

PEOPLE  
COMPANIES  
NETWORKS  
COURSES  
KNOWLEDGE  
INNOVATION  
GROWTH

## Skillnets Mandate

Skillnets has operated under a series of mandates since 1999 and is currently mandated by the Department of Education and Skills (DES).

In summary, Skillnets' role is to:

- Increase **participation** of Irish **businesses** in enterprise training to improve **competitiveness**.
- Foster and support an **enterprise-led approach** to training through **partnerships** and **networking**.
- Support **innovation** through enhanced **workplace and workforce retention/activation-related learning**.
- Provide improved **access** for **workers** to **skills development**.
- Provide appropriate **up-skilling or re-skilling** training to those in the workforce who have become **unemployed**.

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# CHAIRMAN'S MESSAGE

## Domhnall MacDomhnaill



### POLICY DEVELOPMENTS

2013 was a very positive year for Skillnets with our funding levels maintained and further endorsement of our work early in the year with the announcement in February of a number of key actions for the organisation as part of the *Action Plan for Jobs 2013*.

In March we delivered a very successful briefing to the Joint Oireachtas Committee (JOC) on Jobs, Enterprise and Innovation on the effectiveness and relevance of the Skillnets enterprise-led model for current and future skills needs of enterprise and the workforce.

The announcement in the October budget of additional funding for Skillnets to develop and deliver a new subsidised training initiative aimed at enhancing the skills of SMEs in building financial capability was welcomed. Skillnets' ManagementWorks programme was tasked with the development and delivery of the programme.

### WORKING WITH SMES

It is well noted that SMEs are the lifeblood of the economy and small business still provides the bulk of Irish jobs. 93% of companies that Skillnets supported in 2013 were SMEs and over 6,500 new member companies engaged in training through our programmes. SMEs need people with up-to-date relevant skills to preserve their businesses, protect market share and ultimately protect existing jobs. In terms of growth, opportunities for companies can lie in existing or new sectors, and companies need to be able to access new skillsets to enable them to develop and expand. An independent evaluation of Skillnets' 2013 programmes found that on average 83% of companies agreed that Skillnets training had a high impact on addressing skills gaps within their companies.

A key feature of Skillnets is our regional reach, which is vital for SMEs outside of the main urban areas to be able to access relevant skills training to maintain jobs in the local economy. In order to increase the

regional spread of our training network structure and expand the provision of training into new growth sectors, seven new training networks were developed in 2013 as part of our commitment to continue to support and invest in SMEs and in turn help the economy on the road to recovery.

### HIGH LEVEL PERFORMANCE OUTPUTS - EMPLOYEES AND JOB-SEEKERS

In 2013 over 23 million euro was invested in training 45,878 employees and job-seekers, with Skillnets investing €12.7m and industry investing €10.4m. 280,175 training days were delivered to employed and unemployed people and over 10,100 companies participated in our training programmes. Key performance outputs on our work with companies, employees and job-seekers are reported on under our main programmes.

I would like to commend our networks in exceeding overall targets on training day delivery to trainees by 40% and on an overall increase of 14% in the number of trainees participating in Skillnets training. Increases were also noted in our supports for job-seekers with a 36% increase in the number of training days delivered.

Over 3,000 people participated in Skillnets' Job-seekers Support Programme (JSSP) in 2013. The programme, which was first piloted in 2010, facilitates job-seekers to participate in training that is based on industry needs. Trainees are also provided with direct access to employers through a focused work placement programme. In an independent evaluation undertaken by Indecon International Economic Consultants, interim results suggest that over 47% of job-seekers who participated in JSSP during 2013 secured employment or established a business. This success rate is comparable with 2012 and demonstrates that JSSP is an effective labour market activation measure.

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# €23.1m

total investment

of which €12.7m was invested by Skillnets in grant support and €10.4m was invested by member companies

# 10,145

member companies

# 45,878

people trained

# 280,175

training days delivered

# 5.5 days

average duration of training

# 93%

member companies are SMEs

## TRAINING AND MENTORING FOR OWNER-MANAGERS

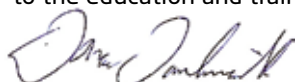
ManagementWorks offers a suite of training programmes with individual mentoring, designed to enhance the management capability of SMEs. In June 2013 the ManagementWorks pilot programme was independently evaluated. The evaluation reported that over half of those involved in programmes had never attended a management development programme before, and 90% of participants reported an increase in their management capacity as a result of their engagement with the programme. The programme was mainstreamed for delivery in 2014.

## STAKEHOLDER ENGAGEMENT

I would like to acknowledge the support of our parent department, the Department of Education and Skills (DES). We continued to work in close partnership with them to contribute to the development of national enterprise and labour market activation policies. Minister for Education and Skills, Mr. Ruairí Quinn T.D. and Minister of State for Training and Skills, Mr. Ciarán Cannon T.D. continued to endorse and support our work, as did many other Ministers representing other Departments.

Skillnets also worked closely with the Department of Social Protection (DSP) during 2013 at national and local level, and in turn developed strong links to raise awareness of training opportunities amongst DSP clients and increase the number of job-seekers participating in training with Skillnets.

I would like to extend my gratitude to my fellow board members and acknowledge their contribution and hard work. I would like to conclude by expressing my sincere thanks and acknowledgement to our Chief Executive, management and staff members for their continued dedication and commitment to the education and training of our workforce.



Domhnall MacDomhnaill, Chairman

## CEO's INTRODUCTION

Alan Nuzum



### POLICY DEVELOPMENTS AND STRENGTHENING LINKS WITH STAKEHOLDERS

On reflection, 2013 brought some stability for the organisation with our funding secured for another year and further embedding of the organisation at national policy level through various initiatives. The first of these initiatives was presented in February with the Taoiseach, the Tánaiste and the Minister for Jobs, Enterprise and Innovation publishing the *Action Plan for Jobs 2013*. Skillnets was tasked with the delivery of a number of new actions as part of the plan. You can read about outcomes of these actions on pages 8 and 9.

We commenced the year with the announcement of a new dedicated training fund for new networks as part of our commitment to the jobs challenge and to enable more companies to participate in the Training Networks Programme (TNP). We welcomed seven new networks in a range of areas: animation, food and beverage, gaming, ICT, languages and international trade services, manufacturing and the motor industry.

In March I attended our first appearance before the Joint Oireachtas Committee (JOC) on Jobs, Enterprise and Innovation. We presented a briefing on the effectiveness and relevance of the Skillnets enterprise-led model, conversion courses and the importance of boosting the management capability of our SME owners and managers to sustain and grow their businesses.

Skillnets continued to work closely with the Department of Social Protection (DSP) during 2013. This culminated in the agreement of a Protocol for Co-operation, which aims to establish stronger links between Skillnets and DSP at national and local level. At a national level, Skillnets participated in various Jobs and Advice Fairs organised by DSP, and at a local level our networks engaged with local offices and local companies to deliver meaningful opportunities for job-seekers. You can read more about one of these initiatives on page 44.

We presented a briefing on the effectiveness and relevance of the Skillnets enterprise-led model, conversion courses and the importance of boosting the management capability of our SME owners and managers to sustain and grow their businesses.

Skillnets also strengthened links with other state-funded training schemes for job-seekers and employers through its participation in a new umbrella brand created in 2013 for government's industry-focussed up-skilling and re-skilling initiatives. Now known as *Skills to Work*, the brand comprises Skillnets, JobBridge, JobsPlus, Springboard and Momentum. Skillnets participated in two Springboard events in 2013 as part of this collaboration.

In September we published an independent evaluation of Skillnets programmes in 2012. The results indicated that 95% of individuals who undertook employee training under Skillnets' Training Networks Programme (TNP) during 2012 have remained in employment. A similarly positive statistic was reported for Skillnets' Finuas Networks Programme (Finuas), which supports the international financial services (IFS) sector, with 98% of individuals trained remaining in employment.

In October, Minister for Finance Michael Noonan T.D. announced as part of Budget 2014 a new pilot initiative aimed at enhancing the skillsets of SMEs to improve their financial capabilities. Skillnets was delighted to take on this task through our ManagementWorks programme. In the months preceding the announcement Skillnets engaged in widespread consultation with a number of key stakeholders, including SME businesses, SME representative bodies, trainers and policy makers in the Departments of Education and Skills, Finance and Jobs, Enterprise and Innovation.

## SUPPORTING SMES, EMPLOYEES AND JOB-SEEKERS

Our Chairman has already reported on the very successful high level achievements of our networks across the country in the delivery of relevant training to SMEs, their employees and job-seekers. These results are very encouraging and highlight the importance of training in dealing with challenging labour conditions. Employees and prospective employees need to continue to undertake training to be ready to address new challenges in their jobs and to keep up to date with new skills.

Skillnets networks continued to add value for their members through a wide range of activities in addition to training courses including conferences, seminars and networking events. Networks celebrated their achievements and those of their member companies and trainees at award ceremonies, graduations and launches for new programmes. You can see a snapshot of some of these activities on pages 22 and 23.

Skillnets also provided valuable supports in 2013 for 7,306 job-seekers (an increase of 4% on 2012) who undertook 64,567 training days (an increase of 21% on 2012). Our Job-seekers Support Programme (JSSP) comprising work placement with training delivered over 250 courses through 47 of our networks. This represents the highest level of participation by Skillnets networks, and by extension private enterprise, in the JSSP initiative since its establishment in 2010.



Pictured at Skillnets' announcement of the new €500,000 training fund for the creation of new training networks in 2013 are *Brian Cleary, Social Media Skillnet, Noreen Fitzpatrick, Alan Nuzum and Niamh Desmond, Skillnets, and Diarmuid Everard, Design, Print and Packaging Skillnet.*

PHOTO COURTESY OF ADRIAN DONOHOE PHOTOGRAPHY.

An interesting feature of JSSP programmes delivered during 2013 is the support for people seeking employment in the rural economy. This demonstrates Skillnets' commitment to servicing local jobs for local people in a variety of local industries like forestry, fishing, organic horticulture and tourism to up-skill job-seekers to access niche or remote employment opportunities in the rural economy. There was also a growing trend in 2013 for courses aimed at job-seekers seeking to set up their own businesses, which is in line with current views on SMEs and entrepreneurship being the most important generators of job growth. You can read some case studies and look at the trends on pages 49-51.

Sincere thanks to everyone involved, namely our Chairman and Board of Directors, the Department of Education and Skills (DES), our staff, network managers and SMEs across the country.

**Alan Nuzum**, Chief Executive Officer

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# SKILLNETS STATEMENT OF STRATEGY 2012-2015

## Addressing the Jobs Challenge

### Our Mission:

Skillnets' key role is the promotion and facilitation of work-based training and up-skilling as key elements in sustaining Ireland's national competitiveness and economic recovery.

**Skillnets occupies a unique position in the multi-dimensional jobs challenge.**

### Preservation and Growth

**Companies** need people with up-to-date relevant skills to preserve their businesses, protect market share and ultimately protect existing jobs. In terms of growth, opportunities for companies can lie in existing or new sectors and companies need to be able to access new skillsets to enable them to develop and expand. Skillnets meets this need through our three key training programmes, namely the Training Networks Programme (TNP), Finuas Networks Programme (Finuas) and ManagementWorks.

### Activation and Conversion

**Job-seekers** can benefit from learning opportunities through integrated training with employees under Skillnets TNP and Finuas programmes, or through training and work placement in our dedicated Job-seekers Support Programme (JSSP). Solutions and pathways have been developed for job-seekers to increase their ability to gain employment through gaining skills and experience that are in demand by enterprise.



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## Our High Level Goals:

In pursuit of our mission, we have set the following high level goals:

To **maintain and increase participation** by enterprise in relevant learning activity that benefits the competitiveness of enterprise and the employability of the workforce.

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To **support learning in growth sectors** by enabling enterprise to make the most of the available human capital in the workforce in pursuit of a sustainable growth path.

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To provide **meaningful support to job-seekers**, in an enterprise context, which provides opportunities to enhance their chances of gaining employment.

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To contribute to the development of **national enterprise and labour market activation policies**.

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# Action Plan for Jobs 2013

The Taoiseach, the Tánaiste and the Minister for Jobs, Enterprise and Innovation published *Action Plan for Jobs 2013* in February. The plan contained 333 actions to be implemented in 2013 by 16 government departments and 46 agencies, to continue to improve supports for job-creating businesses and remove the barriers to employment creation across the economy.

**Skillnets is one of the agencies tasked with the delivery of a number of actions as part of the plan. Below see details on Skillnets actions and outcomes.**

ACTIONS	RESULTS
<b>Action 130</b> Continue to implement the pilot ManagementWorks project providing a range of training and development programmes to help SMEs to improve their performance through seeking to build their managerial capability; evaluate pilot to ascertain strengths and weaknesses.	The ManagementWorks pilot programme was delivered and completed in June 2013 and independently evaluated by Exodea Consultants. The evaluation concluded that the programme delivered on its objectives. Of the 600+ people on the training programmes, over 92% came from firms with less than 50 employees, with 63% having less than 10. Over half of those involved in programmes had never attended a management development programme before and the attrition rate was 2%. The evaluation also found that the businesses reported a real impact on their performance. 90% of respondents reported an increase, or a dramatic increase, in their management capacity as a result of their engagement with ManagementWorks. The ManagementWorks programme will continue to operate as a mainstream programme in 2014 to appeal to and to attract owner managers of small and medium sized businesses (SMEs) to engage in improving their management capability.
<b>Action 136</b> Assess the potential for increasing the supply of polymer technicians, including pooling resources for the associated equipment requirements.	Skillnets facilitated co-operation between First Polymer Training Skillnet and Sligo and Athlone ITs on pooling resources for equipment requirements, which opened co-operation and cross use of facilities for practical training requirements. This allowed trainees to gain the necessary technical skills to help secure employment in the plastics manufacturing/medical device industries as a technician/apprentice technician in polymer processing. A Springboard programme implemented by Plastics Ireland recruited 30 participants. This programme will run until May 2014 and will include a six-month placement.
<b>Action 137</b> Target the development of an Engineering Skillnet training network which can address demand for in-company training and up-skilling for machinists.	A new engineering network, IIE Manufacturing and Engineering Skillnet, was established in the summer of 2013 under the Skillnets New Call for Networks issued in early 2013. This network applied and was approved for continued funding in 2014.

## Action 139

Support places on taught postgraduate courses in disciplines relevant to manufacturing, particularly where key shortages have been identified. Address the current small scale but critical shortages in validation engineering, quality engineering, polymer engineering, automation engineering and supply chain engineering (primarily at NFQ Level 9) through up-skilling employees in partnership with industry.

Skillnets continues to work with the Expert Group on Future Skills Needs (EGFSN) to determine demand for the skills identified. Skillnets research indicates the need is at NFQ Levels 6 and 7 rather than at Level 9.

## Action 141

Target low-skilled general operatives in the manufacturing sector through the Skills for Work (SFW) programme and wider VEC-delivered basic education programmes, building on progress made to date for workers in the food and beverage sector.

Information has been disseminated to Skillnets networks in relation to the supports available from the Skills for Work (SFW) programme. Engagement is also underway with the National Adult Literacy Agency (NALA) in relation to providing additional, supporting information to networks on the wider range of support available for low-skilled workers.

## Action 142

Examine the potential for a cost effective national manufacturing supervisory development programme, preferably leading to the award of a substantial qualification.

Skillnets is part of an expert group that was established under the auspices of Quality and Qualifications Ireland (QQI) to draft a specification for the major award envisioned under this action. The group met in December 2013 and is finalising a consultation document on the award which will be published in January 2014.

Following consultation, a recommendation will be made to the Board of QQI for the new proposed award to be approved. Potential providers will then be in a position to develop and propose programmes to QQI for validation.


The expectation is that a programme under this award will be offered to participants from industry in 2014.

## Action 143

Support specific technical manufacturing up-skilling and learning for manufacturing excellence (Lean), and review periodically how to maximise its impact in this area.

Skillnets developed a number of case studies on the impact of Lean for SME businesses with a number of our networks. These case studies were disseminated through our network structure to showcase that all businesses (whether in manufacturing or other sectors) can benefit from Lean. Further work will continue in 2014 to expand the range of case studies to demonstrate the wide applicability of Lean processes to businesses of all sizes and sectors.





Skillnets provides subsidised training to Irish businesses and employees, and free training to unemployed people, through a number of key programmes.

## Training Networks Programme (TNP)

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**High quality training courses** in demand by Irish businesses that are delivered nationwide by over 50 training networks in a wide range of industry sectors. Courses are delivered to employees at a time, location and venue that suit the businesses and limited free spaces are available for job-seekers.

## Finuas Networks Programme (Finuas)

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Specialised training in **international financial services (IFS)** for employees and job-seekers.

## ManagementWorks

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**Management development training** combined with mentoring support for SME managers, which aims to assist SMEs to grow in terms of their sales, output and employment.

## Job-seekers Support Programme (JSSP)

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**Dedicated programme for job-seekers combining training courses** in areas of employment potential with **meaningful and relevant work placements**.

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# Up-skilling the Employed

Key performance outputs, training in action and interim independent evaluation results by training programme.

**EMPLOYEES**  
**COMPANIES**  
**NETWORKING**  
**MENTORING**  
**GROWTH**  
**INNOVATION**  
**COMPETITIVENESS**

## Training Networks Programme (TNP) Activity 2013

**59** networks

**€17.2m** total investment

of which €8.1m was invested by Skillnets in grant support  
and €9.1m was invested by member companies

**9,283** member companies  
(5,937 new member companies)

**36,543** employed people trained

**191,513** training days  
delivered to employed people

**5,047** training courses delivered

**4.8** days – average duration of training

For the purposes of the *Training Networks Programme (TNP) Activity 2013* section, all statistics reported on individuals relate to employees across this programme only. Statistics for job-seekers are reported on in the *Up-skilling the Unemployed 2013* section.

## Skillnets' enterprise-led approach

**Training delivered locally... Tailored to the needs of Irish businesses... Saving time and money**

Skillnets continues to support SMEs and meet their training needs quickly, locally and cost effectively through our network structure across the country. Companies and their employees are directly involved in the identification, design, delivery and evaluation of their own training needs.

