

ANNUAL REPORT 2015



For Business, for Growth, for Ireland

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Our Mission

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

Our high level goals

- To maintain and increase participation by enterprise in relevant learning activity that benefits the competitiveness of enterprise and the employability of the workforce.
- To support learning in growth sectors by enabling enterprise to make the most of the available human capital in the workforce in pursuit of a sustainable growth path.
- To provide meaningful support to unemployed people, in an enterprise context, that provides opportunities to enhance their chances of gaining employment.
- To contribute to the development of national enterprise and labour market activation policies.

2015 Skillnets Board



Business and Employers Representatives

- 1** Brendan McGinty Chairperson
[Ibec](#)
- 2** David Delaney
[Ibec](#) Appointed 12.02.15
- 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](#) Appointed 12.02.15

Ministerial Representatives

- 8** Paul O'Brien Resigned 05.06.15
- 9** Margaret McCarthy Appointed 03.09.15
- 10** Terry Hobdell
- 11** Henry Murdoch

Employee Representatives

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

Secretary

- 15** Alan Nuzum
[Skillnets](#) Resigned 22.10.15
- 16** Ian Menzies
[Skillnets](#) Appointed 22.10.15

Chairman's Message

Brendan McGinty



Global market trends continue to shape the way Ireland does business, with enterprise competing on an international level for the talent critical for both competitiveness and growth. As the country continues on a pathway towards recovery, the demand for skills in priority and emerging growth sectors is rapidly increasing.

During 2015, Skillnets continued to work directly with Irish businesses, industry and experts to identify and deliver solutions to skills shortages, successfully expanding the reach of our network community and delivering training to 12,861 businesses. An increase in our funding levels resulted in a total investment of €25.6m in training and development during 2015, with member companies investing €11.7m in their workforce, and Skillnets investing a further €13.9m. The Skillnets training model had a strong appeal across enterprise who recognised the significant benefits that customised training could bring their business, including increased sustainability, productivity and growth.

Alignment with national policy

Reflecting the country's changing economic landscape, our work continued in close alignment with the national skills agenda during 2015. The publication of a series of strategic enterprise-focused reports at policy level further compounded Skillnets' critical position, supporting business to increase innovation and productivity in the labour market. Key actions for Skillnets embedded the organisation as a key player in ensuring the competency and competitiveness of the Irish workforce.

The Government's individual regional action plans for jobs published during 2015 further endorsed Skillnets' position at the forefront of skills delivery across the country. Our commitment to the development of skills regionally was strengthened when Skillnets was appointed to the National Project Advisory Group to oversee the establishment of nine Regional Skills Fora, led by the Department of Education and Skills (DES). The Fora aim to foster better engagement between local employers and training providers such as universities, to facilitate skills growth across the country.

In the international financial services sector, Finuas networks contributed to the development of the Government's IFS2020 strategy which resulted in a number of key actions and development of new programmes within the Finuas initiative.

Meanwhile, Skillnets continued to work in close partnership with the Department of Education and Skills (DES) in ensuring Ireland has the quality and quantity of skills to attract, retain and grow job opportunities and investment. Minister for Education and Skills, Jan O'Sullivan T.D. and Minister for Skills, Research and Innovation, Damien English T.D. supported our work, as did many other Ministers representing other Government departments.

Skillnets also worked closely with other Government departments, and during 2015 we collaborated with the Department of Social Protection (DSP) at national and local level, to create meaningful training interventions and work placement programmes for job-seekers.

Working with enterprise

During 2015, Ireland excelled as the European Union's fastest growing economy. Behind the country's pattern of economic growth, thousands of Irish and foreign-owned businesses expanded to meet increased demand by investing in their workforce to improve productivity and competitiveness.

Enterprise recognise that improving management practices within their business will increase productivity and innovation, equipping them with the skills to identify, anticipate and adapt more readily to changing market dynamics.

By investing in subsidised staff training through Skillnets and developing their in-house teams, employers can harness the power of their existing internal resources and develop extended capacity and capability within their own organisation.

A renewed focus on lifelong learning is also fast becoming a priority for employers as a key tool for retaining staff, due to increased competition for talent in the labour market.

Skillnets-supported training gives employers the opportunity to effectively collaborate with educational providers and create customised courses and training solutions specific to their individual and sectoral need, with the subsidised Skillnets model offering affordable financial investment.

In a recent independent evaluation of Skillnets 2015 Training Networks Programme (TNP), 90% of businesses agreed that the design of

Skillnets training was relevant to their business development needs.

Performance outputs - employees and job-seekers

Demand for Skillnets' offering remained high during 2015 and 48,923 employees and job-seekers were trained across all our programmes. This represented an increase of 16% on targets set for the number of trainees attending our courses. Our training networks also exceeded overall targets on training day delivery by 29% in 2015, with 321,701 days delivered to employees and job-seekers. Training was also delivered to 6,695 job-seekers and an increase of 10% on targets for the number of training days delivered was noted in our supports for job-seekers. Independent evaluation results for the Skillnets Job-seekers Support Programme (JSSP) 2015 report that 55% of participants went on to secure employment.

Key performance outputs on our work with enterprise, employees and job-seekers are presented in this report.

As the labour market evolves so does Skillnets, and during 2015 our internal management experienced change. After ten years of service with the organisation, Chief Executive Alan Nuzum finished his tenure in October 2015. I would like to take this opportunity to extend my sincere appreciation to Alan for his tremendous contribution and all that he achieved at Skillnets. I take great pleasure in welcoming new Chief Executive Paul Healy to the team and I look

forward to working closely together, to further Skillnets' key role in supporting the training and the development of employees in Irish business.

I would also like to express my sincere thanks to Board member Paul O'Brien who retired in 2015 and welcome his successor Margaret McCarthy to our dedicated team of Directors.

To our new Chief Executive, staff members and to all those involved with our enterprise-led networks around the country, I would like to congratulate everyone on the accomplishments and successes of 2015. I look forward to working with this dedicated team to enhance lifelong learning in the workforce and enabling business growth in 2016.



CEO's message

Paul Healy



Skillnets experienced a positive year for growth during 2015. An increase in our funding led to an expansion of the network community and the extension of our enterprise-led training model into both priority and emerging sectors. As part of our commitment to collaborate with enterprise in identifying areas of future skills needs, we announced details of a dedicated training fund, which resulted in the establishment of ten new training networks.

Employer participation

The Skillnets training model cultivates increased productivity, capability and competitiveness in enterprise and a key performance metric is the participation rate of employers in our proposition. During 2015 employer participation in Skillnets training grew by 18%. This resulted in a total of 12,861 businesses collaborating with our 63 networks. Our networks' training interventions have a specific appeal for SMEs, who make up over 65% of private enterprise employment in Ireland¹. In 2015 the SME cohort represented 85% of our member companies. In total, member companies invested €11.7 million in match funding in 2015.

¹ CSO, Business in Ireland 2012

Training effectiveness

Our Chairman has already reported that our training networks over-achieved on targets in many areas in 2015. However our performance is not only measured by the increase in the number of trainee and training days achieved, but also by the quality and effectiveness of the Skillnets learning experience.

Each year Skillnets conducts an independent evaluation of the impact and relevance of our training programmes. The 2015 evaluation evidenced a wide range of benefits experienced by businesses participating in our networks. Some of the results from the independent evaluation can be seen on page 15 of this report.

Our focus on quality control continued in 2015 through the close monitoring of Skillnets-funded training courses. This activity included the completion of 57 compliance visits, 61 quality assurance visits on training courses and 389 payment reviews during 2015.

Developing new skills in priority sectors

A key element of the Government's growth and employment strategy is ensuring Ireland maintains the appropriate skills base to attract, retain and grow both job opportunities and investment. Through the Skillnets Future Skills Need Programme (FSNP) and New Certified Programme Development (NCPD) programmes, 25 new certified course modules or full courses were developed in 2015 with a total investment

of over €322k. Skillnets invested €255k with member companies investing €67k. Fourteen training networks were involved in this delivery.

As the domestic and global economy evolved through 2015, skills shortages continued to emerge in certain sectors. In response, our networks developed bespoke training programmes to tackle skills deficiencies in these sectors, some of which are illustrated on pages 50 to 53. Through close collaboration and partnerships, Skillnets facilitated new links across individual businesses, employees and statutory agencies. These links have created a new pipeline of skills in emerging and growth sectors across the economy, such as ICT, engineering and pharmaceuticals.

An example of a strategic labour market sector highlighted by Government for development is international financial services (IFS). The publication of the IFS2020 strategy in 2015 highlighted the skills gaps in Ireland that need to be addressed in order to continue to attract investment in this sector. The Finuas Networks Programme focuses on all areas of the IFS sector and delivers customised training programmes to address skills and talent shortages for enterprise through three individual networks. In 2015, the Finuas Networks Programme delivered 22,460 training days with the number of employees that received training increasing by 11% compared with the previous year. Seventy-four percent agreed that involvement with Finuas had increased their competitiveness, according to a recent independent evaluation of Skillnets 2015 Finuas Networks Programme.

Policy development

As our organisation expanded into important sectors such as construction, green energy and hospitality, we continued to operate in close alignment with national policy, resulting in key actions for Skillnets in several Government-led economic and sectoral strategies published during 2015. We also contributed widely to national policy development, through membership of specific steering groups and through a number of policy submissions. Through collaboration with the various Government agencies, our training networks and stakeholders, Skillnets continued to play a major role in supporting enterprise competitiveness, growth and innovation.

Management development

Our ManagementWorks programme, specifically designed to support the development of management skills in the SME sector, delivered 15,911 training days to 847 employees during the year. According to a recent independent evaluation of Skillnets 2015 ManagementWorks Programme, 91% of businesses agreed that ManagementWorks had addressed skills gaps within their management team.

Supports to job-seekers

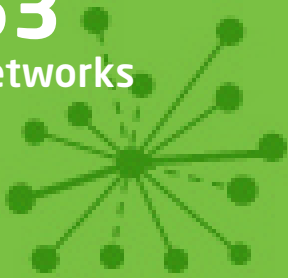
While Skillnets' core mandate focuses on the provision of training to individuals who are in employment, Skillnets also provided valuable supports in 2015 to 6,695 job-seekers who undertook a total of 60,419 training days in our networks. Through the fully funded Job-seekers Support Programme (JSSP), Skillnets collaborated with the Department of Social Protection (DSP), enterprise and individual networks to develop meaningful training programmes for unemployed people, often in sectors that were experiencing skills shortages. Fifty-three percent of unemployed trainees were long-term unemployed (LTU). These initiatives resulted in positive outcomes for both job-seekers and participating businesses. Some of the results from the JSSP can be seen in detail in pages 38 to 41.

I would like to close with a note of sincere thanks to our Network Managers, our promoting bodies and Steering Groups, and all the staff at Skillnets for their hard work and commitment during 2015. I also want to thank our Board of Directors for their advice and direction, the Department of Education and Skills (DES) for their ongoing support, and in particular our participating member companies across the country. I am looking forward to working with all our stakeholders on the next phase of our development.



Skillnets High Level Outputs 2015

63
networks



€25.6m

total investment

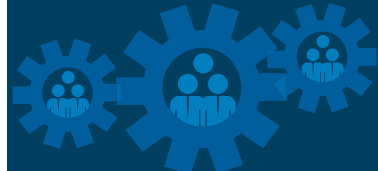
of which €13.9m was invested by Skillnets
in grant support and €11.7m was invested
by member companies



12,861
member companies



48,923
people trained



321,701
training days
delivered



5,842
training courses
delivered



85%
member companies
are SMEs



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

Our Training Programmes



Supporting Businesses 2015

Skillnets actively supports and works with businesses in Ireland to address their current and future skills needs through a number of key programmes.

