The European Social Network (ESN) brings together people key to the design and delivery of local public social services across Europe to learn from each other and contribute their experience and expertise to building effective social policy and practice. Together with our Members we are determined to increase the quality of public social services for all and especially to help improve the lives of the most vulnerable in our societies across Europe.
Letter from the director

Dear colleagues and friends of ESN,

It is almost ten years since the establishment of ESN. Organisations are always developing and changing but 2008 was a particularly important year for our Network. We were delighted to agree a long-term partnership with the European Commission which puts ESN on a secure footing up to the end of 2010 and very probably beyond.

Sharing good practice remained at the heart of what we do in 2008 and we expanded opportunities for Members to work together on present challenges for social services. We also built our capacity to make an impact on policy at EU and national level.

Care for older people, active inclusion, children & families were the three key themes for our working groups in 2008. We also began exploring new areas through two seminars, one in the spring looking at social services in Central and Eastern Europe, another in the autumn on commissioning and quality. In all, 96 participants from 26 countries took part in the working groups and seminars.

2008 also saw us hold the largest European Social Services Conference to date, in Paris in cooperation with the French Presidency of the EU, attracting 475 delegates from 32 countries. We were also delighted to welcome 11 new Members from 7 countries in 2008 and you can see a full list of our members at the end of the document.

I hope you enjoy finding out about our activities in 2008 and invite you to keep in touch with us through our e-newsletter at www.esn-eu.org/newsletter-subscribe/index.htm.

John Halloran

John Halloran
ESN represented its members at these events during 2008:

- **Event**
  - **11 April**
  - **London**
  - **European Cities against Child Poverty (ECACP): launch conference.**

- **Event**
  - **28-29 October**
  - **Paris, France**
  - **2nd EU Forum on Social Services of General Interest (French Presidency)**

- **Event**
  - **14 March**
  - **Brussels**
  - **AGE European Older People’s Platform Annual General Assembly**

- **Event**
  - **20 November**
  - **Brussels**
  - **Meeting of ESN Members with advisor to Commissioner Vladimír Spidla**

- **Event**
  - **26-28 Nov**
  - **Norway**
  - **Solidarity and inclusion – does social work make a difference? Forsa conference, Telemark**

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**Governance and 2008 in figures**

- **Members and Membership**
  - ESN welcomed 11 new members from 7 countries

  - **Cyprus**
  - **Germany** (2 members)
  - **Greece** (2 members)
  - **Hungary**
  - **Poland** (2 members)
  - **Spain** (2 members)
  - **UK** (2 members)
Policy and Practice Groups

The Policy and Practice Groups offer Members the opportunity to work together on key priorities and build relationships over a series of meetings. Through these groups, social directors make a practice-based contribution to areas of European social policy which help shape the future direction of social services in Europe. Twenty-three representatives of ESN Members from sixteen countries took part in 3 groups in 2008. Group members are strategic and operational service managers and senior advisors to government, each with their own expertise and experience in the subject.

The groups bring out differences in systems and structures between countries and highlight challenges that social services face on a daily basis, while working to protect and empower vulnerable people through quality services.

Read on for an insight into the discussions of the working groups on long-term care for older people and active inclusion.

Find out more at: www.esn-eu.org/children-and-families/

Participating in the working group made me realise similarities and differences between social systems in European countries; made me think about challenges and best solutions to provide good quality services.”

A member of ESN working group.
Policy and Practice Group
Long-term Care for Older People
Local public social services assess the needs and preferences of dependent older people both at a community and at individual level. “We made a series of surveys of older people across our region and the most striking thing was how many said they felt lonely and isolated. So now we’re trying to develop services that promote their inclusion,” explains Agnieszka Pierzchalska, from Lower Silesia in Poland.

At an individual level, this assessment is also very important. For example in hospital discharge: “It is very important that the hospital social worker builds a relationship and assesses their care and social needs,” stresses Elisabeth Mejersjö, from Jönköping in Sweden. Teresa Spaliviero from the Veneto region, Italy, agrees: “It matters too that we try to understand a person’s past social and family relationships in order to build a support network of friends and family.”