In 2013, 9,283 companies took part in the Training Networks Programme (TNP) with 36,543 employees participating in 5,047 training courses, culminating in the delivery of 191,513 training days through 59 TNP training networks in a wide range of industry sectors.



### Expanding Skillnets' reach through the Training Networks Programme (TNP)

In 2013, in order to continue Skillnets' commitment to the jobs challenge and enable more companies to participate in the Training Networks Programme (TNP), Skillnets announced a dedicated training fund for new networks.

We welcomed seven new networks in a range of areas such as animation, gaming, languages and international trade services and motor trade. Three of the seven new networks created in 2013 provide training to companies in the priority sectors of food and drink, manufacturing and ICT.

### Profile of companies and employees undertaking training in 2013

SMEs ( $\leq 250$  employees) accounted for over 93% of companies funded by Skillnets, a similar percentage to previous years. 10% of all Skillnets trainees were owner-managers, with 24% in the managerial/supervisory category, illustrating the importance of Skillnets training to management in the SME sector. There was a significant growth in sales and marketing training and technical skills training also grew.

A profile of participating companies by sector and size and the types of training programmes that are in demand by Irish companies are presented graphically on the following pages. We also present an overview of employees undertaking Skillnets training interventions, by gender, age, occupational category and educational level prior to training.

We look at the key themes that underpin our network activity with examples of what our networks delivered in 2013 to address these themes on pages 19-20. You can also read what companies and employees had to say about the Training Networks Programme (TNP) in 2013 on page 21.

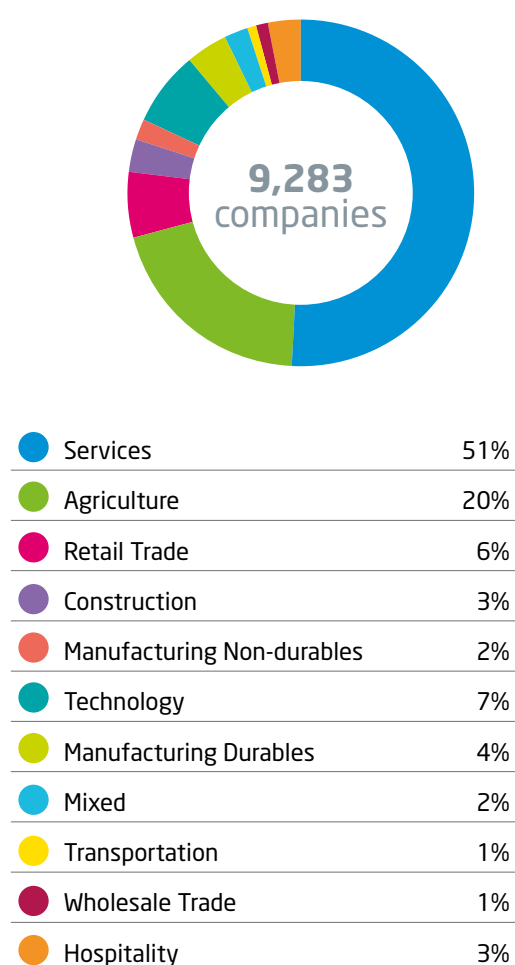
"Training delivered was great value for money as a result of Skillnets funding. Without this funding it may not have been possible to offer this training. Training was customised to the needs of the business."

Member company 2013



Figure 1:

## Breakdown of Companies by Sector

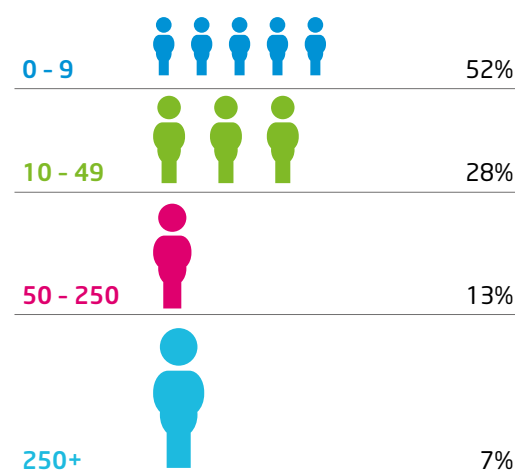


## NOTE:

Twenty-five percent of member companies operated within the seven sectors identified as priorities by the Expert Group on Future Skills Needs (EGFSN).

Figure 2:

## Breakdown of Companies by Size



SMEs ( $\leq 250$  employees) accounted for over 93% of companies funded by Skillnets, a similar percentage to previous years. A comparison of micro companies ( $< 10$  employees) shows a more significant shift from 58% in 2012 to 52% in 2013. This change is also reflected in increases of 3% with companies in the 10 to 49 bracket and a 2% increase in companies with 50-250 employees. The percentage of member companies with less than 50 employees accounted for 80% of the total.

“Great initiative and playing a vital role in helping business recovery.”

Member company 2013

Figure 3:

#### Breakdown of Trainees by Gender

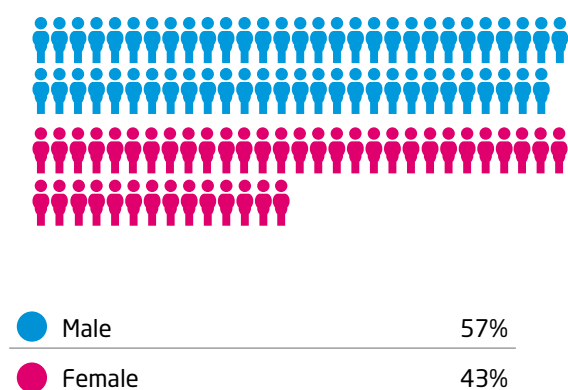
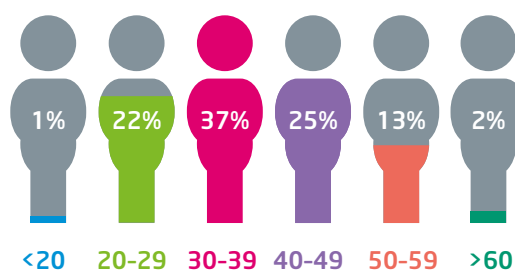


Figure 4:

#### Breakdown of Trainees by Age



#### NOTE:

Based on a 92% sample for which data was available.

The age and gender profile of trainees remains consistent with previous years.

Figure 5:

#### Breakdown of Trainees by Occupational Category



Managerial / Supervisor	24%
Non-manual	3%
Owner-Manager	10%
Professional	31%
Semi-skilled	15%
Skilled Manual	8%
Technician / Technical	9%

#### NOTE:

Based on an 82% sample for which data was available.

10% of all Skillnets trainees were owner-managers, with 24% in the managerial/supervisor category, illustrating the importance of Skillnets training to management in the SME sector.

"The Skillnets programme has undoubtedly increased the range, volume and quality of the training we have undertaken and has definitely had a very positive impact on our business. I have no hesitation in recommending it and have done so on numerous occasions to our clients."

Member company 2013

Figure 6:

#### Extent of Customisation of Training Courses Delivered



Existing (off the shelf) course	52%
Existing course significantly customised for network	14%
Existing course with some customisation for network	23%
New course developed by network	11%

"I would have had to go to UK or Europe for the training if not provided by Skillnets in Ireland."

TNP trainee 2013

Figure 7:

#### Breakdown of Training Type by Training Days



Communication Skills	9%
Finance	2%
Health and Safety	6%
Information Technology	10%
Management Development Skills	32%
Management Development Strategy	2%
Sales and Marketing	13%
Technical Skills	26%

Management development training continued to represent the highest percentage of training days and increased on 2012 figures by 5 points. There was a significant growth in sales and marketing training of 8 points and technical skills also grew from a fifth to over a quarter of the total. In other areas there was a noticeable decrease with communication skills dropping from 18% to 9% and health and safety training reduced by 7 points to 6%.

“A key benefit to our organisation is in relation to knowledge sharing and networking among the members. Participating in visits to other companies can open up the mindset and change perspective. It also helps with employee involvement and engagement.”

Member company 2013

Figure 8:  
Breakdown of Courses by Certification

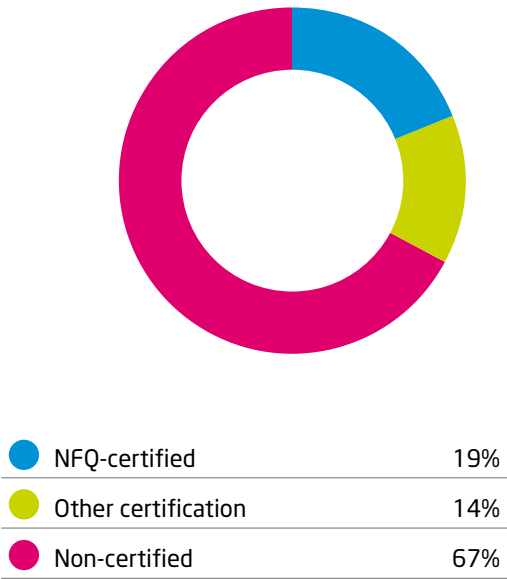
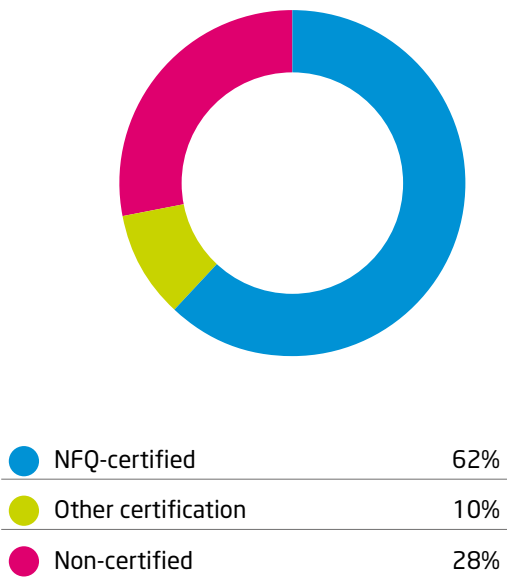
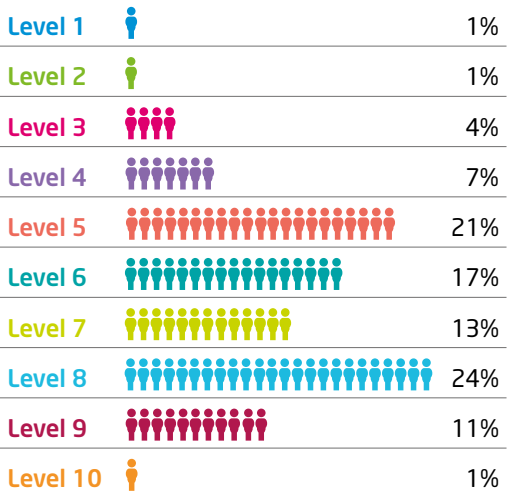


Figure 9:  
Breakdown of Training Days by Certification



Overall certification figures remained consistent with 2012. Taking certified courses separately, there was a slight shift with a higher proportion of NFQ-certified training days compared to courses with other certification.

Figure 10:  
Breakdown of Trainee Educational Level Prior to Training



## Framework for TNP Network Activity 2013

Skillnets operates under four strategic themes that provide a framework for network activity. These themes underpin our general mandate 'to increase participation in enterprise training by firms to improve competitiveness and provide improved access to skills' development'.

### Theme 1:

#### Transferability of individual's skills to increase employability

##### Focus:

- Increase mobility and employability across sectors and regions.
- Deliver training that strengthens a range of transferable skills within the workforce to lead to enhanced business performance.

**CITA Skillnet** delivered an innovative and flexible MSc in Construction Informatics accredited by the Dublin Institute of Technology (DIT). This course facilitates the flexibility of distance learning and promotes lifelong learning as participants can undertake the full programme or complete standalone modules such as: energy integrated ICT applications, mobile computing in construction and project planning and scheduling. The primary emphasis of the programme is on learning how existing technologies can be more efficiently applied throughout the construction process.

**Animation Skillnet** delivered a range of specialist courses in response to the needs of its member companies and the animation industry in general. An example of this is the Animation with CelAction course. CelAction is a widely used piece of software for animation in the UK. This skillset can assist in enabling the growing animation and games sectors in Ireland to compete internationally.

### Theme 2:

#### Company diversification or transferability

##### Focus:

- Facilitate the acquisition and transferability of skills to allow companies to diversify within their sector, or to secure the transformational change of their business offering to a completely new sector.

With the support of Skillnets, **IMDA Skillnet** and **IMDA** (Irish Medical Devices Association) further developed its industry standard MÓR Benchmark Model that supports companies in the medical devices and diagnostic sector in Ireland to strive for manufacturing and operational excellence. This helps companies to remain competitive and equipped to respond to market changes and also facilitates diversification. This model builds on their earlier Lean and transformational change initiatives and addresses a recommendation in the Forfás 'Making it in Ireland: Manufacturing 2020' report.

**Law Society Skillnet** developed and delivered a suite of new programmes, such as the LinkedIn Lawyer, to support law firms in maximizing the use of technology and social media and to enable companies to introduce new ways of operating that maximise the potential and efficiency of their business.

**62% of networks**

operated in themes 1 & 2 in 2013.

## Theme 3:

### Priority sectors

#### Focus:

- Up-skill individuals in key skills necessary to enter into or expand within certain priority sectors identified as high potential growth sectors by the Expert Group on Future Skills Needs (EGFSN). The identified national priority sectors include biopharma, pharmachem, green economy, wholesale and retail, food and beverage, medical devices, ICT and manufacturing.

Skillnets has sectoral networks operating in each of these sectors. Three of the seven new networks created in 2013 provide training to companies in priority sectors:

#### Food and Beverage:

**FDII (Food and Drink Industry Ireland) Skillnet**

#### Manufacturing:

**IIE Manufacturing and Engineering Skillnet**

#### ICT:

**IT@Cork Skillnet**

#### ICT

**ICT Ireland Skillnet** developed a range of new programmes including Graphical User Interface Design and Cloud Computing. The network offers a range of certified technical training programmes including the Masters and Postgraduate Diploma in Technology and Innovation that was developed and is regularly updated by the network.

#### Manufacturing

**First Polymer Training Skillnet** continued to deliver its B. Engineering in Polymer Processing, which helps address the continuing skills shortage nationally in the plastics manufacturing sector for suitably qualified polymer technicians and engineers.

## Green Economy

A number of Skillnets networks offered sustainable courses to their members. **Wind Skillnet** facilitated training in the wind energy sector and delivered technical courses in areas such as wind farm design and financing. **MBE Skillnet** delivered training in pumps and sustainable pumping systems and the **Farm Business Skillnet** held courses in energy efficiency and carbon sustainability training.

**26% of networks**

operated in theme 3 in 2013.

## Theme 4:

### Key competencies for lifelong learning

#### Focus:

- Up-skill individuals in certain key competencies that have been identified by European policy as necessary skills for all European workers, in particular individuals who may have been at an educational disadvantage. This is also consistent with the National Skills Strategy, which aims to increase the NFQ level of lower-skilled workers.

**Farm Business Skillnet** delivered a FETAC Level 4 Crop Management Course.

**Limerick Chamber Skillnet** delivered Advanced Haircutting.

**Trade Union Skillnet** rolled out a FETAC Level 4 IT Skills training course.

**12% of networks**

operated in theme 4 in 2013.

## Independent Evaluation Results

The findings below are preliminary results from an independent evaluation of all Skillnets programmes and activity. The final report and findings will be available in 2014.

### What companies had to say about our Training Networks Programme (TNP):

- **69%** of member companies agreed that being a member of a Skillnets network had **enabled some staff to be trained for the first time**.
- **82%** agreed that Skillnets training had a high or very high impact on **addressing skills gaps** within their organisation.
- **76%** of member companies felt that Skillnets training was likely to **enhance the long-term performance of their business**.
- In terms of business growth, **40%** stated that the training had a high or very high impact on **expansion within their existing markets** with **18%** crediting Skillnets training with similar impacts on the development of **new export markets**.
- **95%** agreed that their investment in Skillnets training represented **value for money**.

### What employees had to say about our Training Networks Programme (TNP):

#### Impact of training on job retention and future jobs

- **65%** agreed that the Skillnets training will fully or partially **contribute to them keeping their present job**.
- Over 4 in 5 trainees (**82%**) felt that the training they received had **assisted them in undertaking their existing job**.
- **87%** agreed that it was likely that the training would **help them to undertake their job in the future**.

#### Trainee satisfaction with training courses

High levels of satisfaction among TNP trainees regarding various aspects of the courses undertaken:

- **Quality of the tutors/trainers (97%)**
- **Relevance of the training for their work (97%)**
- **Meeting overall expectations (97%)**
- **74%** of TNP employed trainees stated that if the Skillnets course that they attended was not available it **would have been difficult to access training** of a similar quality elsewhere.

## A selection of network events in 2013

In 2013 Skillnets networks continued to add value for their members through a wide range of activities in addition to training courses including conferences, seminars and networking events. Networks also celebrated their achievements and those of their member companies and trainees at award ceremonies, graduations and launches for new programmes.

1

### FDII Skillnet Labelling and Food Information Seminar

Pictured at the **FDII Skillnet** seminar on Labelling and Food Information to Consumers are *Therese Moore*, FDII Regulatory and Environment Committee, Minister for Horticulture, Forestry, Food Safety and the Greyhound Industry, *Tom Hayes* T.D., *Paul Kelly*, FDII Director, and *Pauline Ryall*, FDII.

2

### ISA Software Skillnet Gold Medal Winners

Pictured at the ISA Software Awards are *Domhnall MacDomhnaill*, Skillnets Chairman, *Seamus Galvin*, Espion, *Edel Creely*, ISA Chair and MD Trilogy Technologies, *Maire Hunt*, **ISA Software Skillnet**, *Liam Cronin*, Right To Sight Technology, *Paul O'Sullivan*, Director of the College of Business, DIT, and *Claire McBride*, DIT Product Management Programmes.

3

### Hairdressing workshop with cutting guru

**Limerick Chamber Skillnet** ran a very successful hairdressing workshop with cutting guru *Richard Thompson*, attended by salon owners, stylists and job-seekers.

