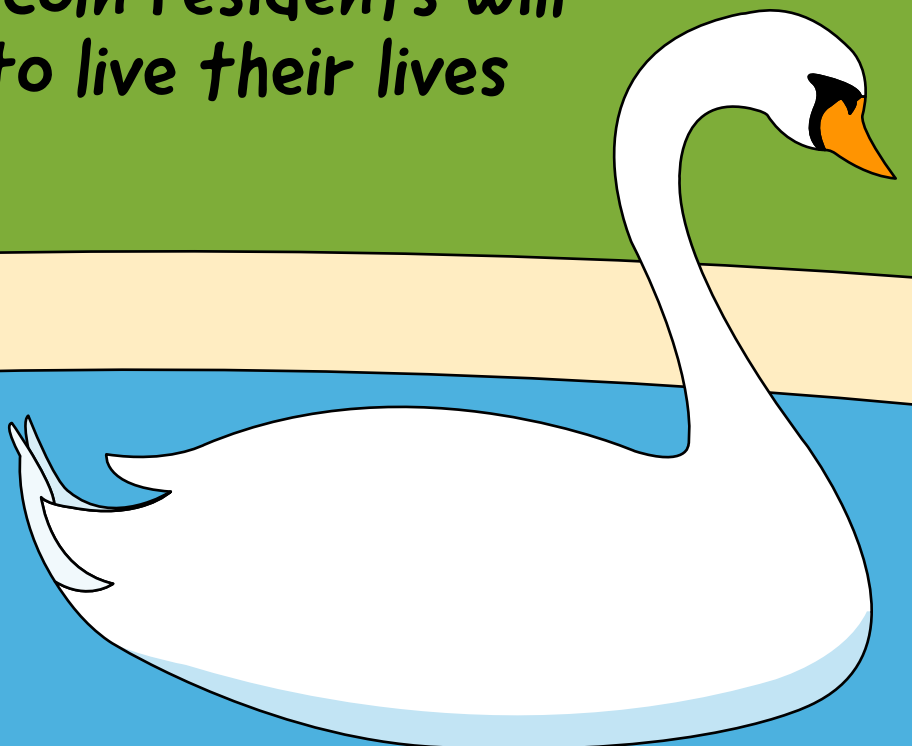




# LINCOLN AGAINST POVERTY Strategy 2025–2035

*Our Vision: All Lincoln residents will  
have the chance to live their lives  
free of poverty*



# Lincoln Against Poverty Strategy 2025–2035

As a community together in Lincoln, this Strategy is our way of collectively saying 'no' to poverty and 'no' to the circumstances that prevent people from thriving and leading fulfilled lives.

'No' to circumstances like loneliness, hunger, anxiety, depression, debt, discrimination and powerlessness, to name but a few.

It's also our way of saying 'yes' to some of the ways that we can bring an end to poverty in people's lives.

## YES to LISTENING



There are no comfortable words to describe poverty. Some of the things we've heard are difficult and upsetting. We've tried not to hide these in the strategy but authentically include these voices as reflections on how people feel and experience poverty. And by including them, we are saying, 'we hear you.' These may reflect reality as it is experienced or perceived, but by enacting this strategy, we hope to change the narrative for good. Ron Booth's poem, *Hand of Power* (page 4), articulates a feeling of personal disconnection and powerlessness over circumstances that affect life, which many people share. We hear this, and we respond with determination that this will not be the reality for people in Lincoln.

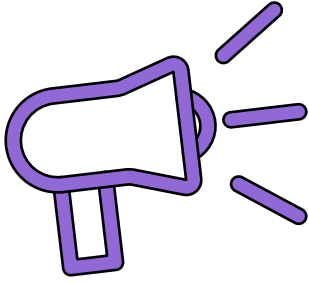
## YES to WORKING TOGETHER

This strategy is not owned by one group or another, but is simply designed as Lincoln's strategy. That's why it is called Lincoln Against Poverty, because it will take all of us to bring about change. From the



council to local businesses, from charities and volunteers to community groups, from Mark in St. Giles to Kataryna in Bracebridge, from Edna in Sincil Bank to Rohan in Hartsholme... and everyone in between.

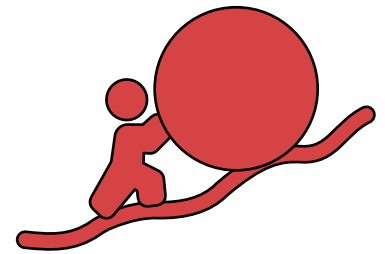
## YES to RAISING AWARENESS



We recognise that we are not starting from position zero, as many incredible acts take place every day in Lincoln, from food banks to wellbeing cafes, by faith groups and green spaces, through the Council's initiatives to acts of kindness within our neighbourhoods. Part of this strategy is to turn up the volume and let people know about the great things that are already happening so that support isn't hidden.

## YES to TAKING ACTION

We know that working against poverty will take effort, time, money and sweat. But together, we are prepared to put in the work. From clergymen to councillors, from those who volunteer to those who sometimes feel vulnerable themselves. There is power in all of us, which, when combined, is a force for good.



## YES to USING OUR VOICE



We are not afraid to challenge systems and processes that don't always work. We aim to support decision-makers, nationally and locally, in building a better society for all. We will share stories from the streets with those people bold enough to represent us in the places of power. This will take both courage and grace. And, with every ask, we bring an offer, ready to play our part in community transformation. Therefore, we are pleased to present a strategy of HOPE and OPTIMISM and an invitation to all who connect with Lincoln, whether you live, work, study or visit here, to join the fight: LINCOLN AGAINST POVERTY.

## HAND OF POWER

In shadowed corners, silent cries,  
Where dreams decay and whisper sighs, The streets awake  
with weary tread,  
As hopes lie scattered, nearly dead.

In tailored suits with polished pride, They craft the laws,  
they judge, divide, Yet in their halls, the voices fade,  
The burdens borne; the debts unpaid.

With speeches spun in gilded tones, They tally votes, while  
hope bemoans, For every choice that wealth begets, The  
poorest pay with unseen debts.

The hands that toil from dawn till dusk, Then find their  
worth reduced to rust, While bureaucrats with grand  
designs Count human lives as bottom lines.

A mother weeps, a child protests,  
Their laughter drowned by empty quests, For safety nets  
turned fragile threads, And liberty's faint echo spreads.

But from the ashes, hearts ignite,  
A stubborn flame against the night,  
With voices raised in chorus strong,  
They claim their place, where they belong.

For in the face of strife and pain, Resilience grows, like  
summer rain, And though the hand of power  
may sway, The people's strength will light the  
way.

So let the hollow promises break,  
Let every heart unite and wake,  
For in the fight against the scorn,  
A just tomorrow can be born.

Poem by Ron Booth



WATCH THE VIDEO HERE

*“Every organisation and individual involved in this project has worked hard to create a strategy that is both a statement of aspiration and a set of practical objectives to address the range of challenges that people living in poverty face every single day.*

*Poverty prevention is a key part of the Lincoln Against Poverty Strategy. Preventing and reducing poverty is about creating social connections, improving skills and ensuring that residents can contribute their unique talents to our communities, for the benefit of everyone.*

*Lincoln is a beautiful, vibrant and forward-looking city which offers many opportunities and a wonderful quality of life for many of its residents. This strategy builds upon the fantastic work of organisations across our city to create more opportunities so that all residents of our city can fulfil their potential and live life to the fullest.”*

*Councillor Lucinda Preston, Portfolio Holder for Reducing Inequality, City of Lincoln Council*

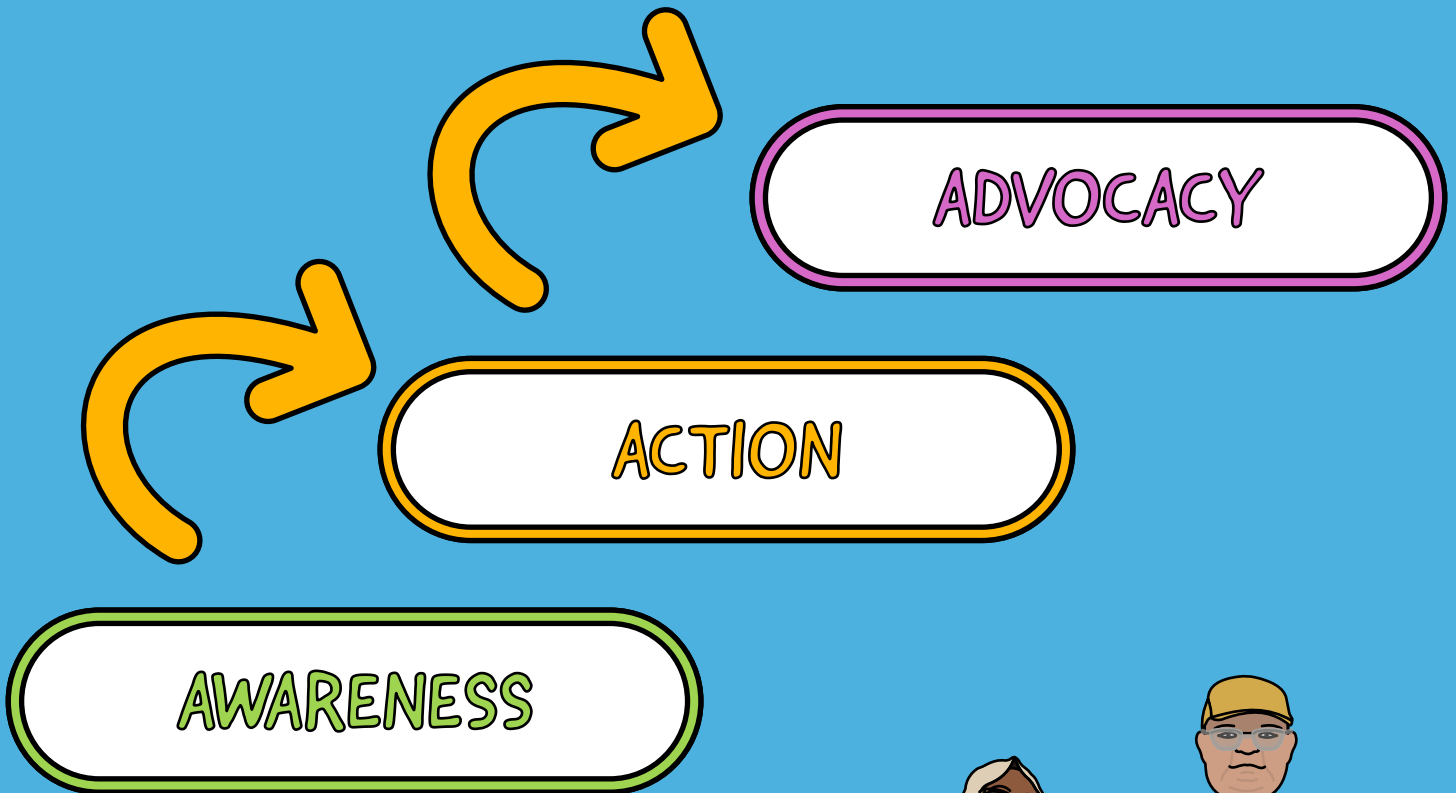
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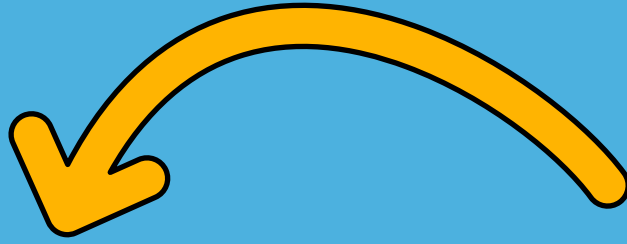
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# STRATEGY WITH PURPOSE

## Setting our ambition

This strategy has purpose, with strong foundations and clear aims, directly linked to the three focuses on which the strategy is based:





**OUR VISION: ALL LINCOLN RESIDENTS WILL HAVE THE CHANCE TO LIVE THEIR LIVES FREE OF POVERTY.**

*Lincoln Against Poverty wants to:*

- Prevent people from falling into poverty
- Prevent people from falling deeper into poverty
- Help people out of poverty.

*Lincoln Against Poverty wants to help our city and its people understand poverty better and invites everyone to take a collective responsibility for this work to move in a positive direction.*

*To do this, Lincoln Against Poverty will:*

- Build a shared understanding of poverty in the city, drawing on data and lived experience
- Set out a clear action plan with measurable goals, ensuring accountability for delivery
- Encourage collective responsibility, recognising the role of the council, partners, anchor institutions, and communities in addressing poverty
- Ensure that decisions are informed by both local need and the aspirations of residents, so people not only survive but thrive
- Connect with wider city and regional strategies to make sure anti-poverty work is embedded across all policy areas.

*Lincoln Against Poverty is committed to changing the story of poverty for those experiencing hardship now and for those at risk in the future.*

*To achieve this, Lincoln Against Poverty will set out a clear action plan that supports decision-making based on local needs and residents' aspirations. Both the strategy and the action plan are live documents, evolving as learning grows and circumstances*



# WHY LINCOLN NEEDS AN ANTI-POVERTY STRATEGY

*Why tackling poverty locally matters*

## WHY DOES LINCOLN NEED AN ANTI-POVERTY STRATEGY?

*Lincoln Against Poverty accepts that for Lincoln to rewrite its story of poverty, there needs to be a balance of prevention (systems change and breaking of cycles) and cure (supporting people now). Without a strategy, organisations and services may remain overly focused on the crisis response and immediate need.*

*This strategy, developed with community insights from local experiences of poverty, is an invitation for Lincoln to come together to change the story of our city and its people and be part of growing a fair and just future.*

*Lincoln's Anti-Poverty Strategy has not been developed in isolation. It aligns with wider local, regional, and national priorities, providing a joined-up framework for tackling poverty across services and systems.*

*The Strategy builds on and connects with existing local strategies and programmes of work, demonstrating how tackling poverty runs as a golden thread across the councils and partners' wider priorities and responsibilities.*

The Government's Child Poverty Strategy, published in December 2025, is described as a starting point for national action. Lincoln is well placed to respond to this direction by translating national ambitions into local realities, shaped by the specific needs and circumstances of the city. As the policy and funding landscape develops, this Strategy provides a framework for strengthening existing activity, addressing local gaps, and responding to emerging opportunities.


As a part of this strategy, we have developed an action plan that will enable resources and assets to be accessible and utilised quickly (when needed) and invested wisely when new ideas emerge.

## WHY TACKLING POVERTY MATTERS

A society is built on its strength. And strength can only be measured by the weakest (or most vulnerable) point. Tackling poverty in its entirety is good for people, the community and overall prosperity.

