



CENTRE FOR EFFECTIVE SERVICES
annual review 2010



The Centre for Effective Services (CES) is an independent, not-for-profit company limited by guarantee (Company Number 451580 and Charity Number 19438 in Ireland). The work of the Centre is supported by The Atlantic Philanthropies, the Office of the Minister for Children and Youth Affairs (now the Department of Children and Youth Affairs) and the Department of the Environment, Community and Local Government.

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our vision and mission

The Centre for Effective Services (CES) was established in 2008, with offices in Belfast and Dublin, to provide technical and organisational expertise to promote and support the application of an evidence-informed approach to policy-making and service provision across the island of Ireland.

We are part of an emerging generation of organisations concerned internationally with implementation science (putting scientific and technical knowledge into ‘real world’ policy and practice). The overarching mission of CES is to connect the design and delivery of services with scientific and technical knowledge of ‘what works’, in order to improve outcomes for children, young people and the families and communities in which they live.

Our aims are:

- to promote and support the application of an evidence-informed approach to policy and practice in child, family and community services
- to promote the development of collaborative, joined-up working, which is outcomes-focused across research, policy and service-providing organisations
- to build capacity within Ireland and Northern Ireland to take this work forward in the longer term by developing knowledge, skills and competencies.

We do this in various ways. Some of our work is at strategic level, for example, with Government departments, on projects that focus on national policy and service provision issues. We also work with individual service providers to support them to use evidence in their work. Members of our multidisciplinary team have backgrounds in health, social care, education, organisational strategy, research and evaluation, community development, and knowledge transfer.

welcome from the Chair

It gives me great pleasure to introduce this first Annual Review of the Centre for Effective Services (CES).

The year 2010 has been remarkably busy and productive for CES. It continued to deliver an ambitious programme of work within a changing and challenging environment. CES published substantial reports and reference documents, reflecting its complex and innovative contribution to policy, practice and research in Ireland and Northern Ireland.

Introducing experts from Ireland and abroad, CES ran seminars and other events in Cork, Galway and Dublin on a variety of themes, promoting its mission across the island of Ireland.

In 2010, CES commenced work on a major project to collate and synthesise learning from the *Prevention and Early Intervention Initiative* in Ireland and Northern Ireland. Alongside other partners, CES has also been supporting the development of a major dissemination and knowledge transfer project for the learning gained.

CES also convened ‘special interest groups’ (on *Supporting Parents* and *Evidence-informed approaches to Working in Communities*) and helped to form and launch the all-island Children’s Research Network.

Another important achievement has been the development and pilot-testing of the CES diagnostic *What Works Process* in three sites in Ireland and Northern Ireland. The results were used to inform the development of a working version of the tool and process, which will be launched in 2011.

Work has continued on our new website, which aims to act as our knowledge exchange hub for the organisation and wider audiences.

The forming of our team in Belfast has been a major milestone and CES can now look forward to developing more ways to support the policy, practice and research community in Northern Ireland.

During 2010, the staff of CES worked with exceptional competence, energy and commitment to achieve its aims, and for 2011 the Centre will continue to focus its activities in order to achieve better outcomes for children, families and communities in Ireland and Northern Ireland.

The Board would like to record its thanks to its funders – The Atlantic Philanthropies, the Office of the Minister for Children and Youth Affairs (now the Department of Children and Youth Affairs) and the Department of the Environment, Community and Local Government – for their continuing support, without which there would be no CES. We value the advice, encouragement and challenges that our many stakeholders present to us. The Board is pleased to acknowledge the energy and commitment of our staff during 2010.

On a sad note, our first CEO and Director, Dr Deborah Ghate, decided to stand down in early 2011. It is impossible to overstate her contribution to the work of CES. The Board, staff and friends of CES wish her well in her future endeavours.

We were delighted to announce the appointment of Nuala Doherty as Deborah's successor and wish her every success for the future. Nuala took up her position in April 2011.



