HEAnet
Ireland's National Education & Research Network

Annual Report & Financial Statements 2019

A NATIONAL EDUCATION NETWORK FOR SHARED IT SERVICES

NATIONAL NETWORK

HEAnet provides high speed, resilient Internet connectivity and associated ICT services to education and research organisations throughout Ireland:
www.heanet.ie/the-network

SCHOOLS

HEAnet provides Internet connectivity and associated services to all primary and post-primary schools in Ireland:
www.heanet.ie/schools

GLOBAL CONNECTIVITY

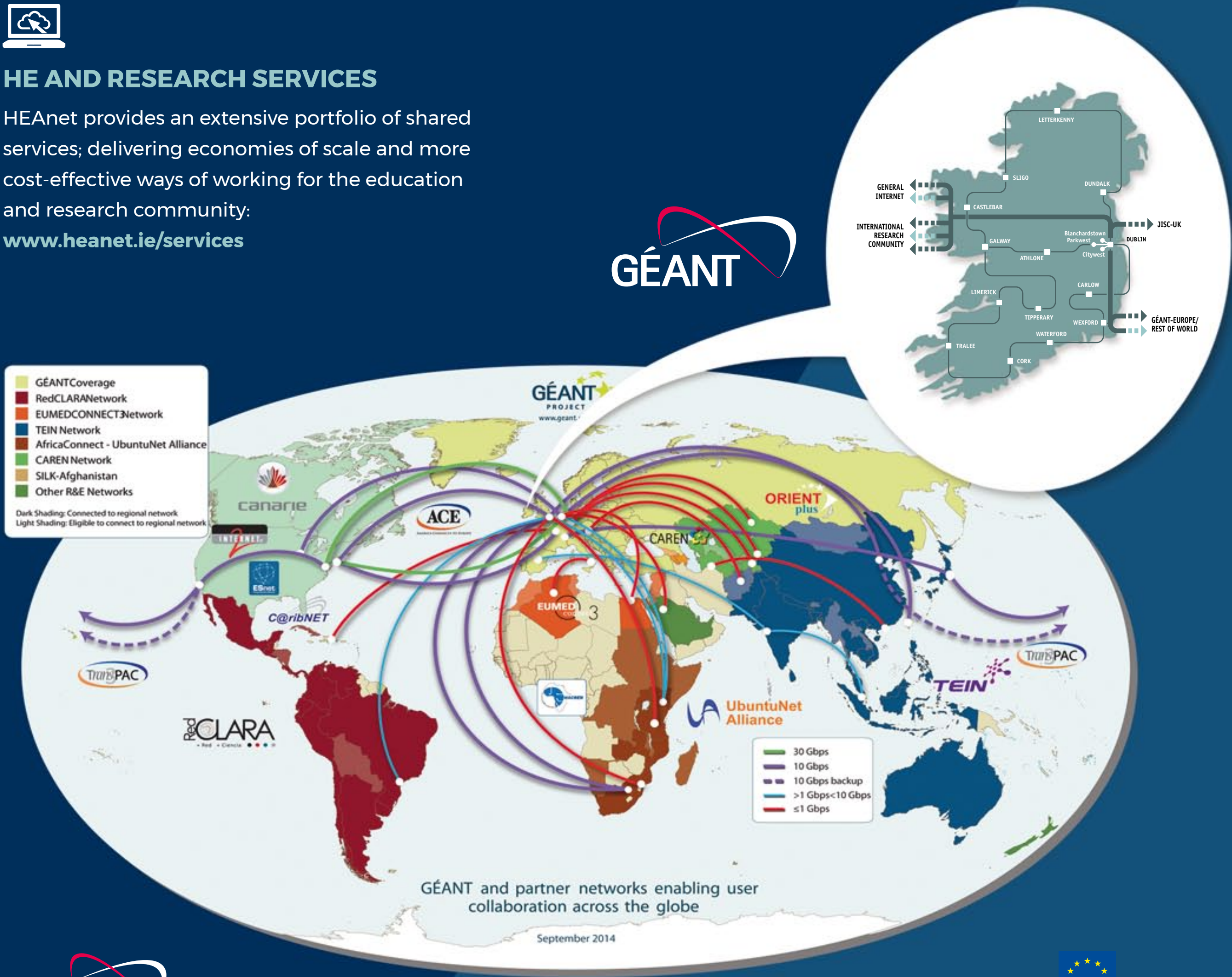
HEAnet also provides its clients with international connectivity via GÉANT - the pan-European network; facilitating research collaboration around the world:
www.geant.org

