

Cabinet

30 January 2024

Dorset Council and the Voluntary Community Sector: Principles for Working Together

For Decision

Portfolio Holder: Cllr L Beddow, Culture and Communities

Executive Director: A Dunn, Executive Director, Corporate Development

Report Author: Laura Cornette

Job Title: Business Partner – Communities and Partnerships

Tel: 01305 224306

Email: laura.cornette@dorsetcouncil.gov.uk

Report Status: Public

Brief Summary:

This paper summarises the Dorset Council and the Voluntary Community Sector (VCS): Principles of Working Together, (full document can be found in **Appendix 2**), setting out our key principles for how we will work with the VCS going forward. This enables Dorset Council to affirm our commitment to Dorset's VCS and for further work to continue.

Recommendation:

Cabinet to support and adopt the proposed principles to affirm Dorset Council's commitment to working with our VCS.

Reason for Recommendation:

The national and local landscapes for delivering community services are rapidly changing, bringing exciting opportunities for Dorset Council to work together with our system partners. This has the potential for a more streamlined approach, utilising our resources more effectively and avoiding duplication in funding and services.

1. **Background**

- 1.1 The 2022 Local Government Association (LGA) report on 'The state of strategic relationships between councils and their local voluntary and community sector' outlines the benefits of councils working effectively with the VCS and that strong relationships between councils and the local VCS are the heart of successful places. A link to the full report is available in the background papers.
- 1.2 Our vision is to have a local VCS that is thriving, sustainable and dynamic to help support community needs in Dorset, focused on learning from and building on the momentum of our close working relationships.
- 1.3 In October 2020, Dorset Council committed to how we would financially support the VCS. A link can be found in the background papers.
- 1.4 Since 2020, Dorset Council has worked alongside our VCS to develop effective community-based solutions through the 'Dorset Together' network - specifically for the Covid 19 pandemic, Ukrainian refugee support, and the cost-of-living crisis. This way of working has enabled us collectively to achieve valuable outcomes for residents and has helped develop a more equal and strategic relationship with the VCS. We truly value the VCS's expert knowledge and skills, essential in co-developing solutions and support for our residents.
- 1.5 The national and local landscapes for delivering community services have been rapidly changing, bringing exciting opportunities for Dorset Council to work together with our system partners (detailed in 2). This has created the potential for a more streamlined approach in how we work with and support our communities, utilising our resources more effectively and avoiding duplication in funding and services.
- 1.6 The principles (3-6) we have co-created with internal and external stakeholders clarifies our direction of travel for further developing this way of working.

2. **Identified future opportunities (external and internal)**

- 2.1 The Dorset Integrated Care System (ICS): Integrated Care Systems (ICS) bring together providers and commissioners of NHS services, local authorities and other local partners - including the VCS – to

collectively plan health and care services to meet the needs of its population.

2.2 The Dorset Voluntary and Community Sector Assembly (VCSA) is currently being developed, with support from the ICS. It offers a potential mechanism to access local VCS services which support population health and wellbeing. The Assembly is currently at an early stage of its development and presents a significant opportunity for Dorset Council to work in a joined up approach with VCS organisations of all sizes, potentially pooling resources for direct community benefit.

2.3 Internally, the 'Our Future Council' programme is exploring new ways of delivering services sustainably to best meet customer needs.

2.4 The Public Health-led 'Thriving Communities' programme is being developed to provide conditions for healthy aging in our communities through place-based working, by growing community support and capacity through the VCS.

2.5 Dorset has been selected as a Families First for Children pathfinder as part of the national Government strategy 'Stable Homes built on Love', and this initiative involves piloting innovative locality working arrangements.

2.6 Further opportunities also lie within the council's Equality, Diversity and Inclusion Strategy and the Climate and Ecological Emergency Strategy.

2.7 A full explanation of these new opportunities can be found on pages 10-12 of **appendix 2**.

3. **The defining principles**

3.1 The Dorset Council and the Voluntary Community Sector: Principles for Working Together document - **appendix 2**, clearly lays out our journey in developing the principles to this point and outlines how we will work with Dorset's VCS to deliver our council plan through a partnership approach and system-wide working to help enable stronger, healthier communities.

3.2 The principles will cover a 2-year period from 2024 – 2026. For each priority, the council and the VCS are co-producing proposed actions which will form the basis of a more detailed SMART action plan – to be developed by the council's Communities & Partnerships team in the Spring - Summer 2024.

