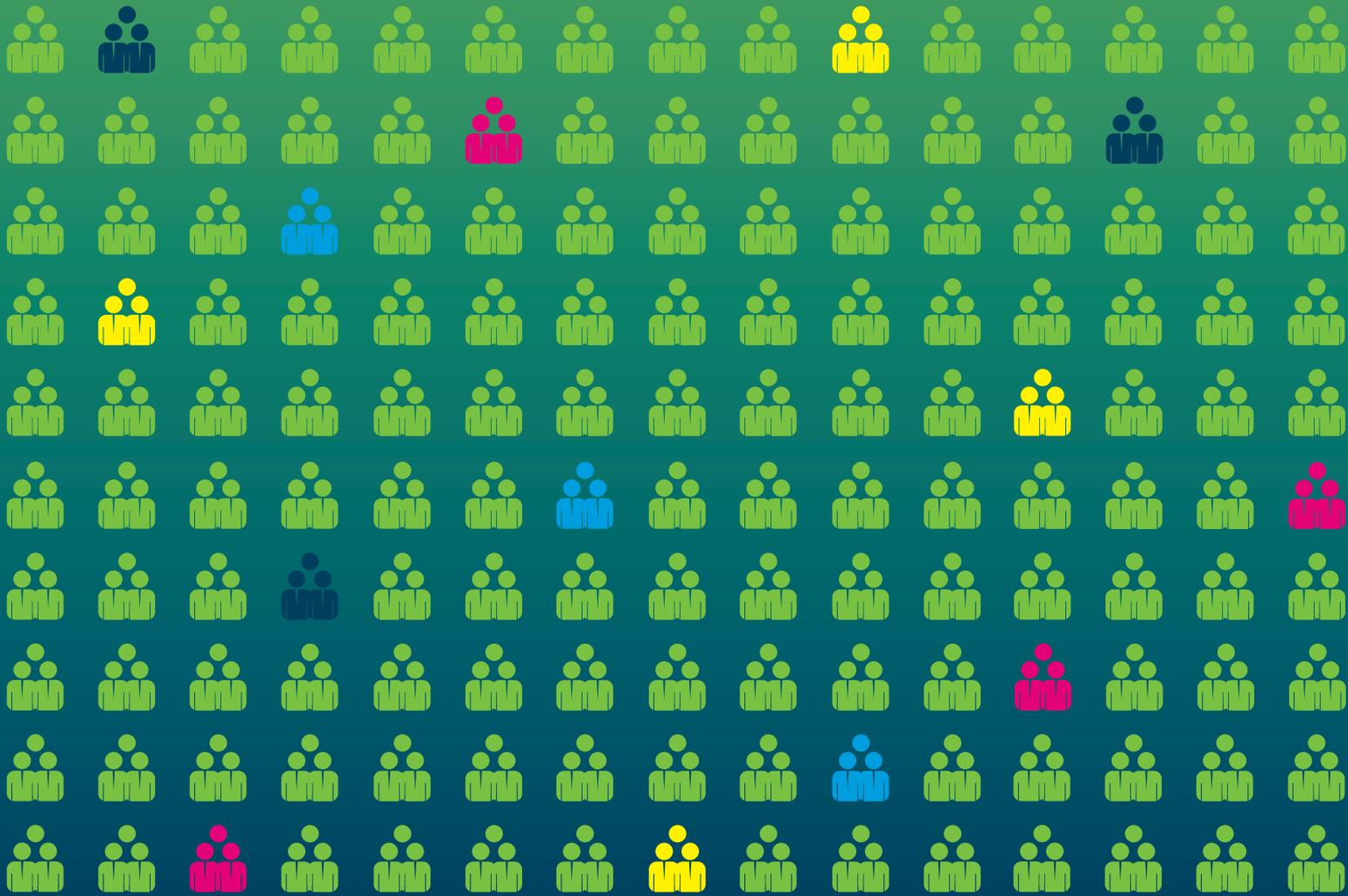




Annual Report 2009

Skillnets
Enterprise-led
learning networks





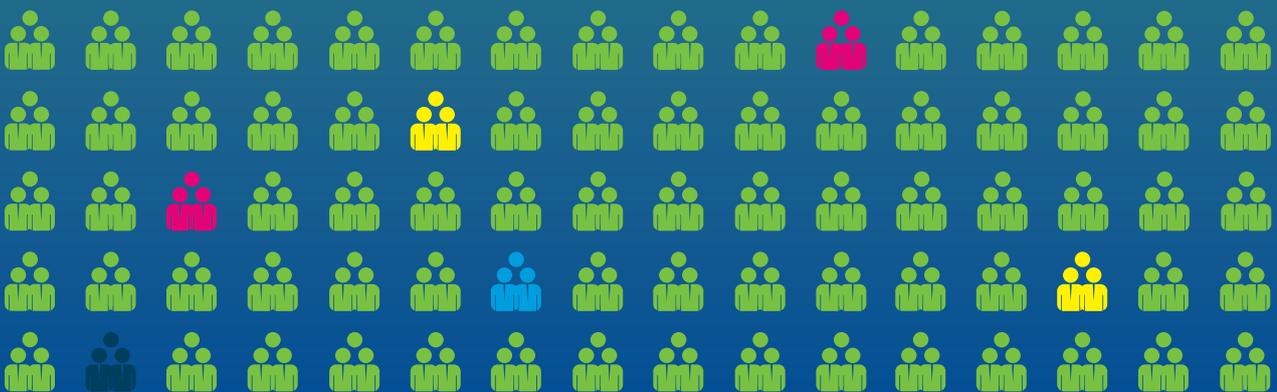
Skillnets Mandate

Skillnets Ltd has operated since 1999 under a series of mandates from the Department of Enterprise, Trade and Employment (DETE).

The current mandate runs from 2005-2010 inclusive.

The terms of this mandate define Skillnets' role as follows:

- The primary aim should be to increase participation in enterprise training by firms to improve competitiveness and provide improved access for workers to skills development.
- To act as an enterprise-led support body dedicated to the promotion and facilitation of enterprise training and workplace learning, as a key element in sustaining national competitiveness.
- To foster and support an enterprise-led, networked and partnership approach to the provision of enterprise training and expand and develop that approach by supporting innovation and enhanced workplace learning.



Contents

Chairman's Message	2
CEO's Introduction	4
Skillnets Strategy	6
Training Networks Programme (TNP) Activity 2009	7
TNP Member Company Satisfaction Survey Results 2009	11
Challenging Times - A Collaborative Response by Networks	12
Training Networks Programme (TNP) Key Thematic Areas 2009	13
Certification	14
Recognition of Prior Learning (RPL)	17
Low Basic Skills (LBS)	18
Evaluation and Return on Investment (ROI)	19
Additional Training Network Activity 2009	20
Training Networks Programme (TNP) Overview 2008-2009	22
Key Deliverables from the Training Networks Programme (TNP) 2008-2009	22
Overview of Key Departments and Finuas Networks Programme	24
Programme Operations	24
Communications	26
Finance and Services	27
Finuas Networks Programme	28
Financial Information & Statement of Results	31
Skillnets Board & Committees 2009	47
Appendices	
1: Skillnets Strategic Pillars	49
2: TNP 2009 Network Listing	52

Chairman's Message



2009 brought with it further difficult times for the economy. A direct impact on Skillnets was reduced funding levels in the first and second quarters which provided a serious challenge to networks in their ability to support enterprise-led training. Subsequently, the number of networks was reduced in this period. On a more positive note, the organisation ended the year by securing further funding for the Training Networks Programme (TNP) in 2010.

All of these challenges combined with a need to deliver more with less stimulated an internal examination of the strategic direction of the organisation. The overall objectives of the National Skills Strategy published in 2007 still remained relevant although the economic context for the implementation of the strategy was somewhat different. The Skillnets model had already proved its agility in adapting to the changing demands of markets in 2009 but further adaptation was required.

I am pleased to report that this strategic review and the innovative outcomes were a milestone in the organisation securing further funding and how we will do business in the future. In short, the main innovations were a renewed focus on the desired skills set for Ireland and a pioneering new feature providing training to unemployed people with people in employment. I would like to commend the Skillnets team in the design of this new programme and also our community of networks who contributed with great robustness, demonstrating both the networks and their member companies' commitment to enterprise-led training.

In 2009 Skillnets invested €14.5 million in grant support with member companies investing a further €7.7 million. This investment, across a total of 103 networks, supported 40,123 workers to avail of 193,757 training days. In times of acute fiscal upheaval, this further endorsed the essential role that training has in the road to economic recovery.

Over 6,000 member companies involved in the Training Networks Programme (TNP) 2008-2009 responded to a survey in 2009. 86% stated that they availed of training that otherwise would not have been available, an increase of 4% from 2008. 86% of companies stated that the Skillnets Training Networks Programme (TNP) was more flexible being enterprise-led, an increase of 8% on 2008 figures, and 83% felt the training provided was better suited to their business needs.

Furthermore, the Finuas Networks Programme (Finuas) was launched and €586k was invested by Skillnets which delivered 6,536 training days to over 1,000 people in the international financial services sector.

I would like to acknowledge and thank our Chief Executive, management and staff members for their continued dedication to the development of knowledge, skills and creativity in our workforce and I look forward to the outcomes of the new Training Networks Programme (TNP) 2010-2011 and in particular reporting on the implementation of training for people who are unemployed.

I would like to thank Ms. Noelle O'Connell who resigned from the Board in 2009 for her hard work and contribution. The continued support of the Department of Enterprise, Trade and Employment (DETE) has been paramount in Skillnets' ability to adapt. 2010 will bring many more challenges but I am confident that the flexibility and responsiveness of our model will assist us in the renewal and progression of the Skillnets mandate.

The Board of Skillnets wishes to complement our network community for their response to the new climate we have found ourselves in and to recognise the increased collaboration among the network community and externally with enterprise and academic institutions which has culminated in a swift and effective reaction to the changing needs of enterprise.



Domhnall MacDomhnaill
Chairperson

CEO's Introduction



Welcome to our 2009 Annual Report. As our Chairman has already reflected 2009 was unprecedented in the challenges that it presented to the organisation, our network community and Skillnets staff. Significant reductions in funding led to substantial operational cost savings which unfortunately resulted in a reduction in the number of networks as well as Skillnets Ltd. support staff.

However, networks responded to difficult circumstances with innovation in the types of training they delivered and their methods of delivery. Many collaborated together in a united response to rapidly changing circumstances. Equally, Skillnets support staff worked with sustained commitment to providing on-going support and assistance to networks. A series of Professional Development Programme (PDP) events were run along with the CPD (Continuing Professional Development) Diploma in Managing Business Networks which is certified to Level 6 on the NFQ from the Dublin Institute of Technology (DIT). In its third successful year, the Diploma produced twenty new graduates.

Certification, Recognition of Prior Learning (RPL), Low Basic Skills (LBS), Evaluation and Return on Investment (ROI) continued to maintain a strategic focus for Skillnets and our networks. At a corporate level Skillnets continued to engage with the development of national policy through a number of committees and partnerships examining these areas such as Expert Group on Future Skills Needs (EGFSN), the Department of Enterprise, Trade & Employment Upskilling Committee, and the National Standards Authority of Ireland (NSAI) and many academic institutions.

The official launch of the Finuas Networks Programme (Finuas) by An Tánaiste, Mary Coughlan, T.D. in February, was a positive endorsement of our track record to date. We also received Excellence Through People (ETP) accreditation in 2009.

In the third quarter extensive preparatory work began to strategically look at the potential elements of a new call for proposals. This involved the generation of ideas on how we could further use our network structure to continue to provide relevant training to people in employment whilst beginning to address the new reality of the numbers of people who were unemployed.

In response, Skillnets embarked on designing a new programme with a focus on the skills needed for Ireland Inc. to continue to be a global player through new themes for the programme, an expansion of the profile of trainees and a funding model that delivers greater value for public funds. The backdrop to the design of the new programme was extensive research into skill sets and priority sectors for the future along with consultation with our network community.

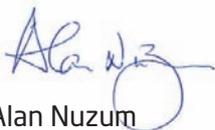
The new themes, whilst continuing to address increased productivity and competitiveness, focus on workers' mobility and employability, emerging priority sectors, company diversification/transferability

into different sectors and key competencies/skills for European workers. The new programme presents a unique opportunity for unemployed individuals to train with people in employment and improve their potential for employment through training and networking. The new funding model represents a very significant increase in investment by enterprise and a much greater ratio of value for public funding.

In December we were delighted to receive the news of our funding allocation for 2010 and approval of our plans. A bridging fund application process was put in place for networks to take them over the first quarter of 2010 as we prepared to launch our new call for proposals. Successful networks would also pilot the provision of training for the unemployed in this phase.

I would like to sincerely thank our Chairman and Board of Directors for their support and direction and to acknowledge the Department of Enterprise, Trade and Employment (DETE), our staff, network managers, contracting organisations and member companies for their resilience and commitment in 2009.

Facing uncertain times is a reality for all areas of the economy now but it is with optimism and a renewed sense of rejuvenation that we enter a new phase of providing training to both employed and unemployed people. We are confident in our ability to be flexible and responsive to a changing market place and believe our strong track record will leave us in good stead for the future.



Alan Nuzum
Chief Executive Officer

Skillnets Strategy



Skillnets is a state funded, enterprise-led support body dedicated to the promotion and facilitation of training and upskilling as key elements in sustaining Ireland's national competitiveness. Our primary aim is to increase participation in enterprise training by firms to improve competitiveness and provide improved access for workers to industry specific skills development.

Skillnets' strategy is to support and fund networks of enterprises to engage in training under the Training Networks Programme (TNP). These networks are led and managed by the enterprises themselves to design, manage and deliver specific training programmes across a broad range of industry and service sectors nationwide. This approach allows companies to achieve economies of scale, increase efficiency, lower costs and provide training that is more relevant to individual sectors, regions or types of companies. There is also a significant benefit to be achieved through the sharing of business experience and advice via networking opportunities afforded by membership of a Skillnet.

Since 1999, the effectiveness of the Skillnets model has been acknowledged through the successful continuation of the Training Networks Programme (TNP), our appointment as technical support unit for the Accel initiative 2006-2008 and our appointment as managing agent for the Finuas Networks Programme (Finuas). Four key building blocks have formed the basis of the Skillnets strategy and inform its programme of activity. Please see appendix 1 for a detailed description.

Stakeholders include leading employer and employee representative bodies - Irish Business and Employers Confederation (IBEC), Chambers Ireland, Construction Industry Federation (CIF), Small Firms Association (SFA), Irish Congress of Trade Unions (ICTU).