Imagine a Lincoln where a person's health or life expectancy is not determined by the postcode or neighbourhood they are born in

Imagine a Lincoln where people in communities are empowered and trusted to act in the best interests of those around them



Imagine a Lincoln where communities feel a sense of safety, pride and belonging

Imagine a Lincoln where people are free and inclined to participate in society and democracy

Imagine a Lincoln where public services are accessible and not under strain

Imagine a Lincoln where individuals are not left to struggle alone and know where to turn for help

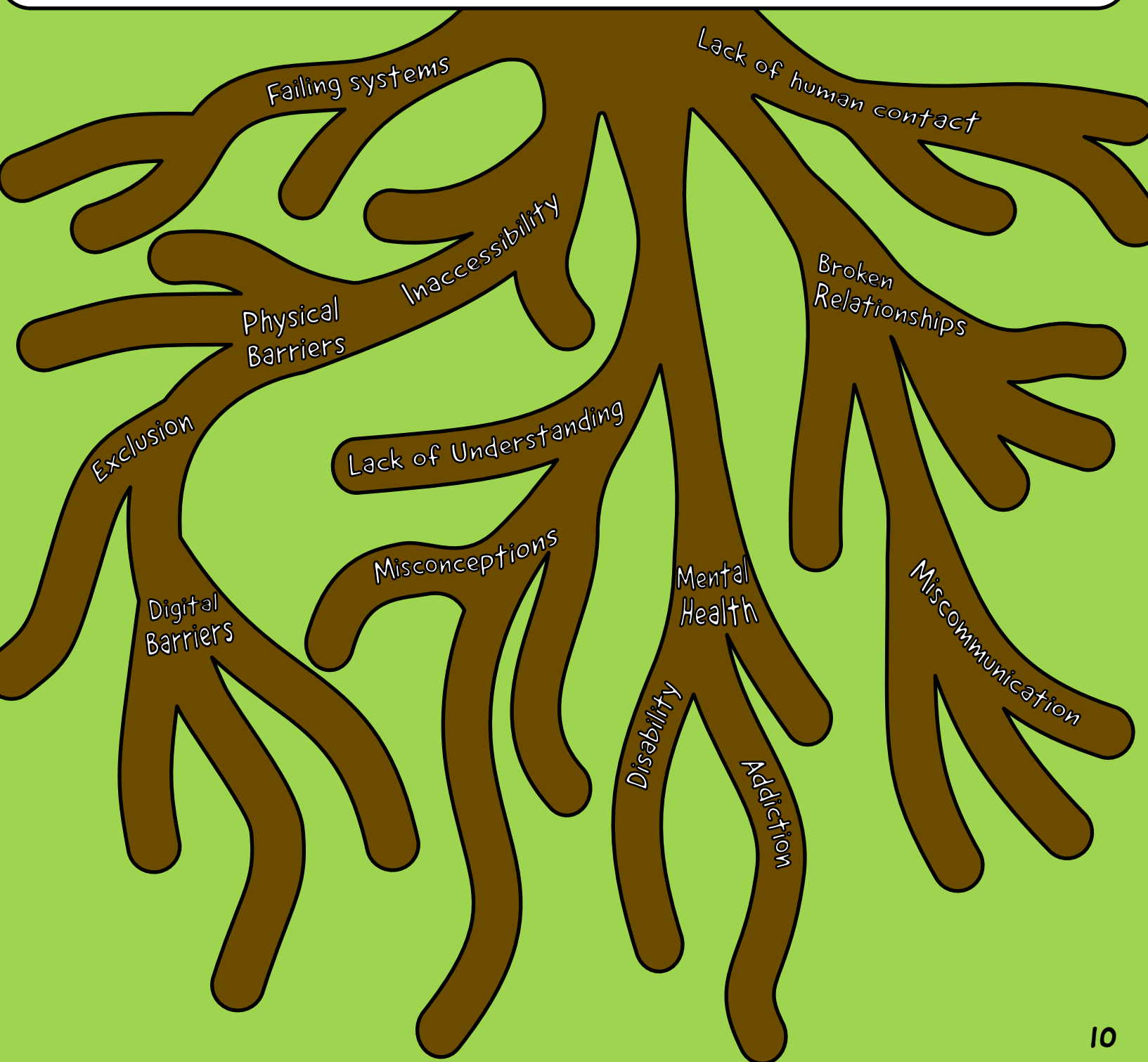
Imagine a Lincoln where employment and career progression is an option for everyone

Imagine a Lincoln where people stand in solidarity in response against injustice

Imagine a Lincoln where organisations are ethical in their practice.

# UNDERSTANDING WHAT POVERTY MEANS IN LINCOLN

Defining local context and understanding causes and symptoms of poverty



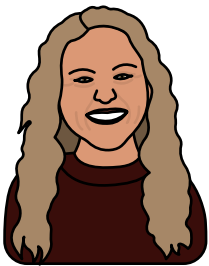
## WHAT IS POVERTY?

Poverty is more than economics. It's the breakdown of key relationships that help people thrive.

It shows up when people are disconnected from:

- themselves (losing purpose or confidence)
- others (feeling isolated or excluded)
- systems and resources (facing barriers to housing, work, or support)
- the wider world (feeling powerless to shape their future).

Addressing poverty means restoring these relationships, not just meeting material or financial needs.

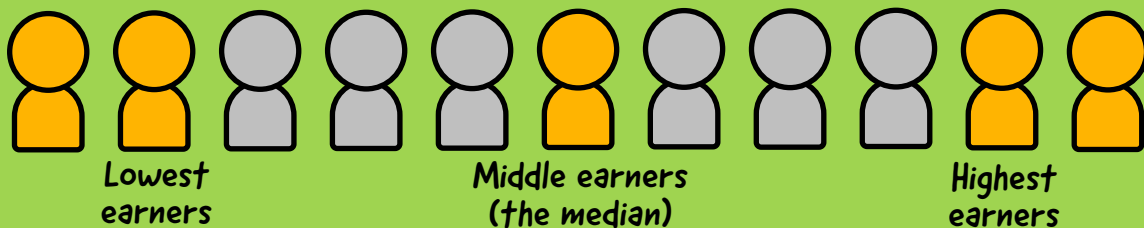


*"Poverty can be experienced by lack of money. But this is not and must not be used as a defining factor. People experience broken relationships, individually and within communities, due to inaccessibility and exclusion, often leading to isolation and a loss of belonging."*  
Siân Wade, Transform Lincoln

Understanding what poverty looks like in Lincoln will help us to be aware of how it might impact children, families, and the wider community.

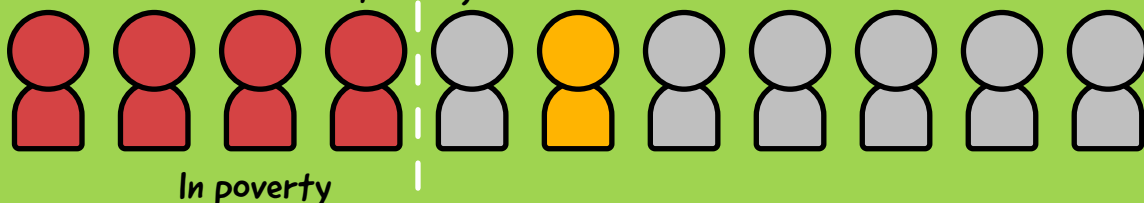
Lincoln recognises that nationally, poverty is commonly demonstrated in terms of low income, with a relative poverty definition that households with net incomes below 60% of the UK average (DWP, 2025).

The UK population, ordered by income:



If you earn less than 60% of what the UK's median earns, you are classed as in poverty

60% of the median income  
(The poverty line)



However, poverty is much more complex than that. Poverty is not only about financial resources. Its impact is seen when people lose purpose or confidence, have broken relationships, live where there is a lack of community, feel isolated, face barriers to housing, work, or support, or feel powerless to shape their future.

Addressing poverty, therefore, means tackling these impacts directly and holistically as well as ensuring people's material needs are met and enabling participation in society.

Poverty can be driven by a combination of factors that interact and compound disadvantage, particularly for those already at risk of financial insecurity. While many of the levers to address them sit with the national government, local authorities and their partners have a vital role in reducing their impact and supporting those most affected.

## OVERLAPPING NEED

Poverty is not experienced in the same way by everyone. Some groups face overlapping disadvantages that combine to create deeper and more persistent barriers.

For example, lone parents, disabled people, care leavers, culturally diverse communities, and unpaid carers may experience the combined effects of low income alongside discrimination, inaccessible services, or a lack of tailored support. These intersecting factors can limit opportunities, reduce resilience and stability, and make it harder to break the cycle of poverty.

*"Many local people from different backgrounds face challenges accessing local services and understanding systems such as education and healthcare. Over the last few years, more and more, we have needed to act as a bridge between communities and service providers, helping close the gaps, so everyone feels heard, supported and can access what they need." Inam Ibrahim, Project Manager, Lincoln Embracing All Nations*

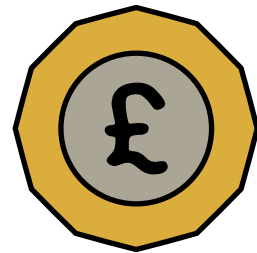


# UNDERSTANDING POVERTY

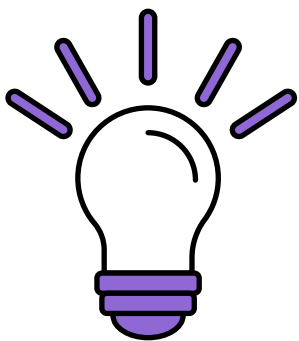
Whilst not an exhaustive list, here are some examples of common types of poverty.

**FINANCIAL POVERTY** is when a household's annual income falls below what is needed to have their basic needs met (also known as the poverty line). The poverty line is used as a measure to track poverty and the financial well-being of a population. Poverty thresholds can be calculated before or after housing costs are deducted from income.

Organisations such as Trussell Trust provide basic needs assessments annually.



**FOOD POVERTY** is when a household struggles to afford regular healthy meal choices.



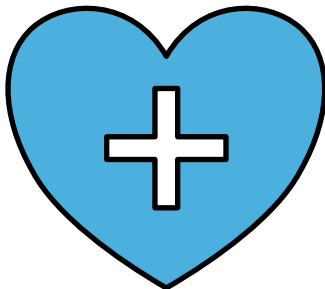
**FUEL POVERTY** is when households cannot afford to heat (during periods of cold weather) or light (during hours of darkness) their home without support or without falling into debt with suppliers or other lenders.

**IN WORK POVERTY** is when, despite economically active adults within households holding employment positions (part-time or full-time hours), they may experience financial difficulty or are at risk of financial hardship due to consistently high outgoings compared to their income.

**DIGITAL POVERTY** is when people are not connected (digitally) to online platforms and opportunities, which has a direct result in their ability to seek help, use services or participate in society.

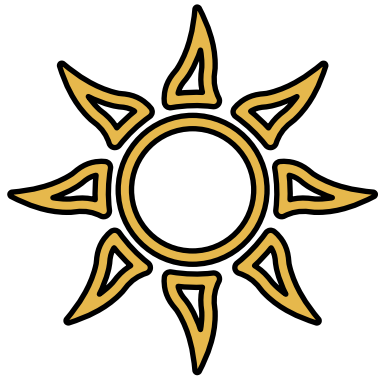


**PARTICIPATION POVERTY** is when people and communities are prevented from being heard, considered or involved in community engagement, policy shaping or service design.



**HEALTH POVERTY** is when individuals have low levels of health and wellbeing, leading to the risk of medical or mental health conditions, or the risk of complications during treatment, due to a lack of resources or opportunities to make positive choices around lifestyle or the ability to access services.

**HYGIENE POVERTY** is when individuals are unable to afford or freely access basic personal hygiene products, including soap, shampoo, sanitary items, products to wash laundry (at home) or keep their household clean and habitable.



**ASPIRATIONAL POVERTY** is when communities are disempowered by or disengaged in society, holding a belief around their own (low) value and opportunity to achieve in the future.

**SOCIAL ISOLATION** occurs when individuals or households are cut off from their local community and spend a large proportion of their time in their own home or without opportunities to build local relationships and networks.

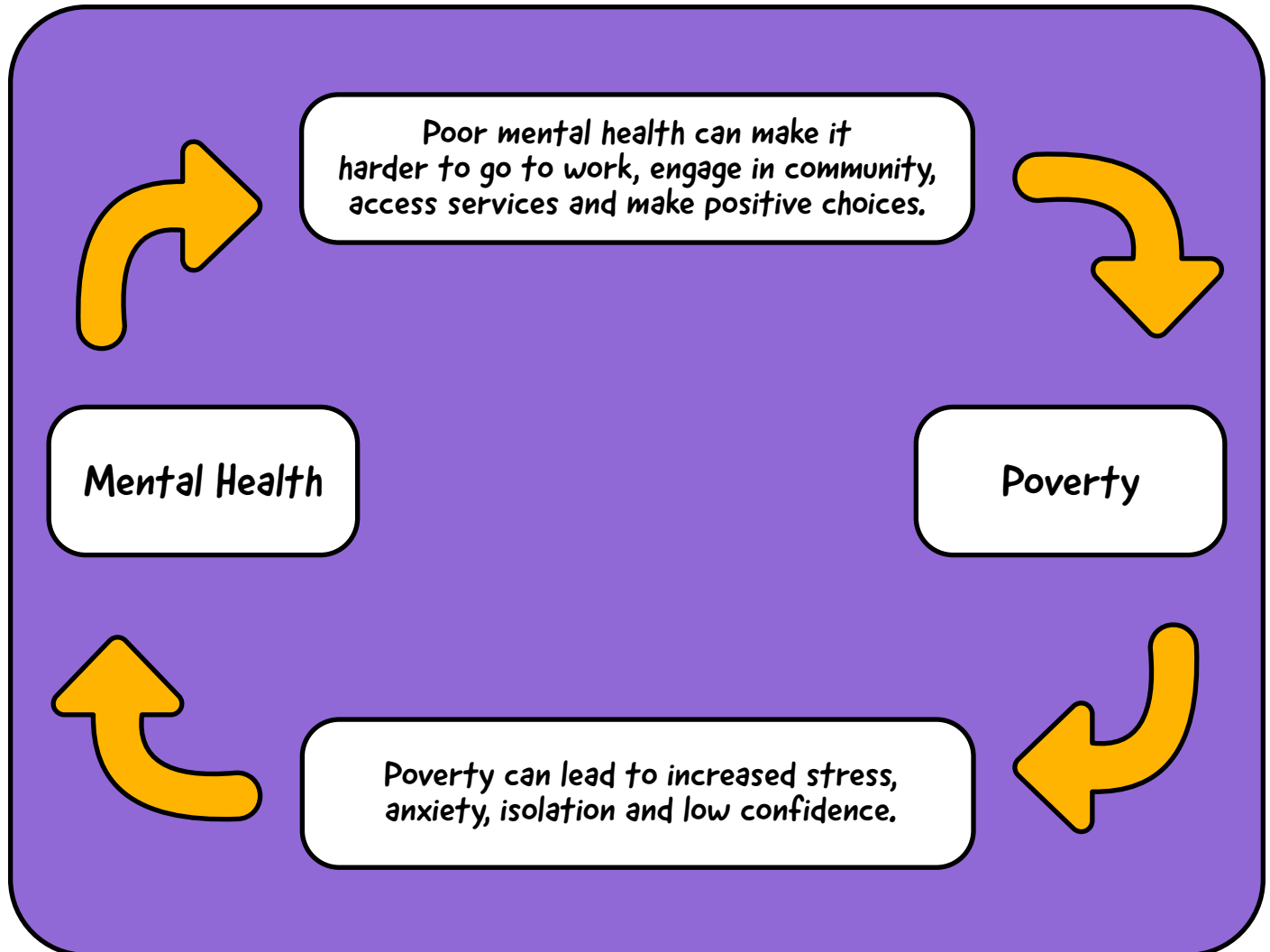
**ABSOLUTE POVERTY** is used to describe when households or people do not have enough income or resources to meet their basic needs, such as food, shelter, clothing and water.



**RELATIVE POVERTY** is used to describe households with an income that falls below the geographical or societal average to live a 'normal' standard of living. These households can also be described as 'just about managing'.

# UNDERSTANDING MENTAL HEALTH

Poverty can increase the risk of poor mental health. Poor mental health (including both diagnosed and undiagnosed conditions) can increase the risk of poverty.



Poverty and poor mental health can carry stigma and result in individuals or households being unfairly treated, or at a disadvantage to others. This unfairness can have a continued impact on both poverty and mental health.

