

Model of
Training
Excellence

Supplying
Future
Skills

Increasing
Employer
Participation

Annual Report 2016

Up-skilling enterprise, driving competitiveness

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Our Mission

Skillnets' mission is set out in a mandate with the Department of Education and Skills (DES). The mandate provides scope to adapt to changing enterprise needs and outlines the role played by Skillnets as follows:

- 1** Skillnets' role is to act as an enterprise-led support body dedicated to the promotion and facilitation of enterprise training and workforce learning, as a key element in sustaining national competitiveness.
- 2** The primary aim of Skillnets should be to increase participation in enterprise training by companies to improve competitiveness and provide improved access for workers to skills development.
- 3** Skillnets should foster and support an enterprise-led, networked and partnership approach to the provision of enterprise training; and expand and develop that approach by supporting innovation, enhanced workplace training and workforce retention/activation-related training.
- 4** Skillnets' broadly-based approach should encompass support for higher growth as well as vulnerable sectors ensuring, insofar as possible, that training is available to employees at all levels in participating private enterprises.
- 5** Clear focus should always be given to value for money, efficiency and effectiveness in the delivery of training and up-skilling.

Skillnets Board 2016



Business and Employers Representatives

- 1 Brendan McGinty Chairperson
[Ibec](#)
- 2 David Delaney
[Ibec](#)
- 3 Karl McDonagh
[Ibec](#)
- 4 Ian Talbot
[Chambers Ireland](#)
- 5 George Hennessy
[Construction Industry Federation \(CIF\)](#)
- 6 Mairéad Divilly
[Small Firms Association \(SFA\)](#)
- 7 Kara McGann
[Ibec](#)

Ministerial Representatives

- 8 Margaret McCarthy
- 9 Terry Hobdell
- 10 Henry Murdoch

Employee Representatives

- 11 Nuala Keher
[Irish Congress of Trade Unions \(ICTU\)](#)
- 12 Peter Rigney
[Irish Congress of Trade Unions \(ICTU\)](#)
- 13 Eamon Devoy
[Irish Congress of Trade Unions \(ICTU\)](#)

Secretary

- 14 Ian Menzies
[Skillnets](#) Resigned 09.06.16
- 15 Paul Healy
[Skillnets](#) Appointed 09.06.16
Resigned 01.09.16
- 16 Ian Quinn
[Skillnets](#) Appointed 01.09.16





Brendan McGinty

Chairman's Message

The development and retention of skilled talent is critical to the competitiveness and growth of the Irish economy and to the firms that underpin it. Whilst the overall performance of the economy in 2016 remained robust, there was a marked increase in uncertainty in the international context, particularly in relation to the issues arising from Brexit. Developing appropriate strategies to respond to Brexit is of course both complex and multifaceted. However, a greater investment in the up-skilling of our enterprise leaders and employees will surely be a central component of our response. Skillnets is well positioned to assist with this challenge. Moderating the impact of Brexit on Irish firms, particularly SMEs, will be a priority for Skillnets over the coming years.

Performance outputs

2016 was a very positive year for our organisation with the launch of our Statement of Strategy 2016-2019 and an increase in funding levels. Continued growth in the economy and increased demand for specialised talent saw over 14,000 firms participating with Skillnets, an 11% increase in our reach. €25.9m was invested in learning and development through Skillnets networks with member companies committing €12.8m, and a co-investment from Skillnets of a further €13.1m. A growing demand for the Skillnets offering was evident with 50,373 trainees participating across all of our programmes, exceeding our trainee

targets by 20%. In total our learning networks delivered 344,434 training days, exceeding targets by an impressive 38%. I would like to commend our networks on these significant achievements.

Statement of Strategy 2016-2019

Following a comprehensive stakeholder consultation, 2016 saw the launch of our Statement of Strategy 2016-2019. The strategy contains ambitious action designed to enable Skillnets make the optimum contribution to the national skills agenda. The strategy is also aligned with Ireland's National Skills Strategy 2025, and with other relevant sectoral and regional policies. Over the coming years, Skillnets will be driven by three strategic goals that take into consideration our funding position, the skills needs of enterprise and the broad economic context.

Firstly, training effectiveness and impact will be core to our activities. Skillnets will promote continuous improvement in the learning experiences provided to firms through our networks, and will be a model for training excellence in an enterprise context. Secondly, Skillnets will play a pivotal role in maintaining a supply of the specific skills and future skills that impact the growth potential and competitiveness of firms. Thirdly, we will promote increased participation of employers in the Skillnets proposition.

In doing so, Skillnets will be a key enabler in sustaining national competitiveness through the up-skilling of those in employment. I would like to take this opportunity to thank the many stakeholders that contributed to the formulation of the Statement of Strategy throughout 2016.

Alignment with national skills agenda

The extent of our contribution to the national skills agenda was evident in the delivery of all actions assigned to Skillnets across a range of sectoral and regional policies. Skillnets also facilitated the establishment of four new learning networks in the freight, design, medtech and hospitality sectors, all of which have been identified by the Expert Group on Future Skills Needs (EGFSN) as having specific skills needs and the capacity to add new jobs. Skillnets is represented on each of the Regional Skills Fora established during 2016, and will play a key role in fostering greater engagement with local employers to facilitate skills growth.

Looking towards the future, in announcing the 2017 budget, the Government flagged an upcoming consultation on a proposed employer / exchequer mechanism to assist with the funding of the higher education, further education and training sectors. The scope of the consultation also extends to the National Training Fund from which Skillnets is funded. It is our view that the National Training Fund should be configured to evenly support the skills needs of those in employment and those seeking employment. In doing so we can prepare our workforce for the many challenges that lie ahead, and create opportunities for job-seekers to establish sustainable career paths.

We continued to work in close partnership with our colleagues in the Department of Education and Skills (DES) to ensure Ireland has the quality and quantity of skills to continue to attract and retain both investment and jobs. I would like to acknowledge the support of the Minister for Education and Skills, Richard Bruton TD, and Minister of State for Training and Skills, John Halligan TD.

Finally, as Chairman, I want to thank my board members for their continuing commitment and hard work on behalf of Skillnets. I would also like to congratulate our Chief Executive, management and staff, and all those involved with our enterprise-led learning networks around the country for their continued dedication to the facilitation of workforce development in Ireland. We are proud of our core competence in enterprise-led learning and I am looking forward to engaging yet more employers in our unique proposition in the years ahead.





Paul Healy

Chief Executive's Message

Our organisation model, with its deep roots in enterprise, enabled Skillnets to make a substantial contribution to workforce development in 2016. This report captures some of the highlights and accomplishments from the past year that reflect both the commitment and innovation of the Skillnets community.

As the Chairman has mentioned, we were pleased to introduce our Statement of Strategy 2016-2019. Implementation of the strategy swiftly commenced with a renewed focus on the effectiveness of our programmes, and in increasing the further participation of SMEs in our networks. We established a Programme Management Office tasked with overseeing the execution of a series of enabling plans underpinning the Statement of Strategy.

During 2016 employer participation in Skillnets training grew by 11% with 14,263 businesses collaborating with our 63 networks. The Skillnets offering has a specific appeal for SMEs, who make up over 65% of private sector employment in Ireland. In 2016, 92% of Skillnets member firms were SMEs, with over half employing 9 staff or less. In total 44,458 employed learners undertook training through Skillnets in 2016. Although these outputs represent excellent value for public monies, embedding a culture of lifelong learning within SMEs in Ireland remains a considerable challenge that will require a deep and sustained effort.

Model of training excellence

Skillnets remained firmly focused on the quality and effectiveness of our programmes, performance measurements that are central to all our activities. Working in close collaboration with our networks, we ensured training interventions were relevant to the specific skills needs of participating firms, congruent with the ever-changing world of work, and meeting a high bar in terms of programme design and delivery. Each year we commission an independent evaluation of our training programmes. The 2016 evaluation conducted by Indecon Consultants evidenced the wide range of benefits experienced by businesses participating in our networks. Some of the results from the independent evaluation can be seen on page 27.

A focus on quality control and risk mitigation is a priority for Skillnets, with rigorous monitoring of all Skillnets-funded programmes. This activity extended to the completion of 62 compliance audits, 62 quality assurance assessments of training courses and 354 payment reviews during the year. Our risk control framework was complemented by a series of themed internal audits throughout 2016. You will also see a report on page 85 from our external auditors.

New and future skills

A critical challenge for the Irish economy is to supply the quantity and quality of skills required for 200,000 new jobs targeted by the Government over the next five years, whilst simultaneously meeting the demand for an estimated 400,000 job replacements by 2020. Demand for specialised talent outstripped supply in 2016 in sectors such as ICT, life sciences, agri-food and international financial services. Pressing skills needs across a range of sectors and occupational categories were addressed by our networks. We supported the implementation of a number of key Government policies including the National Skills Strategy, the Action Plan for Education, FoodWise 2025, the ICT Action Plan, Hospitality Sector in Ireland 2015-2020, IFS 2020 and the Action Plan for Jobs.

Skillnets continued to be a champion for innovation in enterprise learning, playing an important role in maintaining a supply of the future skills essential for the growth of Irish firms. A significant number of programmes delivered through the Training Networks Programme (TNP) in 2016 were newly developed, examples of which can be seen on page 31. New programmes featured collaborations with a variety of stakeholders, such as business representative groups, industry certifying bodies, higher education institutions and statutory bodies.

"During 2016 employer participation in Skillnets training grew by 11% with 14,263 businesses collaborating with our 63 networks."

"Skillnets continued to be a champion for innovation in enterprise learning, playing an important role in maintaining a supply of the future skills essential for the growth of Irish firms."

We increased the level of funding allocated to our Future Skills Needs Programme (FSNP), which is designed to specifically address emerging skills needs. In 2016, 21 innovative new programmes were developed in collaboration with 10 networks in areas such as ICT, medtech, IFS and others through the Future Skills Needs Programme (FSNP) and New Certified Programme Development (NCPD) programmes.

Management development

Enhancing SME management capacity is a key priority for Skillnets. Our bespoke management development programme (ManagementWorks) continued to develop the leadership skills of Irish SMEs, with 721 business leaders participating in 2016. Indecon's independent evaluation of the ManagementWorks programme observed that 92% of businesses engaged in ManagementWorks had key skills gaps addressed within their management teams, and 93% of participants felt that ManagementWorks membership was likely to enhance the long-term prosperity of their businesses. Our Skillnets networks also delivered a wide range of management development programmes to member companies, and made significant progress in developing a culture of lifelong learning with SME managers.



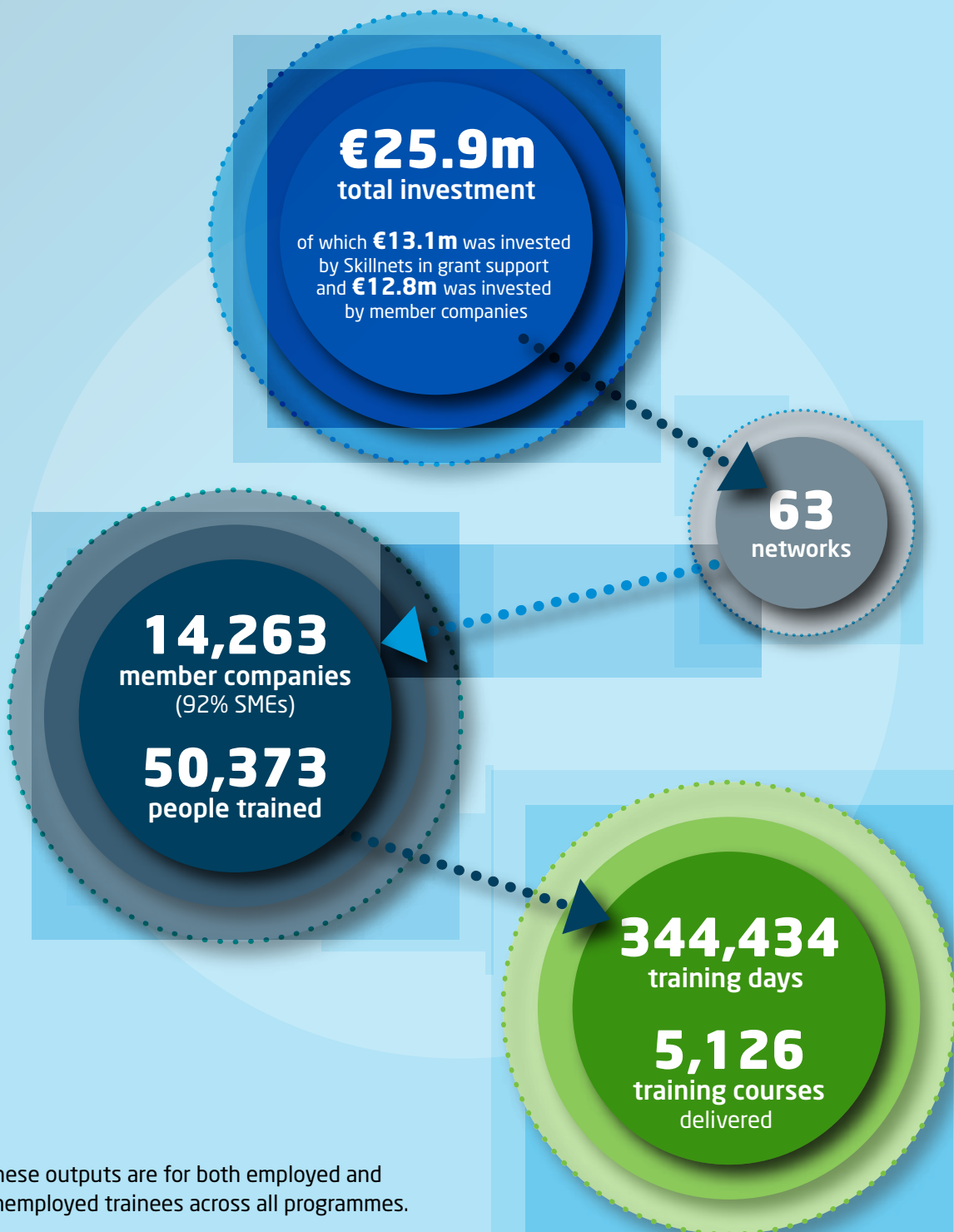
Members of the Skillnets leadership team - Carl Blake, Executive Director, Dr. Lorcán Ó hÓbáin, Executive Director, Tracey Donnery, Executive Director, Paul Healy, CEO, and Ian Quinn, Chief Operating Officer.

Employment activation

Encouragingly, the number of people on the live register decreased further in 2016. We, however, continued with our successful involvement in employment activation programmes, with a clear focus on areas where skills deficits had been highlighted by member firms. Programmes have resulted in positive outcomes for both job-seekers and participating businesses. Skillnets provided valuable training supports to 5,915 job-seekers in 2016 who completed a total of 66,733 training days. Forty-five percent of unemployed trainees were long-term unemployed. Skillnets also collaborated closely with the Department of Social Protection (DSP), enterprises and statutory agencies in the delivery of the Job-seekers Support Programme (JSSP), a fully-funded programme that combines relevant training with work placements in areas of high employment potential. I am pleased to report that employment outcomes from our Job-seekers Support Programme (JSSP) in 2016 were excellent, with 43% of participants going on to secure employment.

I would like to close with a note of sincere thanks to our network managers, our industry-promoting bodies, network steering groups and all the staff at Skillnets for their commitment and patience during 2016, a year of significant organisational change. Finally, I would like to thank the Chairman and the Board of Skillnets for their support, particularly in relation to the development of the Statement of Strategy and for their ongoing commitment to our corporate governance programme. I look forward to working with all our stakeholders in 2017.

Skillnets High Level Outputs 2016



These outputs are for both employed and unemployed trainees across all programmes.

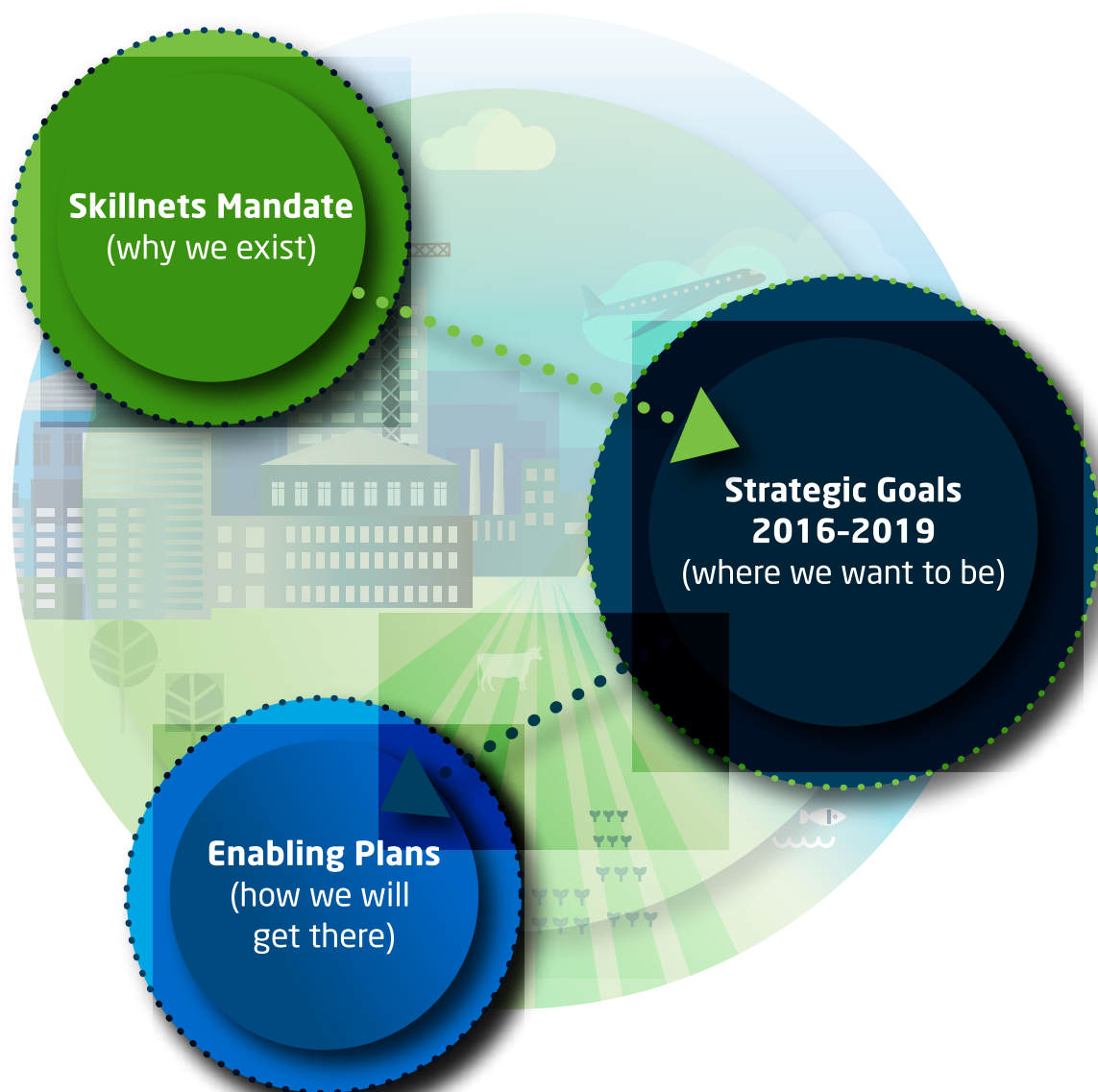
Skillnets Strategy 2016–2019

Skillnets' strategy serves to support national economic growth, and bring real results to enterprise at a regional and sectoral level.