Dan Flinter

Chair

Centre for Effective Services

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highlights from 2010

The What Works Process – To assist a wider group of organisations, CES has been developing rigorous systematic tools for collaborating with service-providing organisations to identify needs and strengths from an evidence-informed perspective. The *What Works Process*, a comprehensive, multidimensional review of the extent to which a service is currently working in evidence-informed ways, was tested with help from three services of different scale and complexity, with a planned launch for early 2011.

Capturing the Learning – Over the past few years, The Atlantic Philanthropies (AP) has been funding 16 agencies and community groups running 32 prevention and early intervention programmes throughout Ireland. This has involved investing, often jointly with Government, in organisations that have developed and delivered services based on evidence of what works. As part of this initiative, many of the services have taken part in independent evaluation studies, using mixed qualitative and quantitative methodologies. CES will produce an independent overview synthesising the results and summarising the collective, overarching learning from the initiative as a whole.

The Dissemination Initiative on Prevention and Early Intervention – Running in parallel with the *Capturing the Learning* project is a dissemination and knowledge transfer initiative for the *Prevention and Early Intervention Initiative*. It is a process involving four key stakeholders – The Atlantic Philanthropies, the Office of the Minister for Children and Youth Affairs, the Prevention and Early Intervention Network, and the Centre for Effective Services. The Initiative, working in the North and South of Ireland, is a mechanism for enabling partners to work together and will provide a forum to discuss the individual and collective learning from initiatives and develop and disseminate key messages to relevant audiences.

Special Interest Groups – CES is hosting and chairing two thematic special interest groups: one on *Supporting Parents* and the other on *Evidence-informed approaches to Working in Communities*. These groups include the following: practitioners, programme managers, researchers, policy and decision-makers, all of whom are interested in developing ideas and sharing learning on evidence-based practice. The special interest groups have some of the qualities associated with forums and assemblies in bringing people together, and with seminars in focusing discussion on particular themes.

CES Library – The CES library is a unique resource for those working with children, families and communities. The holdings reflect past, present and emerging multidisciplinary research into policy and practice. The library's primary role is to support the information needs and activities of CES staff, but it also welcomes visitors. The library holds journals, books, reports and intervention manuals and programmes, covering a range of topics relevant to those working in practice, policy and research, and are all available for reference by visitors.

Activities in Northern Ireland – From its inception, CES has been active in Northern Ireland. It was founded on a belief that evidence-informed policy and practice and ‘what works’ will have resonance in Northern Ireland *and* Ireland, and that this will lead to a two-way exchange of complementary and transferable learning between the two jurisdictions. In a Northern Ireland context, CES intends to add to and complement the existing capacity in relation to evidence-informed policy and practice. The Belfast office, opened in 2010 and with 4 members of staff in post, is a tangible expression of our commitment to work in partnership in a Northern Ireland context. We look forward to new relationships and shared learning as our work in Northern Ireland accelerates in 2011.

International Network of Child Policy Research Centres – A one-day deliberative workshop entitled *Evaluating complex community-based initiatives: Balancing science, politics and stakeholder dynamics* was held in Dublin, organised by CES and members of the International Network of Child Policy Research Centers (INCPRC) and convened by Chapin Hall at the University of Chicago, USA. At that gathering, members of the Network met with a group of some 25 researchers, practitioners and policy-makers from Ireland and Northern Ireland to discuss the challenges and successes of evaluation research based on their own extensive experience. However, the group realised that the scientific and practical challenges, the extent of global demand for this kind of research and the increasingly political environment in which this work is undertaken merited a further, more focused exploration in a ‘real world’ situation. Following this, *youngballymun* and the research evaluation team for this initiative offered to collaborate with the Network in the next stage of this work and a specific workshop was developed for them in late 2010.

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evidence into policy and practice

We are part of a new generation of intermediary organisations across the world that are supporting policy-makers and service providers to implement high-quality, evidence-informed services. Below are some tangible examples of the ways we put our mission into action in 2010.