- 3.3 Implementation will be coordinated by the Communities and Partnerships Team, however the priorities and actions will be owned by the wider council and strategic VCS organisations. This will be detailed as part of the action plan.
- 3.4 A full explanation of each priority and action can be found in Appendix 2, pages 14 – 17.
4. **Priority 1 – Working together more effectively.**
 - 4.1 Action 1: Develop a collaborative ‘working together’ approach to improve engagement and consistency between Dorset Council and the Voluntary Community Sector (VCS) at all levels.
 - 4.2 Action 2: Grow our relationship with the VCS Assembly.
 - 4.3 Action 3: Develop a council-wide approach to co-design and deliver service solutions with the VCS based on 3(l).
5. **Priority 2 – Facilitating community-led solutions.**
 - 5.1 Action 1: With the sector’s knowledge and strengths-based working, build on the existing evidence base to inform our work.
 - 5.2 Action 2: Support the drive to increase the capacity and diversity of the VCS workforce including paid professionals and volunteers.
 - 5.3 Action 3: Co-create a range of community engagement approaches to enable communities to propose solutions for local issues working with Our Dorset Integrated Care System (ICS) Engagement Leads.
6. **Priority 3 – The right help, at the right place, at the right time.**
 - 6.1 Action 1: Work with the VCS and the VCS Assembly to develop a prioritised approach to supporting communities based on jointly agreed themes and geographical focused areas e.g., areas of deprivation, with higher levels of inequality.
 - 6.2 Action 2: Develop a more collaborative approach to sharing resources and review the effectiveness and impact of funding models and mechanisms, and the methods for assessing their outcomes at community level.
 - 6.3 Action 3: Continue infrastructure support for the VCS.
7. **Financial Implications**

The financial commitment for Dorset Council's support for the VCS was agreed for a 5-year period in a Cabinet paper on 6 October 2020. This paper does not add any further financial implications.

8. **Natural Environment, Climate & Ecology Implications**

Dorset Council recognises the VCS is imperative to supporting our Natural Environment, Climate or Ecology priorities.

9. **Well-being and Health Implications**

Dorset Council recognises the VCS is imperative to supporting Dorset residents with positive health and wellbeing support.

10. **Risk Assessment**

10.1 **HAVING CONSIDERED:** the risks associated with this decision; the level of risk has been identified as:

Current Risk: Low

Residual Risk: Low

11. **Equalities Impact Assessment**

Draft EqIA included as part of the longer-term strategy development laid out in **appendix 1**.

12. **Appendices**

- Appendix 1 – Equalities Impact Assessment – Draft
- Appendix 2 – Dorset Council and the Voluntary Community Sector: Principles for working together.

13. **Background Papers**

- [\(Public Pack\)Agenda Document for Dorset Council - Cabinet, 06/10/2020 10:00](#) Item 14 – Financial Provision to the Voluntary Community Sector
- [The state of strategic relationships between councils and their local voluntary and community sector | Local Government Association](#)

APPENDIX 1

Equality Impact Assessment (EqIA) - DRAFT

1. Dorset Council and the Voluntary and Community Sector: Principles for Working Together
2. New Principles, leading to further work to develop a new strategy

Both internal and external

Please provide a brief overview of its aims and objectives:

Dorset has a strong and vibrant voluntary and community sector (VCS) - one that has evolved over recent years to reflect the changing demands of our local communities.

Through the 'Dorset Together' network, we have collectively developed and delivered vital support to residents and communities through the COVID-19 pandemic, the cost-of-living crisis, refugee resettlement and more. Our VCS continues to offer so much to Dorset residents, through the services they provide, the wealth they generate, and the people they connect, engage, and support.

Dorset Council invests significant resources into working collaboratively with the voluntary and community sector, as do our public sector partners.

'Principles for Working Together' sets out a direction of travel on how we will work with the sector to enable it to thrive, be sustainable and dynamic to support communities in Dorset over the next 5 years. It covers:

- How we currently work with the VCS to support our communities through partnerships and collaborative working including case studies showcasing good practice. Learning from the valuable and impressive partnership working over recent years on responses to, for instance, the COVID pandemic and cost-of-living challenge has been a key element of this current work.
- What the sector and our staff told us needs to be improved to ensure that Dorset Council and the VCS are working as effectively as they can to support stronger, resilient communities.
- The need to take account of new forums and work programmes to further develop the principles into a strategy e.g, Voluntary Community Sector Assembly, Integrated Care Partnership and Council programmes like Our Future Council.
- The proposal for 3 co-developed principles and actions as a direction for travel for future work with the sector namely:
 1. Working together more effectively;
 2. Facilitating community-led solutions; and
 3. The right help, at the right place, at the right time.