*“The link between poverty and health shows how important it is to talk about the bigger things that affect us – like money, housing, education, and support. Everyone’s situation is different, so we need to make sure each person’s care fits their own needs, with them at the centre of every decision about their health and wellbeing.”*

*Beckie McConville, Head of Integrated Community Partnership, Lincolnshire Community and Hospitals NHS Group*



We understand that ANYONE can be at risk of falling into poverty or suffering with poor mental health, and there are many aspects of our daily lives that can impact our own wellbeing:

**UNREALISTIC EXPECTATIONS** and pressure from work, study, family, or yourself.

**STRIVING FOR PERFECTIONISM** can make you feel like you must work harder or faster, and time to rest and recover becomes limited.

**POOR BOUNDARIES**, like saying yes to everyone, being part of negative or harmful relationships, or taking on others' problems as your own.

**LACK OF RESOURCES**, which can include when you are stretched too thinly, lack of time to prepare and plan, no emotional support or network to lean on, limited financial resources or loss of control (addiction).

**ILL HEALTH OR TREATMENT**, such as receiving a diagnosis for a condition, suffering from an injury and the need for a programme of treatment.

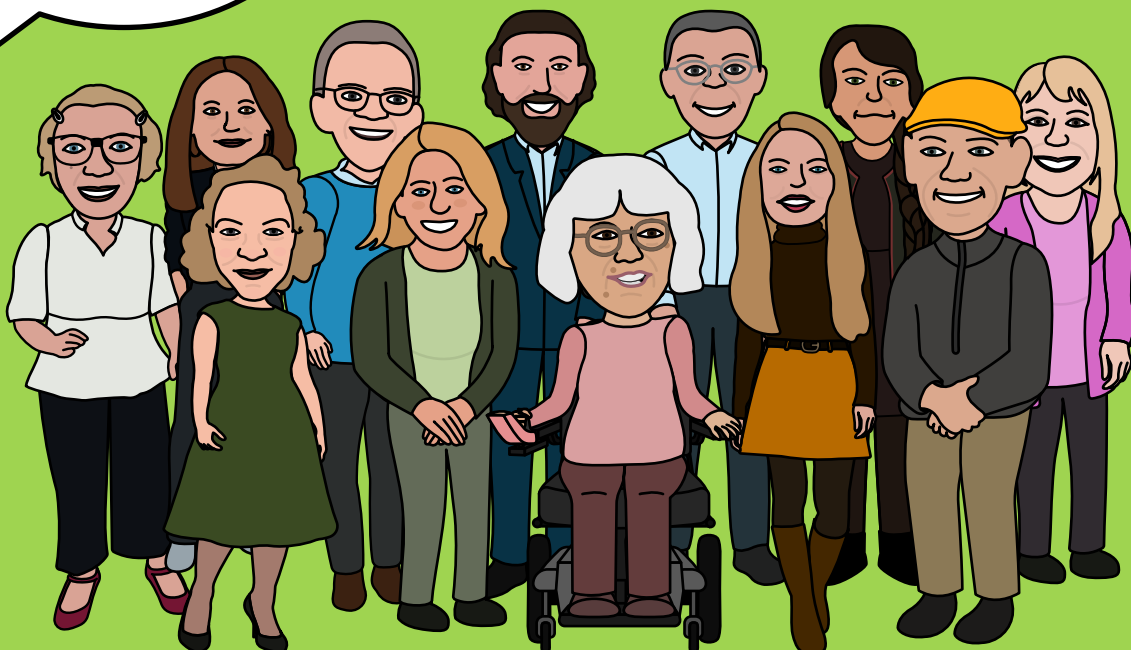
**LOSS OR GRIEF** can take its toll on individuals, families and even wider community networks.

**TRAUMA** or re-lived trauma at any time.

"I HAVE SEEN  
PEOPLE TALK  
THROUGH ME,  
NOT TO ME."

"I HAVE FOUND MYSELF  
TRYING TO WORK  
THROUGH SYSTEMS  
I DON'T UNDERSTAND."

"I HAVE BEEN CALLED  
EVERYTHING BUT  
MY NAME"



I love Lincoln's  
Green Spaces  
♡


People make ♡  
Lincoln Great!

WE ARE SMALL BUT  
MIGHTY! WE TEND TO  
FORGET THAT WE HAVE A  
RICH HISTORY.

Lincoln is a great City  
because of the history,  
ingenuity and Creativity  
of the People such as  
Inventors, Poets &  
Mathematicians. 😊

# LINCOLN'S STORY SO FAR

Listening to local voices and what data is telling us

  
The People!

I LIKE BEING ABLE TO VISIT  
COMMUNITY HUBS TO HAVE A  
COFFEE AND A CHAT. IT GETS  
ME OUT THE HOUSE AND IS  
GOOD FOR MY MENTAL HEALTH

Diverse community  
& nice people with  
fair values and  
friendly.

## OUR LINCOLN

Lincoln is a medium-sized UK city with a rich historical and industrial heritage. Lincoln's infrastructure, by design, places the city centre in the middle of its communities.

*"In the last few years, Lincoln felt the impacts of global disruption and conflict, national austerity and inflation. Lincoln can be seen as an affluent city, but we know, geographically, we have some areas with high support needs and large numbers of multi-story or single occupancy residential accommodation."* Martin Walmsley, City of Lincoln Council

105,000  
population

11  
Electoral  
Wards

83%  
of residents are White:  
English, Welsh, Scottish,  
Northern Irish or British

22%  
of the population is  
aged 16-25

£650.30  
per week is the average  
full-time gross income  
(2024)

£718  
average monthly rent  
in the private sector  
(2022/2023)

20.5%  
of residents with a registered disability  
(2021)

4.4%  
of the population are military veterans  
(2021)

*"Lincoln is home to a large number of servicing and ex-military personnel. We have 1,300 Veterans with a registered disability and we know that they are more likely to suffer with mental health conditions as a result of Post Traumatic Stress Disorder (PTSD). Veterans and their families don't reach out for help easily, so this means, by the time many come forward, they already have very complex needs."* Simon Hallum, Veterans Support Services

# OUR PEOPLE

7,226

referrals for emergency  
Food parcels made in  
Lincoln (2024–2025)

31%

of emergency food parcels  
were needed to support  
children (2024–2025)

7.7%

of children in  
workless  
households  
(2022)

33.74%

of children eligible for  
free school meals  
(May, 2025)

3.9%

of residents  
aged 16+ Claiming  
unemployment-related  
benefits (Aug, 2025)

8.36%

of residents claim Personal  
Independence Payments  
(PIP) (2024, estimated)

30%

of children are living  
in low-income  
Households (2024)

36.6%

of residents aged 16–64 are  
qualified to level 4 and above  
(Regulated Qualification  
Framework, 2024)

17.4%

of residents  
16+ with no  
qualifications  
(2021)

18%

of residents aged 16–64  
who are economically  
inactive (2024–2025)

20.1 per 100,000  
(1 IN 5,000)

of Lincoln deaths were recorded as suicide (2021–2022)

*“Over the last few years, we have seen rough sleeper numbers rise and people at risk of being homeless increase. As rental prices got more expensive, it became difficult for people to access the housing they needed, or keep the one they had without significant help from multiple partners.” Lynsey Collinson, Chief Executive, developmentplus*

## OUR VOICES

These are some of the potential concerns raised by local people at our listening exercises, which represent the pitfalls when people who are experiencing forms of poverty don't have their voices heard, or if they feel misunderstood or misrepresented:

Poverty is not acknowledged in some forums or challenged or dismissed by some as being "relative".

Poverty can be hidden and takes on different and unpredictable forms

Poverty is seen in economic terms or monetary thresholds

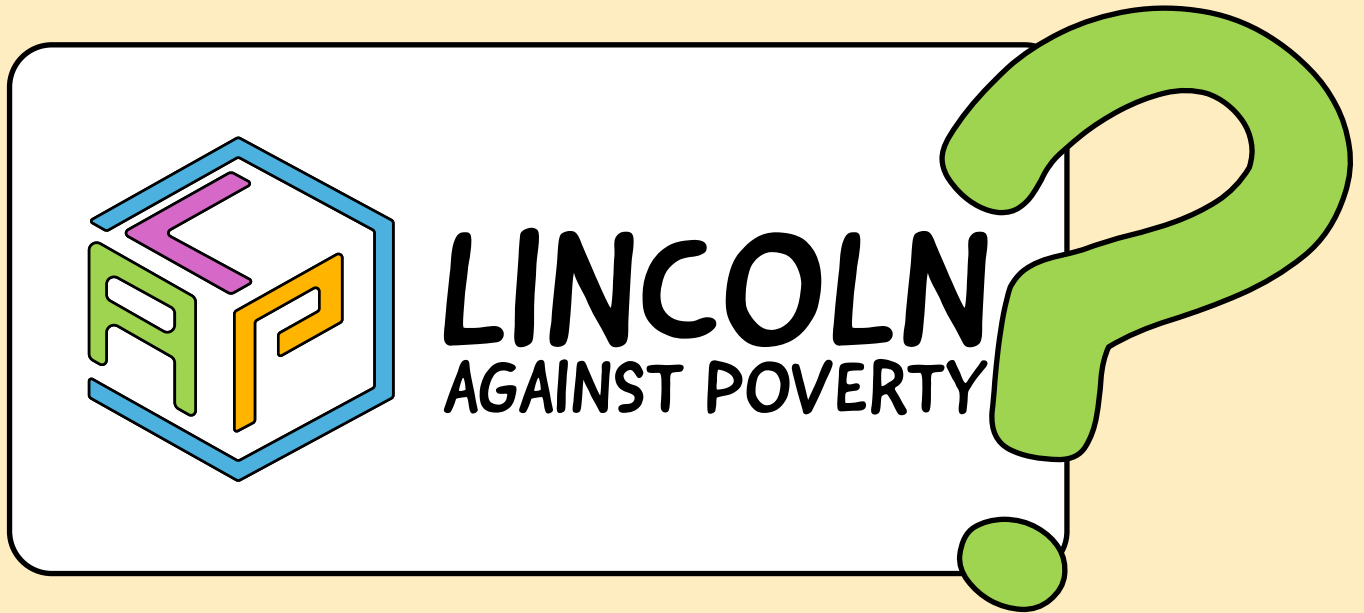
Policy language around poverty and prosperity does not relate to the challenges faced day-to-day by communities

People feel disempowered and not involved in local decision-making or vision

Communities want more choice and the ability to make a choice

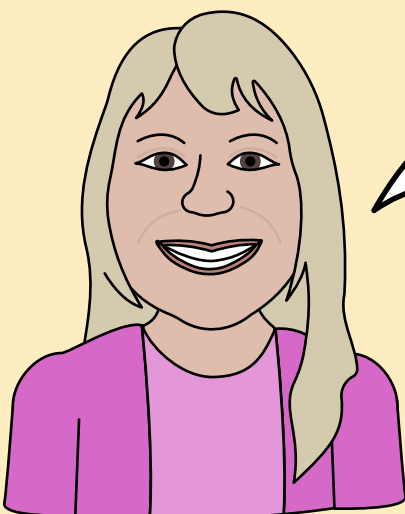
Existing systems are not fit to meet needs, demands or complexities.

There is a realisation that to serve the people of Lincoln better, ensuring a fair and just future where no one is left behind, there is a need for a radical shift in how we understand and address poverty.



# WHAT IS LINCOLN AGAINST POVERTY?

An introduction and invitation to working differently and working together



*"The COVID-19 pandemic showed us that many people in Lincoln were already facing big challenges in their lives. It made problems like poverty, poor housing, and mental health struggles even worse for those living, working, and studying in the city. At the same time, it helped people see these problems more clearly and gave us a chance to start to break down some of the barriers in health and care services."*

*Nicola Stimson, Nurse & Senior Care Coordinator,  
Lincolnshire Community and Hospitals NHS Group*

# WHAT IS LINCOLN AGAINST POVERTY?

## WHAT IT IS:

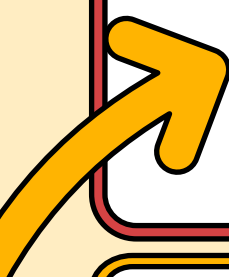
- An invitation to work better together
- A space for respectful and reflective self-accountability
- Prepared to evolve and adapt

## WHAT IT IS NOT:

- Owned by any one organisation
- An organisation itself that requires direct investment for core costs
- A closed group or panel

The previous Lincoln Against Poverty's strategy (2014) saw agencies and services come together to tackle poverty with partners delivering across Lincoln and Lincolnshire.

The development of the previous anti-poverty strategy and the partnerships that followed led us to this next chapter and saw:



Launch of the LINCOLNSHIRE FINANCIAL INCLUSION PARTNERSHIP, which is open to any organisation across the county involved in financial support and advice for local people. This allows organisations delivering services to come together, share information and knowledge, to better support Lincolnshire residents

LINCOLN COMMUNITY GROCERY opened at Beaumont Manor in 2023, following investment from Towns Fund Deal to work alongside Lincoln Food Bank, offering support and advice beyond food

Lincoln saw an increase in uptake of FREE SCHOOL MEALS for those entitled across the city

Coordinated support for those accessing local PENSION CREDIT

Increase working with tenants, landlords and partners to create a fairer HOUSING SYSTEM locally

ROUGH SLEEPER ADVISORY GROUP (RSAG) was launched and remains active with multiple partners across sectors

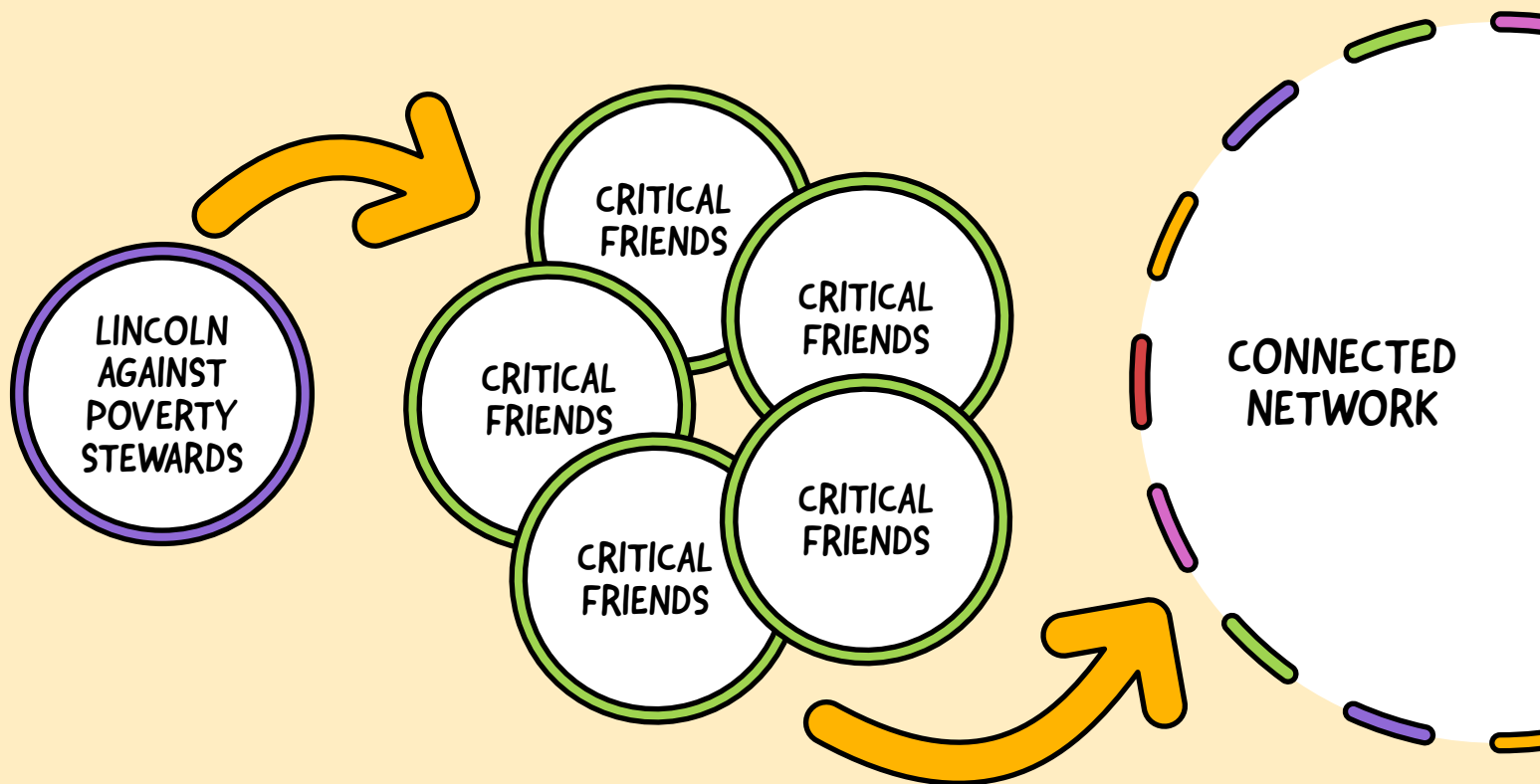
FOOD IN SCHOOL HOLIDAYS (FiSH) Project established that has seen 27 Schools engaged in identifying more than 540 pupils whose families would financially struggle to provide for them over the summer

Coordinated partnership distribution between 2023 to 2025 of £128,334 was allocated to support a wide range of COST-OF-LIVING initiatives, relating to food, energy, school uniforms and community venues

More than £2.4million was distributed between October 2021 and September 2025, supporting 24,000 households across Lincoln, which covered vital FOOD AND FUEL costs for individuals, and supported activities such as the Community Grocery, community cooking courses and the provision of slow cookers.

