Annual Report for 2007

A review of the activities of DEP under the Local Development Social Inclusion Programme in 2007

With descriptions of strategies and initiatives, details of participating partners, a listing of publications, and a selection of unique maps illustrating key Dublin Region social statistics

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FOREWORD

It is with great pleasure that I can present this Annual Report on the work of Dublin Employment Pact during 2006.

Dublin occupies a unique space in the development landscape in Ireland. It is neither a truly local one nor a national one, and the political and administrative systems have yet to really come to terms with its key regional nature. In this context, Dublin Employment Pact, working closely with partner organisations across the Region, has contributed in some way towards developing some coherence around the development issues facing Dublin as an urban region.

From this base the Pact has succeeded in impacting on national policies and programmes too, and regularly contributes to national forums and debates around social policy innovation. It has also achieved recognition at European level, contributing through its involvement in several networks to programmes and debates at EU level, as well as assisting nascent partnership structures in the new EU Member States. This range of activities is reflected in its growing capacity to draw down resources for its programme spend. This has risen from €400,000 in 2001 to over €2.4m programme income in the year 2007.

The links the Pact has developed across the administrative and political systems, the local development sector and a wide range of statutory agencies has been unique and has contributed substantial added value to the work of each. This has been possible at the regional level only in the context of the active commitment of the social partners to the Pact since its foundation and the close ties of the Pact with the Dublin regional and local authorities.

The achievements of the Pact in 2007 are a tribute to the contribution of its core staff – Philip O’Connor, Karen Reid and Caroline Byrne, as well as the Equal Community Sector staff Jean Somers and Edward Power, and also consultants who have worked closely with the Pact over the year, notably Gráinne Healy, Finbar MacDonnell, Valerie Craigie, Pauline Logan and Mary Folan. None of the work would have been possible of course without the loyalty and commitment of the members of the Board and of the many people – over 300 - who contributed on a voluntary basis to the work of the policy working groups, project steering groups and the many other activities of the Pact during 2007. Board members have given much of their time and expertise to building and strengthening the Pact over the year. We also wish to recognise the continued support and encouragement of Pobal under the Local Development Programme, notably through Aiden Lloyd and Marion Byrne.

Looking forward to 2008 and to new strategies for the period ahead, especially under the new NDP, the Pact can be proud and confident of its work and the positive impact it has achieved at the local and regional levels in Dublin, as well as at the wider national and sometimes even European levels.

Anna Lee
Chairperson
Dublin Employment Pact
INTRODUCTION – HIGHLIGHTS IN 2007

2007 saw some major new initiatives of the Pact come to fruition, notably the in-work projects focussed on employment access and low skilled workers, *Equal at Work* and *Learning at Work*, and also the extensive community based upskilling programme *Dublin Community ICT Initiative*. The initiatives under *Equal* with the Health Services Executive and five individual hospitals in Dublin, with the Dublin City and South Dublin Councils and the LGMSB, and also in the private sector with Cipd and a range of private companies led to many cutting edge initiatives which have had profound impact in terms of innovative approaches to opening the labour market to greater inclusion and diversity. The work in the Community sector achieved great breakthroughs with the establishment of the Community Sector Employers Forum and the Employment Resource Bureau, and the strong support for these initiatives offered by the main social partners, Ibec, Ictu, the Ncpp and individual unions Impact and Siptu.

At national and European level, the work of the Pact continues to break new ground. In 2007 it continued its active involvement in PLANET and the Eapn, and also became involved in the “Futures Ireland” initiative of NESC. In Europe it continues its involvement through a range of transnational projects and also became a founding member of a new “European Economic Interest Group” (a partnership network company under EU law), called MetropolisNet, involving partner organisations from London, Berlin, Vienna, Madrid, Rome, Paris, Budapest, Warsaw and other cities.

The special role of the Pact is its function in channelling learning from practice on the ground into the policy system and impacting on regional and national policy decision making in a very informed and direct way as a result. The success of the Pact in bringing together the local level practitioners across a range of local development and labour market policy areas and collating and developing the policy lessons from their insights and knowledge has produced a range of very positive outcomes. This report details that work and the outcomes achieved during 2007.

Philip O’Connor
Director
Dublin Employment Pact
AIMS, MEMBERS AND FUNDING OF THE PACT

Dublin Employment Pact (DEP) was established in 1998 at the initiative of the Department of the Taoiseach with the active support of the social partners (in Partnership 2000) to tackle employment and development issues at Dublin Region level. It facilitates a wide range of organisations in researching, piloting and developing innovative and sustainable solutions to problems of disadvantage. Over 300 organisations were involved in the work of the Pact during 2004-07.

DEP is a non-profit company and is core-funded by Government under the National Development Plan through Pobal, the agency which manages the Local Development Social Inclusion Programme on behalf of the Department of Community, Rural and Gaeltacht Affairs.

The Objectives of Dublin Employment Pact are:

- to highlight the development needs of Dublin, with a particular emphasis on enhancing economic growth, employment and social inclusion across the region;
- to promote practical solutions at a Dublin-wide level to persistent problems of urban disadvantage and social exclusion, focusing on areas of greatest disadvantage and on solutions to long-term unemployment, early school-leaving and equality in access to the labour market;
- to promote new approaches to quality training, including opportunities for up-skilling and life-long learning, with a view to developing sustainable quality employment in the public and private sectors and in the social economy;

DEP has a lean structure, consisting in 2007 of a 20-member Board of Directors which, following some new appointments, ended the year as follows:

**For the Social Partners:**

Julie Clarke (IBEC Greater Dublin Area Executive)

................. [vacant] (Irish Congress of Trade Unions (Ictu))

Catherine McCabe (Dublin Chamber of Commerce)

Des Bonass (Dublin Council of Trade Unions (Dctu))

**For the Dublin Regional and Local Authority executives:**

Patricia Potter (Director, Dublin Regional Authority)

Anne-Marie Farrelly (Development Department, Fingal Co. Co.)

