



National Economic and
Social Development Office

Annual Report
For the Year Ended 31 December 2009



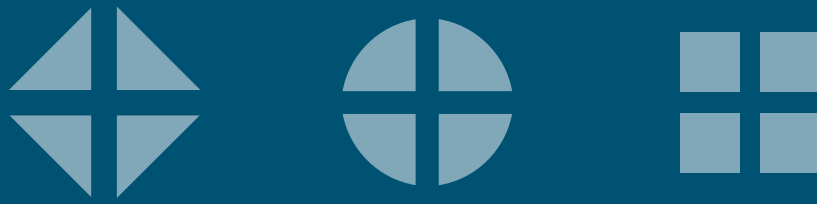
An Oifig Náisiúnta um Fhorbairt Eacnamaíoch agus Shóisialta
National Economic & Social Development Office **NESDO**

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Social Development Office

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For The Year Ended 31 December 2009

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1. Introduction

The National Economic and Social Development Office (NESDO) was established by the National Economic and Social Development Office Act, 2006. The functions of NESDO are 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 (NCPF);
- 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. Throughout 2009, NESDO continued to fulfil this role by providing the opportunity for the constituent bodies to collaborate and work jointly on the Futures Ireland Project which was completed during the year. NESDO also continued to provide shared accommodation, administration and support services for the constituent bodies.

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 continues to provide full administration and support services for the NESC, and to submit to Government all reports, recommendations and conclusions arising from any projects carried out by the NESC. It also arranges 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.



2. FuturesIreland Project

NESDO was asked by the Department of An Taoiseach and the Social Partners to conduct a foresight exercise on the Learning Society. The project commenced in April 2007 and was completed in 2009.

The project, called *FuturesIreland*, examined current assumptions and beliefs that orientate practice, thinking and policy-making in Ireland and in doing so, worked to develop greater insight about future possibilities. It built on analyses and work within the NESDO bodies. This has increasingly highlighted fundamental challenges of governance and organisation that arise in a more experimentalist, participative and socially dynamic society. The project drew on a National Advisory Panel, Consultative Panel and International Expert Panel. Table 1 provides further details.

The final report, *Ireland At Another Turning Point: Reviving Development, Reforming Institutions and Liberating Capabilities, NESDO Report No.1*, was laid before the Houses of the Oireachtas in September 2009. A final conference—to discuss the relevance of the report to Ireland's five-part crisis—took place in April 2010.

Central Argument

The central argument of the *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: 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 its full harvest without profound change to our organisational systems, particularly our systems of control and accountability.

Linking the FuturesIreland project and Ireland’s Five-Part Crisis

The main argument and the findings have significant implications for how Ireland addresses the current acute crisis and how we lay the foundations for future prosperity and social cohesion. As in the 1950s and 1980s, Ireland is once again at a turning point.

The report sets out a positive view of the turning point and the transition Ireland might experience. This positive view is based on patterns of long term technological and economic development, fully utilising our social and individual capabilities and better public policy making and decision-making.

At previous turning points in Irish history, the solutions included a focus on development, both economic and social, significant institutional reform and a concentration of authority to liberate capabilities. To turn the current crisis into a turning point the report, therefore, argues answers are needed to three general questions:

1. In addition to acute fiscal constraints, what is the *developmental* challenge that Ireland now faces?
2. What institutional reform and creation is necessary to identify and address ongoing constraints on development and limits of existing systems of accountability?
3. What concentration of authority is necessary to achieve reform and how do we ensure it is undertaken not to increase control, but to break the institutional constraints which limit experimentation, learning, continuous improvement and real accountability?

The *FuturesIreland* project was not focused on specific policy measures but the evidence and analysis undertaken suggest factors that need to be addressed in answering each of the three questions. The resulting agenda resonates strongly with the Government's response to the OECD report on the Irish public service, *Transforming Public Services: Citizen Centred-Performance Focused* (Government of Ireland, 2008).

The conference in April 2010 examined how the crisis can provide the context for the type of fundamental reform which the *FuturesIreland* report highlights is necessary. It focused on the developmental agenda and how the ideas described in the report can be taken forward.

TABLE 1 FuturesIreland Supporting Structures

National Advisory Panel

A 23 member National Advisory Panel (NAP) was established and was chaired by Peter Cassells, Chairperson of the NCPP. The NAP was a critical component of the *FuturesIreland* project. The members of the NAP play key leadership roles in a range of organisations across Irish society. It is with this group that the key hypotheses and ideas concerning Ireland's possible and desirable futures were worked out and tested. The Panel met on seven occasions.

Consultative Panel

The role of the Consultative Panel was to examine, in more detail, economic, social and decision-making processes in Ireland. The Panel generated new ideas and accounts about the organisation of economic, social and public governance activity in Ireland and in particular the connections between these spheres. There were 180 people on the Consultative Panel and they met on three occasions.

International Experts

Work with the International Experts was chaired by Dr Maureen Gaffney, Chairperson of the NESF. Three international experts, Professor Charles Sabel (Columbia Law School, New York); Professor Carlota Perez (Cambridge University); and Professor Yochai Benkler (Harvard University) worked closely with the Secretariat. A workshop with Professor Benkler was held in London in February 2008 and with Professor Perez in Dublin in April 2008. Professor Charles Sabel worked closely with the Consultative Panel over the course of four days in October 2008.



3. National Economic and Social Council

Introduction

During 2009, the National Economic and Social Council (NESC) modified its work programme (adopted in 2007, see Annual Report 2008) in order to analyse and discuss the economic crisis which began in late 2008. During the year, the Council published three reports:

1. *Ireland's Five-Part Crisis: An Integrated National Response;*
2. *Well-being Matters: A Social Report for Ireland;* and
3. *Next Steps in Addressing Ireland's Five-Part Crisis: Combining Retrenchment with Reform.*

Ireland's Five-Part Crisis

In the early months of 2009, the Council continued its discussion of the international and domestic economic crisis arising from the global credit crunch, begun in late 2008. Much of the Secretariat's effort was devoted to forming an agreed analysis of the crisis and the necessary elements of a national response. In March, NESC published *Ireland's Five-Part Crisis: An Integrated National Response* (NESC report 118). The report argued that Ireland's crisis has five closely-related parts: banking, fiscal, economic, social and reputational. It described each of these and analysed the causes. The Council suggested that the crisis should be seen as a manifestation of a range of risks, some of which had been identified in recent years.

