Annual Report for 2008

A review of the activities of DEP under the Local Development Social Inclusion Programme in 2008

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 2008.

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.

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 2008 are a tribute to the contribution of its core staff – Philip O’Connor, Karen Reid and Caroline Byrne, as well as the programme staff Jean Somers and Edward Power, and also consultants who have worked closely with the Pact over the year, notably Gráinne Healy, Finbar MacDonnell and Valerie Craigie. 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 200 - 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 2008. 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 2009 and to new strategies for the very challenging period ahead, 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 even European levels.

Mary Mallan
Chairperson
Dublin Employment Pact
INTRODUCTION – HIGHLIGHTS IN 2008

2008 saw some major new initiatives of the Pact come to fruition, notably the in-work projects focussed on employment access and low skilled workers, Learning at Work and Learning at Work, and also the extensive community based upskilling programme Dublin Community ICT Initiative. The work in the Community sector achieved 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. There was also the significant development of securing funding from the EU for an innovative multi-agency project developing supports for victims of human trafficking.

At national and European level, the work of the Pact continues to break new ground. In 2008 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 an 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 2008.

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 2007-08.

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 2008 of a 19-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)
- David Joyce (Irish Congress of Trade Unions (ICTU))
- Catherine McCabe (Dublin Chamber of Commerce)
- Séamus Fitzpatrick (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)
- Aileen O’Donoghue (Manager, Clondalkin Partnership)
- Marian Vickers (Manager, Northside Partnership)
- Maria Tyrrell (Manager, Larkin Centre for the Unemployed)

**For the State Agencies and Educational Sector:**
- Andy Maguire (Strategic Development, 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: Mary Mallon
- Deputy Chair: Greg Swift
- Treasurer: Frank Walsh
- Secretary: Philip O’Connor

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). In mid-2008 this staff was augmented by the addition of two Skills for Work coordinators, Sinéad Hyland and Ger Dorgan. Other core work was undertaken on a contracted basis by Grainne Healy (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 Department of Communications, EU Leonardo Programme, 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 €1.7m in 2007 and €1m in 2008. The accounts for 2008 are set out in the auditor’s report at Appendix 2 below.
THE FOUR STRATEGIES OF DEP 2004 – 2008

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 social inclusion strategies in the Dublin Region**
   Development of Dublin-wide regional strategies. These include, for example, a comprehensive Employment & Skills Strategy, 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, building the capacity of the social economy, 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 Council (NESC), the Oireachtas Committee on Enterprise and Employment, the National Employment Action Plan process, DG Employment at the European Commission etc.

2. **Creating an accessible and inclusive Dublin labour Market**
   Targeting disadvantage and inequalities in the labour market at the levels of both policy and practice, through practical programmes such as *Equal at Work* (2004-07). This project involved 55 partner organisations from the public, private and community sectors across the Dublin region, and aimed to widen labour market access by tackling barriers in existing recruitment, advancement and human resource management practices. It has since won EU and national acclaim as a model of its kind.

3. **Enhancing Community Sector Capacity in Dublin**
   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 and developing new initiatives around social enterprise.

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. The major programmes of DEP under this heading in 2008 were *Learning at Work* and *Skills for Work*, which, with the support of ÁS, Dept. Education, the VECs and six local partnerships, successfully reached over 700 low-skilled workers across a range of employments, assisting them to upskill to FETAC levels 5-6.
INITIATIVES IMPLEMENTED IN 2008

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 social inclusion strategies in the Dublin Region**

*Dublin Regional Employment & Skills Strategy*

**Description**
Collaboration with Dublin Regional Authority on behalf of the four Dublin local authorities has developed strongly since the joint DEP-DRA Agenda was launched in 2005. Follow on actions were planned in a number of areas, including developing a Region Employment Strategy and organising an international seminar on the development of Dublin as a “Creative City Region”. This followed the joint DEP-DRA international seminar Dublin – The Creative City, held in October 2007 and addressed by leading policy makers and planners, as well as by globalisation expert Prof. Richard Florida. On 27th November a Round Table was held on this issue, chaired by Gregg Swift and with participants from the IDA, Enterprise Ireland, CEBs, TCD, DIT, DCU, Ulster Bank, Dublin BIC, local authorities, CDBs, the Regional Authority and others. Framework terms of reference for a study and policy initiative (Economic Development Strategy for Dublin) was developed at further meeting in early 2008, with the DEP input focused on the employment base and social inclusion. DRA and Dublin city/county managers take up the initiative and, following discussions, agree to commission DEP to lead the Employment & Skills Strand of the Dublin strategy. DRA commits €20,000 to the budget for this and DEP agrees to input a further €10,000. Work to be tendered out at start 2009.