Skillnets' Statement of Strategy 2016-2019 was launched in 2016 by Minister for Education and Skills, Richard Bruton, TD. It reflects the essential needs of industry, as articulated by enterprises during the broad consultation process that underpinned the development of the strategy.

Skillnets is driven by three strategic goals that take into consideration our funding, the needs of enterprise and the importance of developing skills and talent in the economic context. Skillnets goals are also closely aligned with national policy and will contribute to the implementation of national workforce development aims, as highlighted in Ireland's National Skills Strategy 2025.

Developing our Strategy



Stakeholder Engagement

Skillnets' Statement of Strategy 2016-2019 was developed through an extensive consultation process, designed to gather feedback and recommendations from a wide range of stakeholders. Consultations were undertaken over a three-month period commencing in May 2016 and comprised:

- A public consultation campaign, facilitating individuals and organisations to make formal submissions to Skillnets for our Statement of Strategy.
- The development of a strategy consultation position paper, which utilised thematic headings and questions to enable stakeholders to input their feedback.
- Focus groups with Governmental departments and other key stakeholder agencies.
- Focus groups with executives from network contracting organisations (industry promoters and representative bodies associated with Skillnets-funded learning networks).
- Focus groups with the Skillnets network manager community who lead our learning networks.
- Bilateral consultations with employer and employee representative groups.

The development of the Skillnets Statement of Strategy 2016-2019 was also influenced by:

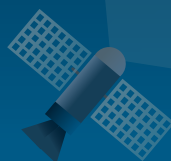
- Ireland's economy, labour market, business environment and enterprise base.
- Ireland's standing in relation to competitiveness, entrepreneurship, innovation and talent.
- Provision within the higher education, further education and training sectors.
- Human resource development (HRD) and learning and development best practice.
- The National Skills Strategy 2025 and other policies.





"Recognising that the war for talent is now one of the most important factors for job-creation, ambitious action to increase our skills supply must be a priority. We must ensure that we continue to increase the skills supply, by offering up-skilling and re-skilling opportunities, which will be vital if we are to reach Ireland's target to create 200,000 additional new jobs by 2020."

Minister for Education and Skills, Richard Bruton, TD



Skillnets Strategic Goals 2016-2019

Goal One

We will make training effectiveness, impact and relevance core to Skillnets activities. We will promote continuous improvement in the learning experiences provided to enterprise through our networks, and be a model for training excellence in an enterprise context.

Goal Two

We will play a pivotal role in maintaining a supply of the specific skills and future skills that impact the growth potential of Irish enterprise.

Goal Three

We will drive increased participation of employers in our proposition. In doing so, we will be a key enabler in sustaining national competitiveness through the up-skilling of those in employment.



Skillnets Strategic Goals



Skillnets' Contribution to Policy

National Policy Implementation

Skillnets plays a central role in meeting the skills challenges facing employers in Ireland. This is achieved by linking national workforce development policy with a comprehensive networked structure optimised to meet the changing needs of enterprise. At a policy level, Skillnets is principally aligned to the National Skills Strategy 2025. The strategy places a significant emphasis on the need for up-skilling of those who are already in employment, and a requirement for employers to participate in the skills development agenda through active collaboration with education and training providers. Given our proximity to employers and to enterprise in general, Skillnets is well placed to make a significant contribution to the delivery of the National Skills Strategy over the coming years.

In addition, Skillnets is responsible for the delivery of several actions under the Action Plan for Education 2016–2019, which aims to make the Irish education and training system the best in Europe over the next decade. A particular responsibility assigned to Skillnets is to increase the number of enterprises that engage in skills development, and we are encouraged by the fact that participation in our learning networks grew by 11% to over 14,000 enterprises in 2016. It is notable also that the significant majority of these firms were small and medium-sized enterprises.

Skillnets made an important contribution to national policy priorities highlighted in the Action Plan for Jobs 2016, published by the Department of Jobs, Enterprise, and Innovation (DJEI). This included the delivery in 2016 of a range of ICT conversion programmes by Skillnets networks that supported skills development within the technology sector. This suite of programmes achieved a high rate of progression for learners into employment, as well as helping to address skills gaps highlighted in national policy in areas such as cyber security, UX and fintech.

In 2016, Skillnets contributed to targeted regional development through the ongoing implementation of a range of actions assigned in the Regional Action Plans for Jobs. This was achieved through our 20 regionally-based learning networks, as well as our national sectoral networks that engage with enterprise throughout the regions. Skillnets was actively involved during 2016 in supporting the establishment of the Regional Skills Fora, a DES initiative. Our participation on each of the Fora will foster better engagement between education and training providers and employers in building skills within the regions.

Skillnets is also closely aligned with Enterprise 2025, Ireland's national enterprise strategy for growth and job creation, which was published by the DJEI in November 2015. Skillnets networks contributed to our national competitiveness agenda in 2016 primarily through increased

investment in workplace learning and management development.

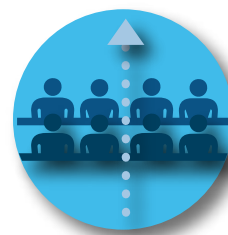
Sectoral Policy Initiatives

Skillnets played an integral role in several sectoral policy areas in 2016. The ICT Skills Action Plan 2014–2018, co-ordinated by the DJEI, prioritises a range of initiatives that ensure Ireland maintains a strong technology talent pool. Skillnets networks directly supported the implementation of this action plan in 2016, by up-skilling a significant number of learners employed within the sector, and by developing qualifications that address strategic needs in areas such as systems architecture and user experience design.

Food Wise 2025, published by the Department of Agriculture, Food and the Marine (DAFM), sets out a long-term plan for the agri-food industry in Ireland. As the sector becomes increasingly knowledge-intensive, the plan emphasises the critical role played by skills development in driving its future development. Skillnets is demonstrably aligned with Food Wise 2025, as is evident from the wide range of learning networks funded by Skillnets that support food producers, processors and exporters. By developing the capacity of food-based enterprises to improve financial planning, product innovation, resource utilisation and development of new markets, Skillnets assisted the agri-food sector to realise opportunities and address key challenges faced in 2016, including the threat posed by Brexit.

Through the co-ordination of the Finuas Networks Programme, Skillnets supported the ongoing implementation of IFS2020, Ireland's strategy for the international financial services sector. Finuas networks were involved in implementing actions assigned as part of IFS2020 Action Plan 2016 and the Finuas 2020 Strategy, including the development of a range of fintech qualifications and the delivery of programmes relating to investments, aircraft finance and management development.

In 2016, Skillnets sat on the Hospitality Sector Oversight Group, which was established in March 2016 to support the implementation of recommendations on the sector produced in November 2015 by the Expert Group on Future Skills Needs (EGFSN). Skillnets networks continue to play a key role in contributing to the development and supply of talent in the hospitality sector, which is experiencing critical skills shortages. Skillnets was also responsible for delivering one of the Oversight Group's five priority actions, namely the launch of a dedicated hospitality sectoral network. This was achieved with the approval of funding for the Restaurant and Hospitality Skillnet in December 2016.



Certification and Lifelong Learning

Ireland's participation rate in lifelong learning is particularly low, lagging behind the EU average. In many occupations it has become essential to acquire new skills as established ones become obsolete. Skillnets networks deliver programmes that are optimised to suit the needs of learners through both formal and informal learning that spans further education and higher education provision. Training is highly integrated with work to meet the current and future skills needs of employers. Through innovative approaches, Skillnets is making an impact in embedding a culture of lifelong learning within SMEs.

In 2016, a number of our networks made great use of new learning technologies to support learning and to reflect changing learner needs. For example, Trainers Learning Skillnet piloted live streaming of their seminars to make learning more accessible to member companies, while ICOS Skillnet developed and launched a micro and mobile learning initiative - the Irish Co-operative Learning Academy YouTube Channel.

Skillnets networks continued to build on a strong track record in up-skilling low, medium and high-skilled workers with activities in 2016 available to trainees at all levels in the workforce. Forty percent of trainees on Skillnets-funded courses were at Levels 1-5 on the National Framework of Qualifications (NFQ) prior to training. A wide range of programmes were delivered from Levels 1-5 in areas such as food manufacturing, healthcare, retail and hospitality.

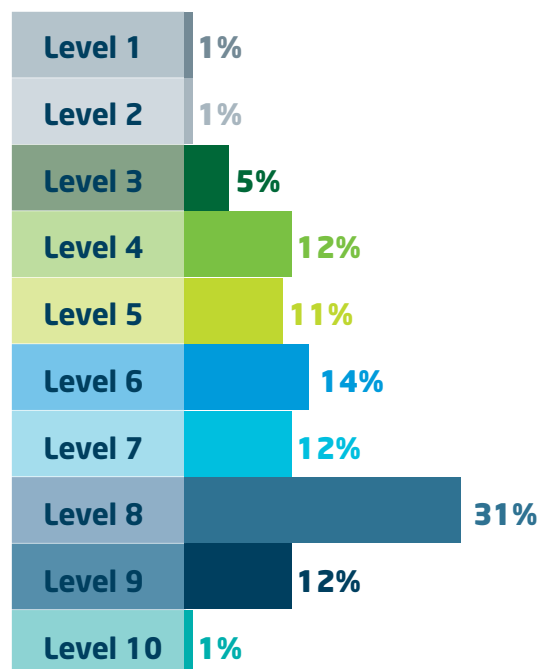
In 2016,

50,373

people received training

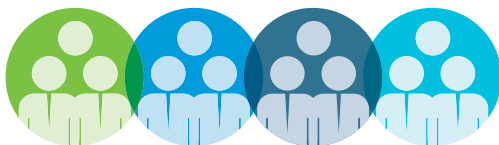


TRAINEE EDUCATIONAL NFQ LEVEL PRIOR TO TRAINING



Certification

In 2016,



Skillnets networks delivered

344,434

training days.

78%

of these days were accredited either on the National Framework of Qualifications (NFQ) or by industry/ professional bodies.

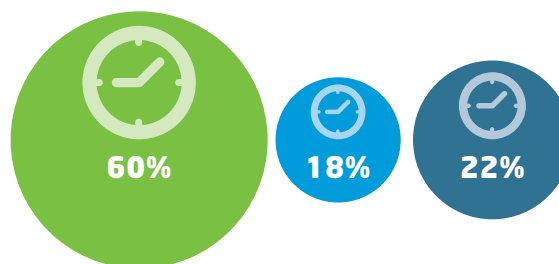
"We partnered closely with Waterford Chamber Skillnet and Waterford Institute of Technology on the MSc in Enterprise Software Systems. This certified programme has helped us grow and retain a local pool of talent here in Waterford capable of delivering on our long-term business goals."

Kevin Fitzgerald, Director of L&D,
Sun Life Financial, Waterford

Skillnets plays an important role in the provision of accredited training and education to industry and learners throughout Ireland. In the context of lifelong learning, accreditation is valued by learners because it provides an opportunity to enhance their employability and professional development via access to other accredited learning experiences throughout their careers.

In terms of training delivery, blended learning, already widely used within networks, featured strongly in the new certified programmes developed by Skillnets networks.

TRAINING DAYS BY CERTIFICATION

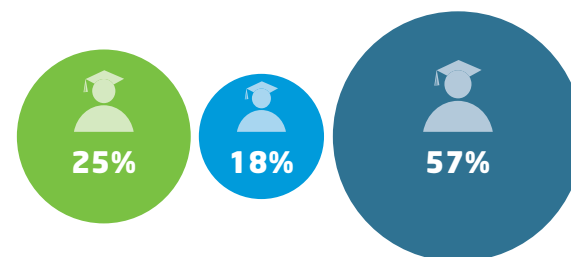


60% NFQ-certified

18% Other certification

22% Non-certified

COURSES BY CERTIFICATION



25% NFQ-certified

18% Other certification

57% Non-certified



In 2016, a total of 82 retail employees graduated from Degree and Masters programmes developed and delivered by Retail Ireland Skillnet in conjunction with Letterkenny Institute of Technology. Retail Ireland Skillnet offers a suite of work-based learning programmes with qualifications at different levels, from occupational and general operational skills at Level 5, up to a full Masters programme at Level 9. Sixty-two trainees on the Degree in Retail Management Practice were assessed through projects and assignments based directly on their everyday work, allowing them to work full-time while earning their qualification.

Employees from companies across the Irish retail sector celebrate their graduation.

Developing Ireland's Workforce 2016

Skillnets actively supported and worked with businesses in Ireland in 2016 to address their current and future skills needs through four key programmes.

Training Networks Programme (TNP)

TNP is the main Skillnets programme. The programme supported the delivery of training through 59 learning networks across a wide range of industry sectors and geographical regions.

Finuas Networks Programme (Finuas)

Finuas supported specialised training in the international financial services (IFS) sector through three learning networks.

ManagementWorks

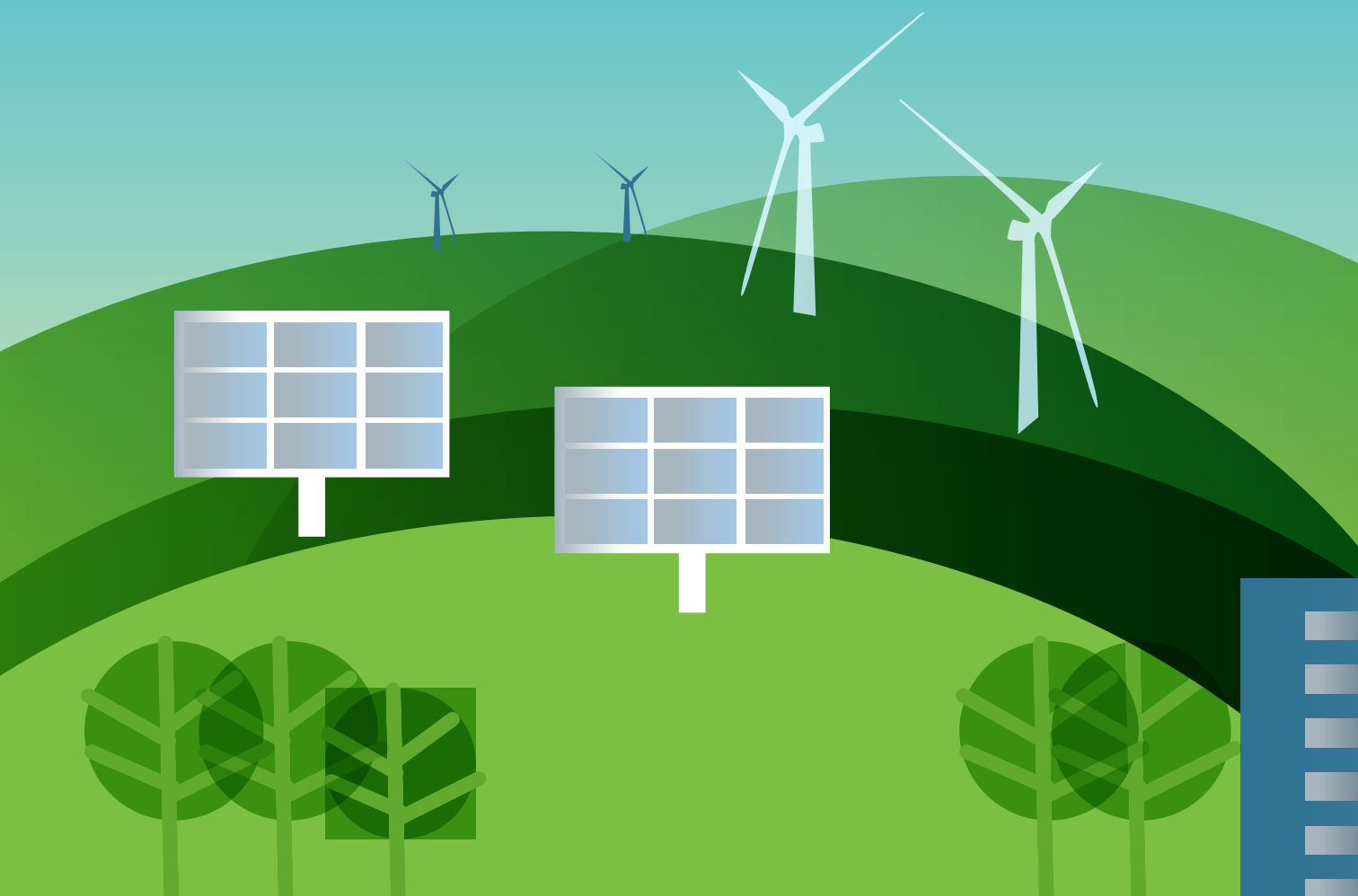
ManagementWorks is Skillnets' bespoke management development programme and supported a range of management development training opportunities along with mentoring support for SME managers.