Training Networks Programme (TNP)

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

Finuas Networks Programme (Finuas)

Finuas supports specialised training in the international financial services (IFS) sector through three training networks. The main areas of training are in banking/asset financing, corporate treasury, investment management, aviation finance, securitisation, reinsurance and related professional services.

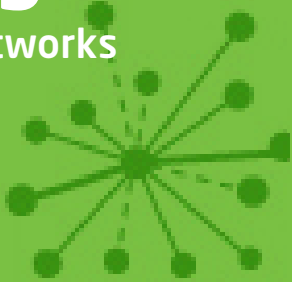
ManagementWorks

ManagementWorks supports a range of management development training opportunities along with mentoring support for managers, which aim to help businesses to grow in terms of their sales, output and employment.

All outputs reported on individuals in this section relate to employees. Outputs for job-seekers that attended courses through TNP and Finuas are reported on in the Up-skilling the Unemployed 2015 section.

Training Networks Programme (TNP)

59
networks



€18.9m

total network investment

of which €9m was invested by Skillnets in grant support and €9.9m was invested by member businesses

11,937
member businesses



39,740
employees trained



5,337
training courses delivered



222,911
training days delivered



5
days average duration of training



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 2016.

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

Benefits of being a member of a Skillnets training network

89% of businesses reported that being a member addressed skills gaps within their organisation.

94% were satisfied with the quality of Skillnets training.

90% agreed that the design of Skillnets training was relevant to their business development needs.

92% found that Skillnets training represented value for money.

71% 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 has encouraged 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.

69% reported that involvement with Skillnets has increased their competitiveness.

74% reported that Skillnets membership has enhanced their service or product quality.

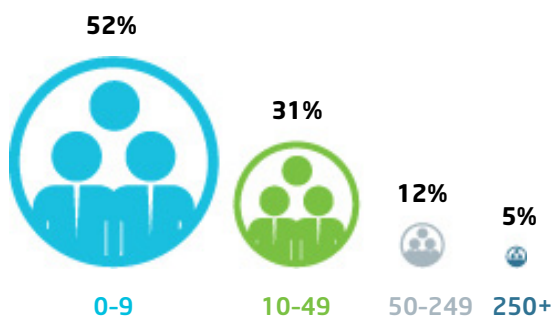
41% reported that Skillnets membership contributed to increased business turnover.

35% reported that Skillnets membership assisted their business in developing new markets.

53% agreed that Skillnets membership has increased the attraction and retention of key staff.

Figure 1:

Breakdown of Businesses by Size



Note: Based on an 84% sample for which data was available.

Figure 2:

Breakdown of Trainees by Gender



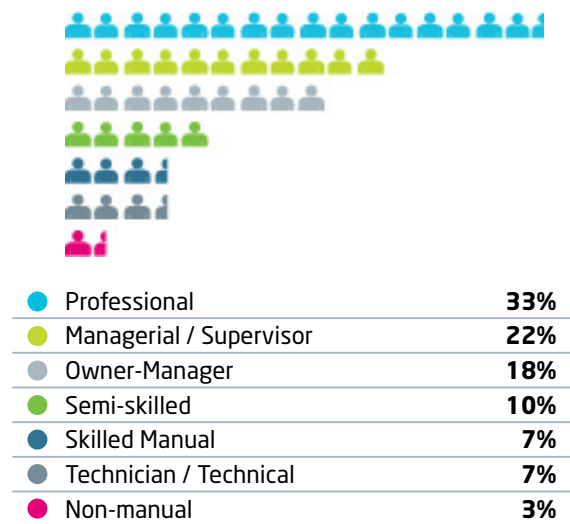
Note: Based on a 90% sample for which data was available.

Figure 3:

Breakdown of Trainees by Age



Note: Based on a 90% sample for which data was available.

Figure 4:
Breakdown of Trainees by Occupational Category


Note: Based on an 85% sample for which data was available.

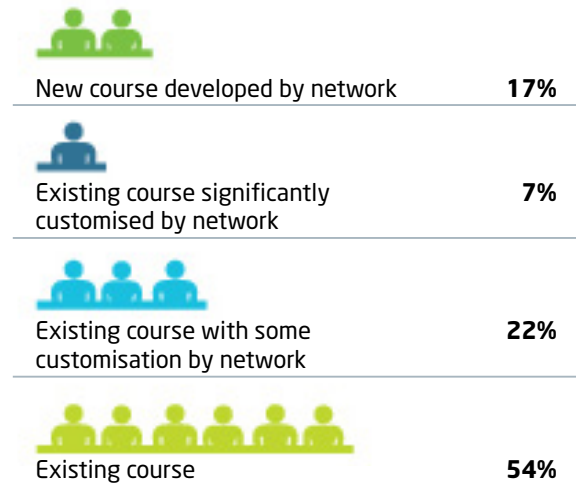
Figure 5:
Extent of Customisation of Training Courses


Figure 6:

Breakdown of Training Type by Training Days

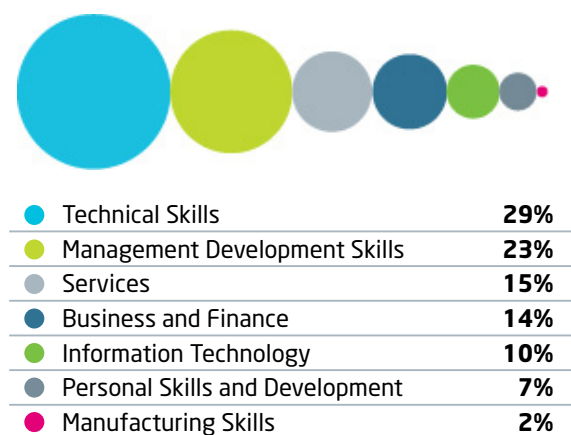
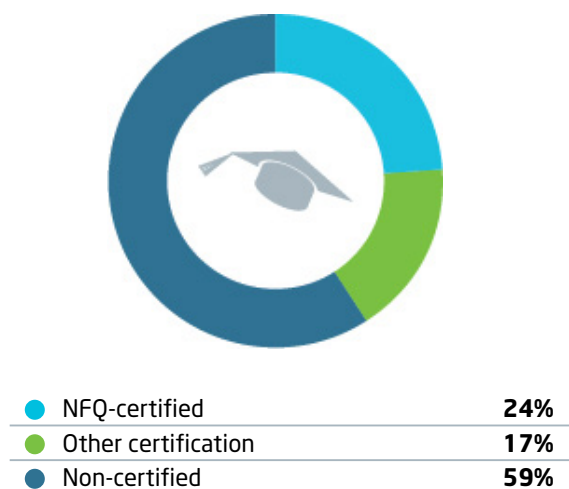
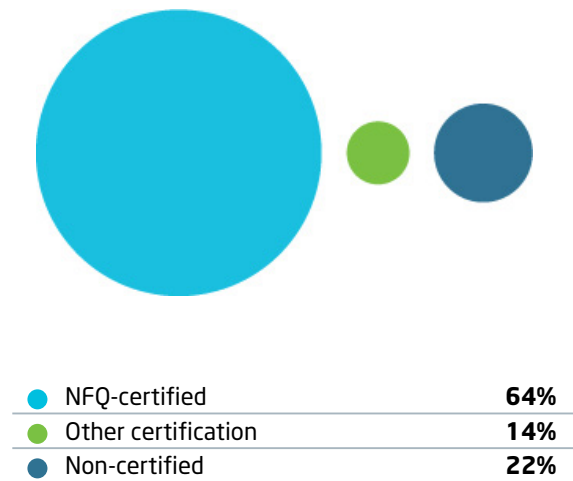
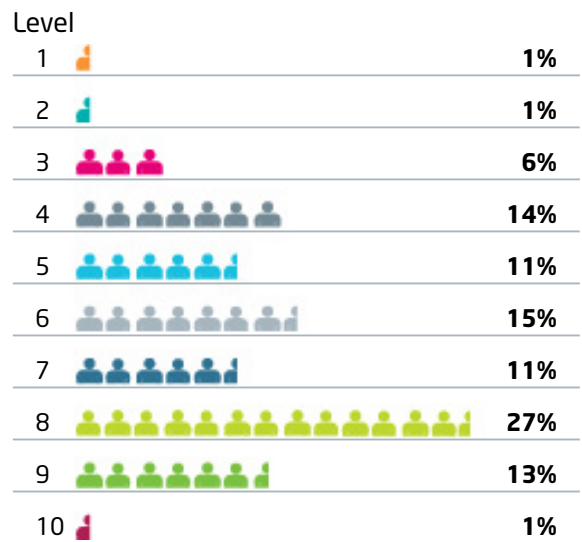


Figure 7:

Breakdown of Courses by Certification



Note: Based on a 99% sample for which data was available.

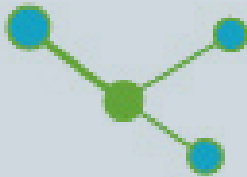
Figure 8:
Breakdown of Training Days by Certification

Figure 9:
Breakdown of Trainee Educational Level Prior to Training


Note: Based on an 86% sample for which data was available.

Finuas Networks Programme (Finuas)

3

**Finuas training
networks**



€1.7m

total expenditure
of which €762k was
invested by Skillnets
in grant support and
€972k was invested
by member businesses

433

**IFS member
businesses**



1,641

employees trained



200

**training courses
delivered**



22,460

**training days
delivered**



8

**days average
duration of training**



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 2016.

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

Benefits of being a member of a Finuas network

94% of businesses reported that being a member had addressed skills gaps within their organisation.

100% were satisfied with the quality of Finuas training.

93% agreed that the design of Finuas training was relevant to their business development needs.

97% found that Finuas training represented value for money.

58% agreed that being a member of a Finuas network helped them to meet and network with other like-minded businesses.

81% felt that being a member has encouraged future investment in staff development and training.

Impact of membership on business growth

74% agreed that being a member has enhanced the long-term performance of their business.

74% reported that involvement with Finuas has increased their competitiveness.

65% reported that Finuas membership has enhanced their service or product quality.

26% reported that Finuas membership contributed to increased business turnover.

23% reported that Finuas membership assisted their business in developing new markets.

57% agreed that Finuas membership has increased the attraction and retention of key staff.

Figure 10:

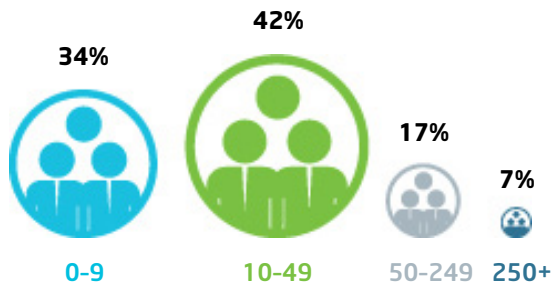
Breakdown of Businesses by Sector



Professional Legal and Taxation Services	54%
Air Finance / Leasing	11%
Funds and Investment Management	9%
Financial Services	8%
Banking and Capital Markets	7%
Insurance / Reinsurance	6%
Financial Technology (FinTech)	3%
Other	2%

Figure 11:

Breakdown of Businesses by Size



Note: Based on a 97% sample for which data was available.

