

NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT OFFICE  
ANNUAL REPORT

FOR THE YEAR ENDED 31 DECEMBER 2007

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## 1 INTRODUCTION

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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 (NCPP),
- 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 provisions of the Act came in to force on 1 January 2007 by way of an order signed by the Taoiseach appointing that day as the establishment day, as provided for in the Act.

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. NESDO promotes the development of a shared vision for realising these goals and encouraging the constituent bodies to maximise their efforts through collaborative policy development initiatives. NESDO also provides shared accommodation, administration and support services for its constituent bodies. Among the services it provides to the bodies are accounting, human resource management, IT and general administration.

## 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 is scheduled for completion at the end of 2008.

The project, called *FuturesIreland*, examines current assumptions and beliefs that orientate practice, thinking and policy-making in Ireland and in doing so, works to develop greater insight about future possibilities. It builds on analyses and work within the NESDO bodies which in their work have increasingly highlighted fundamental challenges of governance and organisation in a more experimentalist, participative and socially dynamic society.

Rather than replicate existing futures work, *FuturesIreland* aims to build on and complement them. This is reflected in both its substantive focus and the method adopted. In order to add value to existing scenarios work, this project is focusing on two particular areas:

- Innovation in the context of uncertainty and ambiguity; and
- The overlap and interaction between wealth creation, society and governance/ decision making.

The approach to exploring these themes is informed by:

- Network thinking, which helps illuminate the similarities and interactions between innovation and organisational issues in the business/economy sphere, society and public governance.

- Experience, which shows that people have the ability to imagine and/or create new possibilities in practice,

The project involves three linked phases of work: (i) reflection and validation with senior-level actors, (ii) search and research among people with cutting-edge experiences and ideas, and (iii) analysis and discussion with international experts. In carrying out this project NESDO is, therefore, working with a national advisory panel, a consultative panel and a number of experts (Table 1).

The website [www.futuresireland.ie](http://www.futuresireland.ie) provides further details on the project along with a number of background papers prepared for the National Advisory Panel.

Table 1 FuturesIreland Supporting Structures

## National Advisory Panel

A 23 member National Advisory Panel (NAP) has been established and is chaired by Peter Cassells, Chairperson of the NCPP. The NAP is 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 are being worked out and tested. The Panel has met on three occasions during 2007.

## Consultative Panel

The role of the consultative panel is to examine, in more detail, economic, social and decision-making processes in Ireland. The Panel is generating 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 are 180 people on the Consultative Panel. Approximately 30 members attended a full day meeting in 2007.

## International Experts

Work with the international experts is chaired by Dr. Maureen Gaffney, Chairperson NESF. Workshops are planned for 2008 with two international experts, Professor Carlota Perez (Cambridge University) and Professor Yochai Benkler (Harvard University). These workshops will be used as an opportunity to engage formally with local academics with expertise in these areas and will be attended by members of the NAP and the Consultative Panel. The workshop with Professor Benkler is scheduled to be held in London in February 2008 and with Prof. Perez in Dublin in April 2008. Further work is planned with Professor Charles Sabel in Autumn 2008.

### 3 NATIONAL ECONOMIC AND SOCIAL COUNCIL

#### 3.1. Introduction

A new Council was appointed in 2007 and met for the first time on 20th July of that year. In its first two meetings, the Council discussed issues and priorities for the three year life of the Council, 2007-2010. Taking account of that discussion, existing Council commitments and requests from government, the Secretariat proposed a Work Programme for the three year period 2007 to 2010, which was then adopted by the Council.

#### 3.2. Work Programme 2007–2010

##### The First Phase of Council Work

It proposed that, in the early phase of its work, the Council undertake three studies which develop the economic, social and environmental analysis set out in NESC Strategy 2006: People, Productivity and Purpose:

- Economic Report: a NESC overview of key economic themes developing an understanding of Ireland's transition to a new economic context;
- Social Report: Government has asked the Council to prepare a periodic 'Social Report' and Council members have underlined the importance of this;
- Climate Change and Sustainable Energy: NESC should review the challenges of climate change and sustainable energy in order to contribute to building a greater shared understanding of these issues among economic and social organisations.



Progress Made on these items during 2007

Several draft chapters were prepared and discussed by the Council on items 1 (Economic Report) and 2 (Social Report). Terms of reference were prepared and agreed by the Council in relation to item 3 (Climate Change and Sustainable Energy).

In addition, the Council finished and published a fourth piece of work:

- Ireland's Child Income Supports: The Case for a New Form of Targeting: NESC Research Series paper 6, published December 2007.

During the first year of the new Council, the NESC Secretariat also contributed to the NESDO *FuturesIreland* project, in collaboration with NESF and NCPP. The Council, and the other bodies in NESDO, were briefed on the ideas emerging within this project.

## The Second Phase of Council Work

It is proposed that the later phase of work should further explore key themes identified in earlier NESC reports and in discussion in the new Council. . These concern the inter-dependence of economic and social development, the challenge of providing quality services as part of a developmental welfare state (DWS) and the role of innovation in securing Ireland's long-run prosperity in the context of globalization:

- **Standards and Accountability in Human Services in Ireland:** For a variety of reasons, including consensus on building the DWS, standards and quality in human services have become a central issue in Irish policy. This project will review the regimes of standards and accountability in a range of service areas—including social care, education, training, labour market services and aspects of healthcare—and identify approaches which can support not only minimum standards, but also continuous improvement and tailoring of services to diverse and changing needs. The project might also include a practical experiment in which a number of service providers volunteer to test some leading-edge approaches, including quality service review. Preparatory work on this project has begun and a project outline will be presented to the Council in due course;
- **Innovation: Widening and Deepening Ireland's Innovation Policies in the Context of Globalisation:** This project would analyse the likely economic and technological context in which Ireland will work and explore ways in which Ireland's innovation policy might be deepened and widened. The economic and technological context is important, since it may shape Ireland's possible place in the international division of labour. Deepening innovation policy may be necessary to ensure that Ireland's greatly-increased investment in science and technology really strengthens the

competitive advantage of enterprises in Ireland. Widening innovation policy may be necessary for two reasons: first, to recognise the role of a wide range of disciplines and actors in innovation across both business and public service; second, because, it may be necessary for Ireland to be an early adopter of new technologies, such as nano-technology, if it is to be a significant location in the production of new knowledge. This project will be informed by the work undertaken in both the Economic Review, noted above, and the NESDO *FuturesIreland* project.

- **Quality and Inclusion in First-Time Education:** A critical issue, of both social and economic significance, is ensuring both high levels of engagement and high quality in first time education. It is proposed that the Council undertake of the quality and inclusiveness of first-time education. The study might look at both the school in society—focusing on the way in which the wider context shapes the challenges which schools face—and the world of the school, examining policies and practices that determine quality and inclusiveness.
- **The European Union:** NESD has periodically reviewed Ireland’s economic and social experience in the European Union (EU) and outlined a shared perspective on Ireland’s strategic approach to European integration (see NESD reports No. 40, 58, 88 and 101). The Council appointed in 2007, expressed interest in undertaking a further project on the EU, taking account of enlargement, the increased global role of the Union and Ireland’s changed economic and social challenges.