EDUCAMPUS

EduCampus Services, a subsidiary of HEAnet, provides MIS shared services to the higher education sector:
www.educampus.ie

HE AND RESEARCH SERVICES

HEAnet provides an extensive portfolio of shared services; delivering economies of scale and more cost-effective ways of working for the education and research community:
www.heanet.ie/services



GÉANT is co-funded by the European Union within the 7th R&D Framework Programme

Co-funded by the European Union

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CHAIRPERSON'S FOREWARD

HEAnet is a recognised and trusted provider of common, repeatable and shareable IT services for all levels of the Irish education system, connecting some 1.1 million users to the internet via its 100 Gbps-capable network.

On behalf of HEAnet, and its subsidiary company, EduCampus Services, it is my privilege to present a copy of the annual report and financial statements for 2019.

HEAnet is a recognised and trusted provider of common, repeatable and shareable IT services for all levels of the Irish education system, connecting some 1.1 million users to the internet via its 100 Gbps-capable network.

Furthermore, through its membership of GÉANT (the leading collaboration on e-infrastructure and services for research and education), HEAnet extends the reach of its national network to Europe and beyond, across the globe.

In November 2019, Kerrie Power, HEAnet's Chief Executive was elected to GÉANT's Board of Directors. Her appointment presents us with the opportunity to positively impact decisions that will affect the future direction of e-infrastructure and digital research facilities around the world.

Additionally, Ronan Byrne, HEAnet's deputy Chief Executive, has been appointed Community Chair of the GÉANT Network Infrastructure Advisory Committee (NIAC) – to advise on an EC funded project to upgrade the GÉANT backbone network, future-proofing its capacity to support the needs of Europe's research and education community for the next 15 years. This is a project which will have a far-reaching impact and HEAnet is leading the way in articulating the sectors' needs and influencing future outcomes.

These appointments are a clear demonstration of how successfully HEAnet has developed and continues to foster strong collaborative relationships across Europe and beyond.

We look forward to another exciting year - forging ever stronger relationships with our clients, partners and affiliates - to deliver common, repeatable and shareable solutions for all levels of Ireland's education sector.

Impact of the novel coronavirus on HEAnet Group activities

Since early 2020, but particularly since March 12th, the coronavirus pandemic has started to impact the national economy as consumer and business activity are required to shut down to limit the spread of the virus. Government funds are already being diverted to support the health service and other vulnerable sectors of the economy. As an organisation reliant on state grants to fund its activities, it is probably inevitable that the HEAnet Group will be impacted by this crisis. Based on the current level of cash resources in HEAnet Group, management are confident that there is no reason for concern, at this point in time, regarding working capital management in the business.

In addition, our Government partners have consistently offered strong signs of support to HEAnet Group regarding current funding arrangements. Our budgets and cashflow forecasts show that we will be in good shape at the end of this year but that we, like a lot of other state-funded organisations will possibly face a more challenging environment in 2021. There is further commentary on the measures taken to evaluate this risk in the financial review section of this annual report.

In accordance with the 2016 Code of Practice for the Governance of State Bodies I wish to report to you on the company's compliance with the requirements as set out in the code, and specifically on the following matters relating to the reporting period 1 January to 31 December 2019.

