



working with you for lasting change



A company limited by guarantee registered in England No. 03275199

Registered Charity No. 1064566

Registered Office LCDP, The Old Vicarage,
Croft Street, Lincoln LN2 5AX

This publication can also be made available in alternative formats, e.g large print,
electronically or audio. Please call 01522 533510 or email enquiries@lcdp.org.uk

ANNUAL REPORT

January - December 2010



2010

COMMENTS FROM THE CHAIR – 2010

During 2010 LCDP has had highs and lows to contend with. The highs have been the quality of work that our dedicated team of Community Development Workers delivered with their various partners, whether geographic communities or communities of interest. This work has seen changes take place within peoples' lives that will be long lasting, and for the better. Many would suggest that communities don't need community development workers, and that communities always used to get by themselves. This argument fails to recognise the social changes that have taken place, where less people are benefitting from active membership of groups such as Churches, Trade Unions and political parties as well as other intermediate groups, that provided them with the necessary organisational skills and confidence. It is those skills that our team of workers have provided, and enabled communities to address those issues that are important to them. As the so called "Big Society" rolls out, it is these skills that will be essential to help groups meet the challenges placed before them.

It is at this point the lows come in. As part of the public sector cuts, funding to the third sector, of which LCDP is an integral part, has been drastically reduced and at the end of 2010 and into early 2011 we were sadly having to issue redundancy notices to excellent staff members who have worked solidly with their client groups for many years. While new forms of third sector funding emerge there has been little if any thought into how these critical skills are kept in community development. This is even exacerbated by the fact that much of the new funding is going to large regional or national charities, which means that decision making is taken further from local people and the groups that matter to them.

As 2010 came to a close LCDP staff and Trustees were looking at what needed to take place in order to ensure the sustainable future for the Charity, and above all the essential work it undertakes.

For all this hard, challenging and important work I would like to thank our staff team and my fellow Trustees for their dedication, vision and dogged determination to ensure that we provide the support that is but one aspect of enabling communities to work for lasting positive change.

Andrew Vaughan

Chair of LCDP Board of Trustees

FUNDERS

- Safer & Stronger Communities Fund – City of Lincoln Council
- Single Programme
- SureStart – Lincolnshire County Council Children's Services
- NHS Lincolnshire
- Lincolnshire County Council
- Tudor Trust
- Awards for All
- Big Lottery Fund
- Lincolnshire Police

THE AIMS & OBJECTIVES OF LCDP

LCDP's vision is:

"To work alongside people of all backgrounds in their communities and with the organisations that affect their lives"

"LCDP is a key development agency within the County, establishing partnership projects that link those who make decisions and those whose lives are shaped by them. It creates opportunities for local people to improve their quality of life socially, economically and environmentally."

In order to achieve this, LCDP will:

- Encourage the development of community groups and facilities
- Build self-esteem, confidence and a sense of mutual responsibility
- Promote education and training opportunities for individuals and groups with the aim of improving the local economy

Our objectives are:

- Sharing power, knowledge and skills to enable local people to make their own choices and decisions
- Being a support mechanism for underrepresented groups in the City
- Adding value to strategic work in the City
- Facilitating local people to speak for themselves
- Fostering a sense of mutuality and support
- Perceiving possibilities and identifying opportunities

COMMUNITY DEVELOPMENT

Over the years LCDP as an organisation has adopted the values and principles of CDX (*Community Development Exchange*). However this year we have decided that our organisational values should be amended to reflect the link of our work to the National Occupational Standards for Community Development, through FCDL (*Federation of Community Development Learning*). The main difference in the two is the addition of reflective practice as a key value. Over the coming year we will also be reviewing our mission, vision and objectives.

Our Values and Principles are:

- Social Justice
- Sustainable Communities
- Self- determination
- Participation
- Working together and Learning
- Reflective Practice

CELEBRATING DIVERSITY

Celebrating Diversity is central to the way we work. It means that we believe everybody has a contribution to make because we are all different, for example; our experiences; values; abilities. We feel we must celebrate diversity in all forms because we are committed to inclusion and social justice.

DIVERSITY ACTION PLAN 2011

Each year LCDP considers their commitment to ensuring a diverse range of people and projects are supported and championed by the organisation. Our action plan for the coming year is:

Action	Timescale
We are committed to working collectively to bring about social change and justice by working with communities in the most disadvantaged areas of Lincolnshire, respecting and valuing diversity and difference.	Ongoing
We will develop strategies to offer training to organisations to enable them to operate in a Culturally sensitive way and develop the use of self help tools for 'staying well' both mentally and physically.	Ongoing
We will encourage the interaction between groups, such as different generations, faiths, racial, sexual or physical identities, so barriers can be broken down and a greater understanding can be gained.	Ongoing

ACHIEVEMENTS IN 2010 – the team's perspective

Jeanne Bain - Overview

Chief Executive

The ups and downs continued during 2010 as we came to terms with the new government and the growing awareness of widespread changes and cuts. Over the last 14 years we have prided ourselves in the way LCDP works, involving people in decision making, motivating people in communities to take an active part, developing pride in communities and building skills and confidence – isn't that the Big Society?

The most significant work that was carried out during the latter part of the year was to get as many applications for funding in to as many different funders as we could. We enlisted the support of Rachel Hewitt, whose help we really appreciated. By the end of the year we had submitted 21 applications for funding, some small and some very large. We also started negotiations with potential new strategic partners such as Macmillan. The outcomes of the bids will be known in 2011.

We have seen a number of staffing changes during 2010, some in response to funding cuts and others moving onto pastures new. In February we said goodbye to Jose Bruce whose practical operational skills added to the diversity of our management team. Jose is now a Neighbourhood Working Manager covering the Lincoln South area. I would personally like to thank Jo for all the additional work she has taken on and for taking line management responsibilities for Training and Neighbourhood Working staff, as well as continuing to keep our finances in good order.

In relation to each work stream, here are some highlights; the teams themselves will give more information in their reports:

Delivering Race Equality in Mental Health – the team has worked incredibly hard this year and has been building ever stronger relationships with strategic partners. The LPFT secured funds from East Midlands Development Centre to produce a DVD and Training Package which highlights the importance of using interpreters with none English speaking patients. Easy Access for All was completed and launched at the end of the year and is now available to download from our web site. Lu went off on maternity leave and we recruited Amelia Alonso to cover. On Lu's return Amelia agreed to stay with us and would cover the East Coast area, which has been a significant gap in our coverage of the County. We also said goodbye to Angel Jackson in October when she returned to University to study Social Work – we wish her every success. Annie Shi had been working with Angel as a volunteer and was successfully recruited onto the team in November.

