

# Sincil Bank Community Partnership



**Having spent the last 22 years both living and working in the Sincil Bank area, I have witnessed many changes within the local community.**

As an area with high levels of poverty and social deprivation, Sincil Bank has historically been viewed as an undesirable place to live. However, my opinion of the area is totally opposite to this. I feel proud of our diverse, local community and see massive potential for positive, resident led change. In recent years I have joined a growing number of optimistic, like-minded local residents, who are beginning to take steps to improve our local environment and develop a caring, community ethos. I feel that within the City of Lincoln many people now share this optimism and are finally realising the full potential of Sincil Bank as a place for positive change.

Through consultation with local residents many ideas and aspirations for the area have been put forward within this plan. If successful, I feel any funding received through the Place Based Social Action fund will be used wisely and will enable many more positive changes to our local community. Speaking as both a local resident and secretary of the Sincil Bank 'Maze Matters Community Group' I fully support this funding application. I would like to thank everyone that is involved in working so hard to bring change and improvements to our local area.

*Sarah Firth*

Sincil Bank Resident



Photography provided by local resident and volunteer Nick Rawsthorne

# Introduction

**The Sincil Bank Community Partnership is formed of six organisations; Lincoln City Foundation, City of Lincoln Council, Maze Matters Community Group, Lincolnshire Economic Action Partnership, Voluntary Centre Services and University of Lincoln. Together the partnership is focused on enhancing and improving the Sincil Bank area within Lincoln, a neighbourhood of streets located south of the city centre.**

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The Sincil Bank community is home to approximately 2,500 households and over 6,000 residents and is an area deemed to be socially and economically deprived. According to the 2015 Indices of Multiple Deprivation the neighbourhood is ranked amongst the 10% most deprived in the country. The demographic of the neighbourhood is very mixed, with some residents having lived in the area all their lives with others only residing temporarily. The transient nature of residents has partly stemmed from an increased number of University students living in the area, whilst there are additionally many private sector rental properties, including Houses of Multiple Occupancy, which tend to attract migrant communities. The transiency of the community is particularly highlighted through pupil mobility reported at the local primary school. The number of pupils joining or leaving this school at a point other than the normal age at which children start or finish their education is the highest in Lincolnshire, registering at 28%. The community is also diverse with many cultures and different languages spoken. A Place Survey conducted in 2012 identified that Sincil Bank residents feel a low sense of belonging to their neighbourhood and especially did not feel that residents from different backgrounds mixed well together, leading to isolation and sometimes conflict. Data collated from the local primary school also highlights that

pupils not speaking English as a first language is now at a high of 63%, and in some years this figure can reach over 70%. The physical appearance of Sincil Bank is often a cause for concern for residents, with certain properties in poor state of repair, streets marred by persistent littering and fly tipping (the area now attracts 42% of fly tipping in the city), drivers using streets as 'rat runs' and a lack of available green and community space.

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Community work and engagement has been taking place in Sincil Bank for a number of years, however recently there has been a real shift in focus to ensure that community change is being led by residents through either physical projects or via ensuring that their views and thoughts are listened to through meaningful consultation. A particular catalyst for this has been the intensive Community Organising work that has taken place in the neighbourhood, in addition to the refocusing of the City of Lincoln Council's Neighbourhood Working to concentrate all resources on the area, and the subsequent community consultation completed to create a Council strategy for Sincil Bank. With further organisations connecting and working collaboratively the desire to see significant and meaningful change within the Sincil Bank area, which builds on both the strengths of the community and its residents, has never been so prominent.

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The Sincil Bank Community Partnership is confident that through the action and engagement strategy outlined in this plan that the number of connected and motivated residents ready to drive community action will develop and local people will feel skilled to lead change; demonstrating an effective place-based approach to neighbourhood regeneration.





# Organisation and Partnership Summary

## Lincoln City Foundation (Lead Organisation)

### Aims/Objectives:

'Inclusion' is a main strand of the 2018-2021 Foundation strategy, with the overarching aim of enabling people from all communities to have access to opportunities and provide support to some of the most vulnerable or hard to reach groups.

### Legal Status:

Registered Charity

**Strengths:** the organisation is based from the Football Club in the Sincil Bank area and employs two Community Organisers who are trained to motivate and mobilise local people to take action around common concerns and collective visions. The organisation is also a 'Social Action Hub' able to deliver training in Community Organising principles and offer support to individuals to complete social action.

### Experience of Social

**Action:** the organisation has delivered the Community Organising programme for five years, three years in the Sincil Bank area.

## City of Lincoln Council

### Aims/Objectives:

the Council is seeking to deliver on its strategic aims for Sincil Bank, make a difference to people's lives and improve the infrastructure and social issues in the area. The Council would like to see social action complementing Council services as the Council is unable to achieve aims, such as improving street cleaning, without community support.