Job-seekers Support Programme (JSSP)

JSSP supported employment activation and provided training to address critical skills shortages vital for economic growth and competitiveness, whilst providing job-seekers with specific skills for increased employability and career progression.

All outputs reported on individuals in this section relate to employees. Outputs for job-seekers that attended courses through TNP, Finuas and JSSP are reported on in the Creating Opportunities for Job-seekers section.

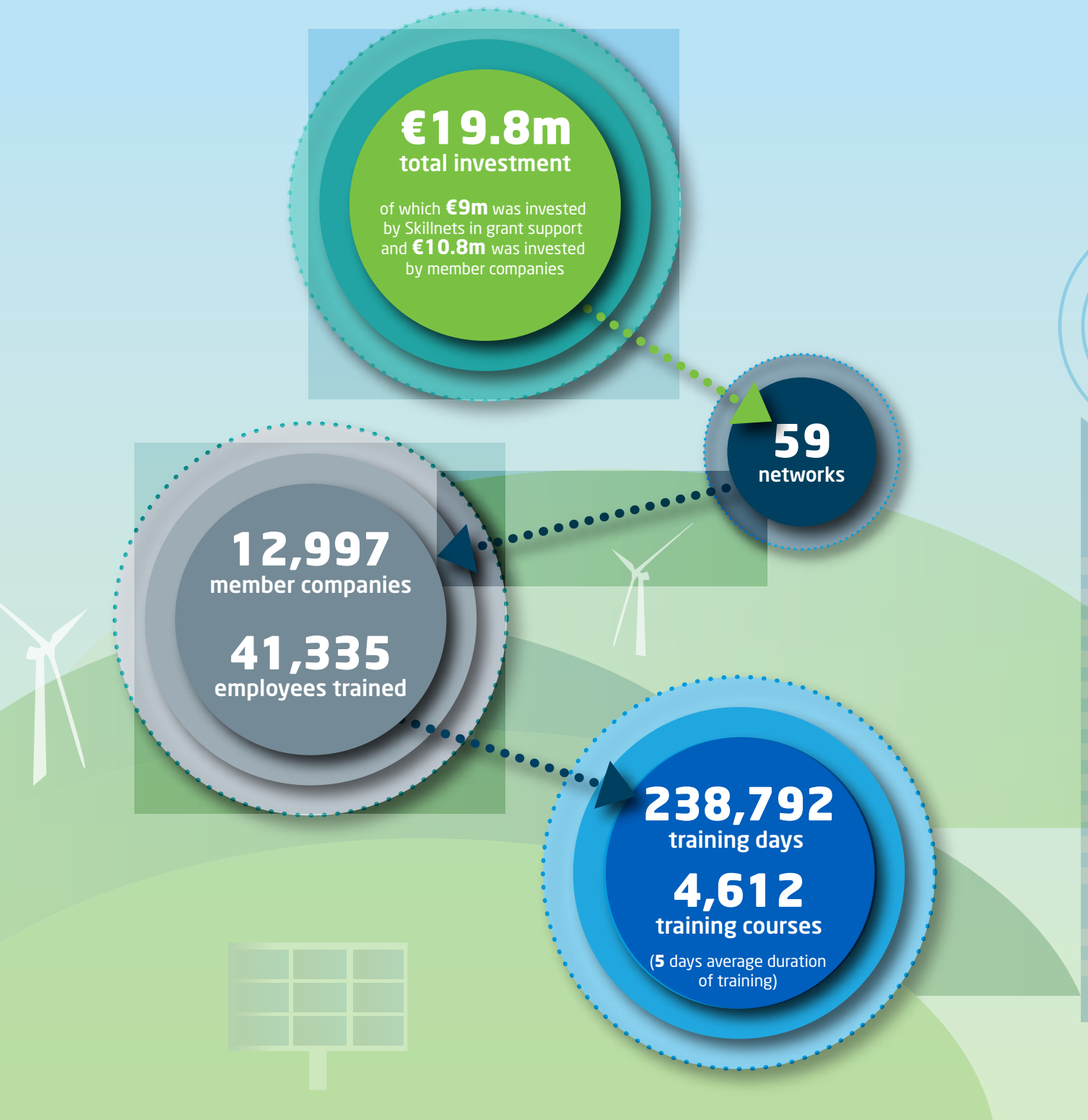
Training Networks Programme (TNP)



The Training Networks Programme (TNP) contributes to the development of a skilled workforce, ensuring the growth and sustainability of Irish enterprise in an increasingly competitive and complex environment.



Training Networks Programme (TNP)



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 late 2017.

What businesses had to say about our Training Networks Programme (TNP)

Benefits of being a member of a Skillnets learning network

- 89% of businesses reported that being a member had addressed skills gaps within their organisation.
- 95% were satisfied with the quality of Skillnets training.
- 91% agreed that the design of Skillnets training was relevant to their business development needs.
- 91% found that Skillnets training represented value for money.
- 75% agreed that being a member of a Skillnets network helped them to meet and network with other like-minded businesses.
- 83% felt that being a member will encourage future investment in staff development and training.

Impact of membership on business growth

- 76% reported that being a member has enhanced the long-term performance of their business.
- 59% reported that involvement with Skillnets has increased their competitiveness.
- 78% reported that Skillnets membership has enhanced their service or product quality.
- 41% reported that Skillnets membership contributed to increased business turnover.
- 41% reported that Skillnets membership assisted their business in developing new markets.
- 49% agreed that Skillnets membership has increased the attraction and retention of key staff.

TNP Members Profile



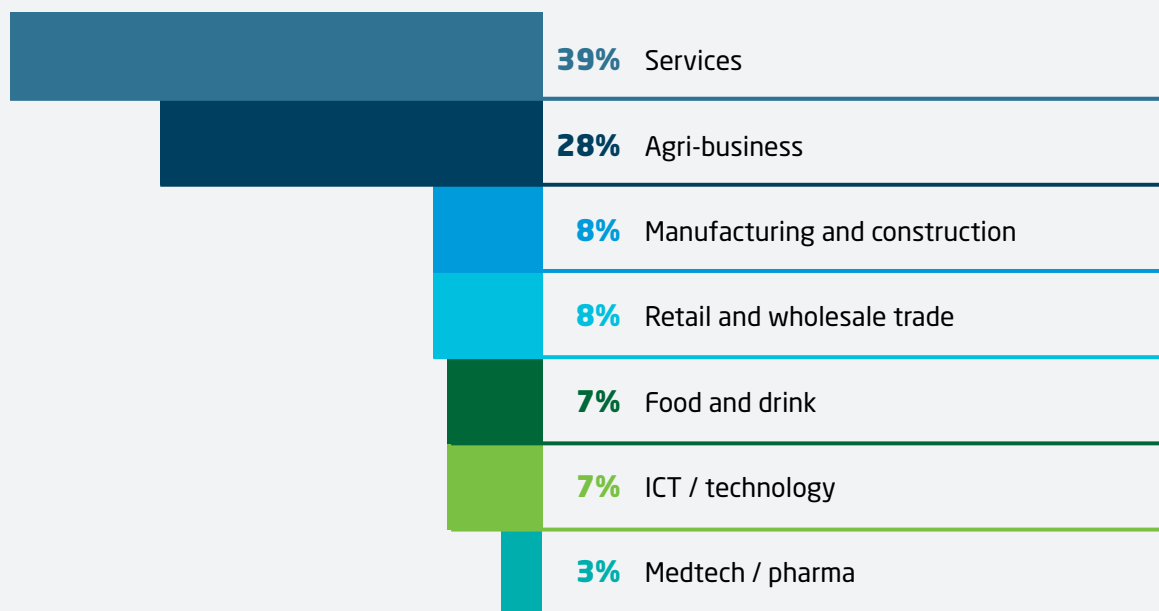
92% SMEs

Micro (0-9)	48%
Small (10-49)	28%
Medium (50-249)	16%
Large (250+)	8%

"Learning Waves Skillnet hasn't just shaped our industry from a business point of view, it's shaped the sound and quality of radio in Ireland. Standards across all skills on and off air have increased as a direct result of the training and networking opportunities it provides."

Fiona Stack, General Manager,
Radio Kerry

MEMBERS BY SECTOR



TNP Trainee Profile

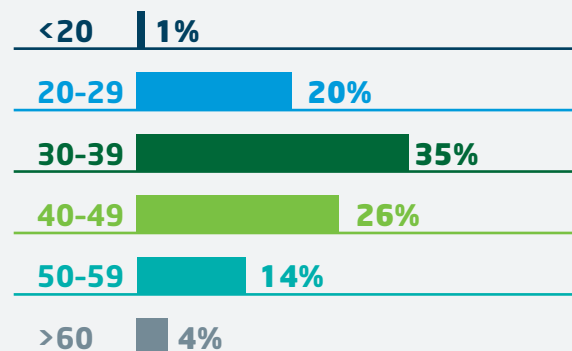
In 2016,



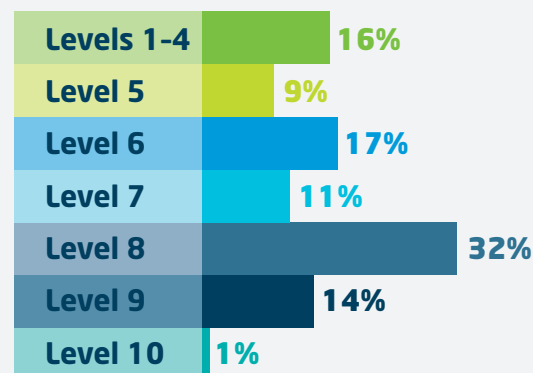
41,335 employees
undertook training on
4,612 courses run
by TNP networks.

Of these trainees, **58%** were
male and **42%** were female.

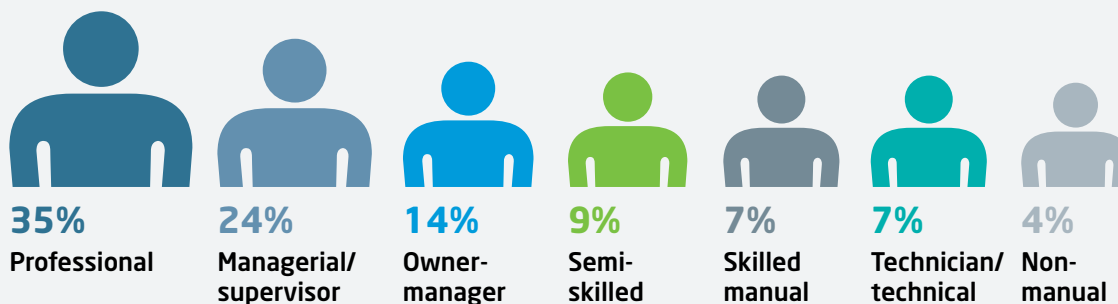
TRAINEES BY AGE



TRAINEES EDUCATIONAL NFQ LEVEL PRIOR TO TRAINING



TRAINEES BY OCCUPATIONAL CATEGORY



TNP Training Courses

CUSTOMISATION OF TRAINING COURSES



17% New course developed by network

7% Existing course significantly customised by network

24% Existing course with some customisation by network

52% Existing course

TRAINING TYPE BY TRAINING DAYS

29% Technical skills

17% Services

15% Management development

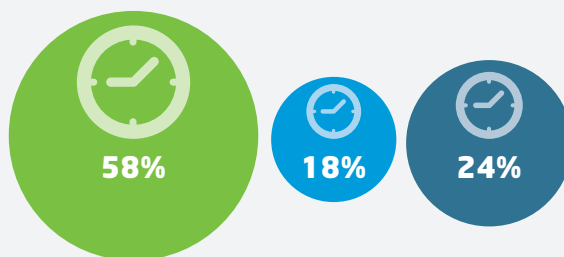
14% Personal skills and development

13% Business and finance

11% ICT and technology

1% Manufacturing

TRAINING DAYS BY CERTIFICATION

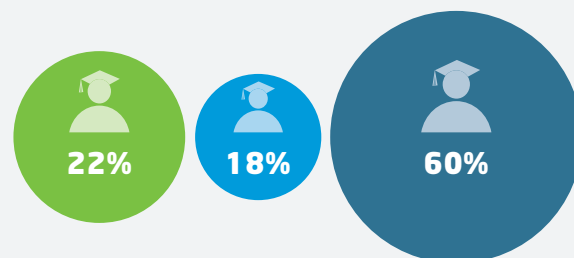


58% NFQ-certified

18% Other certification

24% Non-certified

COURSES BY CERTIFICATION



22% NFQ-certified

18% Other certification

60% Non-certified

TNP: Supplying Future Skills

In 2016, 59 TNP networks developed a wide range of new courses for their members. A selection of new courses are presented here.

Postgraduate Diploma in UX Design

There has been a growing demand in recent years from enterprise for people with specialised competency in UX (user experience) design. The new ISA Software Skillnet Postgraduate Diploma in UX Design aims to produce skilled and knowledgeable UX designers to fill the software industry's skills gap in this area into the future. Enterprise involvement and collaboration were key to the development of the programme. The diploma was developed by the ISA Software Skillnet UX Skills working group and the Institute of Art, Design and Technology (IADT). This enterprise group was established to design innovative professional UX Design programmes for the software sector and included IBM, SAP, Fineos, Ericsson, Sysnet GS, Decare, and Fenergo.

ISA Software Skillnet was funded to develop this suite of UX programmes through Skillnets' Future Skills Needs Programme (FSNP). FSNP is a programme designed to incentivise the development of innovative learning programmes, in order to increase the supply of future skills needs for priority sectors in the Irish economy.

Caitriona Murphy, Ericsson, Marion Palmer, IADT, Paul Sweetman, Technology Ireland, and Fred Raguillat, IBM, at the launch of the new ISA Software Skillnet Postgraduate in UX Design.



"New programmes like this Post Graduate Diploma in UX Design play a major role in addressing skills demands and strengthening Ireland's position as a thriving tech hub. The collaborative partnership and combined effort of companies on the UX working group and IADT have resulted in a truly innovative programme delivering excellent results for our software sector."

Paul Sweetman, Director,
Technology Ireland

Supporting the medtech sector with specific skills

The medtech sector is evolving at an incredible pace creating new opportunities and challenges. Ireland's sustained and continued success in this area on the international stage will be underpinned by the availability of key skillsets.

In 2016, Irish Medtech Association Skillnet developed a new Fundamentals in Medtech Regulatory Affairs course designed to meet the growing requirements of Irish companies in filling regulatory assurance roles. Regulatory affairs are increasingly recognised as having a 'whole business' impact for organisations, and companies are required to invest time and money to improve their up-skilling strategies for their regulatory affairs professionals. Demand is increasing for regulatory talent that can understand the implications of the rapidly changing regulatory landscape in order to help companies effectively bring new and innovative medical products to global markets.

The programme was developed by regulatory professionals across the sector through the Irish Medtech Association Skillnet's industry-led Regulatory and Quality Working Group. In 2016, 15 participants from 11 companies including Veryan Medical, Medtronic, Molex Ireland, Merit Medical and Abbott Medical Optics, undertook the three-month course, accredited by University of Limerick (UL) at NFQ Level 8.



"This Irish Medtech Association Skillnet course is very important for our business since it provides a forum for both new regulatory affairs professionals and experienced professionals in other areas to learn the basic regulations as they apply to the medical technology industry, thereby preparing the company for the ever-changing regulatory environment."

Lorraine Whitney, Senior Manager Regulatory Affairs, Abbott Diagnostic



“Through the ICOS Skillnet, members have been able to broaden the discussions to identify cross-industry skills gaps and learning opportunities. This collaborative approach to learning and development has encouraged ICOS Skillnet and its members to work on designing and implementing tailor-made, industry-specific technical programmes that address both industry and organisational gaps, fostered close working relationships and has provided a tangible return on investment for industry members.”

Philip Ducie, Human Resources Manager,
Dairygold Co-op

Management development programme for co-op sector

A new Management Development Programme, designed specifically and exclusively to shape leaders in the Irish co-operative sector, was launched in 2016 by ICOS Skillnet. The new programme was developed following widespread consultation within the industry. It stemmed from a working group established to identify training needs across the sector, and to enable substantive business growth by developing specific training interventions by the industry for the industry. The programme is recognised and accredited through the Irish Institute of Training and Development (IITD), and is delivered through a combination of lectures and workshops with self-directed learning.

Launch of the new ICOS Skillnet Management Development Programme for the co-op sector.



MSc in Applied Cyber Security

The MSc in Applied Cyber Security (MACS) was developed by ICT Ireland Skillnet in conjunction with its steering group, member companies and IT Blanchardstown. Companies expressed the need for a specialised programme to develop existing employees, and prepare new 'work-ready' entrants to the sector, who would possess a high level of knowledge and skills to enable them to take on immediate roles in countering the cyber security threat. Given the growing and increasingly sophisticated level of IT cyber threat, this course is fulfilling a critical need in bolstering Ireland's national competitiveness in this area. Through this new MSc, the ICT Ireland Skillnet is actively shaping the solution to the demand for skills in this space.

**Participants on the ICT Ireland Skillnet
MSc in Applied Cyber Security.**

"The ICT Ireland Skillnet MSc in Applied Cyber Security meets the needs of our company both in terms of up-skilling our existing team and developing a steady stream of new talent. We have been actively involved and fully supportive of this programme from the start. It provides a practical and timely response to filling the skills gap in this key area."

Carmel Somers, Talent Manager,
IBM Ireland Lab

Safety in Agri-Business

In 2016, Macra na Feirme members took the lead on farm safety, with the launch of the Safe Agri Skills card, delivered and developed through the Macra na Feirme Young Farmer Skillnet. Safe Agri Skills is the first and only programme of its kind - a suite of short training courses in relevant areas around farm safety, covering all the major causes of accidents in agriculture. It was created in response to the high number of deaths, serious injuries and near misses in farming.