- There were no commercially significant developments. No new subsidiaries or joint-ventures were established, and there was no share acquisitions or disposals relating to the subsidiary company;
- No off-balance sheet financial transactions took place;
- I affirm that all appropriate procedures for financial reporting, internal audit, travel, procurement and asset disposals are being carried out;
- I acknowledge our responsibility for ensuring an effective system of internal financial control is in place. A statement on the system of internal controls is included with the annual report, pages 27 – 28;
- HEAnet Group had in place a code of business conduct for directors through 2019. An updated code of conduct that is expanded to include employees was approved at a meeting of HEAnet's Board in December 2019, so this is being rolled out to the organisation in 2020;
- HEAnet is a private company and the Chief Executive and other staff are not public or civil servants. Salary and compensation decisions are made using a formalised internal performance management system against benchmarked salary bands. As such, HEAnet does not strictly follow Government policy on the pay of the Chief Executive and other employees;
- Board members are not paid any salary or remuneration for their service. Expenses payments to directors and staff are in accordance with rates sanctioned by the Department;
- There are no post-balance sheet events to report;
- HEAnet Group and its subsidiary companies follows the principles of the Public Spending Code as they are interpreted and agreed with its funders;
- HEAnet Group has put in place procedures for the making of protected disclosures in accordance with S. 21 (1) of the Protected Disclosures Act 2014. The annual report for 2019 was published in April 2020;
- HEAnet Group strives to comply with Government travel policy in all respects as much as possible;
- HEAnet Group has complied with its obligations under tax law;
- HEAnet Group is not involved in any legal disputes with any other state bodies. HEAnet's subsidiary company EduCampus is not involved in any legal disputes with any other state bodies;
- During 2019, HEAnet carried out an internal gap analysis of its compliance with the 2016 Code of Practice and some sections where HEAnet cannot comply with the 2016 code were identified. HEAnet is in the process of concluding an oversight and performance delivery agreement with the Department of Education and Skills (as the company's primary funder). The non-compliant sections will be included in a schedule of derogations that will form part of the final oversight and performance delivery agreement. However, while the Department are currently aware of these sections, the derogations are not yet in place until the oversight agreement is formally concluded;
- HEAnet has a single subsidiary company, EduCampus Services DAC, and this company continues to operate for the purpose of which it was established;
- HEAnet has policies and procedures in place to try to ensure that it is fully compliant with public procurement requirements. However, instances of non-competitive procurement, if any, were not tracked or reported in 2019.

I would like to acknowledge the work of the members of the Boards of HEAnet and our subsidiary EduCampus, along with the Chief Executives and staff of both companies. Our close collaboration ensures we achieve our goal of providing network infrastructure and common, repeatable and shareable solutions for higher education and research in Ireland.

Professor Anne Scott
Chairperson, Board of HEAnet, and
Vice-President for Equality & Diversity,
NUI Galway

MESSAGE FROM THE CHIEF EXECUTIVE

HEAnet has become a leaner, more agile organisation. Ensuring we are in excellent condition to embrace the future and deliver positive impact across all of education.

HEAnet is unique in what it does in Ireland - delivering common, repeatable and shareable solutions for all of education. We are proud of the core competencies we have developed over the years in the areas of connectivity, security, identity and brokerage and how we leverage these competencies to provide a service of excellence.

Over the course of 2019, HEAnet has become a leaner, more agile organisation. Ensuring we are in excellent condition to embrace the future and deliver positive impact across all of education.

One of our key achievements has been the significant expansion of our ICT Security Service. At the start of 2019 we had four clients using the service. By the end of the year we had added four new clients. We also reached an agreement with the Technological Higher Education Association (THEA) group - encompassing THEA and the eleven Institutes of Technology - that they would subscribe to the service, making HEAnet their sectoral security service provider.

The shared ICT Security Services portfolio augments our client Institutions' ICT Departmental resources. The portfolio, developed through close collaboration with client and executive sponsorship, ensure that the design of the services continue to meet the evolving needs of our HEAnet client community and mitigates the ever-changing nature of the security threats directed their way.