### Legal Status:

Local Authority

**Strengths:** the refocusing of Neighbourhood Working to Sincil Bank highlights the Council's commitment to the area and Sincil Bank is a current priority for the Council across a range of services.

### Experience of Social

**Action:** the Council has maintained its commitment to Neighbourhood Working for several years and has thus been involved in a number of community projects alongside residents.

### Why they were chosen as a partner:

the Council has clear operational focus on the Sincil Bank area and has the capability to offer vital resources which can support social action such as staff time and equipment.

## Voluntary Centre Services Lincoln

**Aims/Objectives:** the organisation is keen to help local people develop sustainable actions to improve the services and facilities within the area, and celebrate the positive aspects, culture and diversity of Sincil Bank.

### Legal Status:

Registered Charity

**Strengths:** the organisation has significant experience in supporting and facilitating local partnerships and networks within Lincoln, bringing people and organisations together, and enabling people to get involved in social action through volunteering.

### Experience of Social

**Action:** the organisation is able to support groups such as community forums to engage with local people to identify areas of concerns and develop new projects and ideas.

### Why they were chosen as a partner:

the organisation has skills which can help the partnership grow and develop through enabling access to training and development opportunities and can also help facilitate volunteering opportunities.

## Maze Matters Community Group

**Aims/Objectives:** the group would like to engage more widely with the Sincil Bank community and ensure that all residents within the area are equally represented and involved in decision making processes.

### Legal Status:

Constituted Community Group

**Strengths:** the group is formed solely of Sincil Bank residents and has existing connections with fellow residents, local groups and organisations

### Experience of Social

**Action:** the group already undertakes successful social action projects in the Sincil Bank area.

### Why they were chosen

**as a partner:** having a resident group as part of the partnership sets the ethos for the overall aims of the project, keeping it people led.

## Lincolnshire Economic Action Partnership

**Aims/Objectives:** the organisation's involvement in Sincil Bank is motivated by a desire to help local people achieve what they want in their neighbourhood.

### Legal Status:

a joint venture between a number of public and private sector organisations

**Strengths:** the organisation is formed of members with broad expertise and knowledge which can be shared across the partnership. Additionally, the group is able to provide financial investment for community initiatives and projects

### Experience of Social

**Action:** the organisation has experience of working with Parish Councils across Lincolnshire on community development initiatives and is also currently supporting a 'Community Chest' funding stream for Sincil Bank, which facilitates social action projects. Furthermore, the organisation has funded Community Organising work in the area.

### Why they were chosen as a partner:

the organisation has the ability to offer longer term funding to the neighbourhood which will support sustainability, and the diverse skill set of members can also be utilised to support local development.

## University of Lincoln

**Aims/Objectives:** the University is committed to working as a civic partner with the City, County and region to nurture positive relationships with the local community.

### Legal Status:

a higher education corporation with charitable status

**Strengths:** the University encourages students to be part of the local community and play an active part in social action. The institute also has academics with expertise in working with a range of differing communities on social and economic development projects and of assessing their impact using qualitative and quantitative approaches.

### Experience of Social

**Action:** staff and students across the University are continually involved in a range of community projects.

### Why they were chosen as a partner:

the ability for the University staff and students to share knowledge and expertise is beneficial across the partnership, particularly in an evaluation capacity and through trialling new approaches to evaluation.





# Background – How did we get here?

Community Organising began in the Sincil Bank neighbourhood in 2015. A Community Organiser was employed by Lincoln City Foundation following the results of the Place Survey conducted across the City of Lincoln which highlighted that an extremely low number of residents in this neighbourhood were satisfied with their area. The Community Organiser started door knocking on local streets, speaking to residents on their doorstep and gaining an understanding of their concerns and aspirations for their community. Through gaining peoples' trust and motivating residents to believe that they had the potential to make change happen, this has led to many individuals volunteering their time to attend community meetings, develop their own local projects and drive social action. The ethos of Community Organising is to 'not do for others what they can do for themselves' and this approach has led to residents becoming more skilled and taking ownership of change happening in their community. To date, over 750 residents' views have been listened to and a constituted resident group, Maze Matters, has also been supported to act on community priorities.