An Roinn Fiontar, Trádála agus Fostaíochta
Department of Enterprise, Trade and Employment



Training Networks Programme (TNP) Activity 2009

The Training Networks Programme 2008-2009 commenced in 2008 with 123 networks but reduced funding levels lowered this number to 103 by the end of 2009. Despite changing economic circumstances, companies continued to invest in training with the support of Skillnets networks and people across many regions and sectors benefited from innovative training. A variety of sectors continued to be represented such as agriculture, design, technology, construction, food and drink, hospitality, manufacturing, space, media, renewable energy, responsible tourism and childcare amongst others.

- **103** training networks
- Total network expenditure **€22.2m** of which **€14.5m** invested by Skillnets and **€7.7m** cash invested by member companies
- **27,906** member companies
- **40,123** people trained
- Over **193,757** training days delivered



Activity 2009



Training Networks Programme (TNP) Activity 2009

Figure 1:
Breakdown of Companies by Sector

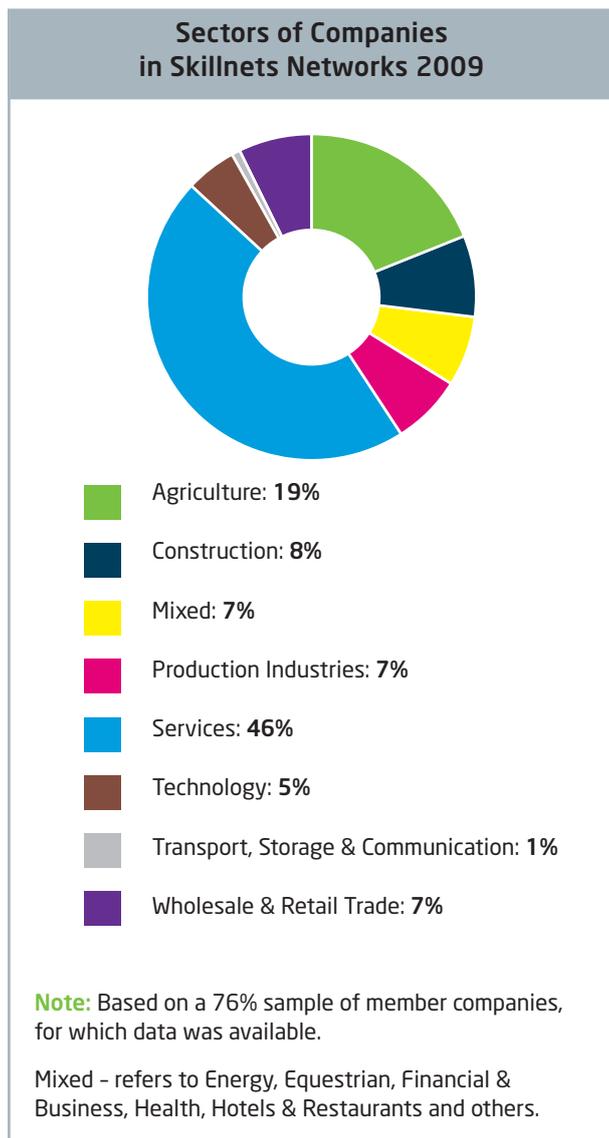
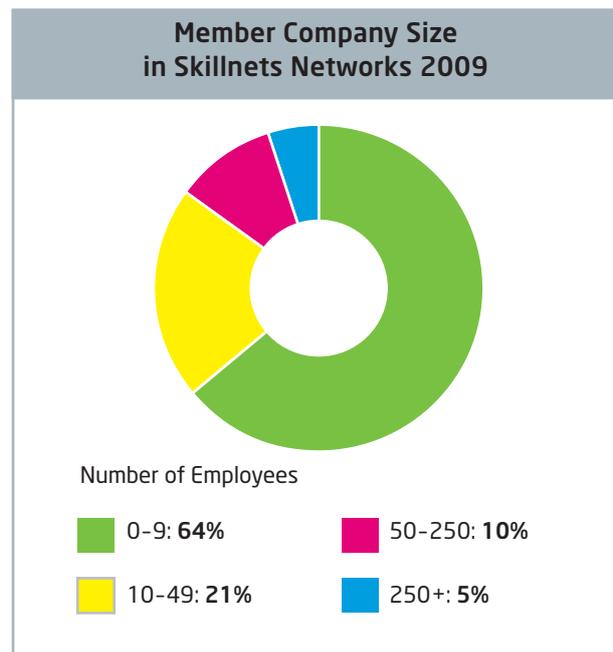


Figure 2:
Breakdown of Companies by Size



SMEs accounted for over 95% (≤ 250 employees) of the total number of companies funded by Skillnets with over 64% of the total number being micro companies (< 10 employees). The percentage of member companies with less than 50 employees remained at the same level as 2008, 85%. Over the course of the Training Networks Programme (TNP) this percentage has continued an upward trend from 79% in 2006, 81% in 2007 rising to a consistent level over the last two years to 85%.



Training Networks Programme (TNP) Activity 2009

Figure 3:
Breakdown of Trainees by Gender

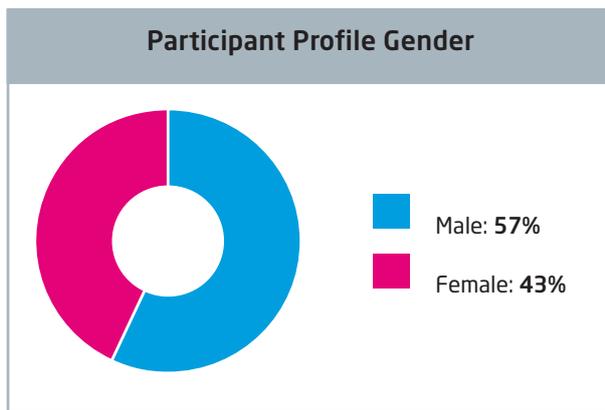


Figure 4:
Breakdown of Trainees by Age

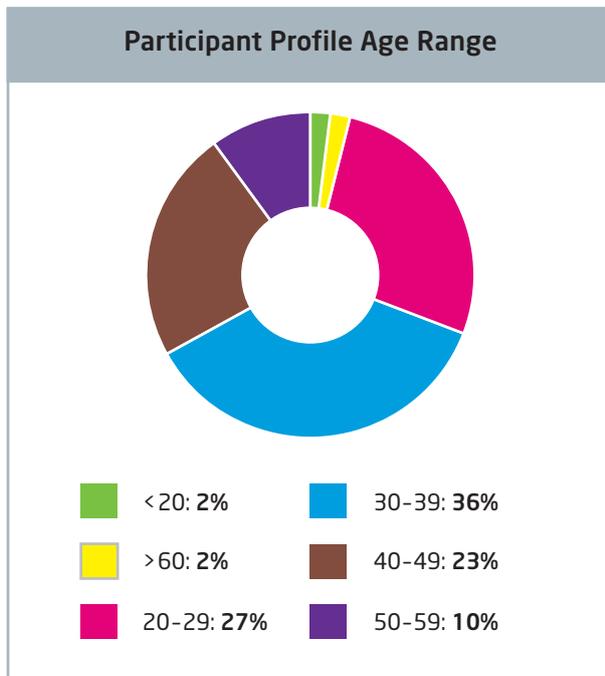
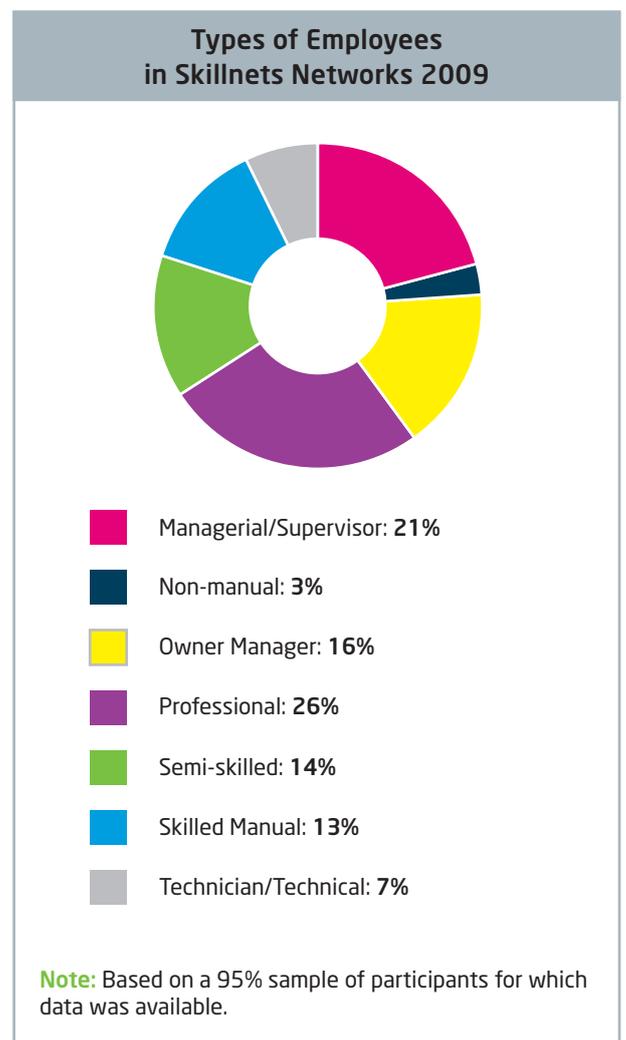


Figure 5:
Breakdown of Trainees by Occupational Category

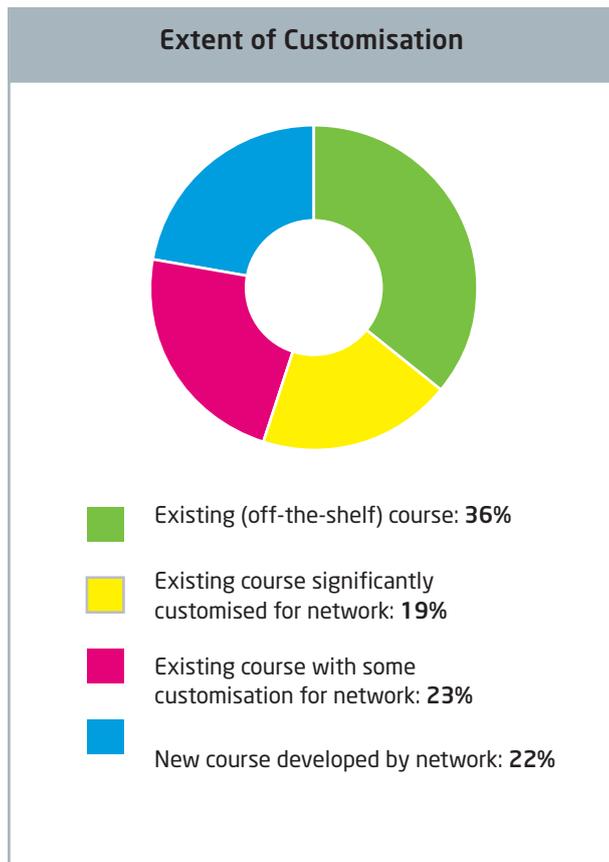


16% of all Skillnets trainees were owner-managers, with 21% in the manager supervisory category, illustrating the importance of Skillnets training to management in the SME sector.



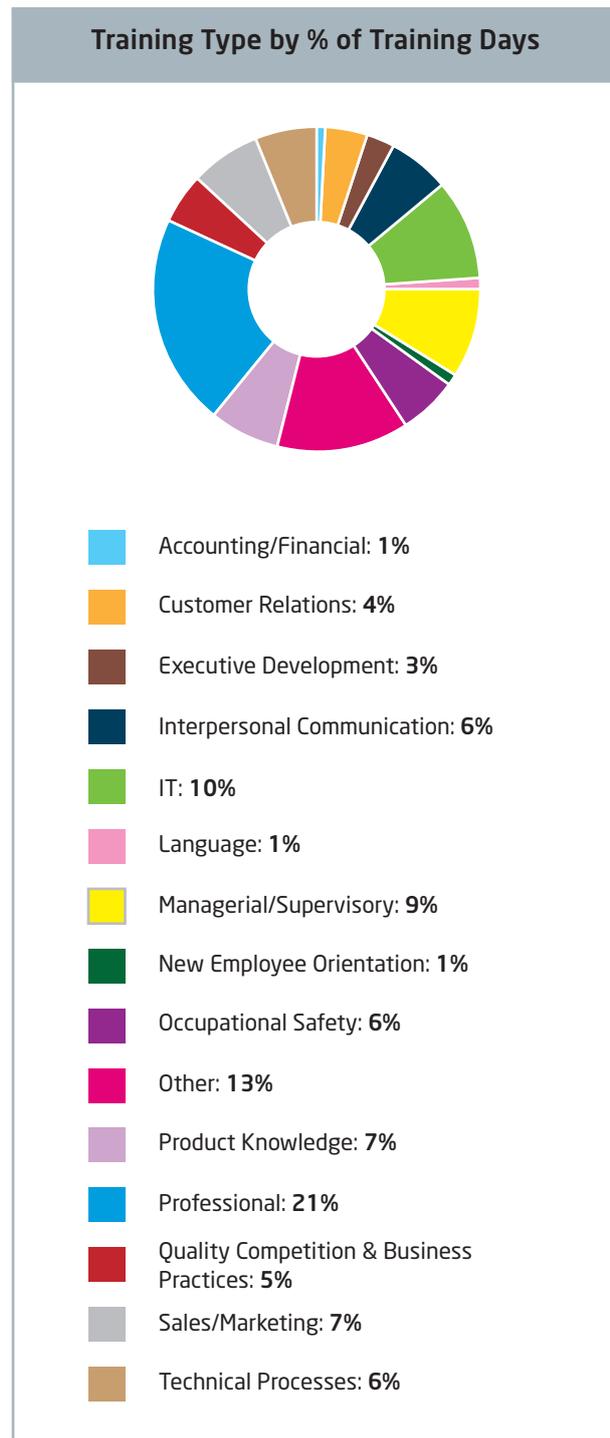
Training Networks Programme (TNP) Activity 2009

Figure 6:
Training Programmes Delivered



There was an 8% increase in the percentage of new courses that were significantly customised for the network in 2009, as compared to 2008 figures.

Figure 7:
Breakdown of Training Type



TNP Member Company Satisfaction Survey Results 2009

Over 6,000 companies responded to the 2009 member company satisfaction survey. Some high level results achieved are detailed below.