Paul O’Halloran (Development Department, Dublin City Council)

Mary Mallon (Director, Community & Enterprise, Dun Laoghaire Rathdown Co. Co.)

Denis Bowes (Human Resources Dept., South Dublin Co. Co.)

**For the Local and Community Development Sector:**

David Connolly (Director, Dublin Inner City Partnership)

Anna Lee (Manager, Tallaght Partnership)

Catherine Durkin (Education Coordinator, Blanchardstown Partnership)

Maria Tyrrell (Manager, Larkin Centre for the Unemployed)

**For the State Agencies and Educational Sector:**

Margaret Whelan (Dublin Institute of Technology)

Gregg Swift (Dublin City Enterprise Board, for Dublin Region CEBs)

Frank Walsh (Manager, FÁS Services to Business, for Dublin Region FÁS)

**For the elected Dublin Regional Authority:**

Cllr. Mary Freehill (Member Dublin City Council)

Cllr Denis O’Callaghan (Member, DLR Co. Co.)

**DEP chief executive officer:** Philip O’Connor
The officers of the Board are:

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Anna Lee</td>
</tr>
<tr>
<td>Deputy Chair</td>
<td>Mary Mallon</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Frank Walsh</td>
</tr>
<tr>
<td>Secretary</td>
<td>Philip O’Connor</td>
</tr>
</tbody>
</table>

The activities of the Pact are carried out through working groups, steering groups, project management committees and similar bodies, established to fulfil specific tasks and composed of representatives of a wide range of organisations involved in a voluntary capacity in the work of the Pact.

The Pact’s work is supported by a small permanent staff, currently of four: Philip O’Connor (Director), Karen Reid (Administrator), Caroline Byrne (Clerical Assistant), and Jean Somers (Community Sector Capacity Building). Other core work was undertaken on a contracted basis by Mary Folan (Education Group Programme Coordinator), Grainne Healy (Equal at Work Project Consultant), Finbar McDonnell (Projects Evaluator), Edward Power (Employers Resource Bureau for the Community Sector) and others.

**DEP** is a non-profit company, registered in Dublin (No. 340167). It is core-funded by Government through the local development agency *Pobal* under the Local Development and Social Inclusion Programme of the National Development Plan and is a registered charity (CHY 14496).

The core annual budget of the Pact under the NDP has been on average €300,000 since 2006. The Pact also attracted considerable funding from other sources for specific activities such as the EU Equal Programme, FÁS, the Department of Education and Science, the EU Learning Regions Initiative, the Department of the Taoiseach (ASC Initiative) and the Dublin local authorities. Total annual income has gradually risen from approx. €400,000 in 2001 to €2,400,000 in 2007. The accounts for 2007 are set out in the auditor’s report at Appendix 2 below.
THE FOUR STRATEGIES OF DEP 2004 – 2007

The purpose of DEP is to add value to existing local programmes and to the local implementation of national programmes, and to generate new initiatives around identified needs. Its focus is on tackling labour market and social exclusion under four key strategies as follows:

1. **Building integrated social inclusion strategies in the Dublin Region**
   Targeting disadvantaged communities through regional strategies. These include for example a Dublin strategy for local action plans for ICT inclusion, joint social policy initiatives with the Dublin Regional Authority, piloting of innovative projects across Dublin partnership areas, joint policy development with other national and European networks (such as the European Anti-Poverty Network, Eurocities Social Affairs Forum etc.), and interacting with key policy forums such as the National Economic and Social Forum (NESF), the Oireachtas Committee on Enterprise and Employment, the National Employment Action Plan process, the DG Employment at the European Commission etc.

2. **Creating a more open, accessible and inclusive Dublin labour Market**
   Targeting disadvantage and inequalities in the labour market at the levels of both policy and practice, through initiatives such as *Equal at Work*. This project involves 55 partner organisations from the public, private and community sectors across the Dublin region, and aims to widen labour market access by tackling barriers in existing recruitment, advancement and human resource management practices.

3. **Enhancing creativity and innovation in local enterprise programmes**
   Networking local development and local enterprise initiatives to increase entrepreneurial activity and enterprise (self employment) development among disadvantaged communities. Also, pursuing the policy impact of the initiative on social finance initiated jointly with Pobal, Clann Credo and Westmeath Employment Pact).

4. **Innovative solutions to Education and Skill Disadvantage in the Dublin Labour Market**
   Networking local education actors to define the key issues, and developing and implementing activities promoting educational participation, particularly in relation to early school leavers in employment, former prisoners, etc. Also, developing models of good practice through pilot projects in the area of upskilling of young low-skilled workers.
INITIATIVES IMPLEMENTED IN 2007

Under each of the four core strategies of Dublin Employment Pact a series of actions were developed and implemented, and these are specified below.

Strategy 1:
Building integrated social inclusion strategies in Dublin Region

Agenda for Dublin

Description
Collaboration with Dublin Regional Authority, to develop consensus among local development agencies and political representatives on key development and social inclusion issues. The Agenda was completed and launched in 2005. Follow on actions were planned in a number of areas during 2006-07, including developing a Region Employment Strategy and organising an international seminar on the development of a strategy for Dublin as a “Creative City”.