In undertaking all of these studies, the island-of-Ireland dimension will be considered, wherever possible. Further work on the role of new North-South connections in economic development, social policy and public governance can be considered, taking account of existing policy initiatives and studies.

### 3.3. NESD SYMPOSIA 2007:

The NESD set out a comprehensive framework for the reform of Ireland's welfare state and social policies in its 2005 report, *The Developmental Welfare State*. It advocated the more systematic and effective integration of services, income supports and innovative measures for people at different stages of the lifecycle as key to improving social outcomes. The lifecycle approach has subsequently been adopted by the Government and social partners in the Social Partnership Agreement, *Towards 2016*, the new National Development Plan 2007-2013, *Transforming Ireland – A Better Quality of Life for All*, and the new National Action Plan for Social Inclusion 2007-2016, *Building an Inclusive Society*.

During 2007, NESD hosted 3 symposia in order to offer senior officials in the public service the opportunity to explore, test and develop the concepts and frameworks in the Developmental Welfare State report and to consider what steps can be taken to progress their practical implementation. The objective was an informal and frank engagement about what is involved in dealing with the agenda now set down in national social strategies.

The three symposia were:

- The Developmental Welfare State and Children  
23 February, 2007
- The Developmental Welfare State and People of Working Age  
12 March, 2007
- The Developmental Welfare State and Older People  
9 May, 2007

#### 3.4. NESC COUNCIL MEETINGS HELD DURING 2007

Following the appointment of the new Council in July, the NESC met on five occasions: 20th July 2007

- 21st September 2007
- 19th October 2007
- 16th November 2007
- 21st December 2007

## 4 NATIONAL ECONOMIC AND SOCIAL FORUM

### 4.1. Introduction

Within the context of its 2004 Strategy Statement on its work priorities, the primary focus of the work undertaken in 2007 by the National Economic and Social Forum (NESF) was completion of the work that had been initiated by the out-going NESF membership under its three-year Work Programme 2004-2006.

During 2007, the Government renewed the term-of office of the NESF for a further three-year period. Two-thirds of those appointed are new members. The most changes are in Strand One (the Oireachtas membership), which reflects the changes in the balance between the political parties, following the results of last year's general elections; the other Strand with the greatest number of changes is the Community and Voluntary Sector. Here there are a number of new groups that are represented on the NESF for the first time, notably the Irish Council for Social Housing, the Community Platform, the National Traveller Women's Forum, Integrating Ireland, the Local Authority Members Association, South Side Partnership and Trinity College Dublin.

One of the distinctive features of the NESF is that it is unique among the other social partnership bodies (the NESC and the NCPP) in having among its membership elected representatives from the Oireachtas (across all the main parties represented there, covering both Government and Opposition Parties) as well as from the Local Authorities. It is also the largest of these bodies in the size of its membership (62 members). Both these features add considerably to the value of the NESF's work through the process of engagement between the traditional social partners and the representatives of our parliamentary democracy on economic and social policy issues.

The gender balance remains roughly the same on the new NESF, with a little less than half female. This is well above the 40% guideline that had been recommended by the Council on the Status of Women.

The NESF was originally established by the Government in 1993 for the purposes of contributing to the formation of a wider and more inclusive national consensus on major policy issues such as long-term unemployment, disadvantage and inequality in our society. It has undergone a number of changes, both in its mandate and its membership, since then, as a result of changing economic and social conditions and developments in social partnership arrangements.

#### 4.2. NESF Organisational Structure

With its independent Chairperson and Secretariat, the work of the NESF takes place through the following structures:

- Plenary Sessions of the NESF's full 62 Members which debate, inter alia, the Work Programme and reports/opinions prepared by its Project Teams;
- A Management Committee (which includes 3 representatives from each of the NESF's 4 Strands) meets on a regular basis to keep under review the NESF's overall effectiveness and functioning, including formal adoption of the NESF's Work Programme and of reports from the Project Teams; and
- Project Teams which are the main bodies involved in the preparation of reports; their membership comprises balanced representation from each Strand as well as outside experts.

#### 4.3. NESF 2007 Reports

During the course of 2007, the following major reports were finalised and published by the NESF:

- Improving the Delivery of Quality Public Services;
- The Arts, Cultural Inclusion and Social Cohesion; and
- Mental Health and Social Inclusion.

The NESF also prepared two other reports in 2007 (namely on Evidenced-based Policy-Making and the Social Inclusion Forum) and these are outlined separately beneath.

#### 4.4. Improving the Delivery of Quality Public Services

The focus of this report is on putting the citizen at the centre of public services reform – a goal now actively being pursued across OECD countries. For this purpose, it recommends a new ‘public value’ approach for delivering quality public services here to ensure people’s needs are better met and thereby assist in the implementation of the public services reforms outlined in the current social partnership agreement Towards 2016 and the ‘Lifecycle’ approach to the future development of our public services as advocated in the NESC’s report on the Developmental Welfare State. A particular emphasis is placed on the links between better public service delivery and equality, social inclusion and the rural / urban dimensions.

While there have been many improvements in public services here over the last decade, there are, however, still significant shortcomings particularly in relation to resolving more complex social problems, as well as new and emerging challenges to be met. As is the case across many other countries, there are rising



public expectations for more choice, higher quality standards and value for money.

A main finding from the NESF's own research into services for older people in Co. Westmeath and services for homeless people in Dublin – supported by the many submissions it received from the public - is that there is often a wide gap between what service providers believe they are providing and the services that users need to receive. This needs to be tackled through greater use of user consultation models to better inform the design and delivery of services. Given the high level of immigration here in recent years, (expected to continue over the next decade), our public services have a key role to play in promoting integration and need to be culturally sensitive and accessible to minority groups as well as other vulnerable groups.

The report also highlights the scope for improved linkages between policy-making at national level and service delivery at local level to ensure that what gets decided at national level actually happens on the ground. This calls for a more 'collaborative' form of governance with central government setting the overall strategic priorities and agreeing on a coherent range of services while service providers working together on the ground are given greater autonomy and flexibility to innovate and adapt their services to meet individual needs. This would be accompanied by robust measures of service performance to ensure we get the best outcomes and value for money.

The report has eight main recommendations:

1. *A New Approach for delivering Higher-Value Public Services*

A new 'Public Value' approach should be adopted, with each government department concentrated on providing responsive quality services, ensuring fairness and equity in service provision, improving outcomes for people; and

building trust and confidence in the value of services. Action should be on early intervention / prevention to avoid problems becoming more chronic and costly to address in the long- run. A ‘whole-of-government’ approach is needed (such as with the recent National Disability Strategy) to address more complex societal issues. A stronger ‘evaluation culture is needed to ensure that investment in services achieves the best outcomes. The Template below outlines the main elements of this new approach.