Supporting the Implementation of Children’s Services Committees

Children’s Services Committees (CSCs) were established in 2007 by the Office of the Minister for Children and Youth Affairs (OMCYA) in Ireland as part of the *Working Together for Children Initiative*. CSCs were set up on a phased basis, with 4 Committees established in 2007 and 6 set up during 2010. They were intended to be a structure for bringing together a diverse group of agencies at local county level to engage in joint planning and collaborative interagency delivery of services for children, centred around the 7 national outcomes for children. They are led by the Health Service Executive (HSE) and the Local Authority in each county. CES is currently working with the OMCYA (now the Department of Children and Youth Affairs), the HSE and the Local Authorities to assist with, and advise on, the strategic development of CSCs. In 2010, CES completed a report that distils the learning from the initial implementation stage of the CSCs. We also began work on governance models, the evidence base for interagency working and the development of a range of supports and tools for the CSCs.

Children’s Research Network for Ireland and Northern Ireland

CES was asked by two research networks in Ireland and Northern Ireland to assist them with re-launching the existing bodies into one combined network, an independent multidisciplinary knowledge network of people working in the area of research on children, young people and families in Ireland and Northern Ireland. The Children’s Research Network was launched by Emily Logan, Ombudsman for Children, in late 2010. It has sourced funding for 2011 from three partners – the OMCYA, the Office of the First Minister and Deputy First Minister (OFMDFM) and The Atlantic Philanthropies.

The aim of the Children’s Research Network is to support a wide range of research, practice and policy professionals in Ireland and Northern Ireland to better understand and improve the lives of children and young

people. The Network will be inclusive, independent and non-profit, and will provide opportunities for its members to share their work and learn from one another. For details, see www.childrensresearchnetwork.org

Practice and Policy Seminar Series

CES hosted a range of seminars and other learning events exploring the concept and application of evidence in policy and practice. The first CES seminar for senior policy-makers in Ireland was held in June 2010 on the theme of *Developing evidence-informed policy for children, families and communities – Making and implementing policy at national and local level*. The intention was to begin a focused and productive dialogue about how to achieve policy that is rooted in solid knowledge of ‘what works’ and that is also feasible, practical, sustainable and affordable. This was followed by the first seminar for practitioners and managers of children, young people and family services, which was held in Dublin, Cork and Galway with over 120 people attending. This series of events provided us with the opportunity to bring international experts in the field of evidence-based policy-making to Ireland.

Supporting Government-funded initiatives with evidence

One of the first pieces of work undertaken by CES was to conduct a rapid review of the Local Development and Social Inclusion Programme (LDSIP) and the Community Development Programme (CDP) on behalf of the (then) Department of Community, Rural and Gaeltacht Affairs. The brief was to establish what the international (including Irish) literature identified as key principles of effective practice in publicly funded community development programmes. The Review was launched in September 2010 and was the first phase of a process that included benchmarking the existing programmes against key principles of ‘what works’ and remodelling them along more evidence-informed lines, into what has now become the Local and Community Development Programme. Now, in Phase 2, CES moves on to support the Department of the Environment, Community and Local Government and Pobal to implement the new programme and to develop a robust evaluation strategy. All this work has been, and will continue to be, underpinned by the learning from the literature review undertaken.

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a new phase for CES

In 2010, CES completed its establishment phase. It clarified its core mission and purpose, finalised the infrastructure to support the organisation and completed the appointment of the multi-disciplinary staff team in Northern Ireland and Ireland. It also communicated its vision and ambition to influence an evidence-informed approach with policy-makers, researchers and practitioners.

This first CES Annual Review gives a flavour of some of the projects that matured in 2010. An important part of the work was the development of relationships with the broad and diverse family of researchers, policy-makers and practitioners so that the CES team could work alongside and add value in the existing system.