3. Please provide the background to this proposal?

Traditionally most people associate registered charities as being VCS organisations, but the picture is a lot broader than this. Not-for-profit groups can take many forms as well as being charities, such as social enterprises, community interest companies, community benefit societies, or faith groups. There are also many small community groups that won't have formalised structures yet are a crucial and active part of the sector. When we refer to the voluntary and community

sector, we refer to any organisation that is not-for-profit and works for the benefit of society, regardless of their size.

Through commissioning, grants and supporting a wide range of services and initiatives with voluntary and community organisations, Dorset Council invests significant resources in the sector. The council holds contracts with the sector that covers everything from household name charities in adult social care and public health, to infrastructure and community development groups such as Help and Kindness.

Dorset Council is keen to build on the momentum of our closer working relationship and ensure that our voluntary and community sector is empowered and sustained to work alongside us in supporting residents and communities. We appreciate and value the critical work the local VCS does across Dorset and see first-hand the positive impact this has on residents and communities. As a council, we see our role as supporting and empowering our voluntary and community sector to do what they do best, working in partnership together along the way.

It will shape our work with the voluntary and community sector (VCS) across all council services, to provide consistency in how we collaborate and work together. This strategy looks at Dorset as a whole, balancing out the needs of our rural and more urban communities and the VCS organisations within them. In recent years across the council, we have seen strengthened relationships with our VCS colleagues. Although this was in part due to the need to respond to COVID-19, we have a strong desire to maintain and build upon these relationships. In doing so, we recognise that we need a whole council approach, and a renewed commitment to collaborating with the sector. The key to this strategy, is developing it with the sector.

Evidence gathering and engagement

4. What sources of data, evidence or research has been used for this assessment? (e.g. national statistics, employee data):

In 2020, Dorset Council undertook an extensive review of its support to the voluntary sector, including culture. This review was subject to public consultation and received a high number of responses from local communities. The information received through this process has informed the development of the VCSS.

In 2022 the council completed its Residents Survey (2021). The research was commissioned by Dorset Council and the work was conducted by Information by Design (IbyD), with fieldwork taking place between October 2021 and January 2022. Information by Design is an independent research company and a company partner of the Market Research Society (MRS), the national governing body of the market research industry. The research was conducted in compliance with the guidelines and Codes of Conduct of the MRS. A total of 9,220 respondents completed the survey, 7,848 from sources promoted by Dorset Council and 1,372 from fieldwork conducted and sources promoted by IbyD. 8,198 were completed online and 1,022 were completed as paper-based surveys.

In 2023 the council delivered a further survey of the voluntary sector specifically aimed at the development of this strategy with the sector.

The following sources of data, information, evidence and research was also used to inform this strategy:

- [Commissioning for a Better Life for Adults in Dorset](#)
- [Community Power: The Evidence](#)
- [Dorset Insight](#)
- [Dorset Council Plan 2020 to 2024](#)
- Dorset Council – Community and Voluntary sector Review 2020
- [Dorset Council Climate and Ecological Emergency Strategy 2020](#)
- Dorset Strategic Alliance for Children and Young People – Dorset’s Family Plan 2023

- Dorset Council Economic Growth Strategy 2020-2030
- Dorset Local Enterprise Partnership – Local Industrial Strategy (LIS)
- Dorset Peer Review – Adult Services - LGA
- NHS Dorset – Together, working with people and communities
- Our Dorset Sustainability and Transformation Plan
- State of Dorset report 2021
- The state of strategic relationships between councils and their local voluntary and community sector – LGA
- UK Civil Society Almanac 2021
- Voluntary and Community Assembly – Terms of Reference

Information has also been taken from discussion with stakeholders and both internal and external surveys.

5. What did this tell you?

Dorset Council continues to deliver against 5 strategic priorities and states that it remains focused on improving the lives of people as well as protecting and enhancing our local places. In addition to these priorities, the council acknowledges that there will be times when it must respond quickly during times of emergency or crisis and will adapt our planning. For 2022-24 this includes, but is not limited to, leading a local response on the following:

- the COVID-19 pandemic response and recovery
- the war in Ukraine and the provision of asylum to families
- the cost-of-living crisis and the impact of this on residents and businesses in Dorset.