4

### Minister Simon Coveney T.D. Launches FDII Skillnet

Pictured at the **FDII Skillnet** launch are *Mark Skinner*, FDII Skillnet, *Alan Nuzum*, Skillnets CEO, *Simon Coveney*, T.D., Minister for Agriculture, Food and the Marine, and *Colin Gordon*, Chairman of the FDII and CEO of Glanbia Consumer Foods.

5

### Live Knee Surgery Training Delivered by IMDA Skillnet

Pictured are *Pauline O'Flanagan*, IMDA Skillnet, *Gavin McGowan*, Irish Medicines Board, *Laura Flanagan*, DePuy Ireland, *Prof. John O'Byrne*, Cappagh National Orthopaedic Hospital, and *Lorraine Eagleton*, Advant Medical. 27 trainees attended lectures on the anatomy and osteoarthritis of the knee, delivered by the **IMDA Skillnet**.

6

### IITD Award Winners

*Dermot O'Neill*, **Innovation and Lean Sigma Skillnet**, and *Noel Hennessy*, Continuous Improvement Director, Lake Region Medical, with the IITD Pearse Walsh Award, which is given for innovation in the transfer of learning to employees. Innovation and Lean Sigma Skillnet, in conjunction with Lake Region Medical and the Irish Centre for Business Excellence (ICBE), received this award for their Continuous Improvement programme.

7

### Branding Your Business

*Susan Hayes*, the Positive Economist, and *Adele O' Meallaigh*, **Galway Executive Skillnet** at the network's 'Branding Your Business' event. PHOTO COURTESY OF BRONA MCNEILL.

8

### From Powerless to Powerful in Seven Days

*Padraic O'Maille* presenting at the 'From Powerless to Powerful in Seven Days' event for **Galway Executive Skillnet** members. PHOTO COURTESY OF SEAN O'MEALLAIGH.

9

### Healthcare Support FETAC Level 5 and Childcare FETAC Level 5 and 6 Graduation

Pictured are *Ashling Ward*, **Carlow Kilkenny Skillnet**, and *Ciarán Cannon*, T.D., Minister of State for Training and Skills, at the graduation.

10

### Digital Age and the Future

*Marion Ní Shuilleabháin* and *Rónán Mac Con Iomaire*, RTÉ Raidió na Gaeltachta, with *Deirdre Ní Choistín*, TG4, at the **Gréasán na Meán Skillnet** 'Digital Age and the Future conference' in Galway.

11

### Social Media Wake Up Call

*Conor Lynch*, CEO, Digital and Social Media Marketing Agency, *Krishna De*, Digital Communications Strategist, *Pat Mullins*, Mullins Lynch Byrne Solicitors, *Norma Lynch*, **BiznetCork Skillnet** and *Colm O'Regan*, broadcaster and author, at the Social Media Wake-Up Call seminar.

12

### Class of 2013 Bachelor of Engineering in Polymer Processing

Some of the 2013 graduates of the **First Polymer Training Skillnet** B. Eng in Polymer Processing at the conferring ceremony in November.





### 3 Finuas training networks

**€1.5m** total investment

of which €728k (48%) was invested by Skillnets in grant support and €775k (52%) was invested by member companies.

**344** IFS companies

(224 new member companies)

**137** training courses delivered

**1,191** employed people trained

**13,808** training days

delivered to employed people

**9.5** days – average duration of training



For the purposes of the *Finuas Networks Programme (Finuas) Activity 2013* section, all statistics reported on individuals relate to employees across this programme only. Statistics for job-seekers are reported on in the *Up-skilling the Unemployed 2013* section.



## Finuas Networks Programme Overview:

Approximately 36,000 people were employed in the international financial services (IFS) sector in Ireland in 2013. The Finuas Networks Programme (Finuas) supports this growing sector by providing specialised and high value training to both current and future employees. By investing in up-skilling, Finuas aims to sustain and increase market growth, maximise the competitiveness of its member companies and enhance employment opportunities for trainees within the sector.

Finuas networks focus on all areas of the IFS sector and deliver programmes for companies within international banking and capital markets, investment management, insurance/reinsurance, aviation leasing and the funds industry. The main areas of training are in banking/asset financing, fund administration, corporate treasury, investment management, structured financing and securitisation, reinsurance and related professional services.

On the following pages, a profile of both the companies and employees that engaged with Finuas in 2013 are presented, as well as information on the types of training that was undertaken.

Figure 11:

### Breakdown of Companies by Sector



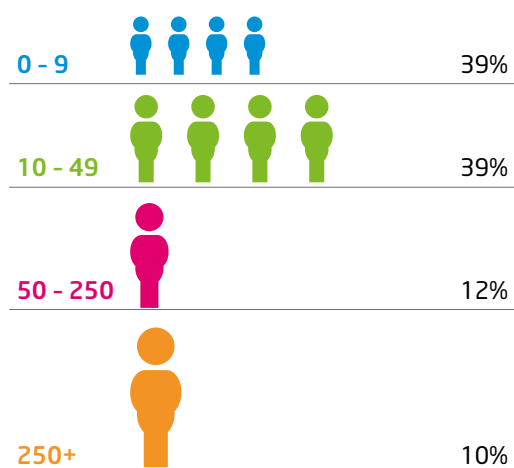
● Air Finance / Leasing	12%
● Banking and Capital Markets	9%
● Financial Services	20%
● Funds and Investment Management	5%
● Insurance / Reinsurance	3%
● Investment Management	5%
● Professional Legal and Taxation Services	46%

"I found the access to the network very helpful over the last number of years. We have received a great response from managers and staff. We have been able to provide more training with the assistance from the group with a great variety of courses on offer."

Finuas member company 2013

Figure 12:

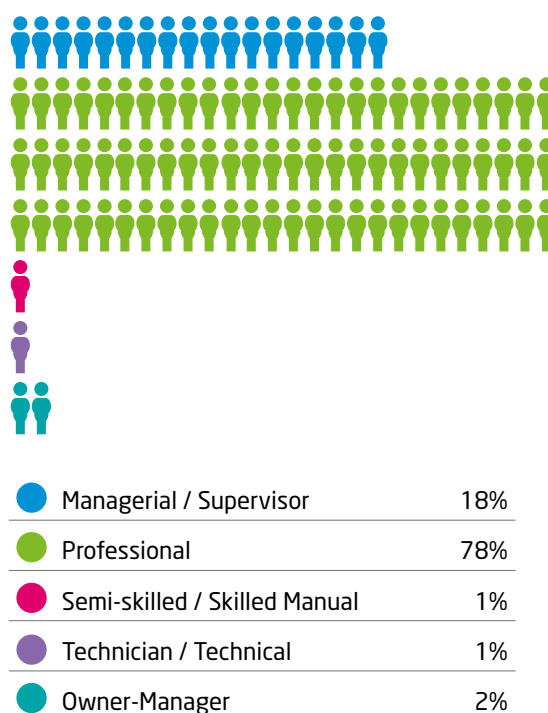
### Breakdown of Companies by Size



The overall percentage of SMEs (companies with up to 250 employees) in Finuas networks remained constant at 90%. Small companies with 10 to 49 employees had an increase of 13 points. In total, micro and small companies represented 78% of all companies.

Figure 13:

### Breakdown of Trainees by Occupational Category



#### NOTE:

Based on a 75% sample for which data was available.

"Course was of great benefit to me from a practical perspective as it gave me the background I needed on US GAAP to be able to make interpretations of accounting standards I need to be able to do in my job."

Finuas trainee 2013

Figure 14:

## Breakdown of Training Type



Funds Administration / Funds Servicing	25%
Managerial / Supervisory Skills	10%
Investment Management	11%
Professional Skills (IFS legal, taxation, accountancy)	25%
Quantitative Financial Analysis / Actuarial Skills	11%
Risk Management / Compliance	16%
IT Skills, Project Management	2%

Managerial/supervisory skills represent 10% of all training courses in comparison to 22% in 2012. A number of areas showed significant increases from the previous year: quantitative financial analysis/actuarial skills (2% to 11%), funds administration/funds servicing (17% to 25%) and professional skills (16% to 25%).

Figure 15:

## Breakdown of Training Days by Certification



NFQ-certified	63%
Other certification	28%
Non-certified	9%

Finuas increased its level of accredited training days in 2013 from 80 to 91 percent. Most certified courses were in specialist IFS areas including aircraft leasing and finance, Islamic finance, sustainable energy finance and risk management. Other certified courses in demand by the sector were in the people management and project management areas. Eighty-six percent of all training days were accredited at Level 7-10 on the National Framework of Qualifications (NFQ), or equivalent.

Figure 16:

### Breakdown of Courses by Certification



<span style="color: blue;">●</span> NFQ-certified	18%
<span style="color: green;">●</span> Other certification	24%
<span style="color: orange;">●</span> Non-certified	58%

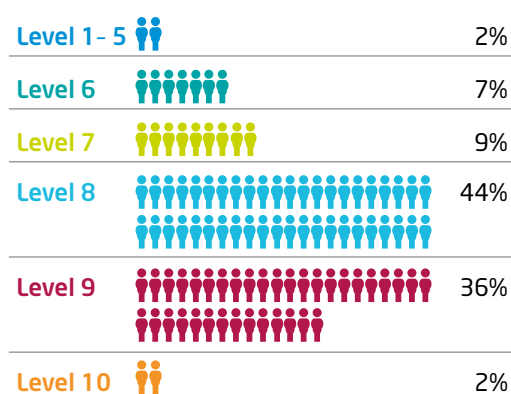
Forty-two percent of training courses delivered by Finuas were certified.

"The training has assisted me to carry out my work with a deeper understanding of the industry and was very valuable."

Finuas trainee 2013

Figure 17:

### Breakdown of Trainee Educational Level Prior to Training



There was a noticeable increase in 2013 in Finuas trainees with existing postgraduate qualifications. Trainees with prior qualifications at Level 9 on the NFQ rose significantly from 22 to 36 percent. In total, trainees already qualified at Level 8 or above represented 82% of all trainees, in comparison to 71% the previous year.

Financial Services Ireland's report *Ireland's International Financial Services Industry* (April 2014) found that 86% of employees within the IFS sector have a bachelors degree with 35% at postgraduate level. These figures are broadly mirrored in the profile of trainees that undertook Finuas training in 2013, with 91% of trainees in 2013 having a prior qualification of Level 7-10 on the NFQ.

## Supporting Investment in IFS skills

Ireland's position as a centre for international financial services and its ability to continue to attract investment is primarily due to the availability of a skilled workforce. Finuas is supporting the needs of the sector in further developing IFS skills in order to maintain and grow IFS companies' competitiveness and sustain and expand Ireland's standing within this sector internationally.

With the significant scope for growth in terms of employment in the IFS sector in Ireland, **Summit Finuas Network** held an event '*Growing Skills for a Successful IFSS*', which was attended by over 100 people from across the IFS sector. Speaking at the event, Mr Ruairí Quinn T.D., Minister for Education and Skills stated that *"we need to double, if not bring to 100,000, the scale of the workforce in the financial services sector and related sectors."* Despite a high overall unemployment rate there are still skill gaps in the sector, and Finuas networks continue to work on bridging those gaps by working with IFS companies and developing and delivering specialist skills.

Finuas networks have been instrumental in bringing companies and representative bodies together to design innovative solutions to equip the workforce to deal with the rapidly changing sector and focus on higher value activities. As well as a whole range of certified longer courses, members are kept up to date with short courses and seminars to address emerging trends and requirements within the sector, such as the **Aviation Finance Finuas Network** programme on EASA regulations. Other examples include training in cross border insolvency, UCITS compliance and Basel III, the global banking regulatory standard.



Ruairí Quinn T.D., Minister for Education and Skills with Alan Nuzum, Skillnets CEO, at the **Summit Finuas Network** 'Growing Skills for a Successful International Financial Services Sector' event.

## Addressing skill needs of the aviation finance sector

Ireland remains a world leader in aviation leasing, with 14 of the top 30 international leasing companies based in Ireland. The continued growth and stability of the aviation finance sector is reliant upon suitably trained, skilled and qualified professionals with legal, accounting, financial and technical expertise. The **Law Society Finuas Network** and **Aviation Finance Finuas Network**, in collaboration with the Law Society of Ireland, delivered a Diploma in Aviation Leasing and Finance to address the needs in this sector.

## The rapidly evolving green economy

A rapidly evolving green economy is continuing to grow in Ireland. The sector includes: low carbon markets; green investment management and project financing; green fund services and related banking; asset management and insurance areas. The MSc in Sustainable Energy Finance developed by the **Summit Finuas Network** in collaboration with the Green IFSC Initiative and Dublin City University (DCU) produced the first graduates in 2013.



Brian McMahon, Summit Finuas Network, pictured with the first graduates of the MSc and Graduate Certificate in Sustainable Energy Finance. Top achievers were Fiona Gaskin, PwC, who achieved first class honours in the MSc in Green Finance and Ruth O'Grady, KPMG, who got top marks in the Graduate Certificate.

## Innovative Use of Technology

In 2013 Finuas networks developed innovative approaches to delivering training by utilising technology.

**Summit Finuas Network** developed and delivered a series of e-learning modules specifically for fund sector companies to provide greater flexibility and access for busy professionals. The modules developed include fund accounting, securities, derivatives and financial reporting, and fund regulation.

**Law Society Finuas Network** designed and delivered a programme in IFS Intellectual Property and Technology that addressed key challenges facing companies, and included topics such as cloud computing, applied copyright and data protection. The network also delivered a range of online programmes in legal cost compliance, corporate governance and risk, and compliance to companies across the IFS sector. This work was recognised and acknowledged at the IITD Awards when the network, in conjunction with **Law Society Skillnet** and Law Society Professional Training, won the Most Innovative Use of Technology Award for the way in which they used technology to break down barriers to learning, both nationally and internationally.

Pictured at the 2013 IITD Awards celebrating the Most Innovative Use of Technology Award are left to right Alan Nuzum, Skillnets CEO, Tracey Donnelly, Skillnets, Michelle Nolan and Attracta O'Regan, Law Society Finuas Network, Sinéad Heneghan, IITD, James O'Neill, IITD, Edward McDermot, Law Society, Kevin Hannigan, Law Society Finuas Network Steering Committee and Simon Murphy, Law Society.



Pictured at the **Law Society Finuas Network** and the **Aviation Finance Finuas Network** collaborative seminar and networking evening are left to right back row: Michelle Nolan, Law Society Finuas Network, Conor Stafford, Aircastle, William Johnston, Arthur Cox, Julie Shackleton, Law Society Diploma Programme, and front row: Noreen Fitzpatrick, Skillnets, Philip Shepherd QC and Marie O'Brien, A&L Goodbody.

## Job-seekers

All Finuas networks deliver training for job-seekers through the main Finuas programme and through the Job-seekers Support Programme (JSSP). Over 215 job-seekers benefitted from over 1,500 training days on a range of training programmes in the IFS sector. For the purposes of this report, all statistics relating to job-seekers on the Finuas programme are reported in the *Up-skilling the Unemployed* section on pages 40-53. During 2013, job-seekers participated with employees from network member companies in specialised training including aircraft leasing, Islamic finance and investment fund services.



## Independent Evaluation Results

The findings below are preliminary results from an independent evaluation of all Skillnets programmes and activity. The final report and findings will be available in 2014.

### What companies had to say about our Finuas Networks Programme (Finuas):

- **70%** of member companies agreed that being a member of a Finuas network had **enabled some staff to be trained for the first time**.
- **85%** agreed that Finuas training had a high or very high impact on **addressing skills gaps** within their organisation.
- **70%** of member companies felt that Finuas training was likely to **enhance the long-term performance of their business**.
- In terms of business growth, **22%** stated that the training had a high or very high impact on **expansion within their existing markets** with **15%** crediting Finuas training with similar impacts on the development of **new export markets**.
- **96%** agreed that their investment in Finuas training represented **value for money**.

### What employees had to say about our Finuas Networks Programme (Finuas):

#### Impact of training on job retention and future jobs

- Over **97%** of Finuas trainees **remain employed**, with the majority employed in the same company in which they undertook their Finuas training.

#### Trainee satisfaction with training courses

High levels of satisfaction among Finuas trainees regarding various aspects of the courses undertaken:

- **Quality** of the tutors/trainers (**95%**)
- **Relevance** of the training for their work (**98%**)
- Meeting **overall expectations** (**95%**)

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## ManagementWorks Programme Activity 2013

**838** people trained

**518** SMEs  
(369 new member companies)

**10,287** training days

**€1.66m** total investment  
of which €1.22m was invested by Skillnets in grant support  
and €439k was invested by member companies.



**ManagementWorks**

Learn Lead Succeed



Owner/managers from Dublin SMEs celebrate the completion of the first ManagementWorks Management Team Development Programme. Participation in the course resulted in the creation of twenty new jobs (five full time and fifteen part time) across seven of the companies.

ManagementWorks, which was established under the Action Plan for Jobs 2012, works with SMEs to increase their management capability. Since its inception as a pilot programme in 2012, ManagementWorks has worked with 838 participants from 518 businesses across the country. It provides a range of targeted programmes designed to support owner-managers and managers of SMEs in improving and developing their businesses.

In June 2013 the ManagementWorks pilot programme was independently evaluated by Exodea Consultants. The evaluation concluded that the programme delivered on its objectives. Of the 600+ participants on the training programmes in the pilot phase, over 92% came from businesses with less than 50 employees, with 63% having less than 10. Over half of those involved in programmes had never attended a management development programme before and the attrition rate was 2%. The evaluation also found that the businesses reported a real impact on their performance. 90% of respondents reported an increase, or a dramatic increase, in their management capacity as a result of their engagement with ManagementWorks.