“Safety is essential to my farm. After my father had a near miss involving a silage harvester when I was a child I grew up with a good understanding of how dangerous simple farm yard machinery can be and how it needs to be respected. My own near miss with a bull two years ago brought home to me how dangerous even normally placid stock can be. The Macra na Feirme Young Farmer Skillnet programme has a great effect of sharpening the mind, on both simple and more complicated redesigns around the yard that reduce your exposure to risk in day-to-day running of the farm.”

Thomas Duffy, Farmer



Finuas Networks Programme (Finuas)



Finuas contributes to the development of a highly-skilled talent base while also supporting national policy, ensuring that Ireland capitalises on future opportunities within the international financial services sector.



Finuas 2020 Strategy

The strategic objective of the Finuas Networks Programme (Finuas) is to maintain Ireland's position as a major international financial services (IFS) centre through investment in the specialist skills and expertise of its workforce.

Finuas has successfully responded to emerging needs and opportunities through the promotion of an enterprise-driven approach to learning. Finuas networks have collaborated extensively with key industry stakeholders and education providers, to devise innovative education and training solutions for Ireland's international financial services sector.

Key areas of Finuas training and education include banking and asset financing, corporate treasury, fund and investment management, structured financing and securitisation, fintech and international financial services law.

In January 2016, Skillnets published a new strategy for the Finuas networks that will drive the programme over the next three years. The Finuas 2020 Strategy coincides with the Government's IFS2020 strategy, which targets the creation of 10,000 new jobs within the IFS sector between 2015 and 2020.

The IFS2020 strategy highlights the key role played by skills development as a driver of continuous improvement and competitiveness. Within this context, the Finuas 2020 Strategy was developed as a suite of actions with a specific focus on skills development, which reflect the goals of IFS2020 and contribute to their implementation.





Given the rapid transformation of financial services business models, a changing regulatory and taxation environment, and the impact of emerging markets, listed actions will be reviewed regularly and new actions identified for each year of the Finuas 2020 Strategy.

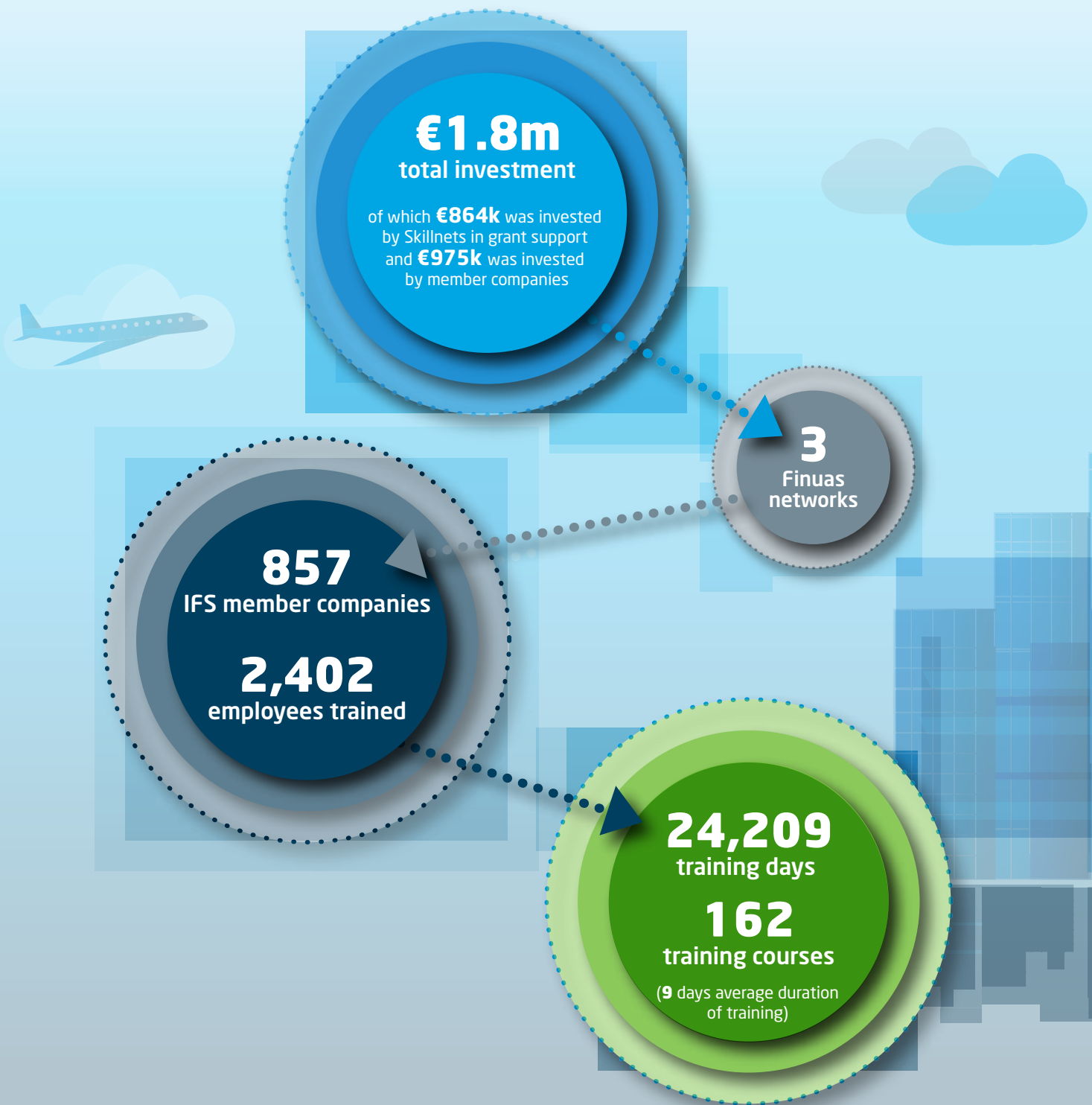
By providing a blueprint for enhanced public-private sector collaboration regarding IFS workforce development, the ambition is to ensure that Finuas plays a meaningful role in enabling IFS companies to avail of emerging business opportunities. By contributing to the development of a highly-skilled talent base, Finuas also supports national policy, ensuring that Ireland capitalises on future opportunities within the international financial services sector.



Minister Eoghan Murphy being briefed on the Finuas 2020 Strategy by members of Summit Finuas Network.

Marc Coleman, Financial Services Ireland (FSI), Gina Quinn, President of NCI, Minister of State for Financial Services, eGovernment and Public Procurement Eoghan Murphy TD, Carol Kenna, FSI, and Brian McMahon, Summit Finuas Network.

Finuas Networks Programme (Finuas)



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 late 2017.

What businesses had to say about our Finuas Networks Programme (Finuas)

Benefits of being a member of a Finuas network

- 87% of businesses reported that being a member had addressed skills gaps within their organisation.
- 83% were satisfied with the quality of Finuas training.
- 83% agreed that the design of Finuas training was relevant to their business development needs.
- 74% found that Finuas training represented value for money.
- 52% agreed that being a member of a Finuas network helped them to meet and network with other like-minded businesses.
- 70% felt that being a member will encourage future investment in staff development and training.

Impact of membership on business growth

- 74% agreed that network activities met defined skills shortages vital for growth and competitiveness in the IFS sector.
- 70% reported that Finuas membership contributed to increased staff engagement.
- 57% agreed that being a member has enhanced the long-term performance of their business.
- 48% reported that involvement with Finuas has improved customer care.
- 65% reported that Finuas membership has enhanced their service or product quality.
- 57% reported that Finuas membership contributed to improved business processes and/or productivity.

Finuas Members Profile



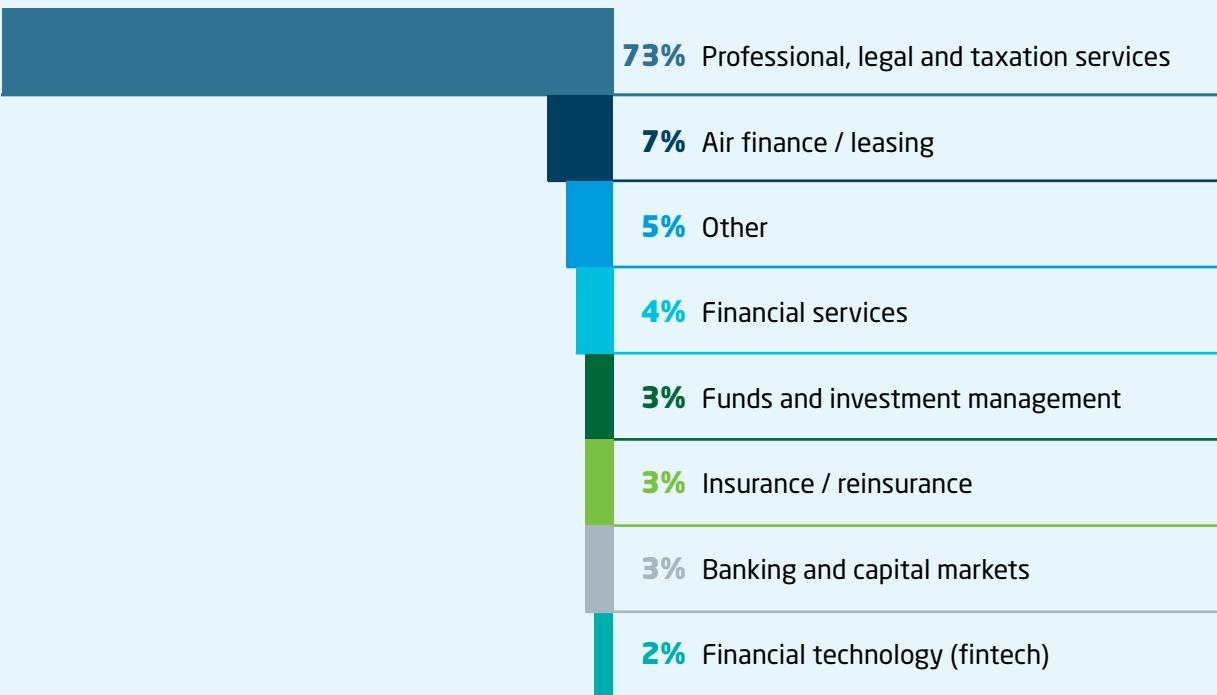
93% SMEs

Micro (0-9)	62%
Small (10-49)	21%
Medium (50-249)	10%
Large (250+)	7%

"Our partnership with the Aviation Finance Finuas Network in providing current, practical, and in-demand learning and development solutions for our employees has proven to be a key tool in aiding the up-skilling, retention and enhancing the overall contribution of our employees."

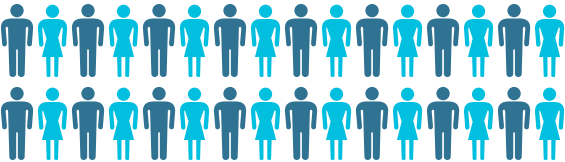
Julian Rouchy-Kelly, Managing Director,
CIT Aerospace International

MEMBERS BY SECTOR



Finuas Trainee Profile

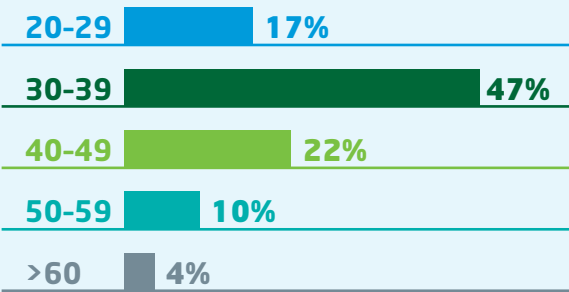
In 2016,



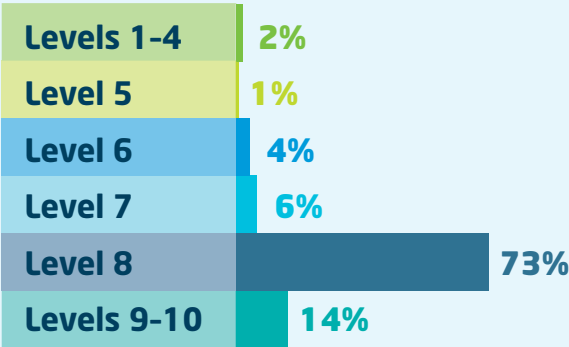
2,402 employees
undertook training on
162 courses run by
Finuas networks.

Of these trainees, **50%** were
male and **50%** were female.

TRAINEES BY AGE



TRAINEES EDUCATIONAL NFQ LEVEL PRIOR TO TRAINING



TRAINEES BY OCCUPATIONAL CATEGORY



85%
Professional



12%
Managerial/
supervisor



2%
Technician/
technical



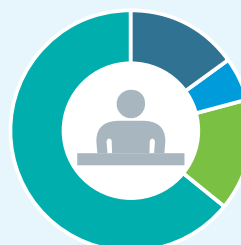
1%
Semi-skilled/
Skilled manual

Finuas Training Courses

TRAINING TYPE BY TRAINING DAYS

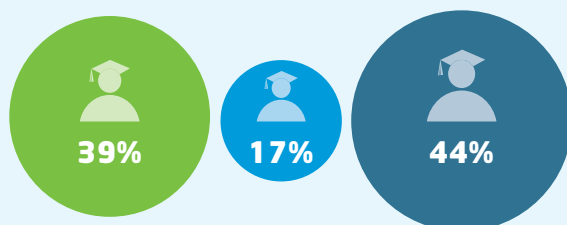
30%	Funds administration / funds servicing
28%	Risk management / compliance
18%	Management development
8%	Investment management
7%	Professional skills (IFS legal, taxation, accountancy)
5%	Financial technology (fintech)
2%	Quantitative financial analysis / actuarial skills
2%	IT skills, project management

CUSTOMISATION OF TRAINING COURSES



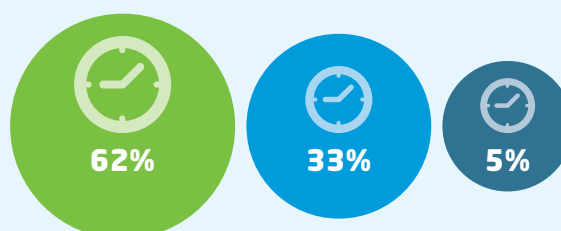
15%	New course developed by network
6%	Existing course significantly customised by network
15%	Existing course with some customisation by network
64%	Existing course

COURSES BY CERTIFICATION



39%	NFQ-certified
17%	Other certification
44%	Non-certified

TRAINING DAYS BY CERTIFICATION



62%	NFQ-certified
33%	Other certification
5%	Non-certified



Symposium educating Irish companies on fintech law

In September 2016, Law Society Finuas Network hosted a Fintech Law Symposium - Law and Regulation in Ireland. The key aim was to demystify the law and regulation of fintech in Ireland, and key themes addressed included a regulatory overview, funding platforms, AML fintech and raising capital for fintech. Speakers on the day included senior representatives from Arthur Cox, Goodbody Corporate Finance, Matheson, AIB Group, Skillnets, FEXCO, Bank of Ireland and the Central Bank of Ireland. The network also used the event to promote a newly developed online Fintech - The Fundamentals programme. There was a high level of industry engagement in developing the symposium and the programme during 2016, and both proved to be highly popular with network member companies.



Paul Healy, Skillnets CEO, Simon Murphy, Law Society of Ireland President, and Attracta O'Regan, Law Society Finuas Network, with other speakers at the Fintech Law Symposium.



Graduates of the Summit Finuas Network Professional Certificate in Operational Risk Management in Investment Fund Services.



Participants of the Executive Leadership Management Programme - an innovative new programme developed by Law Society Finuas Network.



"Learning and development can often take a hit when budgets are tight. With the aid of Aviation Finance Finuas Network, it's less challenging to submit cases for colleagues' training to management, with the backing of a subsidy from the network and also knowing that the calibre of courses provided are second to none."

Mairead Flynn, Human Resources Manager,
Santos Dumont

"I took part in the Law Society Finuas Network Executive Leadership Management Programme with 12 others. It was the most worthwhile professional course I have ever undertaken. It was extremely well organised and hands-on from day one. There were some hugely impressive contributors and the skills learned have greatly benefitted my practice and I hope my team members. It was hugely enjoyable."

Barry Creed, Solicitor and Partner,
McDermott Creed & Martyn

Finuas: Supplying Future Skills

In 2016, our three Finuas networks developed 24 new courses. Examples include:



Executive Leadership Management Programme

An innovative programme in Executive Leadership Management was developed and launched by the Law Society Finuas Network in 2016. The programme equipped participants with the skills to boost business productivity by enhancing team engagement and performance, through modular training sessions on leadership and one-to-one coaching. Participants on the course were made up of senior executives with more than ten years' experience, with the majority from legal practices that offer professional services to the IFS sector.



Higher Diploma in Fintech

Summit Finuas Network developed the Higher Diploma in Fintech in collaboration with member companies and the National College of Ireland (NCI). Tailored for the needs of industry, the programme focuses on data analytics, financial analysis, data governance, cyber security, quantitative modelling, IT auditing, e-Finance and services. The need for the programme was identified in IFS2020 and the Skills Needs Analysis of the International Financial Services Sector in Ireland, published by Summit Finuas Network in Q4 2015.



Introduction to Aircraft Leasing

Member companies of Aviation Finance Finuas Network identified a skills gap among new employees entering the aviation leasing sector, particularly recent graduates. There was a need to train new staff in the specific intricacies of aircraft leasing, piecing together the multiple components that are involved with a lease agreement and the basic understanding of the technical elements of a lease. In response, the network developed the Introduction to Aircraft Leasing in partnership with members such as AWAS, Aercap, Accipiter, Airbus, SMBC, Avolon, Santos Dumont and CIT.

