



NATIONAL ECONOMIC AND SOCIAL
DEVELOPMENT OFFICE

ANNUAL REPORT

FOR THE YEAR ENDED 31 DECEMBER

2010



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CHAIRPERSON'S STATEMENT

The National Economic and Social Development Office (NESDO) was established by the National Economic and Social Development Office Act, 2006. The function of NESDO as defined in the Act is to advise the Taoiseach on all strategic matters relevant to the economic and social development in the State. It performs that function by:

- Facilitating and promoting complementary programmes of research, analysis and discussions by its three constituent bodies, the National Economic and Social Council (NESC), the National Economic and Social Forum (NESF) and the National Centre for Partnership and Performance (NCP);
- Providing shared administration and support services for the constituent bodies; submitting to Government any reports, recommendations or conclusions of a constituent body given to it which may arise from any research, survey or study carried out by the body, and
- Arranging for the publication of such reports, recommendations or conclusions of such body.

The primary role of NESDO is to add value to the work of its constituent bodies by creating the conditions under which synergies can be released, joint projects pursued and the potential for duplication minimised.

Following a government decision, the NESF and NCPP were dissolved with effect from 1 April 2010. Subsequent to the dissolution of the two bodies, NESDO continued to provide full administration and support services for the NESC, and to submit to Government all reports, recommendations and conclusions arising from projects carried out by the NESC. It also arranged for the publication of such items. Under the Act, it is possible, in the future, and if the Government so decided, that other bodies could be created within the NESDO framework. This is a useful facility which can remain available to the current and future Governments. There is no such proposal



under consideration at present, but it was felt prudent to leave NESDO in place as it will give rise to no substantive additional costs beyond those of the NESC.

Most of the staff from the two dissolved bodies were redeployed to the NESC. This redeployment of staff has resulted in a secretariat with a wider skills and knowledge base enabling it to provide an enhanced service and reduce staff training costs.

During 2010, all appropriate procedures for financial reporting, internal audit, travel, procurement and asset disposal were carried out.

A new NESDO Audit Committee was established. The Committee comprises an independent Chairperson, a nominee of the Department of the Taoiseach and a nominee of the Chief Officer of NESDO. The NESDO Board may change the membership of the Committee as and when required.

The current membership of the Audit Committee is as follows: -

- Mr John Hynes (Chairperson);
- Mr Ray Henry, Department of the Taoiseach;
- Ms Helen Johnston, NESDO.

The Audit Committee uses the resources of the Internal Audit Unit (IAU) of the Department of the Taoiseach for carrying out its audits. Prior to the establishment of the NESDO Audit Committee, the IAU reported audits of NESDO to the Audit Committee of the Department of the Taoiseach. They will report such audits in future to the NESDO Audit Committee. The purpose of Internal Audit is to provide assurance to the NESDO Board on the adequacy and effectiveness of NESDO's system of internal controls. It operates as a resource for the Board and NESDO Management through its analysis and appraisal of NESDO's control systems. This includes the preparation and circulation, for consultation by the Board and by NESDO Management, of generic models of 'Best Practice'. Internal Audit will also act in an advisory capacity to projects under development to ensure the adequacy of control measures.

The Committee met for the first time in March 2011 and an audit of the NESDO payroll is currently underway. These internal audit arrangements will be reviewed by the Board after an initial period of six months.



NESDO's Policy and Procedures Guidelines, which outline the corporate governance of the Office, were reviewed during the year and updated to include the various requirements contained in the Code of Practice for the Governance of State Bodies and other statutory changes that have occurred since the Guidelines were originally drafted. The revised Guidelines were approved by the Board at its meeting in June 2011. I am satisfied that the Guidelines are being fully complied with.

The Office also drafted NESDO Internals Financial Control Procedures during 2010. These document accounting procedures and standards, including those for cash, payroll, receipts, payments, travel and expenses, procurement, fixed assets, IT security, budgetary controls and record management and retention. The Board approved the Internal Financial Control Procedures at its meeting in June 2011. I confirm that no breaches of the procedures were identified during 2010 and that the Government travel policy requirements were fully complied with.