This year also saw the initiation of a HEAnet Group strategy planning exercise. A HEAnet Group Strategy Steering Committee was established in Quarter 4, 2019 with representation from DES, HEA, IUA, THEA, IDA, HEAnet and EduCampus, and Barbara McConalogue as Committee Chairperson. The purpose of the Committee is to assist the Boards of HEAnet and EduCampus in developing an overall group strategic plan. It is envisaged that the Steering Committee will formulate a draft group strategic plan for presentation to the respective Boards in the first half of 2020.

We continued to build and consolidate key stakeholder engagements; aligning with Ireland's National Shared Services Strategy, where HEAnet are being asked to do more, taking our place in the collaborative think tank.

Another important development during 2019 is our position on the European Open Science Cloud (EOSC) Governance Board. This offers a forum to influence on behalf of Irish researchers and presents an opportunity to progress the collective European ambitions for open research.

And underpinning everything is our highly sophisticated and reliable 100 Gbps-capable network; the backbone that, not only supports everything we do for our clients here in Ireland, but also connects them to education and research communities across Europe and the rest of the world.

Kerrie Power
Chief Executive, HEAnet

BOARD OF DIRECTORS AND OTHER INFORMATION

Members of the Board of Directors as at 31 December 2019

Mr Billy Bennett
Dr Gerard Culley
Ms Sheena Duffy
Mr Paul Feldman
Mr Phillip Fischer
Dr Orla Flynn
Ms Rosemary Fogarty
Mr Patrick Magee
Prof Michael Murphy
Ms Colette McKenna
Prof Noel O'Connor
Mr Sean O'Farrell
Ms Dearbhla O'Reilly
Prof Anne Scott

Secretary and Registered Office

Ms Rhian Williams
5 George's Dock
IFSC
Dublin 1
Ireland

Parent Company Number:	275301
Subsidiary Company Number:	560681
Parent CHY Number:	12414
Subsidiary CHY Number:	21490
Parent CRA Registration Number:	20036270
Subsidiary CRA Registration Number:	20105242

Executive Management Team

Kerrie Power	(Chief Executive)
Ronan Byrne	(Chief Strategy Officer)
Brian Boyle	(Technical Services Director)
John Creaven	(Client Services Director)
Susie Leacy	(People Operations Director)
Rhian Williams	(Corporate Services Director)

Independent Auditors

PricewaterhouseCoopers
Chartered Accountants and Statutory Audit Firm
One Spencer Dock
North Wall Quay
Dublin 1
Ireland

Bankers

Bank of Ireland
IFSC Branch
La Touche House
Customs House Dock
Dublin 1

Allied Irish Bank
1 - 4 Lower Baggot Street
Dublin 2

Solicitors

O'Connor Solicitors
8 Clare Street
Dublin 2
Ireland

TRUSTEES' REPORT
(incorporating Director's Report)

The directors of HEAnet CLG, Ireland's National Education and Research Network, hereby present their report and the audited group financial statements for the financial year ended 31 December 2019.

HEAnet was incorporated as a Company Limited by Guarantee and not having a share capital in November 1997. It operates on a non-profit basis, has been granted charitable tax-exempt status by the Revenue Commissioners and is registered with the Charities Regulatory Authority (CRA).

A subsidiary company EduCampus Services DAC was incorporated in April 2015 to deliver on the evolution of shared services to the higher education sector including student records management, payroll, HR management, finance and library management. 92% of EduCampus share capital is held by HEAnet.

HEAnet is managed by a board comprising members from third level institutions, the Higher Education Authority and the Department of Business, Enterprise and Innovation. Costs are met largely from government grants and charges to HEAnet members and services are provided to clients on a cost recovery basis.

The Directors confirm that the financial statements of the company comply with the current statutory requirement of the companies governing documents and with the provisions of Financial Reporting Standard 102 (FRS102) and the Statement of Recommended Practice - Accounting for Further and Higher Education 2015 applicable to all further and higher education institutions and providers preparing their accounts in accordance with the financial reporting standard applicable in the Republic of Ireland (FRS102) hereafter denoted as the FE/HE SORP (FRS102).