Neighbourhood Working – the teams are having great success in the wider Neighbourhood Working areas of Abbey and Park. They continue to promote cohesion in all areas, address health issues, build skills & confidence and work with local people to make their community a better place. A substantial piece of work carried out in 2010 was taking

part in a national research project with the Community Development Foundation and New Economics Foundation. The research project looked at the Social Return on Investment (SROI) of community development within Neighbourhood Working. The results were very positive and a copy of the report can be downloaded from our website. Unfortunately at the end of the year we received a letter from the City of Lincoln Council informing us that they could no longer fund the community development work from March 2011. This was devastating news, but not unexpected, due to the massive cuts the Council has to make in its budget.

Training – Tracey has been working very hard on the ESF project in Sleaford and has honed ‘A Step in the Right Direction’ to perfection. The results we are seeing, in relation to people gaining voluntary work and employment are amazing. The beauty of this work is, it is based on the individual, it works with people at their pace, allowing them to make the decisions – not forcing them down a path they don’t want to go. Jo and Tracey took this product to a Work Skills conference in October and out of that has come a very promising partnership with A4e. Tracey and I continue to attend Regional Open College Network events and reviews to ensure we are up to date and our standing as an Accredited OCN Training Centre continues to a high standard.

Early Presentation of Cancer (EPOC) – this work stream is really exciting and caught the eye of Macmillan who are interested in our work. Macmillan are seen by a lot of people as an ‘end of life’ charity and people shy away from them. They recognise the value of EPOC being able to get to the heart of the community with the important message of early presentation of cancer symptoms to GP’s leads to much better health outcomes and life expectancy. Macmillan is also interested in A Step in the Right Direction Training programme as part of their survivorship programme – exciting. Julia Prior left us during the year, we all wish her well and thank her for all her hard work and Kasia Pisarska joined us in December and has really got to grips with her new role.

Queens Estate, Wainfleet – the project has really developed this year, growing the training element and producing really excellent results. Its building relationships with strategic partners who will be able to support the Tenants group when the Single Programme funding ends in 2011. Suzan Harrison left us and we welcomed Louise Irving half way through the year.

Sure Start Lincoln Central – Laura went on maternity leave during the year and we welcomed Helen Horne to cover. The work is changing with Sure Starts being incorporated into Children’s Services completely and the team are working really hard to involve more families in the programme and highlight their training needs and facilitate appropriate training.

Tudor Trust – working in partnership with the Lincoln City Supporters Trust from Lincoln City Football Club we secured funding for a community development worker to work with the club to develop the use of the football ground facilities into the centre for Sincil area community activities.

Finally, I would like to thank all the staff who have worked so hard during the year, your commitment, motivation and innovation overwhelms me. Thank you. Thanks also to the Board for their continued support to all of us.

PS. Again, we have 3 more LCDP Babies, 2 expected in 2011. It is definitely something in the water!!! Congratulations to Laura and good luck to Ola and Petra.

Jo Devlin

Finance Manager

2010 was without a doubt always going to be an extremely challenging year for LCDP, non more so than the ever growing reality of the recession and the likely impact this would have not only on our own organisation but across the voluntary sector as a whole. In a direct response to this we acknowledged the future financial situation of LCDP and as such took the decision to restructure our management team by reducing it from three managers to two. The withdrawal of our Operations Manager's post meant that operational responsibilities would be shared between the remaining management posts of LCDP's Chief Executive and Finance manager.

As LCDP Finance manager my new role included providing line management responsibilities for Neighbourhood Working, LCDP Learning and from September 2010 our new project, Lincoln City Supporters Trust project, funded by Tudor Trust and based at Sincil Bank. By March 2010 it felt like I had done a year's work in just three months! However, I would like to express my thanks to Jose Bruce, previous LCDP Operations Manager, who worked tirelessly to implement the restructure within LCDP and in particularly the work she did in reorganising Neighbourhood Working for 2010-2011.

My additional responsibilities enable me to work closely with community development workers and to recognise the excellent but sometimes complex nature of the work they do, it also allowed me to recognise and acknowledged the highs and lows of such work and to continue to identify a positive approach from lesson learnt.

The two main funded projects for 2010 were, Neighbourhood Working (26%) now funded directly by Lincoln City Council (previously funded through Safer & Stronger Communities Fund), in which LCDP provided the community development element across three Neighbourhood working areas, Lincoln North, Lincoln Central, and Lincoln South, and, Lincolnshire Primary Care Trust (38%), Delivering Race Equality in Mental Health across Lincolnshire. Other funding included; Lincolnshire County Council Children's Services (9%) which continued to fund staff costs for two full-time equivalent posts within the Surestart Central children's centres and European Social Fund Co-financing (4%) funded the second year of our worklessness project, A Step in the Right Direction, which completed in December 2010. Single Programme (9%) our Wainfleet Queens Estate family play project entered its second year as did the NHS funded (9%) Early Presentation of Cancer (EPOC) project for Lincoln and Gainsborough.

Tudor Trust funded (4%), as mentioned in the previous paragraph was new funding for 2010.

(Figure in brackets represents a percentage of main project funding for 2010)

As to be expected our main focus during 2010 was in addressing the funding structure post March 2011 and by December 2010 LCDP had submitted a substantial amount of funding bids. By December 2010 we had also received formal notification that Lincolnshire Primary Care Trust, Delivery Race Equality in Mental Health and Lincoln City Council, Neighbourhood Working community development worker funding would end in 2011, equating to approximately 64% of LCDP main funding. This was compounded by the fact that EPOC and Surestart funding, post March 2011 was far from secure.

This resulted in LCDP ending the year with almost half the staff under threat of redundancy however, this did little to dampen the spirit of LCDP and if anything a new sense of direction and subsequent opportunism had emerged. With this in mind I would like to give credit and a huge amount of thanks and praise to all LCDP staff, particularly those who ended the year facing uncertainty, the commitment, hard work, dedication and professionalism by the LCDP team is something I am immensely proud to be a part of.

In addition to my role as Financial Manager I have continued to facilitate the Lincoln Dyslexia Support group which provides support to adults living or affected by dyslexia. The group meets on the second Monday of every month and provides a 'safe' environment to talk about the day to day challenges often face by people with dyslexia.