**Actions in 2008**
- Development of Terms of Reference for developing an Economic Development Strategy for Dublin (emerges from Round Table of Nov. 2007);
- Agreement with DRA: Dublin city/county managers take up the initiative of the strategy and request DEP to lead the Employment & Skills Strand. DRA contribute €20,000 to budget.
- Terms of Reference for consultants to lead the strategy process developed for putting to tender in early 2009.

*Dublin Strategy for Social Enterprise*

Need for a Dublin Social Enterprise Strategy process agreed with Clann Credo in September 2008. Terms of Reference developed and tendered out. John Everett Assoc. commissioned to undertake a study as a basis for a practical strategy. In September DEP also joins a nationwide consortium coordinated by PLANET for mapping real social enterprise activity. Work tendered out to Eustace & Patterson Consultants. Completion of both projects in 2009.

**Actions in 2008**
- Everett Assoc. commissioned to develop study as basis for the strategy (completion 2009);
- DEP joins PLANET consortium for a social economy database mapping project.
- Strategy of both is to develop the basis for a practical strategy to develop the sector.
Building social inclusion policy 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, EAPN, the MetropolisNet initiative and others. Through these DEP has been involved in national and EU level policy initiatives as well as meetings to develop joint applications for EU funded projects (Interreg, Progress, ESF etc.).

Actions in 2008
• DEP chairs the EAPN Employment Policy Group which now meets monthly. 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. It developed a critique of the Irish government’s National Reform Programme. It presented its position to a meeting of the joint Oireachtas Committee on Enterprise. The group also met with Dept. ETE and with the EU DG Employment Irish Desk officials. Also, DEP Director, as Chair of EAPN, met with Minister Mary Hanafin on social inclusion policy.
• Director of DEP was elected chairperson of Eapn Ireland.
• Director of DEP was elected chairperson of the Eapn Employment Task Force (Brussels).
• Director of DEP attended OECD Partnership Forum (Vienna) and presented DEP.
• Director of DEP involved in the NESC “FuturesIreland” project.
• 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.
• DEP participated in the annual NESF Social Inclusion Forum.
• DEP was involved through EUROCITIES Social Affairs Forum in developing responses to the EU Lisbon Strategy Review.
• DEP participate in the EU e-Inclusion conference.
• DEP is actively involved in PLANET (the Partnership Network), and DEP Director is a member of the PLANET Dublin Partnership Managers Forum.
• A Dublin Partnership Learning Forum has been established, facilitated by DEP. In 2008 it organised Dublin-wide learning seminars on local enterprise and social economy strategies.
• DEP became a founder member of the European Economic Interest Group (EEIG) “MetropolisNet” in October. It is a metropolitan partnership linking London, Berlin, Madrid, Budapest, Warsaw, Paris, Vienna, Santander, Rome and elsewhere.
• DEP met with Polish “Centre for Social Dialogue” and assisted in training for social partnership structures in Poland. Articles on Irish partnership published in the Polish press.

Supporting Voluntary Activity

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

Actions in 2008
• DEP allocates this budget to a programme to support volunteers working as ICT tutors to older people in the context of IT programmes in Dublin flat complexes initiated under the Dublin Community ICT Initiative (see below).
**Dissemination work**

**Description**  
Developing effective information and news dissemination systems and distributing publications of the Pact.

**Actions in 2008**  
- Online newsletter (NewsPact) developed using newsweaver software and disseminated through DEP databases (4,000 addresses). Three issues distributed in 2008.  
- DEP website updated regularly.  
- GAMMA special Dublin maps printed and distributed.  