Actions in 2007
• Meetings with DRA establish a 2-year strategy of joint actions based on the Agenda for Dublin launched in 2005.
• Dublin – The Creative City, an international seminar held in October 2007 and addressed by leading policy makers and planners, as well as by leading globalisation expert Prof. Richard Florida. Jointly funded by Dublin Regional Authority. Outcomes laid the basis for the development of a Skills and Employment Strategy.

Building strategies and networks

Description
Networking Dublin area Partnerships to identify best practices and develop joint local development initiatives and actions. Bring local development organisations together with relevant local, national and European agencies to secure funding for cross-Dublin innovative social inclusion actions. Key strategic partners are the partnerships, PLANET, Eurocities, the four Dublin CDBs, Equal networks, the MetropolisNet initiative and others.

Actions in 2007
• DEP was involved in national and EU level EQUAL Labour market policy forums.
• DEP collaborated with the EAPN Employment Policy Group, which now meets monthly at the DEP office. It consists of representatives of DEP, EAPN, INOU, Pavee Point, National Women’s Council, One Family, OPEN, Forum of People with Disabilities, ITM, Migrant Rights Centre, Age Action Ireland). Its activity centres on developing a critique of the Employment Action Plan, focussing on Commission criticisms of Irish performance in relation to childcare, upskilling of the lower skilled, the gender pay gap, and access to active labour market programmes. It presented its position to a meeting with the joint Oireachtas Committee on Enterprise. The group also met with Dept. ETE and with the EU DG Employment Irish Desk officials on concerns with the Irish NEAP.
• Director of DEP is a board member of Eapn Ireland.
• Director of DEP chairs the EU level Eapn Employment Task Force.
• Director of DEP is a member of the Clann Credo Project Evaluation Committee.
• DEP participated through EAPN in EU-level seminars (European Trade Union Institute, EAPN Employment Task Force etc.) on European Employment Strategy and post-2006 Structural Funds.
• DEP was involved through EUROCITIES Social Affairs Forum in developing responses to the EU Lisbon Strategy Review.
• DEP actively involved in PLANET the Partnership Network, and DEP Director is a member of the PLANET Dublin Partnership Managers Forum. Following from the Equal Programme, a Dublin Partnership Learning Forum has now been established, facilitated by DEP.
• DEP is a founder member of the European Economic Interest Group (EEIG) MetropolisNet. It is a metropolitan partnerships network linking London, Berlin, Madrid, Budapest, Warsaw, Paris, Vienna, Santander, Rome and elsewhere. It was founded as an EEIG in October.
• DEP remained active in the Oecd-Leed Partnership Forum and played a prominent part in the Partnership Forum of Leed held in Vienna in February 2007.
• DEP met with Polish “Centre for Social Dialogue” and assists in training for social partnership structures in Poland.

Supporting Voluntary Activity

Description
Ring-fenced fund of €3,120 allocated under LDSIP under this heading.

Actions in 2007
• DEP allocates budget to support for inner city school to develop volunteering programme involving parents in school based after-school sports programme (swimming) to foster social inclusion and support integration of children of new communities.

Dublin Community ICT Initiative

Description
Bridging the digital divide in Dublin (as established in the commissioned study by Trutz Haase, Digital Divide – Uptake of ICT in the Dublin Region (2004)) through the development of community-based initiatives for ICT literacy and upskilling in disadvantaged areas of Dublin. Programme developed jointly with FIT Ltd. for roll out across several areas of Dublin, following the granting of €850,000 by the Department of the Taoiseach under the ASC Initiative in September.

Actions in 2007
• Roll out of programme developed jointly with DIT and funded by Department of the Taoiseach under the ASC Initiative with a total budget of €850,000.
• Project is being implemented across all areas of Dublin – incl. Ballymun, Ballyfermot, Inner City, Cabra, Finglas, Blanchardstown, Clondalkin and Tallaght. Peer-group training in eCert being carried out through 65 community organisations.
• Certified training module (“e-Cert”) targeted at youth groups, womens groups, active age groups, people with disabilities etc. 200 peer trainers trained to deliver e-Cert to peers.
• 2,200 clients undertake training and receive eCert certificates.
• Twenty-five Community Centres of Excellence fitted out with new equipment in the Inner City (Digital Communities) and many areas throughout Dublin. Also accompanied by eCert programmes in Centres for Independent Living for people with disabilities and in Senior Citizens Flat Complexes. Initiative launched by Minister Tom Kitt T.D., with graduation ceremonies and other events planned in early 2008.
• Full evaluation being undertaken.
**Strategy 2:**

**Creating a more open, accessible and inclusive labour Market**

**DEP EQUAL Programme: Equal at Work**

**Description**

The “Equal at Work” labour market programme has emerged as the DEP project which has achieved greatest impact and led to several very major and radical mainstreaming outcomes over the last four years. It’s theme is “Increasing access to employment through open HR practices”, and has focussed on reforming and changing HR policies and practice to create more equal and equitable labour market. Over two rounds, this initiative under the EU Equal Initiative has involved over 60 partner organisations from the public, private and community sectors in Dublin. These have included four local authorities, seven area partnerships, various social partner organisations, seven hospitals and health service agencies, six major employers, forty community and voluntary sector organisations, various training institutions, representative organisations etc. The two rounds have involved total budget of approx. €3.4m, of which 70% was provided by ESF and the balance from public and private sector sources, and also input from LDSIP.