What was not envisaged was that these risks would materialise simultaneously and in a mutually reinforcing way. The report outlined the characteristics of an effective Irish response. In particular, it highlighted the limitations of partial and sequential reactions and made the case for an integrated response which could command wide societal support.

In mid-2009 the Council resumed discussion of the crisis. During meetings in September and October it considered analyses of both international and national developments and discussed policy challenges facing Ireland. In October, it published *Next Steps in Addressing Ireland's Five-Part Crisis: Combining Retrenchment with Reform* (NESC report 120). It argued that, despite important steps, an integrated, nationally-supported and widely-understood response had not yet been achieved. It argued that a convincing approach to any one dimension of the crisis was, in part, dependent on a widely-understood approach to the overall national crisis: but equally, a widely-understood approach to the overall crisis requires a clear and purposeful approach to each of the five elements, taken one by one. It identified this policy bind as the context in which, in late 2009, Irish society must make critical decisions. The Council emphasised that the most immediate challenge was to embed the economic and social focus within measures to correct the public finances. It suggested that four criteria—cyclical, developmental, fairness and sustainability—that could assist in this task. The Council argued that it was necessary, and possible, to combine unavoidable retrenchment with major reform in a range of policy areas and systems. It emphasised that finding an integrated and nationally-supported response cannot be a task for government alone. Consequently, this report was addressed not only to Government, but to the full range of economic, social and policy actors—all of whom have a role in finding and implementing a path through this national crisis.

Well-being Matters: A Social Report for Ireland

During 2009, the Council completed work on the social report requested by Government in 2008. Report 119 *Well-being Matters: A Social Report for Ireland* presents social indicators across the life cycle—for children, people of working age, older people and people with disabilities—within a well-being framework. The report argued that something more than GDP is required to measure social progress, and in line with emerging international thinking, developed a well-being framework of six domains: economic resources, work and participation, relationships and care, community and environment, health, democracy and values. The report included examples of indicators which can be used to measure policy outcomes, and concluded that in future we should seek to have more sustainable growth. This would require a greater focus on the common good, developing people's capabilities while respecting their capacity to make decisions about their lives, recognising the importance of having a sense of purpose and the opportunity to engage in meaningful activity, and the significance of relationships within families, communities and wider society.

Other Projects

While the Council modified its Work Programme to undertake work on the crisis, it did continue work on some of the other items in its Work Programme. Among these were:

- European Union;
- Innovation and Enterprise; and
- Standards and Accountability.

Work on these and other projects is continuing in 2010.

ESC Meetings

NESC participated in the Annual Meetings of Economic and Social Councils of the member states of the European Union, hosted by The Economic and Social Council of Bulgaria. These meetings focused on comparing the responses of national governments and economic and social councils to the international financial and economic crisis.

NESC Council Meetings Held During 2009

The NESC met on twelve occasions during 2009

- 16th January 2009
- 22nd January 2009
- 27th February 2009
- 20th March 2009
- 27th April 2009
- 15th May 2009
- 19th June 2009
- 17th July 2009
- 18th September 2009
- 16th October 2009
- 20th November 2009
- 18th December 2009

During 2009, 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 on the following;

- HIQA Working Group drafting Standards for Disability Services; *National Quality Standards: Residential Services for People with Disabilities*;
- Alternate Irish member of the Board of the EU Fundamental Rights Agency (reappointed by Minister for Justice Equality and Law Reform in 2007);
- The Advisory Committee of Forfás 'Socio Economic Scenarios';
- HEA Working Group on the Future of Arts, Humanities and Social Science; and
- Executive Committee, Institute of International and European Affairs.

He was also an invited speaker at the following events;

- Amsterdam Institute of Advanced Labour Studies (June) Amsterdam, *Social pacts and the crisis: What answers do unions and employers give in Scandinavia, Ireland and the Netherlands?*;
- Irish Social Sciences Platform (December), NUI Galway, *How Should the Social Sciences relate to Public Policy?*; and
- UN Economic Commission for Latin America and the Caribbean (ECLAC) (November), Santiago and Bogotá, Chile. *Strengthening Public-Private Partnerships in Latin America: Leaving the Crisis Behind Looking Strategically at the Future.*

Dr John Sweeney

- Delivered a paper, 'Ireland's Developmental Welfare State: from Report to Project' at the 3rd Annual RECWOWE Integration Week, Utrecht (June);
- Published 'Reykjavik on the Liffey' in Business Plus (October); and
- Gave the keynote address at several national conferences (e.g. the National Association of Youthreach Coordinators (February), Wheel Anniversary Conference (May), the Social Inclusion Forum, (November)).

Ms Helen Johnston was a member of the following:

- Board of the Centre for Cross Border Studies; and
- Consortium Peace III Steering Committee.

In addition, she authored

- 'Old poverty; new poverty. Both need determination to tackle them' in *Action on Poverty Today, Special Issue on '23 Years Working for a Poverty-Free Ireland'*, (Summer 2009, Issue No.24);

- With Paddy Logue and Ann McGeeney, 'The Legacy of Combat Poverty in Building Peace and Reconciliation' in O'Flynn, J. (Ed.) (2009) *Poverty, Policy and Practice: Combat Poverty 1986-2009*. Dublin: Institute of Public Administration and Combat Poverty Agency; and
- 'Well-being Matters in Measuring Social Progress' in Reynolds, B. & Healy, S. (Eds.) (2009) *Beyond GDP: What is prosperity and how should it be measured*. Dublin: Social Justice Ireland.



4. National Economic and Social Forum

Introduction

The National Economic and Social Forum (NESF) provided advice on economic and social policies, especially those that seek to achieve greater equality and social inclusion in our society. It was the largest and most representative of the partnership bodies and was unique among these bodies in providing an arena for policy interaction and debate between elected public representatives to the Oireachtas and the Local Authorities, and the social partners.

The NESF had been asked by Government to strengthen its focus on examining ways to improve the implementation of policies on the ground. Through its diverse membership and experience of policy processes across institutional and departmental boundaries, the NESF was well positioned to identify public sector innovations and reforms so that public services can better meet individual needs and be delivered more effectively in the future.

NESF Working Structures

With its independent Chairperson and Secretariat, the work of the NESF was structured through:

- Plenary Sessions of the NESF's full 62 members, which debated the work programme and reports/opinions prepared by its Project Teams;

- A Management Committee (with representatives of each of the NESF's four Strands), which met on a regular basis to review the NESF's overall functioning, including formal adoption of the NESF's work programme and reports from the Project Teams; and
- Project Teams, which were the main bodies involved in the preparation of reports and whose membership comprised balanced representation from each Strand as well as outside experts.