**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 was the DEP project which achieved greatest impact in 2004-07 and led to several very major and radical mainstreaming outcomes. It’s theme was *Increasing access to employment through open HR practices* and it focused on reforming and changing HR policies and practice to create a more equal and equitable labour market. This initiative, funded under the EU *Equal* Initiative and co-funded by the Dept. ETE, involved over 60 partner organisations from the public, private and community sectors in Dublin. These 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 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. In 2008 several follow on aspects of the project continued to impact.

**Actions in 2008**  
- The project *Pathways to Employment for Members of the Travelling Community* in South Dublin County Council was mainstreamed as a council system and also spread to other local authorities and endorsed by the National Policy Group on Travellers.  
- Work in the development of the community sector to improve employment and HR conditions leads to the establishment of strong community sector branches in SIPTU and IMPACT. It also led to the establishment of the Community Sector Employers’ Forum (CSEF) (supported by IBEC, SFA and, The Wheel), and the development throughout 2008 of the Employers Resource Bureau, an online HR resource base ([www.erb.ie](http://www.erb.ie)). The CSEF has since developed as a separate company.
- In January *Equal at Work* was selected as key case study in the Dept. ETE evaluation of the initiative in Ireland.  
- The partnership structure of *Equal at Work* selected by the EU report as model of its kind and was presented at a Commission conference in Lisbon.  
- A joint proposal of DEP and the HR section of HSE was prepared and submitted to HSE. Budget cutbacks meant the proposed project had to be shelved.  
- A project on Human Trafficking arising from work under *Equal* was developed by DEP and the Immigrant Council of Ireland and submitted to the EU Daphne Programme. This was approved for commencement in November (see ‘Dignity project’ below).
DEP as lead agency, with partners from Immigrant Council, Gardai, Women’s Aid etc.)

A proposal around Jobrotation as a possible tool for “activation, also arising from Equal, led to a workshop in DEP on 31st January attended by FAS, Northside Partnership, Dept. ETE, WRC and others, addressed by British JR expert David Ethrington (Middlesex University). A project proposal was developed for Dept. ETE at the end of the year for discussion and submission in early 2009.

**European Project Submissions**

**Description**

DEP participates and occasionally leads applications for EU funding for multi-partner projects under Interreg, Progress, ESF, Daphne, Leonardo and other project funding lines.

**Actions in 2008**

- **SeniorForce**: Application to DG Employment on Mobility for Older Workers approved. SeniorForce led by Aarhus (DK), with partners DEP, Krakow, Budapest, Helsinki and Athens. DEP working with Age Action Ireland, Manpower, Dublin City Council, Larkin Centre and FAS/EURES. Project rolls out through 2008.
- **Innopunkt**: Project (under Progress) focussing on upskilling low-qualified young workers in employment. Workshops held in Dublin, Berlin and London.
- **DAPHNE**: Application under DAPHNE on Human Trafficking successful (see below).
- **Leonardo**: Three Leonardo projects submitted for approval in 2009 on JobRotation, Local Employment Services and Enterprise initiatives.
- **Unsuccessful project applications**: Applications prepared and submitted under Interreg IVb (Valencia leaders), URBACT (Madrid leaders), GRUNDTVIG (Warsaw leaders) and Leonardo (Lifelong Learning) with MetropolisNet partners.

**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 2008**

- **BeneIT** programme (commenced Nov-Dec 2007) rolled out throughout 2008. Funding of €800,000 from Dept. Communications.
- Official project launch by Minister Tom Kitt TD at Dept. Taoiseach, 16th January, and first graduation ceremonies addressed by Minister Carey T.D. and Minister Brian Lenihan T.D.
- 65 community organisations participated with 2,500 trainees completing training (FIT eCert). Activities in IT Centres in senior citizens flat complexes, centres for independent living and community IT centres (20 in total).
- Project completed September 2008.
- Graduation ceremonies take place with Ministers Pat Carey, Tom Kitt, Brian Lenihan and Lord Mayor Paddy Burke.
- Application submitted under new “BeneIT 2” initiative (November) for €600,000 with match funding of €200,000 committed from Dublin City Council, Digital Hub and other partners.
Integration of New Communities

Description
To develop strategies for the social integration of immigrant communities.