Tracey Smith

Training Co-Ordinator

January to December was the second and final year of the 'ESF Step in the right Direction' Project.

With little confidence, motivation and clarity about what they wanted to do next in their lives the people who accessed the project needed both emotional and practical support to recognise and tackle their barriers to employability. Over the full two years the project evolved guided through the needs and responses of the people who accessed it. The project offered four areas of support providing an individual pathway to work. These were:

- **One to one** - Addressing confidence, motivation, self-esteem and wellbeing through one to one meetings, goal setting and action planning.
- **Personal Skills Development** – Building personal and work skills through volunteer placements and training (both accredited and none accredited).
- **Employment Toolkit**- Increased confidence and motivation through CV building, application writing, interview skills and job search techniques.
- **Job Ready** – Support and encouragement through interview preparation and job search.

The project provided people with an opportunity for change. Those who received support did so voluntarily, with no time restrictions on the amount of time they had or level of support.

The majority of those who accessed the project had been unemployed for 36 months or more. Many caught within a culture of benefit dependency. At its end sixteen people gained accreditation through training. Thirty three people attended workshops, eleven people had found work, many more were involved in voluntary work, accessing local training and other statutory employment provision that they felt they were not able to effectively engage with. People were job ready and actively looking for work.

Jess Turner, Liliana Gnoinska, Angel Jackson, Lurdes Webb, Amelia Alonso and Annie Shi

On behalf of the Delivering Race Equality in Mental Health Care Team

The BME Team has been working alongside NHS Lincolnshire since 2007 to implement the national Department of Health programme of Delivering Race Equality (DRE) in Mental Health Care. DRE is a comprehensive action plan for eliminating discrimination and achieving equality in mental health care for all people of Black and Minority Ethnic (BME) status.

The language barrier remained high on the agenda this year with partnership working progressing positively. We worked closely with the Lincolnshire LINK (Local Involvement Network) to form a working group aimed to push forward the use of interpretation services by health service providers. We also worked closely with LPFT (Lincolnshire Partnership Foundation Trust) and the Garnett Foundation to produce a DVD and training package for Mental Health staff on the difficulties of accessing services for those whose first language is not English. While encouraging health service providers to fulfil their duties to provide interpretation services, we also continued to promote learning and use of the English language in the community. During 2010 we ran informal language and conversation groups in Lincoln, Gainsborough, Sleaford and Grantham while discussing health related matters and informing the communities of their rights.

Community drop-in sessions in Grantham, Boston, Spalding and Sleaford also helped to keep communities informed of their rights and provided a place for people to receive individual support.

Wellbeing workshops were delivered in Gainsborough, Grantham and Lincoln and for various communities and ranged from talks on health and mental health to physical activities and healthy cooking and eating sessions. A survey in Lincoln Prison this year also helped the team to explore inmate's experiences of mental health both in the community and within the prison system.

As well as focusing directly on health and wellbeing we also consider how culture impacts on wellbeing and, in response to this, a group was set up in Grantham to help Portuguese

children retain their mother tongue and learn about their heritage and culture. Focus groups for African and Caribbean communities were also initiated in Boston.

Wellbeing and culture were combined to celebrate World Mental Health Day in October. The whole team organised a “Culture, Spirituality and Wellbeing” event at Lincoln’s St Mary Le Wigford Church. There were workshops such as tai chi, drama and meditation, performances of African drumming, martial arts, poetry and Morris dancing and partners from the voluntary and statutory sector were also on hand to talk to people about culture, spirituality, mental health and wellbeing. We also attended the annual Boston Community Showcase event to promote health and wellbeing in the community.

In 2010 we continued to work with the PCT Equality and Human Rights department and Lincolnshire County Council Travellers Education Service to deliver Cultural Awareness training to NHS staff. In addition, 2010 saw the first delivery of RECC (Race Equality and Cultural Capability) training to NHS staff at Boston Pilgrim Hospital as well as to voluntary sector groups and organisations in Lincoln. Training of the team to become WRAP (Wellness Recovery Action Plan) facilitators also began in 2010.

Other partnership working in 2010 included involvement in producing the countywide Hate Crime Strategy and working with Nottinghamshire Healthcare NHS Trust to facilitate a focus group resulting in the production of the Regional Toolkit for BME Service User and Carer Involvement.

This year we sadly said goodbye to Angel as she followed her dream and left LCDP to study Social Work at Lincoln University. Happily we welcomed Lu back from her maternity leave and Amelia and Annie as new members of the team!

Gemma McFaul

On behalf of St Giles Neighbourhood Working and Lincoln City FC Supporter's Trust

St Giles Neighbourhood Working (January to September 2010)

2010 was another exciting year in St Giles with Volunteers from the various community groups working together with the support of the Community Development Worker, to provide a wide range of activities and projects for local residents.

The St Giles Volunteers Forum continued to work together. They accessed further training and secured more funding to enable them to host several community events and launch some exciting new initiatives.

The Annual Volunteers Day and Children and Young Peoples Celebration events were real successes with around 180 residents and agency representatives coming together in June to celebrate the commitment of volunteers both young and old.

St Giles Elders United continued to provide activities and events for older residents, and Making a Difference for St Giles (MAD) continued to provide a range of fun activities for families and young people.

Knit and Knatter raised valuable funds for local charitable causes and Charmed Photography provided a low cost Photography service to community groups.

The St Giles Media and IT group continued to produce the St Giles Community Newsletter providing a wealth of information to residents about what's on in their community, including information about the range of support services available to them, the activities and projects running at their Community Centre and other local venues, and news articles about the successes of recent community events.

The STAG Gala Planning group supported by the Community Development Worker, Neighbourhood Manager and Neighbourhood Policing Team, planned the Annual Summer Gala. Volunteers raised over £500 through fund raising activities and secured further funding from the Ward Budget to finance the event which saw 200 residents gather on the local primary school field to enjoy the Gala which took place in August.

A new Community Dance Group was established in June 2010. With the support of the Community Development Worker and local Neighbourhood Policing team, a young volunteer received funding from the Police Fund to set up the Dance Group at St Giles Community Centre. On average 22 young people aged between 5 and 15 years old continue to attend weekly sessions learning a range of dance from hip hop to body popping!