The positions of Chief Officer of NESDO and Director of the NESC are occupied by the same person. He is paid in respect of his position as Director of NESC and receives no additional remuneration, emoluments or expenses in relation to his role as Chief Officer. All staff of NESDO and NESC, including the Chief Officer/Director, are paid in accordance with relevant pay circulars issued by the Department of Finance, and I am satisfied that the circulars are fully complied with.

Finally, I confirm that there were no significant post balance sheet events.

Dermot McCarthy

Chairperson

National Economic and Social Development Office

Note: The Chairperson's Statement has not yet been audited



FUTURESIRELAND

NESDO was asked by the Department of the Taoiseach and the Social Partners to conduct a foresight exercise on the Learning Society. The project called FuturesIreland commenced in April 2007, and was completed in 2009 with the final report launched in 2010.

The project examined the challenges of governance and organisation that arise in a more experimentalist, participative and socially dynamic society. The central argument of the final FuturesIreland report is that Irish people in business, society and public service are ready for much greater innovation, more widespread learning and richer accountability; but the capabilities and practices that support these are inhibited by features of our organisational system. This perspective on Ireland's ability to create a learning society is derived from the four main findings of the project:

- Finding 1: In Ireland new forms of cross-over, overlap and cross-fertilisation between the economy, society and public governance are increasingly evident, enhancing the ability to learn and innovate.
- Finding 2: Innovation and learning are systematic, almost always combining, initiative, disciplined review and a willingness to confront challenges at three levels namely, institutional, inter-personal and personal.

Disciplined and systematic review was the critical component in all of the evidence considered. This refers to a range of techniques and processes used by innovators to monitor what they do, and to link this with ways of improving and changing what they do. The process was usually wary of superficial explanations and, through a search for root causes of failure and success, it sought out the change that would work, be it minor or radical.

- Finding 3: This systematic disciplined review provided the basis for both innovation and accountability, which is particularly relevant in a period when we seek more stability and accountability and yet face radical change.



- Finding 4: The kind of innovation and learning found cannot flourish, and cannot yield their full harvest, without profound change to our organisational systems, particularly our systems of control and accountability.

In April 2010, a national conference was organised to discuss the project's final report —*Ireland At Another Turning Point: Reviving Development, Reforming Institutions and Liberating Capabilities*, NESDO Report No.1 and its relevance to Ireland's five part crisis. The conference focused on the importance of appropriate change agendas in the organisation and delivery of public services, including new systems of monitoring and accountability.



NATIONAL ECONOMIC AND SOCIAL COUNCIL

Introduction

During 2010, the National Economic and Social Council (NESD) continued work on its work programme adopted in 2007. During the year, the Council published two reports:-

- i. The Euro: An Irish Perspective*
- ii. Re-finding Success in Europe: the Challenge for Irish Institutions and Policy*

The Euro: An Irish Perspective (NESD Report No. 121, July 2010)

This report reviewed the origin and design of economic and monetary union in Europe. It documented the expectations, hopes and fears of a range of actors and analysts, highlighting the fact that many of the tensions evident since 2008 were identified in earlier decades. The study analysed and interpreted developments in the euro area and Ireland's experience in the euro. This underlines the weaknesses of economic policy and coordination at both EU and national level. The Council argued that Irish fiscal policy reflected unresolved political economy differences concerning the level and incidence of taxation, housing, land and other issues.

The Council's analysis shows that:

- Membership of the euro has been beneficial to Ireland, and if Ireland had not joined it is likely to have fared worse in the crisis of the past two years;
- In the past decade, Ireland's approach to fiscal policy, prices, costs and financial regulation were not sufficiently adapted to the disciplines of a single currency;
- Despite important steps in the past two years, the euro faces severe challenges: the effectiveness of the financial support provided to Greece, the recovery of the whole European economy in the context of fiscal austerity and the continuing risks to the financial system at global and European level.