Dorset's VCS is central to both building social fabric and delivering services in a place. But its impact is greater than just the sum of those parts. Dorset Council can support this by investing resources in the VCS to maximise the inherent social value it provides alongside its economic value. This effect is enhanced when the

private, public, and voluntary and community sectors work in unison towards shared goals for their place. For example, they each have a role to play and different complementary strengths in driving economic growth, creating jobs, and nourishing healthy, inclusive, and thriving communities.

Experience from working closely with the VCS on all the above issues gives a clear indication of some of the benefits achievable with effective partnership working. However, national research identifies correct and relevantly barriers that both Dorset Council and our VCS have to the most effective working relationship. These barriers include:

- low capacity
- reduced budgets and resources
- a lack of clarity over priorities
- a failure to plan together.
- differences in structure and process.

However, there is also a recognition that, with a collaborative approach there are significant benefits which are not yet being fully grasped. These include:

- Delivering better services

Often the VCS cuts across everything Dorset Council does. Commissioning the local VCS can produce higher quality services that deliver tailored support to residents based on deep-rooted connections and knowledge. Doing so also helps to build local economic value and sustainability.

- Increasing reach of services

The VCS in Dorset is crucial to supporting the council to deliver many services across large geographies and diverse communities. VCS involvement adds to council knowledge, capacity, and resources to maximise the reach of services.

- Delivering important additional services to support effectiveness of statutory services.

For example, in adult social care it would be impossible to deliver the required level of care in communities without the VCS doing a large amount to support individuals that is beyond statutory services.

- Unlocking untapped resources within the community itself

The VCS can mobilise people and resources in a way Dorset Council may not be able to. It is also well placed to identify risk.

- Enhancing places

The VCS can be actively involved as this will be critical to many groups or organisations' purpose.

- Representing diverse communities for tailored service provision

The VCS can listen to and inform communities that Dorset Council finds difficult to engage with or hear. Using the sector can strengthen links between the council and residents and uses creative methods to ensure that diverse voices are present in local decision-making. This means that decisions and their consequences on service provision are more likely to service the actual needs of, and demand from, the community. Dorset Council can therefore achieve their aims more efficiently and avoid unintended negative consequences.

- Rebalancing power to increase civic participation.

In partnership with VCS organisations, Dorset Council can create the necessary environment for people to be heard by those with power and influence.

This approach can create new connections within communities and provides the time and space to build relationships, fostering understanding, trust, and tolerance.

Ultimately, improved awareness on both sides, strengthens connections, dispels myths, and improves cohesiveness within communities.

- Increasing aspiration and enterprise through community ownership

Community ownership can drive aspiration, enterprise, and transform local services. Having the places and spaces where communities come together is also a vital resource for building local capacity and participation.

- Increasing social capital

By working with the VCS to develop spaces for the community to come together organically to collaborate on local issues, Dorset Council can grow social capital and networks. This can lead to greater sharing of norms and values which, in turn, increases trust, cooperation, and reciprocity. Through this, Dorset Council can better build engagement and consensus around initiatives for development of people and place.

The introduction of the Integrated Care System (ICS) affords opportunity to produce greater health benefits to the people of Dorset. There is significant effort and resource working across public services and a particular focus on involving the VCS as an equal partner in the Our Dorset ICS. The VCS will indicate that this involvement allows for better and more well informed strategic and operational design and planning. This approach could afford opportunity for Dorset Council to improve its engagement and co-production.

It is estimated that at a national level women hold 58% of all Chief Executive roles within the VCS.

In 2021 NCVO noted that most of the voluntary sector workforce are women, who make up over two-thirds of the total workforce. And whilst the voluntary sector workforce is older than the workforce in other sectors it has a predominantly white

workforce, with people from BAME backgrounds only making up 9% of the workforce nationally. However, the VCS had a much larger proportion of its workforce who were disabled.

Trustees of charities; however, were mostly male.

The VCS has long faced calls to improve its equity, diversity and inclusion. For voluntary organisations this is not simply about who works and volunteers for them, but also their internal culture, addressing structural inequality and discrimination, and understanding the needs and experiences of the people and communities that they work with and support.