The most ‘unexceptional’ life can be lived in your own home, though this is not the preference for all. Social directors are responsible for ensuring that there is adequate capacity in home-care, nursing care, residential care and sheltered housing so that older people can make the choice that is right for them. Local political and strategic choices about these care settings and in-house, contracted or grant-supported services shape the options that older people have about where, how and by whom they are cared for.

“Although Germany’s long-term care insurance might be said to enhance freedom of choice by putting resources in the hands of individual, some older people, influenced by their relatives, choose a nursing home over home-care”, says Reinhard Pohlmann from the City of Dortmund. Choosing a nursing home, where every simple task is done for them, explains Reinhard, may mean that they lose the personal independence and social connections they would have maintained at home.

However, the days of a stark choice between home-care and residential care only are passing, explains Stella Víðisdóttir, of Reykjavík, Iceland: “People are prepared to sacrifice their independence for a sense of security and companionship by moving to what we call service and safety apartments. We are, thus expanding this type of sheltered housing in response to demand.”

In a growing number of countries a variety of organisations are now delivering social services which municipalities used to provide. “Where a public duty is in part or in whole delegated to another organisation, it is still a public duty,” stresses Teresa Spaliviero. This accountability concerns not only the quality of the services but also the responsible use of public money. “You cannot sell off the duty of care,” says Alexis Jay.
“In Stoke we create incentives for improving the quality through contracts,” says Steve Wilds. In Stoke’s home-care contracts, a care-worker can receive a £500 ($600) bonus based on qualifications, user satisfaction, consistency and punctuality. This is backed up by compulsory registration of all service providers to a national agency which monitors care standards. Reinhard Pohlmann, however, expresses concerns about inadequate monitoring of contracts: “We can make contracts and receive reports which look great on paper, but that’s the danger: it’s only on paper. Too often we lack the resources to check how things are working in practice.”

So, how does the group see the role of local public social services evolving over time? For Teresa Spaliviero, they are an important facilitator. “They shape care systems, build community capacity, facilitate networking and invest in cooperatives.” Luc Kupers agrees: “While the public sector role in direct provision is decreasing, our new role is to ensure that services are available. What’s more, in Flanders, we have a duty in law to coordinate different care actors in the community.”

While political accountability is important, it can create certain tensions. “The imminency of the electoral cycle makes it hard to argue to prioritise investment in meeting-places and other services which support healthy ageing and prevent dependency,” comments Reinhard Pohlmann. Elisabeth Mejersjö sees dangers for these type of services especially in the present economic climate, where budget cuts typically affect so-called non-essential services: “If we reduce funding for health information, preventive visits or day-centres today, we might pay more tomorrow by having to provide care related to conditions which could have been prevented or delayed with early intervention.”

The group also has concerns about the public profile of social work and of older people today. “In the immediate period after the fall of Communism in Poland, social services were perceived as a burden,” explains Agnieszka Pierzchalska: “Views are changing, but it’s hard to change people’s attitudes towards services which benefit the few.”

Stella Vidisdottir draws a parallel relating to the future of social services: “We need to find ways of attracting skilled younger people into the sector, professionals and volunteers.” Alexis Jay picks up this strand: “We need to start moving away from negative language like demographic time-bomb when talking about care for older people and start seeing the benefits of people living longer and healthier lives. If we can do that in social services and in society in general, we will be on the right path.”

“Always tell my staff that our aim should be to help older people live ‘unexceptional’ and ordinary lives by responding to their personal needs and preferences.” Steve Wilds, a member of the working group from Stoke-on-Trent in UK.