Re-finding Success in Europe: The Challenge for Irish Institutions and Policy (NESC Report No. 122, December 2010)

In response to a Government request, the Council reviewed Ireland's experience and changing engagement in the European Union (EU). The report analysed Ireland's experience of the internal market, agriculture, economic and monetary union, social policy, environmental policy, enlargement, external relations and justice and home affairs. This confirmed the positive role of EU membership and policy in facilitating Ireland's remarkable economic and social progress between 1987 and 2000.

The report draws attention to important changes in the EU. In a number of areas where the EU has explicit competence, policy making has become less centralised, hierarchical and uniform. In many areas where member states have primacy, policy making and implementation increasingly take place in an EU framework. In a range of policy areas, the EU has developed an effective system of joint goal setting, decentralised execution, information sharing, learning and system revision.

The report shows that the EU has failed where its member states did not buy-in to these processes of joint goal setting and monitoring, most starkly fiscal policy coordination and banking supervision. Ireland succeeded where our policy system, public agencies and partnership approach were attuned to effective processes at EU level and adopted a similar problem-solving approach at domestic level. Examples include large parts of the internal market, environmental protection, food safety and several others. Ireland has had less success where national policy actors have seen EU involvement as an *intrusion on sovereignty* (as on the fiscal stance), where the task was seen as *conformity* with a fixed EU regime (as in the initial approach to telecoms and energy), and where they did not use new EU processes as an opportunity for in-depth policy review and learning (in public finance, expenditure management and in parts of labour market and social inclusion policies).

This analysis led the Council to three main policy findings. First, the quality of national policy and implementation is the main determinant of Ireland's success or failure within the EU. Second, the EU and the member states face two urgent policy challenges:



- Taking action to protect the euro and achieve economic recovery across the EU;
- Strengthening the processes of reform to make a success of the *Europe 2020 Strategy for Smart, Sustainable and Inclusive Growth*.

Ireland has a strong interest in the success of EU initiatives on both these fronts. Third, success in the 21st century EU requires a national policy system with greater ability to record, compare, analyse and discuss its own policy and service systems at agency, departmental, political and EU level.

Other Projects

During 2010, the Council continued work on the following projects :

- Unemployment and Active Labour Market Policies, 2010-2015;
- Standards and Accountability in the Provision of Human Services; and
- Enterprise Policy.

Work on these and other projects is continuing in 2011.



ESC Meetings

NESC participated in the annual meeting of Economic and Social Councils of the member states of the European Union, hosted by the Economic and Social Council of Belgium. The meeting compared responses of national governments and economic and social councils to the international financial and economic crisis.

NESC Council Meetings Held During 2010

The NESC met on seven occasions during 2010:

15th January

19th February

19th March

16th April

21st May

25th June

16th July

The Council's three year term ended in July 2010.

Other Activities of the NESC Secretariat

During 2010, the NESC Secretariat made numerous presentations on Council work, contributed to a range of conferences, seminars and workshops and served on a number of committees and working groups. A number of these activities are listed below.

Dr. Rory O'Donnell was a member of the following bodies:

- Executive Committee, Institute of International and European Affairs;
- The Board of the Dublin Region Higher Education Alliance;
- The Ageing Well Network.

He was an invited speaker at the following events;

- Fourth Annual Graduate Research Symposium, College of Human Sciences, University College Dublin;



- Annual Conference of the Royal Institute of Architects in Ireland, Westport, October 2010;
- TASC Economic Conference;
- South Dublin Innovates Seminar, South Dublin County Council.

During 2010 he published the following chapters in edited volumes:

‘Ireland: the Evolution of Social Pacts in the EMU era’, in Phillipe Pochet, Maarten Keune and David Natali (eds) *After the Euro and Enlargement: Social Pacts in the EU*. Brussels: Observatoire Social Europeen (with Noel Cahill and Damian Thomas).

‘Negotiated Governance and Hybridity in Small European Countries: Ireland and Denmark’, in Michael Boss (ed) *The Nation State in Transformation: Economic Globalisation, Institutional Mediation and Political values*. Denmark: University of Aarhus Press.