Through the Neighbourhood Working Team, the City of Lincoln Council has had a longstanding focus on supporting the Sincil Bank community, and in 2016 shifted its strategy for Neighbourhood Working to focus all citywide resources solely on the area. This change in priority was due to the local authority recognising that not enough had happened in the community over the past few years, and acknowledging the neighbourhood was falling into a spiral of neglect. Consultation was completed with residents and local partners around their vision for the Sincil Bank community, leading to a Place Shaping Framework being formed. The Framework contained several recommendations for how the neighbourhood could be enhanced,

and a commitment from the City of Lincoln Council to work with residents to achieve this change. Following the production of the framework numerous residents have been involved in decision making processes for their community, particularly through the development of a Community Land Trust which is exploring how local people can take ownership of empty properties in the area, and the Neighbourhood Board, which is coordinated by the Voluntary Centre Services. Three thematic steering groups have also been developed focusing on 'Homes', 'Streets and Open Spaces' and 'Community Hubs', all of which have good resident representation.

Since 2016 Lincolnshire Economic Action Partnership have supported the development work undertaken in the Sincil Bank area through providing funding towards Community Organising, as well as creating a specific funding stream for the area, the Sincil Bank Community Chest. This £50k fund enables local people to apply for funds to support the development of their community ideas and has been a catalyst for a number of recent resident led social action projects. The application process involves the Neighbourhood Board and the outcome is reliant on their decision.





**With several partners working collaboratively in the Sincil Bank area, and a shared objective of improving and enhancing the local community, the opportunity to apply to the Place Based Action fund in 2017 seemed a natural step to enhance and scale up the collective work and to formalise the emerging partnership. Following successfully being accepted onto Phase 1 several actions were undertaken:**

- **May 2018** - with support from Locality, all partners attended a visioning session to discuss and record a shared goal for what is needed to enable Sincil Bank to be a desirable and happy place to live
- **May - September 2018** - to ensure that wider residents were informed of the Place Based Social Action programme and the steps being taken to complete the submission, the fund was discussed at all local meetings held within this period
- **May - September 2018** - opportunities for feedback and ideas for the Place Based Social Action application were incorporated into all events and projects organised and led by residents and supported by partners during this period. Various tools, such as a pledge wall and a mapping exercise were used to encourage residents to pledge what skills, experience, time and ideas they can contribute to their community
- **May 2018** - the partnership decided an identity was needed for the group and a logo competition was held in collaboration with the two primary schools in the Sincil Bank area. 86 designs were submitted focusing on what the 'Sincil Bank Community' means to them, with four winning designs chosen by residents and incorporated into a final logo which will be used on all publicity, signage and local information
- **May 2018** – focused door knocking was completed on Thesiger Street where a large fly tipping issue was apparent to gain resident ideas about how this could be tackled and encourage them to seek support from the partnership
- **June 2018** - the partnership decided to invite all Sincil Bank residents to attend a community consultation event, to ensure current views of the community were gained and to increase awareness of opportunities for residents to get involved in social action:
  - All 2500 household in the area received a personalised invitation through their door to the community event
  - The event name and invitations were designed and written by residents
  - Each invitation was stuffed by hand into an addressed envelope by residents and members of the partnership
  - Residents and members of the partnership completed door knocking and delivery to all 2500 households in the neighbourhood
- **July 2018** - the community event was held across two sessions, daytime and evening, to accommodate different levels of availability and operated in an informal drop in format:
  - The event showcased social action that had already been completed by residents in the area, as well as offering further residents the opportunity to express their concerns and encourage new ideas for social action
  - 50 residents, many who had previously not been involved in any form of community engagement, attended the event
- **September 2018** - residents who attended the community event in July were invited to view the first draft of the Place Based Social Action Plan, alongside other local organisations and groups, and were all encouraged to offer feedback before submission
- **September 2018** - the draft version of the Place Based Social Action Plan was additionally shared at the Neighbourhood Board where further feedback was gained from residents and local groups
- **October 2018** - contact was made with a fellow Place Based Social Action programme based in Grimsby to offer to share learning and best practice. A study visit was also completed to gain knowledge from the 'Neighbourhoods That Work' project in Great Yarmouth, and furthermore representatives from organisations and local authorities from Krosno and Przemyśl in Poland also visited the neighbourhood to gain an understanding of the partnership and the place based approach being adopted.



# Phase 1 – What have we learnt?

The key learning points for the partnership have been the different challenges faced when engaging with migrant and indigenous communities. Working with communities is a constant learning process, and as the partnership has developed, learning has continually been shared. For example, the City of Lincoln Council's approach to neighbourhood working has been significantly influenced by Community Organising.

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Involving and engaging local people has been the focus of work in the Sincil Bank area for all partners, however a challenge faced has been engaging and communicating with migrant communities, which form a high percentage of the Sincil Bank population. When door knocking and speaking with residents, language can often be a barrier, and it therefore proves difficult to build trust and make people aware of things happening in their area. Consequently, representation of migrant communities at local meetings is low and their involvement in key decision making is minimal. Initial steps to overcome this have recently been trialled working in partnership with a local primary school. Conversation Classes, an informal opportunity to build confidence in English speaking, were piloted at the end of the current term targeting parents with English as a second language and facilitated by a Community Organiser. The aim of these sessions was also to begin to connect and build relationships with potential new leaders who may also be able to share information within their international communities. Through the City of Lincoln Council, further conversations have also started with a local letting agent about connecting with their cleaning staff who maintain properties in the Sincil Bank area and if this could be another communication channel.