**Actions in 2007**

- Initiative *Pathways to Employment for Members of the Travelling Community* in South Dublin County Council leads to integrated full time outdoor jobs for 12 Traveller males and six full time indoor clerical jobs for traveller women. Initiative evaluated as success and now being developed in four other local authorities and endorsed for mainstreaming by the National Policy Group.
- Comprehensive *Interview Skills Pack* for outdoor workers interested in promotion through competency based system completed in Dublin City Council.
- Arising from equality audit, competency based diversity interviewing model and training module for interview board participants developed in St. James’s Hospital.
- Universal accessibility audit and action plan in Children’s University Hospital (Temple Street) and accessibility audit of plans for new Children’s Hospital (first in Ireland).
- Development of Intercultural Teamworking model in Connolly Hospital and HSE Dublin North East.
- Full EA Equality Review in Stewarts Hospital (first ever in a hospital) and action plan of reforms implemented with staff participation through Partnership Committee.
- Initiative on Equal Opportunities for Older Workers at AMNCH (Tallaght Hospital) following abolition of compulsory retirement at 65.
- All Hospital based initiatives monitored jointly with HSE Human Resource department.
- Development and implementation of IT based HR management tool (“DecisionPath”) in Eircom Ltd. to enable line managers implement proper best practice diversity HR policies on the ground.
- Equality audit of HR systems implemented in Irish Life and Permanent Ltd. and action plan rolled out from end 2006.
- Action Plan on diversity and social inclusion programme implemented in Jurys Inns.
- Full Equality Authority approved Equality Audit implemented in Meteor Mobile Communications, esp. re internal communications, work life balance etc.
- Disability Awareness training implemented with management staff at EBS.
- Campaign to increase TU membership in the community sector to improve employment and HR conditions leads to strong branches in Siptu and Impact. Also, community sector branch established in SIPTU and both it and IMPACT actively engage with the process. A cross-union group established to promote interests of the sector.
- Initiative to influence Government policy towards C&V Sector leads to T16 commitment, and ICTU engagement with Dept. Finance regarding resourcing of HR aspects of state-funded services delivered through community sector. This follows
meetings with DEP group.

- Employment Resource Bureau established for community sector employers with online HR resource base (www.erb.ie).

**Immigrant Workers Initiative**

**Description**
To develop strategies for the social inclusion of immigrant workers and their families as an integral part of local development programmes post-2006 and to propose a model of good practice for local development organisations.

**Actions in 2007**
Project developed in late 2006 in collaboration with Migrants Rights Centre (lead partner), NCCRI, Dublin City Council and DEP: “Essential Work” research into migrants involved in low paid low profile “essential” work in catering, cleaning etc. in Dublin. Steering Group established and research undertaken. Round Table Think In of experts held, chaired by City Manager. Report and Dublin City Integration Strategy launched in May 2007.

**Strategy 3:**
**Enhancing creativity and innovation in local enterprise**

**Local Enterprise & Social Economy Group**

**Description**
Networking local enterprise policy makers and practitioners in Dublin region to identify gaps in provision and promote solutions.

**Actions in 2007**
Organisation of round table chaired by Gregg swift (ceo, Dublin City Enterprise Board) to examine issues facing economic and enterprise development in Dublin. Attendees include Enterprise Ireland, the four local authorities, representatives of the local development sector, DIT, DCU and other colleges. Key issues identified for inclusion in post-2007 strategic plan, especially concerning space availability, self employment supports, skills development initiatives and other policy areas. Terms of Reference Group established to establish the basis for a Dublin Employment and Skills Strategy.

**Strategy 4:**
**Innovative solutions to Education and Skill Disadvantage in the Dublin Labour Market**

**Education & Employment Working Group**

**Description**
Working Group, with reps. from Dept. of Ed & Sc., FÁS, Dún Laoghaire IADT, LAPs, schools, the purpose of which is to apply expert knowledge and creative thinking to strategies focused on alleviating educational and skills disadvantage in the Dublin labour market.
Action in 2007
- The working group met during 2007 and through a series of sub-groups oversaw and managed the activities under Strategy 4.
- The working group was chaired by Catherine Durkin, Education Coordinator, Blanchardstown Partnership, and its work supported by Mary Folan, working on contract to the Pact.

Workplace Learning

Description
Piloting models of educational advancement for early school leavers in employment, with employers’ agreement. Second round (2005-06) followed successful pilots 2001-04 in Tallaght, Clondalkin and Northside areas. These pilots were evaluated positively by Mazars and supported by the social partners in the national agreement Sustaining Progress. In 2005 a second round of projects was approved for Tallaght, Northside, Inner City, Blanchardstown and Clondalkin. These projects concluded in 2006 and a process of consultation and negotiation resulted in a request from FÁS to submit a comprehensive proposal for a Dublin-wide initiative in 2007-09.

Action in 2007
- Successful projects which completed in 2006 in Tallaght, Blanchardstown and Clondalkin funded to continue certain work during 2007. Annual resources of €180,000 provided jointly by Department of Education and Science and FÁS (€90,000), with match funding supplied by DEP and local partners.
- The external formative evaluation carried out by Hibernian Consultants was published as The Challenges of Workplace Learning.
- Full proposal for a Dublin-wide initiative (six partnership areas) submitted to FÁS in September 2007 following protracted negotiations. Full value of the initiative is €1.3m over two years. At end of year, FÁS indicate approval for startup of the initiative at the start of 2008.