NESF Work Programme in 2009

The main work areas that were addressed during the course of the year were:

- *Child Literacy and Social Inclusion;*
- *Implementation of the Home Care Package Scheme;*
- *Community Participation in Local Governance;*
- *The County Louth Age-Friendly County project; and*
- *The Social Inclusion Forum.*

Child Literacy and Social Inclusion

The NESF Project Team working on Child Literacy and Social Inclusion was established in September 2008, under the Chair of Professor Áine Hyland, with Dr Jeanne Moore as Policy Analyst. The final report was launched by Mr Fergus Finlay, Chief Executive of Barnardos, on 11 November 2009 in the Royal College of Physicians.

The report focused on the Delivering Equality of Opportunity in Schools scheme (DEIS), and found it to be a well-designed policy aimed at providing a range of supports to disadvantaged schools, with policy objectives, targets and outcomes. DEIS advisors made a positive contribution to delivering programmes and improving literacy teaching. Some of the schools studied for the NESF report were very successful in putting in place plans and actions to tackle the literacy challenges they meet. Such schools were characterised by a culture of high staff expectations and rewarding success, strong leadership from the principal, a shared vision, agreed targets and action plans.

However, the report also found a number of weaknesses in DEIS implementation. These include:

- There have been delays in rolling out DEIS services—many were not rolled out until 2007, two years after the programme was intended to start;
- The implementation plan for DEIS was not publicly available (The Project Team expected to complete its work before Summer 2009.);
- A clearer link is needed between the NAPS¹ target (that literacy problems in disadvantaged schools are reduced from 30% to 15% by 2016), and targets that schools set themselves—which remain confidential;

1. National Action Plan for Social Inclusion, 2007-2016

- There is no apparent penalty for failing to achieve the NAPS literacy goal.

Nor is there a system to reward success under DEIS;

- Links between community and family-based literacy initiatives, and school-based initiatives, are minimal; and
- DEIS only covers primary schools which are designated as disadvantaged—approximately 22% of all primary schools—so it cannot reach children experiencing educational disadvantage in other schools.

The report's key recommendation is the development of a National Literacy Policy Framework. This is needed to clearly articulate what every school is expected to achieve and the best ways to support teachers to achieve this. Such a policy would provide a shared vision for future action with greater policy coherence and integration, and would ensure a strategic focus on child literacy. This broad framework for all children also needs to include particular supports for those experiencing disadvantage, such as targeted interventions for disadvantaged pupils, and continuous professional development in literacy for teachers.

A number of other recommendations were also made to ensure more effective implementation of the DEIS policy. These include:

- A partnership approach to literacy, involving the various education and community stakeholders, and covering all ages from early childhood to adulthood;
- A stronger articulation of short-term and long-term targets;
- Co-ordination at local and national level;
- Greater clarity on the accountability and responsibility of the various stakeholders;
- More precise implementation and action plans;
- Built-in process evaluation and feedback procedures; and
- More incentives for success.

Given the key importance of literacy to the well-being of individuals and society, it also recommended that a steering committee on literacy and social inclusion, with an independent Chair, should be set up under the Department of Education and Science, to drive forward the report's recommendations.

Implementation of the Home Care Package Scheme

This Project Team was chaired by Professor Tony Fahey of UCD, with Dr Anne Marie McGauran as the NESF Policy Analyst. On 28 October 2009, Justice Catherine McGuinness launched the final report, *Implementation of the Home Care Package Scheme*, in Government Buildings.

The report generated a lot of media interest, as it was the first to look at implementation of this important scheme to support older people to remain living in their homes. It found that the Home Care Package (HCP) policy was, like many public service policies in Ireland, well designed, but showed weaknesses in its implementation. Overall, the connection between the national policy, decision-

making around that and working practices at local level, was poor. For example:

- The national guidelines on implementation of the HCP scheme, which included standard eligibility criteria, were never put into action;
- The delay agreeing and implementing standardised procedures is mainly due to the high number of structures involved in making decisions, leading to slow or no decision-making;
- In the absence of a standardised national approach, each HSE Local Health Office (LHO) delivers the scheme differently. For example, there are variations by LHO in the eligibility criteria used to allocate HCP funding;
- The absence of co-ordinated procedures also leads to duplication of work. Double or even triple assessments of the care needs of an older person are often carried out—e.g. by medical staff in hospital, by a public health nurse co-ordinating HCPs, and by the organisation appointed to provide the care;
- Little data is collected on the outcomes of HCPs, and this is rarely collated and analysed at national level, so it is difficult to learn from local implementation practices;
- There is very little focus on accountability in the policy documents or guidelines relating to HCPs. The focus is on setting up procedures, rather than delivering outcomes; and
- The many organisations delivering HCPs (including the HSE, private healthcare providers and voluntary home help organisations) do not often work together, which slows down learning and best-practice transfer from the different approaches. Instead, different provider groups appear to be defensive of their work practices and wary of each other.

The report recommends a number of key policy changes for more effective implementation of the HCP scheme. These are:

- Agreement at national level on the number of HCPs to be delivered, and eligibility criteria for them;
- Clearer link between the number of HCPs to be supplied and the resources allocated;
- More rigorous measurement of the HCP Scheme inputs (e.g. funding, staff) and outcomes, and systematic use of this data to improve management of the scheme;
- Clear lines of responsibility and accountability;
- More sustained focus on detailed delivery plans—including clear standards set for delivery, and monitoring of those standards; and innovative delivery mechanisms, including the use of IT and non-traditional providers; and
- A focus on creating an organisational culture where all aspects of working practices and reward systems are aligned to achieve desired policy outcomes.

Community Participation in Local Governance

This report was commissioned by the NESF from Dr Chris McNerney, Tipperary Institute of Technology; and Dr Maura Adshead, University of Limerick. It looks at the landscape of community participation mechanisms which have been set up as part of local government, and the factors which contribute to them working effectively. It seeks to

- assess the adequacy of existing participatory structures at local level;
- identify successful best practice models at local levels; and
- generate a template to mainstream community participation to maximise the potential for the more effective participation of local communities in the design and implementation of public policies.

The paper outlines four zones of participatory governance at local level in Ireland. These are:

- Zone 1 – Participation within Local Government Structures (e.g. Strategic Policy Committees, Local Traveller Accommodation Consultative Committees);
- Zone 2 – Broadening Governance and Participation (e.g. County/City Development Boards, RAPID);
- Zone 3 – Towards More Independent Governance (e.g. Area Based Partnerships, LEADER); and
- Zone 4 – Civil Society.