- 88% (increase of 3%) of companies stated that their training network delivered lower cost training than available alternatives
- 93% ## stated they would recommend becoming a member of a training network to other companies
- 62% (increase of 16%) of companies stated that their participation in their Skillnets training network had created new business partnerships, with 69% (increase of 8%) reporting key business contacts generated
- Companies stated that participation in their Skillnets training network had a positive impact on levels of customer satisfaction (83%) (increase of 5%) and employee morale (89%) (increase of 6%)
- 88% (increase of 11%) of companies stated that staff training had increased from their membership of a network with a further 86% (increase of 4%) stating that they could now avail of training that would not have been otherwise available
- Of companies that participated in networking events organised by their network,
 - 73% (increase of 5%) stated they were of benefit in generating ideas for development
 - 80% (increase of 5%) found that these events were of benefit in sharing learning opportunities
 - 77% ## kept up to date with market developments
 - 78% (increase of 2%) learned best business practice approaches for their sector
- 86% (increase of 8%) of companies stated that the Skillnets Training Networks Programme (TNP) was more flexible being enterprise-led and 83% (increase of 1%) felt the training provided was better suited to their business needs

Increase of % refers to comparison with 2008 survey

denotes % stayed the same

Activity 2009



Challenging times – a collaborative response by networks

Networks continued to respond to challenging times with innovative collaborations with other networks and industry and educational institutes on initiatives for member companies. A selection of some of these collaborations is detailed below.

Four networks in the South East (**South East Micro Skillnet, Carlow-Kilkenny Skillnet, Waterford Chamber Skillnet and South Tipperary Skillnet**) held a conference 'Looking to the Future'. The conference addressed how Irish businesses can overcome the challenges of recession. An impressive line-up of highly experienced Irish business strategists and owner-managers, who have turned businesses around against the odds shared their experiences and insights. The focus of the forum was on providing knowledge and inspiration to enable businesses to confidently face current economic uncertainties and develop a clearer vision of the opportunities to be seized and the key steps to be taken. Keynote speakers were Jim Power, Chief Economist, Friends First Group and Jay Bourke, entrepreneur and TV presenter. They were joined by a host of other owner-managers from local businesses, who have faced challenging times and won. Sharing their experiences of facing uncertainty and innovation to deal with the pressures of changing economic circumstances was a key output of the conference.

Innovation and Lean Sigma Skillnet piloted a first of its kind practical problem solving programme for executive and practitioner teams through its close links with Toyota Motor/University of Kentucky. The Toyota Production System (TPS) 8 step 'Practical Problem Solving Development' process encompasses Train the Trainer, virtual mentoring and certifying a panel of experts over a period of 90 days so that the methodology will be cascaded through the organisation.

ULearning Skillnet held a national seminar on 'Future Skills for Enterprise Competitive Growth' with over 75 industries in attendance supporting the need for improving Ireland's competitive growth through upskilling and training. The aim of the event was



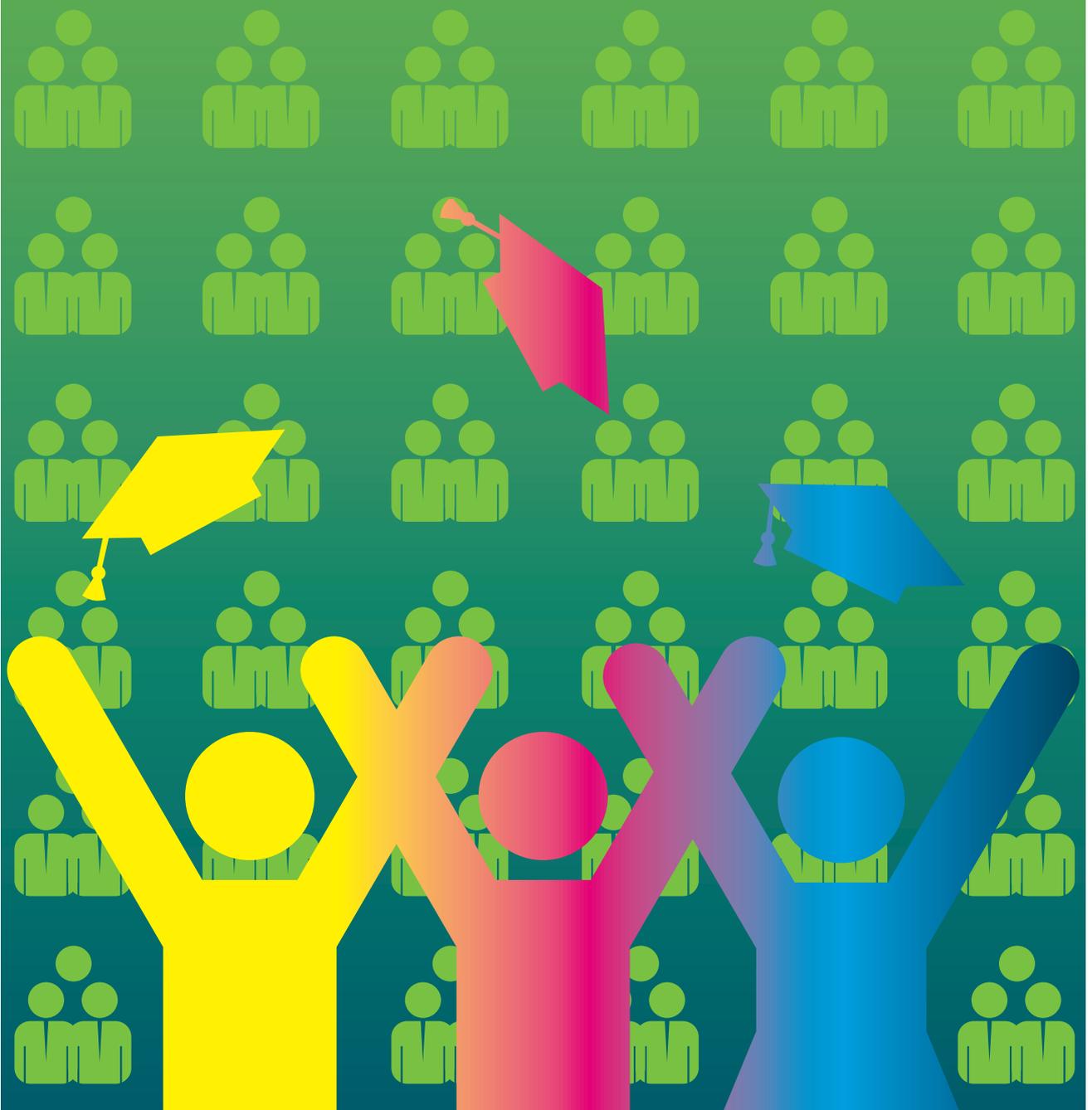
to bring together academic and industry interested parties to discuss and explore the current state of upskilling in Ireland and the role it plays on enterprise competitive growth. The conference noted the importance of integrating the first-hand knowledge and experience of industry experts with academic expertise and know-how of educational institutions. Ireland can then make the most of its human resources in the workplace and also ensure new entrants are equipped with the right skills.

Network managers *Ashling Ward, Carlow-Kilkenny Skillnet, Karma Farrell, South East Micro Skillnet, Trish Breen, Waterford Chamber Skillnet & Jackie Ryan, Southern Tipperary Skillnet* pictured with *Alan Nuzum* (centre), CEO, Skillnets at the 'Looking to the Future' conference.

Pictured at the national seminar on 'Future Skills for Enterprise Competitive Growth' hosted by **ULearning Skillnet** was from left to right; *Mark Fielding, ISME, Mike Devane, Quilly Consultancy, Brian O'Connell, Westpark Shannon Ltd., Dr. Ingrid Hunt, University of Limerick, Carl Blake, Skillnets, Dr. Chris Coughlan, Hewlett Packard, Galway and Chris Clark, BT Ireland.*

Training Networks Programme (TNP) Key Thematic Areas 2009

The following pages give an overview of the key thematic areas of Certification, Recognition of Prior Learning (RPL), Low Basic Skills (LBS), Evaluation and Return on Investment (ROI) highlighting specific achievements at a strategic and network level. We also reflect on network activities including events over the course of 2009.





Certification

The Training Networks Programme (TNP) 2009 facilitated many networks to develop or attain certification for new and existing courses through the National Framework of Qualifications (NFQ) awarding bodies. Skillnets has always placed great value on certification and the recognition of learning. In recent years there has been an increased interest in the area of certification and the recognition of qualifications against the NFQ, both for access to job roles and for further development through training - progression and transfer within job roles. The direct engagement of international bodies such as City & Guilds with FETAC has contributed greatly in raising the awareness of the NFQ at home and in linking the Irish NFQ to its European equivalent, The European Qualifications Framework for Lifelong Learning (EQF).

Over 96% of courses under the Training Networks Programme (TNP) 2009 were independently certified, with 30% accredited by an NFQ awarding body, namely FETAC, HETAC and DIT. Where existing modules within the respective awarding bodies did not meet the specific needs of the Skillnet, many networks developed their own modules through available, quality assured routes. Other certification has been expanded to include all HSA, IMI, ILM, ESOL, and similar courses recognised by professional bodies and authorities.

At a corporate level Skillnets engaged with the development of national policy through committees such as the Expert Group on Future Skills Needs (EGFSN), the Department of Enterprise, Trade and Employment Upskilling Committee, and the National Standards Authority of Ireland (NSAI) - training standards group.

In 2009, the Skillnets Certification Focus Group (CFG), a group of network managers highly experienced in the development of certification, advised and provided resources to network managers on the pertinent routes to certification for a number of certification bodies. The group also provided input at a policy and operational level to many certification bodies by representation on the FETAC Standards Groups, the Standards Development Groups and the Standards Advisory Board. The CFG also liaised with HETAC and the University sector.

The following networks were members of the group in 2009:

- **First Polymer Training Skillnet**
- **Irish Franchising Skillnet**
- **ISIT Skillnet**
- **Leading Healthcare Providers Skillnet**
- **Private Healthcare Skillnet**
- **Renewable Energy Skillnet**
- **IBEC Retail Skillnet**
- **Trainer Provider Competency Skillnet**



Certification

Figure 8:
Breakdown of Courses by Certification

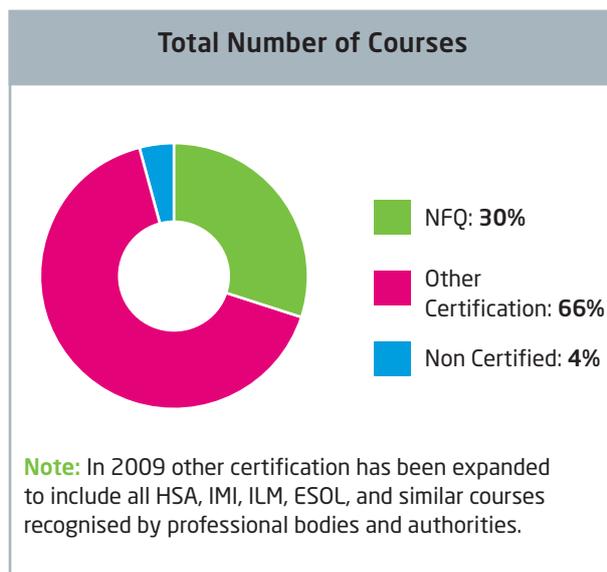
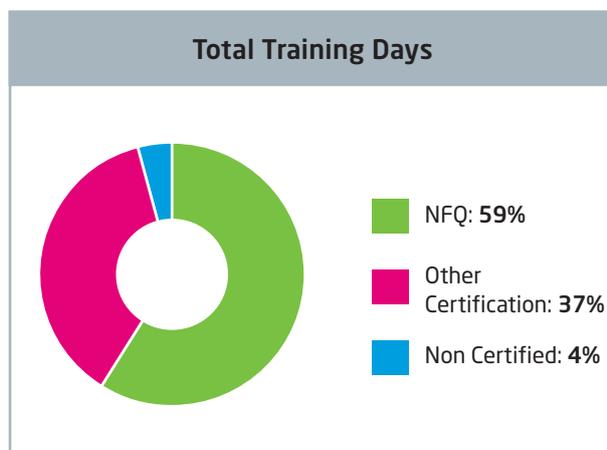


Figure 9:
Breakdown of Total Training Days by Certification



Graduates of the **Craftbutcher Skillnet National Certificate in Butchering Skills (NCBS)** with representatives from Skillnets, FETAC and Bord Bia.

Network achievements in certification in 2009 included:

B. Eng in Polymer Processing

Developed by **First Polymer Training Skillnet** in conjunction with Sligo and Athlone IT, this Level 7 B.Eng in Polymer Processing online degree commenced in September 2009 with 11 participants. This is the only degree in Polymer at Level 7 or 8 currently available in Ireland. The network also worked very closely with FETAC in 2009 and successfully converted all of their minor and major awards (23 awards in total) to the Common Awards system.

Travel Professionals Higher Certificate

Travel Professionals Skillnet in conjunction with DIT developed an NFQ Level 6 CPD (Continuing Professional Development) Travel Professionals Higher Certificate. The course included 6 full day courses plus 30 hours self directed learning and commenced in September 2009 with 13 participants.

National Certificate in Butchering Skills (NCBS)

The National Certificate in Butchering Skills (NCBS) leads to a certified FETAC qualification and is the first national qualification for butchers in Ireland. Since 2001, **Craftbutcher Skillnet** along with the Associated Craft Butchers of Ireland (ACBI), have been developing this portal of entry to a career in the retail meat trade. The certificate comprises 8 modules, all individually FETAC certified. 105 participants from across the country are participating.



Certification

MSc in Biomedical Science

BESTNet Skillnet developed an MSc in Biomedical Science (via distance learning) with NUI Galway, using the Echo 360 system. The Echo 360 system, a video-camera and a device which is connected to a PC in a venue provides a unique way of recapping and revising parts of the course. Students attend lectures approximately every 5 weeks and in the intervening time they have access to lectures. 12 students funded by the network commenced the MSc in 2009. NUI Galway's Centre for Excellence in Learning and Teaching (CELT) piloted the use of the Echo 360 system.

FIATA Diploma in Freight Forwarding

International Trade Skillnet in association with the Irish International Freight Association in Ireland (IIFA) developed the FIATA Diploma in Freight Forwarding. This is the first international freight training diploma that has been made available in Ireland. It is an internationally recognised qualification accredited by FIATA, the International Federation of Freight Forwarder's Associations, based in Zurich, Switzerland.

Honours Degree in Business, Procurement and Supply Management

The **Procurement and Supply Management Skillnet** developed an Honours Degree in Business, Procurement and Supply Management in association with the Irish Institute of Purchasing and Materials Management (IIPMM). The degree is accredited by the Higher Education and Training Awards Council (HETAC). The programme offers purchasing and supply management professionals, and those entering the profession, an in-depth knowledge of all aspects of the procurement function and its role within the general business environment. In 2009, 327 students commenced the degree.