Dr Helen Johnston, was a member of the following:

- Start Strong Research Committee;
- Social Inclusion Technical Advisory Committee;
- Board of the Centre for Cross Border Studies;
- Peace III Consortium Steering Group.

She was invited speaker at the following events;

- ‘Child Well-being’ at NEWB ‘Mapping the Landscape’ Seminar, (March, Dublin);
- ‘Stretching a Public Resource: How do we ensure well-being?’ at The Conference of the Isles: Moving Housing Forward Together, Chartered Institute of Housing, (May, Co. Down);
- ‘An Inclusive Recovery – Income, Equality and Demand’ at TASC ‘Towards Recovery’ Autumn Conference, (October, Dublin).

In addition, she authored a book chapter;

- ‘Instruments for Implementation’ in EAPN *Ireland and the European Social Inclusion Strategy* Dublin: EAPN.



Dr John Sweeney was a member of:

- Board of Young Ballymun and chair of its Evaluation Advisory Committee.

He was an invited speaker at the following events;

- Public Lecture, School of Applied Social Science, UCD, The Developmental Welfare State in an Era of Retrenchment;
- FÁS review of Social Inclusion practices, Tailoring Publicly-Funded Services to Individual Persons;
- Child Income Support, Bachelor in Social Science Degree, NUIM;
- Value for Money Review Roundtable, Department of Social and Family Affairs, Child Income Support in Ireland: the Wider Context;
- Vincentian organisations, How Bad Were We? How Bad Are We? Is There Hope?

and authored:

- Business Plus article, *What Did We Do Right?* (October)

Dr Larry O'Connell was invited to speak at the following events:

- Opening Address on 'Ireland At Another Turing Point', at Donegal County Development Board Annual Strategic Development Conference;
- 'Crisis and NESC Work', at Regional Assembly – BMW Region;
- DIT Futures Conference "Getting ahead of the curve: Fostering innovation through futures thinking'.

Dr Anne Marie McGauran was a member of:

- The Board of One Family;
- The Committee of the Social Policy Network;
- The special interest group on Evidence Informed Work with People in Communities at the Centre for Effective Services';
- The expert group on gender mainstreaming at the European Institute for Gender Equality;

as well as attending



- National Advisory Committee Meeting in relation to the European Year for Combating Poverty and Social Exclusion 2010,
and having
- research associate in the Centre for Gender and Women's Studies in TCD.

Dr Barry Vaughan was:

- Chair of Department of Justice White Paper Consultation Sessions (May and October);
- Acted as Expert Consultant on HETAC accreditation panel for academic programme, Templemore College, and
- Presented to European Society of Criminology Liege, in September.

In addition he authored;

'The Governance of Crime and Negotiation of Justice' *Criminology and Criminal Justice* 10 (1): 59-75. (with Shane Kilcommins).

'The Rise of the Regulatory Irish State': a response to Colin Scott' (with Shane Kilcommins) in Ursula Kilkelly and Shane Kilcommins (eds). *Regulatory Wrongdoing in Ireland*. Dublin: First Law, pp. 83-108.



NATIONAL ECONOMIC AND SOCIAL FORUM

Having completed large projects on literacy and home care packages in 2009, the NESF published one discussion paper in 2010, before its discontinuation in March of that year.

The Challenge of Community Participation in the Delivery of Public Services – *Exploring Local Participatory Governance in Ireland* (NESF)

This discussion report provides a framework within which to understand the range of community participation/governance mechanisms currently in operation in Ireland. It divides of the existing mechanisms into the following four ‘zones’:

- Zone 1 – In-house Participatory Governance: Examples include local authority Strategic Policy Committees, Local Traveller Accommodation Consultative Committees;
- Zone 2 – Moving Towards Governance ‘Out There’: Examples include City and County Development Boards, RAPID structures;
- Zone 3 – Participatory Governance ‘Out There’: Examples include Area Based Partnerships; and
- Zone 4 – Civil Society Organisations: Examples include associations representing local communities, ethnic minorities etc.