With a small pot of start-up funding provided by the Neighbourhood Manager, and the support of the Community Development Worker, volunteers from St Giles Volunteers Forum took over the running of the St Giles Community Coffee Morning at the Community Centre, which had previously been run by a local New Life Church volunteer for over 20 years. Volunteers from the various community groups continue to work hard to provide healthy and affordable breakfasts for local residents as well as raising funds for their groups and charitable causes by holding table top and jumble sales.

St Giles Disability Action Group relocated to the Community Centre to continued to provide their surgeries in conjunction with the Coffee Morning. The group further developed links with a range of support providers to enable them to provide an effective sign posting service for local residents and their families who were affected by a range of physical and mental health related disabilities.

The Community Development Worker liaised with a range of partner agencies to provide drop in surgeries at the Community Coffee Morning to support local residents in accessing the wide range of support and advice services available to them. Partners such as Lincolnshire County Council Family Learning Services, Benefits Advice, Pelican Trust, CAB and Credit Union all attended Coffee Mornings enabling local residents to access debt management, budgeting advice and family health support services on their doorstep.

The St Giles Recreational and Learning Programme, which the Community Development Worker developed in partnership with Birchwood Access Training Centre and Pelican Trust in January, continued through to July providing the opportunity for residents to complete a wide range of short courses such as Yoga, Introduction to Complimentary Therapy, Introduction to Sign Language, Every Day Book Keeping, Basic First Aid, Arts and Crafts, and

several IT Courses. The courses have helped around 150 residents to gain new skills which will support them into employment and further education as well as providing the opportunity for them to come together socially and meet their neighbours.

In September the Community Development Worker and Neighbourhood Manager liaised with E-QAS to establish a Cascade Learning Centre in the St Giles Neighbourhood Office. The Centre would provide the opportunity for local people to complete a range of online courses with the support of a tutor and the provision of high spec computers. To date around 50 residents have accessed the centre having the opportunity to gain new skills and qualifications which will support them into employment and further education.

All in all the St Giles project has went from strength to strength with residents leading the way on various issues and showing a real commitment to making their community a better, safer place to live.

Lincoln City FC Supporters Trust, (September 2010 to March 2011)

In September 2010, I took on the new role of LCDP Community Development Worker at Lincoln City Football Club, a 21 month post funded by Tudor Trust, working on behalf of Lincoln City Supporters Trust in partnership with City of Lincoln Council's Sincil Area Neighbourhood Team.

The aim of the Supporters Trust project is to support Lincoln City FC to build positive links with the local community and develop the club into a focal point for community activity.

The project has got off to really positive start with several initiatives already up and running.

One of these is the Primetime Over 50's Activity programme which I have established in partnership with AGEUK and Lincoln City FC Sport and Education Trust. The Activity club which is based at the Football club launched in March and provides the opportunity for older residents to come together to enjoy a range of fitness activities and meet other residents in their neighbourhood.

Along with my colleagues, Amanda Jones and Rosemary Robinson, the community development workers for Park Neighbourhood, we have provided various sports and recreational projects for children and young people in the Sincil and surrounding area. These included 6 weeks of free football fun taster sessions in partnership with Lincolnshire County Council Sports Development Team, and a 10 week programme of Sports Fun, and Dance & Craft taster sessions in partnership with Acts Trust, all of which took place at the Football Club. The sessions enabled us to engage with young people and their parents consulting with them about the types of activities they would like to see provided at the club in the future.

Myself and Amanda have also launched a Learning and Recreational Programme for the Sincil area in partnership with Birchwood Access and Training Centre, to provide the opportunity for residents to complete short courses such as Introduction to Sign Language, Basic First Aid, Digital Photography and a range of IT courses, Yoga and Arts and Crafts, which will support them into employment and further education.

Along with the City of Lincoln Council, Park Ward Neighbourhood Manager, we are supporting Lincoln City FC Sport and Education Trust to develop the 'Stand up Speak up Project' which aims to address racism and promote equality and diversity through planned programmes, which are being run in local Primary schools in the Sincil and surrounding area. Part of this project will involve engaging with local residents from a range of backgrounds and cultures to develop new initiatives with the aim of promoting community cohesion in the Sincil and surrounding community.

I am currently working with a local Supported Housing provider and a the Student Volunteer Coordinator from Lincoln University to develop projects for vulnerable young people who are affected by a wide range of issues including homelessness, substance misuse and crime and anti-social behaviour.

There are lots of other exciting projects in the pipeline. Subject to securing funding, over the next 12 months I hope to host several Community Cohesion based events including a Picnic on the Pitch, an Aussie Style Xmas Fayre and a Winter Warmer Health and Wellbeing event.

I also hope to secure funding to establish a range of community projects including 'Dance for All', a dance and fitness programme that will be accessible to residents of all ages and abilities, and a 'Youth Social Club' which will provide a safe place for young people from all backgrounds to come together, to socialise and take part in positive activities.

The LCFC Supporters Trust Community Development project is progressing well and I am looking forward to working alongside local people to develop new and exciting initiatives, and continuing to support Lincoln City FC Supporters Trust to create a hub for the Sincil Community.

Rosemary Robinson and Amanda Jones

On behalf of the Central Neighbourhood Working Team

The Central Team includes two half time community development workers, Rosemary and Amanda, who work in the Sincil area of Park ward.

Most of their work has been focussed on community cohesion, in recognition of the population diversity and the difficulty of engaging with this "hard to reach" community. Sincil area is home to a large concentration of people from eastern Europe and also many students, as well as long established households.

Early on, the Team identified "communication" as a priority within the area: there is no community centre or focus for community information and, although there is plenty going on in Sincil, participation is often low. Every month, Rosemary produces the Sincil Area Events Poster, which is displayed in over 40 shops, pubs and community venues in the area. An Awards for All grant will be used to purchase two large community noticeboards, to be erected outside the two primary schools.

The community development workers have continued to support Maze Matters, which has also focussed on communication. With Rosemary's support they successfully applied for a

Community Chest grant which has been used to produce 4 community newsletters which are delivered to over 2500 homes in the Sincil area. The Maze Matters website: www.mazematters.org.uk was launched at their AGM in November. The website, which contains a wealth of information about the Sincil area, has been developed and maintained entirely by Maze Matters volunteers.

The Sincil area logo competition was initiated to promote/"brand" the Sincil area and try to create an identity and sense of belonging to the area. Over 300 entries were received from primary school children. A local resident created the final logo using elements of the three winning designs. The Neighbourhood Team will be encouraging voluntary and community groups, local schools and other local service providers to use the logo on their letterheads and posters.