2. *Develop a Medium–Term Perspective for the Planning, Funding and Provision of Public Services*

A medium – term perspective for the planning, funding and provision of public services should be further developed by the Department of Finance in conjunction with other relevant bodies, to tackle key policy issues on a longer-term basis. This should build on the National Development Plan 2007-2013 and the 10 year perspective of Towards 2016.

3. *Promote Greater Innovation and Experimentation*

The Department of Finance should select some specific bodies, (preferably in the health and education sectors which account for 46% of current public expenditure), which would be allowed greater freedom and flexibility over their use of funding and other resources to innovate and experiment on a pilot basis. The learning from this could be used to determine how the design and delivery of services more generally could be improved. This scope for more freedom and flexibility should be balanced by commitments in relation to outputs and desired outcomes.

4. *Introduce a New Quality Service Standard initiative*

All providers of public services should clearly set out the standard of service that users can expect to receive as well as information on their mechanisms of complaints and appeals. The outcomes of all public services should be monitored and reported upon. These findings should be made available to the public and be open to independent verification. A new 'Quality Service Standard Initiative' incorporating the above principles should be introduced for the many public service providers who are not required at present to meet these requirements. There should be clear information provided on the entitlements and rights as well as obligations and responsibilities of people who wish to avail of a service.

*5. Improve the design and coordination of Public Services*

Responsibility for the design and coordination of services should be given to a lead agency in each sector of public service provision (such as care for older people, special education provision, primary healthcare, prisoner rehabilitation etc). Other agencies should co-operate with the lead agency to provide the joined-up services that people need. Incentives to achieve this should be put in place, including the use of 'public service agreements', containing an agreed number of main outcomes and targets. A key need will be to build up a value system and ethos necessary for public, private and community and voluntary service providers for working together. Departments should jointly identify areas where there is most scope for this initiative in the context of the 'Lifecycle' Framework outlined in Towards 2016.

*6. Adopt a 'Case Management' Approach for more vulnerable clients*

A 'case management' approach should become the way service providers identify and meet the needs of their more vulnerable clients. This would include the use of an 'advocate' who would work with the person on an individual basis to help them get the service and supports they need. Each Government Department

should identify specific areas, which would be appropriate for this approach within their own service and for services delivered by bodies under their remit. A 'Case Management Fund' should be set up for particular sectors and service providers invited to bid for financial assistance on the basis of innovative and cost – effective approaches.

*7. Strengthen and Develop the Relationship between the State Sector and the Community & Voluntary Sector (C&V)*

Given the valuable contribution of the Community & voluntary Sector in the delivery of public services in many sectors, a supportive Policy Framework document should be agreed to strengthen and develop their relationship with the State sector. This would include achieving a balance between State regulation and accountability of C&V bodies while providing them with the autonomy and flexibility required to deliver quality services.

*8. Establish a 'Standing High-Level Committee on Public Services'*

A 'Standing High-Level Committee on Public Services' should be established, representative of all the relevant stakeholders, with a clear mandate from Government to drive forward and implement a programme for the improvement of public services and with the capacity to do so. Its functions should include:

- Progressing the proposals of this report and the NESC Report – The Developmental Welfare State.
- Specifying guidelines for the designers and providers of public services.
- Reviewing the range of steering, working and advisory groups already in operation to ensure coherence and consistency between their activities and the overall strategy.

- Recommending action to progress developments in particular areas e.g. resources, incentives for better performance, evaluation and standards.
- Promoting innovation and experimentation and the mainstreaming of new learning.
- Ensuring that issues relating to the delivery of public services e. g in reports of the Ombudsman and the Ombudsman for Children are taken on board and that serious issues are not lost sight of (such as in the case of the nursing home charges).
- Ensuring that appropriate complaints and redress procedures are in place.
- Identifying specific areas and / or overarching issues which need focused attention.
- Proposing the setting up of action groups in key policy areas, beginning with the following three policy areas:
  - Special Education provision for Children;
  - Young Unemployed Workers; and
  - Care Services for Older People.

#### 4.5. The Arts, Cultural Inclusion and Social Cohesion

NESF report no. 35, The Arts, Cultural Inclusion and Social Cohesion, was launched in the presence of an invited guest list of nearly 100 people by the artist Robert Ballagh, on 22 March, in the National Gallery. The report was prepared by a Project Team that was chaired by Professor John O'Hagan of Trinity College Dublin. It recommends a broad range of measures and initiatives to help more people to participate in the arts.

As the NESF's Chair, Dr Maureen Gaffney, noted at the launch, 'Participation in the arts has many social and economic benefits for both individuals and society and in the building of social capital. It is personally rewarding, provides us with inspiration and new ideas, and plays an important role in bringing people together at various events. It is of special significance in children's development. Everyone should have a right to participate in our country's cultural and artistic life.'

However there are strong differences in levels of participation in the arts, reflecting major inequalities in our society in terms of education, class, income, and age. Added to these are transport difficulties, literacy problems and social and psychological barriers. In December 2006 an Arts Council survey showed that:

- those on higher incomes are three times more likely to attend classical concerts, and twice as likely to attend plays and art exhibitions, than those on lower incomes; this was also true in the use of public libraries;
- even going to the cinema varies by class, with 69% of the middle class going to the cinema in the last year, compared to 42% of those from semi-skilled/unskilled backgrounds;

- people aged 35-44 have lower attendance rates at a number of arts events, which may be related to family commitments in the rearing of children; and
- a digital divide is also noticeable – 36% of the middle class downloaded arts-related material in the last year, compared to 21% of those from semi-skilled/unskilled backgrounds. Young people and men were most likely to download arts material.

During the course of his address, Robert Ballagh lamented the weak attention paid to the arts by many politicians, which he argued results in tardy development of good arts infrastructure, and support for artists, in Irish society.

The report recommends a number of key policy changes to support greater participation in the arts. These include:

- Better policy co-ordination to widen participation, at national and local level;
- Better management and certainty of funding (e.g. secure long-term funding for the many pilot projects carried out in local authorities);
- Increased provision for the arts for young people (for example, more funding for disadvantaged schools);
- Targeted measures for specific groups (e.g. support for touring to help rural dwellers access the arts, and the provision of arts spaces for migrant groups);
- Improved data on who does and does not participate in the arts, and the benefits of this participation; and
- A strategy committee at senior level, with an independent chairperson, to drive forward the recommendations in the report.

A number of follow-on actions have already been taken since the report was published. The more notable of these is Government's agreement to setting up the strategy committee to implement the report; and the NESF has commissioned the ESRI to produce a report analysing the socio-economic composition of those attending the arts, based on the Arts Council survey. It is envisaged that this new report will be launched in January 2008.

#### 4.6. Mental Health and Social Inclusion

The NESF report No. 36, Mental Health and Social Inclusion, was launched on the 14th November by the Minister for Enterprise, Trade and Employment, Mr Micheál Martin T.D. It was held in the Royal College of Physicians with over 120 guests present. As with previous reports, the work was overseen by a Project Team comprising elected representatives from all the main political parties in the Oireachtas, the social partners, mental health professionals and service users. It was chaired by Professor Cecily Kelleher of University College Dublin. As part of its work, the Project Team commissioned new research on the workplace from Millward Brown IMS (see below), and also received over 80 submissions by interested parties.