Figure 12:

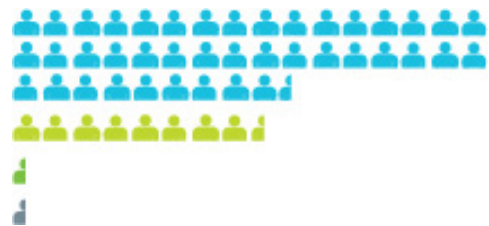
Breakdown of Trainees by Gender



Note: Based on an 89% sample for which data was available.

Figure 14:

Breakdown of Trainees by Occupational Category



Professional	83%
Managerial / Supervisor	15%
Semi-skilled / Skilled Manual	1%
Technician / Technical	1%

Note: Based on a 79% sample for which data was available.

Figure 13:

Breakdown of Trainees by Age



Note: Based on an 89% sample for which data was available.

Figure 15:

Extent of Customisation of Training Courses

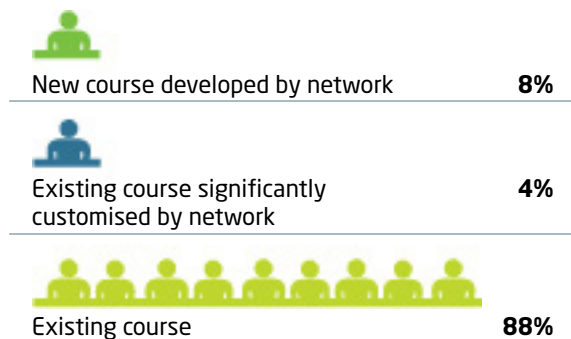


Figure 16:

Breakdown of Training Type by Training Days

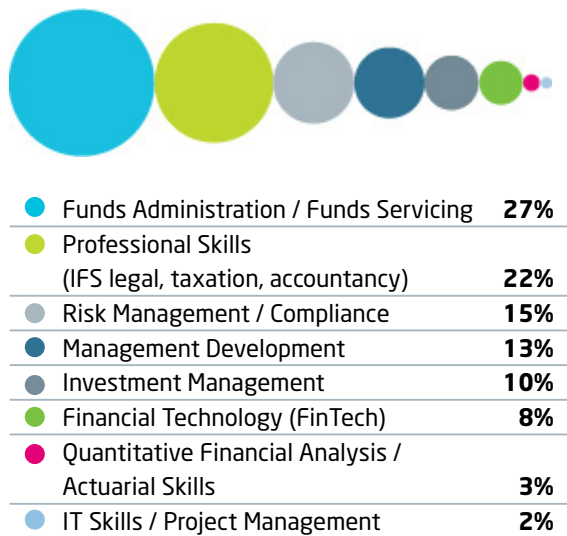


Figure 17:

Breakdown of Courses by Certification

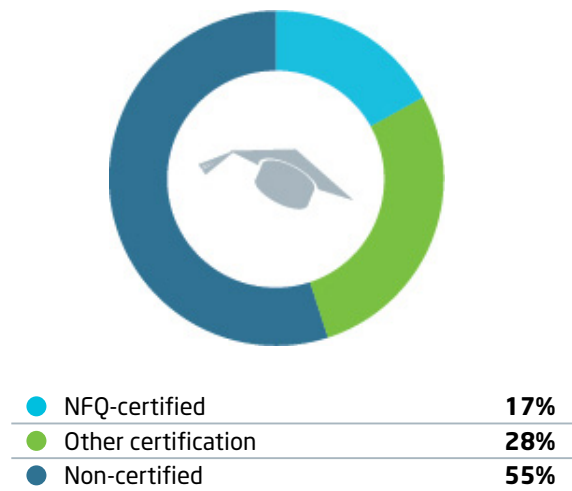


Figure 19:

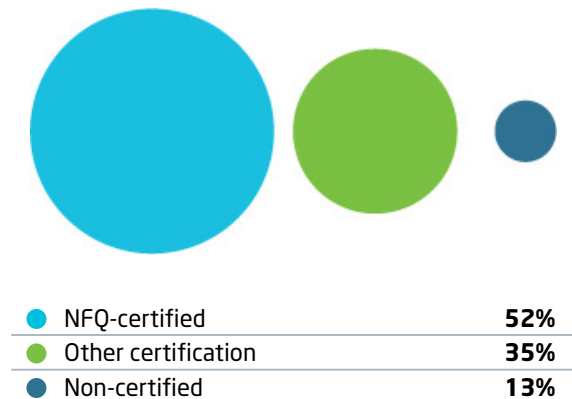
Breakdown of Trainee Educational Level Prior to Training



Note: Based on an 88% sample for which data was available.

Figure 18:

Breakdown of Training Days by Certification



ManagementWorks

€1.7m

total network investment

of which €1m was invested by Skillnets in grant support and €629k was invested by member businesses



491

member businesses

(91% SMEs)



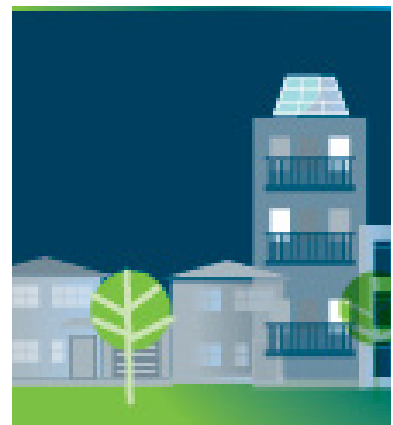
847

employees trained



42

training courses delivered



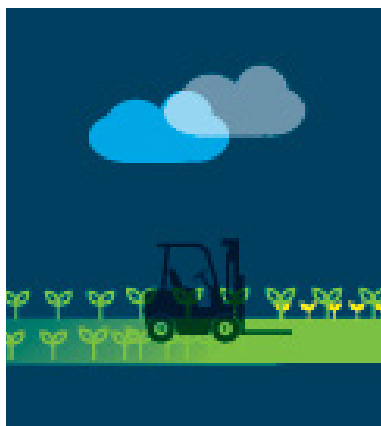
15,911

training days delivered



15

days average duration of training



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 2016.

What businesses had to say about ManagementWorks

Benefits of being a member of ManagementWorks

91% of businesses reported that ManagementWorks training addressed skills gaps within their management team.

94% were satisfied with the quality of the ManagementWorks programme.

89% agreed that the design of ManagementWorks training was relevant to their business development needs.

84% felt that ManagementWorks training represented value for money.

77% felt that as a result of ManagementWorks they are more likely to invest in management training.

Impact of membership on business growth

92% felt that ManagementWorks membership is likely to enhance the long-term performance of their business.

82% reported that involvement in ManagementWorks has increased their competitiveness.

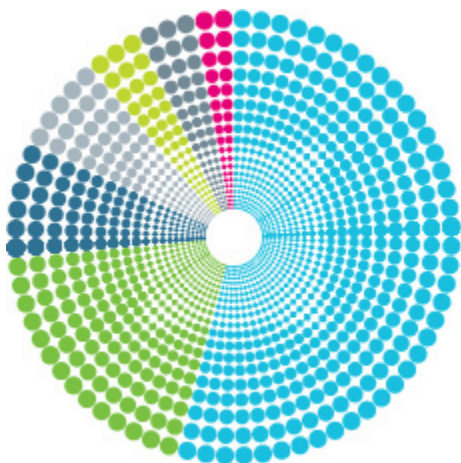
76% reported that ManagementWorks training has enhanced their service or product quality.

50% reported that ManagementWorks training contributed to increased business turnover.

36% reported that ManagementWorks has assisted their business to develop new domestic markets.

Figure 20:

Breakdown of Businesses by Sector



● Services	54%
● Technology	20%
● Retail	8%
● Food and Drink	7%
● Media / Audio Visual	4%
● Agriculture	4%
● Tourism and Travel	3%

Note: Based on a 93% sample for which data was available.

Figure 21:

Breakdown of Businesses by Size

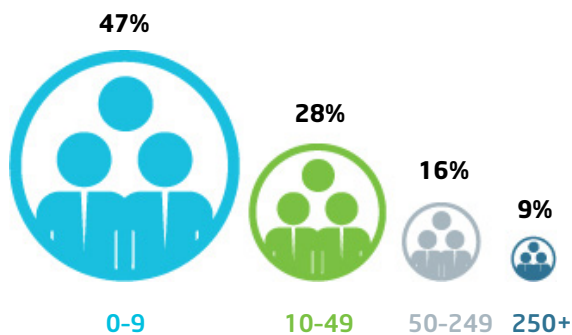


Figure 22:

Breakdown of Trainees by Gender



Figure 23:

Breakdown of Trainees by Age



Figure 24:

Breakdown of Trainees by Occupational Category

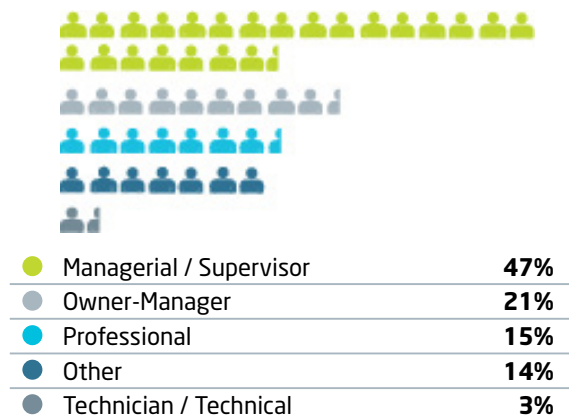


Figure 25:

Extent of Customisation of Training Courses

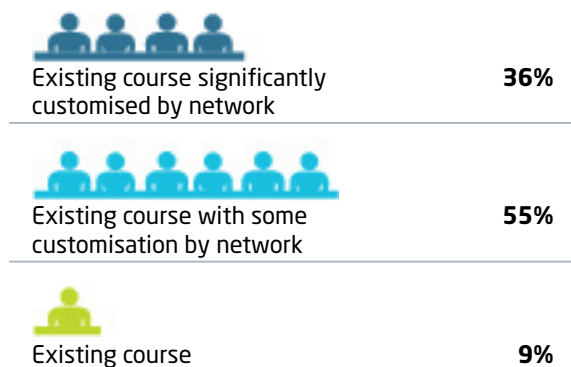


Figure 26:

Breakdown of Courses by Certification

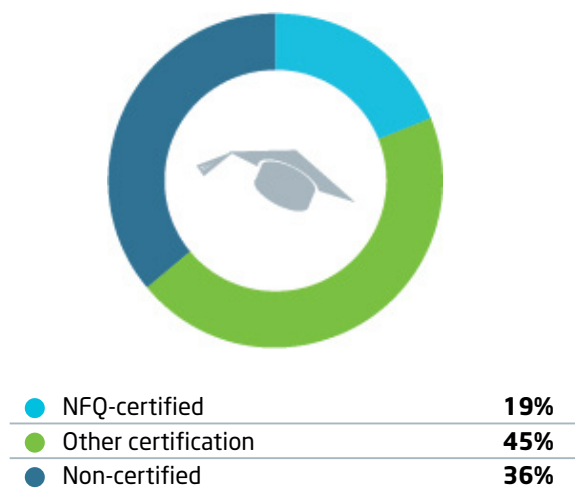
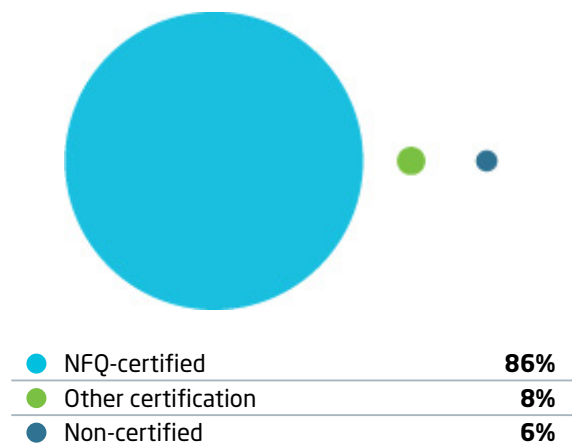