Other initiatives to engage with the local population include Meet the Street events, The Big Lunch and children and family activities to celebrate World Environment Day. The Big Lunch took place on Bishop King School playing field and was organised by parents from the Children's Centre with support from the cdws and free ice creams provided by Maze Matters community group. It is hoped that this will become an annual event, encouraging residents to meet their neighbours and enjoy a picnic and games in the open air.

Amanda's efforts have concentrated on children and young people and implementing the Placecheck recommendations. A Youth Forum has been established, bringing together representatives of youth organisations and other youth-orientated service providers, to co-ordinate activities "fill in the gaps". Young people were consulted about new play equipment on South Park play area. She organised a short programme of engagement activities, using this to build up a database of young people in the area. A Church in Society grant was obtained to fund various activities, based on what the young people wanted.

Work has continued to implement the Placecheck, including working towards the provision of a replacement play area for younger children. Placecheck acknowledged the value of Sincil Dyke and the desire of local residents to improve its appearance and wildlife value. A public meeting held to form a Rivercare group was very well attended and plans are in place for a major clean-up in the new year. The evident enthusiasm of group members bodes well for future sustainability.

In October Amanda and Rosemary launched Community Development Plus (CD+), which involved intensive community development in Ripon and Monson Street. CD+ was developed in response to the problems of engaging with residents in such a large densely populated area – by concentrating efforts in just two streets, it is hoped that CD+ will encourage good neighbourliness and a sense of pride in the streets. An application to be part of the Neighbourhood Challenge national pilot has been submitted so that this small initiative can be expanded and extended to a full year's work.

Karen Parkinson

On behalf of Moorland Neighbourhood Working

During the past year I have been privileged to have worked on many local projects and have helped to organise numerous events and activities in Moorland. I continued to give support to local groups by attending meetings, planning fund raising events, producing publicity materials, supporting them with funding bids and helping to deal with the many general day-to-day issues that groups face. None of this would have happened without the help of the 26 partnership organisations and 16 community and theme groups that have supported me this year.

Moorland Events and Activities

Teddy Bears Picnic - This family and Teddy Bears event took place on Saturday 29th May at Moorland Community Centre. Local families came along and took part in lots of fun activities including teddy bear themed arts and crafts, a giant bouncy castle, face painting and taking their bears along to the Teddy Bear's Hospital.

Welcome Packs/Visits

I produced a 'Welcome Pack' and local information booklet especially for new residents moving into the area. This year I visited 39 new residents to inform them about the work of the Neighbourhood Team and to let them know about volunteering opportunities, community groups and activities taking place in their new neighbourhood.

Moorland Makers

I supported a group of local 9-15 year olds to plan and organise events in Moorland. Their first event was a very successful, fun packed Spring Fair that was well supported by the local community. The group also planned and produced a DVD called 'Moorland the Movie' which portrayed all the things they liked about living in Moorland and was premiered at the last LCDP AGM.

Moorland Environmental Charter

I consulted with residents about environmental issues and reporting procedures. The information gathered was used to produce a Charter that was delivered to all residents in Moorland. I provided on-going support to residents to report environmental issues using the procedures in the charter. This has helped to increase the reporting of local issues and improve local services as well as making Moorland a nicer place to live.

Family Fun Day

This community cohesion event brought together the communities of Moorland, Bracebridge and Manse for a fun family day out in Boutham Park. There was a children's parade, graffiti art, face painting, quick cricket, football, bouncy castle, information stands and much more.

Skate Park Improvement Project

With the help of Groundwork Lincolnshire, a stunt filled skate jam and DVD production event took place on the Backies skate park on 29th October. This event was organised to reward the hard work of many local children and young people who are campaigning to improve the skate park facilities in Moorland. They have successfully lobbied the City of Lincoln Council to remove some unused pieces of equipment from the area and are now setting up an improvement group to raise funds to make further improvements.

Recycled Art Event

This was a family orientated event to encourage local families to take part in fun activities whilst promoting the recycling of household waste. Many fabulous pieces of art were created by those that attended.

Community Sports Day

On a warm sunny summers day a fun community based sports day took place on the Backies. It was very well attended and enabled local people to take part in exercise and enjoy using a popular local open space. Traditional school sports day activities took place such as 60 metre sprint, skipping race and bean bag race etc. Police Property Act funding was awarded for the event as it took place during a traditional ASB hotspot time in Moorland.

Go Girls and Life Choices course

Seven young females took part in a combined Go Girls and Life Choices course at the Moorland Community Centre. The course was designed to help young people explore factors which may be leading to vulnerability or low self esteem and empower them to make better choices. The course included development of communication skills through informal small group education and the girls also got to take home virtual babies for a weekend. One young lady got a 100% care record for looking after her virtual baby which was a first for Lincolnshire.

Health and Wellbeing Event

The event was organised to help raise awareness of health issues in Moorland and to inform participants of services available to them. It was also a social event for residents, a fundraising event for local groups and a chance to try out services through participating in activities. Refreshments were prepared and served by volunteers and head, hand and back massages were available for those that attended.

January – March 2011

January was a strange month due to the snowy conditions and saw us having to cancel some events due to it being impossible to get out and about to them.

The first quarter of 2011 has been an exciting and busy time with funding being received from Balfour Beatty and Awards for All. It's also a very sad time as I will be leaving my post on 31st March. I would like to say a big thank you to everyone that I have worked with including the LCDP staff, Neighbourhood Working Teams, partnership organisations and last but not least all of the lovely volunteers and community group members in Moorland.

Awards for All Celebration Event

Lincoln City Football Club was the venue for a Celebration Event on 11th March to reward the good work of our volunteers and community groups. Twenty five residents from Moorland attended the event and fourteen of them were rewarded for their volunteering services. Everyone had a wonderful time enjoying the champagne reception and spending time with volunteers and group members from other areas of Lincoln.

Spring Fair

This was a very successful and well attended event that took place on the 12th March at Moorland Community Centre. Children took part in Easter egg hunts and made Easter cards and bunny rabbit hats and everyone enjoyed eating chocolate eggs and bunnies that they had won in the free raffle.

3D Youth Group

3D hold weekly youth group sessions in Moorland for children aged 8 – 12 years. During March 50 children were able to take part in art workshops and street dance sessions thanks to the Awards for All grant awarded to the LCDP Neighbourhood Working team.