A lot has happened since 2014. And we have learnt a lot about hardship, inequality, systems and what our communities hope for. We know that we need to and want to do more.

Today, learning from events such as the pandemic and cost-of-living crisis, Lincoln Against Poverty is a dedicated group of individuals. Its members include those with experience supporting people through struggle or hardship and those with direct experience of struggle or hardship.



## ROLES EXPLAINED

### STEWARDS

Representatives from local organisations with a commitment to tackling poverty (such as local authority, health services, community, voluntary and faith sector delivery partners).

Stewards will meet every six weeks to act on immediate issues, respond to proposals and projects, identify and distribute funding and investment and will be responsible for coordination, convening groups, communicating and ongoing resourcing.

## CRITICAL FRIENDS

An evolving group of individuals who live, work and study in Lincoln, and likely to have direct experience of any one or more of the types of poverty identified in this work.

Critical friends will be invited to review Action Plan progress and delivery, ensure the work and approaches are true to the Lincoln Against Poverty strategy and principles, and ensure that community voices are being listened to.

## CONNECTED NETWORK

People from across Lincoln, committed personally and/or professionally to tackling poverty, not necessarily engaged in direct delivery or decision making, but keen to continue sharing learning and ideas to make a difference locally and beyond.

The connected network is not an official group. The network is for anyone and everyone in Lincoln to engage and be kept engaged and supported in the work to tackle poverty. As a minimum, Lincoln Against Poverty will provide opportunities for the city-wide network to come together every 24 months.

We invite people to critically examine any work done (existing and new) as part of Lincoln Against Poverty's strategy against our principles (page XX).

We invite both public and third sector support services. This enables a level of independent accountability by critical friends, who could be:

- Existing groups (for example, housing forums, safeguarding boards, poverty truth commissioners)
- New groups (composed of both people with lived experience and independent support service providers)

This provides a higher level of confidence for decision-makers in what they are doing, as well as those impacted by any decisions that are made. More information about our co-designed principles is available in this document under Developing Our Strategy.

## PARTICIPATION PAYMENTS

Throughout, we worked on the principle that the people with lived experience of poverty hold the wisdom to create and redesign the services and actions needed to support others facing similar challenges. However, these individuals may face financial barriers to being involved in such work.

Members of the community who gave their time or shared their stories with us, as part of this Lincoln Against Poverty work, were given the chance to request financial payment. This was provided in line with advice and guidance commissioned by LocalMotion (UK) from the Social Change Agency and remained within the thresholds of any welfare entitlement.

Information on participation payments is available here:

<https://localmotion.org.uk/guidance-for-participation-support/>



## MEETING SHORT-TERM AND LONG-TERM NEEDS

If Lincoln is going to change its story around poverty, there must be a clear plan to address immediate need (short-term) and systems change (long-term).

People facing a crisis or emergency cannot wait for long-term change. They need help now and we must not lose sight of this. The consequences of not investing in meeting the immediate needs of people can be hunger, ill health, homelessness, personal safety or death.

## HOW TO MEET IMMEDIATE NEED?

People will always face challenges, but poverty should not be inevitable. The goal is to prevent people and households from falling into poverty or from falling deeper into it by ensuring support is available at the right time and in the right way.

**LISTENING:** Continuous listening through formal and informal community engagement, bringing in voices from across our city and surrounding communities, being fluid and agile to be responsive

**CONVENING:** Regular opportunities to come together to share knowledge and learning, space to reflect and look beyond our own areas of delivery or exposure, connection and relationships building

**MAPPING:** Explore what is already happening and who is delivering the same or similar, identify or select a suitable partner who needs a little additional resource to deliver

**SENSE CHECKING:** Create an agile network of critical friends to review proposals and experiments proposed by people and organisations from across our city, and as part of evaluation processes.

# HOW TO CREATE SYSTEMS CHANGE?

Long term community transformation requires a dual focus on current issues and systems change. By only ever looking to address the here-and-now, we will continue to see people and communities falling into poverty, or deeper into poverty. For those who take steps out of poverty, their progression could be short-lived.

- We must look beyond what is visible or seen on the surface, to ensure that communities avoid the vicious cycles of struggle and hardship.
- We must critically evaluate the many systems that we are a part of and advocate for change where this is needed.
- To achieve this will take time and a willingness to work together at all levels of these systems.
- We are all connected and collide through our interactions, experiences and stories.

## EVENTS

Visible effects, high-level data, headlines and wider communication

## PATTERNS:

Responses to effects, trends, academic or institutional research, cycles of outcomes, recurring issues

## STRUCTURES:

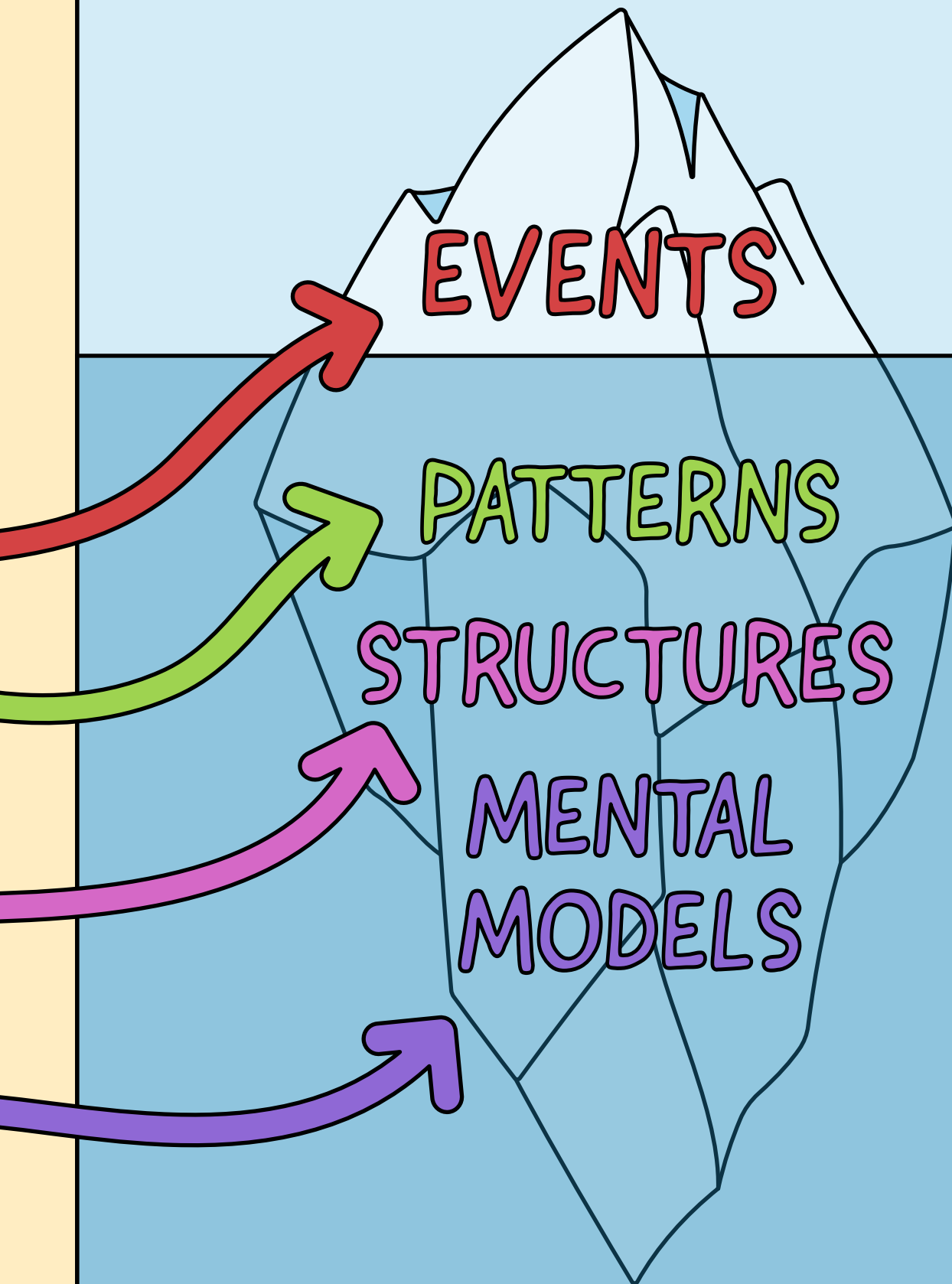
Relationships (with services and agencies, others and ourselves), policy and procedures, influencing measures,

## MENTAL MODELS:

Assumptions, beliefs, values, interpreted stories passed on over time, determine our view of the world, how it works, and our role in it.

Systems change is an evolution and must respond to the changing needs and aspirations of the community, and any external influences that impact our lives.

# SYSTEMS CHANGE



# CHANGING THE STORY OF POVERTY IN LINCOLN

Lincoln Against Poverty believe change is possible with:

## RADICAL RETHINKING

- emphasis on learning and unlearning
- re-imagining funding, philanthropy and investment
- re-defining success and our approach to evaluation
- refreshing our response to “failure”
- designing our definition of expert and leader.

## EXPERIMENTAL APPROACHES

- acknowledging that risk is an essential part of transformation
- recognising that complex problems require complex solutions – no one-size-fits-all ventures
- inviting organisations, authorities and local groups to work through discomfort
- understanding that real change takes time and that change may be difficult to prove in the short term
- striving to break repetitive cycles for communities and individuals.

## GROWING CONNECTIONS

- outside of our comfort zones
- seeking alternative and polarised views and perspectives
- championing courage and bravery to lead through uncertainty
- nurturing relationships and reinvigorating social connections
- recognising and building on existing strengths.



# DEVELOPING OUR STRATEGY AND ACTION PLAN

*Setting out our principles and our processes*

## DEVELOPING OUR STRATEGY

In 2023, Lincoln launched a Poverty Truth Commission. A Poverty Truth Commission brings together people with a story of struggle with local decision makers. They start by building relationships before sharing stories, identifying themes and working together to explore possible solutions.

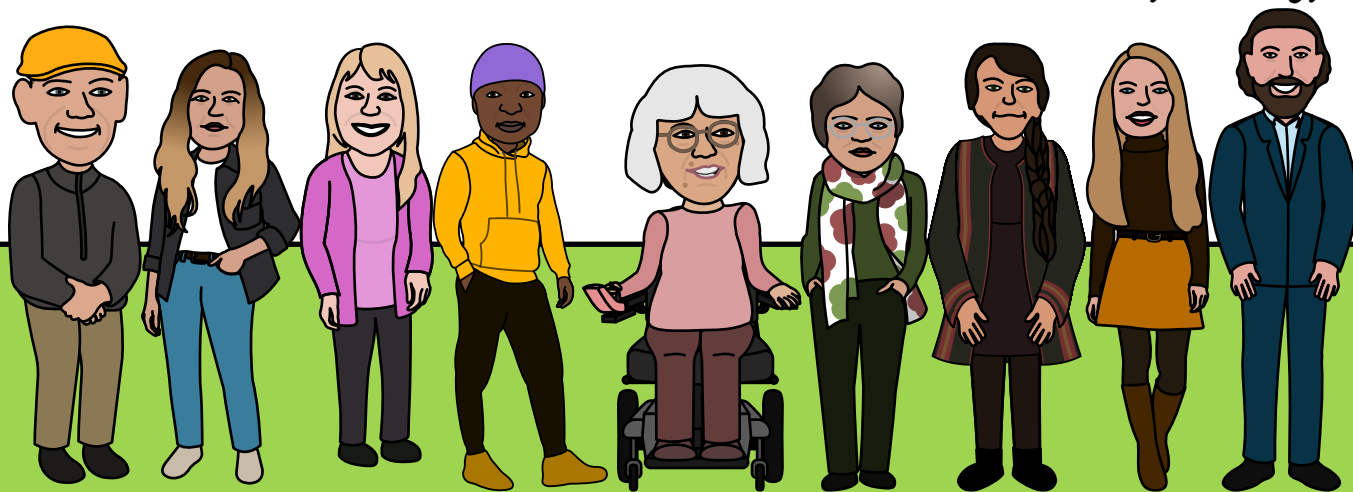
Alongside the Poverty Truth Commission, Lincoln Against Poverty began to bring together partners connected to local service delivery to redesign a strategy for Lincoln that would capture what support was needed now, by those and for those in need, and what was needed in the future.

The City of Lincoln Council's current Strategic Plan ('Vision 2030') includes a refresh of the city's anti-poverty work.

Using funds available from central government (accessed through the City of Lincoln Council) and LocalMotion Lincoln, community and sector-led research and listening activities took place.

During 2024 and 2025, a number of reports were commissioned by various groups in Lincoln to capture the views of local people and the story of the place. These included the Lincoln's Young Voices Report (2024), the City of Lincoln Profile (2023–2024), Lincoln schools survey looking at issues facing families and children (2024–2025), the Tackling Poverty in Lincoln Report (LORIC, 2024) and the Transform Lincoln Report (2024). In addition, we gathered information from other data sources to help develop the strategy, including the Emergency Food Report, (Acts Trust, 2025), Lincolnshire Suicide Audit (Lincolnshire County Council, 2024), DWP Benefits Statistics (2025), the Commons Youth Unemployment Briefing and the ONS Labour Market Review. Locally we listened to what people accessing our services and spaces were telling us, and took insights and stories of poverty from those in Lincoln's first Poverty Truth Commission (2023–2025).

In January 2025, an event was held in Lincoln for organisational cross-sector representatives and people living and studying in the city to come together to hear from those involved in the work and help shape the anti-poverty strategy.



## COMING TOGETHER

Lincoln Against Poverty's strategy has not been developed in isolation. It must complement existing strategies and align with wider local, regional, and national priorities to create a joined-up approach to tackling poverty. Positioning the strategy within this wider landscape ensures principles and actions can be part of a wide range of services and systems.

The aim is to ensure that tackling and preventing poverty runs as a golden thread through the decisions that organisations, authorities and services make and to ensure that investment accessed across a wide range of policy areas is best utilised. Aligning funding streams and priorities in this way helps to maximise impact and deliver lasting change for communities.