Find out more at: www.esn-eu.org/long-term-care-for-older-people
With kind thanks for their participation in the working group to:

**Dia Gheorghita**
Service Manager, Disability and Older People, Oradea Social Community Administration, Romania

**Alexis Jay**
Chief Executive, Social Work Inspection Agency Scotland, UK

**Elisabeth Mejersjö**
Director of Social Work, Jönköping (Association of Sweden’s Social Directors (FSS))

**Agnieszka Pierzchalska**
Head of Stakeholder Relations, Regional Centre for Social Policy of Lower Silesia, Poland

**Reinhard Pohlmann**
Director of Older People’s Services, City of Dortmund, Germany

**Stella K. Víðisdóttir**
Director of the Welfare Department, City of Reykjavik (Icelandic Association of Social Directors)

**Steve Wilds**
Director of Adult Social Services, Stock-on-Trent City Council (Association of Directors of Adult Social Services), England, UK

**Teresa Spaliviero**
Head of Older People Services, Veneto Region, Italy

**Luc Kupers**
Social Director, Ghent and President of the Flemish association of social directors (VOS), Belgium

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**Dependent people in EU countries aged 65 and over**

This chart shows the estimated number of dependent older people in EU countries receiving different types of formal care and informal or no care. As discussed by the group, strategic and political choices including at the local level shape the balance of availability between different care settings and types of support.

**Source:** Report by the Economic Policy Committee and the European Commission on the impact of ageing populations on public spending (February 2006).
We need to make sure that everyone has a chance to use his abilities and give something to society.”
Asle Hovdal, a member of the working group from Norway

Policy and Practice Group
Active Inclusion
“For many people it is a big step to ask for help in the first place,” says Sari Toviainen of Helsinki’s multi-disciplinary activation service. She explains that it is very important that public services are welcoming places from day one. People coming to social services may face many obstacles: a drug or alcohol addiction, finding appropriate housing, organising childcare, completing education or training, which contributes to their social exclusion.

“People are not just in need of a job or benefits,” Sari recognises; “they need a holistic analysis of their situation to move forward with their lives.” The activation process has to start with a thorough assessment of a person’s individual social, health and education needs. Over time, she explains, personalised pathways are designed by the user and the professionals giving an opportunity for users to recognise their strengths and realise their potential.

“In Amsterdam, users participate in user councils, which also involve community groups and representatives of the city of Amsterdam,” says Niels van Tent. He thinks it helps to involve people in decision-making about how services look for the whole population as well as for each individual: “It improves our civic consciousness, it’s basically more inclusive.”

Although work activation is not a traditional social work responsibility, local public social services are now playing an important role. The group highlights coordination as one of the keys to the success of active inclusion: “Employment and social services cannot be successful without creative cooperation between services such as education, housing, health, childcare,” explains Rebecca Randell of West Sussex County Council. “Our users appreciate that we work across boundaries,” agrees Sari Toviainen.

“I believe that the level of income support for those unable to work should be decent,” stresses Matthias Schulze-Böing. Income support is an important part of the package of services. If used sensibly and sensitively, making benefits conditional can be a strong incentive to users to continue on the activation pathway, he explains.

The group recognised that a number of people on activation schemes will never realistically get and retain a job. “It is our duty to support their social inclusion outside the labour market,” says Niels van Tent. So, what is a good outcome for someone who for a variety of complex reasons is unlikely to hold a mainstream job? According to Agnes Simonyi, “success cannot be assessed against a simple employed-unemployed criterion. Other important goals matter: overcoming a drug or alcohol problem, a sense of worth, stronger neighbourhood communities.”