Figure 27:

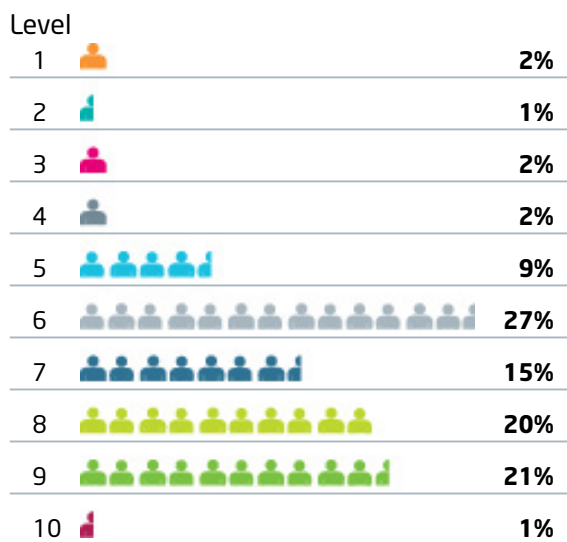
Breakdown of Training Days by Certification



Note: Based on a 97% sample for which data was available.

Figure 28:

Breakdown of Trainee Educational Level Prior to Training



Up-skilling the Unemployed 2015

TNP, Finuas and Job-seekers Support Programmes

6,695

job-seekers trained
across all
programmes



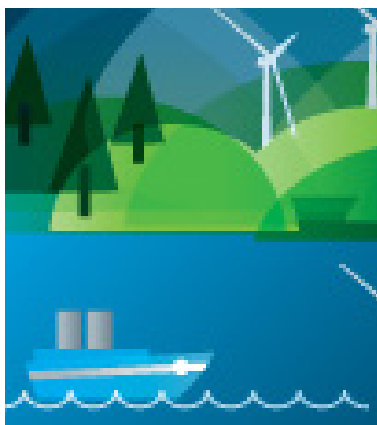
53%

of trainees supported
were long-term
unemployed



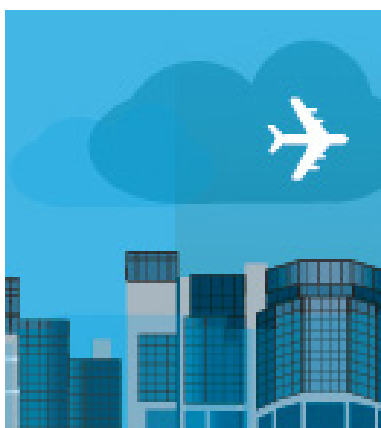
60,419

training days
delivered



38%

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



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

Training Networks Programme (TNP)

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

Finuas Networks Programme (Finuas)

The three Finuas networks deliver specialised training in the international financial services (IFS) sector to job-seekers. During 2015, specialised training included aircraft leasing, and legal and investment fund services. Job-seekers train alongside employees from network member companies and participate in the same courses.

Job-seekers Support Programme (JSSP)

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

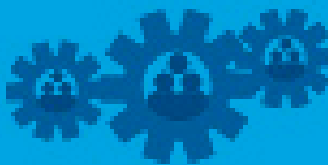
TNP and Finuas Programmes

Supporting the Unemployed

62
networks



3,974
job-seekers trained



1,257
training courses delivered



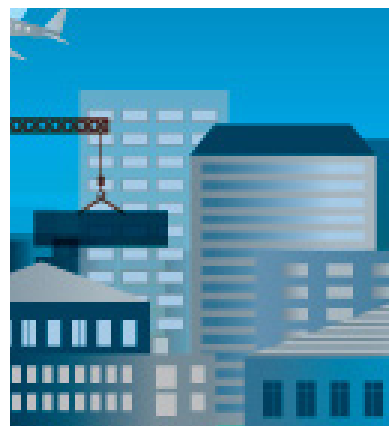
8,788
training days delivered



84%
of training days
were either NFQ certified
or certified by other
industry bodies



4
days average
duration of training



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 2016.

What unemployed trainees had to say about TNP and Finuas training

Trainee satisfaction with training courses

93% were satisfied with the quality of the training.

88% felt it would be difficult to find a training course of similar quality elsewhere.

88% were satisfied that the training was relevant to their chosen career.

85% agreed that the training had improved their motivation and self-confidence.

75% agreed that they had developed new skills that would help them to change career.

74% felt that the training had increased their chances of getting a job.

45% agreed that they had developed new skills that would help them to set up their own business.

69% agreed that the training had made them more aware of employment opportunities.

Impact of training on employment

46% went on to secure employment and 14% moved on to pursue further education and training.

Figure 29:

Breakdown of Trainees by Gender



Note: Based on an 80% sample for which data was available.

Figure 30:

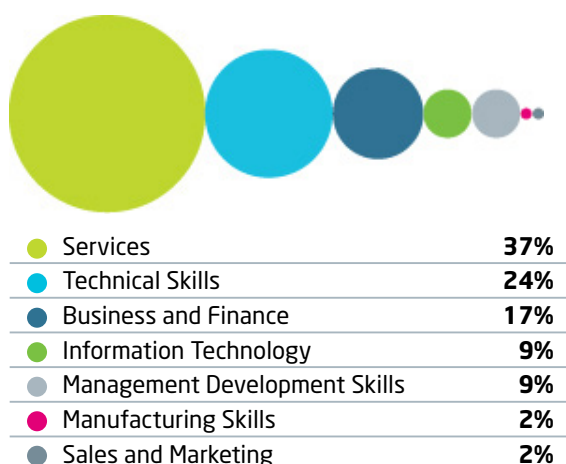
Breakdown of Trainees by Age



Note: Based on an 80% sample for which data was available.

Figure 31:

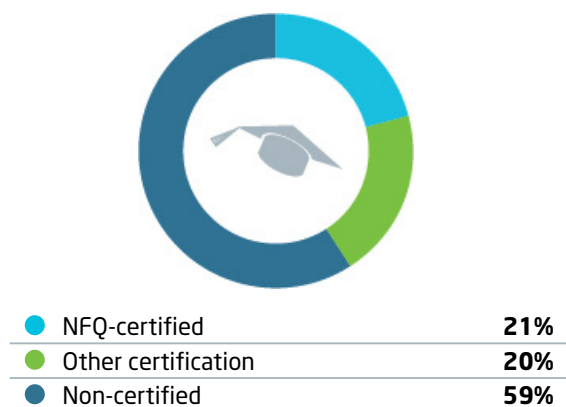
Breakdown of Training Type by Training Days



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

Figure 32:

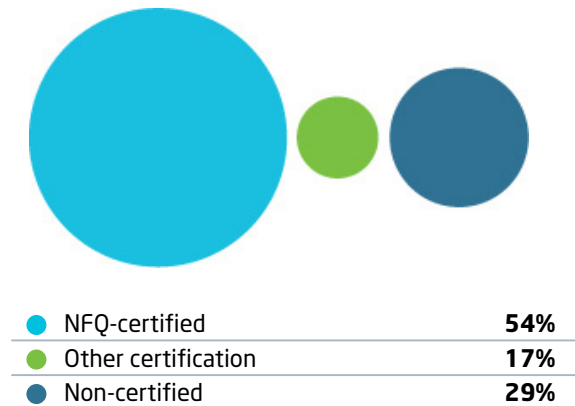
Breakdown of Courses by Certification



Note: Based on a 98% sample for which data was available.

Figure 33:

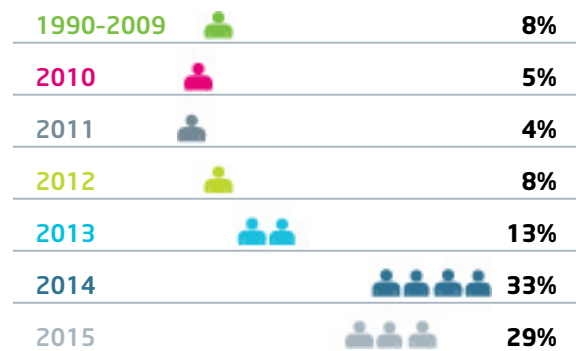
Breakdown of Training Days by Certification



Note: Based on a 99% sample for which data was available.

Figure 35:

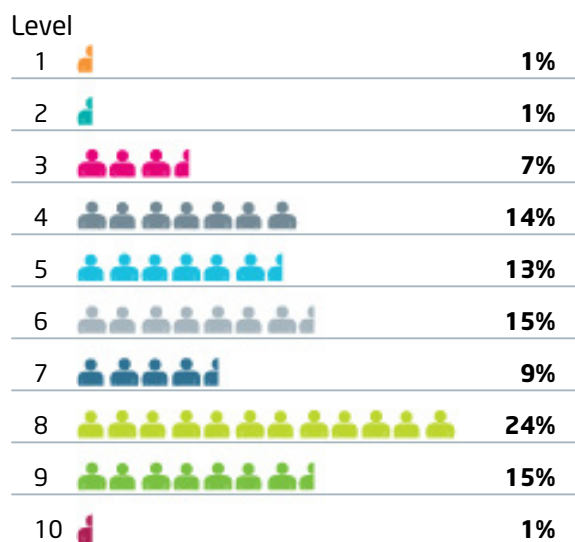
Breakdown of Date Trainees Joined Live Register



Note: Based on an 80% sample for which data was available.

Figure 34:

Breakdown of Trainee Educational Level Prior to Training



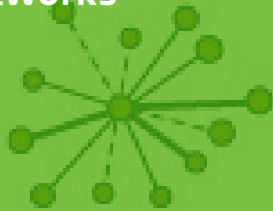
Note: Based on a 77% sample for which data was available.

Job-seekers Support Programme (JSSP)

Training and work-placement for job-seekers

40

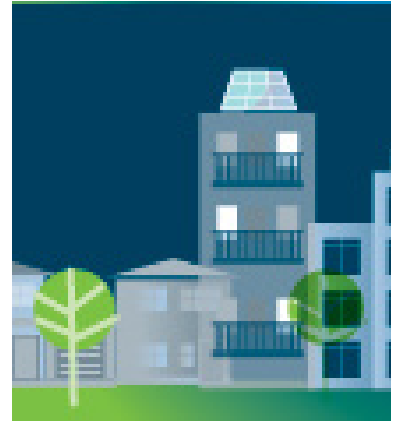
networks



€2.9m

total network
investment

of which €2.8m was invested
by Skillnets in grant support
and €125k was invested
by member businesses



2,721

job-seekers trained



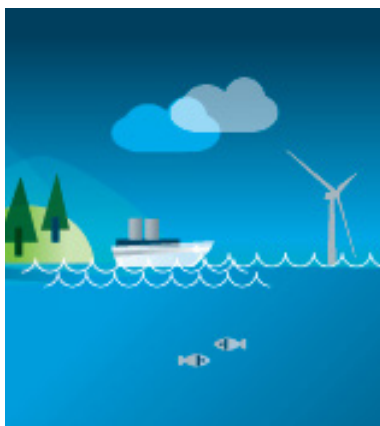
263

training courses
delivered



51,631

training days
delivered



17

days average
duration of training

90%

of training days
were either NFQ certified or
certified by other
industry bodies



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 2016.