Watercolour Art Workshops

Sixteen older Moorland residents were able to take part in a series of art workshops with the help of grants from Awards for All and Balfour Beatty. Many of the participants had never held a paint brush in their lives but were able to produce some wonderful paintings.

Active at 60

I have been supporting the 'Come Dine With Us' Committee to write a funding application to the Active at 60 fund. The money has been made available by the Department for Work and Pension and its aim is to encourage people that have or are due to retire become more involved within their community through volunteering opportunities or participation in activities.

Whilst writing this report I have heard that the application was successful and the group will now receive funding to help them extend their services. They will continue to provide a luncheon club twice a week and are now able extend these to provide social activities where members can take part in table top games and craft activities or just come along for a cuppa and make new friends.

Welcome Packs/Visits

I've continued to update and develop the local information booklet and have delivered it to eleven new residents. Visiting the new residents gives me the opportunity to get to know them and to tell them of the work of the Neighbourhood Team and my role within the team. I am also able to tell them about groups and activities in the area and about volunteering opportunities that are available to them.

Debra Houlton

On behalf of Bracebridge Neighbourhood Working

With changes to Neighbourhood Working areas the south team spread its wings to cover the Bracebridge and Manse area of the City and as a result my role changed and I moved to work in this neighbourhood. Prior to my arrival the previous Community Development Worker had been successful in securing £63,000 of funding for the Victoria Street Play Area so the first project to focus on was to ensure the installation of the chosen play equipment was completed and then to coordinate a community event to celebrate this success.

Working with members of ABC (Action in Bracebridge Community) group the official opening took place in time for the start of the school summer holidays. Agencies and local businesses worked with ABC to provide free family activities such as face painting, sports and refreshments and as quoted by one resident:

“The park is fantastic, everyone goes there now and it’s not only a place for children to play. I’ve met lots of new people since the new equipment has been put in and it’s made the area feel like a community again”

The next event to concentrate on was the Family Fun Day which would bring together the two communities of Moorland and Bracebridge, who were supported by the Neighbourhood South Team, in one fun event based in Boultham Park. As part of the children’s activities for this day a ‘Hand Made Parade’ would take place where the children could display their artistic creations. I worked alongside musicians and artists from Sound Lincs and IMPart to create the recycled instruments and costumes with the children. Funding totalling £1000 was provided for these workshops by Lincolnshire Police from their Property Act Fund.

The main focus of work for the Bracebridge and Manse area this year was to carry out the very first Placecheck report for the area; this was funded by Awards for All. Residents including children and young people from local schools and youth groups participated in the process and worked together with agencies and recorded their likes and dislikes and how they could make the area a better place to live, work and play. After taking over 700 photographs to capture these thoughts a report for their community was produced and an action plan was completed with agencies contributing to how they could assist in alleviating some of the issues raised in the years to come.

Since the walkabouts agencies have committed to enhancing and promoting a safer and cleaner environment in Bracebridge through the provision of additional seating at the Victoria Street play area, removal of graffiti and clearing the rubble and overgrown bushes from the footpaths, repairing pot holes and replacing damaged street signs.

Other projects that I have assisted in during the year have been to support a resident to request the refurbishment of the bridge on Russell Street which has historical significance to the area, this has since had a major restoration work completed. I also worked on the

successful funding application to West Lincolnshire Community Safety Partnership for £15,000 for a Kick Wall for the Manse area of the community, along with securing an additional Kick Wall to be sited at Victoria Street play area, funded by City of Lincoln Council, both have since been installed and are being utilised by the children and young people of the area.

Lynsey Collinson

On behalf of Tower Estate Neighbourhood Working

1st Quarter

Participatory Budgeting - At the end of 2009 the Abbey Neighbourhood Team received funds totalling £75k from the Connecting Communities Fund. This was a Government funded initiative which outlined measures to connect with areas which had been worst hit by the recession ensuring that they were well placed to emerge stronger and more cohesive. It was decided that Participatory Budgeting would be a good way to start to address some of these issues within Abbey Ward. Of the £75k allocated, £25k was set aside for Participatory Budgeting. The only way Participatory Budgeting would work was if the whole process was handed over to the residents. We consulted with the residents at the very beginning, identifying their top five priorities in the Abbey Ward and they voted at the very end at an Abbey Ward Community Fun Day on how they wanted the money spent in their community. The winning applications included BIG Improvement on Monks Road, Abbey Youthie Healthy Living Project, Meet the Street and Rhythm of the Abbey.

Tower Action Group – The beginning of 2010 saw the creation of a new resident lead group on the Tower Estate who were officially constituted on the 27th January. Their main aims were to bring the Community together and to encourage Resident participation in raising the spirit of the Estate. Through the coming year I was on hand to support the group with the planning of events, creation of Newsletters and advertising.

2nd Quarter

Tower Action Group – The TAG Groups first official event was a Table Top Sale which they held on the play park on the Estate. Although the weather wasn't great the groups first fundraising event was really successful making the group £85.70. It was also in this 2nd Quarter that the TAG Group produced their first Newsletter which was then distributed to over 700 houses across the Tower Estate.

3rd Quarter

Tower Action Group – This quarter saw the TAG Group embark on their biggest challenge yet. The Tower Action Group held their first Summer Fete on the 22nd August. The weather was fantastic and after an awful lot of work leading up to the day the Group was eager to open the gates. Stalls on the day included tombola, hook-a-duck, face painting, nail art, a raffle and loads more. The Group made an amazing £378.27.

4th Quarter

Tower Week of Action – In response to some of the Anti-social Behaviour issues on the Tower Estate I organised a multi-agency Week of Action in the lead up to Halloween and Bonfire Night. Lincolnshire Police, Age UK, Surestart, Lincolnshire Fire & Rescue and the City of Lincoln Council came together and spent an intense week on the Estate promoting a number of services from fire safety checks, street surgeries and some Halloween arts and crafts/fire safety sessions with the younger residents.

Tower Action Group – In the last quarter of the year the TAG Group organised two events which were both a huge success. First came Halloween and a fantastic couple of hours on the park. There was a huge response to the fancy dress competition and the Group also organised some ghoulish fun and food.

The Tower Action Group ended the year with a Christmas Fayre which was held at Walmer Street Church Hall. The Group decorated the hall and tree and invited Santa along to give gifts out to the children. There was some festive food on offer as well as a selection of stalls. In total the Group raised £279.02 which they plan to use at future events.