Actions in 2008

1. **New Communities in Dublin: Barriers to Integration:** Initiative developed with New Communities Partnership. Workshops organised for January 2009 involving representatives of new communities, service providers and local authorities across Dublin. Expert facilitator engaged (Maria Hegarty). Strategy learning for local authorities to be developed.

2. **DIGNITY: A multi-agency response to supporting victims of trafficking to the sex industry:** Application under EU DAPHNE programme. DEP lead, with Immigrant Council of Ireland, Garda Anti-Trafficking Unit, Sonas Housing, Dept. Justice, Ruhamma and others, with partners in Lithuania, Spain and Scotland. Project application submitted in May and approved November. €300,000 from EU for two-year project, with match funding of €100,000 from partners. Model of good practice to be evolved for implementation by agencies. Link to employment services (FÁS, partnerships) as part of route to integration for victims.

SeniorForce – Mobility for Older Workers in the EU

Description
Project led by Aarhus Employment Services (DK), with DEP, Krakow, Budapest, Helsinki and Athens, approved December 2007. Dublin budget €12,000. Aim is to increase mobility of older workers (50+) in the EU. Dublin lead partners DEP with Age Action and Partas.

Actions in 2008

• DEP establishes Dublin Steering Group with representatives from Age Action Ireland, Manpower, Dublin City Council, Partas, Larkin Centre and FAS/EURES.
• Paper developed on older workers on the Irish Labour Market and process put in place for supporting older workers who wish to work in another EU state, esp. with job search, assistance with housing etc. and transfer of social welfare, pension and other entitlements.
• Project rolls out through 2008 with workshops in Aarhus, Budapest and Krakow.

Strategy 3: Enhancing Community Sector Capacity in Dublin

Description
Building on elements of the Equal project, develop capacities in the community sector, especially the HR capabilities of community sector organisations.

Actions in 2008

• Part-time staff member (Jean Somers) develops applications to Social Partnership, CRGA and other sources for funding to develop the Community Sector Employers Forum (CSEF) and Employers Resource Bureau established under Equal.
• Funding for workplan (€38,000) secured under the Cohesion Programme. Long term funding sought under social partnership through CRGA (supported by IBEC, ICTU and the Wheel).
• CSEF established as stand-alone organisation (co.ltd.) with Board (October). Over 100 member organisations affiliate. CSEF meet with Dept. Finance re funding of community organisations to meet adequate standards in HR and employment conditions.
• Employers Resource Bureau develops as HR advice centre for community sector, with
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support from IBEC, LRC etc. Quarterly online newsletter widely available (www.csef.ie).

- “Dublin Partnership Learning Network” established by Dublin Partnership managers and resourced by DEP (coordinated by Jean Somers). Workshops held on local enterprise, partnerships and the built environment and local social economy practices.

**Strategy 4:**

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

**Workplace Learning**

**Description**

**Learning at Work:** Piloting models of educational advancement for early school leavers in employment, with employers’ agreement. A second round (2005-06) had followed successful pilots 2001-04 in the Tallaght, Clondalkin and Northside areas. These pilots were evaluated positively by Mazars and supported by the social partners in the national agreement *Sustaining Progress*. The second round was evaluated by Hibernian Consulting, producing the report *The Challenges of Workplace Learning* (2007), launched by Education Minister Brian Lenihan T.D. On the basis of this, DEP developed a proposal in September 2007 for a new and more comprehensive round involving six Partnership areas (Northside-Ballymun-Blanchardstown-Clondalkin-Rathmines-Tallaght). All workplace learning to be FETAC accredited.

**Skills for Work:** First national programme, targeted at low skilled workers under FETAC Level 3. Basic literacy and IT programmes to be brought to workers in the workplace.

**Action in 2008**

- Contract concluded with FAS for *Learning at Work*, February 2008. €1m project over two years including management costs to DEP and co-funding from Dept. Education. Key partners are FÁS and Dublin City and County VECs. Training element contracted directly by FÁS with VEC.
- Roll out of *Learning at Work* begins May 2008.
- Contract concluded by DEP with FÁS for *Skills for Work* in June 2008 to coordinate actions under this programme in Dublin for the year to June 2009. Two coordinators employed, July 2008, Ger Dorgan and Sinéad Hyland.
- Difficult economic conditions from September greatly impact on extent of projects. However, by the end of the year *Learning at Work* had achieved targets in full, with over 400 trained or in training. *Skills for Work* more difficult, though 120 trained or in training by year end.
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 2008 DEP was also involved in a variety of programmes funded under programmes other than the LDSIP, notably the BenefIT Initiative (Department of Communications), the Daphne Programme (EU), the Workplace Basic Education Programme (Department of Education), One Step Up (FÁS), and other national and ESF sources etc.