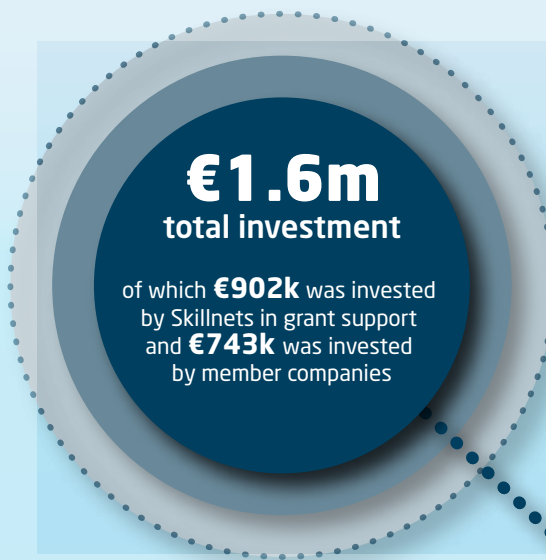
Management Development



ManagementWorks is a bespoke management development offering from Skillnets. The programme contributes to the development of management skills in Irish businesses, ensuring that business owners and managers have the management capabilities that are vital for long-term success.



ManagementWorks



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 late 2017.

What businesses had to say about ManagementWorks

Benefits of being a member of ManagementWorks

- 92% of businesses reported that ManagementWorks training addressed skills gaps within their management team.
- 92% were satisfied with the quality of the ManagementWorks programme.
- 89% agreed that the design of ManagementWorks training was relevant to their business development needs.
- 93% felt that ManagementWorks training represented value for money.
- 80% felt that as a result of ManagementWorks they are more likely to invest in management training.

Impact of membership on business growth

- 93% felt that ManagementWorks membership is likely to enhance the long-term performance of their business.
- 89% reported that involvement in ManagementWorks has increased their competitiveness.
- 78% reported that ManagementWorks training has enhanced their service or product quality.
- 58% reported that ManagementWorks training contributed to increased business turnover.
- 39% reported that ManagementWorks training has assisted their business to develop new domestic markets.

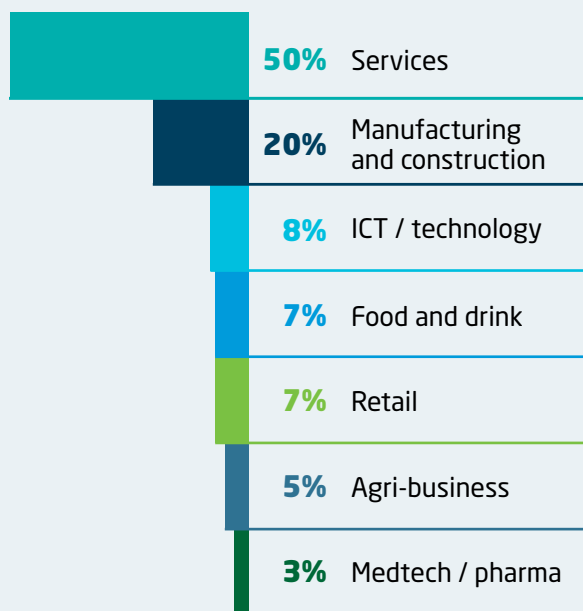
ManagementWorks Members Profile



98% SMEs

Micro (0-9)	43%
Small (10-49)	39%
Medium (50-249)	16%
Large (250+)	2%

MEMBERS BY SECTOR



"The ManagementWorks Business Growth course has helped me identify the gap between where our business is now and where I want it to be. It provided a wealth of knowledge and learning which I intend to apply to our business over the next 6 months, learnings which I wouldn't have thought of by myself. One-to-one follow up mentoring was of crucial importance in terms of helping transform theory to practical business purposes. Top wins: broke even in 1st quarter (historically loss-making), achieved 10% growth in workshop part of the business, secured new finance to fund future growth."

Niall Jordan,
Stoneworld Ltd.

ManagementWorks Trainee Profile

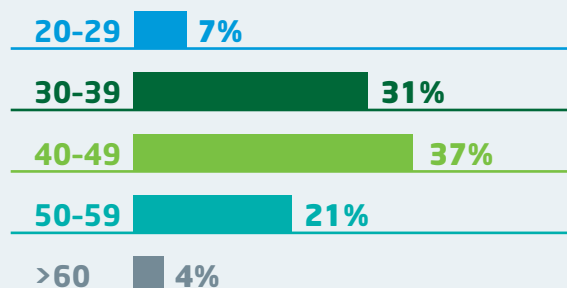
In 2016,



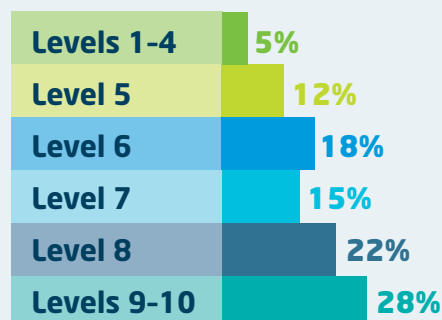
721 employees
undertook training on
42 courses run by
ManagementWorks.

Of these trainees, **69%** were
male and **31%** were female.

TRAINEES BY AGE



TRAINEES EDUCATIONAL NFQ LEVEL PRIOR TO TRAINING



TRAINEES BY OCCUPATIONAL CATEGORY



66%
Managerial/
supervisor



15%
Professional



14%
Owner-
manager



5%
Other

ManagementWorks Training Courses

CUSTOMISATION OF TRAINING COURSES

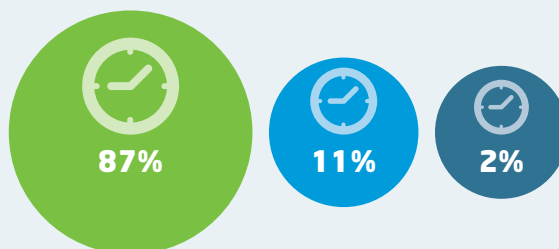


24% Existing course significantly customised by network

62% Existing course with some customisation by network

14% Existing course

TRAINING DAYS BY CERTIFICATION

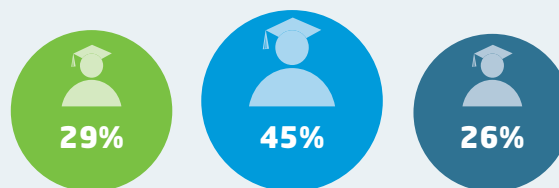


87% NFQ-certified

11% Other certification

2% Non-certified

COURSES BY CERTIFICATION



29% NFQ-certified

45% Other certification

26% Non-certified

"The Business Growth programme was without doubt the best investment of my time and effort into my business or myself in the last 10 years. It was top-class from start to finish, I learnt as much from working with my classmates who were also owner-managers; we discovered that we all had vulnerabilities, and the conversation was at the right level all the time.

You may think you know all the right things when running a business, be it sales or finance, but this was thrown out the window when we were exposed to some new tools or completely new ways of approaching things."

Pat Crotty, Paris Texas Bar & Restaurant, Kilkenny,
President of the Vintners Federation of Ireland



Graduates of the ManagementWorks
Business Growth Programme in Athlone
with Brian Colleran, Skillnets.

"While the ManagementWorks IMI Masters programme was a steep learning curve academically for myself as the owner of a small business, overall it has unquestionably increased my capacity to make decisions more effectively and with greater confidence. Another rewarding aspect was the group learning; you get exposed to a lot of different and enriching experiences. I learned a lot from peers who are immersed in different cultures, particularly from larger organisations. This helped give different perspectives, so when you have a business problem or issue, you realise firstly that you are not alone, and secondly you get some great insights and potential solutions from others."

Joerg Müller,
Solaris Botanicals Tea



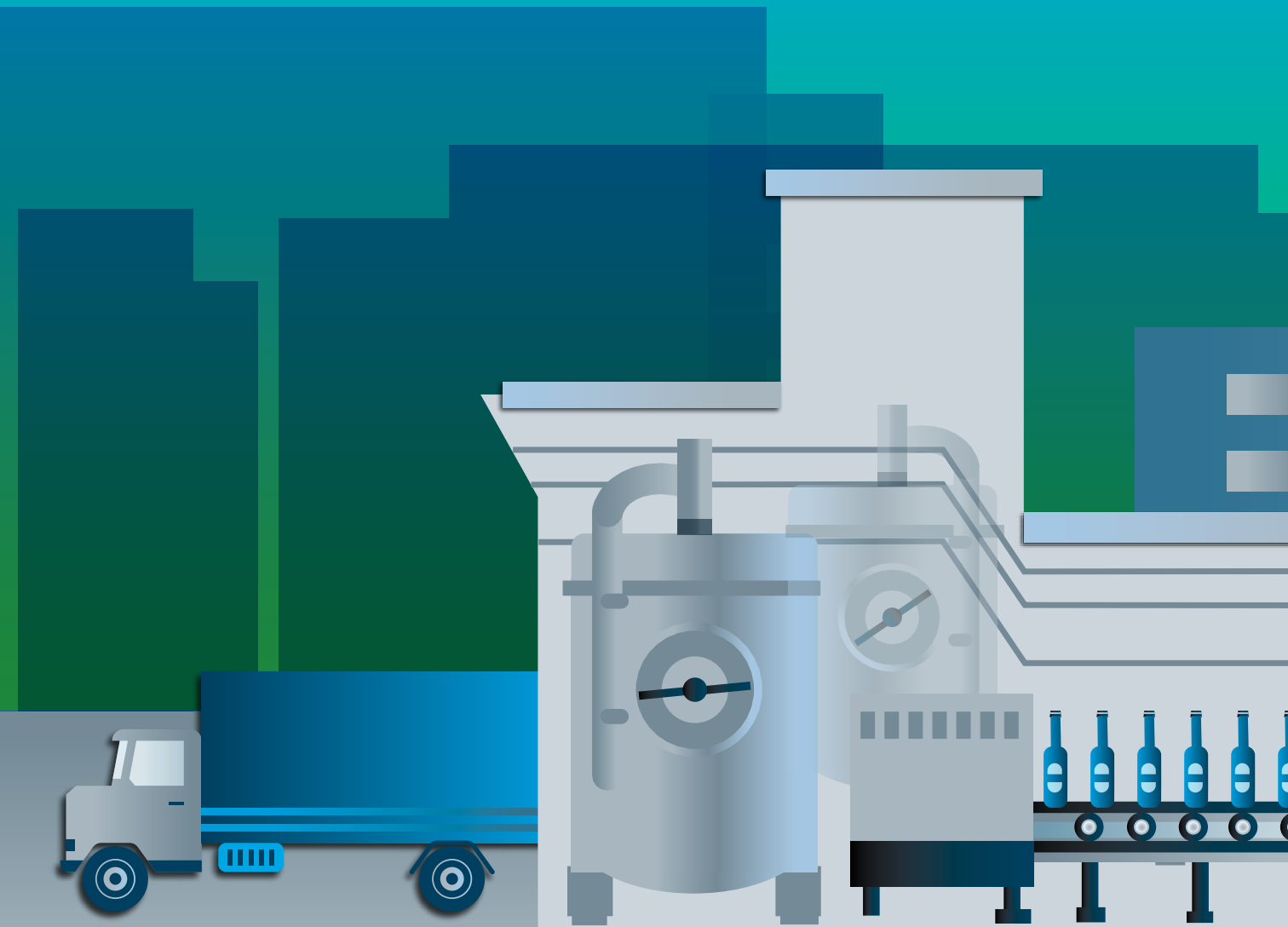


First graduates of IMI ManagementWorks Master of Business

2016 saw the first cohort of ManagementWorks participants complete a recognised Master of Business degree certified by University College Cork (UCC). The gateway to the Masters was enabled through a flexible progression model devised by ManagementWorks in conjunction with the Irish Management Institute (IMI). Participants had to complete three Level 9 Diplomas in Management, Leadership, and Strategy & Innovation. Twenty-six graduates successfully completed all three Diplomas over a three to four-year period, and in 2016 they completed a capstone assignment to earn their Masters qualification. The graduates came from diverse senior management backgrounds, ranging from owner-managers of micro start-ups to senior managers within SMEs, and the diversity of the learner profile was one of the key themes that were cited as making the programme a success.

Gareth McElhinney, RPS Group, Patrick Power, Aerogen, Joerg Müller, Solaris Botanicals Tea, Dara Keogh, HPE, Gilles Varette, CSGI International, Dermot Duff, IMI, Hilary Martyn, Galway International Arts Festival, Orla King, TG4, Dr. Lorcán Ó hÓbáin and Carl Blake, Skillnets.

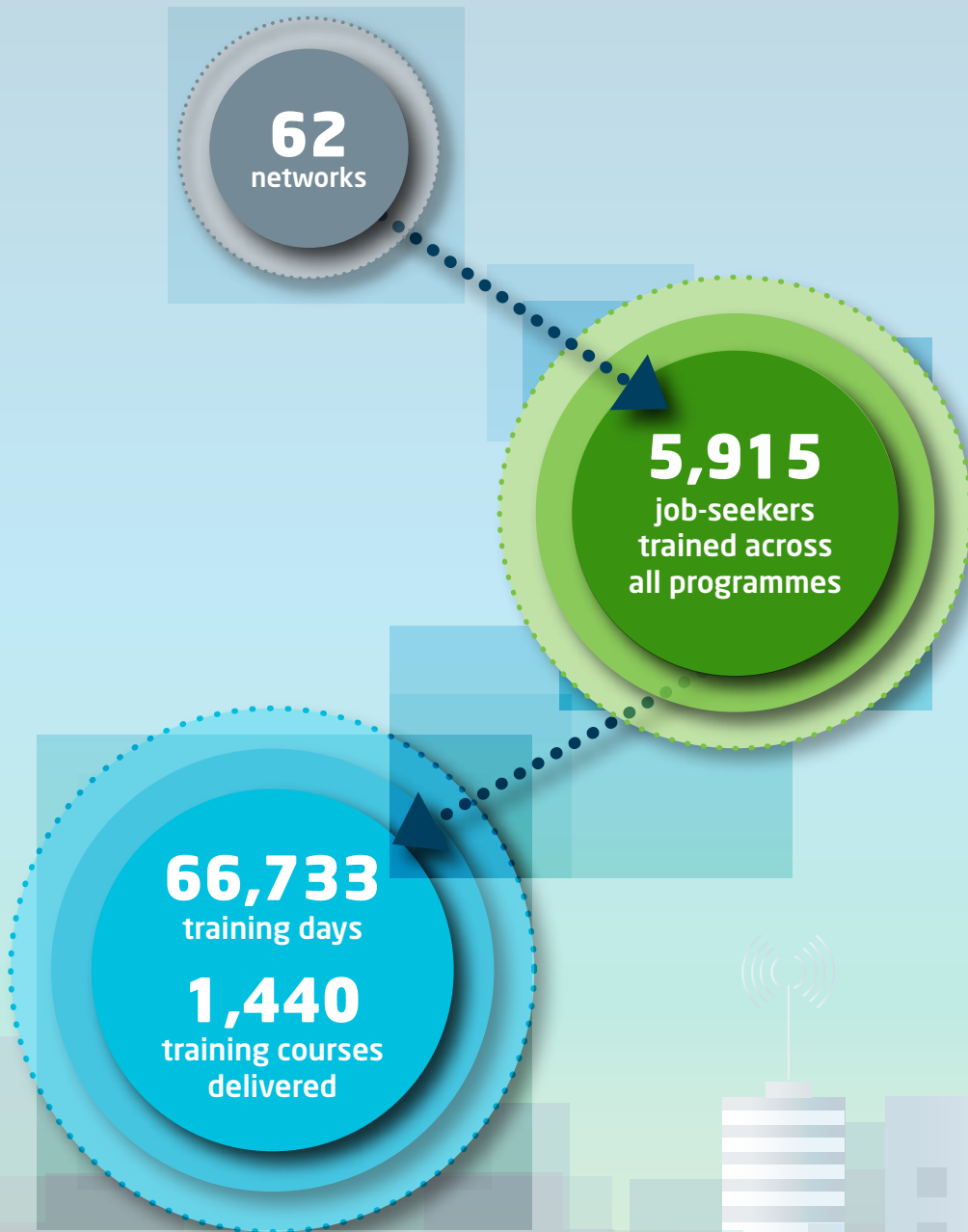
Creating Opportunities for Job-seekers



Skillnets contributes to the development of skills and employment opportunities for job-seekers, ensuring that Irish enterprise has access to talent, particularly in areas where there are skills deficits.



TNP, Finuas and Job-seekers Support Programmes



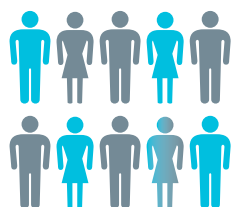
Skillnets provided a broad range of relevant, free training to unemployed people via three key programmes. The needs of unemployed people were addressed with dedicated conversion courses and work placements in areas of employment potential through the Job-seekers Support Programme (JSSP), and integrated training with employees in TNP and Finuas courses.

Job-seekers Support Programme (JSSP)

The Job-seekers Support Programme (JSSP) supported training and work placements for job-seekers covering a broad range of training in areas of high employment potential. The programme included conversion courses to increase employability by up-skilling and cross-skilling job-seekers to re-enter previous employment sectors or transfer into alternative sectors.

Training Networks Programme (TNP) and Finuas

The Training Networks Programme (TNP) and the Finuas Networks Programme (Finuas) supported job-seekers through its wide range of training options in a variety of industry sectors and geographical regions. Job-seekers trained alongside employees from network member companies and participated in the same courses.