Louise Irving

On behalf of Wainfleet Queens Estate Learning Through Play Project

Developing family play and learning activities, a sense of self pride and community spirit, working together to overcome the obstacles the community faces, improving employment prospects through appropriate training/work experience opportunities and accredited and non-accredited courses.

As the project moves into its final phase the primary focus has been assisting people to look at opportunities to increase their employability and gain skills and qualifications through training and personal development courses. The community now recognises the value of the project as a provider of IAG backed -up with useful vocational and educational training courses.

Achievements and Strengths

Community presence: the project continues to break down the initial barriers around trust and confidence and through continued initiatives provides a wide range of opportunities for the whole community. In the immediate area of Queens Estate such things as; holiday activities for children, drop-ins for teenagers, training and employment support for adults and UK online, aimed at supporting the older generation navigate the internet, have all resulted in the community having links with the project. We have also had success linking into the wider community through links with partner organisations.

Joint Working: this has been a really important part of the success of the project to date and is vital to the continuation of the project in the future. The Childrens' Centre is used as a community venue for some of the various courses we provided. Training providers like Boston College, Taylor ITEX, Brooks and Kirk along with individual tutors continue to work with us to develop and deliver useful courses and programmes for all levels of ability. TNG,

Connexions and JCP have worked with us on referral pathways for some of the young unemployed, offering links to training and job/benefit specific information. Family liaison teams came in to the project to deliver training that supports adults with problem teenagers, and CDW's are invited to give input into relevant case reviews as supporting agencies recognise the value of the contact we have with their clients. The local Brewery has even given us space in one of their establishments to run a motorcycle mechanics course on an evening!

Training programme: there has been a real drive to source and deliver meaningful, relevant and accessible training throughout the last year: educational skills like Literacy and Numeracy, delivered at appropriate levels to need, ITQ levels 1 and 2, vocational courses such as; Level 2 Food Safety, BIIAB level 2 Door Supervision and interest courses such as Driving Theory and Nail Art, designed to increase confidence, are just some of the things that have been offered through the project. We work on the principal that if someone asks for it we will see if we can deliver it.

Residents Association: the RA has gone through various ups and downs over that last year but they continue to be a presence on the estate. They have taken up the reins and now deliver the Family Bingo, Meal nights, Pizza and DVD nights. They were instrumental in organising Christmas parties, shows and were invited to enter a sleigh in the Wainfleet Sleigh Parade. The tuck shop runs 5 evenings a week and is well supported by all on the estate. We are currently supporting them to look at alternative income streams, like renting out meeting rooms, in order to minimise the impact of losing the rent the project provides. They continue to lose and gain members as families move in and out of the estate, but there is a small core group who, with the support of the CDW's and NLHT, hang on in there doing their very best for the rest of the estate.

Exit Strategy

To strengthen links with local providers and create sustainability. The Surestart Childrens Centre have pledged to continue the training programme we have set up and we now co-ordinate all courses as a team to ensure the right contacts are made and good working relationships are forged. The Residents Association needs to be strengthened and supported to enable it withstand the reduction and eventual withdrawal of the rent and presence the project provides. We will offer them appropriate training and support around developing a more business-like way of operating alongside support around financial capability and funding.

Bonney Cottrell and Kasia Pisarska

Early Presentation of Cancer (EPOC) Project

The early presentation of cancer project has progressed a lot throughout the last year and the project has also moved into in to the Skegness area.

Kasia Pisarska is the new community development worker for the Skegness and Mablethorpe area who only started in December 2010. Kasia is looking forward to putting fresh ideas into the project and has already been working hard making contact with local groups and organisation in the areas.

The St Giles volunteers are a very dedicated and motivated group who need very little support if any at all. The group run a stall on the Lincoln market on the first Friday of every month, Sue our lead volunteer managed to get this stall free of charge and it is a prime location in Lincoln to capture people. The St Giles group have planned their own Macmillan fundraiser event. This is taking place in April 2011 at Lincoln city football club, raffle tickets are still available and can be purchased from LCDP.

Kasia and Bonney have teamed up with Kate Holly for the NSH and have linked in with the Campaigns which are sent out to all pharmacies and GP practices. All the groups are working hard and spending a lot of time attending these places in order to support the pharmacies and GP's in raising awareness of cancer.

In October was the EPOC celebration, this was an event to celebrate and say a big thank you to all the volunteers for their support and hard work so far. Tony Hill, Director of Public Health handed out certificates and thank you cards and gave a heartfelt speech regarding his thoughts and feeling on the project. This celebration was very well received and appreciated by all the volunteers.

This year we had the launch of how's your tackle, this took place at the Lincoln IMPs training ground. The volunteers met the first football team and handed them ball bags and then were able to have dinner in the canteen which the volunteers enjoyed. This launch received press coverage and a lot of support from other organisations.

There have been many events like the ones listed above that we are very proud of, for more information on these please contact Bonney or Kasia at the LCDP office.

Vicky Cooper, Laura Faria and Helen Horne*On behalf of SureStart Lincoln Central Team*

This year has been another busy year at Lincoln central Children's Centre. We have continued to support Parent Power with various Trips which include visit to Fun Farm, Whitepost Farm, Sundown Adventure land and Twin lakes. We have supported the group to hold events such as the Easter Fun day, a Book festival at central, a Pamper Session giving parents a chance to relax and unwind, we have co-ordinated visits from whitepost farm to both central and Bracebridge childrens centre. We held street Jazz classes, throughout the summer holidays. We have also co-ordinated a Summer Fete, a Halloween party, Christmas fete and Christmas party.

In addition to all of this we also continued meeting fortnightly and enjoying the occasional lunch!

The biggest achievement for Parents Power this year has been securing a successful funding bid to transform a piece of waste land at the side of the centre into a beautiful community garden.

Our Project has continued to work in the local community, and work in partnership with local schools, nurseries and health centres and other community groups and venues to promote SureStart and the services we provide, register new parents and provide support and guidance where required. We offer parents welcome visits to the centre where we meet and greet them, show them around the centre, give them information on groups, and accompany them into groups when required.

This year we have worked closer with preventative workers, working with families offering them the support they need. Whether it be support into groups or helping them to get up skilled in training or confidence.