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

Trainee satisfaction

90% were satisfied with the quality of the training.

85% 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.

81% agreed that the programme had improved their motivation and self-confidence.

79% agreed that the programme had made them more aware of employment opportunities.

76% felt that the programme had increased their chances of getting a job.

48% agreed that they had developed new skills that would help them to set up their own business.

Impact of training on employment

55% went on to secure employment and 15% moved on to pursue further education and training.

Figure 36:

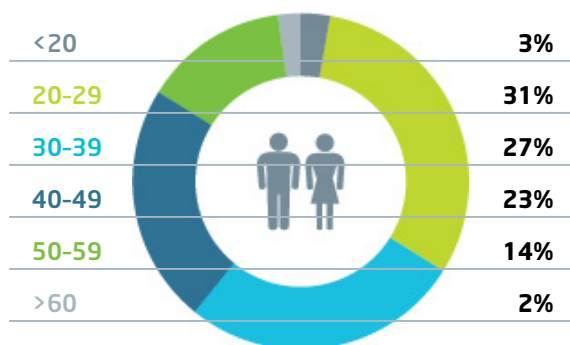
Breakdown of Trainees by Gender



Note: Based on an 87% sample for which data was available.

Figure 37:

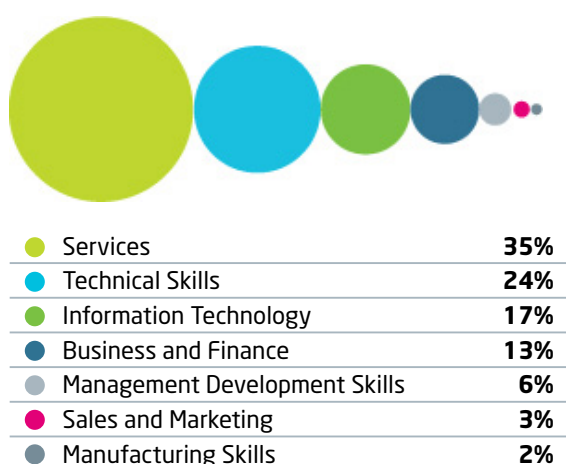
Breakdown of Trainees by Age



Note: Based on an 87% sample for which data was available.

Figure 38:

Breakdown of Training Type by Training Days



Note: Based on a 99% sample for which data was available.

Figure 39:

Breakdown of Courses by Certification

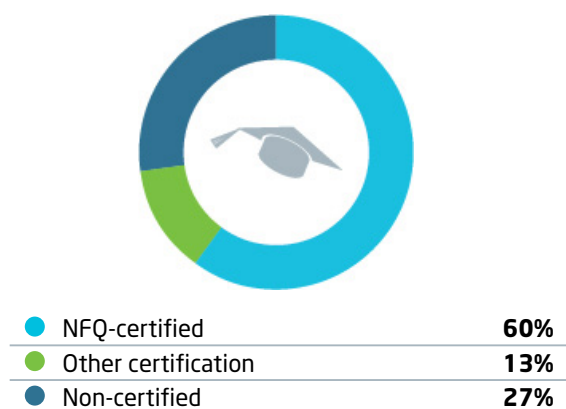


Figure 40:

Breakdown of Training Days by Certification

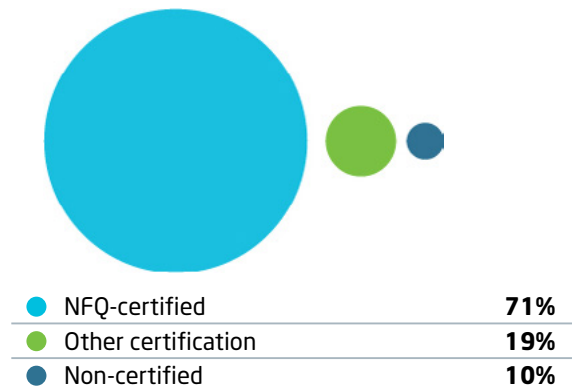
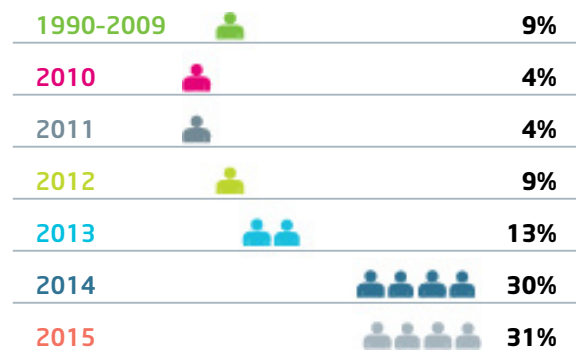


Figure 42:

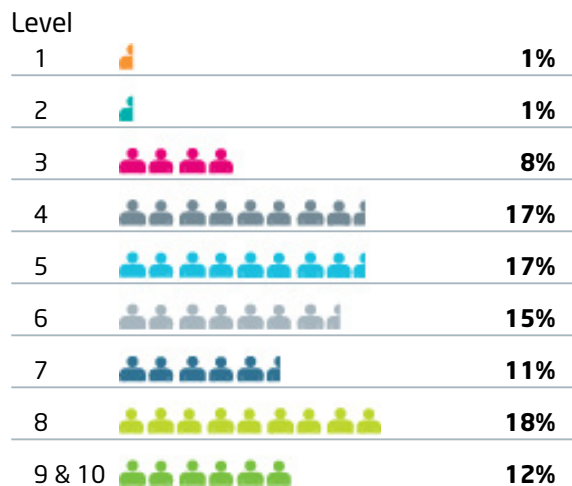
Breakdown of Date Trainees Joined Live Register



Note: Based on an 86% sample for which data was available.

Figure 41:

Breakdown of Trainee Educational Level Prior to Training



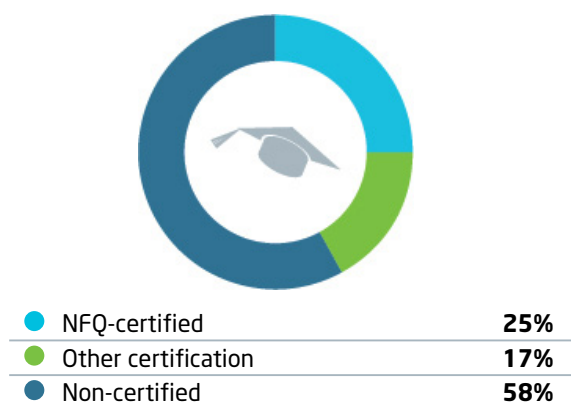
Note: Based on an 84% sample for which data was available.

Certification and Low Basic Skills (LBS)

Outputs across all programmes

Figure 43:

Breakdown of Courses by Certification



Note: Based on a 99% sample for which data was available.

Figure 44:

Breakdown of Training Days by Certification

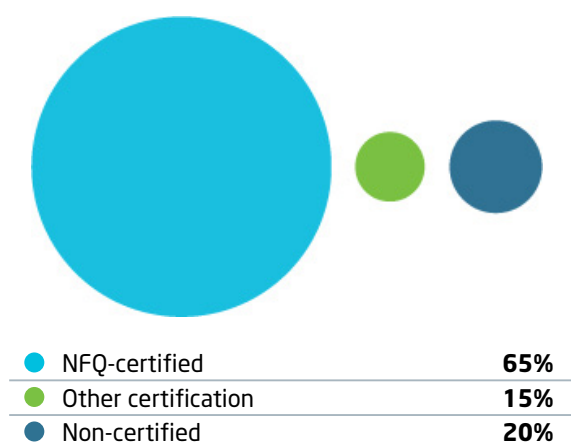
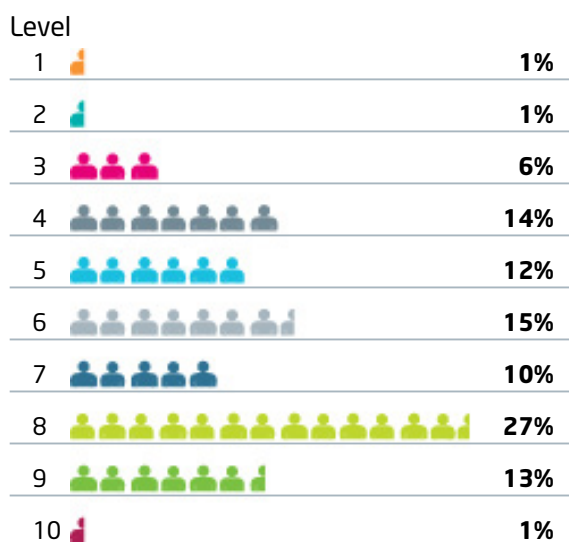


Figure 45:

Breakdown of Trainee Educational Level Prior to Training



Note: Based on an 85% sample for which data was available.

Skillnets' Contribution to Policy

In 2015 Skillnets contributed to a wide range of policy areas, through membership of specific groups, presentations and submissions, including the following:

- Action Plan for Jobs 2016
- DES Regional Skills Fora
- DJEI Retail Forum
- European Centre for the Development of Vocational Training (CEDEFOP)
- Higher Education Authority (HEA) - Enterprise engagement strategy
- ICT Skills Action Plan 2014-2018 (HEA)
- International Financial Services Strategy 2020
- Mentoring Review Group
- Quality and Qualifications Ireland (QQI) - Occupational Standards group
- SME State Bodies group
- SOLAS - Further Education and Training (FET) national strategy



Network Case Studies

Improving the productivity, capability and competitiveness of enterprise.

Skillnets networks expanded their reach among enterprise and ten new networks were developed in 2015 as a result of the Open Calls process. The number of companies participating in Skillnets training grew by 18%.

Macra na Feirme Young Farmer Skillnet is one of ten new Skillnets networks formed in 2015. The focus of the network is to develop the skills of young farmers and agri-entrepreneurs who need to diversify their farm business and in many instances provide a range of agri-services to others to supplement their livelihood. The entrepreneurial spirit of young farmers is nurtured by providing training courses in areas where agri-services are required, for example, artificial insemination (AI), welding, fencing and safety, which are especially useful skills in the farm contracting businesses.

Eamonn Finnegan, a twenty-five year old farmer from Monaghan, undertook a Macra na Feirme Young Farmer Skillnet course in Artificial Insemination (AI) so he could increase his prospects of providing a service in this area to supplement his farm enterprise.

“Since completing the Artificial Insemination (AI) course, I have bought an artificial insemination DIY kit. Having these new skills will allow me to cut costs on the farm and increase efficiency, at a time when milk prices are low and volatile. I plan to improve the genetic merit and Economic Breed Index (EBI) of my herd by using AI and do my part towards tackling Ireland’s greenhouse gas emission from agriculture through better genetic selection and reduction in emissions per unit of production. I would recommend this course to anyone.”

Eamonn Finnegan, Farmer, Co. Monaghan





The construction industry has been identified as a key priority sector that is important to the Irish economy. The **Construction SME Skillnet** was developed in 2015 to address future skills needs in this area. The Government's Construction 2020 strategy forecasts employment growth in this sector in the order of 60,000 by 2020.