The case studies outlined in the paper pinpoint the strengths and weaknesses of the different local participatory governance approaches in each zone, and are used to develop a number of recommendations.

A Plenary Session was held on 21 October to discuss the draft paper. It was addressed by Ms Marie Carroll, Director of the Southside Partnership, Mr Ivan Cooper, Director of Advocacy at the Wheel and Mr Joe Horan, County Manager of South Dublin County Council.

The issues raised by the three speakers, as well as discussion and feedback from the Plenary participants, are being incorporated into a final report on community participation in local governance.

County Louth ‘Age-Friendly’ Strategy

Work began toward the end of the year, overseen by the NESF Management Committee, to study implementation of a significant multi-agency policy initiative—*County Louth: Ireland’s First Age Friendly Strategy*. This Strategy is attempting to radically configure and innovate service delivery to older people across the local Government, the HSE, the Gardaí, transport, business and voluntary agencies. This study will differ from the earlier NESF accounts of policy implementation, which assess implementation after the fact.

The Louth initiative is also important for two reasons. First, because the challenges inherent in the initiative—to create significant innovation and reconfiguration of

services in an integrated way across multiple agencies—are the major challenges faced by the public services in many areas. Second, it is now proposed to roll out similar initiatives in several other counties—Kilkenny, Clare and Kildare—providing an unprecedented opportunity for a prospective and comparative evaluation of the progress of such natural experiments.

The analysis and evaluation provided by this work will involve a close-up description of the long-term evolution of this major policy initiative, and of the institutions and programmes created to address it. The analysis will be informed by conceptual developments and empirical research internationally, not just in the public services, but also in the organisational change literature, while remaining deeply grounded in Irish realities.

The Social Inclusion Forum

The Forum provided those not directly involved in social partnership with an opportunity to input their views and experiences on the implementation of the National Action Plan for Social Inclusion.

Last year's Forum was held on the 4th of November, in the Croke Park Conference Centre, Dublin. It was the first time that the Forum was co-organised between the Social Inclusion Division of the Department of Social and Family Affairs and the NESF. The Social Inclusion Division was formed earlier last year through the merging of the Combat Poverty Agency and the Office for Social Inclusion of the Department of Social and Family Affairs.

The Forum was addressed by Ms Mary Hanafin, T.D., Minister for Social and Family Affairs, Ms Anna Visser and Ms Karen Fitzpatrick of the European Anti-Poverty Network (Ireland) and Dr John Sweeney of the NESF.

Four participant workshops were also held. Each workshop had a particular theme under the heading of 'How to best support vulnerable households through access to services and employment'. The themes were:

- Children and their families;
- Access to quality work and learning opportunities—people of working age, especially young people and migrants;
- Access to services for older people; and
- Access to services for people with disabilities.

In the closing session of the Social Inclusion Forum, the main issues raised at the workshops were fed back to all participants and a panel made up of the workshop chairpersons. The key aspects of the programme for the EU Year Combating Poverty and Social Exclusion, in 2010, were also outlined.



5. National Centre for Partnership and Performance

Introduction

During 2009, the National Centre for Partnership and Performance (NCP) continued the implementation of its four-year strategy, *Irish Workplaces: A Strategy for Change, Innovation and Partnership 2007-2010*. The Centre's mission was to build capacity in the private and public sectors for partnership-based approaches to workplace change and innovation.

The NCP worked with a wide range of stakeholders, including the Government and the Social Partners. This work has involved developing and promoting new ways of working that can significantly benefit organisations and their employees and improve productivity, performance, flexibility, commitment and job satisfaction.

During the year, the Centre's work programme focused on positioning and promoting workplace development and innovation as a key component of Ireland's response to the current economic downturn.

This report describes the integrated work of the Centre in the following priority areas:

Research and Policy Analysis

- National Workplace Surveys 2009;
- Health Sector—Hospital of the Future Project;
- National Workplace Strategy;
- Line Management as a resource for change; and

- Ireland's Five Part Crisis: An integrated National Response.

Workplace Innovation

- Public Service Innovation Project;
- Workplace Innovation Fund;
- Submissions to the Innovation Task Force and the Department of the Taoiseach; and
- The Innovative Workplace: A Practical Guide to Partnership and Performance.

Practical Support, Communications and 'Capacity-Building'

- Learning at Work Seminar;
- Print Forum Report;
- VEC National Partnership Forum;
- IPA Workplace Partnership Conference;
- Department of Transport—Workplace Innovation and Partnership; and
- Capacity-Building through Advocacy and Outreach.

Research and Policy Analysis

National Workplace Surveys 2009

During 2009, NCPP oversaw the design and implementation of the National Workplace Surveys in line with a commitment made in the Towards 2016 Agreement. The *National Workplace Surveys 2009* comprised three separate research questionnaires namely:

- A study of 5,000 employees in both the public and private sectors;
- A survey of 1,500 private sector employers; and
- A survey of 400 senior management and decision-makers from across the public service.

The field work for all three surveys was completed in August 2009. Analysis of the National Workplace Surveys 2009 data was undertaken by the ESRI and the NCPP during the autumn of 2009. Two reports entitled *A Survey of Employees Views and Experiences of Workplace Change* and *A Survey of Employers Views and Experience of Workplace Change* will be published in 2010. These reports follow on from the first series which was published in 2003.

The employer and employee survey reports will provide a deep and comprehensive understanding of how Irish workplaces are responding to the challenges generated by the unprecedented global economic crisis. In particular, they will explore how public organisations and private sector enterprises are seeking to manage change and also motivate and engage staff in dramatically changed economic and social circumstances. The reports also assess employee and employer attitudes, experiences and expectations of change and innovation in their workplaces. Finally, these reports will also enable the benchmarking of progress on the nature and depth of workplace innovation and change in Ireland since 2003.

The undertaking of the National Workplace Survey 2009 has generated a rich set of empirical data that will contribute to the ongoing development of a more robust national data infrastructure in relation to workplace and workforce issues.

Health Sector – Hospital of the Future project

The NCPP, in conjunction with the Health Services National Partnership Forum, is concluding a major research project on the role and impact of workplace practices, employee relations and staff involvement on performance in the acute hospital sector. The project report, which will be published in 2010, provides a new perspective on participative governance in the health services, based on extensive evidence of the impact of such practices on levels of hospital efficiency, patient care and staff well-being. The publication of the final report has been intentionally delayed until now in order to facilitate discussions between the HSE and the health-sector trade unions on the recommendations. These discussions have taken place in the context of wider talks between the Government and public sector unions. The key elements of the report's recommendations, including a Strategic Engagement and Innovation initiative for the health sector, have been included in the Sectoral Agreement for the Health Sector in the Public Service Agreement between the Government and the public sector trade unions.