During 2008 over 150 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 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 LEED Partnerships Network and also through 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 EAPN Ireland and also 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 occasionally 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. The Pact also maintains links with the Committee of the Regions and other relevant networks.

NEW PUBLICATIONS 2008

Two publications appeared in 2008. A full list of available DEP publications is given in Appendix 4 and most of these can be downloaded from www.dublinpact.ie

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

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)
David Joyce (Irish Congress of Trade Unions (Ictu))
Catherine McCabe (Dublin Chamber of Commerce)
Seamus Fitzpatrick (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)
Aileen O’Donoghue (Manager, Clondalkin Partnership)
Marian Vickers (Manager, Northside Partnership)
Maria Tyrrell (Manager, Larkin Centre for the Unemployed)

**For the State Agencies and Educational Sector:**
Andy Maguire (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)

**DEP chief executive officer:** Philip O’Connor

The officers of the Board are:

- Chair: Mary Mallan
- Deputy Chair: Greg Swift
- Treasurer: Frank Walsh
- Secretary: Philip O’Connor
During 2008 DEP leveraged extensive funding additional to, and largely on the basis of, the modest core funding of €324,949 allocated by *Pobal* for implementation of the DEP 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:

<table>
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<th>Project</th>
<th>DEP Code</th>
<th>Funding partner</th>
<th>Direct cash €</th>
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<td>Community ICT</td>
<td>A32</td>
<td>Dept. Communications</td>
<td>312,000</td>
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<td>Community based training</td>
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<tr>
<td>Community ICT</td>
<td>A32</td>
<td>Dublin City Council</td>
<td>0</td>
<td>35,000</td>
<td>Community based training</td>
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<tr>
<td>Learning at Work</td>
<td>C21</td>
<td>FAS</td>
<td>111,000</td>
<td>150,000</td>
<td>Workplace training/educ.</td>
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<tr>
<td>Learning at Work</td>
<td>C21</td>
<td>Dept. of Education</td>
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<td>Learning at Work</td>
<td>C21</td>
<td>Partnerships</td>
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<td>60,000</td>
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<td>Skills for Work</td>
<td>C21</td>
<td>FAS</td>
<td>78,000</td>
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<td>Workplace training/educ.</td>
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<tr>
<td>Soc. Inclusion Cap.</td>
<td>B01</td>
<td>Dublin local authorities</td>
<td>25,000</td>
<td></td>
<td>Community capacity</td>
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<tr>
<td>Dignity Trafficking</td>
<td>A30</td>
<td>EU Daphne Initiative</td>
<td>0</td>
<td></td>
<td>€195,000 due for 2009</td>
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<tr>
<td>Dignity Trafficking</td>
<td>A30</td>
<td>Local partners</td>
<td>5,000</td>
<td></td>
<td>€25,000 due start 2009</td>
</tr>
<tr>
<td>SeniorForce</td>
<td>A33</td>
<td>EU-DG Employment</td>
<td>11,059</td>
<td></td>
<td>Older workers mobility</td>
</tr>
<tr>
<td>Other income</td>
<td>A33</td>
<td>Rent/interest/refunds</td>
<td>10,755</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td></td>
<td><strong>948,000</strong></td>
<td><strong>245,000</strong></td>
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<tr>
<td><strong>JOINT TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>1,193,000</strong></td>
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## APPENDIX 3: Audited Accounts for the Year 2008


[Note: Full audited accounts at www.dublinpact.ie]

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Surplus</td>
<td>999,623</td>
<td>1,738,130</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>(9,299)</td>
<td>(1,738,130)</td>
</tr>
<tr>
<td>Operating Deficit</td>
<td>3</td>
<td>(2,107)</td>
</tr>
<tr>
<td>Interest Receivable</td>
<td>5</td>
<td>4,307</td>
</tr>
<tr>
<td>Surplus on Ordinary Activities Before Taxation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax on surplus on ordinary activities</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Surplus for the Financial Year</td>
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<td></td>
</tr>
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</table>

All the activities of the company are deemed as continuing.