The FE/HE SORP (FRS102) is not yet mandatory in the Republic of Ireland and the Irish Charity Regulator has not yet prescribed accounting regulations for Irish Charities. In the absence of such prescriptive guidance this Board has adopted the FE/HE SORP (FRS102) as it is considered to be most appropriate to the circumstances of the organisation.

OBJECTIVES AND ACTIVITIES

Strategic Direction

A fundamental review of the HEAnet strategy was initiated in early 2019. Over the course of the year we engaged with stakeholders and international peers to inform the shape of our strategic direction for the period 2020 – 2022.

This external engagement included meetings with:

- HEAnet Board
- University IT Directors
- IoT IT Managers
- TU Dublin
- IUA
- THEA
- CEO, GÉANT
- CEO, JISC (UK)
- CEO, National Shared Services Office
- Government CIO

Kerrie Power, HEAnet Chief Executive, also conducted a series of 1-to-1 meetings with many stakeholders across the sector. In May, we conducted a survey inviting contributions to our strategic direction. Our new strategy is now pending HEAnet Board approval.

Five core areas of strategic focus were identified for development over the period 2020-2022:

1. Connectivity
2. Security
3. Identity
4. Brokerage
5. Research Engagement

Connectivity

- To provide reliable and secure connectivity;
- To keep pace with the ever-increasing demand for bandwidth;
- To extend national and global reach and remove distance between learners, academics and researchers;
- To secure sustainable funding to provide world-class infrastructure into the future;
- To keep Ireland connected to the world stage.

Security

- To protect users and their data;
- To mitigate threats and to rapidly respond to incidents;
- To educate and increase awareness;
- To remain “always on” and “always trusted”.

Identity

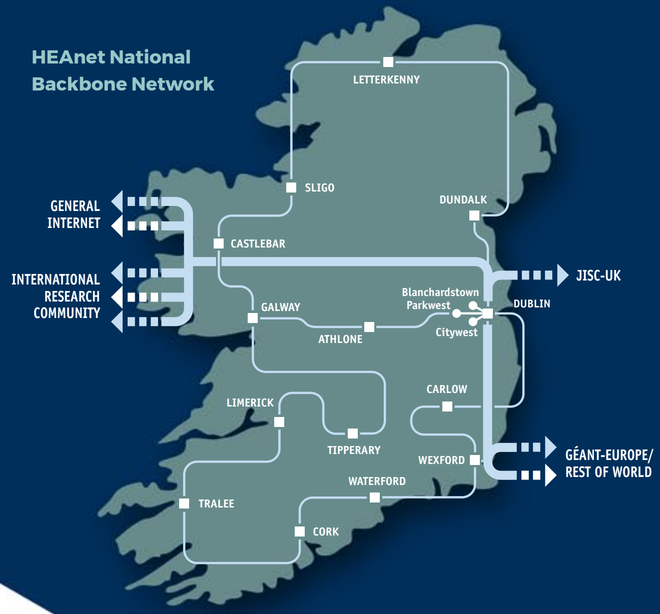
- To verify users are whom they claim they are;
- To enable and enhance data privacy;
- To enable national and international resource sharing and access;
- To ease the burden of identity management.

Brokerage

- To save clients’ time and money;
- To negotiate superior deals and agreements;
- To leverage collective strengths and economies of scale;
- To leverage the Office of Government Procurement (OGP) frameworks;
- To leverage GÉANT frameworks and the European single market;
- To effect vendor oversight;
- To provide client support and assistance;
- To provide clients with a conduit to frameworks that is compliant with public procurement.

Research Engagement

- To support innovation and new research;
- To support national and global collaboration;
- To support Open Science and the European Open Science Cloud (EOSC);
- To connect research instruments;
- To support big data and disruptive innovation;
- To advance the solution of grand challenges.