The Honours Degree in Business, Procurement and Supply Management, developed by the **Procurement and Supply Management Skillnet** and the Irish Institute of Purchasing and Materials Management (IIPMM) was launched in June by Minister for Education and Science, *Batt O'Keeffe T.D.* He is pictured (centre) with *Dr. Bryan Maguire*, Director of Academic Affairs, Higher Education and Training Awards Council (HETAC) and *Jane O'Keeffe*, IIPMM President.

Recognition of Prior Learning (RPL)

Skillnets continued to build expertise in the subject area, Recognition of Prior Learning (RPL). In March 2009, Skillnets participated in a *Strategic Innovation Fund (SIF)* regional seminar on RPL. The seminar was organised by the Dublin Institute of Technology (DIT) and addressed the potential of RPL in a changing economic and employment landscape.

Skillnets worked in conjunction with Letterkenny Institute of Technology (LYIT), a leading educational institute in the area of RPL, to develop a Level 7 certificate programme in Managing and Mentoring People specifically for Skillnets staff. 15 staff members participated on the course completing a number of modules utilising RPL.

An internal RPL Task Group undertook a survey in 2009 with all networks to ascertain the degree of interest and involvement in RPL.

Some of the key findings were:

- Two thirds of networks have some involvement in RPL.
- FETAC, private training providers and third level institutions are the organisations most frequently contacted by networks in relation to RPL.
- One in ten networks indicated that they were involved in some form of training delivery using RPL.
- 70% of all networks are interested in RPL and are seeking further information.
- 37% of networks were found to have general plans to explore RPL opportunities and 25% have specific training activity plans.
- 20% have plans to collaborate with specific stakeholders whereas 18% have already developed relationships with stakeholders. The results of the survey will guide the RPL Task Group in providing assistance to networks in the TNP 2010-2011 funding round.

RPL in Action

Brown Thomas, a member company of the **IBEC Retail Skillnet** became the first retailer in Ireland to receive a Retail Occupational Qualification through RPL. Working very closely over a number of months with the IBEC Retail Skillnet, 10 staff members from the Cork store of the well known high street retailer successfully achieved their Level 5 Retail Customer Service Awards in February 2009. Commenting on their experience, staff members from the Cork branch said that they had thoroughly enjoyed the process and expressed their wish that the company would implement the RPL programme in all Brown Thomas stores across the country.



Key Thematic Areas 2009

Low Basic Skills (LBS)

The Expert Group on Future Skills Needs (EGFSN) report *Tomorrow's Skills: Towards a National Skills Strategy* highlights the need for increased training for those in employment to Levels 4 and 5 on the National Framework of Qualifications (NFQ). The Training Networks Programme (TNP) 2008-2009 incentivised networks to increase the amount of training provided in the area of Low Basic Skills (LBS) as a result of this report.

Low Basic Skills (LBS) training for Skillnets trainees is any foundation or essential skills training programme that is certified and rated between Levels 1-5 under the NFQ, which leads to a higher qualification than is currently held by the trainee. 93,020 LBS training days were completed in 2009 which accounts for 48% of total training.

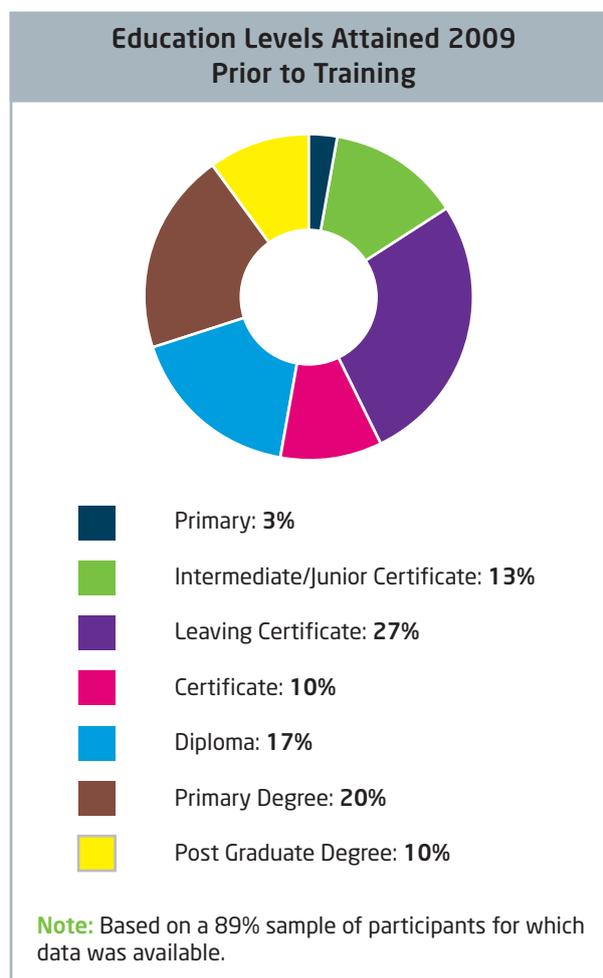
Skillnets and the Irish Vocational Education Association (IVEA) established a working group in 2008 to promote both increased awareness of and uptake in Low Basic Skills (LBS) training, particularly at the lower NFQ Levels. During 2009, Skillnets and IVEA actively promoted collaboration between networks and Vocational Education Committees (VEC's). 23 networks and 20 VEC's attended three regional information sessions which were held in Dublin, Leitrim and Kilkenny.

During 2009, Skillnets promoted the Skills for Work initiative to networks. The initiative, a national programme under the One Step Up initiative, aimed at providing training opportunities to help employees deal with the basic skills demands of the workplace was co-ordinated by the VEC's and funded through a Workplace Basic Education Fund set up by the Irish Government under the Department of Enterprise, Trade and Employment.

As part of the development of Skillnets LBS programme, we collaborated with the National Adult Literacy Agency (NALA) in an effort to develop best practice in the area of up skilling employees in literacy and numeracy skills and generating awareness about literacy needs. During 2009, Skillnets continued to foster this relationship and together with NALA ran

a focus group for trainers which discussed the literacy and numeracy needs of work based learners. The trainers suggested that a set of guidelines for trainers, specifically about providing literacy inclusive training, would help them to assist learners with literacy/numeracy difficulties. As a result of the focus group findings, NALA developed *Integrating Literacy Guidelines for Vocation and Workplace Trainers* which Skillnets endorsed. Skillnets also provided feedback on *Right from the Start: a guide to supporting staff and connecting with customers*, a NALA document on an organisational wide approach to integrating literacy.

Figure 10:
Breakdown of Educational Attainment Category



Evaluation and Return on Investment (ROI)

The challenge of effectively measuring the impact of training activity is a widely debated topic. Whilst, as of yet there is no one methodology accepted as international best practice, it is still important to adopt a formal evaluation process for measuring the impact of training activity.

The Training Networks Programme (TNP) 2008-2009 uses the Kirkpatrick Philips ROI (Return on Investment) methodology. This is a five tiered approach to impact measurement of training.

- **Levels 1 and 2**
the standard evaluation tool is a simple questionnaire which elicits the immediate reaction and the extent of learning gained from the training.
- **Level 3**
focuses on the application of learning within the work environment. There are two parts to this; **a)** the opinion of the trainee and **b)** the opinion of the trainee's supervisor or manager.
- **Level 4**
looks at the actual business impact of the training.
- **Level 5**
establishes the return on investment in monetary terms and some intangible benefits experienced as a direct result of the training.

Skillnets has incorporated ROI methodology into training programmes since 2004. In 2009, Skillnets continued to focus on the evaluation of training, placing even more emphasis on Level 4 evaluation, which measures business impact of training programmes. Data gathered through Level 4 evaluation provides valuable information to companies involved in training providing qualitative feedback, continuous improvement data, it can inform future direction and choices of training programmes and it is also a very strong promotional tool, which influences levels of engagement. The Programme Operations team developed Level 4 evaluation templates and guidelines to support and encourage more networks to evaluate their programmes at this level. A number of networks further engaged at Level 5, which is increasingly important to companies investing in training, demonstrating return on investment in monetary terms and some intangible benefits experienced as a direct result of the training.

The Impact Measurement Skillnet, which promotes best practice in training evaluation and aims to build capacity within companies to be able to measure impacts of training, carried out 10 Learning Impact Studies in 2009, including 6 ROI studies.

The support and monitoring services provided by the Skillnets Programme Operations team provided a key role in internal evaluation processes. All networks submitted quarterly reports and End of Year Programme Reports detailing financial and activity performance, including the evaluation of training. This was monitored by the Programme Support Managers on an on-going basis. Independent external evaluators provided reviews of all networks performance against targets and outputs.



Additional Training Network Activity 2009

In addition to the provision of training, networks were active at a wide variety of events (seminars, conferences, networking) and in the development of numerous reports, print and online publications and innovative ways of delivering training through technology.

A number of training networks were also recognised through a variety of awards. Below are some examples of those awards.

HPSU Skillnet was named the winner of the *Start Up Business Award* (sponsored by PR Works) for their outstanding marketing development, in the **Marketing Institute of Ireland (MII) West Region's Annual Awards**. The MII West Region Marketing Awards are the premier awards programme available to marketers in the West of Ireland attracting businesses and companies operating in Galway, Mayo and Roscommon.

The **Irish Institute of Training and Development (IITD) National Training Awards** took place in March. The awards recognise organisations which demonstrate best practice and an ongoing commitment to training and developing their people.

IITD Skillnets 2009 Award Winners

Leading Healthcare Providers (LHP) Skillnet was the sector winner in the Network and Groups Award for 2009. The IITD judging panel commented that LHP Skillnet's submission was 'of a very high standard in that the organisation had a very clear reason stated in supporting client organisations in the health sector. They had a very clear focus on providing a centre of excellence for training and accreditation while delivering quality accredited courses for their member organisations. The organisation had very clear objectives linked to business needs and implemented a training and development plan to meet these needs. The key areas that impressed the judges were the focus on the needs of the industry and their capacity to drive a programme that meets these needs.

Four other Skillnets also received *outstanding achievement* awards in this category.

- **Hospitality Management Skillnet**
- **Irish Hardware Skillnet**
- **Retail Excellence Ireland Skillnet**
- **Taste 4 Success Skillnet**

Pictured at the MII West Region Marketing Awards are *Carmel Dooley*, PR Works, *Gert O'Rourke*, **HPSU Skillnet** and *Emma Dillon-Leetch*, Chairperson, Marketing Institute of Ireland (MII) West Region.



Additional Training Network Activity 2009



Group photo at the launch of 'Upskilling in Ireland' report by ULearning Skillnet.



Pictured at the **Biznetcork Skillnet** 'Visions of Ireland 2010' conference are *Pat Mullins*, Chairperson, Biznetcork Skillnet, *Tara Mullally*, Network Manager, Biznetcork Skillnet, *George Hook*, Journalist and Broadcaster and *Ger O'Mahoney*, President, Cork Chamber.



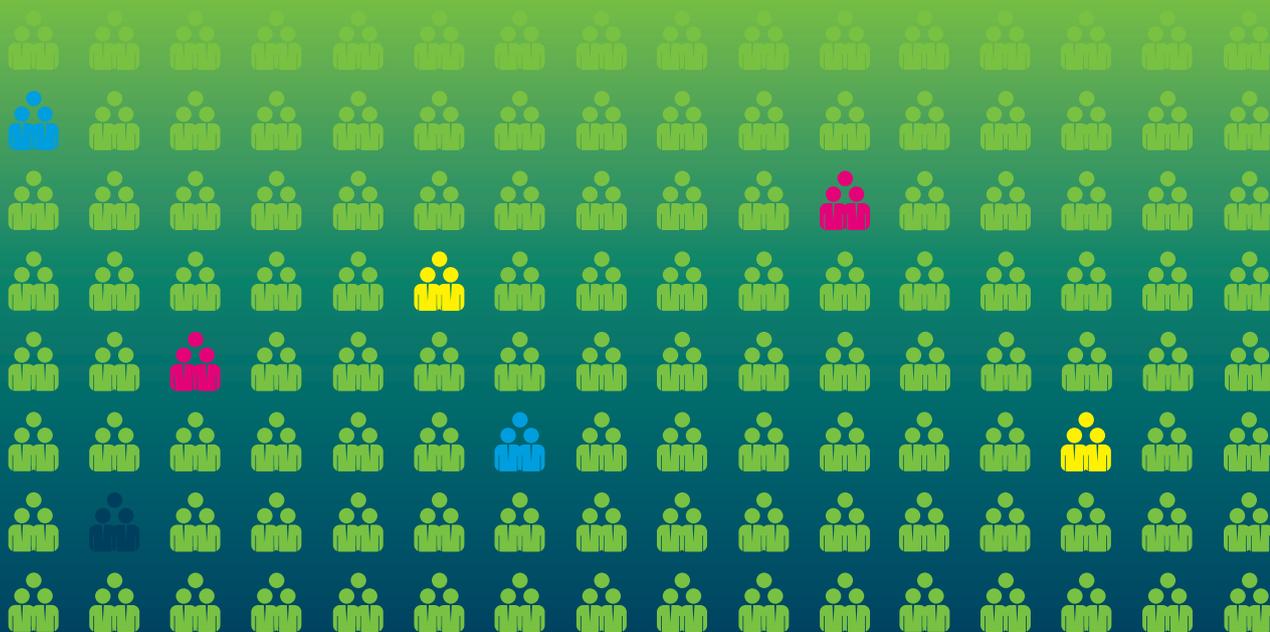
Over 85 senior managers and professionals from the Tourism and Hospitality industry attended the annual People Management Conference, organised by **Hospitality Management Skillnet** in partnership with Fáilte Ireland. Pictured are *Mary Hall*, Manager Management Development, Fáilte Ireland, *Alan Nuzum*, CEO, Skillnets and *Natasha Kinsella*, MIHI, Chief Executive, Irish Hospitality Institute.

Pictured at the IITD National Training Awards, *Sinéad Heneghan*, IITD Director, *Imelda Duffy*, Network Manager, **LHP Skillnet** (sector winner in networks and groups category), *Seamus Crawley*, Director and Network Promoter, LHP Skillnet, *Annette Jolly*, Chairperson, LHP Skillnet and *John Gorman*, IITD President.

Training Networks Programme (TNP) Overview 2008-2009

Key deliverables from the Training Networks Programme (TNP) 2008-2009

- 123 training networks
- Total network expenditure **€58.7m** of which **€39.5m** invested by Skillnets and **€19.2m** cash invested by member companies
- 50,630 member companies
- 96,249 people trained
- Over 393,757 training days delivered



Key deliverables from the Training Networks Programme (TNP) 2008-2009

123 training networks were approved for the Training Networks Programme (TNP) 2008-2009. This two year programme coincided with a period of dramatic change and upheaval in the Irish economy. Under these circumstances, Skillnets came through a difficult period with a reduction in funding at the end of 2008 and significant further reductions in 2009. Despite these challenges the Skillnets model proved to be a robust model which could adapt to the changing demands of markets. Networks reacted quickly to the shift in the economic climate; stretching resources further and responding to the new types of training in demand by member companies.