Whilst engagement with non-migrant communities in the Sincil Bank area proves less of an obvious challenge, the fact 50 new people attended the community event held as part of the Place Based Social Action process emphasises the need to keep engaging; it is an infinite task, especially due to the transient nature of the neighbourhood. The Community Organising approach to door knocking is a successful way of initiating conversation with new residents and is something the partnership believes we need to continue, especially on a street-by-street basis where local knowledge can be key for understanding the challenges and connecting neighbours together. An example of where this has started to be effective is when partners targeted a street in the Sincil Bank area which had a visible issue with fly tipping. The benefit was twofold, as it enabled the partnership to gain resident ideas about how fly tipping could be tackled, but also offered the chance to connect neighbours together, with one resident in particular expressing an interest to hold a community meeting for their street.

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A further challenge which the partnership has sought to overcome has been shifting residents' thinking that it should 'be the council doing things.' The need to challenge assumptions and shift people from apathy to action is apparent, and through using Community Organising principles and unearthing people's passion it is evidenced it can be achieved. This is particularly displayed through the fact that each month approximately 27 local people volunteer their time to litter pick their own streets at a resident led community clean up. What has also been learnt by the partnership across the period of working in Sincil Bank is that processes take time and patience is required. In particular the City of Lincoln Council has enhanced its understanding of the need to prevent things being 'done to' residents, and examples such as the Director for Communities and Environment attending community meetings emphasises the emerging desire to develop collaborative neighbourhood solutions.



# Our Vision

The partnership's mission is to support both the Sincil Bank neighbourhood and local residents to reach their full potential, facilitating both community and personal change. By keeping social action at the heart of decision making across the community we believe that these joint objectives are possible. A visioning session was attended by all partners to record our aims for our work in Sincil Bank:



**OUR VISION:** Sincil Bank is a thriving place for everyone

**OUR MISSION:** To create and discover opportunities through harnessing local positive energy.  
Together we are building on the sense of belonging and helping people reach their potential.

**OUR VALUES:** People Led, Challenging, Available, Welcoming, Learning

## AIM 1

### TO ENSURE SOCIAL ACTION IS AT THE HEART OF DECISION MAKING ACROSS THE COMMUNITY

#### Objectives

- To increase the number of local people getting involved in their community
- To develop social action approaches to community work within the partnership
- To raise awareness of social action completed by residents to promote and encourage farther involvement from others

## AIM 3

### TO NURTURE COMMUNITY ENTERPRISE AND TALENTS

#### Objectives

- To raise awareness of opportunities for community enterprise
- To connect local people's talents with social action/community enterprise opportunities
- To coordinate and connect groups/activities within the area

## AIM 2

### TO BUILD ON PREVIOUS WORK AND OPPORTUNITIES IN THE AREA

#### Objectives

- To encourage and support local people to submit more bits to the Community Chest for resident led project
- To share positive stories from the area to showcase what is going on
- To continue with grassroots community engagement.

## AIM 4

### TO ENSURE SUSTAINABILITY OF A THRIVING SINCIL BANK

#### Objectives

- To break down barriers by creating more spaces for meeting and social mixing
- To work with local people to improve the environment and housing in the community
- To upskill local people and instil them with the confidence to lead change



However, we feel our vision and the change which can be achieved for both the community and residents simultaneously is best demonstrated through the example of a local Sincil Bank resident Anne.

- **In 2016** Anne received the local Sincil Bank community newsletter, produced by residents, through her door. The newsletter provided information about community events and the monthly resident meeting
- **Following this**, Anne attended her first resident meeting facilitated by the Community Organiser
- **From 2016** onwards Anne started working with fellow residents and the Community Organiser to plan and deliver street parties and joined in with litter picking events
- **In November 2017** Anne volunteered to feature in a documentary of the Sincil Bank area being produced by students at the University of Lincoln
- **In April 2018** Anne submitted a funding application to the Sincil Bank Community Chest to organise a community graffiti project for the area – Sincil Banksy (Part 1)
- **In May 2018** Anne volunteered to take the role of Chairperson in the Maze Matters community group and was successfully elected
- **In June 2018** Anne successfully gained funding for the Sincil Banksy project and organised the delivery of two days of graffiti workshops to transform a space underneath a bridge in the area
- **In August 2018** Anne has started to plan Sincil Banksy (Part 2) the second phase of her community project
- **August 2018 onwards** – Anne has undertaken further social action, such as volunteering her time to clean and weed the areas around painted Virgin Media Boxes in the area

THROUGH CONTINUED WORK  
ENGAGING SINCIL BANK  
RESIDENTS, THE PARTNERSHIP  
BELIEVES MORE PEOPLE LIKE  
ANNE CAN BE SUPPORTED  
THROUGHOUT THE COMMUNITY,  
LEADING TO A NUMBER OF  
LOCAL LEADERS EMERGING  
AND SOCIAL ACTION  
RESPONSES DEVELOPING.