The Discussion Report also provided detailed case study analyses of the operation of such participatory governance mechanisms, and identified the enablers of and barriers to effective participation.



NATIONAL CENTRE FOR PARTNERSHIP AND PERFORMANCE

The NCPP published three reports in the period January to March 2010, when it was discontinued.

National Workplace Surveys 2009 – The Changing Workplace: A Survey of Employers' Views and Experiences (Research Series No. 6)

This report is one of two volumes based on the National Workplace Surveys 2009, which Government and the Social Partners called for in Towards 2016 (Department of the Taoiseach, 2006). The report provided an in-depth empirical examination of the nature and scale of workplace change and innovation across the public and private sectors. The research explores the experience of, and attitudes towards, workplace change and innovation from two important perspectives – that of the employer and that of the employee. It looks at workplace change from the perspective of important policy themes facing the public and private sectors including managing through an economic downturn, improving competitiveness, increasing levels of innovation, the transition towards the Smart Economy and transforming the public services.

National Workplace Surveys 2009 – The Changing Workplace: A Survey of Employees' Views and Experiences (Research Series No. 7)

This report is one of two volumes based on the National Workplace Surveys 2009. A commitment to undertaking this research was included in the social partnership agreement, Towards 2016. The focus in this report is on the experience and attitudes of employees and is based on a survey of 5,110 employees who were interviewed by telephone between March and June 2009. The 2009 survey is the second National Workplace Survey of Employees; the first was carried out in 2003. Therefore, it is now possible to track changes in the experience of employees and Irish workplaces over a period of intense change.



Participative Governance: An Integrated Approach to Organisational improvement and Innovation in Ireland's Health Care System

This report was jointly commissioned by the NCPP and the Health Services National Partnership Forum. It was conceived as an inquiry into the nature of high performance in the acute hospital system. While the particular research context for this report is Ireland's acute hospitals, the findings are readily transferable to other areas of the health system and indeed have relevance for the wider public service.

It focuses on roles and relationships between management, staff and unions, and how these affect performance and outcomes. Above all, the aim is to identify conditions under which hospital staff at all levels can use and develop knowledge, skills and innovative potential to the full to achieve quality improvement and sound governance.



ACCOUNTING POLICIES

Historical Cost Convention

The Financial Statement is prepared on an accruals basis under the historical cost convention in accordance with generally accepted accounting principles except where otherwise stated.

Income Recognition

Grant-in-Aid received from the Department of the Taoiseach is recognised in the Financial Statement on a cash receipts basis.

Income from sale of publications and Conference Income is recognised when it is invoiced. If it becomes apparent that the monies may not be received, a provision is made for doubtful debts.

NESDO enters into co-funding projects with other organisations that may last greater than one year. This income is recognised on a cash receipts basis.

Foreign Currencies

Transactions in currencies other than euro are recorded at the rates ruling at the date of the transactions or at a contracted date. Monetary assets and liabilities are translated into euro at the balance sheet date or at a contracted date. Exchange differences are dealt with in the Statement of Income and Expenditure Account.

Tangible Assets

Tangible Assets are stated at cost less accumulated depreciation. Depreciation is calculated in order to write off the cost of tangible assets to their estimated residual values over their estimated useful lives by equal annual installments.

The estimated useful lives of tangible assets by reference to which depreciation has been calculated are as follows:

Furniture: 10 years

Equipment: 5 years.



Superannuation

At present the superannuation scheme for NESDO is in the process of being approved by the Taoiseach with the consent of the Minister for Finance.

Four members on secondment from other Government Departments will not be covered by the NESDO superannuation scheme. The relevant Government Departments invoice NESDO in respect of Salary, Employer PRSI and Superannuation for seconded staff. These invoices are accrued on a monthly basis and charged to the Statement of Income and Expenditure. The relevant Department takes responsibility for the payroll and superannuation function concerning these staff.

Pending approval of the NESDO superannuation scheme by the Taoiseach, the Board has not implemented the provisions of FRS 17.