Guidance Services for former Prisoners

Description
Arising from a cross-sectoral working group established in 2003 to promote the social inclusion of former prisoners through prisoner training and lifelong learning, it was decided to prepare and publish an Educational Guide for former Prisoners.

Progress in 2007
- Guide developed and brought to pre-publication stage. Completed Guide to be published 2008 and launched at Mountjoy Prison.
COOPERATION AND LINKAGES

Linkages with other agencies and programmes

The composition of the DEP Board, as well as the representation on the many project working groups and steering committees testifies to the comprehensive networking of the Pact with all relevant agencies, organisations and other interests throughout the Dublin Region. In 2007 DEP was also involved in a variety of programmes beyond the LDSIP, notably under the Equal Initiative, the Department of the Taoiseach ASC Initiative, the Department of Education, FÁS, other ESF sources etc.

During 2007 a nearly 300 people from a very wide range of organisations and agencies, and representing a wide spectrum of policy makers and practitioners from the public, private and community sectors in Dublin, participated in project steering groups, policy working groups and other sub committees of Dublin Employment Pact. Through these means the Pact interacts with a substantial number of relevant agencies, authorities and programmes at Dublin, national and even EU-wide level.

Cooperation with Belfast

To contribute to strengthening and developing ties between local authority, local development and employment related interests in Dublin and Belfast, Dublin Employment Pact decided to form a Dublin-Belfast Working Group through the Equal at Work project. This working group focussed on exchanging information and good practice in the areas of employment policy and human resource management systems in the two cities. A joint comparative study was commissioned and completed, Women into Non-Traditional Occupations – Experience North and South, and launched at the seminar in Belfast.

Cooperation with European partners

As is apparent from many of the projects and policy initiatives of the Pact, DEP has developed relationships with a range of related organisations and networks in Europe. In particular, DEP represents Dublin on the Social Affairs Forum of Eurocities, the major network of European Cities. It also maintains contacts with employment pacts in a number of cities through the network MetropolisNet which has since been incorporated as an EEIG (see above). The Pact is also an active member, at Dublin and European level, of the European Anti-Poverty Network, a large network of social policy campaign groups, and the DEP Director chairs the European level Eapn Employment Task Force. Through its involvement in EQUAL and in other EU-funded employment policy programmes, DEP has developed contacts with a wide range of groups in comparable cities (notably Madrid, Budapest, Warsaw, Berlin, Hamburg, Brussels, Munich, Nuremberg, London, Vienna, and Rome). It is often invited to present its experiences and practices at European conferences, and has also been referred to specifically in European Commission publications as an example of good practice. DEP is active in the Partnership Forum of the Oecd-Leed and participated actively in its international conference in February 2007. The Pact also maintains links with the Committee of the Regions and other relevant networks.
NEW PUBLICATIONS

The following publications appeared in 2007 and arose from the work of pilot projects or research and policy groups of the Pact. The full list of DEP publications available is given in Appendix 4 and all titles can also be downloaded from www.dublinpact.ie

- **NewsPact – Newsletter of Dublin Employment Pact** (online e-newsletter published bi-monthly from November 2007)

- **What is the Community Sector Employers’ Forum? (Equal at Work)**


- **Supporting Older Workers in the Workplace – A Booklet from the Equal InterFAIR Transnational Partnership**

- **Social Research Centre (SRC): Pioneers of Diversity: A Comparative Analysis of Equality Reviews carried out under the Dublin Employment Pact Equal at Work Project**

- **Eapn Employment Working Group Position Paper: Developing Positive Activation**

- **Hibernian Consulting: Opening Pathways to Employment for members of the Travelling Community in South Dublin County Council**

- **Creating the Framework for Change (DEP Equal at Work Special Supplement, Irish Times, 20th November 2007)**

- **Women into Non-traditional Employment: Experience North and South (by Ursula Barry, John Scott and Grainne Healy)**

APPENDIX 1: Board of Directors

The Board of Directors of Dublin Employment Pact nominated at the end of 2007 was as follows:

For the Social Partners:
Julie Clarke (IBEC Greater Dublin Area Executive)
…………… [vacant] (Irish Congress of Trade Unions (Ictu))
Catherine McCabe (Dublin Chamber of Commerce)
Des Bonass (Dublin Council of Trade Unions (Dctu))

For the Dublin Regional and Local Authority executives:
Patricia Potter (Director, Dublin Regional Authority)
Anne-Marie Farrelly (Development Department, Fingal Co. Co.)
Paul O’Halloran (Development Department, Dublin City Council)
Mary Mallon (Director, Community&Enterprise, Dun Laoghaire Rathdown Co. Co.)
Denis Bowes (Human Resources Dept., South Dublin Co. Co.)

For the Local and Community Development Sector:
David Connolly (Director, Dublin Inner City Partnership)
Anna Lee (Manager, Tallaght Partnership)
Catherine Durkin (Education Coordinator, Blanchardstown Partnership)
Maria Tyrrell (Manager, Larkin Centre for the Unemployed)

For the State Agencies and Educational Sector:
Margaret Whelan (Dublin Institute of Technology)
Gregg Swift (Dublin City Enterprise Board, for Dublin Region CEBs)
Frank Walsh (Manager, FÁS Services to Business, for Dublin Region FÁS)

For the elected Dublin Regional Authority:
Cllr. Mary Freehill (Member Dublin City Council)
Cllr Denis O’Callaghan (Member, DLR Co. Co.)