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

These financial statements were approved by the directors on the 5th April 2009 and are signed on their behalf by:

[Signatures]

The notes on pages 10 to 15 form part of these financial statements.
## Balance Sheet for the Year December 31st 2007 –

Extracted from Audited Accounts 2007

**Note:** Full audited accounts at [www.dublinpact.ie](http://www.dublinpact.ie)

### Dublin Employment Pact Limited

**Company Limited by Guarantee**

**Balance Sheet**

**Met December 2007**

<table>
<thead>
<tr>
<th>Note</th>
<th>2008</th>
<th>€</th>
<th>2007</th>
<th>€</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fixed Assets</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible Assets</td>
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<td>9,722</td>
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<td>13,104</td>
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<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>8</td>
<td>21,068</td>
<td></td>
<td>156,089</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>458,264</td>
<td>349,890</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>490,232</td>
<td>306,979</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Creditors: Amounts falling due within one year</strong></td>
<td>9</td>
<td>439,084</td>
<td>119,481</td>
<td></td>
</tr>
<tr>
<td><strong>Net Current Liabilities</strong></td>
<td>(9,752)</td>
<td></td>
<td>(31,104)</td>
<td></td>
</tr>
<tr>
<td><strong>Total Assets Less Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reserves</strong></td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Members' Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

These financial statements were approved by the directors and audited by the issue on 3rd April 2008, and are signed on their behalf by:

[Signature]

Director

The notes on pages 10 to 15 form part of these financial statements.

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8
APPENDIX 4: Members of DEP Policy & Project Steering Groups

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
Oisin 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

EAPN IRELAND BOARD

Philip O’Connor / Chair  Dublin Employment Pact
Patrick Nulty  Focus Ireland
Damien Peelo  Irish Traveller Movement
Peter Herrmann  European Science Organisation and Consultancy
Donal Toolan  International Service Ireland
Candy Murphy  One Family
Louise Richardson  Older Women’s Network
Kay Lynch  Northside Community Law Centre
Declan Jones  Aislinn Centre
Paul Dillon / Lir  Lir Anti-Racism Training
Margaret Deaton  Tallaght Centre for the Unemployed
Patrick Burke  Simon Communities of Ireland
Robert Carey  North Kerry Together
Alwiye Xyusein  Akidwa – National Network of African Women
Siobhan Madden  Longford Women’s Link

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
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

COMMUNITY ICT PROJECT STEERING GROUP

Philip O’Connor (Chair)  Dublin Employment Pact
George Ryan  FIT Ltd.
Peter Dee  Dublin City Council
Oliver Hickey  Dublin City Council
Joyce O’Connor  Digital Hub
Gordan Muego  Ballymun Job Centre
Ann Neville  Age Action Ireland
Maria Tyrrell  Larkin Centre
Catherine Durkin  Blanchardstown Partnership
Philip Hickey  Ballyfermot Community IT Centre

PROJECT STEERING GROUP: BARRIERS TO INTEGRATION OF NEW COMMUNITIES IN DUBLIN

Philip O’Connor (Chair)  Dublin Employment Pact
Reginald Okoflex Inya  New Communities Partnership
Issah Huseini  New Communities Partnership
Maria Hegarty  Consultant

DIGNITY TRAFFICKING PROJECT: EXECUTIVE STEERING GROUP

Philip O’Connor (Chair)  Dublin Employment Pact
Denise Charlton  Immigrant Council of Ireland
Marion Walsh  Dept Justice, Equality & Law Reform
Claire McKeon  Garda Anti-Trafficking Unit
Grainne Healy  Project Coordinator
Karen Reid  Dublin Employment Pact
Linda Latham  HSE Women’s Health Project
Mick Quinn  Dept Justice, Equality & Law Reform
Monica O’Connor  Project Evaluator
Nusha Yonkova  Immigrant Council of Ireland
Sharon Cosgrave  Sonas Housing
Kathleen Fahy  Ruhama
John McDaid  Legal Aid Board
Jane Pillinger  Evaluator