Figure 18:

#### Breakdown of Companies by Sector

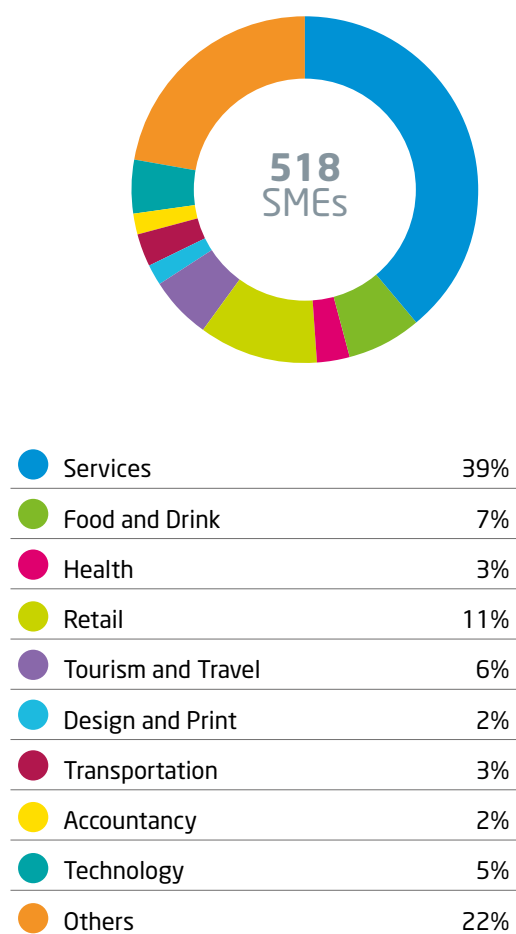


Figure 19:

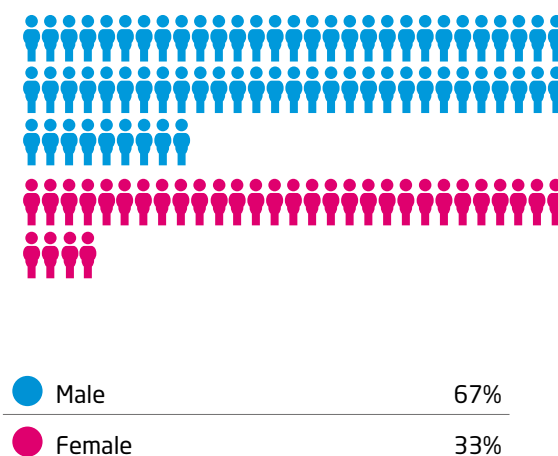
#### Breakdown of Companies by Size



There has been an adjustment in the profile of company size in 2013 with micro firms (less than 10 employees) accounting for 56% of all companies, compared to 72% in 2012. Companies with between 10 and 49 employees increased from 21% to 30%, while companies with 50 or more employees increased 8 points to 14%. While taking into consideration the smaller sample size of companies in 2012 the explanation for this adjustment would seem to be twofold. Almost a fifth of ManagementWorks participants in 2013 attended the IMI Diploma programmes, which tend to result in participants from larger firms. In addition, there were no Lean programmes offered in 2012. In 2013, these programmes attracted 88 participants, the majority of whom came from larger (more than 10 employees) firms.

Figure 20:

#### Breakdown of Trainees by Gender

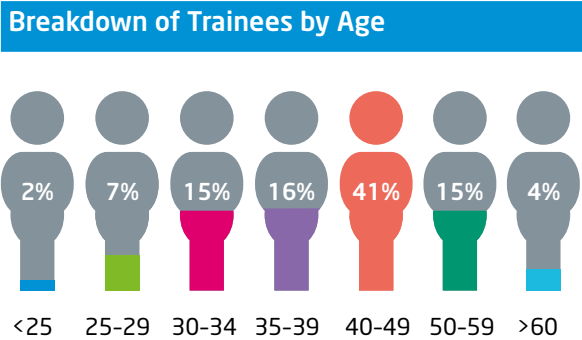


The percentage of male trainees has increased by 3 points in 2013 to 67%. The ratio of male to female trainees is consistent with the gender profile of business owners in Ireland.

“The ManagementWorks course has been invaluable in providing management with specific business and management skills and tools not normally required of senior management in our industry but which are invaluable in running a multi-disciplinary business looking to expand into foreign markets.”

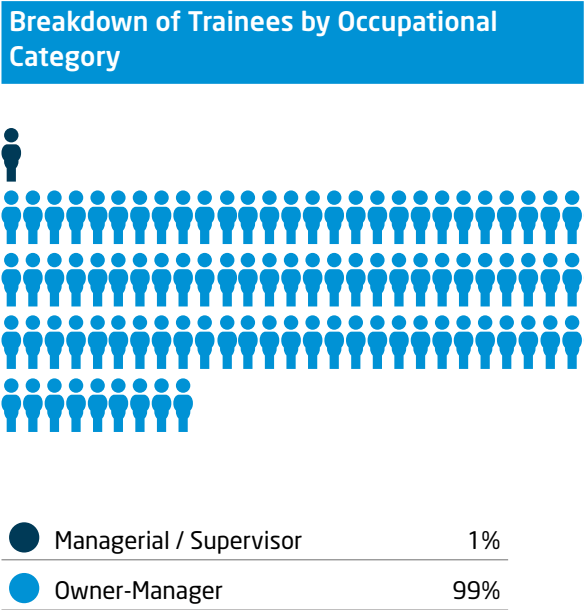
ManagementWorks trainee 2013

Figure 21:



The age profile over time is balancing more towards a slightly younger age profile. The percentage of trainees under 40 has increased from 35% to 40% in 2013. Similarly, the number of trainees over 50 has fallen from 24% to 19%.

Figure 22:



"The course has been a great learning curve for me as I have had no management training previously. It has given me the tools and identified the system necessary to run a private business."

ManagementWorks trainee 2013



Alan Nuzum, Skillnets CEO, Dr. Mary Hogan, Registrar, IMI, Dr. Michael Murphy, President, UCC, Dr. Simon Boucher, CEO, IMI, Dermot Duff, Programme Director, IMI, and Dr. Lorcán Ó hÓbáin, Senior Programme Manager, ManagementWorks with graduates of the first IMI Postgraduate Diploma in Management.

Figure 23:

Breakdown of Courses by Certification

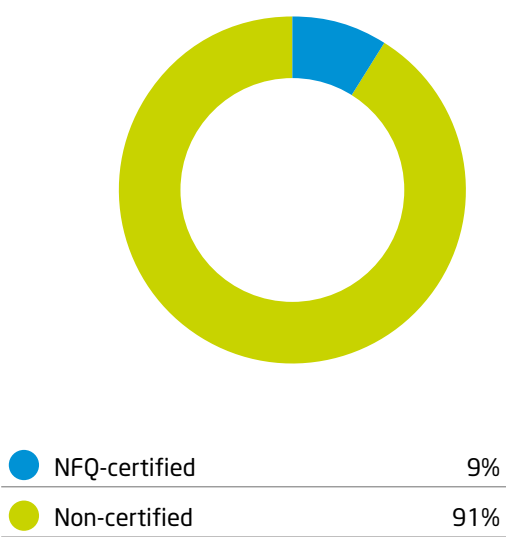


Figure 24:

Breakdown of Training Days by Certification

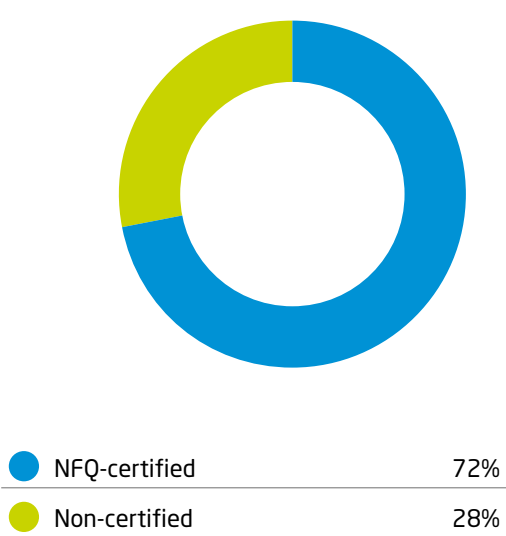
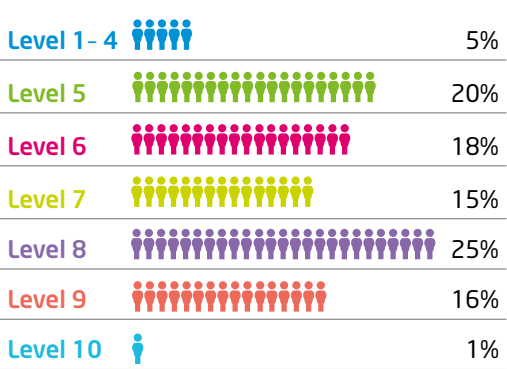


Figure 25:

Breakdown of Trainee Educational Level Prior to Training



The range of NFQ levels has remained very consistent since 2012. Those with Level 6 or less increased slightly from 42% to 43% of the population of trainees. Those with Levels 8-10 decreased slightly from 42% to 40% of trainees.

"I found the programme excellent. It was concise in its structure and developed in a manner that gave me confidence to implement and grow the business."

ManagementWorks trainee 2013

## Building Management Capability

Business Growth and Management Team Development programmes combine workshops with targeted one-to-one mentoring for small groups of owner managers.

**Workshops** give owner-managers the opportunity to engage in a review of their business, explore the potential for development of their business and facilitate sharing of experiences, issues and solutions that focus on taking action to improve the business.

**One-to-one mentoring** provides an opportunity for the owner-manager to focus on their development agenda. The mentor's role is to support, reinforce and where necessary to challenge the owner-manager towards delivering improvement.

During 2013, 99 people participated on the ManagementWorks Postgraduate Diploma in Management offered through the Irish Management Institute (IMI). This programme brings participants through an 18-day programme of study at Level 9 (30 credits) on the National Framework of Qualifications (NFQ). Forty-eight participants completed the programme during the year with the remainder scheduled to conclude in the first quarter of 2014. The ManagementWorks model allowed this programme to be brought to Galway and Cork for the first time ever, as well as supporting two cohorts in Dublin.

Development work was undertaken in 2013, in conjunction with the IMI, on a Diploma in Strategy and Innovation that will provide participants with the option of securing the second stage of their full Masters in Business award through ManagementWorks. This programme will commence in 2014 in Galway and Dublin.

ManagementWorks expanded its portfolio of courses to include Lean programmes in 2013. Eighty-eight participants from 22 businesses took part in a programme that combined five training days with eight half-day mentoring sessions. The purpose of the programme is to introduce and complete a Lean project within the business. Of particular note is that many sectors beyond manufacturing participated including financial services, retail, logistics and legal firms. The focus on process review and improvement has allowed these businesses to achieve significant advances.

### Lean in action

Every Sunday evening a container vessel arrives into Dublin port to be handled by the team at Jenkinson Logistics, an Irish company operating in air freight, sea freight, road freight, project shipments, warehousing/logistics and freight management. It typically took a number of weeks to reconcile all freight and cargo summaries. The Lean programme engaged the inbound team to apply Lean thinking to this complex process. The result was a streamlined process to enable all paperwork to be processed within a week.

Despite initially being sceptical about Lean, Damien Guirke, Director at Jenkinson Logistics, saw great benefit in attending the programme.

*"The biggest thing for me was to get back out to the desk, sit down, look at the process that we've had in place for years, because it was always done that way... and in reality, it doesn't work."*

## Building Financial Capability in SMEs

In October 2013, Minister for Finance Michael Noonan T.D. announced as part of Budget 2014 a new pilot initiative aimed at enhancing the skillsets of SMEs to improve their financial capabilities. Skillnets' ManagementWorks programme was tasked with the development and delivery of this pilot programme nationally in 2014, and the programme has since been included as part of Skillnets' actions in the Action Plan for Jobs 2014. In the months preceding the announcement, ManagementWorks engaged in the development and design of the "Building Financial Capability" programme for SMEs. This included wide consultation with a number of key stakeholders including SME businesses, SME representative bodies, trainers and policy makers in the Departments of Education and Skills, Finance and Jobs, Enterprise and Innovation. The Building Financial Capability programme will be rolled out nationally in 2014 and will consist of two days dedicated off-site training and expert one-to-one mentoring support.

"As a lonely entrepreneur it was a wonderful opportunity to meet other entrepreneurs and share issues and ideas, and to be able to spend time thinking about my business and taking a more strategic view. It focussed my mind on goals and a long-term strategy which I am now putting into place."

ManagementWorks trainee 2013



"The strength of ManagementWorks programmes is their ability to link the course content to relevant aspects of your business."

ManagementWorks trainee 2013



## Independent Evaluation Results

The findings below are preliminary results from an independent evaluation of all Skillnets programmes and activity. The final report and findings will be available in 2014.

### What companies had to say about our ManagementWorks programme:

- **73%** of member companies agreed that being a member of ManagementWorks had **enabled some staff to be trained for the first time**.
- **89%** agreed that ManagementWorks training had a high or very high impact on **addressing skills gaps** within their management team.
- **87%** of member companies felt that ManagementWorks training was likely to **enhance the long-term performance of their business**.
- In terms of business growth, **49%** stated that the training had a high or very high impact on **expansion within their existing markets** with **18%** crediting ManagementWorks training with similar impacts on the development of **new export markets**.
- **95%** agreed that their investment in ManagementWorks training represented **value for money**.

### What employees had to say about our ManagementWorks programme:

#### Impact of training on job retention and future jobs

- **12%** of companies stated that their **employee numbers had increased**, with a further **25% likely to increase staff** within the next 6 to 12 months, both as a result of direct or indirect impacts of participation in ManagementWorks.

#### Trainee satisfaction with training courses

High levels of satisfaction among ManagementWorks trainees regarding various aspects of the courses undertaken:

- **Quality** of the programmes - competence of **mentors and workshop instructors (95%)**
- **Relevance** to meeting business and staff development needs **(92%)**
- Meeting **overall expectations (93%)**

---

# Up-skilling the Unemployed

Key performance outputs, training in action and interim independent evaluation results by training programme.

**J**  **B-SEEKERS**  
**K**  **N**  **OWLEDGE**  
**W**  **ORK PLACEMENT**  
**A**  **CTIVATION**  **N**  
**C**  **NVERSION**  
**P**  **ROGRESSION**  **N**  
**E**  **MPL**  **YABILITY**

## TNP and Finuas Activity 2013

**7,306** unemployed people trained  
across all programmes

**64,567** training days  
delivered to unemployed people  
across all programmes

**50%** of trainees supported  
were long-term unemployed

**55%** of trainees  
were on Levels 1 - 6 of the National Framework of Qualifications (NFQ)

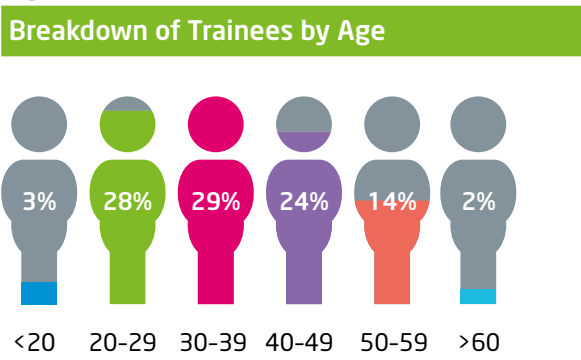
For the *Upskilling the Unemployed* section all statistics reported on individuals relate to job-seekers across the following programmes: TNP, Finuas and JSSP. Statistics for employees are reported on in the *Upskilling the Employed* section.

# The Training Networks Programme (TNP) and Finuas Networks Programme (Finuas) provide job-seekers with -

training courses in demand by Irish companies with additional networking opportunities by training alongside people in employment.

Skillnets provided valuable supports in 2013 for 7,306 job-seekers (an increase of 4% on 2012) who undertook 64,567 training days (an increase of 21% training days on 2012). 56% of those job-seekers who trained with the networks in both Skillnets-funded programmes were male, and 44% were female.

Figure 26:



NOTE:

Based on a 95% sample for which data was available.

There was little variation in the age profiles of job-seekers in comparison to employed trainees.

Figure 27:

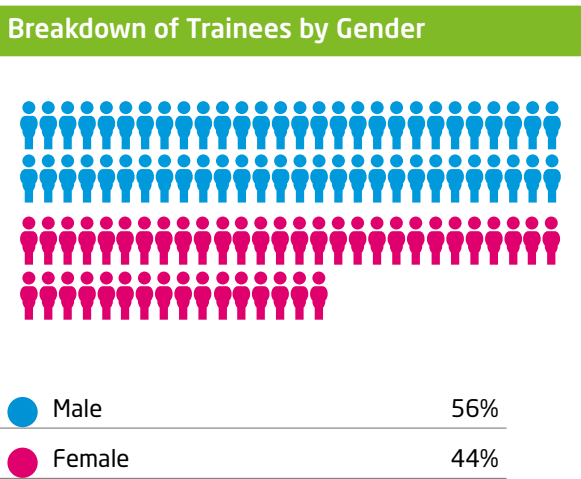
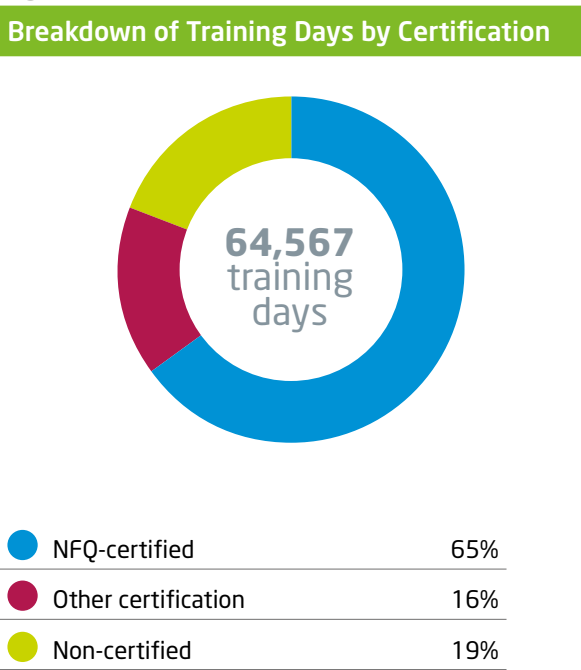


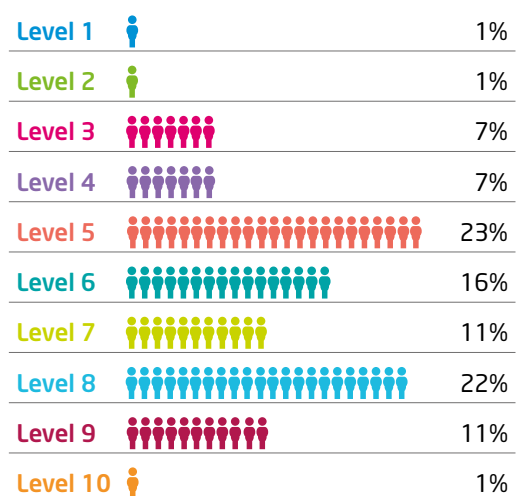
Figure 28:



81% of all job-seeker training days in all Skillnets-funded programmes were certified by either the NFQ or by other professional bodies, an increase of 3 points on 2012.