What is success?
“Success cannot be assessed against a simple employed-unemployed criterion. Other important goals matter: overcoming a drug or alcohol problem, a sense of worth, stronger neighbourhood communities.”
Agnes Simonyi

Find out more at: www.esn-eu.org/active-inclusion/

Five steps to work approach in Amsterdam
In its activation strategy, the City of Amsterdam uses a ‘5 Steps to Work’ approach with ‘step 1’ being the furthest from the labour market and ‘step 5’ meaning: immediately ready for work. The table above shows the current (autumn 2008) allocation of service users into the 5 categories.

| Step 1 | Care | 44% |
| Step 2 | Social participation | 27% |
| Step 3 | Preparation for labour market | 20% |
| Step 4 | Guidance towards labour market | 4% |
| Step 5 | Work | 2% |
| Total | (43.201) | 3% |
| Not yet allocated: | | 3%

Taking forward past work on social activation, ESN launched this working group to explore the evolving role of social services in supporting people to (re)enter working life and to find alternatives for those who cannot.
Throughout 2008 the group took an active part in the policy-making process on the EU level, advocating full recognition of social services’ role in the active inclusion policy concept at European level.
October 2008 Realising Potential/ Réaliser son potentiel This report presents the view of ESN members about managing active inclusion services at local level across Europe:

Download report at: www.esn-eu.org/publications-and-statements/

With kind thanks for their participation in the working group to:

Agnieszka Hryniewicka
Project Coordinator, Institute for Development of Social Services, Poland

Asle Hodval
Project and Strategy Manager, Municipality of Gjøvik (Association of Directors of Social and Health Services, NHS), Norway

Becca Randell
Commissioning Manager, West Sussex County Council (Association of Directors of Adult Social Services), UK

Niels van Tent
Advisor, City of Amsterdam (DIVOSA) Netherlands

Matthias Schulze-Böing
Director of Employment and Statistics, City of Offenbach (National network for local employment policy) Germany

Agnes Simonyi
Director General, Institute of Social Policy and Labour, Hungary

Sari Toiviainen
Head of DUURI-Network, City of Helsinki (ESN Coalition), Finland
Dear Minister,

At the recent EPSCO Council meeting on 8-9 December, you endorsed the European Commission Recommendation on active inclusion of people excluded from the labour market.

ESN welcomes the Recommendation of the European Commission, its holistic approach and the visibility it gives to people furthest from the labour market. As directors of local public social and employment services, we know from experience the most excluded require intensive well-coordinated support from social, employment, health, education and income services.

We were concerned that the particular role of local public social services is not as visible in the Recommendation as it should be. However, social services are key actors in supporting people furthest from the labour market, often already social work clients, to move towards the labour market or alternative forms of participation. The experience and expertise of local public social services in piloting and implementing active inclusion approaches can provide valuable direction for effective policy-making.

We therefore call on national governments to work closely with local public social services from the earliest stages to develop and implement effective policies in this area.

European Social Network
10 December 2008
Spring Seminar
Building Capacity, Improving Quality
Social Services in Transition in Central and Eastern Europe

The transformation of social services in Central and Eastern Europe since 1990 was at the heart of this ESN seminar in May 2008. Organised in cooperation with the Slovenian Presidency of the EU and the Association of Centres for Social Work, ESN Member in Slovenia, it attracted 60 delegates from 23 countries.

Delegates felt that the issue of standards in care provision needs to be addressed by governments. They emphasised the importance of independent inspection and transparency in commissioning and contracting procedures as key elements of high quality, accessible and inclusive services for all.

The participants visited local social services for children and adults and heard from a number of speakers including Slovenian Minister for Labour, Social and Family Affairs, representatives of the European Commission and the EU Social Protection Committee, civil servants, professionals and independent researchers from across Europe.

Delegates felt that the issue of standards in care provision needs to be addressed by governments. They emphasised the importance of independent inspection and transparency in commissioning and contracting procedures as key elements of high quality, accessible and inclusive services for all.

Social services in transition – key challenges
The New Member States have undergone fundamental political, economic and social changes in the last twenty years. Social services have had to adapt to the new reality whilst continuing their work with vulnerable people. While the positive results of this development are widely acknowledged, a number of key challenges emerged from the seminar: local democratic accountability for service delivery and expenditure; sustainability of provision; and diversification of providers.

Delegates felt that the issue of standards in care provision needs to be addressed by governments. They emphasised the importance of independent inspection and transparency in commissioning and contracting procedures as key elements of high quality, accessible and inclusive services for all.