The year 2011 has already brought significant changes on the economic and political landscape for services, both public and non-governmental. In addition to reductions in available budgets for services, Government has signalled an imperative to provide 'more with less' and a fundamental reform of the way we plan and deliver our public services. The requirement to put citizens at the centre of matters and to deliver joined-up, cross-departmental, cross-agency, high-quality effective services that meet their needs is now a stated imperative. That is the yardstick by which we will be judged.

For CES, this presents both an opportunity and a challenge. Never has it been more important to use an evidence-informed approach in policy, service design and delivery. The multidisciplinary and cross-departmental lens that CES brings provides a consistent, connecting approach in the environment.

The challenges for CES will also be similar to those of others – to do more and with greater efficiency; to be adaptive to changes in the environment so that we remain relevant in our skills and in what we offer; to sustain and enhance the relationships with colleagues across the system; and to work alongside clients and services to assist and support the best evidence available to them.

The work of CES is often background work with agencies and services. It can involve in-depth work in quite complex systems that do not lend themselves to immediate fixes and can take some time to mature. There is an onus on us to continually refine our communication of these areas of work. We also need to be realistic about the time it takes to fully implement changes in practice and services.

As CES enters this new phase in its lifecycle, we have a number of key priorities. We will consolidate the existing work, which has been referenced in this Annual Review. The *What Works Process* will be further developed. We will learn more about how to scale up and mainstream processes and programmes; continue our support for the prevention and early intervention initiatives as the evaluation of their work becomes available; and advise and support the OMCYA (now the Department of Children and Youth Affairs) and the Department of the Environment, Community and Local Government in their work on policy development.

CES will also develop and mature its work in the area of implementation science since we know that the best services and programmes in the world are ineffective if poorly implemented. We will stay tuned to the latest cutting-edge evidence and thinking from research and practice in Ireland and abroad, and make it available to our relevant audiences. We will continue to make the case for the cross-Government relevance of this evidence-informed approach and seek to broaden our funding base. We will collaborate with our colleagues in Northern Ireland and make a worthwhile contribution to policy and service outcomes for children, families and communities in that jurisdiction. Finally, we will create opportunities for dialogue with practitioners, to identify areas that CES can best support their work with children, families and communities.



Nuala Doherty
Chief Executive Officer
Centre for Effective Services

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CES staff in 2010

Practice Development team

Dr Deborah Ghate, *Director and CEO*



Prior to being appointed as the first Director of CES, Deborah worked in applied prevention and implementation science for children and families for over 20 years. She has held senior research posts at the Policy Studies Institute and at the University of London, and between 1998-2007 was co-founder and director of the Policy Research Bureau, London. She has directed a number of research and evaluation studies in the UK for Government and grant-making foundations, including the national study of parents, children and discipline, a national study of parents in poor neighborhoods, the national evaluation of the Youth Justice Board's Parenting Programme and a range of international evidence and literature reviews.

Heino Schonfeld, *Deputy Director and Principal Fellow, Practice Development*



Heino was the founding Director of the Centre for Early Childhood Development and Education in Ireland, which led to the development of Síolta, the National Quality Framework for Early Childhood Care and Education. He was also the former Head of the National Children's Resource Centre at Barnardos in Ireland and was Early Years Educational Specialist with the Department of Education and Science.

Avery Bowser, *Senior Fellow, Practice Development*



Avery was an Assistant Director with the NSPCC in Northern Ireland and has been a social work practitioner and manager, with particular experience in child protection, the criminal justice system and therapeutic services for children. He set up and led the development of Young Witness Support Services in Northern Ireland and led the development of Achieving Best Evidence and Pre-trial Therapy Guidance for Northern Ireland. He has an interest in how lessons can be learned and implemented from child abuse inquiries. In addition, he was a member of the Northern Ireland Civic Forum representing the voluntary and community sectors.