Regionally, the strategy sits within a changing governance landscape. Devolution arrangements across Greater Lincolnshire are evolving, with new opportunities for collaboration. Addressing poverty as a priority within regional discussions will be important to ensure devolved powers and funding deliver real benefits for people and communities.

Lincoln is well placed to align with this national direction. By identifying where local work already contributes to these priorities and where action is needed to go further, we can ensure we are ready to make the most of future developments. This includes strengthening existing activity, addressing local gaps, and creating the conditions for national policy to have maximum impact for children, families, and communities

SCAN THE QR CODE TO VIEW  
THE ONLINE ACTION PLAN



## KEY AREAS OF NEED

From what we heard over the last two years, the key areas of need can be grouped as follows:

### FINANCIAL PRESSURES

Cost of living, welfare, advice and guidance, employment, skills

### GROUPS NEEDING FURTHER SUPPORT

Families, unpaid carers (including young carers), young people

### HEALTH AND INCLUSION

Health and wellbeing, holistic support, inclusivity, mental health and addiction stigma

### SYSTEMS AND SOLIDARITY

Justice, transparency, choice, community, trusted and well-resourced access to the right information.

### HOMES, SPACES AND INFRASTRUCTURE

Homes not houses, physical space development and accessible infrastructure, digitalisation, environment and place

These themes highlight where action is most urgent and have directly informed the design of the Action Plan.



*“These themes repetitively came up in conversations as some of the most important and pressing priorities for Lincoln. It was clear to see how none of these issues stand independently from one another; the reality of poverty is that it is far-reaching and spills into many different areas of life. As such, any response has to be holistic. Some responses will simply be to raise awareness, while others will be to take action together. Yet there will also be issues where we need to use our voices and speak up too – using our collective positive influence to challenge local and national decision makers so that the systems designed for people truly work for them.”*

*Simon Hawking, Chief Executive Officer, Acts Trust*



## ONGOING TRANSPARENCY AND DELIVERY

Delivering an effective Anti-Poverty Strategy requires transparency, intention and clear delivery planning. Lincoln Against Poverty is designed to create space for collaboration, but also to ensure there is oversight of progress and transparency in decision-making. Governance arrangements will set out how responsibility is shared across partners, how decisions are made, and how communities can hold the work to account.

These arrangements will ensure:

- Intentional lines of partnership, commitment and communication to delivery partners
- Accessible and creative ways for the local community and specifically those with lived experience to shape, influence and challenge strategy and delivery
- Regular reporting on progress against the action plan, performance and engagement mapping, alongside our critical friends
- Identify opportunities for nurturing existing and building new relationships across sectors
- Working out where funding and other resources are needed, and can be accessed
- Independent enquiry to maintain credibility, public confidence and an awareness of risks.

## MAPPING PROGRESS

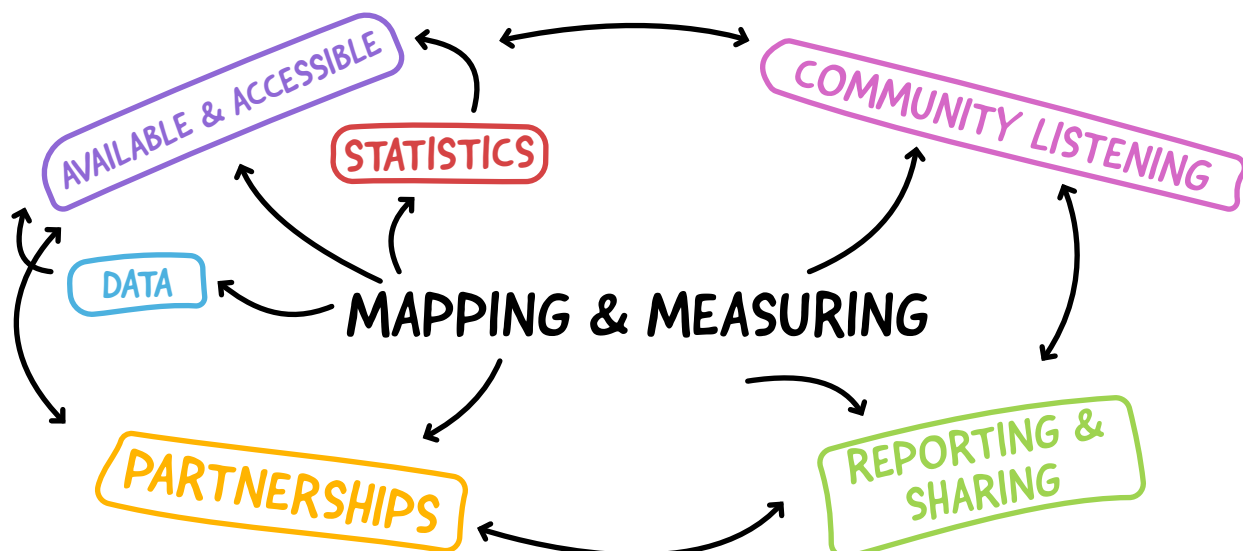
We don't believe that action and delivery should only be measured by statistics and numbers alone. Lincoln Against Poverty strategy is committed to having an accessible, transparent and adaptable framework for monitoring progress.

Measures and ways of mapping will be done through:

- Data and statistics available at a local and national level
- Community listening activities
- Partnerships and their reporting aligned with their organisational strategies.

Progress against this Strategy will continuously draw on available data, learning from delivery and insights from communities and partners. Further detail on specific measures, data sources, and reporting will be set out through the Action Plan and kept under review as priorities and context evolves. For areas of work that rely on local authority commitment the strategy will align, where appropriate, to the Local Government Outcomes Framework (LGOF), developed by government to create a consistent way to measure how local authorities are achieving key national priorities, focusing on 15 headline outcomes like homelessness, housing, social care, climate resilience, and community safety, using metrics to drive improvement and support local authorities.

Lincoln Against Poverty accept these measures and methods for reporting may evolve over time.



*“As a local authority we use a wide range of different data sets collected at a local, regional and national level. Using up-to-date information ensures relevance, accuracy, and responsiveness to changing conditions. However, it is essential that we understand what the data may not tell us and how we use stories and people’s experiences to gain a full picture on a continuous basis.”* Lara Wells, Business Manager, Policy and Service Improvement, City of Lincoln Council



*“National Annual Rough Sleeping figures capture only a fraction of the reality. For example, due to the ever-changing and complex picture of the rough sleeper community, and the criteria used to officially count rough sleepers, it is very difficult to measure homelessness in Lincoln with any certainty or through a single figure.”* Lynsey Collinson, Chief Executive Officer, developmentplus

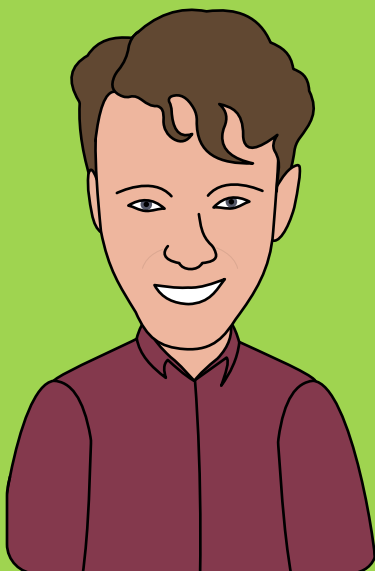
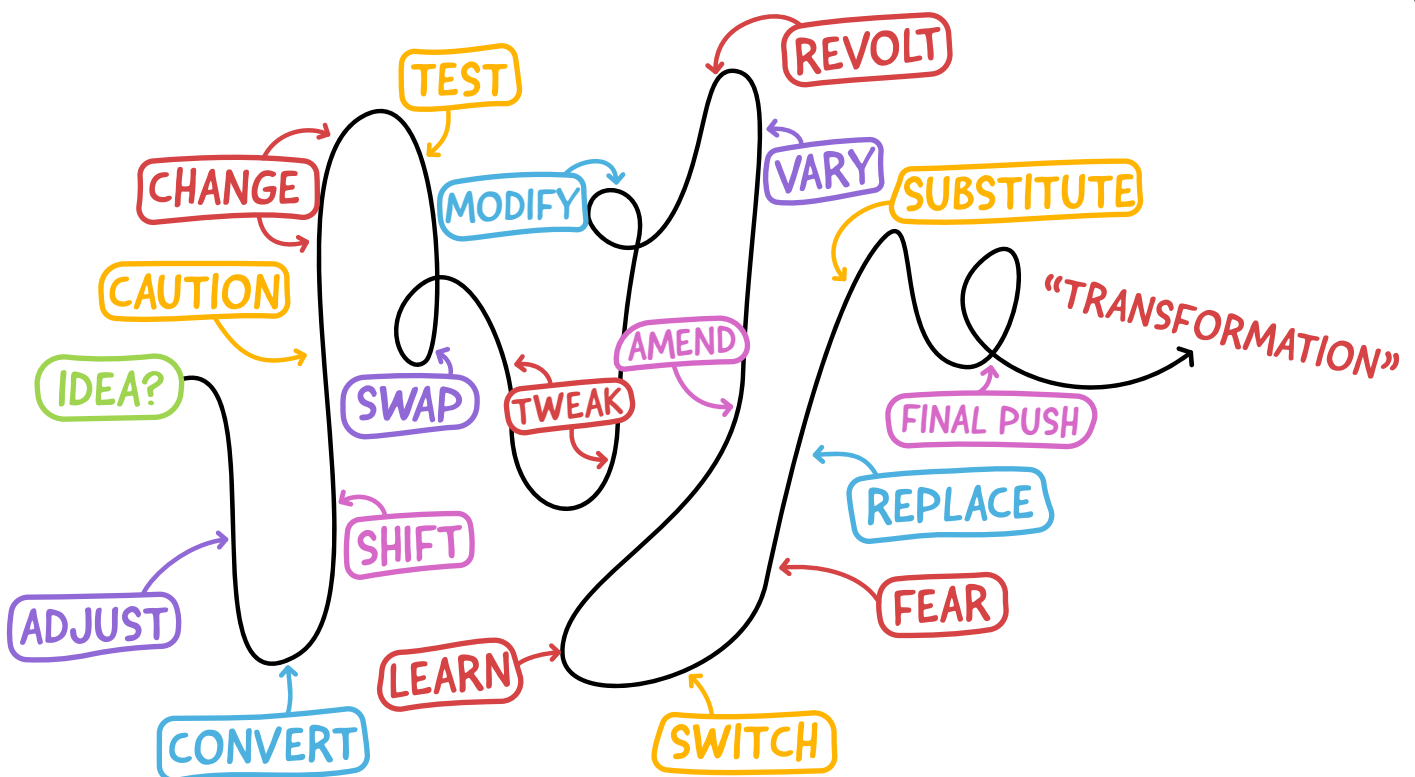


*“Like poverty, the journey to real transformation is long and winding. It is not easy and we may make mistakes or take a few wrong turns along the way. But if we are honest about what this looks like from the start, we hope to be kind to one another and focused on the overall goal.”* Charlotte Brooks, LocalMotion Lincoln



## ACKNOWLEDGING WHAT IS AHEAD

The journey ahead is going to be full of uncertainty and unpredictability. Acknowledging what “real change” might look like in reality will help us maintain energy to drive it, even when progress might be slower than hoped.



“Young people’s voices matter in Lincoln. We are a young city with a large student population. The research I have been involved with echoes my own experiences where younger voices are often dismissed or only heard in tokenistic ways. It is going to take everyone to make the fundamental and systemic changes needed to give us a real voice. Lincoln, it’s going to take a city.”

*Wilf Wright, Young People’s Researcher,  
LocalMotion Lincoln*

## DEVELOPING THE ACTION PLAN

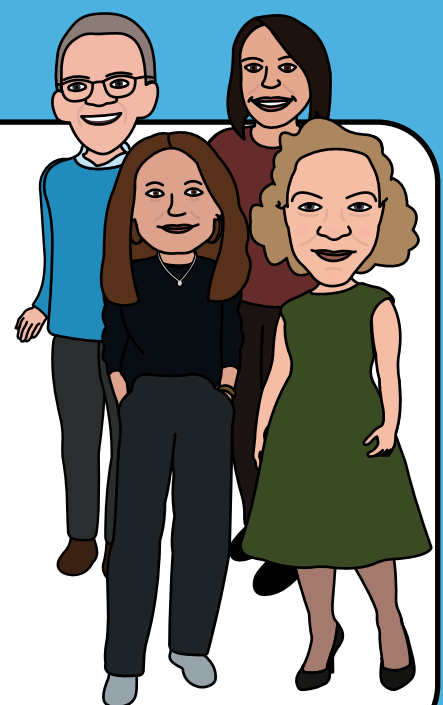
As part of this strategy, Lincoln Against Poverty will use a Decision-Making Matrix and Action Plan to monitor the effectiveness of our approach and to map the impact of our delivery and all investments.

FOCUS	PRESENT ISSUES	FUTURE ISSUES
<b>Awareness</b>	Raise public understanding of local hardship and what support is available	Build long-term awareness of emerging risks
<b>Action</b>	Deliver immediate support and crisis response programmes	Invest in prevention: education, skills, and inclusive economic development
<b>Advocacy</b>	Campaign for urgent policy changes and protect vulnerable groups	Shape future policy agendas and push for systemic reform to reduce inequality



For each, Lincoln Against Poverty is working with partners and critical friends to identify:

- **PRESENT ISSUES** – reacting to and alleviating immediate challenges.
- **FUTURE ISSUES** – preventing hardship and redesigning systems for the long term.

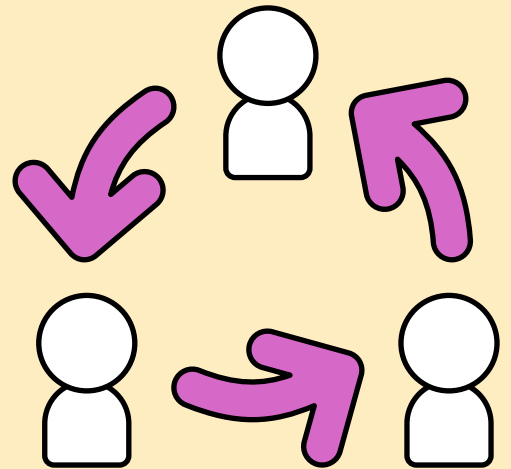


# COLLECTIVE ACTION PRINCIPLES

Lincoln Against Poverty invites those working towards anti-poverty, reducing inequality and hardship to build the following Collective Action Principles into their planning and delivery. And we will do the same.

## HUMAN CONNECTION

We believe in connecting with people on a personal level. While online interactions are useful, we prefer meeting in person whenever we can. We aim to break down barriers between 'helpers' and 'those who need help' and focus on meeting people where they are, rather than from behind desks.



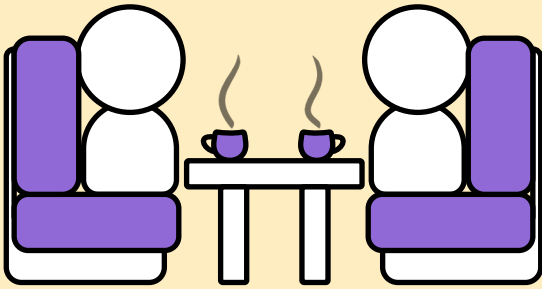
## EMPATHY

We want to understand each other better and encourage everyone to see things from each other's perspective.

## INVOLVEMENT

The people affected by our work are included from start to finish. This means planning, doing, reviewing, and redesigning together, without ongoing expectation or obligation. We ask people to do what they can when they can.