DEP chief executive officer: Philip O’Connor

The officers of the Board are:

Chair Anna Lee
Deputy Chair Mary Mallon
Treasurer Frank Walsh
Secretary Philip O’Connor
APPENDIX 2: DEP Income and Expenditure 2007

During 2007 DEP leveraged extensive funding additional to, and largely on the basis of, the modest core funding of €319,489 received from Pobal for implementation of its Action Plan under the LDSIP. The Table below indicates the partner contribution to projects of the Pact, whether direct (through DEP accounts) or indirect, in cash and in-kind, and also to the initiative of the Pact to which they applied:

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<th>Project</th>
<th>DEP Code</th>
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<th>Direct cash €</th>
<th>Indirect cash €</th>
<th>In-kind €</th>
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<td>Empl’ment Strategy</td>
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<td>Dublin Regional Auth.</td>
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<td>55 organisations</td>
<td>97,189</td>
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<td>Staff time</td>
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<td>52,871</td>
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<td>Pavee Point</td>
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<td><strong>TOTALS</strong></td>
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<td><strong>358,604</strong></td>
<td><strong>97,189</strong></td>
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<td></td>
<td><strong>2,097,619</strong></td>
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In addition, the Equal at Work programme led to follow on programmes independent of DEP in South Dublin Co. Co., Dublin City Council, the HSE, the trade unions Siptu and Impact, and two private companies to a total value of €400,000. Not accounted for is the time and input of representatives of approximately 200 public, private, community and other organisations involved in work of the Pact (on the Board, sub-groups, project steering committees etc.).
APPENDIX 3: Audited Accounts for the Year 2007

Income and Expenditure for the Year Ended December 31st 2007 –
Extracted from Audited Accounts 2007

### DUBLIN EMPLOYMENT PACT LIMITED
COMPANY LIMITED BY GUARANTEE

#### INCOME AND EXPENDITURE ACCOUNT

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<th>YEAR ENDED 31st DECEMBER 2007</th>
<th>2007 €</th>
<th>2006 €</th>
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<tr>
<td>GROSS SURPLUS</td>
<td>1,778,130</td>
<td>912,063</td>
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<tr>
<td>Administrative expenses</td>
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<td>Expenditure</td>
<td>(1,778,130)</td>
<td>(912,063)</td>
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<tr>
<td>SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION</td>
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<tr>
<td>Tax on surplus on ordinary activities</td>
<td>6</td>
<td>-</td>
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<tr>
<td>SURPLUS FOR THE FINANCIAL YEAR</td>
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</table>

All of the activities of the company are classed as continuing.

The company has no recognised gains or losses other than the results for the year as set out above.

These financial statements were approved by the directors on the 4th April 2008 and are signed on their behalf by:

Anna Lee
Director

Mary Malton
Director

The notes on pages 10 to 14 form part of these financial statements.
## Dublin Employment Fact Limited

### Company Limited by Guarantee

#### Balance Sheet

31st December 2007

<table>
<thead>
<tr>
<th>Note</th>
<th>2007</th>
<th>2006</th>
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</thead>
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<tr>
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<td>2007</td>
<td>2006</td>
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<td>FIXED ASSETS</td>
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<td>Tangible assets</td>
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<td>13,104</td>
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<tr>
<td>CURRENT ASSETS</td>
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<td>Debtors</td>
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<td>Cash at bank and in hand</td>
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<td>346,890</td>
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<td>306,379</td>
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<td>CREDITORS: Amounts falling due within one year</td>
<td>9</td>
<td>515,483</td>
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<tr>
<td>NET CURRENT LIABILITIES</td>
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<td>(13,104)</td>
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<td>TOTAL ASSETS LESS CURRENT LIABILITIES</td>
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<td>RESERVES</td>
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<tr>
<td>MEMBERS' FUNDS</td>
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</tbody>
</table>

These financial statements were approved by the directors on the 4th April 2008 and are signed on their behalf by:

Anna Lee
Director

Mary Malone
Director

The notes on pages 10 to 14 form part of these financial statements.
APPENDIX 4: Members of DEP Policy & Project Steering Groups

EAPN EMPLOYMENT POLICY GROUP

Philip O’Connor (Chair) Dublin Employment Pact
Brid O’Brien Irish National Organisation of the Unemployed (INOU)
Orla O’Connor National Women’s Council of Ireland
Robin Hannon European Anti-Poverty Network (EAPN)
Paul Ginnell European Anti-Poverty Network (EAPN)
Kathleen McCann ICTU Congress Centres Network
Candy Murphy One Family
Camille Loftus OPEN
Edel McGinley Migrant Rights Centre of Ireland
Damien Peelo Irish Travellers Movement

PROJECT STEERING GROUP: ESSENTIAL WORK BY MIGRANT WORKERS IN DUBLIN

Siobhan O’Donoghue (Chair) Migrants Rights Centre of Ireland
Helen Lowry Migrants Rights Centre of Ireland
Cormac O’Donnell Dublin City Development Board
Fiona McGaughney NCCRI
Philip O’Connor Dublin Employment Pact

EDUCATION AND EMPLOYMENT POLICY WORKING GROUP

Catherine Durkin (Chair) Education Coordinator, Blanchardstown Partnership
Mary Folan Dublin Employment Pact
Brian Fleming Principal, Collinstown Park Community College
Fran Fitzgibbon Community Department, FÁS
Martin McLoughlin Department of Education and Science
Diarmuid O’Brien Assistant Principle, Senior College Ballyfermot
Michael Doyle Education Welfare Board
Bernadette Reilly Youthreach
Pat Coughlan City of Dublin VEC
Margaret Maher Education Coordinator, Clondalkin Partnership
Fergus Carpenter St. Vincents Trust
Joanne Richards DCU Access Officer