# Phase 2 – Activity and Engagement Plan

The main activities that the partnership will seek to support and complete during Phase 2 of the Place Based Social Action are outlined below. Each partner will be contributing to all activities listed, whether at a strategic or operational level, however the lead partner is also identified in the table. Phase 2 funding will ensure the sustainability and growth of the work within the neighbourhood, particularly

through developing community reach, as currently it relies heavily upon short term funded posts and a small group of committed residents. The partnership is confident a range of further actions can also be developed in addition to those listed below; new ideas will emerge from residents over time and also as new people are engaged with. This table represents the current community priorities:



	TIMESCALE	LEADING PARTNER(S)	NEED FOR	STRATEGIC AIM
ENGAGEMENT				
Reaching out to the community via door knocking	Ongoing from February 2019	Residents, Maze Matters, Community Organisers	Door knocking is a successful way of initiating conversations with new residents and building trust within the community. During Phase 2 the emphasis will be on continuing to speak and listen to as many local residents as possible, as this builds the foundation for unearthing new volunteers willing to take action and/or connecting residents to existing social action opportunities. Community Organisers will primarily complete this role, however the training opportunities available to residents mean that local people will also be skilled in the principles.	1, 3
Facilitation of Resident Meetings and the Neighbourhood Board	Ongoing from February 2019	Residents, Community Organisers, Voluntary Centre Services	Monthly resident meetings facilitated by a Community Organiser will continue to be held during Phase 2 as the meeting offers a platform for local people to start to be involved in decision making processes and the chance to begin to engage with community projects. Attending this meeting often forms the first stage of a resident's involvement in influencing local decisions and can build an individual's confidence to go on and attend other community meetings such as the Neighbourhood Board. The facilitation of the Neighbourhood Board will continue through Voluntary Centre Services, however the focus during Phase 2 will be on providing local people with the skills needed to lead this group independently.	1, 2, 3
Sharing of local stories and social action examples	Ongoing from February 2019	Residents	Sharing success stories from Sincil Bank and highlighting the positive change taking place will be another tool used for encouraging others to get involved in their community. Across the partnership there is a large reach possible through various online channels, such as social media, as well as traditional forms of marketing and face to face conversations with residents. The utilisation of these sources will also help improve the wider perception of the Sincil Bank area across the city and stories can furthermore be used as evidence to highlight the impact of the project.	2



	TIMESCALE	LEADING PARTNER(S)	NEED FOR	STRATEGIC AIM
Delivery of Conversation Club sessions	February 2019 - July 2019	Residents, Community Organisers	To explore enhancing engagement with migrant communities in the Sincil Bank area, the delivery of Conversation Club sessions connecting with a local primary school will commence with the school term. Facilitated by Community Organisers, the goal is to primarily reach parents with English as a second language to enable the development of relationships with these individuals and build their confidence, which can then be transferred into wider community settings.	4
Expansion of Community Organising team	March 2019	Community Organisers	As part of the funding received during Phase 2 a new Community Organising role will be created to undertake focused engagement, consultation and development of local people's ideas. The expansion of the Community Organising team will mean there will be further capacity to motivate and support newly emerging volunteers and community leaders.	1, 2, 3, 4
Delivery of a programme of community consultation/engagement events	June 2019 - August 2020	Residents, Maze Matters, Community Organisers	Other methods of engagement will be explored and developed during Phase 2. Pop up engagement stands in key locations and focal points within the Sincil Bank area such as outside school gates, by the doctors' surgery and near to local shops will be utilised and will offer the chance for all partnership members to speak to further local people. This type of community activity can also be used to promote local opportunities to get involved in social action.	1, 2, 3
Connecting with Letting Agents	August 2019 - December 2019	Residents, City of Lincoln Council	A further engagement method which will be trialled during Phase 2 to increase connectivity with migrant communities and other transient residents will be to develop initial conversations held between local Letting Agents and the City of Lincoln Council. Letting Agents and landlords have links into members of the Sincil Bank community which may be valuable, and this form of engagement has also not been explored before.	1, 2
Enhancing connections between students and residents	September 2019 - August 2020	Residents, University of Lincoln	Resident feedback often focuses on the number of students living in the Sincil Bank area and the negative influence that at times this can have. Engaging with students and improving their understanding of the responsibility of being a local resident is therefore a focus of Phase 2. The role of the University of Lincoln in the partnership is vital to this, and ideas will be explored about how information can be disseminated to students surrounding how to be a good neighbour, in addition to ways students can utilise their skills and academic knowledge in Sincil Bank via local social action.	1, 3
ACTIVITY				
Delivery of 'Introduction to Community Organising Training'	February 2019 - February 2020	Residents, Community Organisers	Through the 'Social Action Hub', free training will be available to Sincil Bank residents in the principles and practice of Community Organising. Delivery of this qualification during Phase 2 will not only enhance local peoples' skills sets and build on the existing knowledge they hold but will also increase the number of people listening to local people, thus expanding the neighbourhood reach. The aim will be to deliver one training session each quarter during the first year.	1, 2, 4