National Workplace Strategy

During 2009, the National Workplace Strategy entered a new phase of its lifecycle, with many of the original recommendations having been implemented. During the year, the focus was on implementing those recommendations that related to the core work of the NCPP. This included conducting research on and advocating for the development of better approaches at both policy and enterprise level to workplace innovation. Key to this challenge was the initiation of the National Workplace Surveys 2009, which were conducted to provide the evidence base for a future review of the National Workplace Strategy and to inform the development of a new policy agenda for workplace change and modernisation.

Line Management as a Resource for Change

The NCPP continued the second phase of a joint research project with the CIPD focusing on the issue of *Line Managers as a Resource for Change and Innovation*. As part of this research project the NCPP and CIPD undertook case study research in three organisations – The Legal Aid Board, GlaxoSmithKline Beecham and the Environmental Protection Agency.

This research project is designed to identify the organisational conditions under which line managers can emerge as entrepreneurial and engaged contributors to workplace innovation and organisational change.

Ireland's Five Part Crisis: An integrated National Response

The NCPP undertook analysis for which the material in Appendix D of the NESC report, *Ireland's Five Part Crisis: An integrated National Response* on partnership and policy responses in other countries was derived. NCPP also assisted in the preparation of media release and the launch of the report.

Workplace Innovation

Public Service Innovation Project

During the course of 2009, the NCPP continued its ongoing programme of work focused on Public Service Innovation and Capacity Building which was informed by the OECD's Review of the Public Service and the Government's *Transforming Public Services*. The aim of this programme is to support the next phase of Public Service transformation.

As part of this ongoing work, the NCPP initiated an initial study focused on the issue of *Public Service Leadership and Leadership Development*. This project involved a number of elements namely, a desk-based literature review, the identification of international examples of good practice, the 2009 Public Service Employers Survey and current NCPP projects within the public service (i.e. Hospital of the Future Research Project).

An initial background paper on *Public Service Leadership and Leadership Development* was presented to both the NCPP Council and the Project's Steering Group in July 2009. Following on from these meetings, the NCPP continued to progress its work on Public Service Innovation and Capacity Building in accordance with the key objectives of the *Transforming Public Services* agenda.

Workplace Innovation Fund

The Workplace Innovation Fund (WIF) was launched in 2007 following a commitment made in Towards 2016 to support workplace innovation by encouraging the development of new ways of working aimed at increasing flexibility and improving performance. The fund is managed jointly by the NCPP and Enterprise Ireland (EI).

Between January and April 2009, the NCPP and EI were working on a range of initiatives to make the WIF more accessible and responsive to the needs of companies who were struggling to remain viable against the backdrop of the recession and to provide continuing support to previously approved companies. However, following the announcement of the April 2009 budget, the Department of Enterprise, Trade and Employment advised the NCPP and EI that no further commitments should be made in relation to WIF company applications. This decision seriously impacted on the development and roll-out of the initiatives that were planned earlier in the year. The NCPP and EI continued to work together for the remainder of the year to explore the potential of mainstreaming workplace innovation activities into other EI supported programmes.

Submissions to the Innovation Taskforce and the Department of the Taoiseach

In September 2009, the NCPP submitted a paper for consideration by the Innovation Taskforce. Central to the submission is the argument that greater urgency is needed to stimulate higher levels of innovation at the level of the enterprise. As Ireland seeks to build its Smart Economy, one of the key policy-related challenges is to identify how public policy and supports can be best designed and implemented to stimulate greater levels of enterprise-level innovation activity in public sector organisation and in private sector firms.

Subsequently, the NCPP developed a more extensive briefing paper entitled *Towards a more holistic National System of Innovation* which was prepared for consideration by the NCPP Council. This paper articulated the need to develop a broader based approach to national innovation policy and in particular highlighted the pivotal role of organisational innovation in driving innovative activity across the economy.

The Innovative Workplace: A Practical Guide to Partnership and Performance

In the autumn of 2009, the NCPP published this online tool which was designed to assist managers and employees to work together to build a more productive and innovative workplace. Its aim is to help organisations identify ways they can achieve improved performance levels by developing a partnership culture based on high levels of employee involvement and engagement. The guide is available at <http://www.ncpp.ie/news.asp?artId=1067&zoneId=6&catId=291>.

Practical Support, Communications and Capacity-Building

Learning at Work Seminar

In February 2009, the NCPP and the National College of Ireland co-hosted a one-day event entitled *How to Make Learning Work: A seminar on Education and Skills for the Irish Workforce*. Policy makers and practitioners with responsibility for the development of people in the workplace, including HR managers, training professionals, learning and development managers, and trade union representatives were in attendance.

The seminar was addressed by Professor Knud Illeris, who has a wide range of expertise on work-related learning, and Professor Brigitte Simonsen, Director of the Danish Centre for Youth Research, who offered new insights for education and trainers on young people's engagement and learning for work. The seminar also featured several workplace case studies which provided insights from learners, trainers and employers on good practice for skills development and a panel discussion.

Print Forum Report

In April 2009, the NCPP published a case study of the Print and Packaging Forum entitled '*The Print Industry Fights Back*'. The case study profiles a ground-breaking partnership initiative in the print and packaging sector. Established by employers and unions in 2002, the Forum applied a collaborative approach to tackling the serious challenges facing the printing industry in Ireland. The first such example of a sector-wide partnership initiative in the Irish private sector, the Forum is regarded as a model of partnership and cooperation in practice.

The case study report was launched in the National Print Museum by Turlough O'Sullivan, IBEC and Des Geraghty, former President of SIPTU.

VEC National Partnership Forum

During 2009, the NCPP worked closely with the VEC National Partnership Forum in the development and implementation of the VEC Partnership Forum Business Plan. The NCPP also provided support and guidance in relation to the development of a forum theatre programme entitled *Dramatic Partnership: Engaging staff for efficiency and empowerment*. The objective of the programme was to provide opportunities for staff and managers to improve performance and working life in the VEC sector through partnership.