LEARNING AT WORK PROJECT STEERING GROUP

Philip O’Connor (Chair) Dublin Employment Pact
Catherine Durkin Blanchardstown Partnership
Mary Folan Dublin Employment Pact
Larry O’Neill Clondalkin Partnership
Martin McLoughlin Department of Education and Science
Fran Fitzgibbon FAS Community Services Department
Sandra Dunne Blanchardstown Project Coordinator
Grace Wills Clondalkin Project Coordinator
Agnieszka Leschik Tallaght Partnership
Cepta Dowling      Northside Partnership
Deborah Brock    Tallaght Partnership
Mark McDonald    Northside Partnership
Mary Baker        Rathmines Community Partnership
Gordan Muego      Ballymun Job Centre
Sandra Dunne     Blanchardstown Partnership

COMMUNITY ICT PROJECT STEERING GROUP

Philip O’Connor (Chair) Dublin Employment Pact
George Ryan       FIT Ltd.
Gordan Muego      Ballymun Job Centre
Eugene Moore      Fingal Co. Co.
Ann Neville       Age Action Ireland
Maria Tyrrell     Larlin Centre
Catherine Durkin  Blanchardstown Partnership
Philip Hickey     Ballyfermot Community IT Centre

PRISONER EDUCATION PROJECT
STEERING GROUP

Catherine Durkin (Chair) Blanchardstown Partnership
Mary Folan         Dublin Employment Pact
Valerie Bonnie    The Linkage Programme, Business in the Community
Margaret Joyce    City of Dublin VEC Prisoners Education Coordinator
Jim Wallington   The Educational Trust
Anne Coffey       Presentation Centre
Séamus Hanrahan  National Prison Service
Pat Doyle         Manager, BOND Project
Philip O’Connor   Dublin Employment Pact

COMMUNITY SECTOR EMPLOYERS FORUM (CSEF)
STEERING GROUP

Michael Creedon (Chair) Ballmun Job Centre
Grainne Healy (Chair) Equal at Work
Cepta Dowling      Northside Partnership
Edward Power       Employers Resource Bureau
Jean Somers        Dublin Employment Pact
Joan Bolger        Framework Southeast
Paul Crinion       KWCD Partnership
John Scally        Sunflower Recycling
Liz Waters         An Cosan
Noreen Byrne       Doras Buí
Brian Carty        PLANET
Bridget O’Sullivan National Women’s Council of Ireland
Cyril Gibbon       National Learning Network
DUBLIN PARTNERSHIP LEARNING NETWORK
STEERING COMMITTEE

Michael Bowe  Finglas-Cabra Partnership
Aileen O’Donoghue  Clondalkin Partnership
Linda Curran  Blanchardstown Partnership
Marie Carroll  Southside Partnership
Jean Somers  Dublin Employment Pact
Philip O’Connor  Dublin Employment Pact

EQUAL AT WORK PROJECT
MANAGING COMMITTEE

David Connolly (Chair)  Dublin Inner City Partnership
Barbara Keogh  ICTU
Bridget McGuane  HSE Human Resource Department
Cyril Gibbons  National Learning Network
David Goggin  Meteor Mobile Communications plc
Grainne Healy  Equal at Work
John Conway  Local Government Management Services Board
Laura Leonard  South Dublin County Council
Martin Dodd  FAS Services to Business
Noel Dowling  SIPTU
Orla O’Connor  National Women’s Council of Ireland
Philip O’Connor  Dublin Employment Pact

EQUAL AT WORK Equality Audits
Review Steering Group

Philip O’Connor (Chair)  Dublin Employment Pact
Bridget McGuane  HSE Human Resource Department
Frank Brennan  CIPD
Aoife O’Riordan  HSE Employers’ Agency
Finbar McDonnell  Equal at Work Project Evaluator
Grainne Healy  Equal at Work
Brid O’Brien  INOU

EQUAL AT WORK
Community Sector Cluster

Grainne Healy (Chair)  Equal at Work
Jean Somers  Dublin Employment Pact (Cluster Coordinator)
Dessie Robinson  IMPACT
Edward Power  Employers Resource Bureau
Cyril Gibbon  National Learning Network
David Connolly  Dublin Inner City Partnership
Paul Crinion  KWCD Partnership
Jill Colquhoun  Ballymun Job Centre
John Stewart  INOU
Nuala Nic Giobuin  Dublin City Childcare Committee
Orla O’Connor  National Women’s Council of Ireland
Philip O’Connor  Dublin Employment Pact
Frank Brennan CIPD
Gerry Flanagan SIPTU

EQUAL AT WORK
Private Sector Cluster

David Goggin (Chair) Meteor Mobile Communications plc
Elaine McGuaran Irish Life and Permanent plc
Frank Brennan CIPD (Cluster Coordinator)
Andrea Trappe EBS Building Society
Grace O’Malley National College Ireland
Jackie Caswell Jury’s Custom House Inn
Jean-Pierre Eyanga Integrating Ireland
John McEntee Ballymun Partnership
Louise Doyle Eircom plc
Martin Dodd FÁS Services to Business
Edwina O’Brien Meteor Mobile plc
Barbara Brennan Blanchardstown LES
Niamh Byrne Gandon Enterprises