Figure 29:

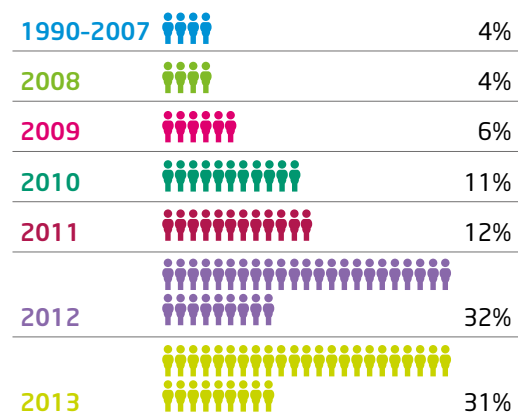
### Breakdown of Trainee Educational Level Prior to Training



55% of unemployed trainees were on Level 1-6 of the NFQ. It is to be noted that by taking the Finuas trainees separately for trainee educational level prior to training, the vast majority (97%) of Finuas unemployed trainees were at Level 6-10 prior to training, with 86% at Level 7-10.

Figure 30:

### Breakdown of Date Trainees Joined Live Register



50% of unemployed trainees were long term unemployed (unemployed for over a year), an increase of 4 points on 2012 figures.

"I undertook the course when I was five months unemployed; the course gave me the confidence to apply for roles that I would not have previously applied for. Six weeks after completing the course I got a contract position for 18 months with a view to permanency."

Job-seeker 2013

## Strengthening Links with Stakeholders

Skillnets continued to work closely with the Department of Social Protection (DSP) during 2013. This culminated in the agreement of a Protocol for Co-operation, which aims to establish stronger links between Skillnets and DSP at national and local level. The protocol seeks to raise awareness of training opportunities amongst DSP clients and increase the number of job-seekers participating in training with Skillnets.

At a national level, Skillnets participated in the Blanchardstown and Dun Laoghaire Jobs and Advice Fairs organised by DSP during 2013, and plans to attend a greater number of similar events around the country in 2014.

At a local level, **Positive2Work Skillnet**, in partnership with Tesco Ireland and DSP, ran a pilot of the Advantage Programme in North Dublin. This six-week accredited programme provided 19 job-seekers between the ages of 18-25 with the opportunity to up-skill for employment in the retail sector, along with a work placement within Tesco Ireland. The outcomes demonstrate the potential of this collaborative approach: 50% of the participants secured employment in the sector shortly after completing the Advantage Programme.

Pictured with Minister *Joan Burton, T.D.* are the graduates of the **Positive2Work Skillnet** Advantage Programme with representatives from Skillnets, Tesco Ireland and Positive2Work Skillnet.



Skillnets strengthened links with other state-funded training schemes for job-seekers and employers through its participation in a new umbrella brand created in 2013 for government's industry-focussed up-skilling and re-skilling initiatives. Now known as Skills to Work, the brand comprises Skillnets, JobBridge, JobsPlus, Springboard and Momentum. Its aim is to increase awareness of the range of opportunities open to job-seekers through the various initiatives, while helping to increase the level of integration between the schemes. Skillnets participated in two Springboard events for job-seekers in Dublin and Cork in 2013, as part of this collaboration.

Skillnets also participated in a National Employment Week event that was designed to raise employer awareness of the calibre of job-seekers completing training and education initiatives. The event, which took place in July 2013, was well attended by a range of small, medium and large companies.

Pictured at the DSP Jobs and Advice Fair are *Joanna Piechota* and *Dave Flynn*, Skillnets, with *Joan Burton, T.D.* Minister for Social Protection.



## Foot in the Door

Fourteen networks delivered twenty Foot in the Door events in 2013 covering a wide range of sectors including ICT, software, pharmachem, radio, contact centre and healthcare. The purpose of these events, first piloted in 2012, is to give job-seekers who have little or no prior experience of a sector, the knowledge to get their 'foot in the door'.

For the job-seeker, Foot in the Door events provide an insight into the realities of working in sectors that they are interested in, their potential suitability for these sectors, as well as the chance to meet potential employers face-to-face.

A job-seeker at a healthcare Foot in the Door event delivered by **Galway Executive Skillnet** spoke about the benefits of attending:

*"I found the event really useful to understand what it is like to work in the caring profession. I thought I had an idea beforehand, but it was great to be able to listen to the talk given by the care assistant."*

For member companies, particularly those that are experiencing skills shortages, the events offer an opportunity to meet a pool of potential employees.

Participating networks use the events to explain how their programmes give people relevant skills and qualifications, which is critically important for people seeking entry into sectors they have never previously been employed in.



Janssen employees Jason O'Shea, John Morris and Nick Madden, speakers at the **PharmaChem Skillnet** Foot in the Door event.

**PharmaChem Skillnet** hosted a Foot in the Door event in Cork in June 2013. Eighty-three local job-seekers attended the event, all seeking employment in the pharmaceutical and medical device sector.

Attendees had the opportunity to speak to career coaches and commercial recruitment agencies, as well as staff from Cork Jobs Club. The network also held seminars on communicating to influence, interview skills and on conversion training opportunities for the pharmaceutical and medical device sector.

Senior personnel from member companies such as GE Healthcare, Gilead, Sanmina SCI, Novartis, Janssen, Merck Millipore and Depuy met with job-seekers individually, and gave them an insight into the skillset needed to access employment within their companies.

*"We were delighted to participate in the event, allowing us to assist attendees with the aim of increasing their employment chances. We had the additional benefit of establishing contacts that directly led to us filling a job vacancy that had recently arisen in our company."*

John Davenport, Training and Development Lead, Sanmina

## Independent Evaluation Results

The findings below are preliminary results from an independent evaluation of all Skillnets programmes and activity. The final report and findings will be available in 2014.

### What unemployed trainees had to say about TNP and Finuas training:

#### Impact of training on employment

- At the time of the survey, **42%** of unemployed trainees were **in employment**, with a further **15%** **pursuing further education** or training.

#### Trainee satisfaction with training courses

High levels of satisfaction among trainees regarding various aspects of the courses undertaken:

- **Work relevance** of the training (**84%**)
- **Quality** of the tutors / trainers (**89%**)
- Meeting **overall expectations** (**82%**)

"Being unemployed dented my confidence and therefore my ability to get a job. Skillnets has given me the knowledge through training on aspects of business that I was weak on and increased my chances of getting employment again."

Job-seeker 2013

"The course has greatly assisted me in terms of focus and essential groundwork for establishing a new startup. It has increased my confidence and equipped me with up-to-date IT skills crucial for business success."

Job-seeker 2013



## Job-seekers Support Programme (JSSP) 2013

Work placement and training for job-seekers.

**47** networks

**€2.8m** total investment

of which €2.7m was invested by Skillnets in grant support  
and €122k was invested by member companies

**285** courses delivered

**3,027** unemployed people trained

**48,447** training days delivered

**82%** of training days

were either NFQ-certified or certified by other industry bodies

The Job-seekers Support Programme (JSSP) funds dedicated training courses and relevant work placements for job-seekers in areas of employment potential.

## JSSP key objectives:

- Up-skill job-seekers on a pathway to re-enter a previous employment sector or transfer into an alternative sector
- Offer relevant work experience with member companies, in particular those with vacancies
- Develop a talent pool of skilled people for potential recruitment with member companies

JSSP supports job-seekers from any of the following groups (that also fulfil the general Skillnets eligibility criteria for job-seekers):

- People unemployed for more than 12 months
- People at Level 5 or less on the National Framework of Qualifications (NFQ)
- People under the age of 35
- People formerly employed in the construction, manufacturing and retail sectors
- People wishing to enter the ICT sector

Over 250 JSSP courses were delivered by 47 training networks during 2013. This represents the highest level of participation by training networks, and by extension private enterprise, in the initiative since its establishment in 2010.

Skillnets places significant emphasis on outcomes and the extent to which job-seekers progress from JSSP into employment. This is achieved through an annual independent evaluation as well as scheduled monitoring of trainees by networks. Networks contact JSSP trainees approximately two months after the completion of placements to identify whether or not they have progressed into employment, further education and training, or have set up a business.

In an independent evaluation undertaken by Indecon International Economic Consultants, interim results suggest that over 47% of job-seekers who participated in JSSP during 2013 secured employment or established a business. This success rate is an increase of six points on 2012 figures, and demonstrates that JSSP is an effective labour market activation measure.

A continuing feature of courses that have good levels of progression outcomes is the close collaboration between networks and member companies to identify current and future vacancies. Networks that design training to fill these roles achieve the greatest outcomes in terms of employment, particularly when combined with highly structured, project-based placements/internships.

“This training programme helped me find paid work in my field of study as it showed employers I had good motivation and that I wanted to find work.”

JSSP trainee 2013

## Rural Economy

Many of the courses delivered in 2013 followed the trends of previous years in addressing skill requirements in growth areas such as ICT, sales and marketing, communications, financial services and technical skills. An interesting feature of JSSP programmes delivered during 2013 is the support for people seeking employment in the rural economy.

Job-seekers in Donegal were provided with chainsaw training based on increased growth and opportunities for employment in the forestry industry. In Roscommon, job-seekers completed organic horticulture training, learning the skills and science to grow organic produce on a commercial basis. Mountain guiding skills training in Kerry gave participants the opportunity to gain the skills and knowledge of the local terrain to earn a living through the tourism industry.

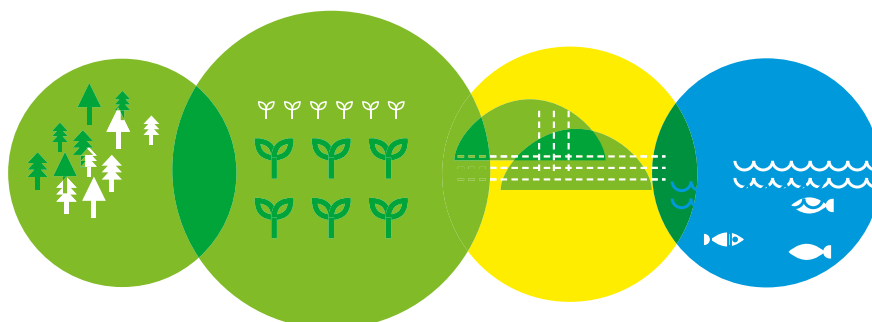
Sherkin Islanders, and unemployed people resident on a number of other islands off the Western seaboard, completed a number of fish-handling skills programmes. As a result, participants were able to access processing roles, which are becoming more numerous due to increased consumer demand for fish and seafood in Ireland. Read a detailed case study on this type of training that took place on Árainn Mhór on page 50. These programmes demonstrate the capacity of JSSP to up-skill job-seekers to access niche or remote employment opportunities in the rural economy.

## Entrepreneurship

There was a growing trend with JSSP courses in 2013 for courses aimed at job-seekers seeking to set up their own business. This was not restricted to any one sector or region of the country and ranged from artisan cheese makers, micro-brewers, craft workers and domestic appliance repair contractors, to those seeking to establish internet-based businesses. Initial results of the independent evaluation of the programme indicate that over 10% of JSSP trainees are now self employed.

## Training Intensity

On average, job-seekers participated in longer JSSP courses during 2013, in comparison with 2012. While the length varied considerably from programmes delivered over a few days to those delivered over a year, on average JSSP trainees spent over three weeks in training before going on to complete work placements. In addition to core training specific to a sector or occupation, networks have increasingly incorporated job-search skills into course design, to offer added value and a well-rounded programme to a job-seeker.



Some examples of programmes funded under the Job-seekers Support Programme (JSSP):

## Job-seeker Island Training

### - Fish handling and Shellfish

Árainn Mhór island is located three miles off the Donegal coast and is home to just over 500 permanent residents. In recent years the islanders have been looking at ways of building resilience in their community and becoming more self reliant when it comes to producing goods on the island. One local community co-operative has been involved in a local food project, and teamed up with **Taste4Success Skillnet** to train island job-seekers in traditional skills.

The island has a rich variety of quality food such as fish, shellfish, hill lamb and quality beef. The key focus for the participants was on how to add value to food produced on the island, which would then generate income for the community. The training included an introduction to fish handling and shellfish, and courses in lamb butchery, bread-making and brewing.

The island has also linked up with other island food groups in the region and work is underway to investigate labelling, branding and collective marketing for island products under a new EU labelling scheme for island products. The project featured on RTÉ Nationwide and islanders are working with the Irish Rare Breed Society to promote the use of our native breeds on the islands across Ireland.

Participants on the **Taste4Success Skillnet** fish handling and shellfish courses on Árainn Mhór.



"I was very pleased with the course. I was just about to start my work placement but was offered a full time position with another company. This would not have been possible if I had not participated in the programme."

JSSP trainee 2013

"The training was very important for me as it gave me the chance to have a work placement in a big company. After finishing the placement, I have continued working in the same company full time. I highly value this training programme."

JSSP trainee 2013



Pictured at the IITD Awards are left to right: the Best Work Placement Outstanding Achievement Award winners *Suzanne Murphy, Edel Garavan and Catherine Collins*, **First Polymer Training Skillnet**, *Alan Nuzum*, Skillnets CEO, *James O'Neill*, IITD President, *Noreen Fitzpatrick*, Skillnets, *Marian Byron* and *Claire McHugh*, IBEC.



Pictured left to right, *Ciarán Cannon T.D.*, Minister of State for Training and Skills, with the winners of the IITD Best Job-seeker Initiative Award from **IMDA Skillnet** - *Sharon Higgins, Michelle Reinecke Quain, Pauline O'Flanagan, Ger Tarpey, Pat O'Neill* and *James O'Neill*, IITD President.

## Conversion Programmes for Engineers

**First Polymer Training Skillnet** developed a conversion programme for unemployed engineers from traditional engineering backgrounds, to enable them to make the transition into the plastics industry. The programme was also created to fill a skills gap for Irish manufacturing companies that were having difficulty getting suitably trained individuals for vacancies in polymer engineering, a priority that was reflected in the Action Plan for Jobs 2013.

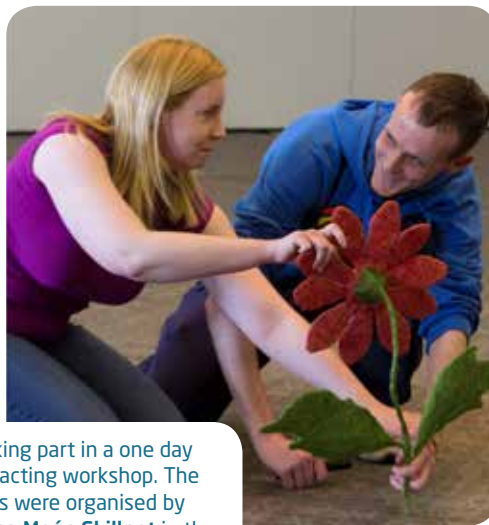
The programme is made up of five NFQ-certified components delivered over 10 days covering a range of topics including plastics materials, processing, testing and injection moulding. The work placement element of the programme was delivered in conjunction with JobBridge. The length and quality of placements in plastics or medical device companies allowed participants to gain real experience and knowledge of the industry. The first trainees completed their work placement in 2013, and the combination of specialised skills and on-the-job experience led to 50% of trainees securing employment.

First Polymer Training Skillnet went on to win the Best Work Placement Graduates and Non Graduates Outstanding Achievement Award at the Irish Institute of Training and Development (IITD) National Training Awards for the work placements provided as part of the course.

The quality of **IMDA Skillnet's** conversion programme for engineers was also recognised at the event, receiving the Best Job-seeker Initiative Award. The programme provided 25 unemployed trainees from an engineering discipline with the opportunity to secure skills and experience necessary to work in the medical technology sector. 78% of trainees from the inaugural programme have secured employment.



*John Lynagh* with a piece from his new business *Crystal City Creations* at the **Waterford Chamber Skillnet** Food and Crafts Showcase for their entrepreneurship graduates.



Actors taking part in a one day intensive acting workshop. The workshops were organised by **Gréasán na Meán Skillnet** in three Gaeltacht locations, in association with *Ros na Rún*, to give job-seekers the opportunity to appear on the popular Irish television drama series. 60% of trainees got a call back audition, six of whom have appeared on the show.

Participants from JSSP Digital Marketing and Web Design Training with *Maggie O'Brien*, Network Manager, **Social Media Skillnet**.



Participants on the JSSP Microsoft Office Specialist Word and Outlook and FETAC IT fundamentals accreditation programme with the **County Tipperary Skillnet** team.



## Independent Evaluation Results

The findings below are preliminary results from an independent evaluation of all Skillnets programmes and activity. The final report and findings will be available in 2014.

### What unemployed trainees had to say about our Job-seekers Support Programme (JSSP):

"The course enabled me to find work in an area in which I previously would not have been considered by employers. The skills and training I gained from this course were invaluable to me as an entry-level graduate moving into the IT sector."

JSSP trainee 2013

"I have found the training to be invaluable. It has kept my drive and focus as I continue to attempt to find employment, as well as exploring self employment opportunities."

JSSP trainee 2013

### Impact of training on employment

- At the time of the survey, **47%** of JSSP unemployed trainees were **in employment**, with a further **20%** pursuing further **education** or training.

### Trainee satisfaction with training courses

- **77%** agreed that it had **increased their chances of gaining employment**
- **81%** found that the programme has helped them to **gain insights** into the sector / industry
- Over 4 in 5 (**81%**) felt that the programme has fully or partially contributed to **improved motivation and confidence**

**C** **COURSES**  
**D** **DEVELOP**  
**C** **CERTIFICATION**  
**L** **LIFELONG**  
**LEARNING**  
**O** **OUTCOMES**  
**E** **EVALUATION**



## Certification

The value of certification and the formal recognition of learning are an integral part of Skillnets policy. There is a continued interest in the area from enterprise and individuals due to its impact on access to emerging and current roles and to further development through training, as well as career progression and transferability within job roles. The enterprise-led training that Skillnets supports is based on extensive training needs analysis of member companies, and certification has not always kept pace with the training that is in demand. Skillnets continues to fill this gap in provision by supporting the development of new certified training. The importance of certification to Skillnets member companies and trainees is emphasised by the high percentage (75%) of certified training days delivered in 2013.