IPA Workplace Partnership Conference

In June 2009, the IPA hosted a conference entitled *Workplace Partnership in Challenging Times* in association with the NCPP. The purpose of the conference was to explore the role of workplace partnership in the context of the *Transformation Public Services* agenda, the deepening economic and fiscal crisis and the implications arising from the work of the Special Group on Public Service Numbers and Expenditure in relation to staffing levels and the achievement of greater levels of efficiency in the delivery of services.

The key note presentation was made by the NCPP Director. This was followed by three case studies which were presented by John Cloonan, HR Director, Eirgrid, Mary McSweeney, Partnership Co-coordinator, Dublin City Council and Bryan Andrews, Chief Executive, Public Appointments Service.

The presentations provided participants with examples of practical approaches to the development of a collaborative workplace culture and the potential of workplace partnership to respond to the drive for efficiencies and the delivery of quality customer-centered services with reduced resources.

Department of Transport – Workplace Innovation and Partnership

The NCPP worked directly with the Department of Transport to explore how workplace innovation could contribute both to the delivery of the organisational review action plan and a renewal of partnership. In progressing this initiative, the NCPP met with both the Senior Management Team and the Partnership Committee on a number of occasions. The NCPP then designed and facilitated a one-day strategic planning workshop on Workplace Innovation, which was attended by approximately thirty staff from across all the major divisions of the Department.

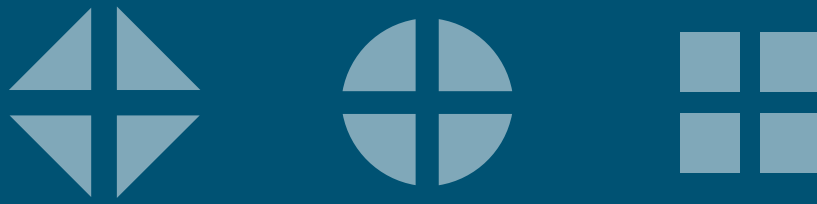
Capacity-Building through Advocacy and Outreach

During 2009, the NCPP continued its programme of capacity-building through extensive outreach and engagement of organisations across the public and private sectors. The NCPP Executive worked with a range of organisations both directly and through enterprise-led or sectoral networks. In addition, it engaged with a significant number of organisations from the public and private sectors. The focus of these interactions was on communicating the policy and research work of the Centre and making available the range of NCPP resource materials. An illustrative selection of the NCPP's engagements during 2009 is outlined below:

- February 2009: Great Place to Work Institute: 2009 Awards Dinner. Opening address by Lucy Fallon-Byrne, Director, NCPP;
- March 2009: Dundalk Institute of Technology (DKIT). Presentation by Lucy Fallon-Byrne, Director, NCPP;
- April 2009: Cork Institute of Technology Symposium – Work Based Learning. Presentation by Lucy Fallon-Byrne, Director, NCPP;
- April 2009: NCPP/Print Forum Book Launch: *The Print Industry Fights Back*;
- May 2009: European Foundation for improvement of Living and Working Conditions Seminar: *Finland and Ireland*: Panel contributor Dr Damian Thomas, Head of Research, NCPP;
- May 2009: NCPP hosted a delegation of Social Partners and Public Servants from Finland. Presentation by Dr Damian Thomas, Head of Research, NCPP;
- June 2009: IPA/NCPP Conference, *Workplace Partnership in Challenging Times*. Keynote address by Lucy Fallon-Byrne, Director, NCPP;
- June 2009: International Seminar Netherlands: *Hospital of the 21st Century*, Maasland, Panel contributors, Lucy Fallon-Byrne, Director, NCPP and Cathal O'Regan, Head of Workplace Strategy, NCPP;
- July 2009: NCPP hosted a delegation from the Korean Workplace Innovation Centre. Presentation by Dr Damian Thomas, Head of Research, NCPP and Edna Jordan, Head of Workplace Learning and Development, NCPP; and
- November 2009: VEC National Partnership Forum Annual Conference and Workplace Innovation Awards Ceremony. Presentation by Lucy Fallon-Byrne, Director, NCPP.

NCPP Council Meetings 2009

- The NCPP met on five occasions during 2009:
- NCPP Council meeting, 15 January 2009
- NCPP Council meeting, 19 March 2009
- NCPP Council meeting, 21 May 2009
- NCPP Council meeting, 16 July 2009
- NCPP Council meeting, 15 October 2009



6. NESDO Accounting Policies

Historical Cost Convention

The Financial Statements are 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 Statements 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

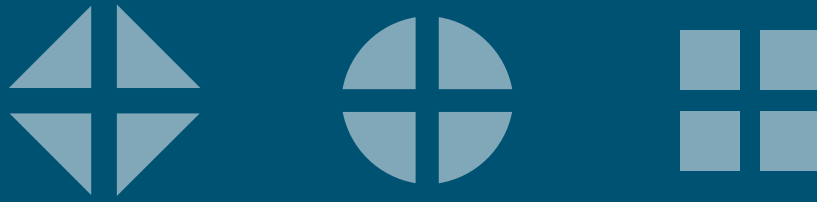
Equipment: 5 years

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.

Five 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 the finalisation of arrangements for the NESDO superannuation scheme, and subsequent approval by the Taoiseach, the Board has not implemented the provisions of FRS 17.



7. NESDO Financial Statement

Financial Statements for the year ended
31 December 2009*

*NOTE

The Financial Statement for the year ended 31 December 2009 has not yet been audited.

The Statement of Income and Expenditure includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

Statement of Income and Expenditure

	Note	2009 €	2008 €
Income			
Oireachtas Grant-in-Aid	1	3,401,066	5,371,173
Other Income	2	77,061	83,988
		3,478,127	5,455,161
Transfer from/(to) Capital Account	11	34,481	(94,912)
		3,512,608	5,360,249
Expenditure			
Wages and Salaries	3	2,230,682	2,363,562
Other Operating Costs	5	1,844,220	2,903,591
Depreciation	6	44,235	44,336
		4,119,137	5,311,489
(Deficit)/ Surplus for the year		(606,529)	48,761
Balances transferred at 1 January 2009		872,194	823,434
Balance carried forward	9	265,665	872,194

Balance Sheet as at 31 December 2009

	Note	2009 €	2008 €
Tangible Assets	6	122,196	156,676
Current Assets:			
Debtors and Prepayments	7	31	21,943
Bank Balance and Cash	10	419,071	1,208,024
		419,102	1,229,967
Current Liabilities:			
Creditors and Accruals	8	153,437	357,773
Net Current Assets / (Liabilities)		265,665	872,194
Total Net Assets		387,861	1,028,870
Financed By:			
Capital Account	11	122,196	156,676
Income and Expenditure Account	9	265,665	872,194
		387,861	1,028,870