The report identifies ways to increase the social inclusion of people with mental ill-health as well as the broader strategies and actions for promoting mental well-being across Irish society. It shows that the burden of mental illness falls most heavily on vulnerable and disadvantaged groups, not just in terms of the health impact on their lives and their families who support them, but through a loss of income and wider social contacts. When someone is ill they lose touch with the very things that will support their recovery.

As with social inclusion more generally, co-ordinated action is needed at all levels to improve mental health. This includes action at a society level, organisations, in



the community and at the individual level. International evidence suggests that strategies have to focus on all these levels to be effective.

The recommendations cover six strategic areas:

- Institutional and budgetary issues;
- Raising awareness and challenging stigma;
- Young people in need of particular support;
- The workplace and supported employment;
- Integrated services, including health, housing and employment; and
- Community development approaches to support mental health and well-being.

The report's recommendations reach beyond the health sector to highlight how mental health services need to be integrated with wider non-medical supports, such as employment, housing and social supports. The emphasis is on placing community groups and the voluntary sector at the heart of its strategy for greater inclusion and positive mental health and moving people out of institutions and into the community is of critical.

Minister Martin concluded in launching the report that 'the best response in showing our appreciation of this work is to commit to ensuring that its contents and conclusion are closely assessed and appropriately acted on by all with a role to play in this important work. That I can most willingly do.'

#### 4.7. Mental Health in the Workplace

Complementing its above report on Mental Health and Social Inclusion, the NESF also published in November, the research it commissioned from Millward Brown IMS on Mental Health in the Workplace. This research and other surveys show there is still considerable stigma and prejudice in Ireland around the issue of mental health, higher than for other forms of disability and impacts adversely on employment, housing and on daily life in the community.

This research, which included extensive telephone interviews and focus groups, shows clearly for the first time, that stigma surrounding mental ill-health remains in the Irish workplace. Despite some positive attitudes, there are difficulties and risks in disclosing mental ill-health to colleagues and employers, which may have a direct and adverse impact on job prospects. The research documents the lack of policy and guidelines currently in place and that employers and employees need greater support in this area.

The results underline the need for mental health policies in the Irish workplace.

- The Surveys, presented in the report, indicate that only 20% of Irish employers have mental health policies in place. Yet nearly all employers in the surveys would welcome information and guidance in this area.
- 91% of employers surveyed agree that employees with mental ill-health have valuable skills and experience that they do not want to lose. However, 54% of employers think that organisations take a significant risk when employing people with mental ill-health.
- There are negative attitudes among employers, with risks for employees in disclosing a mental health difficulty. Many employers consider it a risk to employ them and would be less likely to promote them, and likely to reduce their level of responsibility. Only a third, 35% overall of employers

said they would be likely to consider them for promotion, with over a quarter of employers, 27% saying it would be unlikely.

- While exactly half of employees (50%) feel that organisations take a significant risk when employing people with mental health difficulties, the majority (76%) would nonetheless feel comfortable working with someone who had a history of mental health difficulties.
- More than one in six of employees (16%) said they had experienced mental ill-health in the last two years. This was higher among females (19%) and 25-34 year olds (23%). Those with recent mental ill-health experience found the workplace more challenging and reported more negative attitudes on employers and the supports that should be available.

The report recommends a number of key policy changes to support positive mental health in the workplace. These include:

- Developing of a Health and Well-Being Framework Strategy for the workplace by the Social Partners;
- Drawing up a code of practice on Mental Health in the Workplace by the Health and Safety Authority;
- A strategic plan for the delivery of training, work and employment services to help people return to the workplace.

Launching this report alongside the main report on Mental Health and Social Inclusion, Minister Martin particularly welcomed the proposal for the development of a Health and Well-being Framework Strategy for the Workplace, to be ‘positively received by all involved. This would set out the important role of Government, employers and the other social partners in working together to foster positive mental health attitudes and system supports in the workplace.’

#### 4.8. Evidence-based Policy-making

The report of the proceedings of this Conference was published in early 2007. It was circulated to all those who attended as well as to other decision-makers and research bodies for their information and attention.

This Conference, under the theme of ‘Evidence-based policy making, getting the evidence, using the evidence and evaluating the outcomes’ was jointly hosted by the NESF and the Geary Institute, University College Dublin (UCD), and was held in the University’s Student Centre.

There was a full capacity attendance of over 200 delegates with a wide range of experience in policy-making: Government Departments and State sector organisations, the Social Partners and the social partnership institutions (the NESF, NESC and the NCPP), the Universities and other research bodies such as the ESRI, management consultancy firms, the main political parties and many other notable people who have or are continuing to play prominent roles in policy-making in this country.

The opening address was given by the Taoiseach, Mr. Bertie Ahern TD. Other keynote speakers included: Dr. Jonathan Grant (RAND Europe), Dr. Mark Dynarski (Mathematica Research, Princeton), Professor Alison Wolf (King’s College London) and Professor Jonathan Lomas (Canadian Health Research Foundation). A copy of the full conference programme, the presentations and of the attendance list can be downloaded from the NESF’s Website.

One of the basic purposes of the Conference was to explore and learn from developments in evidence-based methods and approaches and how these can improve the effectiveness of economic and social policies. This included the barriers and how best these can be tackled; adapting organisational and

management systems; and the potential models for future inter-action between the research communities and the public sector.

#### 4.9. Social Inclusion Forum

The Social Inclusion Forum (SIF) was established by the Government in 2002 as part of the new institutional structures under the National Anti-Poverty Strategy (NAPS). It provides an important opportunity for a wide range of voluntary groups and individuals at local level, who are not directly represented in the social partnership process to issues relating to the NAPS, to identify how best barriers and constraints to progress can be tackled and to provide suggestions and proposals for new developments and more effective policies in the future.

The NESF was given the responsibility of convening the SIF on a regular basis. The fourth meeting of the Forum was held in the Royal Hospital in Kilmainham in November last. There was a capacity attendance of almost 300 people.

The themes discussed at the meeting were child literacy difficulties, employment supports for people of working age, older people and the integration of migrants, in the context of the Government's National Action Plan for Social Inclusion (NAPinclusion) 2007-2016.

This Forum is seen throughout Europe as a model of good practice for consultations with civic society. As evidence of this, a Peer Review Group from EU Member States and the European Commission were also present at the meeting to learn from our experience and see whether this could be suitably adapted for use in other countries also.

The feedback from those who attended the meeting continues to be very positive on its usefulness. Another distinctive feature of this meeting was the launch by the Minister for Social and Family Affairs, Mr Martin Cullen, TD of the First Annual

Social Inclusion Report 2006-2007. This outlines the progress that has been made towards meeting the targets set out in the Action Plan for Social Inclusion over the past year. The keynote address at the meeting was given by Professor David Gordon of Bristol University.