	TIMESCALE	LEADING PARTNER(S)	NEED FOR	STRATEGIC AIM
Creating community space (Community Hub)	February 2019	City of Lincoln Council	The impact of the relocation of the City of Lincoln Council's Neighbourhood Working Team to Sincil Bank will be enhanced further during Phase 2 through the opening of a community hub in the area, which will be transforming the site of a derelict shop. A number of council services will be based from this hub, however importantly for social action opportunities, the hub will offer meeting spaces, open access computers and act as a central base for residents to come together.	4
Implementation of a 'Clean Hub'	March 2019	Residents, Maze Matters, City of Lincoln Council, Community Organisers	The physical appearance of Sincil Bank is a prominent concern shared amongst residents, and prior to Phase 2 a number of residents have already shown commitment to social action to address this, with monthly resident led litter picks being organised. To develop this further during Phase 2, a resident has started to explore developing a 'Clean Hub' for the area, which contains litter picking equipment which can be accessed by local people on an as-and-when basis. Phase 2 actions will seek to support the delivery of this idea, with guidance from Community Organisers and the City of Lincoln Council.	1, 3, 4
Coproducing an action plan to address the fly tipping problem	March 2019	Residents, Maze Matters, City of Lincoln Council, Community Organisers	Fly tipping is a visible and large concern for residents and several suggestions have been made about how the problem could be tackled. Ideas from residents have included a community collection service for large items, local car boot/yard sales, and employing a local person as a community caretaker for the area. During Phase 2 a focus will be working with residents to explore these ideas further. Suggestions have also been put forward for connecting with local University students when they leave their student accommodation and how they can recycle/donate unwanted household items to the wider community.	1, 4
Delivery of a 'Street Champions' project	May 2019	Residents, Maze Matters, City of Lincoln Council, Community Organisers	Linking into the implementation of a 'Clean Hub' for Sincil Bank, existing conversations with several residents have highlighted there is a desire for a level of responsibility to be given for their own street, including monitoring its cleanliness and reporting issues to relevant council departments. During Phase 2 the 'Street Champions' project will be implemented, led by an already identified local resident. Through consultation events and door knocking the aim will be to connect with a resident on each street within the area, which will eventually lead to a network of street champions volunteering their time across the neighbourhood.	1, 4
Coproducing an action plan to address long term property neglect	May 2019	Residents, City of Lincoln Council	The formation of a Community Land Trust for Sincil Bank is a large positive for seeing residents become the drivers for addressing the issue of empty homes in the local area. The group is formed of a number of residents and is focused on regenerating empty properties to create affordable, quality housing. Support will be given from the partnership during Phase 2 to ensure the development of the group, and in the longer term the City of Lincoln Council is able to assist the Community Land Trust with areas such as enforcing compulsory purchasing orders of properties.	3, 4



