportunities, so that people can build connections and work together on things they care about, driving positive change locally.</li> <li>• The value of local volunteering support is that it offers a trusted brokerage or connecting service, based on local needs and knowledge of the VCFSE. This support for volunteers is then linked to other LIO support services and networks as an integrated whole, eg other support includes providing advice or promoting good practice in volunteer management.</li> <li>• LIOs also coordinate volunteers as part of emergency responses locally or nationally – a role that was an essential part of volunteer recruitment and support during the Covid-19 pandemic and remains in place through participation in local resilience forums.</li> </ul>	<ul style="list-style-type: none"> <li>• NAVCA accredited volunteer centre offer is in place that supports residents and VCSE organisations.</li> <li>• To catalyse and corral a social movement for volunteering in the Borough</li> <li>• Increased access to volunteering opportunities for all residents, developing the skills, aspirations and confidence of individuals</li> <li>• Volunteering is embedded within Live Well, Prevention Demonstrator and Work &amp; Skills Trailblazer activity in Bury</li> <li>• Increase in Employee Supported Volunteering across all sectors within Bury.</li> <li>• The contribution of volunteering is increasingly recognised and valued; and volunteer activity is flourishing</li> </ul>	<ul style="list-style-type: none"> <li>• Participation through volunteering reflective of the Borough's population (across protected characteristics and neighbourhoods).</li> </ul>

\*it is recognised that realisation of these outcomes is not solely dependent upon the LIO, with dependency on system change and investment, with the MoU with the sector a key enabler of this

**Local VCFSE Infrastructure provision for Bury to realise the ambitions of LETS and deliver Bury's neighbourhood model April 2026 – March 2030**



	LOCAL	ENTERPRISING	TOGETHER	STRENGTHS
<p><b>Leadership &amp; Advocacy –</b></p> <p><i>Mobilising and encouraging community action; strengthening the sector's voice and influence on decision-making and funding (investment)</i></p>	<p><b>Place leadership</b></p> <ul style="list-style-type: none"> <li>Facilitating full and active contribution of the VCFSE sector within Bury's neighbourhood model, as anchor for the sector</li> <li>Delivery of an annual Team Bury development session on the State of the Voluntary Sector in Bury, including opportunities to enhance the sector</li> <li>Lead the identification, engagement and advocacy of new and emerging communities in Bury and the linkages of these to place-based opportunities</li> <li>Facilitate system leadership from the VCFSE sector in each of the Public Service Leadership Teams in each of the five neighbourhoods and play a leading role in community asset mapping.</li> <li>A catalyst and conduit for community action and social movements around local priorities across communities of place/ identity/ experience.</li> </ul>	<p><b>Financial resilience</b></p> <ul style="list-style-type: none"> <li>Represent the VCFSE system in dialogue with commissioners to promote the value and contribution of the sector and encourage funding models which secure investment into the sector in keeping with the VCSE Accord and local MoU</li> <li>Support, and lead by example, in the diversification of income streams, specifically including social investment</li> <li>Be a catalyst for innovation and agile reform amongst and between community groups in the Borough.</li> <li>Seek innovative approaches to support core investment as part of a sustainable financial model of infrastructure provision.</li> </ul>	<p><b>Leadership in partnerships</b></p> <ul style="list-style-type: none"> <li>To provide visible, active leadership for and advocacy of the VCFSE at key system Boards, such as those listed in the table below</li> <li>To lead borough-wide inclusion and cohesion activity including ensuring inclusive representation and participation in VCFSE networks and Boards.</li> <li>To lead by example in promoting safeguarding practices; to increase system safeguarding knowledge and practice, including through training, information and guidance, particularly for specialist and grassroots groups working with young people, in delivering on Working Together.</li> <li>Advocate for, and champion the contribution of, VCFSE partners in local delivery of regional and national innovation, eg GM Moving/ GM Live Well model/ Prevention Demonstrator; DWP Trailblazer; Families First; VALOUR</li> </ul>	<p><b>Strengthening sector voice</b></p> <ul style="list-style-type: none"> <li>To amplify the voice of residents (though their lived experience) across protected characteristics as a conduit in co-design. Note this is to add to, rather than duplicate or undermine any statutory resident engagement duties from partner organisations.</li> <li>To promote and facilitate connections between the Bury VCFSE system and activity of the Greater Manchester Combined Authority, the GM Youth Combined Authority CA and NHS Greater Manchester (GM Health and Social Care Partnership), and Greater Manchester Equality Boards to ensure Bury is connected into regional opportunities</li> <li>To develop two-way feedback mechanisms from Bury VCFSE's involvement in GM, regional and national activity for the wider benefit of the Bury system</li> </ul>