The Conference Report was published in early 2008. As well as being circulated to all those who attended, it was submitted to all Government Ministers and the Cabinet Committee on Social Inclusion, which is chaired by the Taoiseach. It was also sent to the other institutions that support the NAPS, including the Senior Officials Group, the Office for Social Inclusion, the Social Inclusion Units in Government Departments and Local Authorities, and the Social Inclusion Consultation Group. It will be circulated to all Members of the Oireachtas, the European Commission and the NESF members.

## 5 NATIONAL CENTRE FOR PARTNERSHIP AND PERFORMANCE

### 5.1. Introduction

Following the constitution in late 2006 of a new Council to the National Centre for Partnership and Performance, 2007 saw the continued strategic development of the role and mandate of the Centre, underpinned both by newly-enacted legislation and by the publication of the Centre's Strategic Plan for the period 2007 – 2010.

### 5.2. National Economic and Social Development Office Act, 2006

On January 1<sup>st</sup> 2007, the National Economic and Social Development Office (NESDO) was established under the terms of the National Economic and Social Development Office Act, 2006. This legislation provides the statutory framework within which the National Centre for Partnership and Performance is mandated to carry out its role, which the legislation describes in broad terms as the following:

- to support and facilitate organisational change and innovation based on partnership in order to bring about improved performance and mutual gains;
- to contribute to national competitiveness, better public services, higher living standards, a better quality of life and the development of the workplace of the future;
- to advise the Taoiseach on such matters relating to the deepening of workplace partnership in the public and private sectors as he or she may, from time to time, specify.

### 5.3. NCPP Strategic Plan 2007 - 2010

On January 10<sup>th</sup> 2007, the NCPP published its new four-year strategy, *Irish Workplaces: A Strategy for Change, Innovation and Partnership 2007–2010*<sup>1</sup>. This, the Centre's second Strategic Plan, was launched by An Taoiseach, Mr. Bertie Ahern T.D. at Government Buildings, and sets out the policy context in which the Centre is operating, clearly defining its strategic objectives and approach through to 2010.

The Strategic Plan sets out the key challenge for the Centre as being to lead and support workplace transformation in Ireland, by working to 'embed partnership as a critical element of the response to the challenges of managing and leading workplace transformation and change in Ireland.' The context for this challenge is set out in the *National Workplace Strategy* and *Towards 2016*, which each re-affirm the pivotal role of partnership as a key process that can deliver real gains for the Irish economy and society.

The NCPP Strategic Plan 2007 – 2010 identifies three strategic priorities:

- Supporting Innovation, including the development of a broader and more systematic approach to innovation which includes the workplace
- Improving capacity for change, by facilitating the improvement of skills in the area of capacity for change and in particular the role of partnership as a practical response across all sectors of the economy
- Enhancing quality of working life, by addressing quality of working life and employment and the key role of partnership, employee involvement and learning in improving the experiences of employees at work.

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<sup>1</sup> Available online at [www.ncpp.ie](http://www.ncpp.ie)



In delivering these strategic priorities, the Plan sets out a Strategic Programme for the period, based on five operational programmes:

▪ Programme 1	Partnership
▪ Programme 2	National Workplace Strategy and the High Level Implementation Group
▪ Programme 3	Workplace Innovation Fund
▪ Programme 4	Research and Policy Development
▪ Programme 5	Communication and Dissemination

The Strategic Programme details a range of project-based activities across these five programme areas, which are used as the reporting framework for this 2007 Annual Report.

## 5.4. Partnership

### Introduction

The NCPP Strategy 2007 – 2010 articulates an expanded role for workplace partnership, which sees workplace partnership as a key enterprise-level response in the public and private sectors to the challenges set out in the National Workplace Strategy. This comprehensive approach to workplace partnership is based on the proposition that workplace partnership is not to be pursued as an end in itself, but rather as a means to building higher performing, more innovative organisations with a better quality of working life. The NCPP Strategic Plan sets out a series of measures to advance partnership within the workplace, focussing the partnership agenda onto issues such as anticipating and responding to the changing needs of the workplace and the workforce in areas such as learning, diversity and equality, high performance, flexible working and work-life balance as well as employees' needs to be informed, consulted and continuously involved.

The partnership programme addresses three related areas:

- Strategic approach to the sectors
- Advocacy and promotion of partnership
- Partnership research and evaluation

### Strategic Approach to the Sectors

During 2007, the Centre worked closely with Government Departments, State Agencies, and the Social Partners on sector-based projects across the public and private sectors.

In the private sector, the Centre focussed its attention during 2007 on manufacturing, services and retail sectors. Key outputs included:

- Workplace Innovation Fund: Under the terms of *Towards 2016*, NCPP worked with Enterprise Ireland to establish and roll out the Workplace Innovation Fund, which promotes partnership-based approaches to workplace innovation in SMEs. Between April 2007 and December 2007, 22 companies had been approved for funding under the Workplace Innovation Fund. A more comprehensive report on this Fund is provided in Section 5.6 below.
- Annual Partnership Conference: On June 28<sup>th</sup> 2007 the NCPP hosted its annual partnership conference, the theme of which was the *Future of Manufacturing and the Role of Partnership*. See Section 0 for further details including the published report.
- Masterclass on Workplace Innovation: On November 29<sup>th</sup> 2007, the NCPP hosted the fourth in the National Workplace Strategy Masterclass series. See Section 0 for further information.
- High Level Group on Manufacturing – the NCPP participated in the consultative process organised by this Group, and input both written and oral submissions to the Group.
- Regional Seminars on Information and Consultation: The Centre worked closely both with IBEC and ICTU, participating in the respective regional seminars organised for members on the legislation on Information and Consultation.
- Regional Seminars on Employee Financial Involvement: The Centre participated in IBEC's regional seminars on Employee Financial Involvement, following the publication in January 2007 of *'Improving Performance, Sharing the Gains - Guidance for Employers and Unions on Employee Financial Involvement'*


In the public sector, the Centre worked closely with Government Departments, State Agencies, employer bodies and trade unions.

- Public Services: The NCPP participated in the OECD review of the public services, and made both written and oral submissions to the review group.
- Health Sector: In 2007, the NCPP initiated a joint research project with the Health Services National Partnership Forum, entitled the *Hospital of the Future* project. The project objectives are to establish the range and nature of management systems including workplace partnership in the acute hospital system, and to examine if workplace policies and practices can be seen to impact on outcomes for hospital management, hospital staff and patients. The research is supported by a collaboration of stakeholders including the HSE, the trade unions and medical representative bodies.

## Partnership research and evaluation

All research undertakings conducted by the Centre placed a strong emphasis on understanding the nature and role of partnership as an enabler of organisational change and innovation. Section 5.7 provides detail on the 2007 research programme at the Centre.

## Advocacy and promotion of partnership:

During 2007, the work of the Centre was focussed extensively on the challenge of raising awareness and understanding of the role of workplace partnership in enabling organisational change and innovation. Section  provides comprehensive information on the communications and advocacy work of the Centre.