What delegates said:
“...There is a great need to develop standards for community-based services and specialized institutions. It would help the new member states to restructure their social systems and develop their services in line with best practice.”
George Bogdanov independent expert on social inclusion, Bulgaria

“The slow pace in reorganisation of residential care is due to the persistence of the old (Communist) fear of living alongside disadvantaged people.”
Laimute Zalimiene Department of Social Work, Vilnius University

“My key message is that mutual learning is very important and therefore it is necessary to create opportunities to communicate and assess good practice.”
Uku Torjus Social Welfare and Health Care Department Tallinn, Estonia
Autumn Seminar
Commissioning for Quality
The way we provide services is changing. Within the framework of a strategic commissioning, local public social services are developing new relationships with independent care providers.

Recognizing the challenges brought to our members by this new trend, ESN held a special policy & practice seminar on 21 November 2008, in Brussels. This seminar gathered 30 delegates from 20 countries across Europe to explore current trends in commissioning for quality with a focus on contracting as part of the strategic approach to planning services which can meet people’s needs and preferences with due regard to available resources.

Kai Leichsenring from the European Centre for Social Welfare Policy and Research opened the seminar with a review of the broader context to recall the drivers of change in social services and the regulatory models that have developed from this modernisation. The first set of presentations focused on the involvement of service users in strategic planning in France, the accreditation of independent care providers in Finland and the inspection of municipal social services departments in Scotland.

Practitioners then presented country case studies from Spain, Poland and the Netherlands to see how municipalities establish contracts for service delivery with independent care providers, how these procedures support improvements in service delivery and how municipalities can manage the local social care market.

What delegates said:
“What I will take home from this seminar is that commissioning for quality has to be about the strategic approach.”

Kai Leichsenring European Centre for Social Welfare Policy and Research

“For me, it’s all about civic leadership by the local authority which takes its responsibility for delivering quality services seriously.”

Steve Wilds member of ESN working group on long-term care

“Gathering reliable data seems to me to be fundamental: how can you even begin to plan services strategically to meet older people’s needs and preferences without having the right data? It’s a real challenge in many countries.”

Liz Mestheneos Vice-President of Hellas 50+

What is commissioning?
A commissioning municipality/local authority has a number of questions to ask itself:
1. what are the needs of the population?
2. what are the preferences of the population?
3. what resources do we have available to meet those needs and preferences?
4. How can we know how effective the commissioned services are?

Having asked these questions, it can develop a strategy for making the best possible use of resources in order to best meet the needs and preferences of the population.
European Social Services Conference 2008

The 16th European Social Services Conference Shaping the future of the social services in Europe held in Paris on 2-4 July brought together 475 practitioners, policy-makers and researchers from over 30 European countries and beyond.

This conference, organized by ESN in cooperation with the French EU Presidency, recognised the key role of local services in the rapidly changing, often problematic and sometimes divided communities in which they work and explored the experiences of a number of European countries.

Themes of the 20 workshops dealt with strengthening local community cohesion and explored the dynamic relationship between local public services and the community.

What delegates said

“A first class international conference with a very good mix of plenary, workshop and social programme.”
Aidan Browne Children Acts Advisory Board, Ireland

“I was very impressed with the different speakers in the plenary. All in all a very intensive and perfectly organised programme.”
Barbara Laminger City of Graz, Austria

“This is the place to be in terms of networking, to meet other professionals from other countries, to meet the south and the north of Europe.”
Christian Fillet Association of Social Directors of Flanders (VVOS), Belgium

“I found the Conference and the Project Forum to be a positive event, on practical, professional, and personal fronts. It was a useful opportunity for a professional organisation in the social care sector to promote its activities,”
Kevin Pudney Social Care Institute for Excellence, UK

“The conference gave me a general picture of European social trends and provided the opportunity to learn how things are approached in other countries”
Mario Casini Regione Friuli Venezia Giulia, Italy