Data on EDI in the sector is generally poor and incomplete. Many organisations collect limited data on their own employees and volunteers, and these data are often underused.

6. Who have you engaged and consulted with as part of this assessment?

Collaboration and partnership with the VCSE sector will be a high priority for both the development and delivery of the VCSS. To ensure all aspects of sector the within Dorset have representation in the process and commit to supporting the final strategy, all infrastructure groups were directly involved as were the newly formed Voluntary and Community Sector Assembly (VCSA). The VCSA provides a mechanism for everyone in Dorset's Voluntary and Community Sector to be actively involved in issues that matter in Dorset. It is supported by an Engagement Group and managed and overseen by a Governance Board to ensure it meets that aims that the VCS have set for the Assembly. It allows greater representation of issues that are experienced by the VCS, creates strong connections within the VCS, and facilitates networking and collaboration with partners from other sectors in the community.

VCSA Governance Board

Zoe Bradley - Chief Executive, Citizens Advice Bournemouth Christchurch and Poole

Daniel Cadisch - Chief Officer, Citizens Advice Central Dorset

Charlie Coward - Deputy Chief Executive, Active Dorset

Peter Green - Trustee, Dorset Race Equality Council

Ken Heap - Chair, Dorset Mind

Mark Sharman - Chief Executive, Help and Care

Martin Yelling - Chief Executive, Stormbreak

VCSA Engagement Group

Help and Kindness – Jon Sloper CEO

Community Action Network – Emma Lee Partnerships Manager

Engagement meetings with the following groups were also carried out:

Equality, Diversity and Inclusion Reference Group

- Age UK - Older People
- Space Youth Project - LGBTQIA+
- Home Start West Dorset - Rural isolation/single parents
- Citizen's Advice - Rural poverty
- Carers Support Dorset - Carers
- Dorset Blind - Sensory Disability
- Dorset Mental Health Forum - Mental Health
- Dorset Race Equality Council - Race
- Women's Action Network Dorset - Sex/gender
- People First Dorset - Learning Disability
- Dorset Youth Association (DYA) – Young People
- Southwest Dorset Multi Cultural Network (SWDMCN) – Faith

Dorset Community Action (VCS Infrastructure Group)

A specific, tailored survey was provided to the sector, Town and Parish Councils and the public.

Dorset Council engagement was conducted across the organisation through meetings and a Local Government Association Toolkit survey.

7. Is further information needed to help inform decision making?

No

Is an EQIA required?

Yes

Assessing the impact on different groups of people

For each of the protected characteristics groups below, please explain whether your proposal could have a positive, negative, unclear or no impact. Where an impact has been identified, please explain what it is and if unclear or negative please explain what mitigating actions will be taken.

- use the evidence you have gathered to inform your decision making.
- consider impacts on residents, service users and employees separately.
- if your strategy, policy, project or service contains options you may wish to consider providing an assessment for each option.
- see guidance for more information about the different [protected characteristics](#).

Key to impacts

Positive Impact	<ul style="list-style-type: none">• the proposal eliminates discrimination, advances equality of opportunity and/or fosters good relations with protected groups.
Negative Impact	<ul style="list-style-type: none">• protected characteristic group(s) could be disadvantaged or discriminated against
Neutral Impact	<ul style="list-style-type: none">• no change/ no assessed significant impact of protected characteristic groups
Unclear	<ul style="list-style-type: none">• not enough data/evidence has been collected to make an informed decision.

--	--

Impacts on who or what?	Choose impact	How
Age	Positive Impact	<p>By consulting specifically with organisations and groups who work with and support the above age groups, we hope to break down the barriers, increase understanding of issues. We hope that the strategy development will allow trust to be built both within the VCS and the wider communities across all ages.</p> <p>Development of the VCS Strategy and its' action plan will:</p> <ul style="list-style-type: none"> • Improve how we work with the voluntary and community sector to support our communities through partnerships and collaborative working. • Allow us to learn from the valuable and impressive partnership working over recent years, and in particular the responses to COVID and issues such as the cost-of-living challenge. In particular to focus on the learning from working with older people and the impact such events have on younger people. • Create the ideal conditions to enable thriving sustainable and dynamic voluntary and community sector across Dorset,