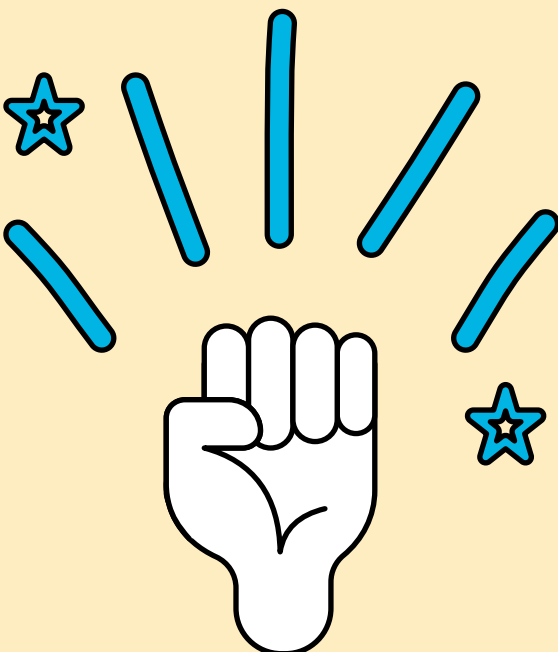


## AUTHENTIC SPACES

We choose to work in familiar, non-clinical places where community members are comfortable. These spaces are easy to access and open for people to come and go as they please.

## INCLUSIVE DESIGN

We design with minority in mind to ensure our work is inclusive. We aim for flexible designs that cater to individual needs and respect beyond protected characteristics. We strive to remove any stigma and ensure no one feels like a problem because of their differences.

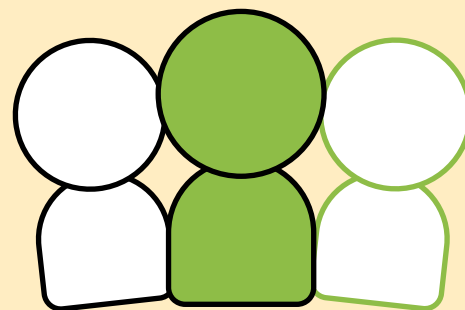


## STEWARDSHIP

We build community confidence and capacity to help people feel empowered to identify and lead their own projects where they want to, without needing permission or fearing undue challenge.

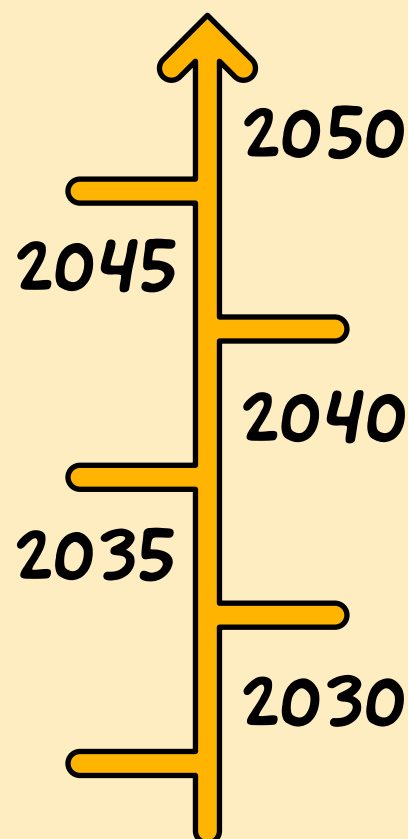
## PERSONAL APPROACH

We focus on personalised and tailored approaches, giving people choices, recognising that we are all individuals and avoid labels.



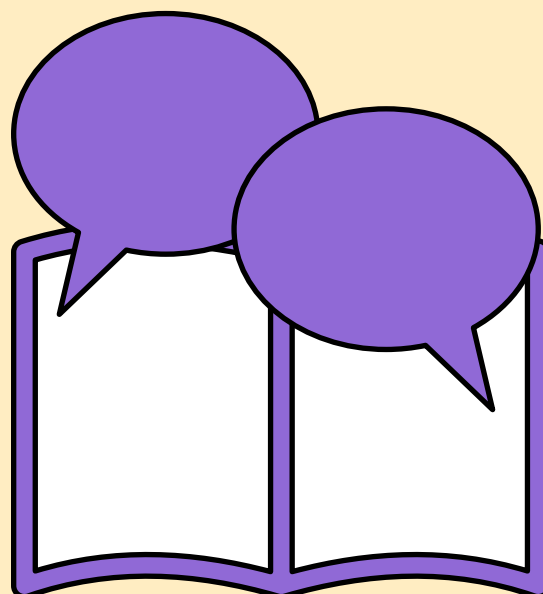
## LONG-TERM SOLUTIONS

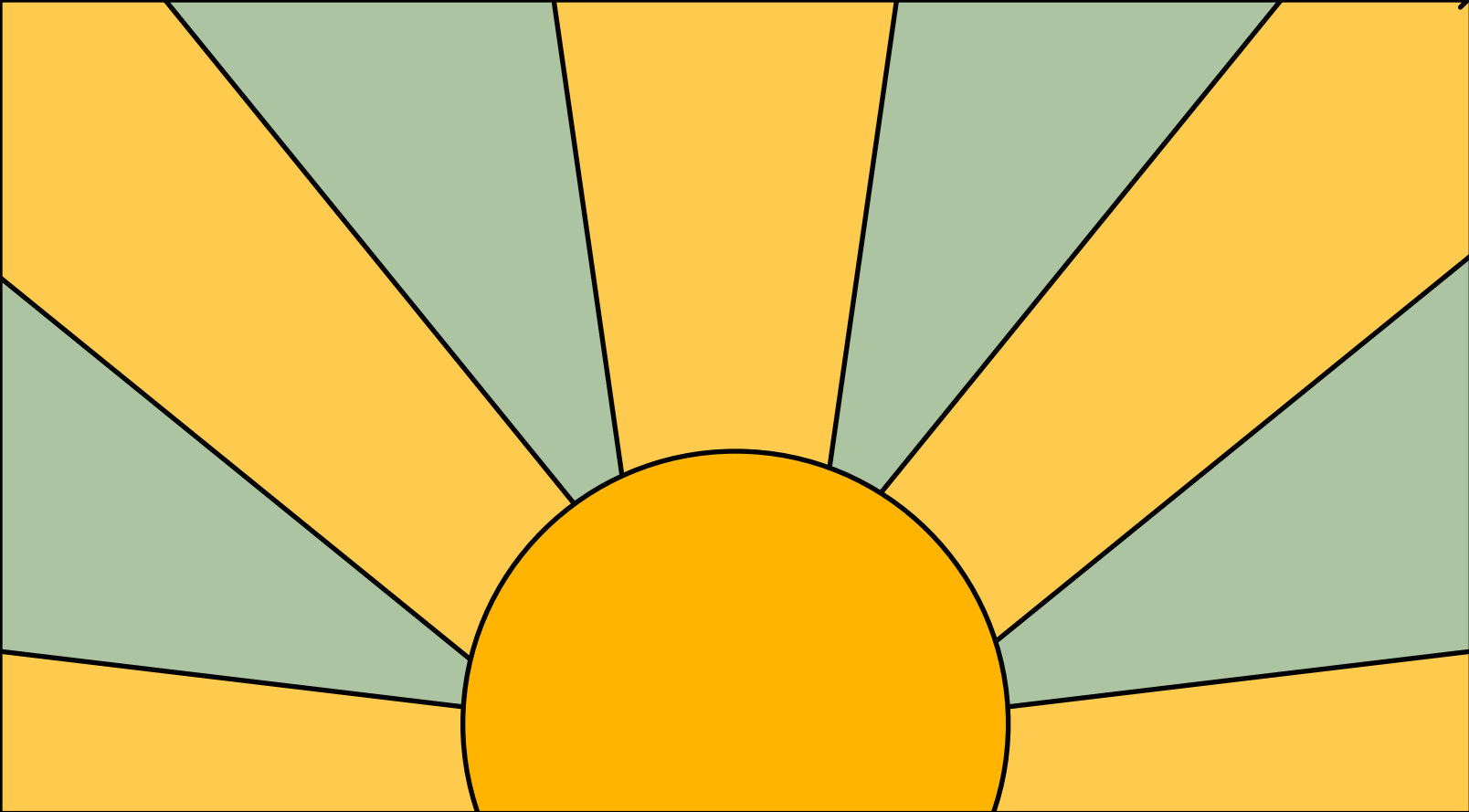
We seek long-term thinking, balancing immediate fixes with ideas that bring lasting change. This is achieved mainly through investing in enduring personal connections and trust.



## SHARING

We openly share what we see and hear, so that we can learn together, leaving no room for assumptions but being clear with each other about what we are doing and what we know.





# LOOKING BEYOND AND GOING FURTHER

*Awareness of wider impacts, evolving approaches, our strengths and challenges*

OUR  
CHALLENGES

OUR  
STRENGTHS

OUR  
IMPACT

## LOOKING BEYOND AND GOING FURTHER

Some changes are beyond our direct control. We need to remain aware of changes that have an influence or impact on our communities so that we can be prepared to act as quickly and proactively as possible.

## POLITICAL AND POLICY CHANGE

The UK political system can be seen to focus on short-term gains at the expense of long-term planning, and communities have always been subject to changing leadership based on electoral terms.

Greater Lincolnshire has moved towards a combined authority with an elected Mayor (May 2025), while Lincoln and its neighbouring districts will be part of a Local Government Reorganisation (LGR).

There are changes expected in the geographical coverage of health commissioning and other government-led public sector organisations from 2028.

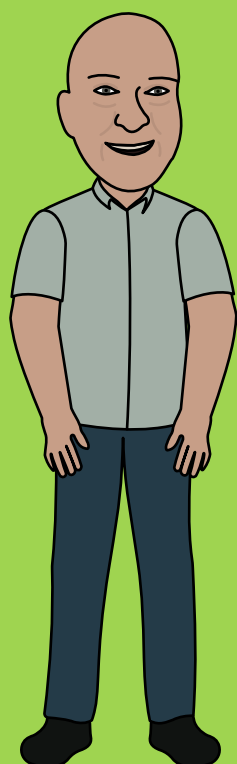
*“This strategy was developed with communities. It will be delivered in partnership and owned by Lincoln communities. We acknowledge there is a great deal of uncertainty around what local government will look and work like in the coming years and that some priorities may change, so the action plan will be flexible and adaptable to such changes.”*

*Martin Walmsley, Assistant Director for Shared Revenues and Benefits, City of Lincoln Council and North Kesteven District Council.*



## ENVIRONMENT AND CLIMATE

Our climate locally and beyond is changing. We are experiencing more adverse weather, heat, wind, cold and rain. This has an impact on our health, well-being, economy, our neighbourhoods and infrastructure, and our needs and demands of others.



*"We can all feel the world changing. Seasons that no longer feel the same, and the places we've always known being transformed in ways we never expected. These changes can be worrying, but they also remind us of how connected we are. To our families, our neighbours, and the planet we all share. Together, the actions we take today, big or small, will shape the future we leave for our children and grandchildren. This is our chance to build a world that not only lives through change, but grows stronger because of it." Simon Croxton, Chair, Lincoln Climate Commission*

## GLOBAL CONFLICT

Conflicts across the globe can impact our communities emotionally, socially and financially.

## MIGRATION AND CITIZEN MOVEMENT

Lincoln's people, those who choose to live, work and study here, are always changing. People come to Lincoln for many different reasons, many seeking support from services or institutions that are in the city centre.

Our demographic and what is influencing our culture is shifting continuously, bringing in new experiences, perspectives, diversity, creativity, opportunity and challenge.

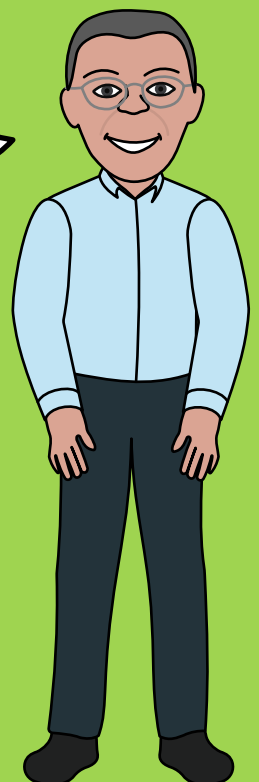
## MISINFORMATION

Poverty can mean that people are more vulnerable or at greater risk of vulnerability. When people are vulnerable, they can be easily guided towards unreliable information or advice, may not feel confident enough to challenge information, or may not have access to a diverse range of information. Over recent years, we have seen a rise of misinformation widely available online and social media can use tools to link visible content to users, resulting in only one perspective being fed to an individual or group.

## ARTIFICIAL INTELLIGENCE (AI)

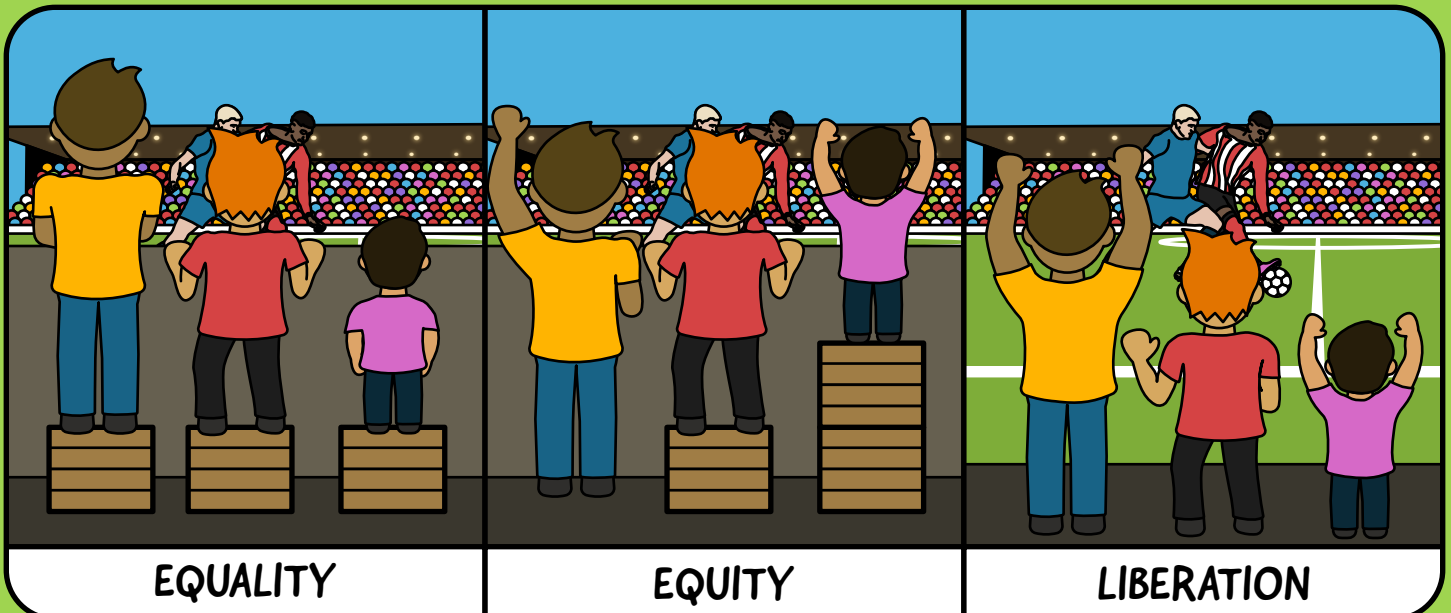
Although AI can be a valuable tool to reduce delivery costs and analyse data, it cannot solve the root causes of poverty. The over-reliance on technology to perform basic functions can push people further into poverty if suitable alternatives are not available. On this basis, the use of AI should not be made in terms of efficiency, but only to enhance or complement the human connection that already exists.

*“We have heard so many stories where people are excluded or left behind by technology and we are all starting to feel the effects of being digitally reliant to function in our society. Even if people can access the internet, and know what to do, they might want to talk to someone, and should always have the choice.” Pat Doody, Poverty Truth Commission Civic Commissioner*



# EQUITY

Equity (not to be confused with equality) plays a critical role in tackling poverty because it focuses on fairness for individuals and addressing the barriers that surround them, rather than treating everyone the same.