Local governance	Leadership and Advocacy opportunity for a Local Infrastructure Organisation
Team Bury Partnership Board	<ul style="list-style-type: none"> <li>• System leadership beyond organisational boundaries; secure representative presence from, and cascade through VCFSE leadership group and wider breadth of sector.</li> <li>• Advocate for totality of VCFSE sector, identifying particular opportunities for and from the sector to deliver on LETS vision and outcomes.</li> <li>• Bring collective insight from communities and champion lived experience of communities of place, identity and experience</li> </ul>
Bury Health and Wellbeing Board	<ul style="list-style-type: none"> <li>• Advocate role of, and facilitate VCFSE in addressing health inequalities faced by specific communities of interest, experience and place</li> <li>• Amplify voice of sector in Population Health delivery.</li> </ul>
Locality Board	<ul style="list-style-type: none"> <li>• Shape commissioning intentions and readiness of sector for such intentions on prevention, early intervention and community-based activity.</li> </ul>
Families First and Family Safeguarding Model	<ul style="list-style-type: none"> <li>• Build on leadership of Voluntary Sector Children and Young People's Forum and co-produce role of VCFSE within Family Hub / Family Help approach.</li> <li>• Facilitate VCFSE linkages to Family Safeguarding and Mockingbird models</li> <li>• Work to develop VCFSE leadership in relation to improving Good Level of Development Rates and increased focus on care leavers.</li> </ul>
Community Safety Partnership	<ul style="list-style-type: none"> <li>• Leadership of Resilient Communities and Safeguarding Against Hate priority, including convening community partners on cohesion and inclusion matters</li> <li>• Catalyst for community-led place based solutions to reduce vulnerabilities and increase resilience against place-based ASB and criminality</li> </ul>
Bury Safeguarding Partnership	<ul style="list-style-type: none"> <li>• Dissemination of and targeting of specific safeguarding support, such as that set out in NCVO guidance (<a href="https://www.ncvo.org.uk/help-and-guidance/safeguarding/specialist-guides/specific-activities/supporting-others/leading-example/making-priority/">https://www.ncvo.org.uk/help-and-guidance/safeguarding/specialist-guides/specific-activities/supporting-others/leading-example/making-priority/</a> and Paragraphs 82, 83, 226, 310-316 of Working Together statutory guidance: <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/672222/Working_together_to_safeguard_children_2023_statutory_guidance.pdf">Working together to safeguard children 2023: statutory guidance (publishing.service.gov.uk)</a>).</li> <li>• Identification and embedding sectoral learning opportunities from safeguarding reviews through proactive LIO input within Safeguarding Partnership meetings.</li> </ul>
Bury Business Leadership Group/ Bury Health Economy and Skills Taskforce	<ul style="list-style-type: none"> <li>• Maximising economic impact and reach of VCFSE sector including through optimising use of private sector skills, investment and connections.</li> <li>• Further connect volunteering strategy and social enterprise activity to inclusive economic growth agenda and tackling economic inactivity</li> </ul>
Bury Climate Action Board	<ul style="list-style-type: none"> <li>• Championing opportunities for green social enterprises and impact sector can have in reaching carbon reduction targets as a financial and environmental benefit.</li> <li>•</li> </ul>
Bury Public Service Reform Steering Group	<ul style="list-style-type: none"> <li>• Advocate for totality of VCFSE sector, identifying particular opportunities for and from the sector to deliver on LETS vision and outcomes, in particular through neighbourhood working and LETS behaviours.</li> </ul>
<p><i>Recognition leadership and advocacy extends beyond this list. There are broader boards/ partnerships including subgroups of the above that the LIO attend through strategic alignment rather than as a direct result of SLA investment; and there are those which will be attended by exception for specific insight</i></p>	