Cash Flow Statement

	Note	2009 €	2008 €
<i>Reconciliation of surplus to net cash (outflow)/inflow from operating activities</i>			
Surplus for the Year		(606,529)	48,761
Depreciation Charge		44,235	44,336
Increase/(Decrease) in Debtors		21,912	(2,669)
Decrease in Creditors		(204,336)	(41,217)
<i>Net Cash (Outflow)/ Inflow from Operating Activities</i>		(744,718)	49,210
Cash flow Statement			
<i>Net Cash (Outflow)/ Inflow from operating activities</i>		(744,718)	49,210
Capital Expenditure	11	(9,755)	(139,248)
(Decrease)/ Increase in Capital Account	11	(34,480)	94,912
(Decrease)/ Increase in Cash in the year		(788,953)	4,874
Reconciliation of net cash flow to movement in net funds			
(Decrease)/ Increase in Cash in the year	10	(788,953)	4,874
Net Funds at 1 January 2009		1,208,024	1,203,150
Net Funds at 31 December 2009		419,071	1,208,024

Notes to the Financial Statements For the year ended 31 December 2009

	2009 €	2008 €
1 Oireachtas Grant Income Drawdown		
Oireachtas Grant Income drawdown	3,401,066	5,371,173
2 Other Income		
Co-Funding Income	73,859	60,033
Sales of Publications	1,148	2,670
Bank Interest	1,419	7,356
Conference and Sundry Income	635	13,929
	77,061	83,988

	2009 €	2009 €	2009 €	2009 €	2009 €	2008 €
	NESDO	NESC	NESF	NCPD	Total NESDO	Total NESDO
3 Wages and Salaries						
Wages and Salaries	358,984	876,600	300,854	542,293	2,078,731	2,181,925
Social Welfare Costs	952	79,705	23,569	47,724	151,951	181,637
	359,937	956,306	324,423	590,017	2,230,682	2,363,562
The average numbers of employees during the year were:					24	30

The Board members, Mr Peter Cassells and Dr Maureen Gaffney received €81,986 and €81,146 respectively as remuneration for the year ended 31 December 2009 in respect of their positions as Executive Chairs of the NCPD and NESF respectively. The above remunerations are in accordance with the National Economic and Social Developments Act. The chair of the Board, Mr Dermot McCarthy, did not receive any remuneration in this period.

	2009 €	2008 €
4 Pensions		
Included in wages and salaries in note 3 is the following:		
Employee contributions to pension scheme	114,050	9,870

The company operates an externally funded state pension that covers substantially all the employees of the company.

Notes to the Financial Statements For the year ended 31 December 2009

Continued

	2009 €	2009 €	2009 €	2009 €	2009 € Total	2008 € Total
	NESDO	NESC	NESF	NCPP	NESDO	NESDO
5 Operating Costs						
Consultancy Fees	4,473	6,000	74,204	142,442	227,120	562,329
Printing and Publications	28,431	40,795	41,790	364,943	475,959	267,103
Travel and Subsistence	209	7,374	19,354	12,485	39,422	99,075
Conferences and Seminars	(256)	19,598	85,929	9,828	115,098	286,677
Recruitment Costs	-	-	-	-	-	45,003
Training	16,087	18,827	9,193	13,031	57,138	76,391
Post, Taxis and Couriers	31,895	-	-	-	31,895	56,086
Library Services	27,361	62	4	657	28,084	56,646
Advertising and Public Relations	376	565	8,297	-	9,238	469,529
Administration	1,111	143	163	251	1,669	5,519
Professional Fees	41,007	-	-	-	41,007	81,659
Telephone	30,638	-	-	-	30,638	62,389
Stationery	23,902	-	-	5,591	29,494	78,107
IT and Website costs	92,777	3,483	5,432	6,937	108,629	88,217
Rent and Service Charges	647,712	60	518	540	648,830	668,861
	945,723	96,907	244,883	556,707	1,844,220	2,903,591

Notes to the Financial Statements For the year ended 31 December 2009

Continued

	Equipment €	Furniture €	Total €
6 Tangible Assets			
Cost			
Balance at 1 January 2009	346,622	85,668	432,290
Additions	2,439	7,316	9,755
Balance at 31 December 2009	349,061	92,984	442,045
Depreciation			
Balance at 1 January 2009	219,052	56,562	275,614
Charge for year	34,878	9,357	44,235
Balance at 31 December 2009	253,930	65,919	319,849
Net Book Value			
At 31 December 2008	127,570	29,106	156,676
At 31 December 2009	95,131	27,065	122,196
		2009	2008
		€	€
7 Debtors			
Sundry Debtors		31	21,943
8 Creditors			
Trade Creditors		29,503	51,335
Accruals		20,953	212,611
Revenue		102,981	93,827
		153,437	357,773

Notes to the Financial Statements For the year ended 31 December 2009

Continued

	2009	2008
	€	€

9 Income and Expenditure Reserves (Surplus/(Deficit))

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

Balances transferred at 1 January	872,194	823,434
Surplus / (Deficit) for year	(606,529)	48,761
Balance at 31 December	265,665	872,194

NESDO's balance transferred at 1 January 2009 included a carryover in relation to *The FuturesIreland Project* and *The Public Awareness Campaign*. The income for each of the above projects was received in 2007 but expended over 2008 and 2009.

10 Cash and Bank Balances

Current Account Balances	66,651	117,179
Deposit Account Balances	352,116	957,402
Cash on Hand	304	332
Other Accounts		133,112
	419,071	1,208,024

11 Capital Account

Balances transferred at 1 January	156,676	61,764
<i>Transfer to Income and Expenditure</i>		
Income used to purchase Fixed Assets	9,755	139,248
Amortisation in line with depreciation	(44,235)	(44,336)
	(34,480)	94,912
Balance at 31 December	122,196	156,676

12 Approval of Financial Statements

The Financial Statements were approved by the Board of NESDO on 21 June 2010.