Claire Mac Evilly, *Principal Fellow, Knowledge and Communications*

Claire was the Senior Communications Manager with the Medical Research Council in Cambridge, UK, and has previously worked as a Communications Executive for Safefood, the Food Safety Promotion Board, an all-Ireland body. A public health nutritionist by background, Claire has appeared regularly on TV and radio, and has developed a range of communication and dissemination strategies to encourage practice and behaviour change.



Dr Helga Sneddon, *Senior Fellow, Research and Evidence*

Prior to joining CES, Helga was Senior Research Fellow at the Institute of Child Care Research at Queens University, Belfast. Her main interest is in the evaluation of child and adolescent development, care and well-being. Her recent work includes a systematic review on the effectiveness of psychological interventions for young offenders, studies of parenting and child development, and outcomes for young people in care. She has expertise in qualitative and quantitative research methods, including randomised control trials, and has recently been co-leading the evaluation of Lifestart in Ireland.



Dr John Bamber, *Principal Fellow, Community Development*

John is on secondment to CES from the University of Edinburgh, where he was a Senior Lecturer in Community Education. He was a member of the Benchmarking Group for Youth and Community Work Training in the UK. He has written and published widely on access to higher education, professional training, community education and youth work.

Deirdre Fullerton, *Senior Fellow, Research and Evidence*

Deirdre has most recently been working as an independent research consultant based in Derry, Northern Ireland, and has conducted research in Ireland and Northern Ireland as well as in England and Scotland. She has a background in psychology and child development, and has over 20 years' research experience – a large part of which has involved undertaking systematic reviews and primary research to inform policy and practice.

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CES staff in 2010



Kate Morris, *Knowledge and Communications Executive*

Kate has a background in strategic communication, policy and knowledge management, and has worked with a number of cross-border organisations, including the National Consultative Committee on Racism and Interculturalism, Educate Together, and the French National Institute for Demographic Studies. She has an MA in Communications and Media Studies, and is completing an MSc in Social Research, Policy and Evaluation.



Katie Burke, *Principal Fellow, Organisational Development*

Katie brings her expertise in Organisational Development to CES. Prior to joining us, Katie was a Director of Prospectus Consultants, based in Dublin, where she was head of the non-profit and philanthropy practice. Her brief at Prospectus included providing consultancy to the Office of the Minister for Children and Youth Affairs on the Children's Services Committees and to other agencies and organisations across a range of areas of health issues and social policy and practice.



Michelle Harris, *Fellow, Practice Development*

Michelle joins us from Barnardos Northern Ireland 'Safe Choices' Initiative, where she has focused on evidence-based approaches with clients and has developed relationships with external agencies. She has worked in the area of child and family services, focusing on looked after children, and has extensive experience in front-line practice in youth justice, child sexual exploitation and community development, as well as working in probation and residential services. She has a range of experience in both statutory and non-statutory sectors, and holds an MSc in Criminology and Criminal Justice.



Dr Sean Denyer, *Principal Fellow, Practice Development*

Sean works part time at CES and part time for the HSE, where he is currently the Director of the Children and Young People's Team in the Population Health Directorate. He was previously Director of Best Health for Children and has been responsible for setting up and leading two public Health Departments from start-up, in the UK and Ireland.



Stella Owens, *Senior Fellow, Practice Development*

Stella has a background in social work practice and management, specialising exclusively in child and family support. Prior to joining CES, Stella played a lead role in the development of two programmes in Ireland – Understanding Mental Illness and the Co-operative Parenting Programme. She is currently completing her PhD.



Resources team

Danyanne Quemper, *Business and Resources Manager*

Danyanne has a background in business administration and professional management. She was the former Project Manager of the LIFT Leadership Development Programme. She also worked for a number of years in the juvenile secure estate in Ireland and has previous experience in the banking and aviation sectors.



Emma Young, *Personal Assistant*

Emma joined the CES Resources Team in late November 2008 as PA to the CEO. Her previous experience included Office Manager and PA roles in Dublin and Sydney, where she worked as the Executive Assistant to the CEO of New South Wales Maritime.