	LOCAL	ENTERPRISING	TOGETHER	STRENGTHS
<b>Partnership &amp; Collaboration</b>  <i>Creating opportunities and driving effective joint working, by building and facilitating networks of local people, local organisations; strategic partners</i>	<b>Strengthening partnership and collaboration in neighbourhoods</b> <ul style="list-style-type: none"> <li>Facilitating, brokering and enabling people to come together around a common bond, issue or opportunity in neighbourhoods – particularly through <ul style="list-style-type: none"> <li>Family Hub and Family Help approach</li> <li>Living Well Mental Health Model</li> <li>Further develop relationships with Health and Care Integrated Neighbourhood Teams, to grow community capacity against neighbourhood priorities and integrated community-led solutions</li> </ul> </li> <li>To support the co-design engagement frameworks across protected characteristics to identify unheard or under-represented voices and integrate these into local organisations, groups and networks (supporting the establishment of new ones if/as required).</li> <li>Ensure robust partnership arrangements and networks within the sector that are representative of the communities of place, identity and experience they support.</li> </ul>	<b>Strengthening collaboration through inclusive economies equitable growth</b> <ul style="list-style-type: none"> <li>Broker and nurture connections and relationships between local VCFSE organisations and those leading physical place-making activity, eg regeneration; new housing</li> <li>Act as lead provider for consortia and collaborative bids to attract (grant) investment and commissioning opportunities into the Borough.</li> <li>To be first point of contact for engagement (providing information, guidance and signposting) for businesses that wish to engage with Bury’s VCFSE sector</li> <li>Champion local wealth building and retention, including system leadership on brokering social value, through developing compelling initiatives to encourage participation through LIO involvement in co-design of Social Value Action Plan.</li> <li>To seek enterprising expertise from Bury’s business community to assist inclusive growth of Bury’s VCFSE ecosystem</li> </ul>	<b>Strengthening partnership and collaboration within the sector</b> <ul style="list-style-type: none"> <li>To develop and strengthen peer support approaches across the Bury VCFSE for mutual support, information sharing, knowledge transfer, to maximise resources and reduce duplication, eg build on peer-Led Alliance approach shown in project with Healthwatch Bury and NHS England on on experiences for individuals with neurological conditions</li> <li>To foster relationships between mutual communities of experiences to drive collaboration whilst valuing difference</li> <li>To encourage and enable collaborative financial models including develop pioneering approach to grants which promotes collaboration rather than competition, eg Standing Together Partnership Problem Solving Innovation Circles</li> <li>To support the delivery of locality based inclusion and equality panels, equivalent of GM Panels regionally to further collaboration across protected characteristics and intersectionality locally.</li> </ul>	<b>Strategic partnership and leadership in recovery and resilience planning</b> <ul style="list-style-type: none"> <li>Lead liaison with, and co-ordinate expertise and experience within, the VCFSE sector locally within civil contingency planning and response arrangements as an active member of Bury Resilience Forum</li> <li>Disseminate and collate key messaging to/ from local community groups and networks to stand up warn, inform and direct emergency information and support</li> <li>Provide support on developing business continuity arrangements amongst local VCFSE organisations.</li> </ul>

	LOCAL	ENTERPRISING	TOGETHER	STRENGTHS
<p><b>Capacity building &amp; development support</b></p> <p><i>Providing practical support and development for local people and organisations, to nurture skills and build community resilience.</i></p>	<p><b>Harness and grow community capacity, particularly pro-prevention</b></p> <ul style="list-style-type: none"> <li>To identify gaps within Bury's VCFSE ecosystem at a neighbourhood level and nurture the co-production of provision.</li> <li>Identification and foundational support to new &amp; emerging communities and networks; escalating the insight into commissioning discussions whilst providing fundamental infrastructure support.</li> <li>Identify and promote funding and commissioning opportunities for Bury organisations and communities, supporting applications and providing guidance to those unsuccessful with applications.</li> <li>Support the development and constitution of new groups/services with a particular focus on local, asset based and inclusive services.</li> <li>Provide a renewed focus on community-led enterprise, including social enterprise, co-operatives and mutuals as outlined in the State of the Sector report.</li> </ul>	<p><b>Activating dormant and under-utilised resource</b></p> <ul style="list-style-type: none"> <li>Design and manage a Bury VCFSE Investment Fund to target investment into the sector to address capacity requirements that would most drive improvement in LETS outcomes where greatest gaps/inequalities exist, to support assessing impact of collective investment within the sector.</li> <li>To explore opportunities to activate dormant funds and assets to increase the resilience of local community provision.</li> <li>Proactively engage with Bury's One Public Estate on policy, systems and processes of Community Asset Transfer to increase community capacity and social infrastructure as Live Well spaces in the Borough.</li> </ul>	<p><b>Develop and maximise opportunities for participation in community-led activity</b></p> <ul style="list-style-type: none"> <li>Use insight of commissioning activity and act as conduit between Team Bury partnerships and VCFSE system to identify gaps in community-led provision (and seek opportunities to collaborative address); to link smaller organisations into opportunities generated by larger commissions; to foster collaboration between providers for joint submissions.</li> <li>To broker opportunities for residents to engage with their local community assets including: <ul style="list-style-type: none"> <li>Skills provision (academic, technical and vocational) to raise aspiration and opportunity, linked to the DWP Trailblazer</li> <li>Sports and culture groups to promote active lifestyles and increased participation including through GM Live Well and GM Moving and engagement with the Bury Physical Activity Strategy and GM Moving</li> <li>Mobilising community action to build on existing VCSE activity and supporting development of new VCSE offers which strengthen Bury's Family Help model and implementation of the GM Live Well approach.</li> </ul> </li> </ul>	<p><b>Training including Workforce development</b></p> <ul style="list-style-type: none"> <li>Provision of advice, guidance, best practice and training to assist organisational development, in line with the VCFSE Sector Training Needs Assessments, including but limited to financial management and income generation models; outcomes and impact measurement; governance and effective trusteeship; strategic planning; and safeguarding</li> <li>Training to be inclusive to take account of different learning styles, protected characteristics and nature of organisations</li> <li>Iterative development support based on programme of Pulse checks, eg <u>Bury VCFA Pulse Check – Finance and Funding – Bury VCFA</u> to ensure tailored and targeted support to the sector.</li> <li>Ensure full involvement within GM wide VCFSE Workforce development programme, including local focus on trauma informed practice.</li> </ul>