Networking was absolutely fantastic. We’ve met colleagues from Sweden and France who we are going to keep in contact with because we’re going through the similar process in different parts of the organization in relation to personal budgets for people”
Jill Guild, Lincolnshire County Council, UK

Download presentations at: www.esn-eu.org/Paris/eng/presentations.html
ESN’s Progress-supported expenditure in 2008 was €520,000 and can be divided into five categories:

1. **Policy and Practice Groups** 20%
   - This covers travel and subsistence and staff costs for the organisation of the three ESN policy & practice groups in 2008 on long-term care for older people; active inclusion; children & families.

2. **Policy and Practice Seminars** 22%
   - This covers travel and subsistence and staff costs for the organisation of the two ESN policy & practice seminars in 2008 on Building Capacity, Improving Quality and Commissioning for Quality.

3. **Advocacy and Promotion** 15%
   - This covers travel and subsistence and staff costs for the representation of ESN at different European and ESN Member events.

4. **Communications** 19%
   - This covers web and print publications, translations and associated staff costs.

5. **Administration** 23%
   - This covers general administrative and financial support and running and service costs of the ESN secretariat.

ESN’s Progress-supported programme was financed by:

A. **European Commission** 86%
B. **European Social Network** 14%

**Governance**

The ESN Board is composed of representatives of ESN Members which are national or regional professional associations of directors of social services.

The Board is responsible for overall ESN direction and financial stability. It oversees delivery of the triennial Strategy 2008-10 agreed with the European Commission. In 2008 the Board met twice and at its Annual General Meeting on 2 July in Paris, elected the Chair and Treasurer and approved annual activity report and accounts for 2007.

As Secretary, the ESN Director manages the secretariat and is accountable to the Board. The Director, together with elected Chair and Treasurer constitute the ESN Business Committee which meets quarterly to review the operational programme and financial management.

ESN is committed to measuring the performance and effectiveness of its activities and regularly consults with its members and other stakeholders. ESN is grateful for the contribution of Hugh Frazer as external evaluator.
2008 in figures

2 ESN seminars were organized
3 Policy and Practice working groups were established
5 ESN Board and Business Committee meetings
9 Board and Members Communications were distributed
11 New members joined ESN
18 Working group meetings were held across Europe
31 ESN members participated in the seminar "Commissioning for Quality"
23 Central and Eastern European states were represented at the ESN seminar in Ljubljana, Slovenia
10 Partners’ events were attended by ESN Secretariat
18 Social directors and senior professionals from 18 European countries participated in ESN working groups
26 Meet ings were held with EU institutions and national/regional authorities
42 Practitioners, policy-makers and researchers participated in the European Social Services conference in Paris
31 475 Print ESN publications and statements were distributed across Europe
12 228
Meet our members
Reinhard Pohlmann and Agnes Simonyi, two members of ESN give an insight into their daily work and talk about their involvement in the network.

Member profile
After a quarter of a century of hard work Reinhard is as enthusiastic as ever to find new solutions to better meet the needs of the older people. Reinhard Pohlmann is the Head of Older People’s Services in the City of Dortmund.

Apart from managing his office, his daily work also involves overseeing eight local information centres and participating in a working group for older persons in the regional Ministry for Social Affairs. Despite his vast experience in social work, Reinhard is always open to new ideas. “Every day I come across new experiences. There is always space to find new projects, and to work together with older people to find better solutions. It is really interesting!”

For him, the policy and practice group on long-term care organized by ESN is a forum to meet other European colleagues and exchange problems and solutions to better meet older people’s needs. Beyond this, it is also a very good link between local authorities and the European Commission.

So, he is now a busy and experienced professional but how did he start out? He got the chance to work in a nursing home as part of an NGO project in the city of Dortmund. “In two years, I learned quite a lot working in nursing homes and felt that it is not only a field of problems but more so a field of opportunity to interact with older people, their relatives and carers, politicians, media – everything!”