## 5.5. National Workplace Strategy

### Introduction

During 2007, the National Centre for Partnership and Performance continued its lead role on the National Workplace Strategy High Level Implementation Group. Involvement with the High Level Implementation Group entailed two key functions – as a stakeholder organisation responsible for the implementation of a range of recommendations under the National Workplace Strategy, and as the Secretariat to the High Level Implementation Group.

### Key Outputs

In its role in implementing the National Workplace Strategy, key outputs from the NCPP during 2007 included:

- The launch of the Workplace Innovation Fund for SMEs (see Section 5.6)
- The launch of a Public Awareness Campaign for the National Workplace Strategy (see Section )

In its role as Secretariat to the High Level Implementation Group, key outputs from the NCPP during 2007 included:

- The hosting of two plenary meetings of the High Level Implementation Group, in January 2007 and April 2007.
- The publication of the second progress report of the High Level Implementation Group, which was submitted to Cabinet by the Minister for Enterprise Trade and Employment in April 2007<sup>2</sup>.

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<sup>2</sup> The Second Progress Report is published online at [www.workplacestrategy.ie](http://www.workplacestrategy.ie)

- The hosting of the fourth in the National Workplace Strategy Masterclass series on November 29<sup>th</sup> 2007. See Section 5.8 for further description.

#### 5.6. Workplace Innovation Fund

In January 2007, the Taoiseach announced the establishment of the Workplace Innovation Fund (WIF). The aim of the Workplace Innovation Fund is to support SMEs that are committed to workplace innovation and the development of employee participation and involvement as enablers of change and productivity improvements. The fund supports workplace innovation projects that create new knowledge and ideas in relation to addressing workplace issues that impinge on business performance. A key funding requirement is the demonstration of the project's ability to simultaneously improve the performance of the organisation and the experience of its employees. Particular attention is given to companies in transition, to the needs of SMEs, vulnerable employments or sectors, and regions.

The Fund has a budget of €6 million to support workplace innovation in Irish enterprises. It is administered by Enterprise Ireland in collaboration with the National Centre for Partnership and Performance.

Examples of workplace innovation initiatives that are eligible for support include:

- Supporting workplace learning and creativity
- Encouraging employee empowerment and participation
- Improving communication and consultation with employees
- Developing management and leadership capacity
- Promoting team working
- Facilitating a collaborative approach to decision making and problem solving

The first call for proposals was issued in April 2007, and by December 2007, a total of twenty-two companies were approved for WIF funding. Companies in receipt of funding and prospective new funding applicants are supported by personnel from Enterprise Ireland and from the National Centre for Partnership and Performance. Additional information on the Workplace Innovation Fund is published online, at [www.workplacestrategy.ie](http://www.workplacestrategy.ie).

## 5.7. Research

During 2007 the Centre's research agenda continued to focus on delivering high-quality research, instigated wherever possible in partnership with strategic stakeholders.

Key activities and outputs during 2007 included:

- Publication, in January 2007, of new Guidelines on Employee Financial Involvement in Irish companies, as mandated by *Towards 2016*. The Guidelines offer practical guidance for employers, unions and employees on the development of various forms of employee financial involvement that will drive business performance and reward workers for their part in achieving productivity gains.
- The initiation, in February 2007, of the *Hospital of the Future* research project, examining the nature of work organisation, management systems and employee involvement and partnership in the acute hospital services in Ireland, and assessing the impact of such approaches on outcome measures for hospital management, staff and patients. This is a joint collaboration with the Health Services National Partnership Forum, and a wide range of stakeholders are involved in the Steering Committee for the project
- The launch, in July 2007, of a joint NCPP / Equality Authority publication, *The Business Impact of Equality and Diversity: The International Evidence*. This report provides a valuable and accessible review of the research evidence on the relationship between workplace initiatives on equality and diversity and organisational performance, and builds a compelling business case for investment in workplace equality and diversity, drawing on evidence from Ireland and abroad. The Report found that investment by



companies and organisations in initiatives that promote equality and foster diversity generates substantial benefits for both employees and employers.<sup>3</sup>

- Participation, throughout 2007, in the NESDO Learning Society Foresight Exercise, known as the *FuturesIreland* project.<sup>4</sup>
- Participation in the LIFT Development partnership with the Irish Congress of Trade Unions (ICTU) and the Institute of Public Administration (IPA). LIFT was formed to develop strategies which promote the inclusion of women across all level of trade union hierarchies and ensure their participation at every level of union organisation - with particular emphasis on the identification, development and support of future women leaders.

#### 5.8. Communication and Dissemination

The NCPP Strategic Plan 2007 – 2010 identifies the key role of communications and dissemination activities in supporting the NCPP's long-term mission to transform Irish workplaces through partnership and innovation. The NCPP has developed a medium-term communication and dissemination work programme covering two broad areas:

- Communications and Advocacy for the NCPP's core agenda
- Public Awareness activities for the National Workplace Strategy

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<sup>3</sup> The report is published online at [www.ncpp.ie](http://www.ncpp.ie)

<sup>4</sup> Further information is available online at [www.futuresireland.ie](http://www.futuresireland.ie)

## Communications and Advocacy for the NCPP's core agenda

During 2007, the NCPP continued its comprehensive communications and advocacy strategy to promote the role and work of the NCPP to its key stakeholders and to the general public. Key outputs during 2007 included:

- Annual Partnership Conference: On June 28th 2007 the NCPP hosted its annual partnership conference, the theme of which was the *Future of Manufacturing and the Role of Partnership*. The event, held in the Royal Hospital Kilmainham, was attended by more than 300 delegates, and featured keynote inputs by Professor Richard Lester (MIT Boston), Professor Stephen Wood (University of Sheffield), and Professor Patrick Flood (University of Limerick). Other speakers and panellists included Sean Dorgan (IDA Ireland), Joe Harford (High Level Group on Manufacturing), Peter Walsh (Medtronic), John Quirke (Millipore Ireland BV), Declan Hughes (Forfás), Turlough O'Sullivan (IBEC), David Begg (ICTU) and Dermot McCarthy (Department of the Taoiseach). The NCPP was represented by Peter Cassells (Chairman) and Lucy Fallon-Byrne (Director). The Conference brought together leading Irish and international industry experts, policymakers, practitioners and academics to examine the key issues facing the manufacturing sector in Ireland. The Conference explored the potential of partnership and employee involvement in assisting companies to move towards higher value added activities and to support improvements in workplace change and innovation, productivity and organisational performance, and the quality of working life. A full report of the conference proceedings is published online at [www.ncpp.ie](http://www.ncpp.ie).
- Supplement on Workplace Partnership- an eight-page supplement published in the Irish Independent in October 2007

- Public Engagements – NCPP representatives participated throughout 2007 in more than 50 speaking engagements, at conferences, seminars etc.
- NWS Public Awareness Campaign. In 2007, the NCPP managed the first phase of a major public awareness campaign for the National Workplace Strategy.