45%

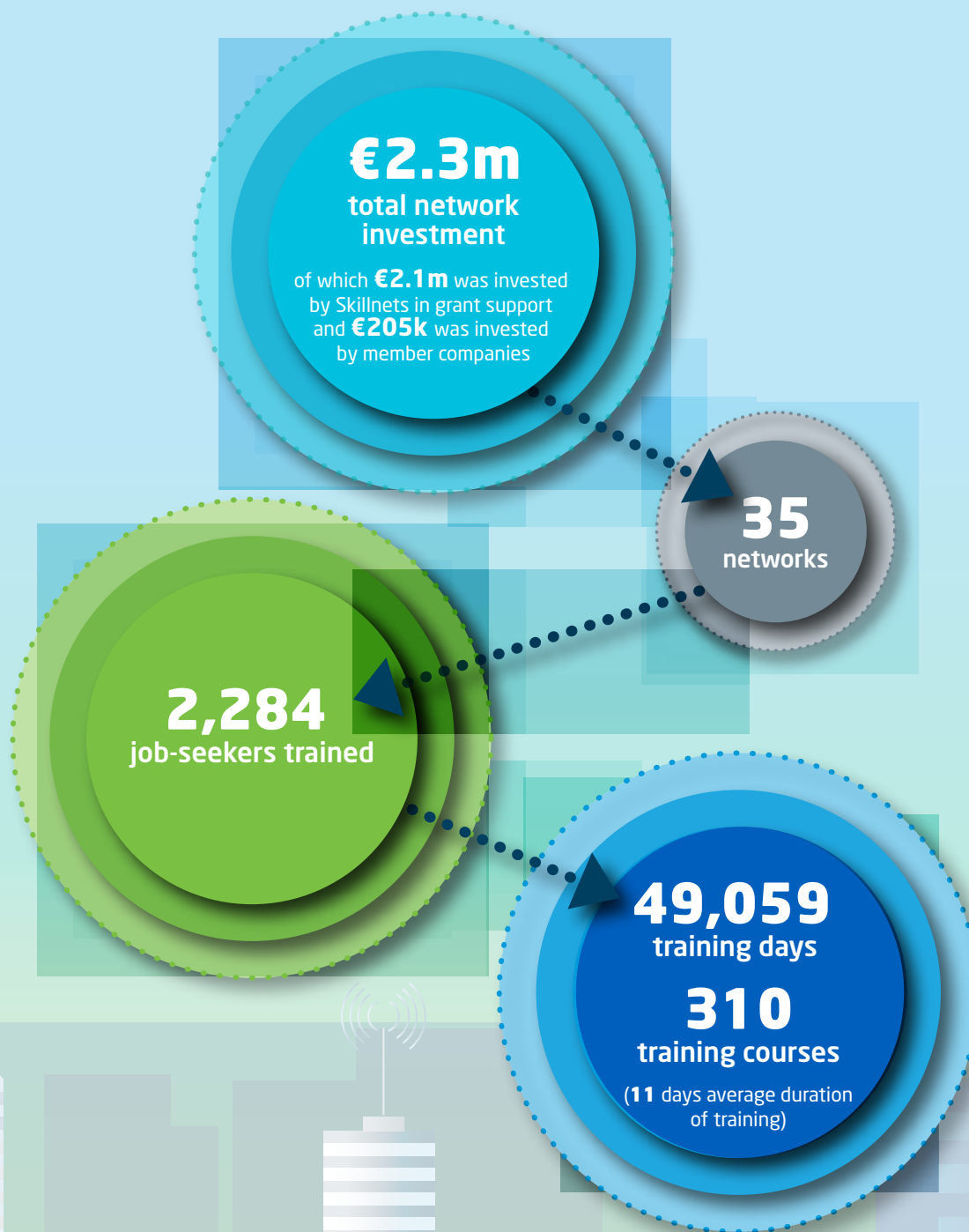
of trainees were long-term unemployed



40% of trainees were on Levels 1-5 of the National Framework of Qualifications (NFQ)

Job-seekers Support Programme (JSSP)

Training and work placement for job-seekers



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 late 2017.

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

Trainee satisfaction

- 90% were satisfied with the quality of the training.
- 88% were satisfied that the training was relevant to their chosen career.
- 82% agreed that they had developed new skills that would help them to change career.
- 86% agreed that the programme had improved their motivation and self-confidence.
- 85% were satisfied that the training met their overall expectations.

Impact of training on employment

- 43% went on to secure employment and 16% moved on to pursue further education and training.
- 79% agreed that the programme had made them more aware of employment opportunities.
- 79% felt that the programme had increased their chances of getting a job.

JSSP Trainee Profile

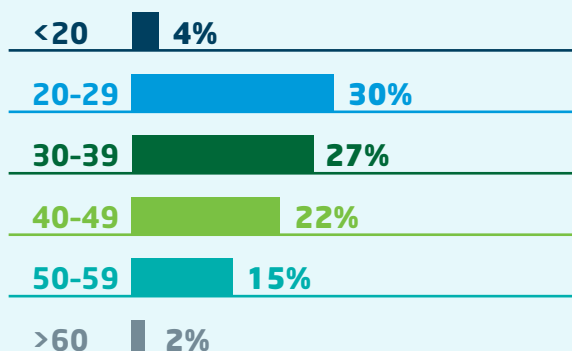
In 2016,



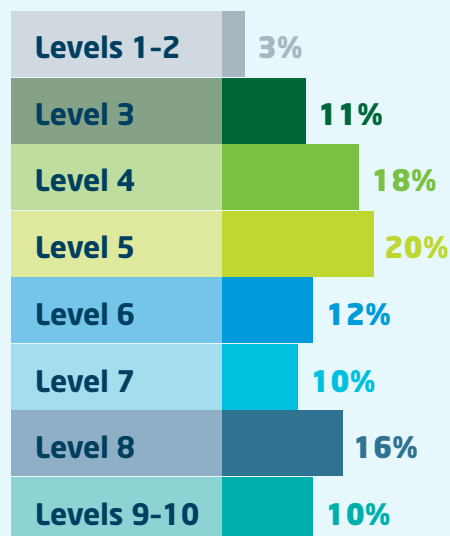
2,284 job-seekers
undertook training on
310 JSSP courses

Of these trainees, **52%** were male and **48%** were female.

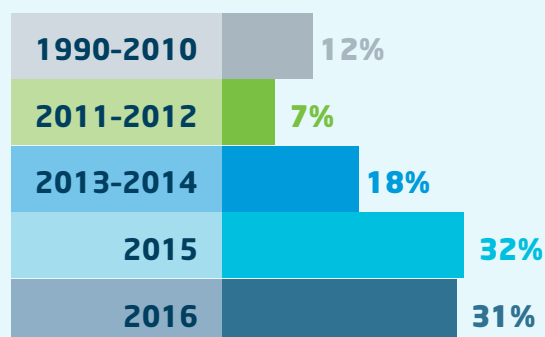
TRAINEES BY AGE



TRAINEES EDUCATIONAL NFQ LEVEL PRIOR TO TRAINING



DATE TRAINEES JOINED LIVE REGISTER



JSSP Training Courses



85%

JSSP training days
were certified



74%

JSSP courses
were certified

TRAINING DAYS BY CERTIFICATION

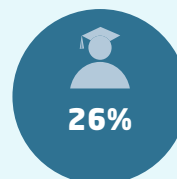
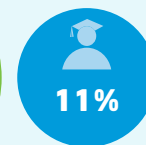
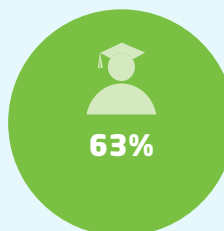


67% NFQ-certified

18% Other certification

15% Non-certified

COURSES BY CERTIFICATION

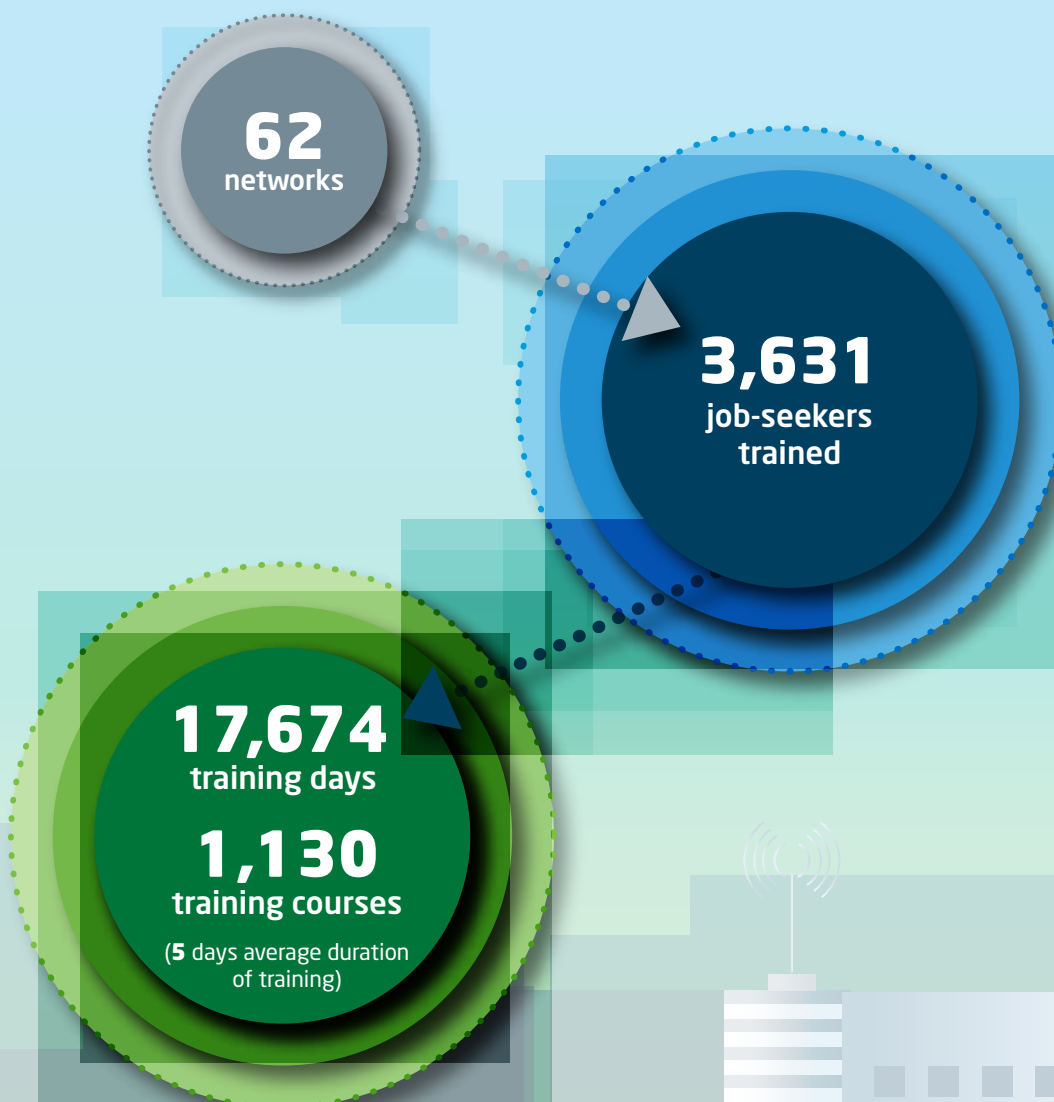


63% NFQ-certified

11% Other certification

26% Non-certified

TNP and Finuas Programmes Supporting Job-seekers



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 late 2017.

What unemployed trainees had to say about TNP and Finuas training

Trainee satisfaction with training courses

- 91% were satisfied with the quality of the training.
- 89% felt it would be difficult to find a training course of similar quality elsewhere.
- 89% were satisfied that the training was relevant to their chosen career.
- 83% agreed that the training had improved their motivation and self-confidence.
- 73% agreed that they had developed new skills that would help them to change career.
- 88% were satisfied that the training met their overall expectations.

Impact of training on employment

- 45% went on to secure employment and 18% moved on to pursue further education and training.
- 73% felt that the training had increased their chances of getting a job.
- 73% agreed that they had developed new skills that would help them to set up their own business.
- 67% agreed that the training had made them more aware of employment opportunities.

Unemployed Trainee Profile - TNP and Finuas

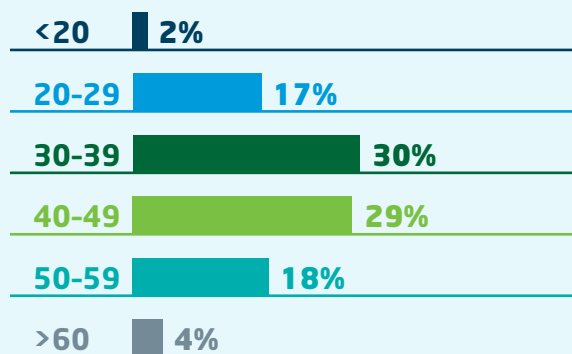
In 2016,



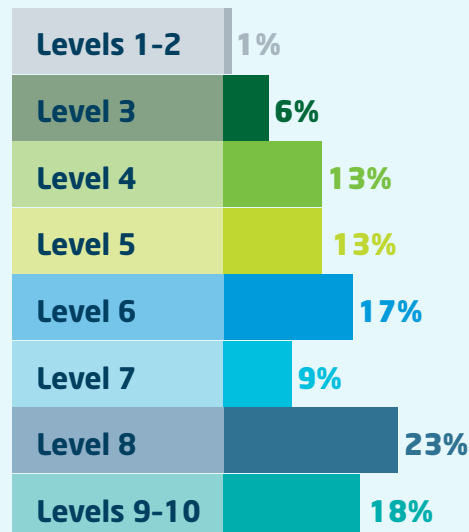
3,631 job-seekers undertook training on **1,130** courses run by TNP and Finuas networks.

Of these trainees, **50%** were male and **50%** were female.

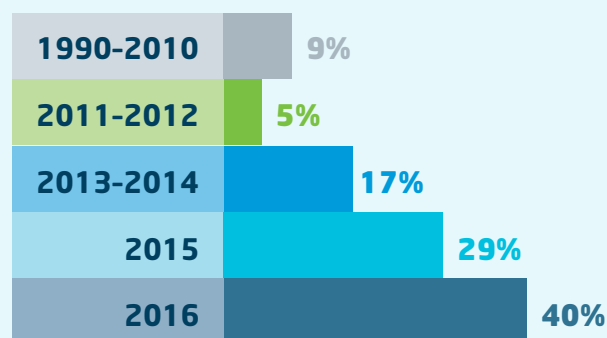
TRAINEES BY AGE



TRAINEES EDUCATIONAL NFQ LEVEL PRIOR TO TRAINING



DATE TRAINEES JOINED LIVE REGISTER



Unemployed Courses - TNP and Finuas



74%

of training days for job-seekers provided through TNP and Finuas were certified



47%

of courses for job-seekers provided through TNP and Finuas were certified

TRAINING DAYS BY CERTIFICATION



55% NFQ-certified



19% Other certification

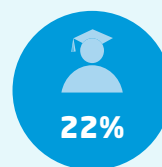


26% Non-certified

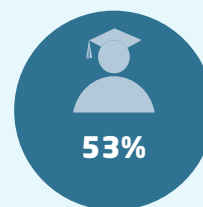
COURSES BY CERTIFICATION



25% NFQ-certified



22% Other certification



53% Non-certified

Attracting Talent and New Skills



PharmaChem Skillnet - Biopharma Programme

Thirty-six job-seekers secured full-time employment in the biopharmaceutical sector after graduating from the PharmaChem Skillnet's Biopharma Job-seekers Support Programme (JSSP) in May. Two courses took place under the programme; a Level 8 Certificate in Science in Bioanalysis and Laboratory Practices delivered in Athlone, and a Level 8 Certificate in Science in Bio Manufacturing and Laboratory Practices, which took place in Limerick. The innovative programme was designed to bridge the gap between third-level education and the current skills demands of the industry. It was developed by PharmaChem Skillnet in conjunction with IT Tallaght, the Department of Social Protection (DSP), IDA Ireland, and BioPharmaChem Ireland (BPCI).

Graduates from the PharmaChem Skillnet Biopharma Job-seekers Support Programme (JSSP) with Dr. Kenneth Carroll, IT Tallaght, Matt Moran, BioPharmaChem Ireland, Lorraine Danagher, Midlands Regional Skills Forum, Des Henry, Department of Social Protection, and Susan Costello, PharmaChem Skillnet.

"PharmaChem Skillnet helped me to broaden my knowledge and skills and to secure employment in the pharmaceutical industry. I have now been in full-time permanent employment for over a year and couldn't be happier!"

Alison Kelly, graduate, PharmaChem Skillnet Biopharma JSSP.



"Little did I know that hearing a radio advertisement for the Learning Waves Skillnet 'Music Presenter Bootcamp' 10 months ago would lead me to presenting on FRQFM, and now being an Assistant Producer on the Niall Boylan Show on Classic Hits 4FM - but that's what has happened.

The theory and practical experience that you will receive from Learning Waves Skillnet is second to none. The lecturers gave of their time to the individual without hesitation and continue to act as mentors today almost a year later. I highly recommend this - and ANY - course from Learning Waves Skillnet. This is the best investment I've ever made in myself and my future career in radio!"

Garrett Mulhall, graduate,
Music Presenter Bootcamp 2016

Learning Waves Skillnet Radio Academy graduation

The first group of trainees on the Learning Waves Skillnet Radio Academy graduated in 2016. After completing a three-week intensive Music Presenter Bootcamp course, participants worked in groups of four to produce and present a one hour programme on FRQFM. Trainers on the course included a host of industry experts such as 4FM Programme Director Andy Matthews, Ben Murray from FM104 and Adelle Nolan from 98FM.

Students undertook their individual work placements in high profile radio stations across the country. One of the graduates of the training course, Aoife O'Brien, went on to win Q102's 'Search for a Star' competition for best amateur radio host. Since graduating from the programme, several participants have gone on to secure part-time employment and further work placements with some of the stations.

Graduates from the Learning Waves Skillnet Radio Academy Job-seeker Support Programme (JSSP) Music Presenter Bootcamp course, with Teresa Hanratty, Learning Waves Skillnet.



Waterford Chamber Skillnet supporting craft entrepreneurship

Craft entrepreneurs and artisan producers are by nature creative, but can often struggle to make the transition from hobbyist to commercial producer. Waterford Chamber Skillnet responded to this challenge with a new programme aimed at equipping entrepreneurs with the necessary business skills to grow their enterprise: Craft Academy nurtures entrepreneurship, progressing people from unemployment to self-employment, and developing them into entrepreneurs and sole traders. It facilitates the business development of craft entrepreneurs to a level that prepares them for both national and international exposure.