●● The Construction SME Skillnet is all about engaging with employers and especially smaller business to encourage investment in training for their employees, because without investment in skills the gap will continue in the long term. ●●

Tom Parlon, Director,
Construction Industry Federation (CIF)



Sustainability Skillnet was developed in 2015 to support the establishment of a sustainability cluster in Ireland, providing a national focus for sustainability skills across the green economy. Sustainability Skillnet supports companies by providing enterprise-led and relevant training to robustly develop their sustainable business skills and competencies in strategic, operational and organisational excellence. The network also aims to accelerate the growth of this sector in Ireland by sharing knowledge, information and best business practices, enabling increased investment flows.

●● As natural resources get scarcer and companies are under pressure from regulators, investors and consumers to be more responsible, sustainability is a trigger for innovation and investment. Indeed, the companies that understand this are becoming more competitive and are being visibly rewarded in the marketplace by consumers. As we seek to further develop Ireland's reputation in this area, create regional employment and increase global market share, we need to ensure that Ireland has the right skills and competencies to innovate. The Sustainability Skillnet allows us to do this in a tangible way by supporting the development of new and relevant training that underpins our capacity to compete globally. ●●

Stephen Nolan, CEO,
Sustainable Nation Ireland



Innovation & Lean Sigma Skillnet continued to work with a large number of manufacturing companies during 2015 to help them achieve operational excellence, resulting in member companies Abbott Diagnostics Longford and Lake Region Medical being awarded the prestigious international Shingo accreditation for operational excellence.

Through delivery of the Shingo Discover Excellence Workshop, Shingo Summit and Shingo Workshop, combined with best practice visits to Bombardier, Covidien, Copeland and Depuy during 2015, Innovation & Lean Sigma Skillnet provided a key platform for the leveraging and sharing of knowledge across companies. The network provides a unique environment where companies can collaborate, facilitating innovative best practice visits, which have led to significant business benefits and international Shingo recognition for participating companies.

The network's work in this area has resulted in Ireland being recognised as a global centre of excellence and a benchmarking country for organisations in pursuit of enterprise excellence recognition through Shingo Prize accreditation.

“The Innovation & Lean Sigma Skillnet has given us invaluable support in our Operational Excellence journey which has been recognised through the award of the Shingo Prize. They have provided us with a network to share knowledge and best practice across different businesses. We have utilised their call for support system to great effect and they have also supported our ongoing training needs through identifying and providing high quality subsidised training programmes. Furthermore, their network forums, best practice visits and business conferences have provided us with a benchmark to grow and transform our organisation and to help ensure our long-term success.”

**Sean Kelly, Phd Business Excellence Manager
Abbott Diagnostic Longford**

“Innovation & Lean Sigma Skillnet has given us fantastic support since Lake Region Medical first began our lean journey in 2003. Their ability to arrange best practice visits to some of the world's top manufacturing plants and to source international operational excellence experts and bring them to Ireland for a knowledge transfer to take place were fundamental factors towards ensuring that Lake Region Medical's goal of Shingo accreditation in 2015 became a reality.”

**Noel Hennessy, C.I. Director,
Lake Region Medical**

Developing effective learning experiences.

Skillnets networks continued to enhance the effectiveness, relevance and impact of learning experiences during 2015 through innovative training programmes across a diverse range of sectors.



Retail Ireland Skillnet celebrated the graduation of the first group of students from its new BBS in Retail Management Practice in 2015. The innovative work-based learning degree for the retail sector was developed by Retail Ireland Skillnet in partnership with retail sector employers and Letterkenny Institute of Technology. The programme enables retail professionals to embark on a continuous path of career development, ensuring the industry is equipped to face the challenges and opportunities of the future, and safeguard the sector's critical contribution to the economy.

“We have managers on the Retail Ireland Skillnet degree programme and it has made a huge improvement in the individuals' development in the workplace. We have a more successful store with increased turnover and the team won a Retail award last year. Our employees on the programme are thinking very differently about certain aspects of retail and their interest and passion has increased immensely. I could not recommend this degree highly enough.”

Michelle O Gorman, Kilkenny Group

“I started in the Kilkenny group as Junior Manager, since then I have gone from strength to strength and have progressed to a Store Manager, with the help and support of Skillnets and the BBS in Retail Management.”

Student of the BBS in Retail Management and Kilkenny Group employee

XLVets Skillnet introduced the highly effective Dairy Mentor programme in 2015 in response to a greater demand for risk-assessment and prevention techniques in the farming community. This demand grew from new developments in the sector around food safety, anti-microbial resistance, animal welfare, de-regulation and herd expansion.

The programme provides training in disease risk identification and management, while undertaking on-farm diagnostics, working with farmers to develop plans with specific metrics to address issues and increase productivity. Trainers subsequently mentor farmers to review progress against metrics and help ensure that plans are applied. The coaching principles underpinning the programme are designed to enhance accountability and execution. Fifty-six farmers successfully completed the Dairy Mentor Programme in 2015.

“The Dairy Mentor Programme has changed the way we deal with disease risks on the farm. Instead of hoping to be lucky, we now make our own luck by measuring and monitoring what is happening on the farm and talking on a regular basis about what needs to be done. Animal welfare has benefited, I feel better because I have more control over how the herd is performing and production losses are considerably less than would otherwise be the case.”

John Murphy, Dairy Farmer,
Co. Cork





During 2015, over one hundred business owners and managers completed the **ManagementWorks** Business Growth Programme. The high-impact programme combines group workshops and one-to-one coaching to drive improvements in management capability and build business growth.

A post-programme evaluation conducted by Skillnets indicated significant business outcomes for participants. After completing the Business Growth Programme, 98% of respondents reported an overall improvement in their business. Eighty-one percent of survey respondents reported increased sales, 70% reported increased profits and 56% had created new jobs during the six month programme.

“We came to the Business Growth Programme after many years of dealing with the effects of the recession on a business that is very exposed to both the retail and construction sectors. The programme gave us the ability to think clearly and strategically about our business as opposed to dealing with short-term problems which had been the norm for the previous 15 years. As a result of our investment in management development, we are on target to achieve 50% growth this year in a sustainable planned manner.”

Luke Sweeney, Director,
Italian Tile and Stone

Skillnet networks continued to offer enhanced learning experiences during 2015, through integrated use of technology and blended learning in their programme delivery.

Law Society Finuas Network delivered the new IFS Intellectual Property and Technology Law Master Class using a blended learning model incorporating on-site interactive workshops and online resources. The course was supported by an iPad training module, which enabled learners to use the iPad for work-based learning and enhanced efficiency when applying the knowledge, skills and competencies to their work in the office.

Law Society Skillnet delivered the New Property Transactions Master Class using an interactive eBook accessed through iPads, which hosted course materials and facilitated interactive learning via online quizzes, course activities and live engagement in discussion groups.

These integrated approaches facilitate a highly interactive and experiential learning experience, are responsive to different learning styles, and help ensure that the learning outcomes are achieved.

Providing specific and new skills to enterprise.

Skillnets networks worked with enterprise to create a new pipeline of skills in emerging and growth sectors across the economy in 2015. Networks developed bespoke training programmes to tackle skills deficiencies and help ensure Ireland maintains the appropriate skills base to attract, retain and grow job opportunities and investment.



Irish Medical Devices Association (IMDA)

Skillnet developed a Level 6 Engineering Process Technician Conversion Programme in 2015, to address future skills shortages in the engineering and manufacturing sectors in the North West. The programme was an excellent example of effective collaboration between Skillnets, the Department of Social Protection (DSP), IDA Ireland and local Sligo companies, and was delivered by the Institute of Technology Sligo. Fifteen job-seekers took part in the training course, which was designed by participating companies and featured modules in good manufacturing practice (GMP), basic metrology, injection moulding, basic electrics, pneumatics, hydraulics and interpreting drawings. After successful completion of the programme, candidates were offered a three month paid work placement with one of the participating companies.

“Engineering skills shortages in the Sligo region have in the past had an impact on our business, so we were delighted to be one of six local companies involved in the development of a condensed IMDA Skillnet training programme to address engineering skills gaps in the region. Through Skillnet’s partnership with the Department of Social Protection, potential candidates for the course were identified from the Live Register, which was a huge bonus as it gave us access to suitable trainees that we wouldn’t have even been aware of otherwise. The training programme has created business benefits for our company as it has given us access to a potential pipeline of skilled candidates in the region, where previously there has been a shortage.”

Andrew Hodson, Managing Director,
Verus Precision

Four Skillnet networks in the ICT sector successfully designed and delivered innovative ICT conversion courses to over 260 trainees through the Job-seekers Support Programme (JSSP) in 2015, as part of the Government's ICT Action Plan 2014-2018.

The fifteen specialist ICT conversion programmes were designed in collaboration with industry to address emerging skill shortages in key areas of the ICT sector, and offered quality work placements to allow for the practical application of learning on-site in companies. Employment progression rates for trainees were up to 85%.

ICT Ireland Skillnet delivered the Fundamentals of Computer Programming conversion course during 2015 in conjunction with the Dublin Institute of Technology. The programme was designed to provide specialist training in the basics of software technology to job-seekers from a range of backgrounds including engineering, science, physics, accounting and banking.



Coming from a background in construction engineering, this course has given me a thorough grounding in all aspects of computer programming, which I had little knowledge of. The interaction with Ericsson, the sponsoring company, was a huge plus as it gave me an insight into how projects may be run in a work scenario. I was delighted to have gained a full-time job with Ericsson, as a result of the course.

John Jeffries, graduate of the ICT Ireland Skillnet Fundamentals of Computer Programming conversion programme.

The success of the ICT Ireland Skillnet conversion programme lies in the exceptionally high level of tuition. The course moves at a fast pace, and the high level of interaction between the students and Ericsson gives them an unprecedented insight into company operations and the team environment from the outset.

Anne O'Connell, Ericsson Ireland

Learning Waves Skillnet launched and delivered a Music Presenter Bootcamp for job-seekers through the Job-seekers Support Programme (JSSP) that was designed to develop music presenters for the independent commercial radio sector in Ireland. The practical programme was designed by industry, delivered by industry experts and covered a wide range of areas including researching, producing and presenting a music show, operating a studio desk and music programme planning. The programme also included work experience in one of the independent commercial radio stations in Ireland.

“In radio, your product is your on-air output, so the people behind the microphone need to sound well, and also to engage and connect with the listener. Such people are hard to source, and when you do find them it is important that they receive the relevant training before going on air. The Learning Waves Skillnet Music Presenters Bootcamp sourced talented people and trained them well. One of the participants is now working part-time at Galway Bay FM and he is using his skills across the station in music and news presentation, and also in engineering and production, so we are delighted to have him on our team.”

Bernadette Prendergast, Head of News,
Galway Bay FM



Animation Skillnet partnered with animation and visual effects (VFX) studios in Ireland and Screen Training Ireland in 2015 to develop and deliver an innovative one-year Animation and VFX Traineeship Programme through the Skillnets Future Skills Needs Programme (FSNP). The new traineeship programme, which partnered 12 trainees with 12 animation and VFX studios for a period of 12 months, was developed in close consultation with industry, and combines training in core skills for animation and VFX with specialist and studio-specific knowledge and skills. Cartoon Saloon, Windmill Lane VFX, Jam Media and Brown Bag Films were among the studios that participated in the programme.