Agnes Simonyi
Director-General, Institute for Social Policy and Labour Hungary
Member of the ESN working group on Active Inclusion

So what does this mean for a typical day at the office in this city of 590,000 inhabitants, where 25% of inhabitants are 60 years old and over?

Reinhard worked hard in Dortmund to build a coalition among politicians and care providers to establish a network of 12 local information centres for older people. Run jointly by the City of Dortmund and the local Cantas, they advise older people and their carers, family and friends on the services and support available in the city. He is proud of the way things are working and keen to further develop these centres to better meet the needs of the population.

And would he follow the same career path again? Almost, but he might also enjoy working with younger people on projects to bring together young and old. “You see, the field of older people’s services is so vast that it always offers the space to find new projects to work on!”

So what is Agnes’ advice to young professionals pursuing careers in social policy?

As a researcher with international experience for many years, Agnes seems to be at the heart of bridging the gap between research and policy making. But she is modest not to take any credit yet think of more bridges to cross. She is participating in the ESN working group on Active Inclusion to bridge the gap between national and European experience through exchange of good practice. Social inclusion is a very important issue in Hungary as they had 15-20 years of a very low level of activity during the transformation of our society, Agnes explained. “It is a huge challenge to try to integrate into the labour market people who were out of it for a while, or youth in deprived areas where is lack of adequate skills or lack of opportunities, especially for Roma minorities in rural areas.”

But Agnes is optimistic. Europe is a big resource especially for the New Member states of understanding how your neighbours are dealing with the same problems and how they tackle issues. She also has faith in young people who see careers in social policy. Her greatest satisfaction is when she sees her former students debating research and policy issues with her. To such young professionals she has a strong message. “Go out there and see other countries’ experiences. Be open to and interested in new experiences, leave prejudices behind and try to understand the genuine differences of other countries, organizations, and research institutes”. She herself would do exactly that if she had to start her career all over again.
In 2008 ESN welcomed 11 new members into the network. At the end of 2008 ESN has 58 members in 25 countries. Members include national and regional associations of directors of local public social services, national and regional authorities and agencies, associations of local elected representatives, research organisations, cities and municipalities. Associations of directors of local public social services have a special role within the network as trustees of the Board of ESN and are responsible for its overall strategy and development.

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<th>Country</th>
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<td>Belgium</td>
<td>Association of Flemish Directors of Social Welfare Centres (VVOS)</td>
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<td>Bulgaria</td>
<td>Sofia Municipality</td>
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<td>Cyprus</td>
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<td>Czech Republic</td>
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<td>Denmark</td>
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<td>Finland</td>
<td>ESN Coalition, including: National Institute for Health and Welfare (THU); Association of Finnish Local and Regional Authorities; The Association of Local and Regional Authorities; Huiteka Foundation</td>
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<td>Germany</td>
<td>Group of Large German cities; City of Hamm; German Association for Public and Private Welfare; The Association of Local Employment Policy</td>
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<td>Municipality of Zografou; Central Union of Municipalities and Communities of Greece (KEDKE); Municipality of Gerakas</td>
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<td>Hungary</td>
<td>Institute for Social Policy and Labour; Association of Social Directors</td>
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<td>Iceland</td>
<td>The Health Service Executive (HSE); Dublin City Council; Children Acts Advisory Board (CAAB)</td>
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<td>Ireland</td>
<td>Association of Directors of Health and Social Services, Veneto Region; City of Turin; Province of Latina; Lazio Region; Trento Region</td>
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<td>Netherlands</td>
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<td>Serbia</td>
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<td>Spain</td>
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<td>Sweden</td>
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<td>Switzerland</td>
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<td>United Kingdom</td>
<td>Association of Directors of Adult Social Services (ADASS), England; Association of Directors of Children’s Services (ADCS), England; Association of Directors of Social Services (CCSW)</td>
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New members that joined in 2008 are marked in blue.

Find out more and become a member: www.esn-eu.org/membership-welcome