Graduates of the Waterford Chamber Skillnet Craft Entrepreneurship Programmes: John Lynagh, Crystal City Creations, Marianne Heaphy, The Revamp Tramp, Pauline Quigley, PQ Glass, Trish O'Neill, Trish's Honey Products, Barry White, Barry White Ceramic, and Peter Atkins, Peter Atkins Standing Stones, showcasing their work at the launch of the Waterford Chamber Skillnet Craft Academy.



John Lynagh, former trainee with Waterford Chamber Skillnet and owner of Crystal City Creations, talking to Minister of State for Training, Skills and Innovation, John Halligan TD at the launch of Craft Academy.

“The Waterford Chamber Skillnet is making an excellent contribution in nurturing talent and equipping new entrepreneurs with the necessary skills to develop new SME businesses within our economy. It is this type of innovative programme that is critical for contributing to growth in the design and craft industry for both the local community and on a broader economic scale.”

John Halligan TD,
Minister of State for Skills, Training and
Innovation



Graduates of Taste 4 Success Skillnet's Chef Start programme with Breda Barber, Taste 4 Success Skillnet, Trish Breen, Skillnets, Minister of State for Training, Skills and Innovation, John Halligan TD, Michael Gleeson, KSG Catering, Jean Gilmour, Department of Social Protection (DSP), and Paul Healy, Skillnets CEO.

Taste 4 Success Skillnet Chef Start Programme

Taste 4 Success Skillnet, in conjunction with KSG Catering, designed and developed an 8-week, fast-track Chef Start programme for job-seekers. The City and Guilds accredited course offered those on the live register with a keen interest and passion for cooking, an opportunity to develop a new career in the hospitality sector. In turn, with a severe shortage of chefs in Ireland, the programme gave KSG an opportunity to mentor and develop a direct source of new culinary talent needed within the competitive industry.

On completion of the course, the participants were awarded City and Guilds Level 1 certificates by Minister of State for Training, Skills and Innovation, John Halligan TD. Fifty percent of trainees earned full-time positions because of the course.

"I have learned so much at Taste 4 Success Skillnet's Chef Start programme. I was keen to develop proper techniques and processes for cooking and was overwhelmed with the support and mentoring I received over the duration of the course. My skills have really improved through the training and real life experience in the KSG restaurants. I am thrilled to have earned a full-time job as a chef with KSG."

Sylviana Grad, graduate,
Taste 4 Success Skillnet Chef Start

Networking for Success

Our model fosters cohesive and collaborative enterprise networking, and provides a flexibility to respond to ever-changing skills demands through both formal and informal learning. Networking events enable the sharing of best practice across many different types of businesses. This provides SME managers with knowledge, contacts and benchmarks that can help grow and transform their business for long-term success.



Networking opportunities for enterprise

Skillnets offers significant benefits to businesses from all sectors in the economy through the sharing of business experience and advice via networking opportunities afforded by membership of a Skillnet. In addition to the provision of training that is relevant to employees in specific sectors, regions or types of businesses, networks engage in many innovative business networking events to share ideas and offer value.

Internet of Things (IoT) Hackathon

The ITAG Skillnet/AtlanTec Hackathon took place in Galway in October 2016. It was a landmark event, Ireland's first Internet of Things (IoT) Hackathon, and was supported by IBM and Cisco. Data scientists, hardware enthusiasts, software developers and entrepreneurs from all over the globe took part in the event. ITAG Skillnet member companies brought in technical experts from the US and UK, as well as supplying homegrown talent from their Galway labs.

Pictured are the winners of Best Overall IoT Project at Ireland's first IoT Hackathon - John O'Reilly, Cisco, Armon Chojnacki, Instillo, Jonathon Harty and Shankar Ganesh Jayagopi, Founder, Instillo, who built a Smart Edge IoT Sensor that monitors oil levels in tanks.





Annette O'Donoghue, AIB, Nano Brennan, former President CPA Ireland, and Sarah O'Connor, Cool Bean Company, at the CPA Ireland Skillnet Women in Business event in Dublin.

Women in Business Event

CPA Skillnet hosted a series of successful Women in Business networking events in Dublin and Cork in 2016. These events gave its members the opportunity to hear from some of Ireland's leading female entrepreneurs and business leaders.

Sarah O'Connor, founder of the Cool Bean Company, was a guest speaker at the Dublin network event and spoke to over 50 attendees from all sectors about the business lessons learned from starting and running her own business. Consistency across all platforms, practices, and policies was one of the most important business lessons she and her team had learned to date. She stated: "It's important that you have a clear vision of the brand, and maintain consistency across your platforms, messaging and everyday operations. Authenticity is important, and having a plucky attitude is as valuable as a big budget any day. I would urge anyone starting a business to build a viable support network, to celebrate every win, no matter how small and most importantly, to enjoy it!"

Model of Training Excellence

XLVets Skillnet and Positive2Work Skillnet win IITD Training Awards

Two Skillnets networks were proud winners at the Irish Institute of Training and Development (IITD) National Training Awards 2016. The purpose of the awards is to promote excellence, best practice and innovation in training, learning and development and to highlight the importance of this area in today's business climate.

XLVets Skillnet won the award for Best Learning and Development Organisation in the Networks and Groups category. The award was given in recognition of XLVets Skillnet's ability to create value by using training, development and coaching with farmers to increase preventative healthcare with livestock herds.

Positive2Work Skillnet won the award for Best Back to Employment Initiative, for its 'Learning for Life' training and work placement programme, run in association with Diageo. This is the second

year that Positive2Work Skillnet has received this prominent award.

Five other Skillnets networks were also short-listed for the prestigious awards: BiznetCork Skillnet, ICOS Skillnet, IMDA Skillnet, Innovation & Lean Sigma Skillnet and Summit Finuas Network.

"With 60% of trainees now in permanent employment with their host work placement seven months after programme completion, 'Learning for Life' far exceeded any of our expectations and is testament to the hard work and commitment of all our stakeholders."

Mark Brennan, Positive2Work Skillnet



Minister for Social Protection Leo Varadkar TD with graduates and representatives from Positive2Work Skillnet, DSP and Louth Meath Education and Training Board (LMETB) at the Learning for Life graduation ceremony.



"This award demonstrates the ability of veterinary practitioners to create additional value for the farming community through using training, development and coaching services as routes for delivering preventative healthcare to livestock herds."

John Berkery, Chairman of XLVets Skillnet

XLVets Skillnet, winners of Best Learning and Development Organisation - Networks and Groups.

Corporate Governance

Introduction

Skillnets is a company limited by guarantee established in 1998 under the Companies Acts. The company has 25 employees and a Board of 13 non-executive directors representing various enterprise stakeholders. It operates on a not-for-profit basis. The company works within a mandate and funding agreement with the Department of Education and Skills (DES) set in place in 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 Networks Programme (TNP) 2016/17

In 2016, Skillnets completed the first year of this two-year programme of network-based, enterprise-led training.

Two public calls for proposals were held in 2016 resulting in the addition of four new networks to this programme.

Finuas Networks Programme (Finuas)

The company completed the eighth 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)

This workplace activation programme provides access specifically for job-seekers to relevant training in demand by enterprise, coupled with on-the-job work experience. A sixth full year of the programme was completed in 2016.

ManagementWorks

The company continues to support the management development needs of enterprise. Skillnets' own subsidiary, Skillnets Services DAC, delivered the fourth full year of the ManagementWorks programme to enhance the level of management development in businesses in Ireland. This programme is operated as a training network, on a not-for-profit basis and is co-funded by grants from Skillnets and contributions from participating enterprises.

Future Developments

In 2017, Skillnets will commence the second year of Training Networks Programme (TNP) 2016/17, and continue with the Job-seekers Support Programme (JSSP). The company will make two public calls for proposals to establish new networks during the year.

Funding will be made available for a further year for the Finuas programme and the ManagementWorks programme.

The company published its *Statement of Strategy 2016-2019* in November 2016, which focuses on Skillnets delivering on three strategic goals over the next four years:

Goal One:

We will make training effectiveness, impact and relevance core to Skillnets activities. We will promote continuous improvement in the learning experiences provided to enterprise through our networks, and be a model for training excellence in an enterprise context.

Goal Two:

We will play a pivotal role in maintaining a supply of the specific skills and future skills that impact the growth potential of Irish enterprise.

Goal Three:

We will drive increased participation of employers in our proposition. In doing so, we will be a key enabler in sustaining national competitiveness through the up-skilling of those in employment.

Code of Practice for the Governance of State Bodies

In August 2016, the Minister for Public Expenditure and Reform launched the revised Code of Practice for the Governance of State Bodies 2016 ("the Code"), along with four new supporting documents setting out the requirements in more detail. The changes to the Code are substantial, with a significant increase in the number of provisions. In January 2017, the Minister confirmed that the revised Code will take effect on financial periods beginning on or after 1 September 2016. This date allows the Board of Skillnets time to consider the new and amended provisions and make any necessary changes. Given the substantial changes to the Code, the Board has commissioned a review of its compliance with the Code and is currently reviewing this report and the actions required to ensure compliance with the Code.

For the purposes of this Annual Report, the 2009 Code of Practice is being reported upon by the Board of Skillnets.

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

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)

Skillnets complies with the requirements of The Public Spending Code.

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. The Board has in place a specific and well-defined set of terms of reference for itself and the following three Board committees:

- Audit Committee
- Finance and General Purpose Committee
- Evaluation and Performance Monitoring Committee

Directors and CEO

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

	Board	Board Committees		
		Evaluation & Performance Monitoring	Audit	Finance & General Purpose
Total no. meetings 2016	6	4	5	2
Brendan McGinty (Chairperson)	6			2
David Delaney	4	3		
Eamon Devoy	5		4	
Mairéad Divilly	6		5	2
George Hennessy	3			1
Terry Hobdell	5	4		
Nuala Keher	3			1
Margaret McCarthy	6		4	2
Karl McDonagh	4	1		
Kara McGann	5	4		
Henry Murdoch	5	3		
Peter Rigney	3	-		
Ian Talbot	4		4	

Notes:

The Committees of the Board currently have the following membership:

Evaluation and Performance Monitoring Committee

Henry Murdoch (Chair), Terry Hobdell, David Delaney, Karl McDonagh, Kara McGann and Peter Rigney.

Audit Committee

Mairéad Divilly (Chair), Eamon Devoy, Margaret McCarthy and Ian Talbot.

Finance and General Purpose Committee

Mairéad Divilly (Chair), Margaret McCarthy, Nuala Keher, George Hennessy and Brendan McGinty.

As noted in the 2015 Annual Report, the Board appointed Paul Healy as Chief Executive and he took office on 1st February 2016. The salary paid to the Chief Executive in 2016 was €110,000. A contribution of €11,000 was made to the Chief Executive's pension scheme.

Skillnets operates a defined contribution pension scheme in respect of eligible employees. The assets of the scheme are held separately from those of the company in independently administered funds. The cost of these pension commitments, as outlined in note 20, are 2016: €135,134 (2015: €143,798).

No expenses were paid to directors in 2016.

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.

National Training Fund

The directors of the Board of Skillnets affirm that expenditure incurred in 2016 is in compliance with the statutory requirements of the Fund as provided for in section 7 of the National Training Fund Act, 2000.

Freedom of Information Act 2014

Skillnets operates in accordance with the Act. Requests for information should be addressed to the FOI Officer, Skillnets, Q House, 76 Furze Road, Sandyford, Dublin 18, D18 E268.

Regulation of Lobbying Act 2015

Skillnets is compliant with its obligations under the Regulation of Lobbying Act, 2015.

Financial Statements

Skillnets
Reports and Consolidated Financial Statements
for the financial year ended 31 December 2016

SKILLNETS

REPORTS AND CONSOLIDATED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2016

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COMPANY BALANCE SHEET	96
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SKILLNETS

DIRECTORS AND OTHER INFORMATION

DIRECTORS

Brendan McGinty (Chairman)
Terry Hobbell
Nuala Keher
Henry Murdoch
Mairéad Divilly
Peter Rigney
Ian Talbot
George Hennessy
Karl McDonagh
Eamon Devoy
Kara McGann
David Delaney
Margaret McCarthy

SECRETARY

Ian Quinn

CHIEF EXECUTIVE

Paul Healy

REGISTERED OFFICE

5th Floor
Q House
76 Furze Road
Sandyford
Dublin 18

REGISTERED NUMBER

298694

AUDITORS

Deloitte
Chartered Accountants and Statutory Audit Firm
Deloitte & 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

DIRECTORS' REPORT

The directors submit their annual report, together with the audited consolidated financial statements, for the financial year ended 31 December 2016.

PRINCIPAL ACTIVITIES

Skillnets ("the company") was formed to provide grants for the promotion, formation and successful operation of enterprise-led learning networks under the *Training Networks Programme*. This is funded by the Department of Education and Skills from the National Training Fund. Skillnets hold a 100% subsidiary Skillnets Services Designated Activity Company ("Skillnets Services DAC") which delivers the ManagementWorks Programme on a not for profit basis.

POST BALANCE SHEET EVENTS

There have been no significant events affecting the company since the financial year end.

GOING CONCERN

The Mandate and Funding Agreement with the Department of Education and Skills was revised on 29 February 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 learning 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.

The directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Furthermore, the company has been allocated an additional €2m in grant funding from the

Department of Education and Skills in 2017. Thus they continue to adopt the going concern basis in preparing the annual financial statements.

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. The principal risks and uncertainties that the company faces are:

- The company is dependent on the ongoing support of the Department of Education and Skills. Ongoing funding at an appropriate level is fundamental to the company's ability to continue as a going concern.
- The company is subject to stringent regulations and has appropriate processes in place to monitor and comply with all legislation impacting on its operations.

RESULTS FOR THE FINANCIAL YEAR

The results for the financial year and the assets and liabilities of the company are set out in the consolidated statement of income and the balance sheet on pages 94 and 95 respectively.

	2016 €	2015 €
Result for the financial year	-	-
Retained earnings brought forward at beginning of financial year	51,075	51,075
Retained earnings carried forward at end of financial year	51,075	51,075

FUTURE DEVELOPMENTS

A subsidiary company, Skillnets Services Designated Activity Company ("Skillnets Services"), formed in 2005, provided professional services to the Department of Enterprise, Trade and Employment. In 2012, Skillnets Services, was engaged by its parent, Skillnets, to deliver the ManagementWorks programme to enhance the level of management development in small and medium enterprises (SMEs). The ManagementWorks programme is operated as a learning network, on a not-for-profit basis and is co-funded by grants from Skillnets and contributions from participating enterprises. Delivery of the ManagementWorks programme will continue in 2017.

DIRECTORS AND SECRETARY

The directors and secretary, who served at any time during the financial year except as noted, were as follows:

Directors:

Brendan McGinty (Chairman)
Terry Hobdell
Nuala Keher
Henry Murdoch
Mairéad Divilly
Peter Rigney
Ian Talbot
George Hennessy
Karl McDonagh
Eamon Devoy
Kara McGann
David Delaney
Margaret McCarthy

Secretary:

Ian Menzies (Resigned 9th June 2016)
Paul Healy (Appointed 9th June 2016, resigned 1st September 2016)
Ian Quinn (Appointed 1st September 2016)

The current directors and secretary are listed on page 87.

There were no other changes during the financial year.

MANAGEMENT

The leadership team is made up of five members of staff (2015: six). The directors wish to express their gratitude to the team for their commitment and dedication to the company, the direction they provide to staff and the quality of service provided.

POLITICAL CONTRIBUTIONS

There were no political donations made during the financial year (2015: €Nil).

SUBSIDIARY UNDERTAKING

The information required by the Companies Acts in relation to subsidiary undertakings is set out in Note 9.

CORPORATE GOVERNANCE

The Board of Directors is responsible for the strategic direction and governance oversight of the company. In support of their governance activities the Board has established a number of Committees, who report directly to the Board. The Committees of the Board are:

- Audit Committee
- Finance & General Purpose committee and
- Evaluation & Performance Monitoring Committee

In August 2016, a new Code of Practice for the Governance of State Bodies was introduced. The Board of Skillnets are in the process of identifying actions that are required to ensure compliance with the Code in 2017. The Board will therefore present their Annual Report for the financial year ended 31 December 2017 under the new Code.

ACCOUNTING RECORDS

The measures that the directors have taken to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The company's

accounting records are maintained at the company's registered office at 5th Floor, Q House, 76 Furze Road, Sandyford, Dublin 18.

STATEMENT ON RELEVANT AUDIT INFORMATION

In accordance with Section 330 of the Companies Act 2014, so far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report, of which the auditor is unaware. Having made enquiries of fellow directors and the group's auditor, each director has taken all the steps he/she is obliged to take as a director in order to make himself/herself aware of any relevant audit information and to establish that the auditor is aware of the information.

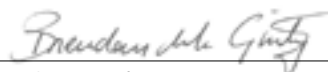
AUDITORS

The auditors, Deloitte, Chartered Accountants and Statutory Audit Firm, continue in office in accordance with Section 383(2) of the Companies Act 2014.

Approved by the Board and signed on its behalf by:



Mairéad Divilly
Director



Brendan McGinty
Director

13 April 2017

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the directors' report and the financial statements in accordance with the Companies Act 2014.

Irish company law requires the directors to prepare financial statements for each financial year. The directors have elected to prepare the financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland ("relevant financial reporting framework"). Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the surplus or deficit of the group for the financial year and otherwise comply with the Companies Act 2014.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies for the parent company and the group financial statements and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with the applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; 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 ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors' report comply with the Companies Act 2014 and enable the financial statements to be audited. 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. The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SKILLNETS (A COMPANY LIMITED BY GUARANTEE)

We have audited the consolidated financial statements of Skillnets for the financial year ended 31 December 2016 which comprise the Consolidated Statement of Income and Retained Earnings, the Consolidated Balance Sheet, the Company Balance sheet, the Consolidated Statement of Cashflows, and the related notes 1 to 21. The relevant financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland ("relevant financial reporting framework").