#### Public Awareness activities for the National Workplace Strategy

One of the key objectives of the National Workplace Strategy is to promote the levels of awareness and understanding of the National Workplace Strategy among the general workforce. The NCPP was commissioned, under the terms of *Towards 2016*, to undertake a major national campaign to raise awareness of the priority themes and key message of the National Workplace Strategy.

Key activities and outputs during 2007 included:

- National Advertising Campaign: In June 2007, the NCPP launched the ‘OPEN’ campaign, a major advertising campaign incorporating television, radio and online advertising, combined with a targeted programme of public relations activities to promote greater levels of partnership-led change and innovation in Ireland’s workplaces.<sup>5</sup>
- Workplace Strategy Online Resources: Launch of a fully resourced website promoting the National Workplace Strategy – [www.workplacestrategy.ie](http://www.workplacestrategy.ie).
- Masterclass 2007 – On November 29th 2007, the NCPP hosted the fourth in the National Workplace Strategy Masterclass series. The event, entitled *Ireland’s Workplace: Innovative Futures – Releasing the Knowledge and*

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<sup>5</sup> For more information, visit [www.workplacestrategy.ie](http://www.workplacestrategy.ie)

*Creativity of your Workforce*, was opened the Taoiseach, Mr. Bertie Ahern T.D. The event was by led by Professor Peter Totterdill, and included inputs from Dr. Deborah Horden and organisations including Google Ireland, Tegral Metal Forming Ltd., and the Environmental Protection Agency. The event featured a 'Forum Theatre' production which stimulated lively discussion and debate by the large group of delegates who attended.

## 6 FINANCIAL STATEMENT

### **NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT OFFICE**

#### **STATEMENT OF INCOME AND EXPENDITURE**

**For the Year ended 31 December 2007**

		<b>2007</b>
	<b>Note</b>	<b>€</b>
<b><u>Income</u></b>		
Oireachtas Grant-in-Aid	1	5,274,000
Other Income	2	108,960
		<u>5,382,960</u>
Transfer from/(to) Capital Account	3	-36,241
		<u>5,346,719</u>
<b><u>Expenditure</u></b>		
Wages and Salaries	4	2,226,096
Other Operating Costs	5	3,402,790
Depreciation	6	32,158
		<u>5,661,044</u>
Surplus / (Deficit) for the year		314,325
Balance brought forward	7	1,061,896
Balance carried forward		<u>747,571</u>

All income and the surplus for the year arises from continuing operations.

Chairperson:

Board Member:

The accounting policies on pages 8 to 9 and the notes on pages 14 to 18 form part of the financial statements.

**NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT  
OFFICE**

**STATEMENT OF TOTAL RECOGNISED GAINS AND  
LOSSES**

**For the Year ended 31 December 2007**

	Note	2007 €
Retained Surplus For The Year	7	747,571
Unrealised Gains For The Year		0
Total Recognised Gains		<u>747,571</u>

**NATIONAL ECONOMIC AND SOCIAL  
DEVELOPMENT OFFICE**

**BALANCE SHEET**

**As at 31 December 2007**

	Note	2007 €
<b>Tangible Assets</b>	6	61,764
<b>Current Assets:</b>		
Debtors and Prepayments	8	19,274
Bank Balance and Cash	10	1,203,150
		<u>1,222,424</u>
<b>Current Liabilities:</b>		
Creditors and Accruals	9	474,853
<b>Net Current Assets / (Liabilities)</b>		747,571
<b>TOTAL NET ASSETS</b>		<u><u>809,335</u></u>
<b>FINANCED BY:</b>		
Capital Account	3	61,674
Income and Expenditure Account	7	747,571
		<u><u>809,335</u></u>

*Note: The financial statement of NESDO for the year ended 31 December 2007 are not yet audited.*

## NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT OFFICE

### Notes to the Financial Statements

For the Year ended 31 December 2007

#### 1 Oireachtas Grant-in-Aid

Oireachtas Grant-in-Aid

2007	2007	2007	2007	2007
€	€	€	€	€
NESDO	NESC	NESF	NCPP	TOTAL NESDO
1,937,000	837,000	880,000	1,620,000	5,274,000



## 2 Other Income

	2007 €  NESDO	2007 €  NESC	2007 €  NESF	2007 €  NCPP	2007 €  TOTAL NESDO
Joint Venture Income			16,800	64,189	<b>80,989</b>
Conference Income				14,850	<b>14,850</b>
Sales of Publications	0	1,659	605	7,039	<b>9,303</b>
Bank Interest	1,075	1,469	333	450	<b>3,327</b>
Sundry Income	0	0	448	43	<b>491</b>
	1,075	3,128	18,186	86,571	<b>108,960</b>

**3 CAPITAL ACCOUNT**

	2007 € NESDO	2007 € NESC	2007 € NESF	2007 € NCPD	2007 € TOTAL NESDO
Balance at 1 January	0	14,042	11,481	0	25,523
<i>Transfer to Income and Expenditure ACCOUNT</i>					
Income used to purchase Fixed Assets	65,486	657	0	2,256	68,399
Amortisation in line with depreciation	-12,884	-10,742	-8,081	-451	-32,158
	57,996	-10,085	-8,081	9,525	49,355
Balance at 31 December	57,996	3,957	3,400	1,805	61,764

## NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT OFFICE

### Notes to the Financial Statements

For the Year ended 31 December 2007

#### 4 Wages and Salaries

	2007	2007	2007	2007	2007
	€	€	€	€	€
	NESDO	NESC	NESF	NCPP	TOTAL NESDO
Wages and Salaries	237,764	686,935	526,383	615,920	<b>2,067,002</b>
Social Welfare Costs	11,345	63,780	28,346	55,623	<b>159,094</b>
	249,109	750,715	554,729	671,543	<b>2,226,096</b>

The average number of staff employed during the year was 24.

Staff employed at 31 December 2007 can be analysed across the following Bodies

	NESDO	NESC	NESF	NCPP	TOTAL NESDO
Staff number per Body	3.8	8.0	4.7	7.5	24

## 5 Operating Costs

	2007 € NESDO	2007 € NESC	2007 € NESF	2007 € NCPD	2007 € TOTAL NESDO
Consultancy Fees	276,593	0	99,950	171,331	<b>547,874</b>
Printing and Publications	0	33,065	99,960	72,408	<b>205,433</b>
Travel and Subsistence	2,684	14,378	27,930	28,969	<b>73,961</b>
Conference s & Seminars	40,460	8,795	67,323	116,122	<b>232,700</b>
Corporate Hospitality	9,136	564	4,110	7,963	<b>21,773</b>
Training	14,840	20,879	7,341	50,431	<b>93,491</b>
Post, Taxis and Couriers	37,864	17,856	26	11,430	<b>67,176</b>
Library Services	33,021	3,553	2,394	8,826	<b>47,794</b>
Advertising and Public Relations	10,820	1,041	678	1,087,844	<b>1,100,383</b>
Administration	5,471	6,455	6,196	3,346	<b>21,468</b>
Professional Fees	115,557	5,935	4,845	14,706	<b>141,042</b>
Telephone	30,976	192		214	<b>31,382</b>