“The Animation and VFX Traineeship Programme has proven to be a great initiative for JAM Media and has been a huge success for both the participant and company. We firmly believe that the real value of the programme resides in its combination of on-the-job specialist training and off-site technical, creative and transferable skills training. The programme also gives us as a company an insight into the needs of the trainee and how we can best integrate them into the professional world. We would encourage further rounds of the traineeship programme.”

Mark Cumberton, COO,
Jam Media

ISA Software Skillnet launched a new programme for CEOs in the technology and software sectors in 2015, funded through the Future Skills Needs Programme (FSNP). The course, Zenith – A Strategic Funding Journey for Tech CEO's, is directed at CEOs who have successfully completed the start-up phase and offers support for further progression of their business. The highly practical programme provides trainees with individual coaching from tech-funding experts to develop a strategic funding plan for their company, offering key guidance on funding options, potential negotiating positions and how to access funders in the marketplace.

ISA Software Skillnet established a software sector UX skills working group in 2015 in response to an increasing demand among companies for UX design skills. The working group was established to identify the skills and competencies required by business and to develop new programmes to address this skills gap. The ISA Software Skillnet UX working group includes ten senior UX designers from a range of multinational and indigenous companies across the sector. They are working in conjunction with the Institute of Art, Design and Technology (IADT) to develop new UX programmes specifically targeted at staff in the technology and software sectors.



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) 2014/15

In 2015, Skillnets completed the second year of this two-year programme of network-based, enterprise-led training.

Two public calls for proposals were held in 2015 resulting in the addition of ten new networks to this programme.

Finuas Networks Programme (Finuas)

The company completed the seventh 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 programme provides access specifically for job-seekers to relevant training in demand by enterprise, coupled with on-the-job work experience. A fifth full year of the programme was completed in 2015.

ManagementWorks

The company continues to support the management development needs of small and medium-sized enterprises. Skillnets' own subsidiary, Skillnets Services DAC, delivered the third full year of the ManagementWorks programme to enhance the level of management development in SMEs. 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 2016, Skillnets will commence the first 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 Board in 2016 will resume its process for the renewal of the company's strategy and expects to publish its *Statement of Strategy 2016-2019* toward the end of 2016.

Code of Practice for the Governance of State Bodies

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

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

Section 13.1 (ii)

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

Section 13.1 (iii)

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

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

- Adequate division of duties
- Review by the Audit and the Finance and General Purpose Committees
- Approval by the Board of all grants and material contracts

- Approval by the Board of the annual budget and the assessment of performance against budgets and targets set
- Liaison of the Audit Committee with both external and internal auditors at the start and conclusion of audits

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 three Board committees.

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 2015	8	4	3	2
Brendan McGinty (Chairperson)	8			2
David Delaney (1)	5	2		
Eamon Devoy	6		1	
Mairéad Divilly	8		3	2
George Hennessy	6			1
Terry Hobdell	4	3		
Nuala Keher	5			1
Margaret McCarthy (3)	2			
Karl McDonagh	5	2		
Kara McGann (1)	6	1		
Henry Murdoch	7	3		
Paul O'Brien (2)	2		2	
Peter Rigney	2	2		
Ian Talbot	7	2	1	

Notes:

- (1) Appointed to the Board on 12th February 2015.
 - (2) Resigned from the Board on 5th June 2015.
 - (3) Appointed to the Board on 3rd September 2015.
- The composition of committees was revised in April 2015 and committees 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.

The salary paid to the Chief Executive in 2015 was €99,285. A contribution of €11,032 was made to the Chief Executive's pension scheme. The salary and pension contribution is for the period to the end of October 2015 at which time the then Chief Executive, Alan Nuzum, retired from office.

The Board has appointed Paul Healy as Chief Executive Officer, who took office in February 2016.

No expenses were paid to directors in 2015.

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 2015 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 Ltd., Q House, 76 Furze Road, Sandyford, Dublin 18, D18 E268.

Regulation of Lobbying Act, 2015

Skillnets is in compliance 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 2015



SKILLNETS

REPORTS AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

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SKILLNETS

DIRECTORS AND OTHER INFORMATION

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

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 2015.

The company, on June 5th, adopted a new constitution under the terms of Companies Act 2014 and decided to dispense with the suffix "Company Limited by Guarantee".

PRINCIPAL ACTIVITIES

Skillnets ("the Company") was formed to provide grants for the promotion, formation and successful operation of enterprise-led training networks under the *Training Networks Programme*. This is funded by the Department of Education and Skills from the National Training Fund. Skillnets hold a 100% subsidiary Skillnets Services Designated Activity Company ("Skillnets Services") which delivers the Management Works 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 of Education and Skills shall deem otherwise. The Company has contracted with a number of promoter organisations to fund training networks, including Skillnets Services Limited for the ManagementWorks Programme. The commitment has been made contingent upon the necessary

funds being made available to the Company by the Department.

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 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.

SKILLNETS

DIRECTORS' REPORT

RESULTS AND DIVIDENDS

The results for the financial year and state of affairs of the company are set out in the consolidated statement of income and the balance sheet on pages 69 and 70 respectively. The company had net current liabilities at 31 December 2015 of €28,229 (2014: €30,634).

	2015	2014
	€	€
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 training 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 2016.

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
 Paul O'Brien (Resigned 5th June 2015)
 Kara McGann (Appointed 12th February 2015)
 David Delaney (Appointed 12th February 2015)
 Margaret McCarthy (Appointed 3rd September 2015)

Secretary:

Alan Nuzum (Resigned 22nd October 2015)
 Ian Menzies (Appointed 22nd October 2015)

The current directors and secretary are listed on page 61.

There were no other changes during the financial year.

SKILLNETS

DIRECTORS' REPORT

MANAGEMENT

The senior management team is made up of six members of staff. 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.

SUBSIDIARY UNDERTAKING

The information required by the Companies Acts in relation to subsidiary undertakings is set out in Note 10.

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 and General Purpose committee and
- Evaluation and Performance Monitoring Committee

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.

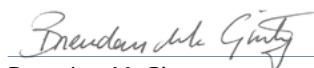
AUDITORS

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

7 April 2016

SKILLNETS

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 profit or loss of the company 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.

SKILLNETS

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF SKILLNETS

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

We have audited the consolidated financial statements of Skillnets for the financial year ended 31 December 2015, which comprise the Consolidated Financial Statements, the Consolidated Statement of Income and Retained Earnings, the Consolidated Balance Sheet, the Consolidated Statement of Cashflows, the Company Financial Statements, the Balance Sheet, and the related notes 1 to 23. 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 2015 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:

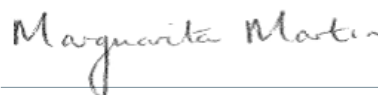
- give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2015 and of the result for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements 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

7 April 2016

SKILLNETS

CONSOLIDATED STATEMENT OF INCOME AND RETAINED EARNINGS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

	Notes	2015 €	2014 €
INCOME	3	16,807,989	16,597,770
Programme costs		(14,608,048)	(14,575,010)
GROSS SURPLUS		2,199,941	2,022,760
Administration costs		(2,199,845)	(2,025,847)
OPERATING SURPLUS/(DEFICIT)		96	(3,087)
Interest income		-	4,812
SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	4	96	1,725
Taxation	8	(96)	(1,725)
RESULT FOR THE FINANCIAL YEAR		-	-
Retained earnings at the beginning of the reporting period	16	51,075	51,075
Retained earnings at the end of the reporting period	16	51,075	51,075

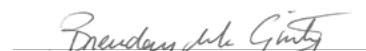
SKILLNETS

CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2015

	Notes	2015 €	2014 €
Fixed Assets			
Tangible assets	9	79,304	81,709
Current Assets			
Debtors - due within one year	11	293,669	345,955
Cash at bank and in hand	12	134,247	441,129
		427,916	787,084
CURRENT LIABILITIES			
Creditors: Amounts falling due within one year	13	(456,145)	(817,718)
NET CURRENT LIABILITIES		(28,229)	(30,634)
NET ASSETS		51,075	51,075
CAPITAL AND RESERVES			
Income and expenditure account	16	51,075	51,075

The financial statements were approved and authorised for issue by the Board of Directors on 7 April 2016 and signed on its behalf by:


Mairéad Divilly
Director


Brendan McGinty
Director

SKILLNETS

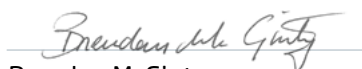
COMPANY BALANCE SHEET AS AT 31 DECEMBER 2015

	Notes	2015 €	2014 €
Fixed Assets			
Tangible assets	9	79,304	81,709
Financial assets	10	1	1
		79,305	81,710
Current Assets			
Debtors - due within one year	11	41,837	22,836
Cash at bank and in hand	12	96,005	97,989
		137,842	120,825
Current liabilities			
Creditors: Amounts falling due within one year	13	(217,147)	(202,535)
Net current liabilities		(79,305)	(81,710)
NET ASSETS		-	-
CAPITAL AND RESERVES			
Income and expenditure account	16	-	-

The financial statements were approved and authorised for issue by the Board of Directors on 7 April 2016 and signed on its behalf by:



Mairéad Divilly
Director



Brendan McGinty
Director

SKILLNETS

CONSOLIDATED STATEMENT OF CASHFLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

	Notes	2015 €	2014 €
Net cash flows from operating activities	17	(238,445)	377,792
Purchase of tangible assets	9	(68,341)	(99,054)
Interest received		-	4,812
Net cash flows from investing activities		(68,341)	(94,242)
Taxation paid		(96)	(2,856)
Net (decrease)/increase in cash and cash equivalents		(306,882)	280,694
Cash and cash equivalents at beginning of year		441,129	160,435
Cash and cash equivalents at end of year		134,247	441,129
Reconciliation to cash at bank and in hand			
Cash at bank and in hand at end of year		134,247	441,129
Cash and cash equivalents at end of year	18	134,247	441,129

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

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 61. The nature of the Company's operations and its principal activities are set out in the directors' report on pages 62 to 64.

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. The Company has contracted with a number of promoter organisations to fund training networks, including Skillnets Services Limited for the ManagementWorks Programme. The commitment has been made contingent upon the necessary funds being made available to the Company by the Department.

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

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.

Financial Assets

Investments in non-puttable ordinary (where shares are publicly traded or their fair value is reliably measurable) are measured at fair value through profit or loss.

Pensions

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

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

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.

Tangible Assets

Tangible fixed assets are stated at cost less depreciation. 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.

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

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

	2015	2014
	€	€
Department of Education and Skills (via the National Training Fund) (Note 15)	16,152,975	15,863,616
Department of Jobs, Enterprise and Innovation (Note 15)	-	208,504
	16,152,975	16,072,120
ManagementWorks matching funding from enterprises	655,014	525,650
	16,807,989	16,597,770

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

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

4. SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION	2015	2014
	€	€

Surplus on ordinary activities before taxation
has been arrived at after charging:

Staff costs

- Wages and salaries	1,485,246	1,499,756
- Social welfare costs	157,485	152,429
- Pension costs	143,799	135,789

1,786,530	1,787,974
------------------	-----------

Impairment

Depreciation

-	-
70,746	55,327

Auditors' remuneration is disclosed separately in note 5. Directors' remuneration is disclosed separately in Note 6.