In May 2013, the recently formed Quality and Qualifications Ireland (QQI) rolled out a Comprehensive Policy Development Programme through a number of large public events and an extensive consultation process. As representatives of industry and external partners, training providers and qualification services, Skillnets networks were ideally placed to contribute to the discussion on certification policy developments at a national level. Engagement with the consultation process with QQI was spearheaded by the Skillnets Certification Group, a group of network managers experienced in the design and delivery of certified training through the FETAC and HETAC regimes and through various agreements with the Institutes of Technology (ITs) and universities.

**The strategy for Skillnets engagement with the QQI comprised a three-pronged approach:**

### Policy Consultation

Skillnets contributed to draft QQI consultation papers, sharing its combined experience and knowledge to benefit the QQI policy and guidelines drafting process. This was done via website consultation, email correspondence and structured focus group meetings.

### Knowledge Dissemination

One of the challenges for the QQI in 2013 was disseminating its role, policies and guidelines to all educational stakeholders. Skillnets assisted the process by utilising our communications infrastructure to share QQI resources with Skillnets networks, as well as delivering workshops for relevant networks.

### Quality Implementation

An updated Certification Guide for Networks was produced, with advice and input from the QQI, to assist in the design, validation, accreditation and delivery of certified training.

Figure 31:

#### Breakdown of Courses by Certification



<span style="color: yellow-green;">●</span> NFQ-certified	20%
<span style="color: maroon;">●</span> Other certification	13%
<span style="color: teal;">●</span> Non-certified	67%

Figure 32:

#### Breakdown of Total Training Days by Certification



<span style="color: yellow-green;">●</span> NFQ-certified	63%
<span style="color: maroon;">●</span> Other certification	12%
<span style="color: teal;">●</span> Non-certified	25%

#### NOTE:

These figures reflect all courses for all trainees across all programmes.

In 2013, the Skillnets Certification Group also provided valuable support and advice to networks regarding certification not only on the National Framework of Qualifications (NFQ) but also encompassing appropriate industry accreditation.

The group held a certification workshop in July for network managers. Peter Cullen, Framework Standards and Guidance Manager with QQI, gave an update on the organisation and also drew attention to the fact that employment mobility will increasingly require the adoption of European standards.

Sinéad Heneghan, Director, Irish Institute of Training and Development (IITD) and promoter of **Trainers Learning Skillnet**, shared the network's experience in developing a special purpose award under the Common Awards Scheme (CAS). Liz Carroll, Training and Development Manager with ISME and Network Manager of **ISME Skillnet**, spoke about gaining certification with a higher education institute.

Some examples of network achievements in certification in 2013:

## First Supported eLearning Qualification for the Hardware Sector

**MBE Skillnet** in conjunction with the Irish Hardware & Building Materials Association designed and developed a new eLearning programme, Retail Knowledge Unit 252, in order to provide access for learners to continue to up-skill and build knowledge and competencies in new products and developments in the sector. Nineteen learners successfully completed the programme in 2013. The first group of learners were based in Dublin and the second group of learners were based in Cork. These learners are the first students in Ireland to complete a qualification via supported eLearning within the hardware sector, and this is the first supported eLearning qualification on the NFQ. This award is recognised on the European Framework of Qualifications (EFQ) as well, thus allowing graduates to be recognised at an international level.

Minister *Ciarán Cannon T.D.*, Minister of State for Training and Skills with **MBE Skillnet** graduates of Retail Knowledge Unit 252.



Pictured at the launch of the new Manufacturing Operations Programme are *Mike Farrell*, Siemens, *Noreen Fitzpatrick*, Skillnets, *Pauline O'Flanagan*, **IMDA Skillnet**, *Siobhán Kinsella* and *Helen Macken*, Cpl Learning and Development.

## New Certified Programmes for the Medical Technology Sector

Two new certified programmes were developed and launched in 2013 to give job-seekers the knowledge and skills necessary to work in the growing medical technology sector. The programmes were developed by the **Irish Medical Devices Association (IMDA) Skillnet** and were funded under the Job-seekers Support Programme (JSSP).

The Sales and Marketing for Medical Technologies Diploma is a HETAC Level 8 qualification that was designed to provide unemployed engineers and business professionals with the skills to take up new work in the med-tech sector. It was developed in conjunction with the IMDA Sales and Marketing Taskforce, National University of Ireland (NUI) Galway and Bioinnovate Ireland. The programme commenced in Galway in August 2013 and candidates will complete their internships through JobBridge in June 2014.

The second programme was a bespoke Manufacturing Operations Programme for job-seekers, developed by the network in conjunction with IMDA's Operational Excellence Taskforce. Successful candidates receive six FETAC Level 5 minor awards in the following modules: Continuous Improvement, Good Manufacturing Practice, Cleanroom Operations, Health, Safety and Environmental Awareness, Communications and Work Practice.

## Low Basic Skills (LBS)

Skillnets is working in line with national strategy where action is required at a number of levels around the lower-skilled. Trainees at NFQ Levels 1-5 continue to be a core focus of Skillnets through our main programmes and our Job-seekers Support Programme (JSSP). A lack of both training provision and take-up among the lower-skilled appears to remain a serious obstacle, but the take up of Skillnets training for this cohort is well above industry norms, details of which are reported below.

The National Skills Strategy 2020 (Ref: *Tomorrow's Skills: Towards a National Skills Strategy 2007*) has the following target measures:











- An additional 500,000 individuals within the workforce will need to progress by at least one level on the National Framework of Qualifications
- More specifically, the targets will entail up-skilling 70,000 from NFQ Levels 1 and 2 to Level 3; 260,000 up to Levels 4 and 5

Many networks developed and rolled-out certified learning activities below NFQ Level 5 during 2013. 12% of networks identified the fourth of Skillnets' strategic themes - key competencies for lifelong learning - as a priority area of focus for 2013. However, it is worth noting that the majority of other networks also incorporated elements of this theme into their training plans, in conjunction with other themes e.g. diversification or transferability of skills, priority sectors etc. Thirty-three percent of all Skillnets trainees and 32% of TNP trainees had a highest recognised qualification at NFQ Level 5 or below. The proportion of lower-skilled unemployed trainees was significantly higher at 40%. These outcomes remain very consistent with 2012.

These figures show that the continuing promotion of the lower-skilled agenda among networks is having a positive impact, both in terms of highlighting awareness of the issue at macro-economic level, and also at a micro level where network member companies and their employees are accruing the benefits of up-skilling.

Figure 33:

### Breakdown of Trainee Educational Level Prior to Training

Level 1		1%
Level 2		1%
Level 3		4%
Level 4		7%
Level 5		21%
Level 6		16%
Level 7		13%
Level 8		24%
Level 9		12%
Level 10		1%

#### NOTE:

These figures reflect all trainees across all programmes.

## Quality Assurance (QA)

Skillnets continued to implement a series of quality assurance and evaluation measures in 2013 as part of our focus on monitoring our networks' performance and delivery of training programmes. These measures assess the quality, relevance, value for money and impact of our networks in addressing the Skillnets mandate to:

- Increase **participation** of Irish **businesses** in enterprise training to improve **competitiveness**
- Foster and support an **enterprise-led approach** to training through **partnerships** and **networking**
- Support **innovation** through enhanced **workplace** and **workforce retention/activation-related learning**
- Provide improved **access** for **workers** to **skills development**
- Provide appropriate **up-skilling** or **re-skilling** training to those in the workforce who have become **unemployed**

### Independent External Evaluations

Skillnets commissioned an independent evaluation of the Training Networks Programme (TNP), Finuas Networks Programme (Finuas) and ManagementWorks covering 2013 activity. The evaluation reports on the impact of Skillnets training for companies, employees and job-seekers at a network, programme and training activity level. The final report and findings will be available in 2014. Some of the outcomes of these findings have been reported under each programme earlier in the report.

The ManagementWorks pilot programme was independently evaluated by Exodea Consultants. The evaluation was published mid 2013 and concluded that the programme delivered on its objectives.

The evaluation found that participating businesses reported a real impact on their performance. Ninety percent of respondents reported an increase, or a dramatic increase, in their management capacity as a result of their engagement with ManagementWorks. The evaluation also reported a low attrition rate of 2% on training programmes.

### Compliance Visits

Compliance visits were conducted on all networks under the TNP and Finuas programmes in 2013 assessing the management of networks, compliance with Skillnets' requirements, and the systems and procedures in place to ensure network initiatives offer value for money.

### Quality and Delivery of Training Courses

The quality and delivery of Skillnets-funded training courses is a very important part of Skillnets' overall monitoring processes. Sixty-seven unannounced visits were conducted across networks in TNP and Finuas in 2013. Each training course sampled was followed up with a report identifying any issues or observations from the visit. This practice helps to validate the recorded training intervention and also provides valuable feedback on the quality of the provision. The ManagementWorks team also visited their training programmes several times over each programme's duration to ensure programme quality.

### Independent Telephone Surveys

Telephone surveys were conducted by an independent consultant on three occasions over the course of 2013, addressing training course delivery in each quarter on both TNP and Finuas. Both employed and unemployed trainees across all of our networks were surveyed to validate training attendance and to provide trainee feedback on the quality of the training.

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## Overview of Key Departments

The following pages give an overview of our key departments work in 2013: Programme Operations, Communications and Finance and Services.

**SUPPORT**  
**DEVELOP**  
**MONITOR**  
**TEAMWORK**  
**RESOURCES**  
**COMPLIANCE**  
**EVALUATION**

## Programme Operations

The Skillnets Programme Operations team continued to provide support and monitoring for all TNP and Finuas networks throughout 2013. This also included set-up support to seven new pilot networks that commenced in June 2013. Programme monitoring included regular reviews of network performance against agreed Key Performance Indicators (KPIs) – e.g. number of companies supported, trainees, training days – in addition to a series of compliance and unannounced visits detailed in the Quality Assurance section (page 59).

**A number of support interventions were provided:**

### General Programme Support:

Each network received one-to-one support from a dedicated Programme Support Manager (PSM), including site visits and attendance at network steering group meetings throughout the year.

### Network Manager Focus Groups:

Skillnets facilitated the following two focus groups during the year:

- Certification Group (CG)
- Employment Activation Group (EAG)

Both groups provided expert peer advice and support to network managers, and also fed directly into Skillnets and national policy in the relevant subject matters of certification and training/employment for job-seekers.

## 2013 Professional Development Programme (PDP)

The 2013 Professional Development Programme (PDP) for network managers built on the successes and experience from previous years and introduced some new ideas and initiatives.

**Focus on:**

### Quantitative:

Increasing the level of networking between network managers to aid delivery of agreed quantitative KPIs.

### Qualitative:

Increasing the focus on the qualitative aspects of network learning activity.

A total of 47 training events were held during 2013. These included two mandatory plenary events held in January and October, and two spring and autumn cluster support groups held in regional locations. Six optional workshops were also held on a range of subjects including induction, procurement, supporting job-seekers and certification. These were organised based on demand by network managers, and in the instance of job-seeker supports and certification, the workshops were delivered collaboratively by network managers and members of the Programme Operations team. Skillnets also facilitated a peer mentoring programme in which experienced network managers provided support and mentoring to the newer managers, and thus shared best practice across networks.



## SAM (Skillnets Activity Management)

Skillnets continued to operate an online bespoke software management information system (SAM) to capture all network financial and activity data. Technical support and training was provided throughout the year by the system administration team. An independent technical review of the system was conducted in early 2013 which recommended a system re-build to provide greater functionality in terms of data analysis, data security and provide a more efficient system for users. Skillnets commenced the design of the new system in autumn 2013.

## Study Visits and Contribution to European Policy

In May 2013 Skillnets played host to a study visit from a European partner interested in learning about the concept of training networks. Representatives from the Department of Growth and Development in the municipality of Arvidsjaur in Sweden visited Galway where they met with two local networks who generously gave of their time: **Galway Executive Skillnet** and **Gréasán na Méan Skillnet**. They also met with Carl Blake, Skillnets Senior Programme Manager, who gave an overview of Skillnets and the objectives of the Training Networks Programme (TNP).

The 9th annual meeting of the OECD LEED Forum on Partnerships and Local Governance took place in Ireland in March 2013 with over 150 national and international representatives in attendance. The theme was '*Implementing change: A new local agenda for jobs and growth*'. The event was part of Ireland's presidency of the European Union and focused on strategies for reducing high and persistent unemployment and defining new sources of economic growth. Niamh Desmond, Skillnets Programme Support Manager, was a guest speaker on the topic of '*How employment and training agencies can help*'.

Adele O'Meallaigh, **Galway Executive Skillnet**,  
Carl Blake, Skillnets, Asa Handel and Bibbi God,  
Department of Growth and Development, Arvidsjaur.  
PHOTO COURTESY OF BRONA MCNEILL.



## Communications

### Skillnets.ie goes mobile

The Skillnets website **www.skillnets.ie** is a key element of Skillnets corporate communications strategy for both digital and traditional/offline marketing, as well as awareness building through other means such as PR/events/collateral etc. All our tools direct users to **www.skillnets.ie** as it is the central portal for our product/services - training courses provided through our training networks.

In 2013 the Skillnets website was redeveloped into a mobile responsive website with the content and structure reworked from a mobile first perspective. This initiative came about in response to the growth in mobile technology and the increase in visits to the Skillnets website from mobile devices. In addition, the eGovernment 2012-2015 strategy report identified the need for a mobile optimised approach for public bodies to better facilitate mobile users.



Some high level statistics from 2013, in comparison to 2012:



\* NOTE: 15% of all visitors were on mobile devices.

### SEO

A range of different tactics are used to increase visitor numbers to the Skillnets website. One of these tactics is Search Engine Optimisation (SEO). An extensive SEO project was undertaken in October 2013 and Skillnets' search engine ranking was greatly increased as a result. The work on improved SEO for the website was also reflected in the 52% increase in Google organic referrals to the Skillnets website in the two months following the SEO project, compared to a similar period in 2012.

### Social Media Advertising

Nine targeted Facebook campaigns were run in 2013. Building on the success of previous campaigns directed at companies (particularly SMEs) and job-seekers, a pilot campaign aimed at employees was trialled. The campaign was very successful, generating 2,367 visits to the employed section on the Skillnets website. All nine campaigns resulted in a significant increase to visitor numbers and page views on the Skillnets website, and the number of clicks generated from each are detailed below.



**+1,400** clicks  
1 SME ad campaign



**+6,500** clicks  
3 job-seeker ad campaigns



**+2,360** clicks  
1 employee ad campaign



**+2,060** clicks  
4 new call ad campaigns  
targeted at specific locations in Ireland

## New Fund for Training Networks

A fund for the creation of new Skillnets training networks was announced at the beginning of 2013. The Communications team developed a new brand and messaging for the announcement, as well as creating two new brochures and a dedicated funding section on the Skillnets website. The new fund was promoted through an extensive national PR campaign, national and regional radio advertisements, regional print advertisements and a series of targeted Facebook advertising campaigns.

### Some high level outputs:



**46** articles

(43 regional / 3 national)

**2** regional adverts



**2** regional broadcasts

**1** national broadcast

series of national and regional radio adverts



Featured on

**25** websites

**53** social media posts  
(Twitter and Facebook)

**2,065** clicks  
on Facebook adverts

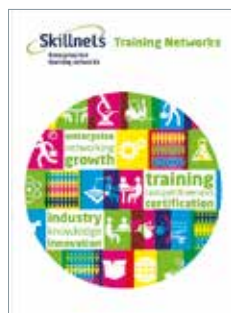
**1,787** visitors  
Skillnets New Funding Seminars page

**1,676** visits  
Skillnets Funding page

## Corporate Publications

The team published a bi-annual newsletter *Skillnets News*, detailing updates on Skillnets' corporate activities, as well as news, events and innovations from Skillnets training networks across all programmes. Distribution included a wide variety of stakeholders - relevant government department ministers and press offices, political party press offices, local employment services offices, citizens information centres and libraries.

The *Skillnets Annual Report 2012* was published in June. The report received extensive national media coverage with Alan Nuzum, CEO, interviewed on RTÉ Radio One's 'Morning Ireland' and RTÉ One television's 'Morning Edition' programmes. Carl Blake, Senior Programme Manager, was also interviewed on RTÉ Radio One's 'Drive Time' programme.



### Public events promoting network training courses for job-seekers

Skillnets exhibited at two Career Zoo events in 2013 ([www.careerzoo.ie](http://www.careerzoo.ie)), affording an opportunity to highlight the breadth and variety of training courses on offer through our training networks to almost 20,000 potential trainees. Career Zoo targets qualified professionals and graduates seeking to explore their career options and skills development opportunities. The Skillnets stand attracted a huge amount of interest at both events.

Skillnets courses were further promoted through participation in two Department of Social Protection (DSP) Jobs and Advice Fairs and at a series of Springboard roadshow events during the year.



Mick McHugh, Skillnets with a delegate at the Springboard roadshow held in Cork City Hall on 20th August.  
PHOTO COURTESY OF CLARE KEOGH.

### Policy support

#### Department of Education and Skills (DES)

The team continued to liaise with the Department of Education and Skills (DES), collating responses to queries and parliamentary questions in 2013 and producing regular updates and reports as requested.

#### Joint Oireachtas Committee on Jobs, Enterprise and Innovation

In March, the Communications team worked closely with the CEO to co-ordinate and manage Skillnets' first briefing to the Joint Oireachtas Committee on Jobs, Enterprise and Innovation. The briefing detailed the effectiveness and relevance of the Skillnets enterprise-led model for current and future skills needs of enterprise and the workforce.

#### eGovernment Strategy for 2012-2015

The Communications team took the lead in addressing some of the key actions within the eGovernment Strategy for 2012-2015, and were responsible for updating [egov.ie](http://egov.ie) to report on the organisation's progress.

#### Ombudsman Compliance

As a result of Skillnets coming in under the remit of the Ombudsman in May, a number of actions were implemented with regard to information and branding on our website. These changes were implemented on time to ensure compliance.