The first quarter of 2008 saw the remainder of the projects in the Accel Programme draw to a close with over 9,000 member companies and 29,310 employees benefiting from the programme, which commenced in 2006 and was managed by Skillnets. A final evaluation report was published in August 2008. The effectiveness of the Skillnets model was further acknowledged through the awarding of the contract to manage the Finuas Networks Programme 2009-2010.

The work of individual networks, as well as Skillnets, was recognised over the course of the programme through a number of prestigious awards. These included Irish Institute of Training and Development (IITD) National Training Awards and the Best Practice Implementation award by the Global Return on Investment (ROI) Institute. Skillnets was also awarded the Excellence Through People (ETP) Standard Certification in early 2009.

Great strides were made in the areas of certification, Recognition of Prior Learning (RPL), Low Basic Skills (LBS) and Impact Measurement. A number of groups and partnerships examining these areas were developed and extended throughout the programme. A number of networks also paved the way for enterprise with the creation and development of new industry-led, accredited courses and innovative modes of training delivery.

Skillnets Programme Support Managers (PSMs) continued to run a series of Professional Development Programme (PDP) events for all network managers. In addition, over the two years 42 network managers completed the CPD (Continuing Professional Development) Diploma in Managing Business Networks certified to Level 6 from the Dublin Institute of Technology (DIT).

Overview of Key Departments



An overview of the key departments – Programme Operations, Communications and Finance and Services are detailed on the following pages.

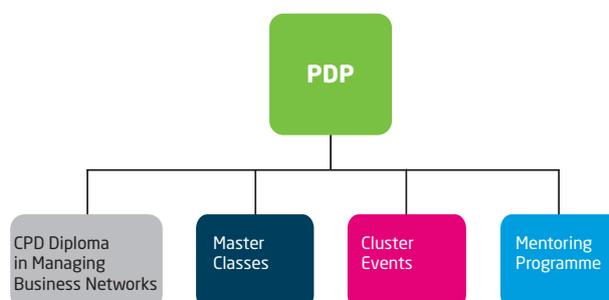
Programme Operations

Programme Operations Team

The Programme Operations team continued to provide management and monitoring support and advice on training, networking and financial targets to networks. Special project functions in a variety of areas such as Certification, Recognition of Prior Learning (RPL), Low Basic Skills (LBS), Evaluation and Return on Investment (ROI), Professional Development Programmes (PDP) and a Mentoring Programme were also managed and further developed by the team. As part of this function, Skillnets continued to develop a number of partnerships examining these areas in 2009.

The **Professional Development Programme (PDP)** has been an important part of the support structure provided by the Skillnets team to network managers for the last three years to ensure that effective learning networks are developed that meet the needs of the member companies and their employees. The programme also fosters collaboration and facilitates the sharing of best practice and learning within a network of networks.

Elements of the PDP



- The CPD Diploma in Managing Business Networks is accredited by DIT at Level 6 on the national framework with 30 European Credit Transfer and Accumulation System (ECTS) credits. ECTS makes teaching and learning more transparent and facilitates the recognition of studies (formal, non-formal and informal). Workshops for students are held throughout the year.
- Master classes for all network managers are held on a variety of subjects ranging from technology usage, marketing your network, finance and evaluation to name a few.
- Cluster Events are a composite part of being a network manager and are held regionally for all network managers with business updates and a focus on specialised subjects.
- A Mentoring Programme provides new network managers with support and mentoring from an experienced network manager in how to effectively develop/sustain their network.



Programme Operations

CPD Diploma in Managing Business Networks

2009 was the third successful year when network managers completed the CPD Diploma in Managing Business Networks. The profile of the 20 students in 2009 was again a great mixture of network managers with a wide variety of professional experience and also included two Skillnets staff members. The Diploma is a flexible and practical work-based programme and in addition to supporting a network manager's role, it offers participants career progression opportunities. The Diploma is delivered in a way that utilises the wisdom and experience of the group to achieve its learning outcomes.

The modules include: Introduction to Networks, Training for Networks, Managing and Sustaining Networks, Business Finance, Marketing Networks, Measuring and Benchmarking and Strategic Review.

Student of the year award went to Enda Hogan, Network Manager, **Refrigeration Skillnet**. *"The CPD Diploma in Managing Business Networks forced me to take a step back from the constant drive to get things done and to look closely at what I was actually doing. It gave me a theoretical framework and structure to carry out this review. It also gave me access to the collective experience and support of the other participants and the programme support team. It was a huge help to my network in preparing a strategic plan, submitting a funding application, evaluating our performance and improving day-to-day management and administration. On top of all this, it helped me to achieve a recognised qualification. I highly recommend it to other business network managers"*.

Mentoring Programme

The Skillnets Mentoring Programme commenced in 2008 as an integral support mechanism of the Professional Development Programme (PDP) and was mainly designed for new network managers. The overall objective of the programme was to facilitate sharing of knowledge and experience from peer to peer in managing a learning network effectively. In 2009, 15 network managers received mentoring support from a team of mentors, which included highly experienced network managers. The programme received very positive feedback, which ensured the continued relevance and quality of this initiative.

Overview of Key Departments



Communications

The Communications team are responsible for the on-going development and delivery of a strategic communications plan for the organisation. This involves both internal and external communications. The core aim of the department is to build awareness of, and protect the reputation of the Skillnets brand. Key audiences include partner organisations, public sector decision makers, member networks, the business community and the media.

2009 commenced with the launch of the Finuas Networks Programme, a new programme managed by Skillnets on behalf of the Department of Enterprise, Trade and Employment (DETE) and dedicated to specialised training within the international financial services sector. The team developed the name and brand for the programme along with branding guidelines, the Finuas website www.finuas.ie and other collateral. The official launch of the programme was managed by the team along with support throughout the year to the Finuas networks.

The department continued to support networks in the Training Networks Programme (TNP) 2008-2009 by providing branding clearance and general advice and support on media relations, marketing and promotions, publications and event management. In addition, a media monitoring service was provided to networks along with the production of a newsletter, *Skillnets News*. Further development of the Skillnets website, www.skillnets.ie, commenced in late 2009 in preparation for the Training Networks Programme (TNP) 2010-2011. An active media presence was maintained in 2009 with a variety of news stories on both a corporate and network level.

The department acts as a key reporting facility to DETE, producing regular reports and responses to queries and parliamentary questions. It also drafts all briefing notes and speeches for any ministerial representations on behalf of Skillnets.

2009 Publications

Skillnets published the following in 2009, all of which are available on the Skillnets website.

- Skillnets News**
 A bi-annual publication, Skillnets News is a key document detailing the progress of networks throughout the programme. It also reports on major marketplace issues and the ongoing activities of Skillnets corporately.
- 2008 Annual Report**
 Produced for DETE, in 2009 Skillnets published the first external Annual Report which was launched in August and received national media coverage.

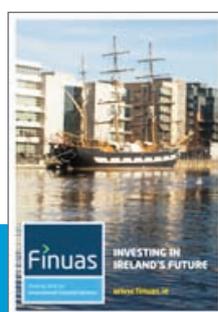
Market Research

- Member Company Satisfaction Survey**
 Over 6,000 companies drawn from the membership of all networks were surveyed on attitudes to the Training Networks Programme (TNP), training and networking issues and general satisfaction with the Skillnets model.

Skillnets Annual Report 2008
 Domhnall Mac Domhnaill, Chairman, Skillnets and Alan Nuzum, CEO, Skillnets launching the 2008 Skillnets Annual Report.

Skillnets Newsletter May 2009

Finuas launch brochure





Finance and Services

The Finance and Services team provides financial management support to both Skillnets and the network community.

Adapting to the difficult economic conditions that developed in 2009, with reduced levels of funding for Skillnets and our networks, was a key challenge in 2009. The team developed and implemented plans with the input and cooperation of all staff to complete the year with limited resources.

Excellence Through People (ETP), the national resource management standard received much attention in the previous year. The investment in this area resulted in Skillnets receiving ETP accreditation in February 2009 reflecting the alignment of best human resource management systems with business improvement.

The Finance and Services team provided corporate governance support to the Chief Executive, the Board and Board committees during the year ensuring that the organisation fulfilled obligations in this area.

Internal auditors were appointed by Skillnets to audit and provide assurance on the organisation's procedures and control of procurement processes. Overall it was found that Skillnets had good systems and procedures in place in respect of its procurement function and that procurement systems operated effectively and efficiently and in accordance with public procurement guidelines. It made recommendations on a number of key areas where it was felt improvement could be made. The recommendations have since been implemented.

Pictured at the presentation of the Excellence Through People (ETP) award, Ian Menzies, Skillnets, Michael McDonnell, CEO, CIPD Ireland, Alan Nuzum, CEO, Skillnets, Minister Sean Haughey, Minister of State at the Department of Education and Science, Paul O'Toole, Director General, FÁS and Vida Auksoriute, Skillnets.

Overview of Key Departments



Finuas Networks Programme

2009 saw the commencement of the Finuas Networks Programme 2009-2010 (Finuas), facilitating international financial services companies to form enterprise-led learning networks to deliver training and professional development programmes that meet specific business needs. Finuas developed as a result of The Clearing House Group (CHG), under the auspices of the Department of the Taoiseach commissioning a report on 'Future Skills and Research Needs of the International Financial Services Industry'. This study was carried out by the Expert Group on Future Skills Needs (EGFSN) in 2007. Finuas is jointly funded by the government and companies within the sector. Finuas aims to support the sector in maintaining Ireland's position as a top international financial services centre through investment in the specialist skills and expertise of its workforce.

- 4 Finuas training networks
- Total expenditure of €1.2m of which €586k invested by Skillnets and €614k invested by member companies
- 169 IFS companies
- 1,183 people trained
- 6,536 training days delivered in 2009

NOTE: A further 4743 training days paid for in 2009 will be delivered in early 2010. These programmes all commenced in 2009.

Four Finuas networks commenced in June 2009 and they delivered training to the sector in the areas of banking and capital markets, investment management, insurance and specialist professional services. Despite a challenging timeframe, all networks made significant progress in 2009 with 4 established networks now in place. Finuas is envisaged to run for up to 5 years. Over €586k grant was awarded in 2009 from the National Training Fund (NTF).

The **Summit Finuas Network** is promoted by IBEC and is a national network led jointly by key Irish financial services industry associations and companies operating in the sector. This network delivers training in the areas of banking and capital markets, investment management, insurance and specialist professional services to the IFS sector.

The **Munster Finuas Network**, is promoted by Cork Chamber and provides high quality specialised training to companies within the international financial services sector in the Munster region.

The **ICBE Finuas Network**, is promoted by the Irish Centre for Business Excellence, addresses the upskilling needs of the aviation leasing and financing areas of the IFS sector nationally.

The **Law Society Finuas Network**, which is promoted by the Law Society, provides specialist training to existing legal and taxation advisors in the international financial services sector.

Domhnall MacDomhnaill, Chairman, Skillnets, Mary Coughlan T.D., Minister for Enterprise, Trade and Employment, Alan Nuzum, CEO Skillnets and Tracey Donnery, Finuas Programme Manager, at the launch of the Finuas Networks Programme.



Finuas Networks Programme

Figure 11:
Breakdown of Companies by Sector

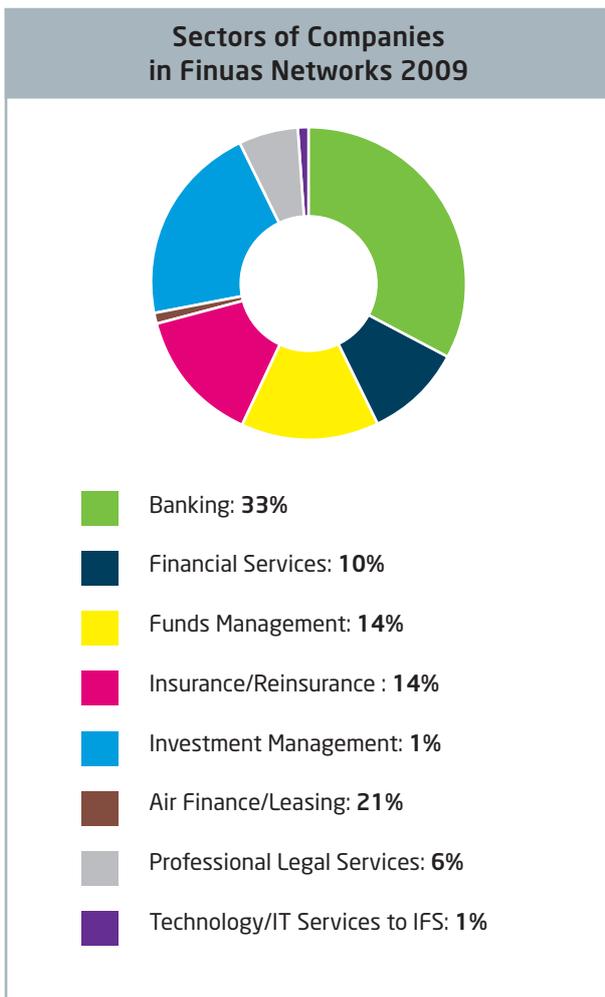


Figure 12:
Breakdown of Companies by Size

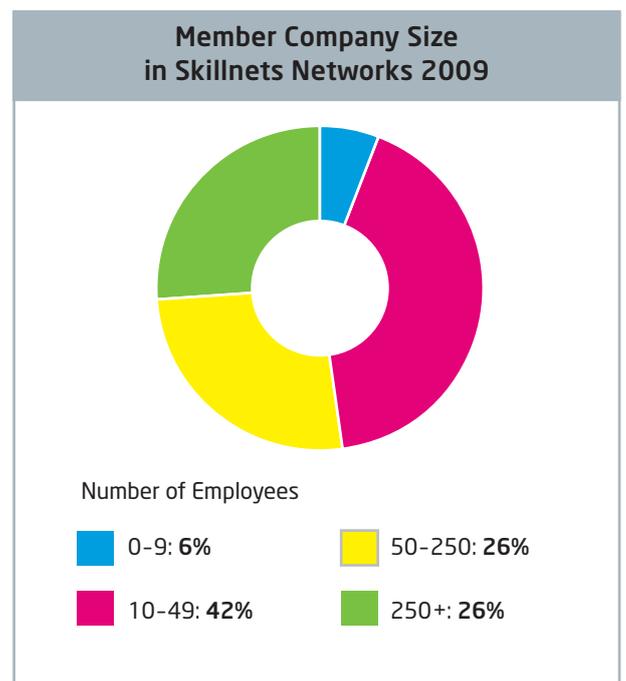
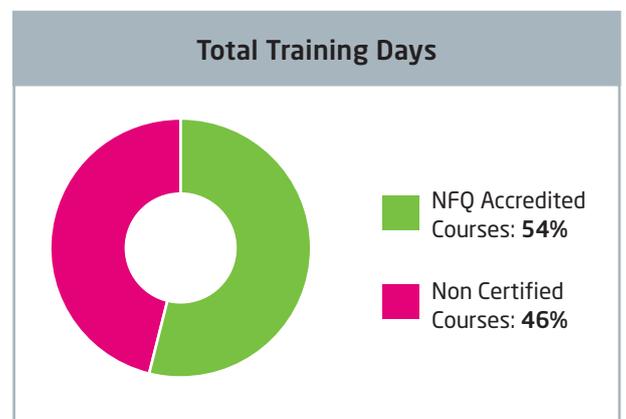


Figure 13:
Breakdown of Total Training Days by Certification



Pictured at the **Summit Finuas Network** launch are *Mark Brabazon*, AIB Capital Markets, *Brid Galvin*, Citco Bank Nederlands NV, *Tracey Donnery*, Finuas Programme Manager, *An Tánaiste Mary Coughlan T.D.*, Minister for Enterprise, Trade and Employment, *Louise Ryan*, Summit Finuas Network, *Shane Quinlan*, Irish Banking Federation, *Kieran Fox*, Irish Funds Industry Banking Federation, and *Brian McMahon*, Summit Finuas Network.