5. AUDITORS' REMUNERATION	2015	2014
	€	€

Auditors' remuneration for work carried out for the company in respect of the financial year is as follows:

- Audit of company financial statements	14,250	14,250
- Tax advisory services	-	2,500
- Other assurance services	884	869
- Other non-audit services	5,000	-

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

6. DIRECTORS' REMUNERATION

	2015	2014
	€	€
Aggregate emoluments paid to or receivable by directors in respect of qualifying services	50,873	50,873

In addition, a number of directors have waived their fee entitlement and instead opted to have a similar amount paid to their representative organisations. During the financial year, payments of €23,940 (2014: €23,940) were made on this basis.

Payment Details

	2015	2014
	€	€
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	5,985
	23,940	23,940

Out of pocket expenses paid to directors in the financial year amounted to € nil (2014: €2,074).

	2015	2014
	€	€
Domhnall MacDomhnaill	-	2,074
	-	2,074

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

7. STAFF NUMBERS AND COSTS

	2015 Number	2014 Number
The average monthly number of employees (including directors) was:	24	24
Their aggregate remuneration comprised:	2015 €	2014 €
Wages and salaries (including directors' fees)	1,560,059	1,574,569
Social welfare costs	157,485	152,429
Retirement benefit costs	143,799	135,789
Other compensation costs	-	-
	1,861,343	1,862,787
Analysed as follows:		
Capitalised into assets	-	-
Expensed in financial year	1,861,343	1,862,787
	1,861,343	1,862,787

Key management compensation

The total remuneration for key management personnel for the financial year amounted to €691,962 (2014: €709,328).

8. TAXATION

	2015 €	2014 €
Interest income	-	4,812
Current tax:		
Irish corporation tax on passive income at 25%	-	1,202
Overprovision in previous years	(252)	-
Taxation on activities of subsidiary	348	523
	96	1,725

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.

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

9. TANGIBLE ASSETS GROUP & COMPANY	Office Equipment €	Fixtures and Fittings €	Computers €	Total €
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
Disposals	-	-	(124,327)	(124,327)
Charge for the financial year	657	318	69,771	70,746
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
At 31 December 2014	710	388	80,611	81,709
In respect of prior financial year:				
	Office Equipment €	Fixtures and Fittings €	Computers €	Total €
Cost:				
At 1 January 2014	17,125	122,029	430,718	569,872
Additions	300	299	98,455	99,054
Disposals	-	-	(29,832)	(29,832)
At 31 December 2014	17,425	122,328	499,341	639,094
Accumulated depreciation:				
At 1 January 2014	16,105	121,543	394,242	531,890
Disposals	-	-	(29,832)	(29,832)
Charge for the financial year	610	397	54,320	55,327
At 31 December 2014	16,715	121,940	418,730	557,385
Net book values:				
At 31 December 2014	710	388	80,611	81,709
At 31 December 2013	1,020	486	36,476	37,982

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

10. 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 2015 (2014 & 2013: € Nil). At 31 December 2015 it had net assets of €51,076 (2014 & 2013: €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

	2015 €	2014 €
Cost		
At 1 January 2015 and	1	1
At 31 December 2015	1	1

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

11. DEBTORS: (Amounts due within one year)

	Group		Company	
	2015	2014	2015	2014
	€	€	€	€
Grant debtor	5,412	2,000	5,412	2,000
Prepayments and other debtors	131,047	152,308	36,425	20,836
Prepaid future programme cost	157,210	172,575	-	-
Value added tax recoverable	-	19,072	-	-
	293,669	345,955	41,837	22,836

12. CASH AT HAND AND IN BANK

	Group		Company	
	2015	2014	2015	2014
	€	€	€	€
Parent company bank accounts	96,005	97,989	96,005	97,989
Subsidiary bank accounts	38,242	343,140	-	-
	134,247	441,129	96,005	97,989

13. CREDITORS: Amounts falling due within one year

	Group		Company	
	2015	2014	2015	2014
	€	€	€	€
Deferred income (Note 15)	48,525	1,500	48,525	1,500
Accruals	80,504	82,919	34,061	46,249
ManagementWorks programme creditors	197,955	490,354	-	-
Match funding from enterprise deferred	128,458	86,182	-	-
Grant payable to subsidiary	-	-	133,858	154,519
Grant repayable to Enterprise Ireland	-	156,496	-	-
Value added tax	703	267	703	267
	456,145	817,718	217,147	202,535

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

14. FINANCIAL INSTRUMENTS	2015	2014
	€	€
Financial assets:		
Measured at undiscounted amounts receivable		
Trade and other debtors (Note 11)	293,669	345,955
Financial liabilities:		
Measured at undiscounted amounts payable		
Trade and other payables (Note 13)	456,145	817,718
15. DEFERRED INCOME	2015	2014
	€	€
	Total	Total
Opening deferred income	1,500	175,116
Received from Department of Education and Skills via the National Training Fund)	16,200,000	15,690,000
Repayable to Enterprise Ireland	-	208,504
Credited to income and Expenditure account (Note 3)	(16,152,975)	(16,072,120)
Closing deferred income	48,525	1,500
Parent company	48,525	1,500
Subsidiary	-	-
Deferred at 31 December 2015	48,525	1,500

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

16. INCOME AND EXPENDITURE ACCOUNT	2015	2014
	€	€
Parent company Skillnets	-	-
Subsidiary company: Skillnets Services DAC	51,075	51,075
	51,075	51,075

17. RECONCILIATION OF OPERATING SURPLUS/(DEFICIT) TO OPERATING CASH FLOW	2015	2014
	€	€
Operating surplus/(deficit) before interest income	96	(3,087)
Depreciation	70,746	55,327
Decrease in debtors	52,286	256,106
(Decrease)/increase in creditors	(361,573)	69,446
Net cash (outflow)/inflow from operating activities	(238,445)	377,792

18. ANALYSIS OF NET FUNDS	At 31 December 2014 €	Cash Flow €	At 31 December 2015 €
Cash at bank and in hand	441,129	(306,882)	134,247

19. 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 2015 was 13 (2014: 13), being each of the directors.

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

20. RELATED PARTY TRANSACTIONS

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

21. FINANCE COMMITMENTS

The Company has entered into an agreement for the lease of its premises in Sandyford. The lease is for a five year term with a break clause on the 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:

	2015 €	2014 €
No later than one year	128,550	128,550
Later than one year and not later than five years	128,550	257,100
Later than five years	-	-
	<hr/> 257,100	<hr/> 385,650

22. PENSIONS

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 €143,798 (2014: €135,789).

The amount owing at 31 December 2015 was €Nil (2014: €Nil).

SKILLNETS

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2015

23. EXPLANATION OF TRANSITION TO FRS 102

This is the first year the company has presented its financial statements under Financial Reporting Standards 102 (FRS 102) issued by the Financial Reporting Council. The last financial statements under previous Irish GAAP were for the year ended 31 December 2014 and the date of transition to FRS 102 was therefore 1 January 2014. As a consequence of adopting FRS 102, a number of accounting policies have been changed to comply with that standard. None of these changes have resulted in an adjustment to equity reported under previous Irish GAAP at 31 December 2014 or 1 January 2014 and there was no effect on results previously reported for the year ended 31 December 2014.

2015 TNP Networks

A

ACIST Skillnet Variety of training courses in the Mid-West.

Animal Health Ireland Skillnet Training courses related to animal health.

Animation Skillnet Training for the animation, games and post production sectors.

Aviation & Aerospace Skillnet Training for the aviation and aerospace sector.

B

BiznetCork Skillnet Variety of training courses in the South West.

Business Excellence Skillnet Variety of business training courses.

C

Carlow Kilkenny Skillnet Variety of training courses in Carlow and Kilkenny.

CCMA Ireland Skillnet Training for the contact centre industry.

CITA Skillnet Training for the construction sector.

County Tipperary Skillnet Variety of training courses in Tipperary.

Construction SME Skillnet Training for the construction sector.

CPA Ireland Skillnet Training for the accountancy and financial sectors.

D

Design, Print & Packaging Skillnet Training for the design, print and packaging industries.

Duhallow Skillnet Variety of training courses.

F

Farm Business Skillnet Training for the agricultural sector.

FDII Skillnet Training for the food and drink industry.

First Polymer Training Skillnet Training for the engineering and manufacturing sectors.

G

Galway Executive Skillnet Variety of training courses in the West.

Gaming and Leisure Skillnet Training for the gaming industry.

Gréasán na Meán Skillnet Training for the media/audiovisual sector in the West.

H

HPSU Skillnet Variety of training courses in the West.

I

ICOS Skillnet Training for the agricultural sector.

ICT Ireland Skillnet Training for the technology sector.

IIE Manufacturing and Engineering Skillnet Training for the engineering and manufacturing sectors.

IMDA Skillnet Training for the life sciences sector.

Innovation and Lean Sigma Skillnet Variety of training courses.

I

Irish Franchising Skillnet Variety of training courses.

ISA Software Skillnet Training for the technology sector.

ISME Skillnet Variety of training courses.

it@cork Skillnet Training for the IT sector in the South West.

ITAG Skillnet Training for the IT sector in the West.

L

Languages and International Trade Services Skillnet Training in languages and international trade services.

Law Society Skillnet Training for the legal sector.

Leading Healthcare Providers Skillnet Training for the healthcare sector.

Lean Water & Energy Skillnet Utilities and water management training.

Learning Waves Skillnet Training for the radio industry.

Limerick Chamber Skillnet Variety of training courses in the Mid West.

M

Macra na Feirme Young Farmer Skillnet Agricultural training for young farmers, aged 18-35.

ManagementWorks Management development training courses with mentoring for SME managers.

MBE Skillnet Variety of training courses.

N

National Organic Training Skillnet Training for the agricultural sector.

P

PharmaChem Skillnet Training for the pharmaceutical sector.

Postive2Work Skillnet Variety of training courses.

R

Retail Ireland Skillnet Training for the retail sector.

Role Skillnet Variety of training courses.

Rural Enterprise Skillnet Variety of training courses.

Rural Food Skillnet Training for the food sector.

S

Shannon Chamber Skillnet Variety of training courses in the Mid-West.

SIMI Skillnet Training for the motor industry.

Sligo Chamber Skillnet Variety of training courses in the North-West.

Social Media Skillnet Variety of training courses.

South Kerry Skillnet Variety of training courses in the South West.

South West Gnó Skillnet Variety of training courses in the South West.

S

Space Industry Skillnet Training for the space industry.

Sustainability Skillnet Training for the sustainability and cleantech sectors.

T

Taste 4 Success Skillnet Training for the food and drink industry.

Tech Northwest Skillnet Technology training in the Border region.

Trade Union Skillnet Variety of training courses.

Trainers Learning Skillnet Variety of training courses.

Travel Professionals Skillnet Training for the travel industry.

U

ULearning Skillnet Variety of training courses.

W

Waterford Chamber Skillnet Variety of training courses in the South East.

Wexford Chamber Skillnet Variety of training courses in the South East.

Wind Skillnet Training for the wind energy sector.

X

XLVets Skillnet Training for the veterinary sector.

2015 Finuas Networks

Aviation Finance Finuas Network International Financial Services (IFS)

- Education and training for the aviation finance and leasing sector.

Law Society Finuas Network International Financial Services (IFS)

- Education and training for legal firms operating in the IFS sector.

Summit Finuas Network International Financial Services (IFS)

- Education and training for the international banking, insurance, payments, funds, securitisation and financial technology sectors.



Skillnets

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