Appendix 1 NESDO Board Membership

- Mr Dermot McCarthy, Department of the Taoiseach (Chairperson)
- Ms Mary Doyle, Department of the Taoiseach (Deputy Chairperson)
- Mr Philip Kelly, Department of the Taoiseach
- Dr Maureen Gaffney, Chairperson, NESF
- Mr Peter Cassells, Chairperson, NCPP

Chief Officer NESDO, Dr Rory O'Donnell

Appendix 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

- Mr Danny McCoy, Director General, IBEC
- Mr Tony Donohoe, Head of Research, IBEC
(replaced Mr Turlough O'Sullivan, Sept 2009)
- Ms Siobhan Masterson, Senior Policy Executive, IBEC
(replaced Aileen O'Donoghue, Sept 2008)
- Mr Tom Parlon, Director General, CIF
(replaced Mr Liam Kelleher, July 2008)
- Mr John Dunne, Chief Executive, Chambers Ireland

Alternates:

- Ms Geraldine Anderson, IBEC, (replaced Tony Donohoe, Sept 2009)
- Mr Fergal O'Brien, Senior Economist, IBEC
- Mr Brendan Butler, Director of Strategy, Trade, EU & International Affairs
- Ms Rowena Dwyer, CIF
- Mr Peter Stafford, CIF (resigned October 2009)

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
(replaced Mr Michael Berkery May 2009)
- Mr Edmond Connolly, Chief Executive Officer,
(replaced Mr Colm Markey, March 2009)

Alternates:

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

5 members from Community and Voluntary

- Fr Seán Healy, CORI
- 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 NWCI (replaced Ms Camille Loftus, OPEN, June 2009)

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:

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

5 members nominated by An Taoiseach

- Dr Seán Barrett, TCD
- Prof Elizabeth Meehan, Queen's University
- Mr Oisín Coghlan, Friends of the Earth
- Mr Con Lucey, IFA (resigned June 2009)
- Prof Peter Clinch, UCD (resigned June 2008)

Secretaries General

- Mr David Doyle, Department of Finance
- Mr Sean Gorman, Department of Enterprise, Trade and Employment
- Ms Bernadette Lacey, Department of Social and Family Affairs
- Ms Geraldine Tallon, Department of Environment, Heritage and Local Government
- Ms Brigid McManus, Department of Education and Science

Alternates for Dept of Finance

- Mr Michael McGrath
- Mr John O'Connell

Director NESC, Dr Rory O'Donnell

Appendix 3 NESF Membership

- Dr Maureen Gaffney (Chairperson)
- Ms Mary Doyle (Deputy Chairperson)

Strand 1: Oireachtas

Fianna Fáil

- Mr John Curran TD
- Mr Michael McGrath TD
- Mr Cyprian Brady TD
- Mr Seán Ardagh TD
- Senator Brian Ó Domhnaill
- Senator Geraldine Feeney
- Senator Marc McSharry TD

Fine Gael

- Mr Dan Neville TD
- Mr Terence Flanagan TD
- Senator Paul Coghlan
- Senator Jerry Buttimer

Labour

- Mr Seán Sherlock TD
- Mr Willie Penrose TD

Green Party

- Senator Dan Boyle

Independents

- Senator Ronan Mullen

Strand 2: Employer/Trade Unions/Farm Organisations

Employer/Business Organisations

- Mr Danny McCoy, IBEC
- Mr Tony Donohoe, IBEC
- Ms Patricia Callan, Small Firms Association
- Mr Martin Whelan, CIF
- Mr Seán Murphy, Chambers of Commerce/Tourist Industry /Exporters Association

Trade Unions

- Mr Eamon Devoy, TEEU
- Mr Blair Horan, CPSU
- Mr Jerry Shanahan, AMICUS
- Mr Manus O’Riordan, SIPTU
- Ms Esther Lynch ICTU

Agricultural/Farming Organisations

- Mr Michael Berkery, IFA
- Mr Michael Doody, ICMSA
- Ms Emer Duffy, ICOS
- Mr Michael Gowing, Macra na Feirme
- Ms Carmel Dawson Irish, Country Women’s Association:

Strand 3: Community and Voluntary Sector

Gender

- Ms Órla O’Connor, National Women’s Council of Ireland

Housing

- Ms Karen Murphy, Irish Council for Social Housing

Labour Market

- Sylvia Ryan, Congress Centres Network

Social Analysis

- Sr Brigid Reynolds SM, CORI

Poverty

- Mr John-Mark McCafferty, Society of St Vincent de Paul

Youth/Children

- Ms Marie Claire McAleer, NYCI
- Ms Jillian van Turnhout, Children’s Rights Alliance

Older People

- Ms Maireád Hayes, Senior Citizen’s Parliament/Age Action

Disability/Carers

- Ms Joanne McCarthy, Disability Federation of Ireland
- Mr Frank Goodwin, The Carers Association

Rural/Local Strand

- Mr Séamus Boland, Irish Rural Link

Voluntary/Networks

- Ms Frances Byrne, Community Platform
- Mr Ivan Cooper, The Wheel

Others

- Ms Maria Joyce, National Traveller Women's Forum

Strand 4: Central Government, Local Government and Independents

Central Government

- Secretary-General, Department of Finance
- Secretary-General, Department of Enterprise, Trade and Employment
- Secretary-General, Department of Social and Family Affairs
- Secretary-General, Department of Community, Rural & Gaeltacht Affairs
- Secretary-General, Dept of the Environment, Heritage & Local Government

Local Government

General Council of County Councils

- Cllr Ger Barron
- Cllr Constance Hanniffy
- Cllr Mattie Ryan

Association of Municipal Authorities

- Cllr Paddy O'Callaghan

Local Authority Members Association

- Cllr William Ireland

Independents

- Prof Colm Harmon, UCD Geary Institute
- Prof Mary P. Corcoran, NUI Maynooth
- Ms Marie Carroll, South Side Partnership
- Prof Rose Ann Kenny, Trinity College Dublin

Director NESF, Mr Seán Ó hÉigearthaigh

Appendix 4 NCPP Council Membership

- Mr Peter Cassells (Chairperson)

Government Departments

- Mr Philip Kelly, (Deputy Chairperson), Department of the Taoiseach
- Mr Brendan Duffy, Department of Finance
- Mr Dermot Curran, Department of the Taoiseach

Employers

- Mr Brendan McGinty, IBEC
- Ms Mary Connaughton, IBEC
- Mr Eddie Keenan, CIF
- Ms Irene Canavan, Arnotts Ltd

Unions

- Mr Fergus Whelan, ICTU
- Mr Jerry Shanahan, AMICUS
- Ms Catherine Byrne, ICTU
- Mr Gerry McCormack, SIPTU

Independents

- Prof Joyce O'Connor, Digital Hub Development Agency
- Dr Catherine Kavanagh, NUI Cork
- Ms Dorothy Butler Scally, Littlemore

Director NCPP, Ms Lucy Fallon Byrne