Finuas Networks Programme

Figure 14:
Breakdown of Courses by Certification

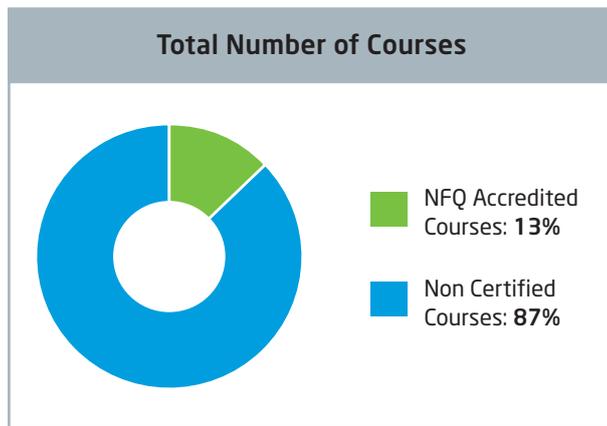
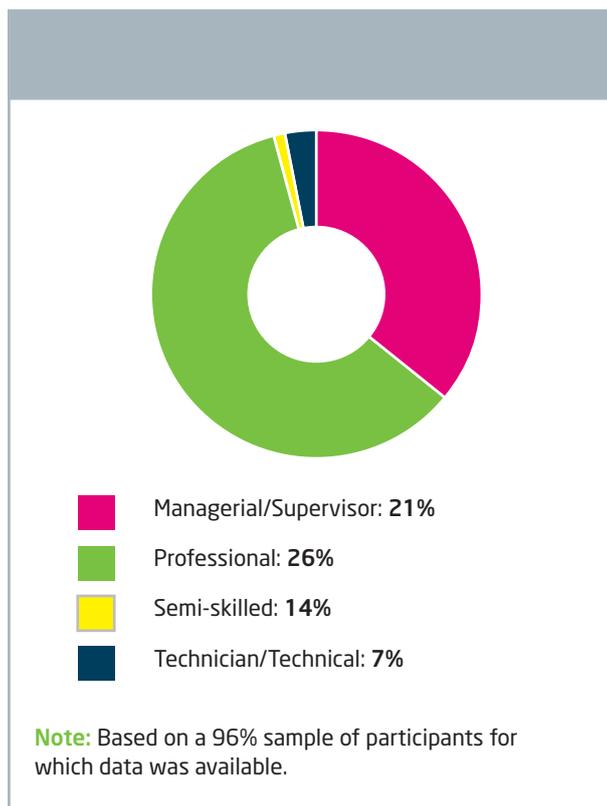


Figure 15:
Breakdown of Trainees by Occupational Category



Innovation and New Course Development

The networks delivered a range of specialist programmes. The Summit Finuas network had an innovative Funds Executive Development Programme, delivered by the Institute of Bankers School of Professional Finance, for experts within funds sector. The Law Society Finuas network developed a new Post Graduate Diploma in International Financial Services Law, certified by UCD, which commences in early 2010. The ICBE Finuas network programmes included specialist topics such as Aircraft Asset Management and Emissions Trading. The Munster Finuas network delivered certified programmes in Investment Fund Services in Cork, Limerick and Waterford which previously were not available within the region. Networks also updated existing programmes and ensured they were tailored to meet the needs of enterprises within the sector.



www.finuas.ie

Pictured at the **Munster Finuas Network** launch are *Alan Cuddihy*, Chairperson, Munster Finuas Network, *Tracey Donnelly*, Finuas Programme Manager and *Conor Healy*, CEO, Cork Chamber.

Financial Information & Statement of Results

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Directors' Report and Financial Statements

Year Ended 31 December 2009

Directors and Other Information	32
Directors' Report	33
Independent Auditors' Report	35
Accounting Policies	37
Income and Expenditure Account	38
Balance Sheet	39
Cash Flow Statement	40
Notes to the Financial Statements	41



Financial Information & Statement of Results

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Directors and Other Information

Board of Directors

Domhnall MacDomhnaill (*Chairman*)
Sean Heading
Terry Hobdell
Nuala Keher
Henry Murdoch
Sexton Cahill
Niall Saul
Mairéad Divilly
Brendan McGinty
Peter Rigney
Ian Talbot
John McDermott
George Hennessy

Secretary

Alan Nuzum

Registered Office

5th Floor
Q House
76 Furze Road
Sandyford
Dublin 18

Registered Number:

298694

Auditors

PricewaterhouseCoopers
Chartered Accountants and Registered Auditors
One Spencer Dock
North Wall Quay
Dublin 1

Solicitors

O'Donnell Sweeney Eversheds
1 Earlsfort Centre
Earlsfort Terrace
Dublin 2

Bankers

Bank of Ireland
Lower Baggot Street
Dublin 2

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Directors' Report

The directors submit their report together with the audited financial statements for the year ended 31 December 2009.

Directors' responsibilities

Irish company law requires the directors to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that year. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements are prepared in accordance with accounting standards generally accepted in Ireland and comply with the Irish Companies Acts, 1963 to 2009. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Proper books

The measures taken by the directors to secure compliance with the company's obligation to keep proper books of account are the use of appropriate systems and procedures and employment of competent persons. The books of account are kept at 5th Floor, Q House, 76 Furze Road, Sandyford, Dublin 18.

Principal activities

The company was incorporated on 17 December 1998. The company was formed to provide grants for the promotion, formation and successful operation of enterprise-led training networks under the Training Networks Programme. This is funded by the Department of Enterprise, Trade and Employment.

Results for the year	€
Surplus for the financial year amounted to:	Nil

Fair review of development and performance of the business and principal risks and uncertainties

The company's Mandate and Funding Agreement with the Department of Enterprise, Trade and Employment continues up to 31 December 2010. The company has contracted with a number of promoter organisations to fund training networks. This commitment has been made contingent upon the funds being made available to the company by the Department of Enterprise, Trade and Employment. In this regard, we draw your attention to the disclosures set out in note 1 to the financial statements.

A subsidiary company, Skillnets Services Limited, formed in 2005, provided professional services to the Department of Enterprise, Trade and Employment. This company ceased trading on 31 December 2008.

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Directors' Report *continued*

Directors

The names of the persons who were directors or secretary at any time during the year ended 31 December 2009 are set out below. Except where indicated, they served for the entire year.

Domhnall MacDomhnaill (*Chairman*)

Sean Heading

Terry Hobdell

Nuala Keher

Henry Murdoch

Sexton Cahill

Peter Rigney

Niall Saul

Mairéad Divilly

Brendan McGinty

Noelle O'Connell *Resigned 15 December 2009*

Ian Talbot

John McDermott

George Hennessy *Appointed 4 February 2010*

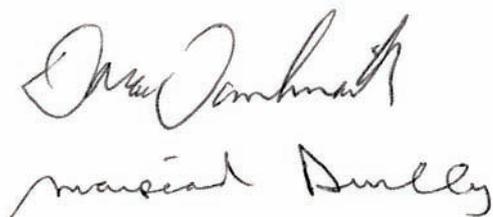
Secretary

Alan Nuzum

Auditors

The auditors, PricewaterhouseCoopers, will be re-appointed in accordance with Section 160(2) of the Companies Act, 1963.

On behalf of the board



Domhnall MacDomhnaill

Mairéad Divilly

18 March 2010

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Independent Auditors' Report

Independent auditors' report to the shareholders of Skillnets Limited (A company limited by guarantee and not having a share capital)

We have audited the financial statements on pages 37 to 46. The financial statements have been prepared under the accounting policies set out in the statement of accounting policies on page 37.

Respective responsibilities of directors and auditors

The directors' responsibilities for preparing the directors' report and the financial statements in accordance with applicable Irish law and accounting standards issued by the Accounting Standards Board and published by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland) are set out in the statement of directors' responsibilities on page 33.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). This report, including the opinion, has been prepared for and only for the company's members as a body in accordance with Section 193 of the Companies Act 1990 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

We report to you our opinion as to whether the financial statements give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, and are properly prepared in accordance with Irish statute comprising the Companies Acts, 1963 to 2009. We state whether we have obtained all the information and explanations we consider necessary for the purposes of our audit and whether the financial statements are in agreement with the books of account. We also report to you our opinion as to:

- whether the company has kept proper books of account; and
- whether the directors' report is consistent with the financial statements.

We also report to you if, in our opinion, information specified by law regarding directors' remuneration and transactions is not disclosed, and, where practicable, include such information in our report.

We read the directors' report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements:

- give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of the company's affairs at 31 December 2009 and of its result and cash flow for the year then ended; and
- have been properly prepared in accordance with the requirements of the Companies Acts, 1963 to 2009.

Financial Information & Statement of Results

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Independent Auditors' Report *continued*

We have obtained all the information and explanations which we consider necessary for the purposes of our audit. In our opinion proper books of account have been kept by the company. The financial statements are in agreement with the books of account.

In our opinion the information given in the directors' report on pages 33 to 34 is consistent with the financial statements.

Emphasis of matter - going concern

In forming our opinion, which is not qualified in this respect, we have considered the adequacy of disclosures made in note 1 of the financial statements concerning the ability of the company to continue as a going concern. The financial statements have been prepared on a going concern basis, which is dependent on the successful renewal of the company's Mandate and Funding Agreement with the Department of Enterprise, Trade and Employment (DETE) and the subsequent availability of funding. The company is currently in negotiations with the DETE to renew its Mandate and Funding Agreement. At the date of approval of these financial statements these discussions have not been concluded. This indicates the existence of a material uncertainty which may cast significant doubt about the company's ability to continue as a going concern. In view of the significance of this uncertainty we consider that it should be drawn to your attention.

**PricewaterhouseCoopers**

Chartered Accountants and Registered Auditors
Dublin

26 March 2010

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Accounting Policies

The significant accounting policies adopted by the company are as follows:

Basis of preparation

The financial statements have been prepared in accordance with Accounting Standards generally accepted in Ireland and Irish statute comprising the Companies Acts, 1963 to 2009. 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.

Accounting convention

The financial statements have been prepared under the historical cost convention in accordance with accounting principles generally accepted in Ireland and are expressed in Euro (€).

Department funding

Funding from the Department of Enterprise, Trade and Employment is received to meet both revenue and minor capital expenditure. This is credited to deferred income on receipt and is transferred to income and expenditure account to match expenditure as it is incurred.

Programme costs

Programme costs represent programme support and grant payments made to fund the operations of projects on behalf of the company for the formation and successful operation of enterprise-led networks.

Deferred taxation

Deferred tax is provided for all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date.

Timing differences are temporary differences between profits as computed for tax purposes and profits as stated in the financial statements which arise because certain items of income and expenditure in the financial statements are dealt with in different years for tax purposes.

Deferred tax is measured at the tax rates that are expected to apply in the years in which the timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantively enacted by the balance sheet date. Deferred tax is not discounted.

Tangible assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is charged for leasehold improvements over the term of the lease obligation. Depreciation is charged for all other fixed assets at a rate of 33% using the straight line method.

Financial Information & Statement of Results

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Income and Expenditure Account

Year Ended 31 December 2009

	Notes	2009 €	2008 €
Income	2	16,467,537	26,117,320
Programme costs		(13,785,055)	(23,614,557)
Gross surplus		2,682,482	2,502,763
Administration costs		(2,686,240)	(2,562,254)
Interest income		5,011	79,320
Surplus on ordinary activities before taxation	3	1,253	19,829
Taxation	4	(1,253)	(19,829)
Surplus for the financial year		-	-

Income and expenditure arose solely from continuing operations. There were no recognised gains or losses other than those dealt with in the Income and Expenditure account.

On behalf of the board



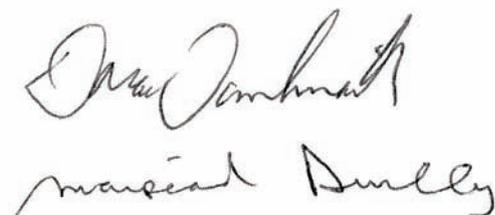
Domhnall MacDomhnaill
Mairéad Divilly

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Balance Sheet**Year Ended 31 December 2009**

	Notes	2009 €	2008 €
Fixed assets			
Financial assets	5	1	1
Tangible assets	6	77,903	170,413
		<u>77,904</u>	<u>170,414</u>
Current assets			
Debtors	7	62,093	84,802
Cash at bank and in hand		356,141	115,837
		<u>418,234</u>	<u>200,639</u>
Creditors - Amounts falling due within one year	8 (a)	<u>(102,084)</u>	<u>(79,511)</u>
Net current assets		<u>316,150</u>	<u>121,128</u>
Total assets less current liabilities		394,054	291,542
Creditors - amounts falling due after more than 1 year	8 (b)	(13,227)	(38,178)
Deferred income	9	<u>(380,827)</u>	<u>(253,364)</u>
		<u>-</u>	<u>-</u>
Capital and reserves			
Members' funds	13	<u>-</u>	<u>-</u>
		<u>-</u>	<u>-</u>

On behalf of the board


Domhnall MacDomhnaill
Mairéad Divilly

Financial Information & Statement of Results

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Cash Flow Statement

Year Ended 31 December 2009

	Notes	2009 €	2008 €
Cash inflow from operating activities	10	238,480	53,701
Returns on investments and servicing of finance	11	5,011	79,320
Capital expenditure and financial investment	11	(2,018)	(229,365)
Taxation paid		(1,169)	(30,121)
(Increase)/decrease in cash	12	240,304	(126,465)

Reconciliation of Net Cash Flow to Movement in Net Funds

Year Ended 31 December 2009

	Notes	2009 €	2008 €
(Increase)/decrease in cash in the year		240,304	(126,465)
Net funds at 1 January		115,837	242,302
Net funds at 31 December	12	356,141	115,837

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Notes to the Financial Statements

1 Basis of Accounting

The income and expenditure statement for the year ended 31 December 2009 records a breakeven position, consistent with previous years. Net current assets were €316,150 as at 31 December 2009 (2008: €121,128).