Impacts on who or what?	Choose impact	How
		<p>thus enabling greater support across all age ranges</p> <ul style="list-style-type: none"> • Enabling our community and voluntary sector to support Dorset Council in transforming the way services are designed and delivered. In allowing the voice of service users and young people to influence service design. <p>Because of the strategy, we should experience a direct increase in the numbers of people volunteering.</p> <p>Greater publicity of issues relevant to groups of different ages.</p> <p>Identifying age related needs in the communities</p>
Disability	Positive Impact	<p>The delivery of the Strategy will allow issues of accessibility, inclusion and representation of people who are disabled to influence council service design. It will encourage the council and VCS to positively address barriers that prevent people who are disabled accessing support and services.</p> <p>It will also ensure that the VCS consider initiatives to improve access and support to carers.</p> <p>Greater publicity of issues relevant to people with disabilities.</p>

Impacts on who or what?	Choose impact	How
		<p>Better structure, partnerships and processes for identifying the needs of people with disabilities in our communities</p>
<p>Gender reassignment and Gender Identity</p>		<p>The VCS Strategy will promote and encourage work that is inclusive and challenges perceptions. It will support inclusivity and encourage groups and organisations to diversify their volunteer teams; work force and governance by sharing good practice.</p> <p>As a result of increased volunteering, commitment and understanding there will be greater publicity of issues relevant to gender reassignment and gender identity.</p> <p>Better structure, partnerships and processes for identifying the needs of people within our communities.</p>
<p>Marriage or civil partnership</p>	<p>Unclear</p>	
<p>Pregnancy and maternity</p>	<p>Unclear</p>	

Impacts on who or what?	Choose impact	How
Race and Ethnicity	Positive Impact	<p>The VCS Strategy will allow issues of accessibility, inclusion and representation of people from different communities. It will encourage the sector to increase visibility of minority groups and afford opportunity for direct influence over council service design. It will encourage the council and VCS to positively address barriers that prevent people from diverse communities accessing support and services.</p> <p>Greater understanding and publicity of the sector should encourage increased diversity in roles such as that of trustees.</p> <p>Better structure, partnerships and processes for identifying the needs of people within our communities.</p>
Religion and belief	Positive Impact	<p>The VCS Strategy will allow issues of accessibility, inclusion and representation of people from different communities. It will afford opportunity for direct influence over council service design. It will encourage the council and VCS to positively address barriers that prevent people from diverse communities accessing support and services.</p> <p>A direct increase in the numbers of people volunteering.</p> <p>Greater publicity of relevant issues</p>

Impacts on who or what?	Choose impact	How
		<p>Better partnership work and sharing of information.</p> <p>Identifying needs in the communities</p>
Sex (consider men and women)	Positive Impact	<p>Greater understanding and publicity of the sector should encourage increased diversity in roles such as that of trustees.</p>
Sexual orientation	Positive Impact	<p>The VCS Strategy will promote and encourage work that is inclusive and challenges perceptions. It will support inclusivity in programming and encourage organisations to diversify their work force and governance.</p> <p>A direct increase in the numbers of people volunteering.</p> <p>Greater publicity of relevant issues</p> <p>Better partnership work and sharing of information.</p> <p>Identifying needs in the communities</p>
People with caring responsibilities	Positive Impact	<p>The strategy will enable the creation of ideal conditions to enable thriving sustainable and dynamic voluntary and community sector across Dorset, thus enabling greater support for carers.</p>

Impacts on who or what?	Choose impact	How
		<p>The strategy will allow and encourage greater publicity of relevant issues.</p> <p>Better partnership work and sharing of information will allow support to be targeted where it is most needed.</p> <p>Identifying needs in the communities</p>
Rural isolation	Positive Impact	<p>A direct increase in the numbers of people volunteering and provide opportunity for investing in priority areas.</p> <p>Greater publicity of relevant issues</p> <p>Better partnership work and sharing of information.</p> <p>Identifying needs in the communities</p>
Socio-economic deprivation	Positive Impact	<p>A direct increase in the numbers of people volunteering.</p> <p>Greater publicity of relevant issues</p> <p>Better partnership work and sharing of information.</p> <p>Identifying needs in the communities</p>
Single parents	Positive Impact	<p>A direct increase in the numbers of people volunteering.</p> <p>Greater publicity of relevant issues</p> <p>Better partnership work and sharing of information.</p> <p>Identifying needs in the communities</p>

Impacts on who or what?	Choose impact	How
Armed forces communities	Positive Impact	A direct increase in the numbers of people volunteering. Greater publicity of relevant issues Better partnership work and sharing of information. Identifying needs in the communities