	TIMESCALE	LEADING PARTNER(S)	NEED FOR	STRATEGIC AIM
Installation of more community artwork	June 2019 - August 2019	Residents, Maze Matters, Community Organisers	Community art projects have already successfully been delivered in Sincil Bank, all with strong resident leadership and engagement. The results of this work have been very well received across the community and there is a desire for more artwork to be produced, in particular to help tackle an emerging graffiti problem in the area. During Phase 2 support will be offered to both new and emerging community art projects. An example is a project which has been delivered decorating Virgin Media Boxes in the area with artwork designed and painted by residents. There is interest from residents for further Virgin Media Boxes to be decorated and the partnership will be able to support this social action project during Phase 2.	1, 4
Coordination of a cultural events programme	August 2019 - December 2019	Residents, Community Organisers	Regular social events have been suggested by the community as a way to get to know their neighbours better and understand cultural diversity. A programme of monthly events will be developed working with residents and other stakeholders.	2, 4
Creation of green and play spaces	January 2020	Residents, Maze Matters, City of Lincoln Council	The lack of green space, and in particular sites for children to play, is something residents would like to see improved. Local people have identified areas in their community which could be transformed to offer such facilities, including current garage sites. There are also a number of disused play spaces which the community have expressed a desire to bring back into use through a regular play programme of activities. By residents working with the partnership during Phase 2, in particular the City of Lincoln Council, there is scope for these ideas to be explored long term.	1, 4
Enhancing the Sincil Bank River area	January 2020	Residents, Lincolnshire Economic Action Partnership	The Sincil Bank River is frequently referred to as an asset by residents. Consultation has recently been completed surrounding ideas for enhancing the waterway, and during Phase 2 this section of the neighbourhood will have specific input from Lincolnshire Economic Action Partnership who have committed to funding resident led projects which focus on improving the river. Ideas expressed by residents currently include the development of tree planting, flowers and seating areas.	1, 4
Development of a Timebank for Sincil Bank	January 2020	Residents, Voluntary Centre Services	Conversations with residents have revealed that there are a number of local people with hidden talents and skills which they could share both with their neighbours and the wider community. During Phase 2 there is a desire within the partnership to find ways for these to be utilised and the notion of creating a Timebank for Sincil Bank will be explored during Phase 2. Voluntary Centre Services already have experience of managing such as system, and therefore this is something in the longer term they will be able to upskill local residents to take the lead on.	3, 4
Further development of the 'Sincil Bank Community Chest' as a funding opportunity for the area	February 2019 - February 2020	Lincolnshire Economic Action Partnership	The support from Lincolnshire Economic Action Partnership in creating a specific funding stream for Sincil Bank, the Sincil Bank Community Chest, has been an asset for enabling residents to complete current social action projects. Aside from financial assistance, the fund gives residents experience of applying for funding, completing application forms, and managing budgets. During Phase 2, there is commitment from Lincolnshire Economic Action Partnership to maintain the fund and thus offer invaluable resources for future social action projects and continue to provide residents with new skills.	2, 4



# Learning, Sharing and Networking

The planned activities which will be completed during Phase 2 of the Place Based Social Action programme allow for continued learning opportunities both within the partnership, and across the wider networks we will seek to build. Any knowledge gained will also continue to be shared with local people, as it is important for Sincil Bank residents to have the same level of understanding in order for them to be able to drive change in their community.

Given the mixed demographic of the Sincil Bank area, one of the key aspects the partnership hopes to develop is our understanding of the best methods for connection and communication with different community groups. Improving our engagement with the migrant community is a clear example of this, but we believe there is scope to enhance our knowledge of how to best connect with further groups such as young people and those who are isolated. Whilst the principles of Community Organising and door knocking have been used in our current engagement strategy and will continue during Phase 2, we are open to the fact that other methods may be more suited to specific audiences. Engaging with residents is the first stage of the process to begin to develop community leaders capable of achieving change in their neighbourhood, and therefore this is our main learning focus.

A secondary learning focus will be using Phase 2 activities to understand whether social action can influence cultural change not only within the Sincil Bank area, but also within partner organisations. With partners such as the City of Lincoln Council, it presents us with a real opportunity to see if these organisations can view social action approaches as the answer to community issues – avoiding the 'doing to' culture. In organisations like the local authority where there may be longstanding approaches to work and standard processes in place, we believe it will be important to capture the impact of social action and be able to present this as evidence. As a partnership we would like to develop a social impact measurement tool, which academics from the University of Lincoln will

support, to highlight the value of social action. As part of this, residents will work with the University to develop Key Performance Indicators which will focus on how to measure change within the neighbourhood and how this information is then best shared with the community. This is in keeping with the social action ethos of our work and has scope to be shared wider than just our own partnership.

Regular partnership meetings will ensure learning obtained during Phase 2 is shared. These meetings will follow the action-reflection cycle using honest and meaningful conversations to maximise learning. Additionally, any new knowledge will be disseminated across wider community meetings which take place in the Sincil Bank area to ensure knowledge is not kept closed. A useful platform for sharing learning will also be the 'Sincil Bank Area Lincoln Community – Maze Matters' Facebook group which is administered by resident volunteers and has strong local membership. This virtual group can be used as a tool for gaining wider feedback from residents on activities taking place as part of the Place Based Social Action programme, and furthermore can gather resident perceptions of the area, which in turn can be used as another measurement for change. Lastly, the partnership will commit to hosting an annual study visit to the neighbourhood which will allow organisations/ groups to learn from the successes and challenges faced within the community and will demonstrate the benefits of social action responses. This idea stems from the benefits that the partnership already has through being connected and sharing best practice with the 'Neighbourhoods That Work' project in Great Yarmouth, and through a recent study visit and a developing working relationship with representatives from organisations and local authorities from Krosno and Przemyśl in Poland.