EQUAL AT WORK
Health Sector Cluster

Bridget McGuane (Chair) HSE Human Resource Department
Aoife O’Riordan HSE Employers’ Agency
Bridie Horan AMNC Hospital (Tallaght)
Eoin O’Herlihy National Disability Authority
Fergus Ashe National University Children’s Hospital (Temple St.)
Frank Cameron EVE Enterprises Ltd.
Geraldine Tooher St. James’ Hospital
Gerry Mulholland Stewart’s Hospital
Gillian Ledwidge Stewart’s Hospital
Margaret Jordan AMNC Hospital (Tallaght)
Michelle Guerin HSE Dublin North
Mona Baker National University Children’s Hospital (Temple St.)
Rosemary Orr JamesConnolly Memorial Hospital

EQUAL AT WORK
Local Authority Sector Cluster

John Conway (Chair) Local Government Management Services Board
Billy Coman South Dublin County Council
Karl Wren Inclusive Employment
Laura Leonard South Dublin County Council
Liz McHenry Dublin City Council
Maura Twomey Dublin City Council
Mary MacSweeney Dublin City Council
Tony Nolan Tallaght LES
Brid O’Brien Pavee Point
Dublin Skills, Enterprise and Employment Strategy Forum

Bronwen Maher  Cathoirleach, Dublin Regional Authority
Aisling O’Carroll  Regional Executive, East Region IDA
Eoin O’Neill  Director of Entrepreneurship, TCD
Gregg Swift  Ceo, Dublin City Enterprise Board
Oisín Geoghegan  Ceo, Fingal County Enterprise Board
Loman O’Byrne  Ceo, South Dublin County Enterprise Board
Michael Johnson  Ceo, Dun Laoghaire-Rathdown County Enterprise Board
John McInerney  Dublin Business Innovation Centre
Margaret Whelan  Head of Industrial Development, DIT
Noel McCabe  Regional Development, Enterprise Ireland
Dr Walter Foley  Policy Officer, Dublin Regional Authority
Aebhric McGibney  Policy Officer, Dublin Chamber of Commerce
Martin Kavanagh  Director, Community and Enterprise, Dublin City Council
Paul O’Halloran  Strategic Policy Manager, Dublin City Development Board
Ann Marie Farrelly  Development Department, Fingal County Council
Mary Mallon  Director Community & Enterprise, Dun Laoghaire-Rathdown Co. Co.
Richard Stokes  Ceo Invent, DCU Innovation Centre
Sean McDonald  Assistant ceo, South Dublin County Enterprise Board
Noel McArdle  Dublin Regional Director, Ulster Bank
Philip O’Connor  Director, Dublin Employment Pact
Jane Williams  Director, Sia Group. Board member Forfás
Pauline Logan  Private consultant, on behalf of DEP
Karen Reid  Administrator, Dublin Employment Pact
Bernard McNally  FAS Services to Business

COMMUNITY ICT PROJECT
FORUM OF PARTICIPATING ORGANISATIONS

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<td>Corduff Youth Project</td>
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<td>Co-operation Fingal</td>
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<td>Cox</td>
<td>Tower Programme</td>
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<td>Job Advocate Support Services (Stewarts Hospital)</td>
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<td>Margaret McLoughlin</td>
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<td>Marie Mulvhill</td>
<td>D8 CEC</td>
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<tr>
<td>Amanda Murphy</td>
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<td>Dr. Ann Neville</td>
<td>Age Action Ireland</td>
<td></td>
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<tr>
<td>Name</td>
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<td>O'Connor</td>
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<td>St Georges National School</td>
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APPENDIX 5: DEP Publications 2001-07

Most titles are available to download from DEP website www.dublinalgpt.ie

Social and Economic Policy:

NewsPact – Newsletter of DEP (online e-newsletter published bi-monthly from November 2007)
Creating the Framework for Change (DEP Special Supplement, Irish Times, 20th Nov. 2007)
Agenda for Dublin (Dublin Regional Authority and Dublin Employment Pact) (2004)
‘Dublin in the Knowledge Age: Think-In at the Department of the Taoiseach, 21 June 2002’ (2002)
E. Morgenroth (ESRI): The Economic, Employment and Social Profile of the Greater Dublin Region (Prepared for DEP in partnership with the Dublin and Mid-East Regional Authorities) (2001)
‘Doubling Dublin: The challenges for a city economy in a globalised world’ (seminar papers) (2001)
B. Feeney, D. Walsh (Goodbody), Social Investment for Disadvantaged Areas of Dublin (2000)

Labour Market Policy:

Supporting Older Workers in the Workplace – A Booklet of the Equal InterFAIR Partnership (2007)
Hibernian Consulting: Opening Pathways to Employment for members of the Travelling Community in South Dublin County Council (2007)
Women into Non-traditional Employment: Experience North and South (by Ursula Barry, John Scott and Grainne Healy) (2007)
What is the Community Sector Employers’ Forum? (Equal at Work) (2007)
Realising Integration: Migrant Workers Essential Low Paid Work in Dublin (with mrci, DCDB) (2007)
J. Finnegan, Creating a culture of progression within the workplace (2004)
Ballymun Job Centre, HR Policy and Practice in the Community and Voluntary Sector (2004)
South Dublin County Council and Dublin City Council (in association with the Local Appointments Commission), Entry-Level Clerical Officer Posts in Local Authorities: A Jobs Analysis (2003)
John Finnegan, Evaluation of Medical Secretary Training through Equal at Work (2003)
 Strengthening Your Business – A Staff Training Module on Equality and Diversity in the Workplace (modules for private, public and community and voluntary sectors) (2003)
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