NESDO FINANCIAL STATEMENT

Financial Statement for the year ended 31 December 2010*

*Note: The Financial Statement for the year ended 31 December 2010 has not yet been audited.



Statement of Income and Expenditure

		2010	2009
	Note	€	€
Income			
Oireachtas Grant-in-Aid	1	2,534,750	3,401,066
Other Income	2	995	77,062
		2,535,745	3,478,128
Transfer from/(to) Capital Account	11	18,812	34,480
		2,554,557	3,512,608
Expenditure			
Wages and Salaries	3	1,785,173	2,230,682
Other Operating Costs	5	848,464	1,876,220
Loss on Disposal		4,010	-
Depreciation	6	52,871	44,235
		2,690,518	4,151,137
(Deficit) for the year		(135,961)	(638,529)
Balances transferred at 1 January		233,665	872,194
Balance carried forward	9	97,704	233,665



Balance Sheet as at 31 December 2010

		2010	2009
	Note	€	€
Tangible Assets	6	103,384	122,196
Current Assets:			
Debtors and Prepayments	7	-	31
Bank Balance and Cash	10	237,970	419,071
		237,970	419,102
Current Liabilities:			
Creditors and Accruals	8	140,266	185,437
		97,704	233,665
Net Current Assets / (Liabilities)		97,704	233,665
		201,088	355,861
Total Net Assets		201,088	355,861
Financed By:			
Capital Account	11	103,384	122,196
Income and Expenditure Account	9	97,704	233,665
		201,088	355,861
		201,088	355,861



Cash Flow Statement

	2010	2009
Note	€	€
<i>Reconciliation of surplus to net cash</i>		
<i>(outflow) from operating activities</i>		
(Deficit) for the Year	(135,961)	(638,529)
Depreciation Charge	52,871	44,235
Disposal of Fixed Assets	9,125	-
(Decrease) / Increase in Capital Account	11 (18,812)	(34,480)
Decrease / (Increase) in Debtors	31	21,912
(Decrease) in Creditors	(45,171)	(172,336)
<i>Net Cash (Outflow) from Operating Activities</i>	<u>(137,917)</u>	<u>(779,198)</u>
 Cash flow Statement		
Net Cash (Outflow) / Inflow from operating activities	(137,917)	(779,198)
Capital Expenditure	11 (43,184)	(9,755)
(Decrease) in Cash in the year	<u>(181,101)</u>	<u>(788,953)</u>
 Reconciliation of net cash flow to movement in net funds (Note 10)		
(Decrease) in Cash in the year	(181,101)	(788,953)
Net Funds at 1 January	419,071	1,208,024
Net Funds at 31 December	<u>237,970</u>	<u>419,071</u>



Notes

1 Oireachtas Grant Income Drawdown		2010	2009				
		€	€				
Oireachtas Grant Income drawdown		2,534,750	3,401,066				
2 Other Income		2010	2009				
		€	€				
Co-Funding Income		-	73,859				
Sales of Publications		855	1,148				
Bank Interest		140	1,419				
Conference and Sundry Income		-	636				
		995	77,062				
3 Wages and Salaries		2010	2010	2010	2010	2010	2009
		€	€	€	€	€	€
		NESDO	NESC	NESF	NCPP	Total NESDO	Total NESDO
Wages and Salaries		184,343	1,232,816	50,025	178,440	1,645,624	2,078,731
Social Welfare Costs		7,705	117,116	4,929	9,799	139,949	151,951
		192,048	1,349,932	54,954	188,239	1,785,173	2,230,682
The average number of employees during the year were:						21	24



€98,416 (2009: €101,666) of pension levy has been deducted from staff and paid over to the Department of the Taoiseach.

The Chief Officer of NESDO, who is also the Director of NESC, received €170,648 as remuneration in respect of his role as Director of NESC for the year ended 31 December 2010. As a full time employee of NESC, the Chief Officer was in receipt of an allowance in lieu of superannuation and is not a member of the pension scheme. The Chief Officer was not in receipt of remuneration, emoluments or expenses in respect of his role as Chief Officer of NESDO.