The *Evaluation of Skillnets Training Programmes (TNP and Finuas) 2012 Report* was circulated to all ministers and ministers of state in the relevant departments, namely the Department of Jobs, Enterprise and Innovation (DJEI), Department of Social Protection (DSP), Department of Education and Skills (DES) and members of the Joint Oireachtas Committees on Education and Social Protection and Jobs, Enterprise and Innovation.

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## Finance and Services

The Finance and Services team is responsible for the financial management of the organisation and the provision of financial support for programmes managed by Skillnets, such as the Training Networks Programme (TNP) and the Finuas Networks Programme.

The team also ensures the provision of capacity and services needed by the organisation as a whole to deliver its key objectives.

In 2013, Skillnets received the same level of funding from government as in the previous year. This funding was directed at the continuance of the Training Networks Programme (TNP) and Finuas Networks Programme, in addition to the completion of the ManagementWorks pilot programme and mainstreaming of this initiative in support of management development in small and medium sized enterprises. The team continued to play an important support role in financial areas of all programmes.

Administration cost savings on the previous year were achieved in all areas. Significant advantage was taken from lowering of occupancy costs.

A number of changes were made during the year to enhance the company's information technology processes and data management in support of programmes. The organisation also enjoyed the benefits of an ongoing focus on the simplification of processes.

Resources continued to be made available to provide corroborative assurance on the quality of courses run by networks and the record of programme achievement. Internal audit attention focussed on the financial controls associated with the ManagementWorks pilot programme.

In 2013, the team played an active role in the successful completion of a public call for new networks, and the management of the contracting process for seven new networks, as well as the 52 networks that carried on from the previous year.

The team provides corporate governance support to the Chief Executive, the Skillnets Board and committees of the Board to ensure compliance with the Code of Practice for the Governance of State Bodies.

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## Corporate Governance

Skillnets Limited is a company limited by guarantee established in 1998 under the Companies Acts. The company has 24 employees and a board of 13 non-executive directors representing various enterprise stakeholders. It operates on a not-for-profit basis.

**B****BOARD**  
**D****DIRECTORS**  
**R****REPORTS**  
**A****ACCOUNTS**  
**S****SUPPORT**  
**M****MONITORING**  
**G****GOVERNANCE**

The company works within a mandate and funding agreement with the Department of Education and Skills (DES) set in place in February 2011. The Funding Agreement makes provision for funding from the National Training Fund (NTF) at the discretion of DES within the annual budgetary estimates process.

### **Training Network Programme 2012/13 (TNP Round 6):**

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In 2013, Skillnets completed the second year of this two-year programme of network-based, enterprise-led training. A public call for proposals was held in 2013 and succeeded in bringing seven new networks into TNP.

### **Finuas Networks Programme (Finuas):**

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The company completed the fifth successful year of the Finuas programme, a similar initiative to TNP for the international financial services (IFS) sector.

The company continues to take advantage of its positioning with enterprise-led training by making training places generally available to job-seekers within these two main programmes.

### **Job-seekers Support Programme (JSSP):**

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This programme provides access specifically for job-seekers to relevant training in demand by enterprise, coupled with on-the-job work experience. A third full year of the programme was completed in 2013.

### **Management development:**

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In collaboration with DES, the company completed the ManagementWorks pilot programme in furtherance of the recommendations of the Advisory Group for Small Business concerning SME management development networks. Following an independent evaluation of the programme, funds were set aside to continue the initiative. ManagementWorks continues to support the management development needs of SMEs. Skillnets' own subsidiary, Skillnets Services Limited, delivered the pilot programme and continues to implement this initiative, now operating as a training network.

The financial statements of Skillnets Limited are presented in consolidated form incorporating the results and financial position of the company and its wholly-owned subsidiary Skillnets Services Limited.

## **Future developments**

In the year ahead, Skillnets will commence the first year of its Training Networks Programme 2014/15 (TNP Round 7) and continue with the Job-seekers Support Programme (JSSP). In addition, funding will be made available for a further two years for the Finuas programme.

A new initiative, *Building Financial Capability in SMEs* programme, is planned for 2014. Public funding for this programme will be provided separately by the Department of Jobs, Enterprise and Innovation (DJEI).



# Code of Practice for the Governance of State Bodies

Corporate governance in Skillnets comprises all the systems and procedures employed to direct and manage our operations. The Board is primarily responsible for setting a broad range of policies and ensuring they are implemented. The executive management is responsible for the implementation of policy.

Skillnets adopted the Code of Practice for the Governance of State Bodies in conjunction with the renewal of its mandate and funding agreement with the Department of Education and Skills (DES) and affirms the terms of the Code are being complied with as follows:

## Section 13.1 (ii):

Appropriate procedures have been put in place for financial reporting, internal audit, travel, procurement and asset disposals and the requirements of these procedures are being complied with.

## Section 13.1 (iii):

Internal financial control – The Board is responsible for Skillnets' system of internal financial control and it exercises this responsibility with the assistance of the Audit and the Finance and General Purpose Committees of the Board. The system of internal control adopted by the company provides reasonable assurance against material error.

## The key procedures put in place to provide effective internal financial control include:

- Adequate division of duties
- Review by the Audit and the Finance and General Purpose Committees
- Approval by the Board of all grants and material contracts
- Approval by the Board of the annual budget and the assessment of performance against budgets and targets set
- Liaison of the Audit Committee with both external and internal auditors at the start and conclusion of audits

- Regular meetings of the Board and the oversight of all payments made

## Section 13.1 (iv)

Skillnets has a comprehensive set of policies and codes covering the conduct of its directors and employees.

## Section 13.1 (v)

Whilst Skillnets is not a state body, the Board affirms that the pay for the Skillnets Chief Executive and employees is within the limits prescribed in government policy on the pay of chief executives and state body employees.

## Section 13.1 (vi)

Fees paid to the Chairman and Directors are within the rates authorised by the relevant minister.

## Section 13.1 (ix)

Guidelines for the Appraisal and Management of Capital Expenditure Proposals in the Public Sector are being complied with.

## Section 13.1 (x)

The government travel policy requirements are reflected in Skillnets travel and expenses policies, which are being complied with.

The Board of Skillnets has also reviewed and agreed to a set of identifiable risks for ongoing examination by the Board at its scheduled meetings and has also agreed a risk management policy, which is also the subject of ongoing review and amendment.

The Board has held a review of its own performance and has conducted an assessment of strategy for the future that is reflected in *Skillnets Statement of Strategy*, on page 6.

The Board has in place a specific and well defined set of terms of reference for itself and the four Board committees.

## Directors & CEO

**Attendance of directors at Board and Board Committee meetings during the year was as follows:**

	Board	Board Committees			
		Evaluation & Performance Monitoring (EPM)	Audit	Finance & General Purpose (FGP)	Policy, Research & Communications (PRC)
<b>Total no. meetings 2013</b>	6	3	5	1	3
Domhnall MacDomhnaill (Chairperson)	6			1	
Eamon Devoy	4		2	-	
Mairéad Divilly	5		5	1	
George Hennessy	4				2
Terry Hobdell	5	3			2
Nuala Keher	-				2
Karl McDonagh	4				-
Brendan McGinty	2				2
Henry Murdoch	3	2			
Paul O'Brien	6		5	1	
Peter Rigney	4	3			
Niall Saul	4		1	-	
Ian Talbot	5	2			

The following expenses were paid to directors in 2013.

<b>Name</b>	<b>Amount €</b>
Domhnall MacDomhnaill (Chairperson)	2,673
Peter Rigney	30

The salary paid to the Chief Executive in 2013 was €119,140. A contribution of €13,236 was made to the Chief Executive's pension scheme. The salary of the Chief Executive has not increased since April 2008 and in February 2011 the Chief Executive undertook a voluntary reduction of 10% of his salary.

### **Ethics in Public Office Act, 1995 and Standards in Public Office Act, 2001**

All Skillnets Board members and staff holding designated positions have completed statements of interest in compliance with the provisions of the Acts.

### **Freedom of Information Acts, 1997 & 2003**

Skillnets operates in accordance with the Acts. Requests for information should be addressed to the FOI Officer, Skillnets Ltd., Q House, 76 Furze Road, Sandyford, Dublin 18.

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# Financial Information & Statement of Results

**Skillnets Limited**

**Reports and Consolidated Financial Statements**  
for the year ended 31 December 2013

# Skillnets Limited

## Reports and Consolidated Financial Statements for the year ended 31 December 2013

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## Skillnets Limited

## Directors and Other Information

**DIRECTORS**

Domhnall MacDomhnaill (Chairman)

Terry Hobdell

Nuala Keher

Henry Murdoch

Niall Saul

Mairéad Divilly

Brendan McGinty

Peter Rigney

Ian Talbot

George Hennessy

Karl McDonagh

Eamon Devoy

Paul O'Brien

**SECRETARY**

Alan Nuzum

**REGISTERED OFFICE**

5th Floor

Q House

76 Furze Road

Sandyford

Dublin 18

**REGISTERED NUMBER**

298694

**AUDITORS**

Deloitte &amp; Touche

Chartered Accountants and Statutory Audit Firm

Deloitte &amp; Touche House

Earlsfort Terrace

Dublin 2

**SOLICITORS**

Philip Lee Solicitors

7/8 Wilton Terrace

Dublin 2

**PRINCIPAL BANKERS**

Bank of Ireland

Lower Baggot Street

Dublin 2

# Skillnets Limited

## Directors' Report

The directors submit their annual report, together with the audited consolidated financial statements, for the year ended 31 December 2013.

### PRINCIPAL ACTIVITIES

Skillnets Limited ("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 Education and Skills (DES).

### RESULTS FOR THE YEAR

€

Deficit for the financial year amounted to: (110,000)

enhance the level of management development in small and medium enterprises (SMEs). The ManagementWorks programme is operated as a training network, on a not-for-profit basis and is co-funded by grants from Skillnets Limited and contributions from participating enterprises. Delivery of the ManagementWorks programme continues following the successful completion of a pilot programme in 2013.

A further initiative, *Building Financial Capability in SMEs* programme, is planned for 2014. Public funding for this programme will be provided separately by the Department of Jobs, Enterprise and Innovation.

### FAIR REVIEW OF DEVELOPMENT AND PERFORMANCE OF THE BUSINESS AND PRINCIPAL RISKS AND UNCERTAINTIES

In the normal course of business, the Company is exposed to strategic, operational, funding and reputational risks all of which are managed in accordance with the policies approved by the Board. The Company maintains a comprehensive strategic and operational risk register which outlines principal risks and mitigating policies. The risk register is subject to review by the Board on an on-going basis and the Board is at all times conscious that maintaining the reputation of the organisation is critical.

In 2012, the Board decided to use the reserves of its subsidiary to facilitate the early termination of the lease of the Company's office premises (note 11 page 86). This involved the payment in 2013 of a dividend of €110k from Skillnets Services Limited to Skillnets Limited and the payment of a similar sum by Skillnets Limited to its landlord of rent previously abated. This payment was made during the year as a condition of early termination of its lease. The once-off cost has been more than recouped during 2013 as a result of the substantial and ongoing savings made by entering into a new lease the rent for which has been significantly reduced from €265k to €104k per annum.

The Company's mandate and funding agreement with the Department of Education and Skills makes provision for funding from the National Training Fund within the annual budgetary estimates process. 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. 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. In 2012, Skillnets Services Limited was engaged by its parent, Skillnets Limited, to deliver the ManagementWorks programme on a pilot basis to

# Skillnets Limited

## Directors' Report

### GOVERNANCE AND COMMITTEES

In addition to the Board, which meets on average six times a year and is responsible for the strategy and overall performance of the Company, the directors also participate in four Committees:

**a. Finance and General Purpose Committee:**

The Finance and General Purpose Committee consists of the Chair and four non-executive Board members. The Committee meets on average three times a year and reviews in detail all issues of a financial and general nature unless specifically covered by another Committee.

**b. Evaluation and Performance Monitoring Committee:**

The Evaluation and Performance Monitoring Committee consists of four non-executive Board members. The Committee meets on average three times a year to review assessment of grant funding proposals and to make recommendations on funding proposals to the Board.

**c. Audit Committee:**

The Audit Committee consists of four non-executive Board members. The Committee meets on average three times a year and is responsible for the oversight of the Company's audit and control functions. This includes financial reporting and accounting, external audit, regulatory compliance, the effectiveness of the internal control environment and processes, and risk management.

**d. Policy, Research and Communications Committee:**

The Policy, Research and Communications Committee consists of five non-executive Board members. The Committee meets on average twice a year and the objectives of the Committee are to review and make recommendations to the Board in relation to communications and public affairs strategy and outcomes, key messages in media relations and the Company position in public submissions; the Company training, research and best practice development agenda and priorities.

### DIRECTORS

The current directors and secretary are listed on page 73. There were no changes during the year.

### BOOKS OF ACCOUNT

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.

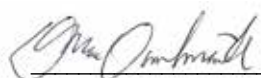
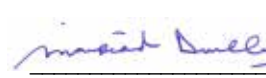
### AUDITORS

The auditors, Deloitte & Touche, Chartered Accountants, continue in office in accordance with Section 160(2) of the Companies Act, 1963.

Signed on behalf of the Board:

Domhnall MacDomhnaill  
Director

Mairéad Divilly  
Director

20 March 2014



# Statement of Directors' Responsibilities

Irish company law requires the directors to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the Company and of the result of the Company for that period. In preparing those 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; and
- 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 Irish statute comprising the Companies Acts, 1963 to 2013. 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.

# Independent Auditor's Report to the Members of Skillnets Limited

(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)

We have audited the financial statements of Skillnets Limited for the year ended 31 December 2013 which comprise the Consolidated Financial Statements: the Consolidated Income and Expenditure Account, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement, the Company Financial Statements: the Balance Sheet, the Statement of Accounting Policies and the related notes 1 to 19. The financial reporting framework that has been applied in their preparation is Irish law and accounting standards issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland).

This report is made solely to the Company's members, as a body, in accordance with Section 193 of the Companies Act, 1990. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of directors and auditors

As explained more fully in the Statement of Directors' Responsibilities, the directors are responsible for the preparation of the financial statements giving a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant

accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report and Consolidated Financial Statements for the year ended 31 December 2013 to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## 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 group's and of the parent company's affairs as at 31 December 2013 and of the group's result for the year then ended; and
- have been properly prepared in accordance with the Companies Acts, 1963 to 2013.

## Matters on which we are required to report by the Companies Acts, 1963 to 2013

- 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 parent company.
- The parent company's financial statements are in agreement with the books of account.
- In our opinion the information given in the Directors' Report is consistent with the financial statements.

## Matters on which we are required to report by exception

We have nothing to report in respect of the provisions in the Companies Acts, 1963 to 2013 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.

Kevin Sheehan

For and behalf of Deloitte & Touche

Chartered Accountants and Statutory Audit Firm, Dublin



20 March 2014

## Statement of 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 2013. 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 Financial Reporting Council.

The consolidated financial statements include the parent company, Skillnets Limited and its wholly owned subsidiary, Skillnets Services Limited.

### 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 Education and Skills 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 FUNDING

Matching funding from participating enterprises is received by Skillnets Services Limited to meet expenditure for the ManagementWorks programme. Matching funding for courses invoiced is deferred in accordance with the timing of the course. Any surplus arising from the programme on its completion is refundable to the company's parent, Skillnets Limited.

### 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 including the ManagementWorks programme. ManagementWorks programme costs are accounted for on an invoice basis and deferred in accordance with the timing of the course.

### PENSIONS

The Company operates a defined contribution scheme during the year. The subsidiary company operates a defined contribution pension scheme for certain staff members. Pension contributions in respect of the scheme are charged to the income and expenditure account as they become payable. The assets are held separately from those of the Company in an independently administered fund.

### 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.

## Skillnets Limited

# Consolidated Income and Expenditure Account

for the year ended 31 December 2013

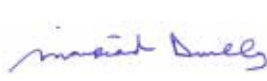
	Notes	2013 €	2012 €
<b>INCOME</b>	2	<b>15,541,770</b>	13,815,678
Programme costs		<b>(13,754,460)</b>	(11,698,990)
<b>GROSS SURPLUS</b>		<b>1,787,310</b>	2,116,688
Administration costs		<b>(1,899,889)</b>	(2,118,869)
<b>OPERATING DEFICIT</b>		<b>(112,579)</b>	(2,181)
Interest income		<b>3,439</b>	2,908
<b>(DEFICIT) / SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION</b>	3	<b>(109,140)</b>	727
Taxation	4	<b>(860)</b>	(727)
<b>DEFICIT FOR THE FINANCIAL YEAR</b>		<b>(110,000)</b>	-

Income and expenditure arose solely from continuing activities.