DIGNITY TRAFFICKING PROJECT: TRANSNATIONAL STEERING GROUP

Ann Hamilton  Glasgow Community & Safety Services
Belen Garcia  Agencia Para El Empleo De Madrid
Dalia Puidokienė  Klaipeda Social & Psychological Services Centre
Vytaute  Klaipeda Social & Psychological Services Centre
Grybauskaite  Klaipeda Social & Psychological Services Centre
Grainne Healy  Consultant-DEP
Philip O’Connor  Director-DEP
Karen Reid  Administrator-DEP
Nusha Yonkova  Immigrant Council of Ireland
Denise Charlton  Immigrant Council of Ireland

SENIOREFORCE IRELAND STEERING GROUP

Philip O’Connor  Dublin Employment Pact
Edwina O’Brien  Meteor
Anna Marie Gaines  FÁS
Ann Neville  Age Action Ireland
John Stewart  INOU
Ciaran Williams  Manpower
Maria Tyrell  Larkin Centre for the Unemployed
Maureen O’Sullivan  Department of Enterprise, Trade & Employment
Paul O’Halloran  Dublin City Council
Sinéad Kelleher  Hibernian Consulting
Brid O’Brien  INOU
David Maxwell  Larkin Centre for the Unemployed

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

COMMUNITY SECTOR EMPLOYERS’ FORUM
BOARD MEMBERS

Mick Creedon  Ballymun Job Centre (chairperson)
Noreen Byrne  Doras Bui (vice chairperson)
John Scally  Sunflower Recycling (secretary)
Cepta Dowling  Northside Partnership, (Treasurer)
Tom Moran  Baldboy Community Centre
Stuart Duffin  Inner City Renewal Group
Maureen Kelly  National Women’s Council of Ireland
John Stewart  INOU

LEARNING AT WORK - SKILLS FOR WORK
PROJECT STEERING GROUP

Philip O’Connor (Chair)  Dublin Employment Pact
Bernard McNally  FAS Services to Business
Michael Geraghty  FAS Services to Business
Marie Griffen  Co. Dublin VEC
David Treacy  CDVEC
Catherine Durkin  Blanchardstown Partnership
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
DEP Annual Report 2008

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
FORUM OF PARTICIPATING ORGANISATIONS