With an Equitable approach, Lincoln Against Poverty aims to:

- Recognise unequal starting points and know that poverty is more than lack of income – it is often about structural or multiple disadvantages that are no fault of the individual or community. Equity is recognising that everyone needs different resources and different levels of resources to ensure fairness
- Target support through the ongoing development of policy and programmes in key areas such as education, healthcare and employment, which might result in more resources being invested in identified neighbourhoods, industries, health and wellbeing services, or certain demographics of the population
- Build social and economic mobility, which means when people gain equitable access to opportunities, they are more likely to unlock new talents and interests, feel part of a community, engage in society and progress to being less reliant on regular support
- Break cycles of poverty that see people from one generation to another being affected by the same poverty challenges again and again
- Learn about deep-rooted causes and not just the symptoms of poverty, which will enable more long-term, proactive solutions to systemic issues that are holding communities back.

## BEYOND PROTECTED CHARACTERISTICS

The Equality Act 2010 is a key piece of UK legislation with named protected characteristics, such as sex, race, age, disability, pregnancy and maternity, being married or in a civil partnership, sexual orientation, gender reassignment, religion or belief, or, as defined by law.

Lincoln Against Poverty recognises that true equity and equality must go beyond protected characteristics. The focus must be on ensuring fairness and justice for all, whether they are named and protected legally or not.

Some examples of ways that equity and equality should be considered beyond protected characteristics are:

**SOCIOECONOMIC STATUS**, which is very important when tackling poverty, as this can relate to education, healthcare, housing, employment, class, culture and background

**GEOGRAPHY** is where people live (urban or rural locations, or where in the world) and how living in that place may impact individuals or groups

**HEALTH AND WELLBEING** must go further than diagnosed conditions and the legal minimum in terms of access and types of services and treatment

**DIGITAL ACCESS** can create division between those with internet connection, appropriate devices and the right skills, and those without, which means that only certain groups benefit from technology and others get left behind

**LANGUAGE AND CULTURE** is more than selective translation or interpretation for key documents and is a move towards a deeper understanding of minority groups and redesigning approaches that are culturally sensitive

**LIFESTYLE AND CIRCUMSTANCES**, which can include unpaid caring responsibilities, refugee status, employment types, housing status and changes in policy and society that might mean we need to change our ways of working.

## IDENTIFYING OUR STRENGTHS AND CHALLENGES

If Lincoln is to change the story of poverty, we must be open and honest with each other. We need to celebrate our strengths and be aware of our challenges. It is important to understand the fabric of our place and be open-minded to changing ourselves.

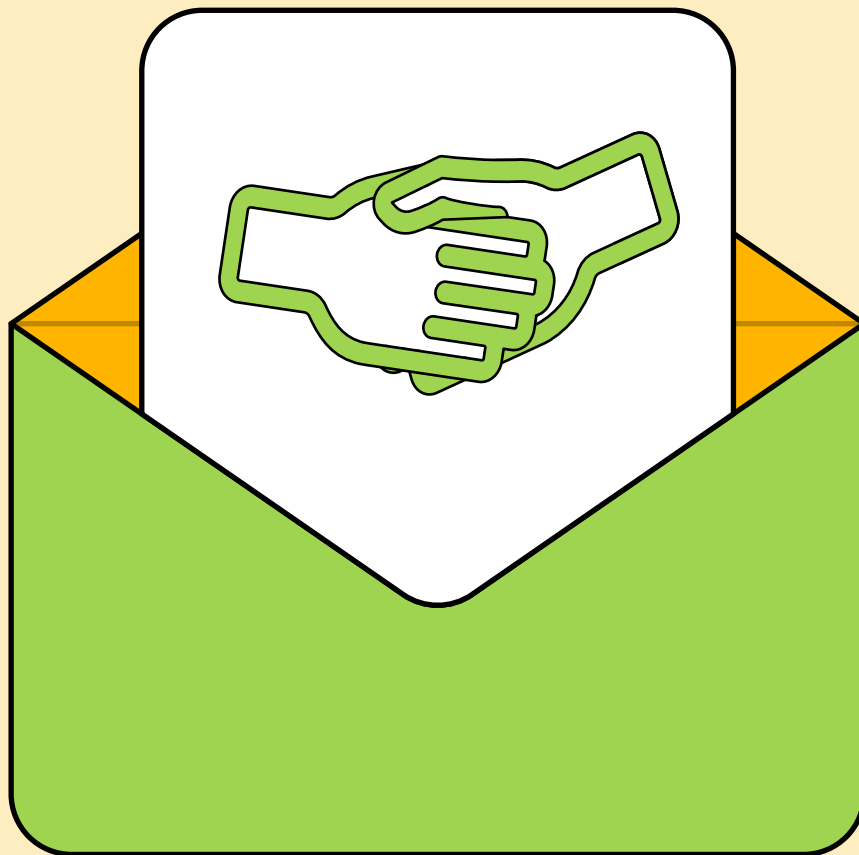
The following statements and perceptions have been collated from partners and residents through conversations at points of engagement, such as events or meetings, and mapped to identify common themes and language.

### WHAT DO PEOPLE SAY ARE LINCOLN'S STRENGTHS?

- We are small but mighty – change is not impossible, and we can have a big impact beyond our city boundaries
- We are rich with stories – we invest in research and engagement activities with the people who live, work and study locally
- We have community spirit – we are brave and hopeful, and are proud to speak up for others
- We are connected and supportive – if someone needs help, there is an organisation or service ready to step in with a menu of options and choices
- We are creative and diverse – and love a good celebration
- We don't give up – we show up and are persistent in our approach.

### WHAT DO PEOPLE SAY ARE LINCOLN'S CHALLENGES?

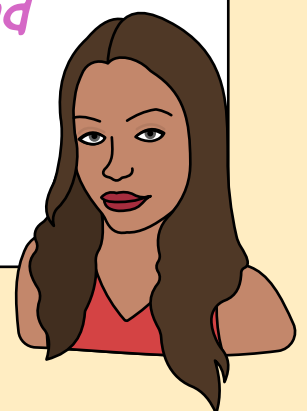
- We are suspicious of outsiders – some of our relationships and networks are fragile, which can limit aspirations and opportunity to learn and grow
- We don't trust easily – we tend to look for accountability over solidarity, which can stop innovation
- We lack confidence – we can write ourselves off too easily
- We are in survival mode – where we are told continuously there is a lack of resources, interest in working together becomes low and we forget about the non-financial assets we have
- We are rigid – we tend to stick with what we know, even if we can see it is not working as it should or as we had hoped
- We misunderstand power and empowerment – and miss chances to influence and to lead.



## AN INVITATION TO WORK TOGETHER

*"This strategy is intended as a living framework to guide focused action on poverty in Lincoln. It is designed to strengthen coordination, support delivery, and maintain collective focus. It is not a strategy to sit on a shelf, but one that will evolve through ongoing review, learning and transparency to local people."*

**Penny Rimmer, Senior Policy Officer,  
Resolve Poverty**

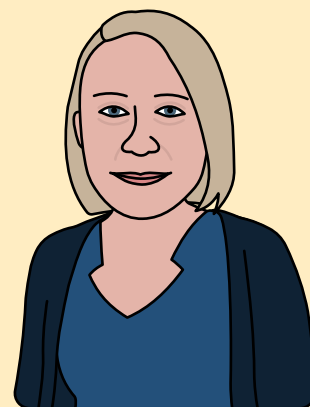


## INVITATION TO WORK TOGETHER

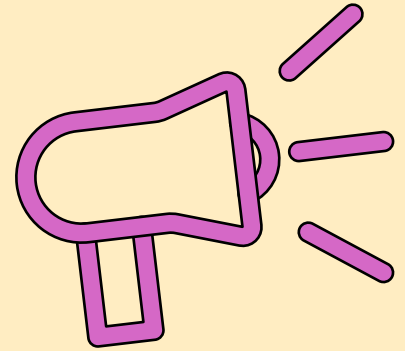
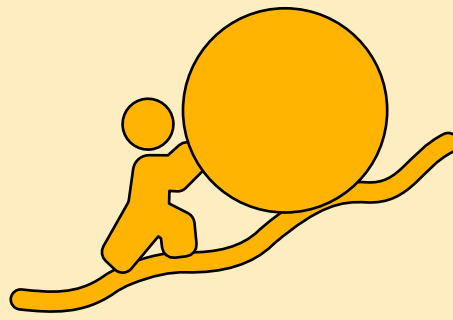
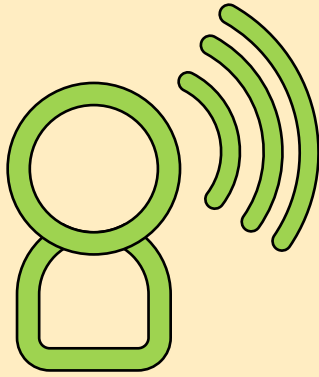
To change the story of poverty, we need to start with us. Lincoln Against Poverty believe everyone has a role, and there is a role for everyone. This means we need to be open to genuinely working together, through learning and growing together, and prepared to hear from others.

*“Other people need to understand and challenge themselves on the decisions they are making. One person cannot fix poverty; it is going to take everyone, not just people in organisations; it has to include people with lived experience. I see this as just the start of a journey of working together, across our amazing city.”*

**Sam Turner, Community Engagement Manager, Lincolnshire Coop**



The following call to action includes some statements that local people have said during our listening exercises. These examples are indicative of the things that seem important to residents.



**ACTION**

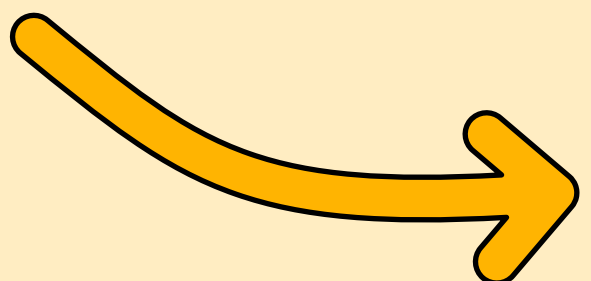
**AWARENESS**

**ADVOCACY**

## CALLING EVERYONE IN LINCOLN:

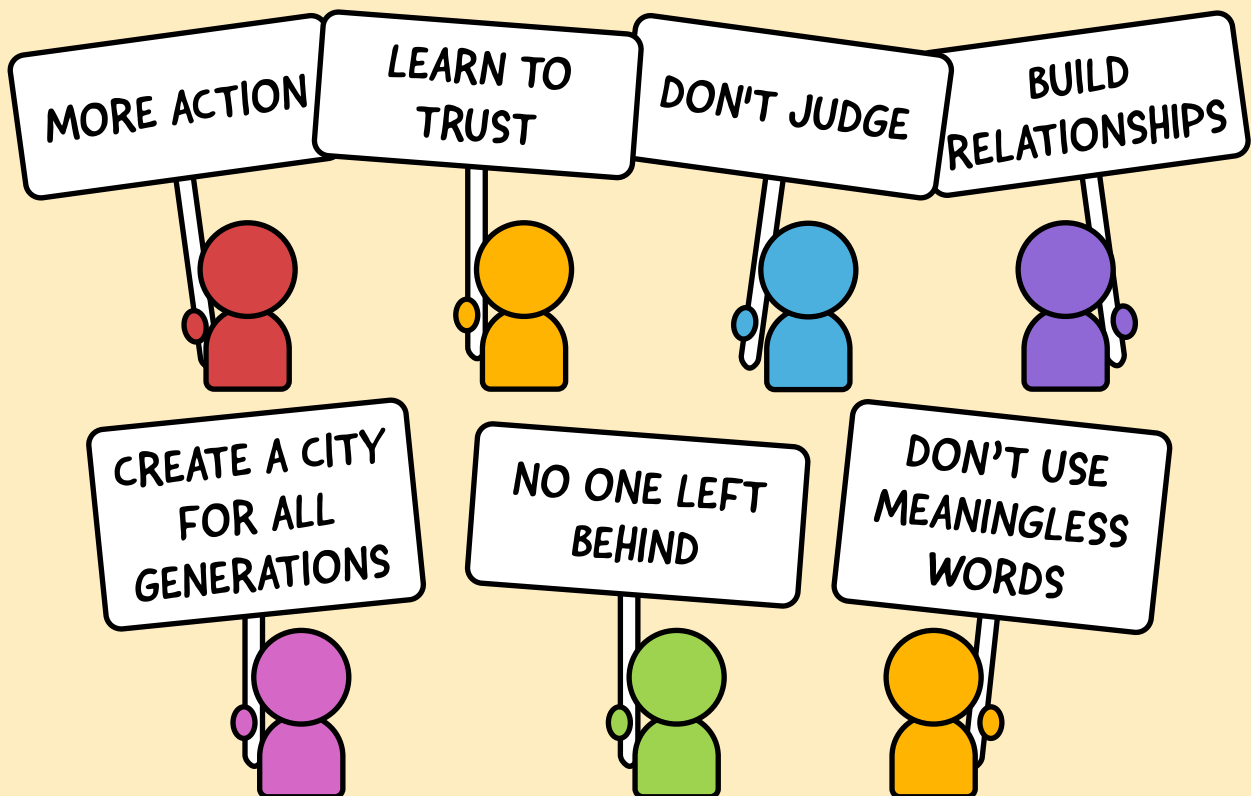
*Lincoln! This is an invitation to step into the heart of our city and start making things happen. We are moving beyond the era of statistics and stepping into a season of real, relational action where every voice carries weight and every neighbour is truly seen. This isn't about looking back at what was missed; it's about choosing to trust one another today, building bridges across generations and cultures, and creating a community where common sense and compassion lead the way. It is time to swap the jargon for genuine connection, ensuring that the bonds we build together are stronger than any barrier we face.*

*Let's give ourselves the permission to dream big and the bravery to redesign our future together. In Lincoln, we recognise that lived experience is the highest form of expertise, and we are coming together to champion the bold ideas and creative risks that will define our future. We are here to celebrate Lincoln's incredible talent, to tell the positive stories that often go unheard, and to stand as a voice for those who aren't yet ready to speak. This is our moment to be proud of where we live and even prouder of what we can achieve when we refuse to leave anyone behind. It's going to take all of us!*



## CALLING EVERYONE IN LINCOLN:

# COME TOGETHER FOR ACTION



### DREAM AND REDESIGN

*We need to give ourselves permission and space to dream.*

*Let's demand better for ourselves and our neighbours.*

*Let's redefine what support needs to look like.*

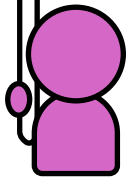
*We need to reimagine what an "expert" looks like.*

*Let's champion new ideas from individuals and organisations taking the risks that might lead to positive change – and not bash them if they fail.*

DON'T BASH FAILURE

A purple stylized human figure is holding up a white rectangular sign with the text 'DON'T BASH FAILURE'.

DISABILITY IS  
NOT ALWAYS  
OBVIOUS



## CHANGE OUR PERCEPTIONS

Let's look a bit deeper – for example, not all disabilities or difficulties are obvious, visible or easy to understand.

We all need to work on our own perceptions and assumptions, to reduce stigma and bias.

Let's be open to changing our minds.

Let's apply some common sense and compassion.

HELP OUR  
NEIGHBOURS



## SPEAK OUT

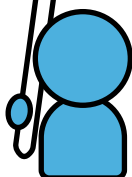
We have a voice and need to use it.

Let's step away from tick-box exercises and use jargon-free and abbreviation-free language.

Let's be the voices of our neighbours or those who do not feel ready to speak out.

Let's use the community spaces we have available to us and support their survival.

TELL POSITIVE  
STORIES



BE PROUD

Let's find new ways to celebrate Lincoln and all that our city has to be proud of.