Stationery	27,778	466		793	<b>29,037</b>
IT (Maintenance Contracts)	135,253	14,303	5,251	5,282	<b>160,089</b>
Rent & Service Charges	482,113	147,074		0	<b>629,187</b>
	1,222,566	274,555	346,004	1,579,665	<b>3,402,790</b>

## NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT OFFICE

### Notes to the Financial Statements

For the Year ended 31 December 2007

### 6 TANGIBLE ASSETS

#### Equipment & Furniture

#### COST

Balances transferred at 1

2007	2007	2007	2007	2007
€	€	€	€	€
NESDO	NESC	NESF	NCPP	TOTAL NESDO
0	180,465	44,172		<b>224,637</b>

January 2007					
Additions	65,486	657	0	2,256	<b>68,399</b>
Balance at 31 December 2007	65,486	181,122	44,172	2,256	<b>293,036</b>
<b><u>Depreciation</u></b>					
Balance at 1 January 2007		166,423	32,691		<b>199,114</b>
Charge for year	12,884	10,742	8,081	451	<b>32,158</b>
Balance at 31 December 2007	12,884	177,165	40,772	451	<b>231,272</b>
<b><u>NET BOOK VALUE</u></b>					
At 1 January 2007	0	14,042	11,481	0	<b>25,523</b>
At 31 December 2007	52,602	3,957	3,400	1,805	<b>61,764</b>

**7 Income and Expenditure Reserves (Surplus/(Deficit))**

The Income and Expenditure Reserve disclosed in the Balance Sheet on Page 12

comprises the following:

	<b>2007</b>	<b>2007</b>	<b>2007</b>	<b>2007</b>	<b>2007</b>
	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>	<b>€</b>
	<b>NESDO</b>	<b>NESC</b>	<b>NESF</b>	<b>NCPP</b>	<b>TOTAL NESDO</b>
Balance at 1 January 2007		496,099	-120,111	685,908	<b>1,061,896</b>
Surplus / ( Deficit) for 2007	400,915	-187,799	17,452	-546,892	<b>-314,325</b>
Balance at 31 December 2007	400,915	310,300	-102,659	139,016	<b>747,571</b>



## NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT OFFICE

### Notes to the Financial Statements

For the Year ended 31 December 2007

#### 8 Debtors

	2007	2007	2007	2007	2007
	€	€	€	€	€
	NESDO	NESC	NESF	NCPP	TOTAL NESDO
Sundry Debtors	0	37	246	18,991	<b>19,274</b>
Inter- Body	50,854	496	17,085	0	<b>68,435</b>
	50,854	533	17,331	18,991	<b>103,461</b>

9 Creditors

	2007 €  NESDO	2007 €  NESC	2007 €  NESF	2007 €  NCPD	2007 €  TOTAL NESDO
Trade Creditors	29,508	10,885	46,776	28,606	115,775
Accruals	72,011	24,020	46,145	96,711	238,887
Revenue	98,406	2,136	0	19,649	120,191
	199,925	37,041	92,921	144,966	474,853
Inter- Body	17,085	1,496	46,274	3,580	68,435
	217,010	38,537	139,195	148,546	543,288

## 10 Cash and Bank Balances

	2007 €  NESDO	2007 €  NESC	2007 €  NESF	2007 €  NCPP	2007 €  TOTAL NESDO
Current Account Balances	59,248	4,399	16,504	19,969	<b>100,120</b>
Deposit Account Balances	507,727	343,857	2,602	196,899	<b>1,051,085</b>
Cash on Hand	95	47	100	0	<b>243</b>
Other Accounts	0	0	0	51,703	<b>51,703</b>
	567,070	348,303	19,206	265,571	<b>1,203,150</b>

## 11 Administration Expenses

Surplus for the year was calculated having charged:-

**2007**

€

Auditor's Remuneration

6,300

## **NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT OFFICE**

### **Notes to the Financial Statements**

**For the Year ended 31 December 2007**

#### **12 Related Party Transactions**

There have been no transactions with related parties which require disclosure under Financial Reporting Standard 8.

#### **13 Prompt Payment of Accounts**

NESDO confirms that it is complying with the EU law in relation to prompt payment of accounts.

#### **14 Approval of Financial Statements**

The Financial Statements were approved by the Board on the 30<sup>th</sup> June 2008.



## Appendix 1 – NESDO Board Membership

- Mr Dermot McCarty, 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 new Council for 2007–2010 was nominated as follows:

- Mr Dermot McCarthy (Chairperson)
- Ms Mary Doyle (Deputy Chairperson)

### 5 members from Business and Employers

- Mr Turlough O'Sullivan, Director General, IBEC
- Mr Danny McCoy, Director of Policy, IBEC
- Ms Aileen O'Donoghue, Director, IBEC
- Mr Liam Kelleher, Director General, Construction Industry Federation
- Mr John Dunne, Chief Executive, Chambers Ireland

### Alternates:

- Mr Tony Donohoe, Head of Research, IBEC
- Mr Fergal O'Brien, Senior Economist, IBEC
- M. Brendan Butler, Director of Strategy, Trade, EU & International Affairs

### 5 members from Farming and Agricultural:

- Mr Eddie Punch, General Secretary, ICSA
- Mr Seamus O'Donohoe, Secretary, ICOS
- Mr Ciaran Dolan, General Secretary, ICMSA
- Mr Michael Berkery, General Secretary, IFA
- Mr Colm Markey, National President, Macra na Féirme

### 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 Camille Loftus, Community Platform

Alternates:

- Mr James Doorley, National Youth Council of Ireland
- Ms Orla O'Connor, National Women's Council of Ireland
- Ms Karen Murphy, Irish Council for Social Housing (on maternity leave till January 2008)
- 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
- Mr Con Lucey, IFA
- Prof Peter Clinch, UCD
- Prof Elizabeth Meehan, Queen's University

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

- 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 T.D.

## 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
- Dr Peter Stafford, Construction Industry Federation
- Mr Seán Murphy Chambers of Commerce/Tourist Industry /Exporters Association

### Trade Unions:

- Mr Eamon Devoy, Technical Engineering & Electrical Union
- Mr Blair Horan, Civil & Public Service Union
- Mr Jerry Shanahan, AMICUS
- Mr Manus O’Riordan, SIPTU
- Ms Esther Lynch ITCU

### Agricultural/Farming Organisations:

- Mr Michael Berkery, Irish Farmers’ Association
- Mr Michael Doody, Irish Creamery Milk Suppliers’ Association
- Ms Emer Duffy, Irish Co-Operative Organisation Society

- Ms Catherine Buckley, 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:

- Ms Kathleen McCann 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
- Mr Stavros Stavrou, Integrating Ireland

## 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
- Ms Cáit Keane

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, Construction Industry Federation
- Ms Irene Canavan, Arnotts Ltd

### Unions

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