The Board members, Mr. Peter Cassells and Ms. Maureen Gaffney received €21,000 and €22,061 respectively as remuneration for the year ended 31 December 2010. The above remunerations are in accordance with the National Economic and Social Development Office Act, 2006. The Chair of the Board, Mr. Dermot McCarthy, did not receive any remuneration in this period. The Board members are full time employees of NESDO and Department of Taoiseach and are not in receipt of fees or expenses for the positions on the Board of NESDO.

4	<u>Pension</u>	2010	2009
		€	€

Included in wages and salaries in note 3 is the following:

Employee contributions to pension scheme	9,606	12,384
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5	<u>Operating Costs</u>	2010	2010	2010	2010	2010	2009
		€	€	€	€	€	€
		NESDO	NESC	NESF	NCPP	Total NESDO	Total NESDO
	Consultancy Fees	2,676	-	-	22,415	25,091	227,119
	Printing and Publications	4,373	32,890	10,773	40,133	88,169	475,959
	Travel and Subsistence	4,273	15,928	271	-	20,472	39,422
	Conferences and Seminars	17,115	8,256	-	4,824	30,195	115,099
	Training	47,657	-	-	-	47,657	57,138
	Post, Taxis and Couriers	9,503	-	-	3,958	13,461	31,895



Library Services	25,412	-	-	-	25,412	28,084
Advertising and Public Relations	-	-	90	-	90	9,238
Administration	1,250	732	-	-	1,982	1,669
Professional Fees	44,215	-	-	-	44,215	41,007
Telephone	18,415	-	-	-	18,415	30,638
Stationery	17,472	-	-	-	17,472	29,493
IT and Website costs	96,278	726	-	-	97,004	108,629
Rent and Service Charges	418,829	-	-	-	418,829	680,830
	<u>707,468</u>	<u>58,532</u>	<u>11,134</u>	<u>71,330</u>	<u>848,464</u>	<u>1,876,220</u>

6 Tangible Assets

	Equipment	Furniture	Total
	€	€	€
<u>Cost</u>			
Balance at 1 January 2010	349,061	92,984	442,045
Additions	31,368	11,816	43,184
Disposals	(44,310)	-	(44,310)
Balance at 31 December 2010	<u>336,119</u>	<u>104,800</u>	<u>440,919</u>
<u>Depreciation</u>			
Balance at 1 January 2010	253,930	65,919	319,849



Charge for year	41,151	11,720	52,871
Depreciation elimination on disposal	(35,185)	-	(35,185)
Balance at 31 December 2010	259,896	77,639	337,535
<u>Net Book Value</u>			
At 31 December 2010	76,223	27,161	103,384
At 31 December 2009	95,131	27,065	122,196
7 Debtors		2010	2009
		€	€
Sundry Debtors		-	31
8 Creditors		2010	2009
		€	€
Trade Creditors		4,457	29,503
Accruals		88,381	52,953
Revenue		47,428	102,981
		140,266	185,437



Income and Expenditure

9 Reserves (Surplus/(Deficit))

The Income and Expenditure Reserve disclosed in the Balance Sheet on Page 31 comprises the following:

	2010	2009
	€	€
Balances transferred at 1 January	233,665	872,194
Surplus / (Deficit) for year	(135,961)	(638,529)
	<hr/>	<hr/>
Balance at 31 December	97,704	233,665
	<hr/> <hr/>	<hr/> <hr/>
10 <u>Cash and Bank Balances</u>	2010	2009
	€	€
Current Account Balances	69,060	66,651
Deposit Account Balances	168,352	352,116
Cash on Hand	558	304
	<hr/>	<hr/>
	237,970	419,071
	<hr/> <hr/>	<hr/> <hr/>
11 <u>Capital Account</u>	2010	2009
	€	€
Balances transferred at 1 January	122,196	156,676



<i>Transfer to Income and Expenditure</i>	2010	2009
Income used to purchase Fixed Assets	43,184	9,755
Amortisation in line with depreciation	(52,871)	(44,235)
Disposal of fixed assets	(9,125)	-
	<hr/>	<hr/>
	(18,812)	(34,480)
	<hr/>	<hr/>
Balance at 31 December	103,384	122,196
	<hr/>	<hr/>

Approval of Financial

12 Statements

The Financial Statements were approved by the Board of NESDO on 17th June, 2011.