Hazel Arthur, *Administrator, Dublin Office*

Hazel has a strong administration background within the childcare sector, having worked for over 13 years in this area. Most recently, she worked as an Office Manager for a leading childcare provider in Ireland.

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CES staff in 2010



Kathy Brennan, *Administrator*, Belfast Office

Kathy has a background in business management across a wide range of disciplines. She has experience at the community and voluntary sectors' level in coordinating and supporting the delivery of adult education programmes in Ireland and Northern Ireland. She is tasked with the setting up of the CES Belfast office.



Liza Clancy, *Personal Assistant (Maternity Cover)*

Liza's previous roles have included PA to the Global Chief of Staff of an investment bank and Manager of the Tours Department of a travel company. She also ran her own outsourced administration business for two years.



Orla Whelan, *Office Assistant*

Orla has a wide range of experience in the not-for-profit and commercial sectors in the area of administration, facilities management, training support and reception roles.

On secondment from our partner organisations

Gill Barwise

Gill is an Administrative Officer with the Department of Children and Youth Affairs. She was appointed to the Department of Health and Children in 2001 and has worked in the Community Health and the EU & International Divisions. She joined the Office of the Minister for Children and Youth Affairs (now the Department of Children and Youth Affairs) in 2007 where she has supported the development of adoption policy, the National Children's Strategy Implementation Group and the Children's Services Committees.

Mary Roche

Based with the Health Service Executive in the North West, Mary has worked in social work practice and health promotion. More recently, she has been managing a number of projects in the Children and Young People's Team around adolescent health and child safety. During her secondment, she will be working on a number of practice development projects. She is currently pursuing a PhD in Queens University, Belfast.

CES Board

The Centre for Effective Services (CES) has been developed by champions of evidence-informed policy and practice across Ireland and Northern Ireland. Our Board members are:

Dan Flinter (CES Chair, Business Strategist, non-Executive Director of a number of companies and former CEO of Enterprise Ireland)

Dominic Burke (Social Worker, former Chief Executive of the Western Health and Social Services Board for Northern Ireland)

Mary Walsh (Chartered Accountant)

Owen Keenan (Founder and Managing Director of Middlequarter Limited and Former CEO of Barnardos Ireland)

Ruth Lavery (Barrister and Chair of Social Security and Mental Health Review Tribunals in Northern Ireland)

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statement of financial activities

Extract from the Directors' and Auditors' Reports and Statements of Accounts for the year ended 31 December 2010.

The Annual Review and Financial Statements of the company for 2010 are available on the website www.effectiveservices.org.

Statement of financial activities (incorporating the Income and Expenditure Account)

	Notes	2010 €	2009 €
Incoming resources			
Grant income	1	2,345,000	1,620,000
Bank interest receivable		13,067	5,764
Total incoming resources		2,358,067	1,625,764
Resources expended			
Direct charitable expenditure		(1,908,792)	(1,219,181)
Governance costs		(10,366)	(7,288)
Total resources expended		(1,919,158)	(1,226,469)
Surplus for the period	9	438,909	399,295

Basis of accounting

The financial statements have been prepared in accordance with accounting standards generally accepted in Ireland and the Companies Acts 1963 to 2009 and with reference to the recommendations of the revised Statement of Recommended Practice (SORP) Accounting by Charities issued by the Charity Commissioners. Accounting standards generally accepted in Ireland in preparing financial statements giving a true and fair view are those published by the Institute of Chartered Accountants in Ireland and issued by the Accounting Standards Board.