This report is made solely to the company's members, as a body, in accordance with Section 391 of the Companies Act 2014. 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 auditors' 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 Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014. Our responsibility is to audit and express an opinion on the financial statements in accordance with the Companies Act 2014 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 Reports and Consolidated Financial Statements for the financial year ended 31 December 2016 to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge

acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion, the financial statements:

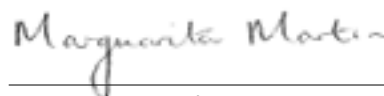
- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2016 and of the result for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

Matters on which we are required to report by the Companies Act 2014

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited.
- The financial statements are in agreement with the accounting records.
- 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 Act 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.



Margarita Martin

For and on behalf of Deloitte

Chartered Accountants and Statutory Audit Firm
Dublin

24 April 2017

SKILLNETS

CONSOLIDATED STATEMENT OF INCOME AND RETAINED EARNINGS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2016

	Notes	2016 €	2015 €
INCOME	3	16,859,799	16,807,989
Programme costs		(14,541,918)	(14,608,048)
GROSS SURPLUS		2,317,881	2,199,941
Administration costs		(2,317,921)	(2,199,845)
(DEFICIT)/SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	4	(40)	96
Taxation	7	40	(96)
RESULT FOR THE FINANCIAL YEAR		-	-
Retained earnings at the beginning of the reporting period	15	51,075	51,075
Retained earnings at the end of the reporting period	15	51,075	51,075

SKILLNETS

CONSOLIDATED BALANCE SHEET

AS AT 31 DECEMBER 2016

	Notes	2016 €	2015 €
Fixed Assets			
Tangible assets	8	<u>91,822</u>	<u>79,304</u>
Current Assets			
Debtors: Amounts falling due within one year	10	378,258	293,669
Cash at bank and in hand	11	119,622	134,247
		<u>497,880</u>	<u>427,916</u>
CURRENT LIABILITIES			
Creditors: Amounts falling due within one year	12	(538,627)	(456,145)
NET CURRENT LIABILITIES		<u>(40,747)</u>	<u>(28,229)</u>
NET ASSETS		<u>51,075</u>	<u>51,075</u>
CAPITAL AND RESERVES			
Retained earnings	15	<u>51,075</u>	<u>51,075</u>

The financial statements were approved and authorised for issue by the Board of Directors on 13 April 2017 and signed on its behalf by:



Mairéad Divilly
Director



Brendan McGinty
Director

SKILLNETS

COMPANY BALANCE SHEET

AS AT 31 DECEMBER 2016

	Notes	2016 €	2015 €
Fixed Assets			
Tangible assets	8	91,822	79,304
Financial assets	9	1	1
		91,823	79,305
Current Assets			
Debtors: Amounts falling due within one year	10	111,171	41,837
Cash at bank and in hand	11	35,128	96,005
		146,299	137,842
Current liabilities			
Creditors: Amounts falling due within one year	12	(238,122)	(217,147)
		(91,823)	(79,305)
NET ASSETS		-	-
CAPITAL AND RESERVES			
Retained earnings	15	-	-

The financial statements were approved and authorised for issue by the Board of Directors on 13 April 2017 and signed on its behalf by:



Mairéad Divilly
Director



Brendan McGinty
Director

SKILLNETS

CONSOLIDATED STATEMENT OF CASHFLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2016

	Note	2016 €	2015 €
Net cash flows from operating activities	16	87,317	(238,541)
Cash flows from investing activities			
Purchase of tangible assets	8	(101,942)	(68,341)
Net cash flows from investing activities		(101,942)	(68,341)
Net decrease in cash and cash equivalents		(14,625)	(306,882)
Cash and cash equivalents at beginning of year		134,247	441,129
Cash and cash equivalents at end of year		119,622	134,247
Reconciliation to cash at bank and in hand			
Cash at bank and in hand at end of year		119,622	134,247

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2016

1. ACCOUNTING POLICIES

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

General Information and Basis of Accounting

Skillnets is a company incorporated in the Republic of Ireland under the Companies Act 2014. The address of the registered office is provided on page 87. The nature of the company's operations and its principal activities are set out in the directors' report on pages 88 to 90.

The financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2014 and Financial Reporting Standard 102 (FRS102) issued by the Financial Reporting Council.

The functional currency of the company is considered to be euro because that is the currency of the primary economic environment in which the company operates.

Basis of Consolidation

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

Going Concern

The directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The Mandate and Funding Agreement with the Department of Education and Skills was revised on 29 February 2011 and will continue for the foreseeable future until such time as the Minister for Education and Skills shall deem otherwise. As referred to in the Directors Report on page 88, the Department of Education and Skills awarded an additional €2m in grant funding to Skillnets in 2017.

The Company has contracted with a number of promoter organisations to fund learning 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.

Revenue Recognition

- Department Funding

Funding from the Department of Education and Skills (via the National Training Fund) and the Department of Jobs, Enterprise and Innovation is received to meet both revenue and minor capital expenditure. This is credited to deferred income on receipt and is transferred to the consolidated income statement to match expenditure as it is incurred.

- Programme Funding

Matching funding from participating enterprises is received by Skillnets Services 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.

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.

Retirement Benefits

The company and its subsidiary operate a defined contribution scheme. Retirement benefit contributions in respect of the scheme are charged to the consolidated statement of income and retained earnings as they become payable. The assets are held separately from those of the company in an independently administered fund.

Taxation

Current tax is provided at amounts expected to be paid or recovered using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

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

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

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

Tangible Assets

Tangible fixed assets are stated at cost less depreciation. The charge to depreciation is calculated to write off the original cost of tangible fixed assets, less their estimated residual value which is estimated to be nil. Depreciation is charged for all fixed assets at a rate of 33% using the straight line method.

Financial instruments

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument. Financial liabilities are classified according to the substance of the contractual arrangements entered into.

(i) Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the company, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires. Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Investments in subsidiaries are measured at cost less impairment.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the company's accounting policies, which are described in note 1, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Critical judgements in applying the Company's accounting policies

There were no significant judgements and estimates made by the directors for the current financial period.

3. INCOME	2016 €	2015 €
Department of Education and Skills (via the National Training Fund) (Note 14)	16,117,124	16,152,975
ManagementWorks matching funding from enterprises	742,675	655,014
	16,859,799	16,807,989

All income represents all grants received from the Department of Education and Skills in the Republic of Ireland. The company has not benefited from any other form of government assistance.

4.	(DEFICIT)/SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	2016 €	2015 €
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The (deficit)/surplus on ordinary activities before taxation has been arrived at after charging:

Operating lease payments - premises (Note 19)	128,550	128,550
Impairment	-	-
Depreciation (Note 8)	89,424	70,746

Directors' remuneration is disclosed separately in Note 5.

5.	DIRECTORS' REMUNERATION	2016 €	2015 €
Aggregate emoluments paid to or receivable by directors in respect of qualifying services			
	50,873	50,873	
Amounts paid to representative organisations for directors services (excluding VAT) (Note 18)			
	23,940	23,940	
	74,813	74,813	

Out of pocket expenses paid to directors in the financial year amounted to €nil (2015: €nil).

6. STAFF NUMBERS AND COSTS

	2016 Number	2015 Number
The average monthly number of employees (including directors) was:	33	32
Their aggregate remuneration comprised:	2016	2015
	€	€
Wages and salaries (including directors' fees)	1,500,197	1,487,440
Social welfare costs	156,694	157,485
Retirement benefit costs (Note 20)	135,154	143,799
	1,792,045	1,788,724
Analysed as follows:		
Capitalised into assets	-	-
Expensed in financial year	1,792,045	1,788,724
	1,792,045	1,788,724

Key management compensation

The total remuneration for key management personnel for the financial year amounted to €563,472 (2015: €628,834).

Set out below is the breakdown of those amounts:

	2016 €	2015 €
Salaries and wages	473,636	520,774
Employers PRSI	48,850	55,983
Employer's pension contribution (Defined contribution scheme)	40,986	52,077
	563,472	628,834

Any expenses paid out to the Leadership Team are for approved business costs. All expenses are approved by the Chief Executive prior to payment. In the case of expenses incurred by the Chief Executive, the Chairman of Skillnets approves of the expenses before payment is made.

7. TAXATION

	2016 €	2015 €
Interest income	-	-
Current tax:		
Irish corporation tax on passive income at 25%	-	-
Overprovision in previous years	(40)	(252)
Taxation on activities of subsidiary	-	348
	(40)	96

It has been agreed with the Revenue Commissioners that Skillnets 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.

8. TANGIBLE ASSETS GROUP & COMPANY	Office Equipment €	Fixtures and Fittings €	Computers €	Total €
Cost:				
At 1 January 2016	17,565	122,418	443,125	583,108
Additions	494	-	101,448	101,942
Disposals	(756)	-	(10,547)	(11,303)
At 31 December 2016	17,303	122,418	534,026	673,747
Accumulated depreciation:				
At 1 January 2016	17,372	122,258	364,174	503,804
Charge for the financial year	476	130	88,818	89,424
Disposals	(756)	-	(10,547)	(11,303)
At 31 December 2016	17,092	122,388	442,445	581,925
Net book values:				
At 31 December 2016	211	30	91,581	91,822
In respect of prior financial year:				
Cost:				
At 1 January 2015	17,425	122,328	499,341	639,094
Additions	140	90	68,111	68,341
Disposals	-	-	(124,327)	(124,327)
At 31 December 2015	17,565	122,418	443,125	583,108
Accumulated depreciation:				
At 1 January 2015	16,715	121,940	418,730	557,385
Charge for the financial year	657	318	69,771	70,746
Disposals	-	-	(124,327)	(124,327)
At 31 December 2015	17,372	122,258	364,174	503,804
Net book values:				
At 31 December 2015	193	160	78,951	79,304

9. FINANCIAL ASSETS

In respect of current and prior financial year:

Financial assets represent a 100% holding in its subsidiary Skillnets Services DAC. The subsidiary delivers the ManagementWorks programme. The ManagementWorks programme is operated on a not-for-profit basis. Skillnets Services DAC has its registered office at Q House, 76 Furze Road, Sandyford, Dublin 18 and recorded a €nil position after taxation in 2016 (2015: €Nil). At 31 December 2016 it had net assets of €51,076 (2015:€51,076).

Investments

The company has investments in the following subsidiary undertakings:

	Country of incorporation	Principal activity	Holding %
Skillnets Services DAC	Republic of Ireland	Deliver ManagementWorks programme	100%

Subsidiary undertakings	2016 €	2015 €
Cost		
At 1 January 2016 and	1	1
At 31 December 2016	1	1

10. DEBTORS: (Amounts due within one year)	Group		Company	
	2016 €	2015 €	2016 €	2015 €
Grant debtor	-	5,412	-	5,412
Other debtors	137,823	93,018	43,088	1,000
Prepayments	53,906	37,870	53,906	35,266
Prepaid future programme cost	186,370	157,210	-	-
Corporation Tax	159	159	159	159
Amount due from subsidiary	-	-	14,018	-
	378,258	293,669	111,171	41,837

11. CASH AT HAND AND IN BANK

	Group		Company	
	2016	2015	2016	2015
	€	€	€	€
Parent company bank accounts	35,128	96,005	35,128	96,005
Subsidiary bank accounts	84,494	38,242	-	-
	119,622	134,247	35,128	96,005

12. CREDITORS: Amounts falling due within one year

	Group		Company	
	2016	2015	2016	2015
	€	€	€	€
Deferred income (Note 14)	131,401	48,525	131,401	48,525
Accruals	78,131	80,504	67,885	34,061
ManagementWorks programme	154,976	197,955	-	-
Other creditors	37,360	-	37,360	-
Match funding from enterprise deferred	135,283	128,458	-	-
Grant payable to subsidiary	-	-	-	133,858
Value added tax	1,476	703	1,476	703
	538,627	456,145	238,122	217,147

13. FINANCIAL INSTRUMENTS - GROUP**2016**
€2015
€

Financial assets:

Measured at undiscounted amounts receivable
Trade and other debtors (Note 10)**137,823**

98,430

Financial liabilities:

Measured at undiscounted amounts payable
Trade and other payables (Note 12)**537,151**

455,442

14. DEFERRED INCOME**2016**
€
Total2015
€
Total

Opening deferred income

48,525

1,500

Received from Department of
Education and Skills (via the
National Training Fund)**16,200,000**

16,200,000

Credited to income statement (Note 3)

(16,117,124)

(16,152,975)

Closing deferred income

131,401

48,525

Parent company (Note 12)
Subsidiary**131,401**

48,525

-

-

Deferred at 31 December 2016

131,401

48,525

15. RESULTS ATTRIBUTABLE TO SKILLNETS

The surplus after taxation of Skillnets amounted to €Nil (2015: surplus €Nil). The statement of comprehensive income of Skillnets is not presented as part of these financial statements.

16. RECONCILIATION OF OPERATING (DEFICIT)/ SURPLUS TO OPERATING CASH FLOW

	2016 €	2015 €
Operating (deficit)/surplus before taxation	(40)	96
Depreciation (Note 8)	89,424	70,746
(Increase)/decrease in debtors	(84,589)	52,286
Increase/(decrease) in creditors	82,482	(361,573)
Taxation refunded/ (paid)	40	(96)
Net cash inflow/(outflow) from operating activities	87,317	(238,541)

17. 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 2016 was 13 (2015: 13), being each of the directors.

18. RELATED PARTY TRANSACTIONS

The company has availed of the exemption contained in FRS 102 33.1A from disclosure of intra-group related party transactions.

As disclosed in note 5, a number of directors have waived their fee for director services provided to Skillnets and instead opted to have a similar amount paid to their representative organisations. During the financial year, payments of €25,316 (2015: €25,316) were made on this basis.

		Payment Details	
		2016	2015
		€	€
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 (T.E.E.U)	-	5,985
	to Education Training and Organisational Services (ETOS)	5,985	-
Irrecoverable VAT		1,376	1,376
		25,316	25,316

19. FINANCE COMMITMENTS

The company has entered into an agreement for the lease of its premises in Q House, Sandyford. The lease is for a five year term with a break clause on the 3rd anniversary of the commencement date of 1 January 2013. The annual commitment on the new occupational lease is €128,550.

The total of future minimum lease payments under non-cancellable operating leases is as follows:

	2016	2015
	€	€
Within one year	128,550	128,550
Between one and five years	-	128,550
After five years	-	-
	<hr/> 128,550 <hr/>	<hr/> 257,100 <hr/>

20. RETIREMENT BENEFITS

The company operates a defined contribution retirement benefit 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 consolidated income statement as they become payable in accordance with the rules of the scheme.

The charge for the financial year for the scheme was €135,154 (2015: €143,799).

The amount owing at 31 December 2016 was € Nil (2015: €Nil).

21. COMPARATIVE AMOUNTS

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

Skillnets Networks 2016

Our 2016 learning networks supported businesses in a wide range of sectors and regions across Ireland.

Training Networks Programme

Network Name	Sector/Region
A	
ACIST Skillnet	Mid-West
Animal Health Ireland Skillnet	Animal health sector
Animation Skillnet	Animation / VFX sectors
Aviation & Aerospace Skillnet	Aviation / Aerospace sectors
B	
BiznetCork Skillnet	South-West
Business Excellence Skillnet	Mid-West
C	
Carlow Kilkenny Skillnet	South-East
CILT Skillnet	Freight / Logistics sectors
CITA Skillnet	Construction / ICT sectors
Construction SME Skillnet	Construction sector
County Tipperary Skillnet	South-East / Mid-West
CPA Ireland Skillnet	Accountancy / Financial sectors
D	
Design, Print & Packaging Skillnet	Design / Print / Packaging sectors
Duhallow Skillnet	South-West
F	
Farm Business Skillnet	Agricultural sector
FDII Skillnet	Food / Drink sectors
First Polymer Training Skillnet	Engineering / Manufacturing sectors
G	
Galway Executive Skillnet	West
Gaming and Leisure Skillnet	Gaming / Leisure / Tourism sectors
Gréasán na Meán Skillnet	Media / Audio-visual sectors
H	
HPSU Skillnet	West
I	
ICOS Skillnet	Agricultural sector
ICT Ireland Skillnet	ICT sector

Network Name**Sector/Region**

IMDA Skillnet	Life sciences sector
Innovation and Lean Sigma Skillnet	Mixed sector
Irish Franchising Skillnet	Mixed sector
ISA Software Skillnet	Software / ICT sectors
ISME Skillnet	Mixed sector
it@cork Skillnet	ICT sector
ITAG Skillnet	ICT sector

L

Law Society Skillnet	Legal sector
Leading Healthcare Providers Skillnet	Healthcare sector
Lean Water & Energy Skillnet	Energy / Engineering sectors
Learning Waves Skillnet	Radio sector
Limerick Chamber Skillnet	Mid-West

M

Macra na Feirme Young Farmer Skillnet	Agricultural sector
MBE Skillnet	Midlands / Border / East

N

National Organic Training Skillnet	Agricultural sector
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P

PharmaChem Skillnet	Pharmaceutical sector
Positive2Work Skillnet	Mixed sector

R

Retail Ireland Skillnet	Retail sector
Role Skillnet	West / North-West
Rural Enterprise Skillnet	Agriculture sector
Rural Food Skillnet	Food sector

S

Shannon Chamber Skillnet	Mid-West
SIMI Skillnet	Motor industry
Sligo Chamber Skillnet	North-West
South Kerry Skillnet	South-West
South West Gnó Skillnet	South-West
Space Industry Skillnet	Space sector
Sustainability Skillnet	Sustainability / Cleantech sectors

Network Name

Sector/Region

T

Taste 4 Success Skillnet	Food / Drink sectors
Tech Northwest Skillnet	North-West
Trade Union Skillnet	Mixed sector
Trainers Learning Skillnet	Training sector

U

ULearning Skillnet	Mixed sector
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W

Waterford Chamber Skillnet	South-East
Wexford Chamber Skillnet	South-East
Wind Skillnet	Wind energy sector

X

XLVets Skillnet	Veterinary sector
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Finuas Networks Programme

Aviation Finance Finuas Network	International Financial Services (IFS) sector
Law Society Finuas Network	International Financial Services (IFS) sector
Summit Finuas Network	International Financial Services (IFS) sector

Our Learning Networks





Skillnets

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