LCDP STAFF 2010

Main Office

Jeanne Bain
Jo Devlin
James Hall
Tracey Smith

Chief Executive
Finance Manager
Office Administrator
Community Development Training Worker

Neighbourhood Working Teams

Karen Parkinson
Debra Houlton
Rosemary Robinson
Vicky Douch
Amanda Jones
Lynsey Collinson
Ola Moran-Zietek
Petra Lucas

Moorland Community Development Worker
Bracebridge Community Development Worker
Sincil Area Community Development Worker
Abbey Ward Community Development Worker
Sincil Area Community Development Worker
Tower Estate Community Development Worker
Abbey Community Development Worker
St Giles Administration Officer

Wainfleet Family Learning Through Play

Suzanne Parks
Susan Harrison
Louise Irving

Community Development Worker
Community Development Worker
Community Development Worker

EPOC (Early Presentation of Cancer)

Bonney Cottrell
Julia Pryer
Kasia Pisarska

Community Development Worker
Community Development Worker
Community Development Worker

SureStart Lincoln Central

Laura Faria
Vicky Cooper
Gosia Sinderson
Helen Horne

Parental Involvement Worker
Community Participation Worker
Bilingual Worker
Parental Involvement Worker

BME Mental Health Team

Angel Jackson
Liliana Gnoinska
Lurdes Webb
Jess Turner
Amelia Alonso
Annie Shi

Community Development Worker
Community Development Worker
Community Development Worker
Community Development Worker
Community Development Worker
Community Development Worker

LCDP BOARD OF TRUSTEES

Andrew Vaughan
Martha Vahl
Mike Tait
Andrew Brooks
Sylvia Turner
Rebecca Herron
John Radley
Pauline Nichols
Cllr Jane Clark
Cllr David Jackson
Rev Sara Cliff
Karen Duncombe
Jane Powell

Lincolnshire Chaplaincy Services
Lincoln Research Centre
Company Secretary and Treasurer
Economic Regeneration Lincolnshire County Council
Monks Road Neighbourhood Initiative
University of Lincoln CORU
Human Resources
Gainsborough representative
City of Lincoln Council
Community Representative
Lincolnshire County Council
NHS Lincolnshire
Lincolnshire Co-Op

Resigned 30/9/2010

NEW WORK FOR 2011

2011 will bring certain change for LCDP.

In the early part of the year we will experience cuts and contracts ending. We will be losing experienced, brilliant staff who have worked for our organisation for many years. A very sad time is ahead of us. We know that our biggest contracts will be coming to an end during 2011, though the need for the activity they supported is still as strong as ever. We still need CDW's to work in disadvantaged areas and we still need workers to work with Minority communities across the County. To address this we are awaiting decisions from The Big Lottery and other Trust Funds.

However our determination, as an organisation, to develop innovative solutions to problems does not just lie within communities. In the present climate – we have to do it for our organisation too. We will change the way we offer our products, starting to generate income from other sources and look for new partners. It is not easy for a Registered Charity that has been used to receiving grant aid and commissioned services to change the way they work, but we are motivated to do it. In relation to forming new partnerships, A4e have accepted our proposal to become a Specialist Delivery Partner, to deliver our Step in the Right Direction Training programme. This programme works with long term unemployed people who have lost all confidence, motivation, self-esteem and identifies specific barriers to getting back into the job market. We look forward to developing that new relationship.

We will develop our Trading activities potentially through our trading arm 'Ellcee' by offering training to the public and private sectors. We will follow up opportunities that may arise from the Localism Bill, using our expertise in community engagement and community research. We will use our considerable experience and expertise in the 'Wellness' agenda. Mental Health and Cancer being the specific health programmes we have been involved in, but the impact of poor housing, poverty and unemployment has a huge impact on health. We can deliver training on 'staying well' personally and in the workplace. Also through our work with Minority communities we can deliver Race Equality and Cultural Competency to front line staff in the public, private and 3rd sector organisations.

LCDP is moving with the times, it is exciting, terrifying and very motivating. Everyone involved with the organisation is ready to bite the bullet and move forward to a new way of working.

Jeanne Bain

Chief Executive

SUMMARISED ANNUAL ACCOUNTS

Income

	2010	2009
ESF	25,215	28,995
Single Programme	58,432	37,285
SureStart	56,150	61,080
NHS Lincolnshire Primary Care Trust	231,972	244,917
NHS EPOC Project	57,570	22,313
LCC Neighbourhood Working	159,579	168,756
Safer & Stronger Communities Fund LAA	-	4,344
Tudor Trust	28,000	-
Lincolnshire County Council	-	10,000
Gainsborough ACIS	-	5,000
Lincolnshire Home Improvement Agency Grant	-	5,000
Lincolnshire Police	1,000	-
Big Lottery Fund Grant	9,670	-
Migration Impact Fund	8,182	-
The Clubs the Hub	-	2,186
Miscellaneous Grants	3,000	620
Rent Received	228	6,190
COIF Interest	831	2,416
HMRC Online Filing Incentive	-	175
	<u>639,829</u>	<u>599,277</u>

Expenditure

Employment Costs	472,404	532,265
Running Costs	99,352	64,123
Other Costs	11,593	14,300
	<u>583,349</u>	<u>610,688</u>
Operating surplus/ (deficit) for the year	56,480	(11,411)

Balance Sheet As at 31 December 2010

		2009
Fixed assets		
Tangible assets	389,438	396,893
Current assets		
Debtors	56,143	74,990
Cash at bank and in hand	<u>348,230</u>	<u>267,469</u>
	404,373	342,459
Creditors: amounts falling due within one year	<u>6,129</u>	<u>8,150</u>
Net current assets	398,244	334,309
Total assets less current liabilities	787,682	731,202
Net assets	<u>787,682</u>	<u>731,202</u>
Funds		
Unrestricted funds	251,913	252,630
Restricted funds	535,769	478,572
	<u>787,682</u>	<u>731,202</u>

The information on this page is extracted from the full Trustees' report and financial statements, which have been audited by darbys limited who gave an unqualified audit opinion on 27 May 2011. The auditors have confirmed to the Trustees that the summarised financial statements are consistent with the full financial statements for the year ended 31 December 2010. The Trustees' report and financial statements were approved by the Trustees and signed on their behalf on 24 May 2011. They will subsequently be submitted to the Charity Commission and the Registrar of Companies. These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full Trustees' report, audit report and financial statements may be obtained from the LCDP project office.