The Mandate and Funding Agreement with the Department of Enterprise, Trade and Employment (DETE) continues up to 31 December. The company has contracted with a number of promoter organisations to fund training networks. This commitment has been made contingent upon the necessary funds being made available to the company by the DETE. The company is working with the DETE to extend the Mandate and Funding Agreement beyond 2010. At the date of approval of these financial statements these discussions had not been concluded. To date the DETE has given no indication that it does not intend to renew the Mandate and Funding Agreement. Funding was cut in 2009 from €24m to €16m and operations were curtailed to work within the allocation. There has been constant communication with the DETE who are fully aware of the company's commitments. The company is operating on the basis that the mandate will be renewed beyond 2010.

The financial statements have been prepared on a going concern basis which assumes the company will continue in operational existence for the foreseeable future. The validity of this assumption depends on the DETE renewing the Mandate and Funding Agreement beyond 2010 and subsequently making funding available to the company.

If the company were unable to continue in operational existence for the foreseeable future, adjustment would have to be made to reduce the balance sheet values of assets to their recoverable amounts, and to provide for further liabilities that might arise.

The directors have concluded that these circumstances represent a material uncertainty, and after making enquiries and considering the uncertainty described above, there is a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For these reasons, they consider that it is appropriate to prepare the financial statements on a going concern basis.

2 Income

This represents amounts received from the Department of Enterprise, Trade and Employment in accordance with the accounting policy set out on page 37.

3 Surplus on ordinary activities before taxation

	2009	2008
	€	€
Surplus on ordinary activities before taxation has been arrived at after charging:		
Staff costs		
- wages and salaries	1,532,304	1,160,163
- social welfare costs	148,840	112,609
	<u>1,681,144</u>	<u>1,272,772</u>
(Gain)/loss on disposal of fixed assets	(145)	1,847
Auditors' remuneration	10,000	10,000
Depreciation	<u>94,673</u>	<u>145,778</u>

Financial Information & Statement of Results

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Notes to the Financial Statements *continued*

4 Taxation	2009	2008
	€	€
Current tax:		
Irish corporation tax on passive income	505	28,627
Adjustments in respect of prior years	-	-
	<hr/>	<hr/>
Current tax charge for the year	505	28,627
	<hr/>	<hr/>
Deferred tax:		
Origination and reversal of timing differences	748	(8,798)
Deferred tax (credit)/charge for the year	748	(8,798)
	<hr/>	<hr/>
Total tax charge for the year	1,253	19,829
	<hr/>	<hr/>

The current tax charge for the year is different to the current charge that would result from applying the standard rate of Irish corporation tax to surplus on ordinary activities. The differences are explained below:

	2009	2008
	€	€
Surplus on ordinary activities before tax	1,253	19,829
	<hr/>	<hr/>
Surplus on ordinary activities multiplied by the standard rate of Irish corporation tax for the year of 12.5% (2008: 12.5%)	157	2,479
Effects of:		
Loss relief not available	470	7,435
Timing differences on deposit interest received	(748)	8,798
Passive income at higher tax rate	626	9,915
	<hr/>	<hr/>
Current tax charge for the year	505	28,627
	<hr/>	<hr/>

There are no known factors which may affect future tax charges.

It has been agreed with the Revenue Commissioners that Skillnets Limited is not subject to corporation tax on its principal activities but is subject to corporation tax on its other income including deposit interest income.

5 Financial assets

Financial assets represent a 100% holding in its subsidiary Skillnets Services Limited, a company incorporated in Ireland on 5 July 2005. Skillnets Services Limited provided professional services for the Department of Enterprise, Trade and Employment. Skillnets Services Limited recorded a loss of €26,874 in 2009 and at 31 December 2009 had net assets of €158,797. Skillnets Services Limited ceased to operate following the completion of the Accel Programme at the end of 2008.

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Notes to the Financial Statements *continued*

6 Fixed assets	Office equipment €	Fixtures and fittings €	Computers €	Total €
Cost				
At 1 January 2009	12,464	121,007	466,126	599,597
Additions	-	379	1,784	2,163
Disposals	-	-	(5,426)	(5,426)
At 31 December 2009	12,464	121,386	462,484	596,334
Accumulated depreciation				
At 1 January 2009	10,985	57,472	360,727	429,184
Disposals	-	-	(5,426)	(5,426)
Charge for the year	1,144	33,089	60,440	94,673
At 31 December 2009	12,129	90,561	415,741	518,431
Net book values				
At 31 December 2008	1,479	63,535	105,399	170,413
At 31 December 2009	335	30,825	46,743	77,903

Included above are the following amounts in respect of furniture and fittings held under finance leases:

	2009 €	2008 €
Net book amount at 31 December	23,952	47,904
Depreciation charge for the year	23,952	23,952
7 Debtors	2009 €	2008 €
Grants recoverable	31,467	-
Prepayments and other debtors	28,079	30,023
Amounts due from Skillnets Services Limited	1,587	54,483
Corporation tax	960	296
	62,093	84,802

Financial Information & Statement of Results

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Notes to the Financial Statements *continued*

8 (a) Creditors - Amounts falling due within one year	2009	2008
	€	€
Accruals	74,094	52,857
Finance lease	24,952	22,952
VAT and PAYE/PRSI	2,290	3,702
Deferred tax	748	-
	<hr/>	<hr/>
	102,084	79,511
	<hr/>	<hr/>
8 (b) Creditors - amounts falling due after more than one year	2009	2008
	€	€
Finance lease	13,227	38,178
	<hr/>	<hr/>
8 (c) Finance leases - maturity and security	2009	2008
	€	€
Future minimum payments under finance leases are as follows:		
In one year or less	27,036	27,036
In more than one year, but not more than five years	13,518	40,555
In more than five years	-	-
Total gross payments	<hr/>	<hr/>
	40,554	67,591
Less finance charges included above	(2,375)	(6,461)
	<hr/>	<hr/>
	38,179	61,130

The lease finances certain furniture and fittings which remains in the legal ownership of the lessor.

9 Deferred income	2009	2008
	€	€
Opening balance	253,364	343,684
Received during year	16,595,000	26,027,000
Credited to income and expenditure account	<hr/>	<hr/>
	(16,467,537)	(26,117,320)
Deferred at 31 December	<hr/>	<hr/>
	380,827	253,364

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Notes to the Financial Statements *continued*

10 Reconciliation of operating (deficit) to operating cash flow	2009	2008
	€	€
Operating (deficit) before interest income	(3,758)	(59,491)
Depreciation	94,673	145,778
Decrease in debtors and prepayments	23,373	13,609
Increase/(decrease) in creditors	124,337	(48,042)
(Gain)/loss on disposal of fixed assets	(145)	1,847
	<hr/>	<hr/>
Net cash inflow from operating activities	238,480	53,701

11 Analysis of cash flows for headings netted in the cash flow statement	2009	2008
	€	€
Returns on investment and servicing of finance		
Interest received	5,011	79,320
	<hr/>	<hr/>
Capital expenditure and financial investment		
Purchase of tangible fixed assets	(2,163)	(229,384)
Sale of tangible fixed assets	145	19
	<hr/>	<hr/>
Net cash outflow for capital expenditure and financial investment	(2,018)	(229,365)

12 Analysis of net funds	At 31 December	Cash flow	At 31 December
	2008		2009
	€	€	€
Cash at hand and in bank	115,837	240,304	356,141
	<hr/>	<hr/>	<hr/>
	115,837	240,304	356,141

13 Membership

The company is a company limited by guarantee and not having a share capital. Every member is liable for the debts and liabilities of the company in the event of a winding up, for such amount as may be required but not exceeding €1 each. The number of members at 31 December 2009 was 12 (2008: 13), being each of the directors.

Skillnets Limited and its subsidiary Skillnets Services Limited combined meet the size criteria for a small sized group and Skillnets Limited is therefore exempt from the requirements to prepare consolidated financial statements by virtue of Regulation 7 of the European Communities (Companies: Group Accounts) Regulations 1992.

14 Finance commitments

The company has an annual commitment of €292,203 on the occupational lease of the premises in Sandyford. The lease is for 9 years and 11 months with a break clause on the 5th anniversary of the commencement date of 14th July 2008.

Financial Information & Statement of Results

Skillnets Limited

(A company limited by guarantee and not having a share capital)

Notes to the Financial Statements *continued*

15 Directors' remuneration	2009	2008
	€	€
Fees	47,248	41,348

In addition, a number of directors waived their fee and instead opted to have a similar amount paid to their representative organisations. During the year, payments of €31,500 (2008: €35,000) were made for such amounts. In view of the deficit position of the public finances all of the directors voluntarily took a 10% reduction in the approved level of fees in 2009.

Name	Payment details	€
Domhnall MacDomhnaill		9,449
Terry Hobdell		6,300
Sexton Cahill		6,299
Niall Saul		6,300
Mairéad Divilly		6,300
Brendan McGinty		6,300
Henry Murdoch		6,300
		<u>47,248</u>
Nuala Keher	to Irish Congress of Trade Unions	6,300
Noelle O'Connell	to Construction Industry Federation	6,300
Ian Talbot	to Chambers Ireland	6,300
Peter Rigney	to Irish Congress of Trade Unions	6,300
Sean Heading	to Education Training Organisational Services (ETOS)	6,300
		<u>31,500</u>

Out of pocket expenses paid to directors in the year amounted to €10,151.

16 Employees	2009	2008
The number of full time equivalent persons employed by the company during the year was as follows:	24	21

17 Comparative amounts

Some prior year comparative amounts have been reclassified on a basis consistent with the current year.

18 Post balance sheet events

There are no post balance sheet events to be disclosed.

19 Approval of the financial statements

The directors approved the financial statements on 18 March 2010.

Skillnets Board of Directors & Committees 2009

Business & Employers Representatives



Domhnall MacDomhnaill
(Chairperson)
Irish Business & Employers
Confederation (IBEC)

Sub committee:
Chair: Finance & General
Purposes



Brendan McGinty
Irish Business & Employers
Confederation (IBEC)

Sub committee:
Policy, Research
& Communications



Sexton Cahill
Irish Business & Employers
Confederation (IBEC)

Sub committee:
Chair: Policy, Research
& Communications



Niall Saul
McNamara Construction
Irish Business & Employers
Confederation (IBEC)

Sub committees:
Audit and Finance &
General Purposes



Mairéad Divilly
Mazars
Small Firms Association
(SFA)

Sub committees:
Chair: Audit committee
and Finance & General
Purposes



Ian Talbot
Chambers Ireland

Sub committee:
Evaluation & Performance
Monitoring



Noelle O'Connell
Construction Industry
Federation

Sub committee:
Policy, Research
& Communications
*Resigned 15 December
2009*

Skillnets Board of Directors & Committees 2009

Employee Representatives



Sean Heading

Education, Training &
Organisational Services
Irish Congress of Trade
Unions (ICTU)

Sub committee:
Evaluation & Performance
Monitoring



Nuala Keher

Lionra - Regional Higher
Education Network
Irish Congress of Trade
Unions (ICTU)

Sub committee:
Policy, Research
& Communications

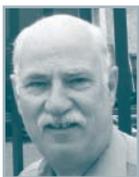


Peter Rigney

Irish Congress of Trade
Unions (ICTU)

Sub committees:
Audit and Finance
& General Purposes

Ministerial Representatives



Terry Hobdell

Irish Fencing & Railings Ltd

Sub committee:
Evaluation & Performance
Monitoring



John McDermott

Department of Enterprise,
Trade & Employment (DETE)

Sub committees:
Audit and Finance
& General Purposes



Henry Murdoch

Sub committee:
Chair: Evaluation &
Performance Monitoring

Secretary



Alan Nuzum

Appendix 1

Skillnets Strategic Pillars

There are four main areas, or strategic pillars, under which Skillnets supports its networks, as per its mandate.



PILLAR 1:
Driving Skills Strategies Through Sectors and Partnerships

The primary focus of this pillar is on enhancing skills and achieving best practice competence within industries and sectors. This pillar supports enterprises in any economic area to lead sector skills development. This may involve sector based partnerships for training between employees and enterprise, enterprises and enterprises, and between enterprises and others engaged in the world of learning.

In particular, Skillnets has noted that there is a preference for enterprises (managers and workers in partnership) to identify and decide priorities and address training needs at sector level. The leadership of sector bodies and trade unions, the transfer of knowledge between large and small companies within a sector context, the identification of sector champions, the development of career paths, the emergence of sector specific standards and certification have been among the most pronounced features of the Skillnets experience.

Skillnets expertise in assisting enterprise networks to create broad-based sectoral partnership links has culminated in new alliances and co-operation arrangements between enterprise, providers, educational institutions and policy makers.

Appendix 1

Skillnets Strategic Pillars

PILLAR 2: Growing the Skills Base

The aim of this pillar is to foster the development of new and higher levels of knowledge, skills and competence across the workforce. This supports life-long learning for employees as well as increasing the competitiveness of companies in a rapidly changing and increasingly knowledge based economy. This pillar enables employees at all levels within enterprises to move 'One Step Up' to raising their skill and employability options. This pillar is guided by four themes:

Theme 1 - Facilitating Access to Learning and Adaptability

This theme supports training networks focused on workers with low basic skills, those at risk of becoming unemployed in areas of the economy encountering rapid change, workers in declining sectors, non-national employees, part-time workers, women workers and older workers.

Skillnets has assisted with learning responses to help all groups of workers succeed in the labour force, particularly those who have limited access to training including workers with low basic skills.

Theme 2 - Building Management Capacity in SMEs

This theme supports learning activity within networks of SMEs and micro enterprises to develop the leadership, management and operational capacity of owner-managers and other key staff in those enterprises.

The management development needs of small businesses remains a priority for Skillnets and the organisation has been particularly effective in attracting SME owner managers and developing appropriate learning methods for this group.