	LOCAL	ENTERPRISING	TOGETHER	STRENGTHS
<p><b>Enabling, encouraging &amp; championing volunteering</b></p> <p><i>Building an environment in which volunteers and their communities thrive, by encouraging and nurturing volunteering opportunities</i></p>	<p><b>Improve access to volunteering opportunities</b></p> <ul style="list-style-type: none"> <li>• Deliver a refreshed Bury Volunteering Strategy with a focus on removing barriers to volunteering; recognising the diversity of the sector; new volunteering opportunities and volunteers themselves</li> <li>• To lead the recruitment of volunteers and drive a volunteer management network to support people in such opportunities.</li> <li>• To broker opportunities for local people to volunteer matching those will skills, interests and availability to local groups seeking capacity.</li> <li>• To propose innovative ways of addressing the challenge that more people are volunteering but each for a shorter period of time which in turn creates additional co-ordination pressures.</li> <li>• To co-produce bespoke provision to encourage and enable volunteering from under-represented groups across the Borough.</li> </ul>	<p><b>Increasing volunteer retention and progression opportunities</b></p> <ul style="list-style-type: none"> <li>• To support volunteering pathways into education, employment and training</li> <li>• Secure access to training programmes from across public sector organisations, including eLearning sessions.</li> <li>• To develop and share volunteer management support and guidance, including volunteer welfare and reflecting any changes to national regulations.</li> <li>• To collaborate with skills providers and employers to support volunteers with opportunities for further training and development as a social return for their time investment.</li> <li>• Facilitate reframing employer supported volunteering from traditional team building or event activities into potentially more frequent or longer term relationships</li> </ul>	<p><b>Increase system resilience through volunteering</b></p> <ul style="list-style-type: none"> <li>• To collaborate with public service colleagues to develop capacity options to address peaks in system demand, and ultimately reduce acute demand through prevention and earlier intervention</li> <li>• To work with GM Resilience colleagues and Bury Resilience Forum to support the mobilisation and support of volunteers to provide capacity and connectivity in future humanitarian and civil emergencies</li> <li>• The conduit to the voluntary sector and front door for residents to seek help or get involved with their community in a voluntary capacity</li> <li>• To facilitate the further identification and support co-ordination of connectors with communities (providing connection to VCFSE activity through promotion and linking of volunteers)</li> </ul>	<p><b>Promote recognition and value of volunteers</b></p> <ul style="list-style-type: none"> <li>• To champion the role and value of volunteers to drive recognition and celebrate this community capacity in the Borough</li> <li>• To promote and encourage increase in promotion of King's Award for Voluntary Services</li> <li>• Developing innovative ways to showcase benefits of volunteering to in turn sustain commitments.</li> <li>• To showcase examples of volunteering from different communities and settings as inspiration for others</li> <li>• Identification and delivery of activities to mark Volunteering Week and Trustees week in the Borough.</li> <li>• To build upon the first two rounds of LET's Value Volunteering grants programme to establish a rolling programme, showcased throughout the year</li> </ul>