We should be telling more positive stories to each other.

Let's give chances to new ideas and groups so we can share and showcase local skills and talents.

## CALLING COMMUNITY SECTOR ORGANISATIONS:

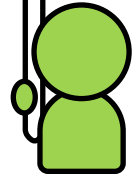
*This is an invitation for our community sector to step in with a new level of honesty and collective pride. We are moving beyond the old conversations that focus solely on funding gaps and are instead opening the door to a future of sector-led leadership and true sustainability. This is about working together rather than in competition, recognising that by pooling our existing assets, spaces, and networks, we are far stronger than we are in isolation. Let's lead the way by acting as businesses with purpose, valuing our economic worth while maintaining our social heart, and ensuring that every organisation in Lincoln has the space to innovate and thrive.*

*We are calling for a shift toward measuring what truly matters: the genuine, life-changing impact you have on people every day, rather than just the numbers on a spreadsheet. We want you to stand tall as the essential voice for our community, ensuring your workforce is supported and celebrated. This is our moment to shout collectively about the incredible support Lincoln offers. When we stand together, stop duplicating efforts, and start championing each other's successes, we create an unstoppable force for good that truly represents the heart of Lincoln.*

**BE HONEST**



WE WANT  
GENUINE IMPACT

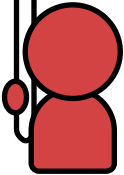


## MEASURE WHAT MATTERS

Push back and stop asking us meaningless questions or counting numbers to measure your “performance”.

Find new ways to show us genuine impact from the work you are

DON'T JUST  
BUILD NEW

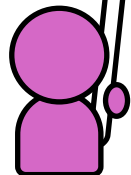


## WORK TOGETHER

Stop competing and start collaborating.

Utilise existing assets, spaces and networks – don't just build new or duplicate elsewhere.

BUSINESSES  
WITH PURPOSE

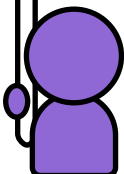


## INNOVATE

Lead the way.

See your economic worth and act more like businesses with purpose.

DEMAND  
FAIRNESS



## MAKE A STAND

Be our community voice when community voices are underrepresented.

Demand fair costs for your work and don't sell yourself short or squeeze your own workforce.

Shout collectively about the support on offer.

## CALLING LOCAL AND CENTRAL GOVERNMENT:

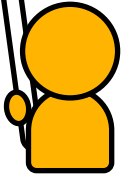
We invite you to lead with a spirit of solidarity, building on the positive anti-poverty work that has been done over the years and working hand in hand with our communities. By embracing more flexible commissioning and inclusive language, our focus remains on long-term community value rather than short-term savings. Let's continue building a system that honours the humanity of every resident and ensures that essentials, like a stable home, are treated as a basic right. With genuine partnership and no rigid processes in sight, we allow the wisdom of our city to help shape the solutions we all want to see.

Let's continue to unlock Lincoln's full potential by trusting communities to lead their own projects. By lowering barriers and opening underutilised assets, we empower residents to transform their own communities. We welcome a partnership that views diverse perspectives as a strength and focuses on support rather than blame. We celebrate adaptable and compassionate local and central governments that act as a true partner in progress, ensuring our shared vision for Lincoln is achievable for everyone.

## REDESIGN COMMISSIONING



## MEDIA TAKE RESPONSIBILITY



### OPEN-MINDED AGENDAS

Let's learn to hear and work with people with whom we might not agree.

We must stop demonising people, including through the media. Make sure we see the person in front of us as human.

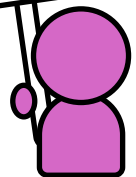
### ENGAGE WITH INTEGRITY

Let's listen and actually hear people.

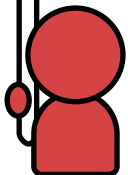
Let's be honest about the purpose of engagement.

We invite you to get out from behind your desks and come and see what community awaits.

## MEET YOUR COMMUNITY



## ACT WITH SOLIDARITY



### CHANGE THE LANGUAGE

Change our goals – for example, our language around “getting people back to work” as this can be isolating and demonising for those who cannot work.

Let's make a good home a basic right, not a status symbol.

Stop blaming vulnerable people for our problems.

Let's secure our vision and not get distracted by devolution or local government reorganisation.

We must move away from “holding people to account” to a place of solidarity.

## ENABLE PEOPLE TO DO

### TRUST COMMUNITIES

We must redesign the expectations and processes that make it difficult for people to undertake projects in their own communities.

Let's unlock more community assets that lie underutilised.



## CALLING ALL THOSE WORKING IN HEALTH, CARE AND WELLBEING:

We invite you to help us reimagine health as a community-wide effort, moving beyond crisis response to proactive, local support. By investing in the community spaces and non-clinical drop-in services residents already trust, we can make mental and physical well-being accessible to everyone. We seek a more consistent partnership where we work together to build strong, stable health provision rooted in our communities.

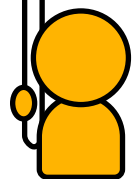
Let's lead the way by recognising how foundations like housing quality directly impact our health. We also look forward to more transparency and choice regarding our personal data. Together, we can build a system that respects the whole person and supports every resident's journey toward a healthier life.

WORK WITH EACH  
OTHER

### VALUE CONSISTENCY

Offer more consistency to help us rebuild our relationship.

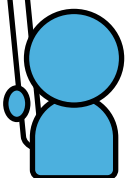
Let us support what you need to work better with local partners to build strong and suitable community health provision.



HOMES NOT  
HOUSES

### CONNECTING HOUSING & HEALTH

We must do more to demonstrate the health and well-being impacts of poor quality housing.



# INVEST & DESIGN DIFFERENTLY

INVEST IN EXISTING SERVICES



KEEP NEIGHBOURHOOD SPACES OPEN



LIVE ALONGSIDE EACH OTHER



MORE NON-CLINICAL SPACES




HELP US GET THE ADVICE WE NEED



DON'T JUST BE THERE IN CRISIS



SHARE WHAT IS NEEDED - NOTHING ELSE



## DATA OWNERSHIP

Stop charging us for medical notes needed at the request of other services to evidence a diagnosed condition.

We want more choice over what information is held about us, how it is accessed or can be accessed, and who it is shared with.

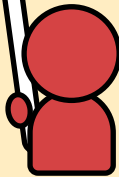
## CALLING PRIVATE SECTOR ORGANISATIONS:

We invite you to help rewrite Lincoln's growth story, moving from a focus on individual survival to a shared narrative of solidarity and innovation. By working together, we can prove that businesses and people thrive most when they support one another. Let's look beyond traditional CSR and build genuine, mutually beneficial partnerships that invest profit back into our local community through social enterprises and shared resources.

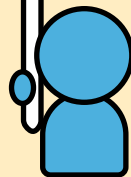
Now is the time to lead with purpose, committing to a workforce culture that values well-being as much as productivity. We invite you to be a key partner in this transition towards a more connected, resilient local economy. Together, we can ensure that Lincoln's economic success is something every resident feels and benefits from.

## WORKFORCE SUPPORT

WHAT DO YOU  
NEED?



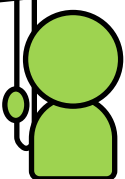
EMPLOYEES NEED  
TO THRIVE WITH  
EMPLOYERS



DELIVER  
TOGETHER



INVEST PROFITS  
LOCALLY &  
REPURPOSE



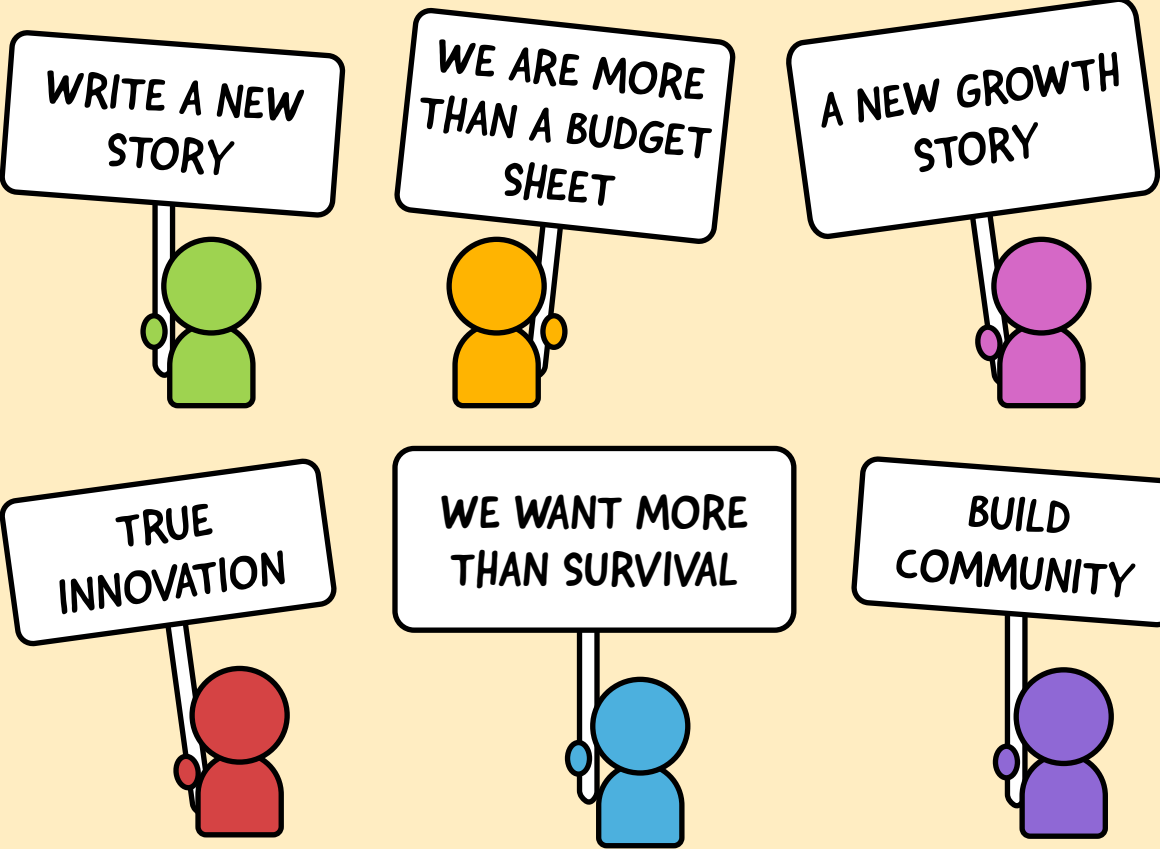
### BEYOND CSR

Let's find new ways to work across sectors beyond existing Corporate Social Responsibility (CSR).

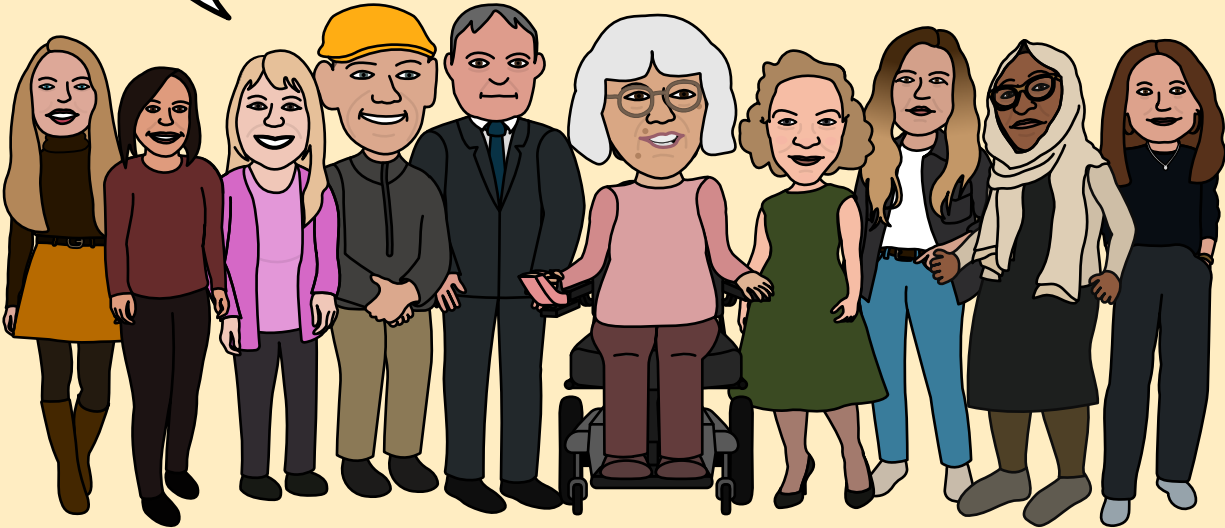
Invest more profit locally through social enterprises and community mutually beneficial partnerships.

Do more to repurpose what we have rather than build or buy new.

# CHANGE OUR GROWTH STORY



*Let's rewrite Lincoln's story of growth to be more than individual budget sheets and individualistic survival.  
Let's make Lincoln's story one of solidarity, innovation and community.*

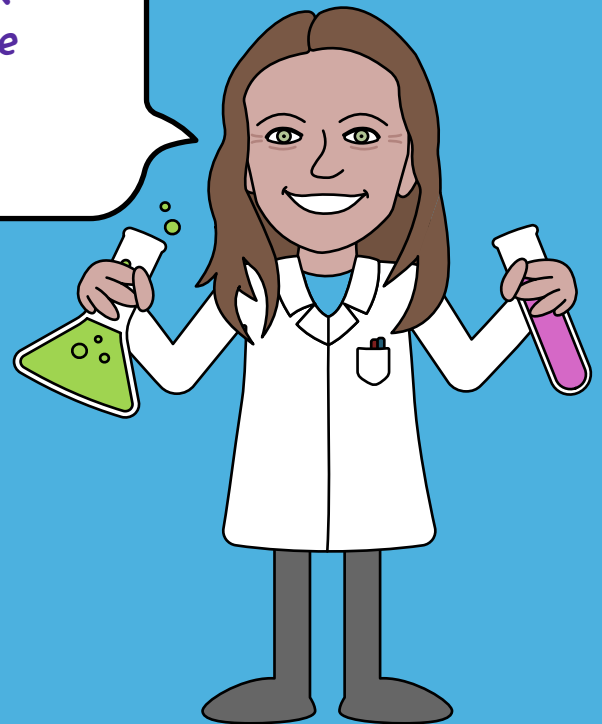


*“Unfortunately, there is still a stigma that poverty is a person’s fault. People can too easily find themselves in cycles, sometimes over a lifetime, of hardship, struggle and pain. As a society, we are often left dealing with the symptoms of poverty, not the real problem, and we are overwhelmed with negative narratives about people who are vulnerable, suffering and in need of support.*

*I believe that things are changing. Lincoln, and all its people, have an opportunity to re-write the story of poverty locally, by coming together, listening, and taking collective action.*

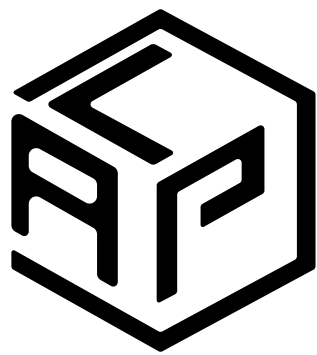
*It is not ok that poverty is so high in our communities in 2025. The next few years are uncertain, but I remain hopeful and inspired by individuals so far that are showing tenacity, compassion and bravery to think and work outside of what has become the norm. The time to stand together is now.”*

*Charlotte Brooks, LocalMotion Lincoln*



**SCAN THE QR CODE TO VIEW THE  
ONLINE ACTION PLAN**

**DESIGNED BY LOU GEBBIE**  
[www.lou-gebbie.com](http://www.lou-gebbie.com)



**LINCOLN**  
**AGAINST POVERTY**