Theme 3 - Increasing Adaptability of Workers to the Knowledge Economy

This theme supports companies and workers to implement training activity focused on helping workers to adapt to technological change and respond effectively to the challenges of the knowledge economy.

Of fundamental importance to sustaining national competitiveness is the need for Irish enterprises to embrace technological change and become full participants in the knowledge economy. Many workers need to develop the multi-faceted skills set that will allow this transformation to occur. This requires a major investment by companies, workers and the State working in partnership. Skillnets experience shows that there is a willingness to embrace change and a preference for enterprises (managers and workers in partnership) to identify and respond to this challenge through collaborative action.

Theme 4 - Adopting Advanced Business Practices for Increased Productivity

This theme supports training networks to implement leadership and organisational development, change management programmes in enterprises and to develop related skills. Areas include, for example, high performance work practices (team-working, gain sharing, communications etc), diversity/equality, computer integrated manufacturing (CIM), business awareness, sales and marketing, product development, cost reduction programmes, and other skills required for the adoption of advanced operational and management processes to gain competitive advantage.

An urgent need across Irish enterprise is the requirement for companies to excel in advanced operational processes, new methodologies in manufacturing and services, and new management, organisational and leadership developments to increase productivity.

Skillnets Strategic Pillars

PILLAR 3:

Developing Local Learning Responses

This pillar supports training networks with a local or regional focus to implement training aimed at reducing the relative disadvantage in current provision at local level. This action encourages the development of training networks to create dynamic, flexible systems with local bodies, training providers, educational establishments and regional agencies in a new partnership for workplace learning at local level.

Skillnets has played a key role in addressing gaps in current provision especially within a regional context. Resources and support have been provided on a flexible basis, with a specific regional focus, which has allowed regions to develop strategies and systems relevant to their specific situation. This has brought a new access to training for many enterprises within the economy, where locally based skills support was previously limited or unavailable.

PILLAR 4:

Building Best Practice in Learning and Development

Pillar 4 is a practice development strand which aims to develop, transfer and promote best training and development practice across enterprises engaged in Skillnets networks. This pillar is not focused on the 'output' element of the network strategies (i.e. the skills, knowledge and competencies of trainee groups and enterprises). Instead it is looking at the 'processes' by which enterprise learning is identified, developed, delivered, evaluated and integrated within the overall business development system of firms.

This Pillar:

- promotes learning in enterprises
- supports the introduction of techniques for companies to determine value and return on investment in learning
- supports benchmarking systems for companies to assess and improve learning practice (such as Excellence Through People)
- supports methods of aligning learning to business goals
- supports capacity-building among in-company and external training providers
- provides support to networks seeking to create sector-relevant standards, modules or awards for independent certification and accreditation
- supports the development of methods to support individual trainee development, career planning and lifelong learning
- fosters other areas of practice development within enterprise training

Appendix 2

TNP 2009 Network Listing

Network	Sector	Region	Website
ACIST Skillnet	Mixed	Midwest	www.skillsacist.ie
AIW Skillnet	Services	National	
ASCA Skillnet	Mixed	National	
Bakers and Confectioners Skillnet	Manufacturing	National	www.fcbaskillnet.ie
Ballyhoura Tourism Skillnet	Tourism	Midwest, Southwest	www.ballyhouracountry.com
BESTNet Skillnet	Technology	National	www.bestnet.ie
Biznetcork Skillnet	Mixed	Southwest	www.biznetcork.com
BMW Executive Skillnet	Mixed	Border, West	www.bmwexecutiveskillnet.ie
BMW Smallholder Skillnet	Agriculture	Border, West, Midlands	www.medpartnership.com
Border Edge Skillnet	Mixed	Border	www.cavanitc.ie
Call Centre Skillnet	Services	National	
Carlow Kilkenny Skillnet	Mixed	Southeast	www.cktraining.ie
Catering & Hospitality Skillnet	Mixed	National	www.cateringandhospitality.ie
CBDN Skillnet	Childcare	National	www.cbdn.ie
CITA Skillnet	Construction	National	www.cita.ie
Clare Campus Skillnet	Mixed	Midwest	www.clarecampus.org
Construction Skillnet	Construction	National	www.constructionskillnet.ie
CPD FOCUS Skillnet	Services	National	www.lawsociety.ie
Craftbutcher Skillnet	Butchery	National	www.craftbutchers.ie
Design Ireland Skillnet	Services	National	www.designireland.ie
Design Shannon Skillnet	Mixed	Midwest, Southwest, Southeast	www.designshannon.ie
Digital Media Forum Skillnet	Technology	Dublin	www.digitalmediaforum.net
Donegal Design Directorate Skillnet	Mixed	Border	www.donegaldesigndirectorate.com
Dry Cleaning and Laundry Industry Skillnet	Services	National	www.dcls.ie
Dublin Business Women's Skillnet	Mixed	Dublin	www.dbws.ie
Dublin North Skillnet	Mixed	Dublin	www.dnskillnet.ie
Embracing Diversity Skillnet	Mixed	Dublin, Southeast, Southwest	
Emerge Skillnet	Mixed	National	www.emergeskillnet.ie
Engineers Skillnet	Mixed	National	www.engineersskillnet.com
English Language Learning Skillnet	Services	National	www.meiskillnet.ie
Enniscorthy Business Initiative Skillnet	Mixed	Southeast	www.eetc.ie
EnviroSkillnet	Services	National	
Equal Ireland Skillnet	Mixed	National	www.equalireland.com
Equestrian Skillnet	Mixed	National	www.horsesportireland.ie
Financial Services Skillnet	Financial	National	www.fsiskillnet.ie
Financial Solutions Skillnet	Financial	West	www.financialsolutionsskillnet.ie
Fingal Skillnet	Mixed	Dublin	www.fingalskillnet.com
First Polymer Training Skillnet	Mixed	National	www.firstpolymer.com
FRS Skillnet	Mixed	National	www.frsskillnet.com
FTMTA Skillnet	Agriculture	National	www.ftmtaskillnet.ie
Future Leaders Skillnet	Mixed	Midlands, Mideast, Dublin	www.futureleaders.ie
Gaeltachtaí na Mumhan Skillnet	Mixed	Southwest, Southeast	www.gaeltachtnetwork.com
Galway Executive Skillnet	Mixed	West	www.galwayexecutiveskillnet.com
GMIT Innovation Skillnet	Mixed	West	www.innovatewest.org
Gréasán na Meán Skillnet	Media	West	www.greasannamean.ie
Greyhound Skillnet	Services	National	www.greyhoundskillnet.com

TNP 2009 Network Listing

Network	Sector	Region	Website
Hospitality Management Skillnet	Services	National	www.ihl.ie
HPSU Skillnet	Mixed	Border, Midlands, West	www.hpsuskillnet.com
IASC Skillnet	Mixed	National	www.iasc.ie
IBEC Retail Skillnet	Retail	National	www.ibecretailskillnet.com
ICBE Business Excellence Skillnet	Mixed	National	www.icbe.ie
ICOS Skillnet	Mixed	National	www.icosskillnet.ie
ICT Ireland Skillnet	Technology	National	www.ictirelandskillnet.org
IFA Skillnet	Agriculture	National	www.ifaskillnet.ie
IMDA Manufacturing Excellence Skillnet	Medical Devices	National	www.imdaskillnet.ie
Impact Measurement Skillnet	Mixed	National	www.impactmeasurement.org
Innovation & Lean/Sigma Skillnet	Mixed	National	www.ilsf.ie
International Trade Skillnet	Mixed	National	www.internationaltradeskillnet.com
Irish Coaching Skillnet	Services	National	www.icdn.ie
Irish Egg Supply Chain Skillnet	Mixed	National	www.iescskillnet.com
Irish Franchising Skillnet	Retail	Dublin, West, Southwest	
Irish Hardware Skillnet	Construction	National	www.ihbma.ie
Irish Pest Control Skillnet	Services	National	www.ipcap.ie
Irish Professional Photographers Skillnet	Services	National	www.irishphotographers.com
ISIT Skillnet	Security	National	www.isitskillnet.ie
ISME Skillnet	Mixed	National	www.isme.ie
ITAG Skillnet	Technology	West	www.itag.ie
Kaizen Training Skillnet	Manufacturing	National	www.kaizenproject.com
KTN Skillnet	Mixed	Southwest	www.ktn.ie
Learning Waves Skillnet	Media	National	www.learningwaves.ie
LHP Skillnet	Healthcare	National	www.lhpskillnet.ie
Limerick Chamber Skillnet	Mixed	Midwest	www.limerickskillnet.ie
M1 Manufacturers' Skillnet	Manufacturing	Dublin, Border	
MBE Skillnet	Mixed	Midlands	
MidMed Skillnet	Medical Devices	Border, Dublin, Midlands, West	www.midmed.ie
Midwest Regional Engineering Skillnet	Engineering	Southwest, Midwest	www.midwestengineerskillnet.ie
National Engineering Technical Skillnet	Mixed	National	www.netskillnet.com
National Organic Training Skillnet	Agriculture	National	www.nots.ie
NCNA Childcare Skillnet	Childcare	Border, Dublin, Mideast	www.ncnachildcareskillnet.ie
Northwest Transport Skillnet	Transport	Border	www.ntskskillnet.ie
PharmaChem Skillnet	Pharmaceuticals	National	www.pharmachemskillnet.ie
Pharmacy Xcelerate Skillnet	Retail	National	
Positive2Work Skillnet	Mixed	National	www.positive2work.ie
Print and Packaging Skillnet	Manufacturing	National	www.printpacktraining.ie
Private Healthcare Skillnet	Healthcare	National	www.phskillnet.ie
Procurement & Supply Management Skillnet	Mixed	National	www.iipmm.ie
Refrigeration Skillnet	Engineering	National	www.refrigerationskillnet.ie
Renewable Energy Skills Skillnet	Renewable Energy	National	www.renewableenergy.ie
Responsible Tourism Skillnet	Mixed	Border	www.responsibletourism.ie
Retail Excellence Ireland Skillnet	Retail	National	www.retailexcellence.ie
ROLE Skillnet	Mixed	Border, West	www.roleskillnet.com
Rural Food Company Skillnet	Mixed	National	www.ruralfoodcompany.ie

Appendix 2

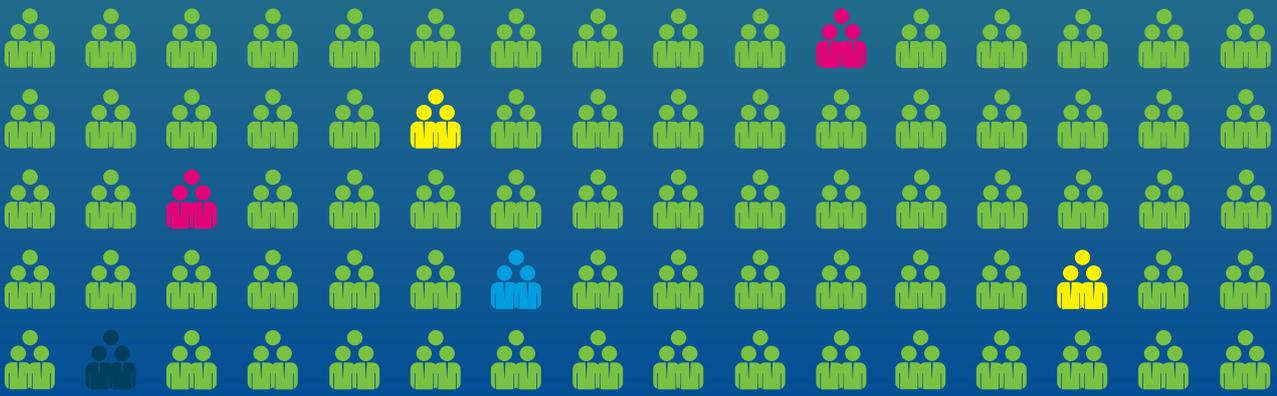
TNP 2009 Network Listing

Network	Sector	Region	Website
Sales Skillnet	Services	West, Southwest, Midwest, Dublin	www.saleskillnet.ie
Shannon Marine and Leisure Skillnet	Services	Border, West, Midwest, Midlands	www.shannonmarineandleisureskillnet.ie
SLM Food & Drink Manufacturing Skillnet	Mixed	Midlands, Midwest, Mideast, Southeast, Southwest, Dublin	www.slmskillnet.com
SME Growth Skillnet	Mixed	National	www.ical.ie
Software Skillnet	Technology	National	www.isa-skillnet.com
South East Micro Skillnet	Mixed	Southeast	www.se-microskillnet.ie
South Kerry Skillnet	Mixed	Southwest	www.kerryskillnet.ie
Southern Tipperary Skillnet	Mixed	Southeast	www.clonmelchamber.com
South-West Healthcare Skillnet	Healthcare	National	www.healthcarenet.ie
Spa & Wellness Skillnet	Leisure	National	www.spaireland.eu
Space Industry Skillnet	Technology	National	www.spaceskills.net
Sport Horse Breeders Skillnet	Agriculture	National	
Taste 4 Success Skillnet	Mixed	Midwest	www.taste4success.ie
The Events Industry Skillnet	Services	National	www.eventsindustryskillnet.com
Timber Frame Skillnet	Construction	National	www.itfma.ie
Trainers' Learning Skillnet	Services	National	www.trainerslearningskillnet.com
Training Provider Competency Skillnet	Services	National	www.trainersnetwork.ie
Travel Professionals Skillnet	Travel	National	www.itaa.ie
U Learning Skillnet	Mixed	West, Midwest, Border	www.ulearning.ie
Union Learning Skillnet	Services	National	www.unionlearning.ie
Waterford Chamber Skillnet	Mixed	Southeast	www.waterfordskillnet.com
Western Homebuilders Skillnet	Construction	West	
WIN Skillnet	Mixed	Border, West, National	
Wind Skillnet	Mixed	National	www.iwea.com
Woman at Work Skillnet	Mixed	National	www.womenatworkskillnets.ie

Regional Glossary

National:	Nationwide
Border:	The counties of Cavan, Donegal, Leitrim, Louth, Monaghan and Sligo
West:	The counties of Galway, Mayo and Roscommon
Midlands:	The counties of Laois, Longford, Offaly and Westmeath
Mid East:	The counties of Kildare, Meath and Wicklow
Dublin:	The city of Dublin, and the areas of Dun Laoghaire-Rathdown, Fingal and South Dublin
South East:	The counties of Carlow, Kilkenny, Tipperary (South), Waterford and Wexford
South West:	The counties of Cork and Kerry
Mid West:	The counties of Clare, Limerick and Tipperary (North)

Notes





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Boosting
Skills and
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