The Financial Statements have been audited by CES Auditors:
Horwath Bastow Charleton, Chartered Accountants and Registered Auditors
Marine House, Clanwilliam Court, Dublin 2, Ireland

The Centre for Effective Services is a company limited by guarantee, not having a share capital.
Company Number 451580 and Charity Number 19438

Balance sheet as at 31 December 2010

	Notes	2010 €	2009 €
Fixed assets			
Tangible assets	5	183,444	99,399
Current assets			
Debtors	6	55,172	18,324
Cash at bank and in hand		1,156,888	707,097
		1,212,060	725,421
Creditors (amounts falling due within one year)	7	(126,395)	(44,620)
Net current assets		1,085,665	680,801
Total assets less current liabilities		1,269,109	780,200
Deferred income	8	(50,000)	—
Net assets		1,219,109	780,200
Funds			
General fund	9	1,219,109	780,200
Total funds		1,219,109	780,200

statement of financial activities

Cash flow statement for the year ended 31 December 2010

	Notes	2010 €	2009 €
Net cash inflow from operating activities	10	575,348	402,603
Returns on investments and servicing of finance			
Bank interest received		13,067	5,764
Capital expenditure and financial investment	5	(138,624)	(79,359)
Increase in cash		449,791	329,008
Reconciliation of net cash flow to movements in net funds			
Net funds at beginning of year		707,097	378,089
Increase in cash		449,791	329,008
Net funds at end of year		1,156,888	707,097

Notes to the Financial Statements for the year ended 31 December 2010

1 Grant income

	2010	2009
	€	€
The Atlantic Philanthropies	1,320,000	840,000
Department of Community, Rural and Gaeltacht Affairs	500,000	390,000
Office of the Minister for Children and Youth Affairs	525,000	390,000
	2,345,000	1,620,000

2 Surplus for the period

The surplus for the period is stated after charging:

Board of Directors' remuneration:

Directors' costs	1,708	39,463
Depreciation of tangible assets	52,992	20,653
Loss on disposal of tangible fixed assets	1,587	—
Auditors' remuneration	7,835	5,830
Operating lease – buildings	180,759	88,523

3 Staff and staff costs

The aggregate amounts paid to or on behalf of staff are as follows:

Wages and salaries	878,134	551,070
Social welfare costs	87,584	55,617
Other pension costs	39,146	29,377
	1,004,864	636,064

During the year, CES recruited a number of senior staff in order to achieve its aims.

4 Taxation

The company is exempt from taxation as a not-for-profit entity.

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statement of financial activities

5 Tangible fixed assets

	Office equipment	Fixtures & fittings	Total
	€	€	€
Cost			
At 1 January 2010	96,586	26,179	122,765
Additions	49,219	89,405	138,624
Disposals	(2,639)	—	(2,639)
At 31 December 2010	143,166	115,584	258,750
Depreciation			
At 1 January 2010	18,441	4,925	23,366
On disposals	(1,052)	—	(1,052)
Charge for the year	31,576	21,416	52,992
At 31 December 2010	48,965	26,341	75,306
Net book value			
At 31 December 2010	94,201	89,243	183,444
At 31 December 2009	78,145	21,254	99,399

	2010	2009
	€	€
6 Debtors		
Prepayments and other debtors	55,172	18,324
7 Creditors (amounts falling due within one year)		
Trade creditors	—	16,057
Accruals and other creditors	126,395	28,563
	126,395	44,620

	2010	2009
	€	€
8 Deferred income		
Deferred income	50,000	—
The deferred income relates to specific ring-fenced project income received in 2010 for services to be delivered in 2011.		
9 General fund		
Fund balance at the start of the year	780,200	380,905
Surplus for the year	438,909	399,295
Fund balance at the end of the year	1,219,109	780,200
10 Reconciliation of surplus for the year to net cash inflow from operating activities		
Surplus for the year, before interest receivable	425,842	393,531
Depreciation	52,992	20,653
Increase in debtors	(36,848)	(18,324)
Increase in creditors	131,775	6,743
Loss on disposal of tangible fixed assets	1,587	—
Net cash inflow from operating activities	575,348	402,603
11 Pension costs		
The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost represents contributions payable by the company to the fund and amounted to €39,146 (2009: €29,377).		
12 Commitments – operating leases		
Annual commitments on operating leases due to expire within 5 years amount to €175,000.		



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