APPENDIX A

1.1 NESDO Board Membership

- Mr Dermot McCarthy, Department of the Taoiseach (Chairperson)
- Mr Philip Kelly, Department of the Taoiseach

Chief Officer NESDO, Dr Rory O'Donnell

1.2 NESC Council Membership

The membership of the Council for 2007-2010 was nominated as follows:

- Mr Dermot McCarthy (Chairperson)
- Ms Mary Doyle

5 members from Business and Employers

- Ms Siobhan Masterson, Senior Policy Executive, IBEC
- Mr Danny McCoy, Director General, IBEC
- Mr Tom Parlon, Director General, Construction Industry Federation
- Mr John Dunne, Chief Executive, Chambers Ireland
- Mr Tony Donohoe, Head of Social and Education Policy, IBEC

Alternates:

- Ms. Geraldine Anderson, IBEC
- Mr Fergal O'Brien, Senior Economist, IBEC
- Mr Brendan Butler, Director of Strategy, Trade, EU & International Affairs

5 members from Farming and Agricultural

- Mr Eddie Punch, General Secretary, ICOSA
- Mr Seamus O'Donohoe, Secretary, ICOS
- Mr Ciaran Dolan, General Secretary, ICMSA



- Mr Pat Smith, General Secretary, IFA
- Mr Edmond Connolly, Chief Executive Officer, Macra na Feirme

Alternates:

- Mr Malcolm Thompson, President, ICSA
- Mr John Tyrrell, Director General, ICOS
- Mr Derry Dillon, Agricultural Policy Officer, Macra na Feirme

5 members from Community and Voluntary

- Fr Seán Healy, Social Justice Ireland
- Mr Seamus Boland, Irish Rural Link
- Mr John Dolan, Disability Federation of Ireland
- Ms Brid O'Brien, Irish National Organisation of the Unemployed
- Ms Orla O'Connor, National Women's Council of Ireland

Alternates:

- Mr James Doorley, National Youth Council of Ireland
- Ms Karen Murphy, Irish Council for Social Housing
- Ms Deirdre Garvey, The Wheel
- Mr Liam O'Dwyer, Children's Rights Alliance

5 members from Trade Unions

- Mr Peter McLoone, General Secretary, IMPACT
- Mr David Begg, General Secretary, ICTU
- Ms Sally Anne Kinahan, Assistant General Secretary, ICTU
- Mr Jack O'Connor, General President, SIPTU
- Mr Manus O'Riordan, Economist, SIPTU

Alternates:

- Ms Marie Sherlock, Research Department, SIPTU



- Ms Loraine Mulligan, Research Department, SIPTU
- Mr Brendan Hayes, Vice President, SIPTU
- Ms Esther Lynch, Legislative & Social Affairs Officer, ICTU

1 member from Environmental

- Oisín Coghlan, Director Friends of the Earth Ireland

Alternate:

Charles Stanley-Smith, Chairperson, An Taisce

Michael Ewing, Co-Ordinator, Environmental Pillar

4 members nominated by An Taoiseach

- Dr Seán Barrett, TCD
- Mr Con Lucey
- Prof. Peter Clinch (membership ceased June 2008)
- Professor Elizabeth Meehan, Queen's University

Secretaries General

Mr Kevin Cardiff, Department of Finance

Mr Sean Gorman, Department of Enterprise, Trade and Innovation

Ms Bernadette Lacey, Department of Social Protection

Ms Geraldine Tallon, Department of Environment, Heritage and Local Government

Ms Brigid McManus, Department of Education and Skills

Alternates for Dept of Finance:

Michael McGrath

John O'Connell