The financial statements were approved by the Board of Directors on 20 March 2014 and signed on its behalf by:



Director



Director

# Skillnets Limited

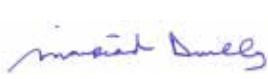
## Consolidated Balance Sheet as at 31 December 2013

	Notes	2013 €	2012 €
<b>FIXED ASSETS</b>			
Tangible assets	6	37,982	11,829
<b>CURRENT ASSETS</b>			
Debtors	7	600,930	348,155
Cash at bank and in hand	8	160,435	1,029,886
		<b>761,365</b>	<b>1,378,041</b>
<b>CREDITORS:</b> (Amounts falling due within one year)	9	<b>(748,272)</b>	<b>(1,228,795)</b>
<b>NET CURRENT ASSETS</b>		<b>13,093</b>	<b>149,246</b>
<b>NET ASSETS</b>		<b>51,075</b>	<b>161,075</b>
<b>CAPITAL AND RESERVES</b>			
Income and expenditure account	11	51,075	161,075

The financial statements were approved by the Board of Directors on 20 March 2014 and signed on its behalf by:



Director



Director

# Skillnets Limited

## Company Balance Sheet

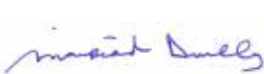
as at 31 December 2013

	Notes	2013 €	2012 €
<b>FIXED ASSETS</b>			
Financial assets	5	1	1
Tangible assets	6	37,982	11,829
		<hr/>	<hr/>
		37,983	11,830
		<hr/>	<hr/>
<b>CURRENT ASSETS</b>			
Debtors	7	43,780	62,403
Cash at bank and in hand	8	97,500	94,403
		<hr/>	<hr/>
		141,280	156,806
<b>CREDITORS:</b>	9	(179,263)	(168,636)
(Amounts falling due within one year)		<hr/>	<hr/>
<b>NET CURRENT LIABILITIES</b>		(37,983)	(11,830)
		<hr/>	<hr/>
<b>NET ASSETS</b>		-	-
		<hr/>	<hr/>
<b>CAPITAL AND RESERVES</b>			
Income and Expenditure account	11	-	-
		<hr/>	<hr/>

The financial statements were approved by the Board of Directors on 20 March 2014 and signed on its behalf by:



Director



Director

# Skillnets Limited

## Consolidated Cash Flow Statement for the year ended 31 December 2013

	Notes	2013 €	2012 €
Cash (outflow) / inflow from operating activities	12	(825,119)	789,221
Returns on investments and servicing of finance	13	3,439	2,908
Capital expenditure and financial investment	13	(46,911)	(15,498)
Taxation		(860)	(727)
(Decrease) / increase in cash	14	<u>(869,451)</u>	<u>775,904</u>

## Reconciliation of Net Cash Inflow / (Outflow) to Movement in Net Funds

	Notes	2013 €	2012 €
Increase / (decrease) in cash in the year		(869,451)	775,904
Net funds at 1 January		<u>1,029,886</u>	<u>253,982</u>
Net funds at 31 December	14	<u>160,435</u>	<u>1,029,886</u>



## Skillnets Limited

# Notes to the Consolidated Financial Statements

for the year ended 31 December 2013

## 1. BASIS OF ACCOUNTING

The income and expenditure account for the year ended 31 December 2013 records a deficit of €110,000 (2012: €Nil).

The mandate and funding agreement with the Department of Education and Skills was revised on 11 January 2011 and will continue for the foreseeable future until such time as the Minister for Education and Skills shall deem otherwise. The Company has contracted with a number of promoter organisations to fund training networks, including Skillnets Services Limited for the ManagementWorks programme. The commitment has been made contingent upon the necessary funds being made available to the Company by the Department.

## 2. INCOME

	2013 €	2012 €
Department of Education and Skills (Note 10)	15,103,059	13,782,028
ManagementWorks matching funding from enterprise	438,711	33,650
	<b>15,541,770</b>	<b>13,815,678</b>

## 3. (DEFICIT) / SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION

	2013 €	2012 €
(Deficit) / surplus on ordinary activities before taxation has been arrived at after charging:		
Staff costs		
- wages and salaries	1,434,433	1,309,502
- social welfare costs	145,507	134,375
	<b>1,579,940</b>	<b>1,443,877</b>
Auditors' remuneration	18,700	18,700
Depreciation	20,470	14,338

Directors' remuneration is disclosed separately in Note 17.

Auditors' remuneration disclosure (excluding Value Added Tax)

- Audit	16,000	16,000
- Tax advisory services	1,500	1,500
- Other assurance services	-	-
- Other non-audit services	1,200	1,200

## Notes to the Consolidated Financial Statements

### for the year ended 31 December 2013

4. TAXATION	2013 €	2012 €
Interest income	3,439	2,980
<b>Current tax:</b>		
Irish corporation tax on passive income at 25%	860	727

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. The Company is only taxable on passive income. There are no known factors which may affect future tax charges. Skillnets Services Limited had no taxable surplus for the financial year.

#### 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 which ceased to operate following the completion of the Accel Programme at the end of 2008. In 2013 the subsidiary was engaged by its parent, Skillnets Limited to deliver the ManagementWorks programme to enhance the level of management development in small and medium enterprises. The ManagementWorks programme is operated on a not-for-profit basis and is co-funded by grants from Skillnets Limited and contributions from participating enterprises.

Skillnets Services Limited has its registered office at Q House, 76 Furze Road, Sandyford, Dublin 18 and recorded a €Nil position after taxation in 2013 (2012: €Nil). At 31 December 2013 it had net assets of €51,076 (2012: € 161,076).

6. FIXED ASSETS GROUP & COMPANY	Office Equipment €	Fixtures and Fittings €	Computers €	Total €
<b>Cost:</b>				
At 1 January 2013	15,596	121,463	387,552	524,611
Additions	1,529	566	44,966	47,061
Disposals	-	-	(1,800)	(1,800)
<b>At 31 December 2013</b>	<b>17,125</b>	<b>122,029</b>	<b>430,718</b>	<b>569,872</b>
<b>Accumulated depreciation:</b>				
At 1 January 2013	15,348	121,245	376,189	512,782
Disposals	-	-	(1,362)	(1,362)
Charge for the year	757	298	19,415	20,470
<b>At 31 December 2013</b>	<b>16,105</b>	<b>121,543</b>	<b>394,242</b>	<b>531,890</b>

cont...

## Skillnets Limited

# Notes to the Consolidated Financial Statements

for the year ended 31 December 2013

<b>6. FIXED ASSETS GROUP &amp; COMPANY</b>	<b>Office Equipment €</b>	<b>Fixtures and Fittings €</b>	<b>Computers €</b>	<b>Total €</b>
<b>Net book values:</b>				
<b>At 31 December 2013</b>	<b>1,020</b>	<b>486</b>	<b>36,476</b>	<b>37,982</b>
At 31 December 2012	248	218	11,363	11,829
<b>7. DEBTORS (Amounts due within one year)</b>	<b>Group 2013 €</b>	<b>Group 2012 €</b>	<b>Company 2013 €</b>	<b>Company 2012 €</b>
Grant debtor	4,800	4,506	4,800	4,506
Prepayments and other debtors	256,240	124,447	38,980	57,897
Prepaid future programme cost	339,890	206,340	-	-
Value Added Tax recoverable	-	12,862	-	-
	<b>600,930</b>	<b>348,155</b>	<b>43,780</b>	<b>62,403</b>
<b>8. CASH AT HAND AND IN BANK</b>	<b>Group 2013 €</b>	<b>Group 2012 €</b>	<b>Company 2013 €</b>	<b>Company 2012 €</b>
Parent company bank account	97,500	94,403	97,500	94,403
<u>Subsidiary bank accounts</u>				
ManagementWorks	-	774,413	-	-
Other	62,935	161,070	-	-
	<b>160,435</b>	<b>1,029,886</b>	<b>97,500</b>	<b>94,403</b>
<b>9. CREDITORS (Amounts due within one year)</b>	<b>Group 2013 €</b>	<b>Group 2012 €</b>	<b>Company 2013 €</b>	<b>Company 2012 €</b>
Deferred income (note 10)	175,116	778,175	117,013	31,095
Accruals	61,978	139,679	61,978	135,679
ManagementWorks programme creditors	358,599	240,479	-	-
Value added tax	9,714	1,862	272	1,862
Match funding from enterprise deferred	142,865	68,600	-	-
	<b>748,272</b>	<b>1,228,795</b>	<b>179,263</b>	<b>168,636</b>

## Notes to the Consolidated Financial Statements for the year ended 31 December 2013

### 10. DEFERRED INCOME

	2013 €	2012 €
Opening balance	778,175	60,203
Received during year	14,500,000	14,500,000
Credited to income and expenditure account (Note 2)	(15,103,059)	(13,782,028)
Deferred at 31 December	175,116	778,175
Parent company	117,013	31,095
Subsidiary ManagementWorks	58,103	747,080
Deferred at 31 December	175,116	778,175

### 11. INCOME AND EXPENDITURE ACCOUNT

	1/1/2013 €	Intra group Deficit €	Divident €	31/12/2013 €
Parent company Skillnet Limited	-	(110,000)	110,000	-
Subsidiary company Skillnets Services Limited	161,075	-	(110,000)	51,075
	161,075	(110,000)	-	51,075

### 12. RECONCILIATION OF OPERATING DEFICIT TO OPERATING CASH FLOW

	2013 €	2012 €
Operating deficit before interest income	(112,579)	(2,181)
Depreciation	20,470	14,338
Increase in debtors	(252,775)	(255,412)
(Decrease) / decrease in creditors	(480,523)	1,032,596
Loss / (gain) on disposal of fixed assets	288	(120)
Net cash (outflow) / inflow from operating activities	(825,119)	789,221

## Skillnets Limited

# Notes to the Consolidated Financial Statements

for the year ended 31 December 2013

## 13. ANALYSIS OF CASH FLOWS FOR HEADINGS NETTED IN THE CASH FLOW STATEMENTS

	2013 €	2012 €
<b>Returns on investment and servicing of finance</b>		
Interest received	3,439	2,908
	<hr/>	<hr/>
<b>Capital expenditure and financial investment</b>		
Purchase of tangible fixed assets	(47,061)	(15,618)
Proceeds on sale of tangible fixed assets	150	120
	<hr/>	<hr/>
Net cash outflow for capital expenditure and financial investment	(46,911)	(15,498)

## 14. ANALYSIS OF NET FUNDS

	At 31 December 2012 €	Cash Flow €	At 31 December 2013 €
Cash at hand and in bank	1,029,886	(869,451)	160,435
	<hr/>	<hr/>	<hr/>

## 15. 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 2013 was 13 (2012: 14), being each of the directors.

## 16. FINANCE COMMITMENTS

The Company has entered into an agreement for the lease of its premises in Sandyford. The lease is for a five year term with a break clause on the third anniversary of the commencement date of 1 January 2013. The annual commitment on the new occupational lease is €104,512.

# Notes to the Consolidated Financial Statements

for the year ended 31 December 2013

## 17. DIRECTORS' REMUNERATION

Company	2013 €	2012 €
Fees	50,873	50,873

In addition, a number of directors have waived their fee entitlement and instead opted to have a similar amount paid to their representative organisations. During the year, payments of €23,940 (2012: €23,940) were made on this basis.

Name	Payment Details	
	2013 €	2012 €
Domhnall MacDomhnaill	8,978	8,978
Terry Hobdell	5,985	5,985
Niall Saul	5,985	5,985
Mairéad Divilly	5,985	5,985
Brendan McGinty	5,985	5,985
Henry Murdoch	5,985	5,985
Nuala Keher	5,985	5,985
Karl McDonagh	5,985	5,985
	50,873	50,873

		Payment Details	
		2013 €	2012 €
George Hennessy	to Construction Industry Federation	5,985	5,985
Ian Talbot	to Chambers Ireland	5,985	5,985
Peter Rigney	to Irish Congress of Trade Unions	5,985	5,985
Eamon Devoy	to Technical, Engineering and Electrical Union (TEEU)	5,985	5,985
		23,940	23,940

Out of pocket expenses paid to directors in the year amounted to €2,703 (2012: €3,488).

	2013 €	2012 €
Domhnall MacDomhnaill	2,673	3,374
Peter Rigney	30	-
Henry Murdoch	-	114
	2,703	3,488

## Skillnets Limited

# Notes to the Consolidated Financial Statements

for the year ended 31 December 2013

**18. EMPLOYEES**

**2013  
Number**

**2012  
Number**

The number of full-time equivalent persons employed by the Companies during the year was as follows

**24**

**24**

**19. PENSIONS**

The Company operates a defined contribution scheme, the Skillnets Group Retirement Plan. The assets of the scheme are held separately from those of the company in an independently administered fund.

Pension contributions in respect of the scheme are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme.

The charge for the year for the scheme was €126,078 (2012: €123,421).

The amount owing at 31 December 2013 was €Nil (2012: €Nil).



# Skillnets Board and Committees 2013

## Business and Employers Representatives



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

Committee:  
Chair: Finance and  
General Purpose



**Brendan McGinty**  
*Irish Business & Employers  
Confederation (IBEC)*

Committee:  
Policy, Research  
and Communications



**Niall Saul**  
*Irish Business & Employers  
Confederation (IBEC)*

Committees:  
Audit and Finance  
and General Purpose



**Karl McDonagh**  
*Irish Business & Employers  
Confederation (IBEC)*

Committee:  
Policy, Research  
and Communications



**Ian Talbot**  
*Chambers Ireland*

Committee:  
Evaluation and Performance  
Monitoring



**George Hennessy**  
*Construction Industry  
Federation (CIF)*

Committee:  
Policy, Research  
and Communications



**Mairéad Divilly**  
*Small Firms Association  
(SFA)*

Committees:  
Chair: Audit and Finance  
and General Purpose

## Ministerial Representatives



**Paul O'Brien**

Committees:  
Audit and Finance and  
General Purpose



**Terry Hobdell**

Committees:  
Evaluation and Performance  
Monitoring and Policy,  
Research and  
Communications



**Henry Murdoch**

Committee:  
Chair: Evaluation and  
Performance Monitoring

## Employee Representatives



**Nuala Keher**  
*Irish Congress of Trade  
Unions (ICTU)*

Committee:  
Chair: Policy, Research  
and Communications



**Peter Rigney**  
*Irish Congress of Trade  
Unions (ICTU)*

Committees:  
Evaluation and Performance  
Monitoring



**Eamon Devoy**  
*Irish Congress of Trade  
Unions (ICTU)*

Committees:  
Audit and Finance  
and General Purpose

## Secretary



**Alan Nuzum**

# Appendices

## 1. Advisory Bodies

In 2013 Skillnets participated in, and was represented on many national bodies, committees and advisory groups, including the following:

- Expert Group on Future Skills Needs (EGFSN)
- FETAC Standards Advisory Board  
FETAC Standards Development Group (Business)
- Léargas - selection committee
- CEDEFOP  
Skillnets has participated in and helped to facilitate various CEDEFOP projects.
- OECD (Organisation for Economic Co-operation and Development)  
Skillnets has participated in and presented at various workshops.

# Appendices

## 2. TNP 2013 Networks

Skillnet	Region	Sector
<b>A</b>		
ACIST Skillnet	Mid West	Mixed
Animation Skillnet	Dublin	Media, Gaming, Design Services
<b>B</b>		
BiznetCork Skillnet	South West	Mixed
Business Excellence Skillnet	National	Business, Manufacturing, Pharmaceutical, Services
<b>C</b>		
Carlow Kilkenny Skillnet	South East	Mixed
CCMA Ireland Skillnet	National	Contact Centre & Shared Services
CITA Skillnet	National	Construction
County Tipperary Skillnet	South East Mid West	Mixed
CPA Ireland Skillnet	National	Business, Accountancy, Finance
<b>D</b>		
Design, Print & Packaging Skillnet	National	Design, Print, Manufacturing
Digital Media Forum Skillnet	National	Digital Media, Technology
<b>F</b>		
Farm Business Skillnet	National	Agriculture/Horticulture
FDII Skillnet	National	Food and Beverage
First Polymer Training Skillnet	National	Engineering, Life Sciences & Medical Devices, Manufacturing
<b>G</b>		
Galway Executive Skillnet	West	Mixed
Gaming & Leisure Skillnet	National	Business, Gaming
Gréasán na Meán Skillnet	West	Media, Radio/Broadcast/TV
<b>H</b>		
HPSU Skillnet	West	Mixed
<b>I</b>		
IBEC Retail Skillnet	National	Retail
ICOS Skillnet	National	Agriculture/Horticulture/Mixed
ICT Ireland Skillnet	National	ICT Manufacturing & Services
IIE Manufacturing & Engineering Skillnet	National	Engineering, Manufacturing
IMDA Skillnet	National	Life Sciences & Medical Devices, Manufacturing Pharmaceutical
Innovation & Lean Sigma Skillnet	National	Mixed
IPFMA Skillnet	National	Property & Facility Management
Irish Franchising Skillnet	National	Mixed
ISA Software Skillnet	National	Information Technology
ISME Skillnet	National	Mixed
it@cork Skillnet	South West	ICT Manufacturing & Services, Information Technology
ITAG Skillnet	West	ICT Manufacturing & Services, Information Technology
<b>L</b>		
Languages and International Trade Services Skillnet	National	Languages and International Trade Services
Law Society Skillnet	National	Legal, Services

## 2. TNP 2013 Networks

Skillnet	Region	Sector
<b>L</b>		
Leading Healthcare Providers Skillnet	National	Health, Services
Learning Waves Skillnet	National	Radio
Limerick Chamber Skillnet	Mid West	Mixed
<b>M</b>		
MBE Skillnet	Mid East, East, Border	Mixed
<b>N</b>		
National Organic Training Skillnet	National	Agriculture/Horticulture
<b>O</b>		
Outsourcing Skillnet	National	Mixed
<b>P</b>		
PharmaChem Skillnet	National	Life Sciences & Medical Devices, Pharmaceutical
Positive2Work Skillnet	National	Mixed
<b>R</b>		
Refrigeration Skillnet	National	Mixed
ROLE Skillnet	West, Border, Mid East	Mixed
Rural Enterprise Skillnet	National	Agriculture/Horticulture, Business, Construction, Health
Rural Food Skillnet	National	Food & Beverage, Agriculture/Horticulture Business, Services, Tourism & Travel
<b>S</b>		
SIMI Skillnet	National	Motor Industry, Green Technology, Transport Wholesale & Retail
Social Media Skillnet	National	Digital Marketing, Business, ICT Manufacturing & Services, Media Services
South East Micro Skillnet	South East	Business, Construction, Mixed
South Kerry Skillnet	South West	Mixed
South West Gnó Skillnet	South West	Mixed
Space Industry Skillnet	National	Technology, Space
<b>T</b>		
Taste4Success Skillnet	National	Food & Beverage
Tech Northwest Skillnet	Border	Mixed
Trade Union Skillnet	National	Trade Unions
Trainers Learning Skillnet	National	Mixed
Travel Professionals Skillnet	National	Tourism & Travel, Transportation Services
<b>U</b>		
ULearning Skillnet	National	Mixed
<b>W</b>		
Waterford Chamber Skillnet	South East	Mixed
Wind Skillnet	National	Mixed/Green Technology/Environmental Goods & Services
<b>X</b>		
XLVets Skillnet	National	Agriculture, Veterinary

# Appendices

## 3. Finuas 2013 Networks

Network	Region	Sector
Aviation Finance Finuas Network	National	International Financial Services - Aviation Finance / Leasing
Law Society Finuas Network	National	International Financial Services, Services
Summit Finuas Network	National	International Financial Services

# Appendices

## 4. Regional Glossary

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







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## Skillnets Ltd.

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Skillnets Ltd. is funded from the National Training Fund through the Department of Education and Skills.