# Project Management



The management of the Place Based Social Action programme will be led by Lincoln City Foundation. The Foundation has been delivering the Community Organising programme since 2013 and has also delivered a number of other funded programmes across the organisation, including National Citizen Service. Lincoln City Foundation's Community Organisers will hold the main responsibility for coordinating the wider partnership and ensuring the ethos of capturing and sharing learning is embedded. This will primarily be achieved through holding quarterly partnership meetings, and since meetings already take place individually between partners, it is anticipated that this will not be an issue to facilitate on a more formal basis. As part of partnership meetings 'learning and sharing' will be a standing item agenda, drawing upon the action-reflection cycle and ensuring this philosophy is being adhered to by partners. By including this as an agenda item it also means learning insights can be officially captured and furthermore offers an opportunity for all partners to discuss ways in which learning and sharing can be improved across the project, and to discuss aspects which are both enabling and hindering social action in the Sincil Bank area.

During Phase 1 all partners completed a pledge, outlining what they can offer to the Sincil Bank community and how they can support residents to complete social action. Following this, a formal Service Level Agreement (SLA) was created for the partnership, which includes a commitment to engaging in learning and sharing across the project. This SLA will be used to manage all partners' roles moving forward into Phase 2 and will also safeguard each partner's commitment to the Sincil Bank community, minimising risk to the project. Community Organisers at Lincoln City Foundation will be responsible for holding partners to account and taking the lead in any evaluation,

monitoring and reporting required. To allow for this increased level of responsibility across the current Community Organisers, as outlined in the intended Phase 2 actions, a further member of Community Organising staff will be employed during Phase 2. This will ensure that the time spent completing the grassroots element of community engagement and supporting Sincil Bank residents is not affected and is an identified risk we have sought to negate.

In addition to Lincoln City Foundation, the partnership also views volunteers as key project leaders and having a vital role in capturing and sharing learning and evidence which can be used to support monitoring and planning processes. The Maze Matters Community Group being part of the core partnership is a real strength in supporting this goal and these residents will be part of key decision making throughout the duration of the partnership's involvement in the Place Based Social Action programme. However, we also envisage further volunteers stemming from other areas of the partnership. Grassroots engagement undertaken by Community Organisers and the City of Lincoln Council Neighbourhood Team will continue to unearth new resident volunteers, whilst the delivery of the 'Introduction to Community Organising Training' will also be able to create a team of volunteer Community Organisers working locally. In addition, further volunteers may arise through students studying at the University of Lincoln, and through Voluntary Centre Services who can then be connected to the Sincil Bank area.



# Equalities and Diversity

Throughout the management and delivery of the project the Sincil Bank Community Partnership will be committed to working in an inclusive manner, sensitive to the diversities of the Sincil Bank community. The demographic of the neighbourhood is very mixed, and these differences will be both respected and

promoted. The partnership hopes that throughout this plan it is apparent how the inclusion of all residents in decision making processes and actions is considered vitally important to create a cohesive and flourishing community formed of strong, local relationships.

## Sustainability

The long term legacy of the social action taking place within the Sincil Bank area will ultimately rely upon residents being in a position to take ownership of their community. To achieve this, local people need to feel skilled, knowledgeable and equipped to drive change. Through the implementation of the Place Based Social Action plan the partnership believes this is achievable, especially through the concentrated efforts of all partner members and the support they can offer residents. The continuous action-reflection process, which will inform the second phase of the plan, will allow partner organisations to gain a deeper understanding of the skill set and expertise that already exists in the area. This will enable the partnership to let local people lead on community action, ensuring any unnecessary methodical or procedural barriers are removed for social action to continue. The overall aim will be to create lasting change in working ethos amongst all partners.

The ability to deliver the 'Introduction to Community Organising' training to local people as part of Lincoln City Foundation's Social Action Hub means there is a potential to create a volunteer workforce of Community Organisers who will be constantly listening, reaching out and engaging with their fellow residents, motivating them to think about ways they can make change happen in their neighbourhood. Voluntary Centre Services can also support local people develop a sustainable skill base through offering a variety of further training opportunities suited to the needs of the community.

Finally, the City of Lincoln Council has pledged a sustained commitment to the Sincil Bank area, but also acknowledges that the need for residents to be leaders and feel equipped to undertake social action independently is important. The benefit of having the Council as a member of the partnership means they can support large scale projects within the Sincil Bank area, such as the Community Land Trust, which have potential to generate income and maintain a social action ethos within the community in the long term, independent of funding. Over time resident led social action projects will also be supported to evolve and become truly sustainable, with ideas such as community businesses and social enterprises able to be explored.