Sinead Beatley Irish Wheelchair Association
Toney Bernes Castlerview Training Centre
Barbara Bourke Private Healthcare Skillnet
Declan Byrne Kilbarrack Coast Community Programme
Alex Cahill Bonnybrook Youthreach
Marian Carr Dept of Education & Science
Julie Clarke IBEC
Joan Connaughton FIT
David Connolly Dublin Inner City Partnership
Fidelma Corcoran St Helen's Centre
Fiona Costello Corduff Youth Project
Richard Costello Edenmore Community Development Project
Noreen Coughlin Co-operation Fingal
Maureen Cox Tower Programme
David Creed Blakestown / Mountview Neighbourhood Youth Project
Dermot Cullen Colaiste Eoin
Antoinette Curley KWCD Local Employment Service
Peter Davitt FIT
Ellis de Bruin Bonnybrook Youthreach
Peter Dee Dublin City Council
Paul Delaney Ballyfermot Youthreach
Fiona Descoteaux Ballymun Partnership Enterprise Centre
Sharon Donohue Partas
Aisling Dowling Blanchardstown Youth Service
John Downs Colaiste Ide, College of Further Education
Rose Doyle St Joseph's School
Sarah Doyle) Rowlagh Women's Group
Cathal Duffy St Peter Apostle School, Neilstown
Rosemary Dwyer Lusca Beo Ltd
Anne Finnegan Ballymun Youthreach
Sindy Fitzpatrick St Joseph's School
Anne Flynn St Oliver's Training Centre
Joan Foley Colaiste Eoin
Marie Griffen County Dublin VEC
Paulaen Hand Baptec Ltd
Jennifer Hennessy Clann Credo
Roslyn Hickey Job Advocate Support Service (Stewarts Hospital)
Barbara Hogan St. Kevins Community College
Justin Hussey Equine Centre, Ballyfermot
Dolores James Ballyfermot IT Centre
Carolann Jones Collinstown Park Community College
Dr Albert Jordan Department of An Taoiseach
Catherine Joyce Traveller Community Development Project
Irene Kane Coolock Day Activity Centre
Martin Kavanagh Dublin City Council
Sid Kavange Millennium Project
Teresa Keating St. Margaret’s Travellers
Ann Keating Ballymun Womens Resource Centre
Caroline Lawless Clondalkin Youthreach Services
Mary Love Ballymun Adult Read and Write Scheme
Siobhan Lynch Lucan Youthreach
Stephen MacCarthy City of Dublin VEC
Helen Mahon FIT
Eddie Manning Ballyfermot Youthreach
Jeff March Cara Housing
Clara McAuliffe RehabCare
Patti McCann EPIC
Noel McCarron Job Advocate Support Services (Stewarts Hospital)
Chris McCarthy Mercy Family Centre
David McGoldrick Comfort Keepers (Home Care)
Margaret McLoughlin Mountview Family Resource Centre
Al McMahon St Joseph’s Training Centre
Claire Mercier Dochas Family Centre
Eugene Moore Fingal County Council
Gordeon Muego Ballymun Job Centre
Marie Mulvhill D8 CEC
Amanda Murphy Fingal Centre for the Unemployed
Deirdre Murphy Ballymun Women’s Resource Centre
Dr. Ann Neville Age Action Ireland
Tom O’Brien St Georges National School
Angie O’Connor Blanchardstown Centre for the Unemployed
Philip O’Connor Dublin Employment Pact
Kevin O’Connor Dept of CRGA
Michelle O’Connor Department of the Taoiseach
Pat O’Connor County Dublin VEC
Arthur O’Donnell Belcamp Estate Steering Committee
Michael O’Donovan Blakestown/Mountview Youth Initiative/
David O’Gorman Ballymun Men’s Centre
Paul O’Halloran Dublin City Council
Larry O’Neill Clondalkin Partnership
Mary O’Riordan St. Patrick’s Senior School
Glenn O’Sullivan Glen College
Sam Patterson Bond Project
Cora Rafter Avila Park Community Centre
Karen Reid DEP
Martin Russell Mourne Estate Residents and Management Association
George Ryan FIT
Jacinta Stewart City of Dublin VEC
Rene Synnott Partas
David Treacy City of Dublin VEC
<table>
<thead>
<tr>
<th>Name</th>
<th>Surname</th>
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<td>Ann</td>
<td>Troy</td>
<td>Ronanstown CDP</td>
</tr>
<tr>
<td>Maria</td>
<td>Tyrrell</td>
<td>The Larkin Unemployed Centre</td>
</tr>
<tr>
<td>Elaine</td>
<td>Vince-O’Hara</td>
<td>Bawnogue Women's Development Group</td>
</tr>
<tr>
<td>Caroline</td>
<td>Wall</td>
<td>Finglas Adult Reading &amp; Writing Scheme</td>
</tr>
<tr>
<td>Grace</td>
<td>Wills</td>
<td>Clondalkin Centre for the Unemployed</td>
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</tbody>
</table>
APPENDIX 5: DEP Publications 2001-08

Most titles are available to download from DEP website www.dublinpact.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)
‘Local Action needs Local Intelligence: Submission to the CSO’ (2001)

Local Enterprise and the Social Economy:
In The Common Interest – The Case for Social Finance in Ireland; Published by Dublin Employment Pact, Westmeath Pact, Clann Credo, ADM Ltd. (2004)
The Potential of the Social Economy for Dublin (seminar report, 2000)

Education and Employment:
A Guide to Educational Services for ex-Prisoners in Dublin (not the final title). An initiative of the DEP Education Committee (to appear early 2007)
F. Joyce, O. Delaney, Dr O. Duggan (Mazars): Learning @ Work – Evaluation of the Pilot Programme Linking Education and the Workplace (Joint initiative of the Dublin Employment Pact, FÁS and the Department of Education and Science, on educational progression in the workplace) (2004)
Preventing Early School Leaving in Dublin (seminar report, 2001)
T. Fleming, M. Murphy (NUI, Maynooth), Squaring the Circle: An analysis of programmes in Dublin schools to prevent early school-leaving, with recommendations for best practice (2000)