ACHIEVEMENTS AND PERFORMANCE

HEAnet's work in pursuit of our strategic focus is delivered through six distinct areas of activity:

- Connectivity;
- Identity and Access (Authentication);
- ICT Security;
- MIS services and solutions (delivered by subsidiary company EduCampus Services DAC);
- Brokerage and Procurement;
- Schools (Primary and Post-Primary).

The detail of that work is set out in the following pages, highlighting the value of the collaborative approach and of applying shareable and repeatable solutions to the common challenges of facilitating Irish education and research across multiple locations.

CONNECTIVITY

Providing essential infrastructure to the Education and Research Sector

Education is fundamentally about sharing information. The ability to do this effectively, at scale, is realised by the connectivity that HEAnet provides. It links the teachers, learners and researchers to the digital resources that enable them to perform their duties across the world stage. Enabling connections through accessible, reliable, high quality infrastructure is one of HEAnet's principle obligations as set out in its vision statements. HEAnet is the primary provider of the connections and the networks that makes this possible throughout Irish education.

HEAnet works as an advisor and partner across the first, second, third and fourth level sectors to provide an essential daily service to over one million users (learners, researchers and staff) across every school, college, university and research lab in the country.

From simple animations in primary school to enabling pioneering international research projects, ultra-high speed, robust and reliable online connectivity is essential for their success.

As the dependency on electronic communication has grown, so too has education's reliance on IT infrastructure. Even the smallest outage can substantially impair delivery and impede support services.

That's why HEAnet is proud to report another year of high performance, with service availability exceeding stated service level commitments.

Despite the various challenges, including the unprecedented ferocity of Storm Emma in the early part of the year, our client connections exceeded their annual availability target levels of 99.99% for resilient connections and 99.50% for non-resilient connections.

The dependency on connectivity and the continuing demand for greater capacity means that forward planning and proactive provisioning of additional bandwidth is a key function for HEAnet.

In fulfilling its commitment to be a trusted advisor to the sector, HEAnet proactively looks to pre-empt both risks and future growth needs for provisioning high levels of availability on a sustained basis. Resiliency and redundancy are key factors for stable client connectivity and planning for these is an integral feature of our network design. Our network is the most important (and complex) service that we deliver. It comprises 250 network devices, linked by a minimum of 700 circuits, and connects over 1 million people - our combined first, second, third and fourth level end users - every day.

The network connections (fibre cables) we use are leased from several companies, typically for long-term contract periods (some strategic connections are contracted for up to ten years). A significant re-tendering for the metropolitan area fibre in Cork, Galway, Limerick, Sligo and Waterford was completed in 2018 and rolled out in 2019. Re-tendering core network circuitry was matched with additional re-tendering for client access circuits (they connect to the equipment in the core network) and delivered both increased network capacity and lowered annual costs.

Replacement Metropolitan Area Networks (RMAN) Programme

Quarter 1 2019 saw the conclusion of the multi-year RMAN programme with the high-level objective of replacing the current HEAnet Client Access Network. The programme had further objectives to:

- Provide a new platform to allow HEAnet to add additional capacity to its clients as and when needed, scalable to 100Gbps;
- Leverage new network equipment capabilities to deliver enhanced service resilience;
- Consolidate infrastructure and reduce operations' overhead by combining the current Layer2 and Layer3 networks;
- Provide new network services in addition to the current ones, such as L3VPN and E-LAN;
- Reduce operations' overhead by incorporating an automated provisioning system;
- Replace infrastructure at end of life stage.

Metro Fibre Replacement

Another project to re-procure a significant portion (110km) of HEAnet's metro fibre footprint was concluded in Quarter 1 2019. Following a rigorous procurement process, a new contract was signed with e-net on 27 February 2019 which extended the provision of dark fibre metro services for a further 10 year contract term. This new agreement will realise significant savings over the contract term.

Services Network Replacement Equipment (SNRE) Project

The Services Network is the network used within the HEAnet datacentres (Blanchardstown, Parkwest and Waterford) to underpin a wide variety of services that HEAnet provide for clients. The Services Network is also critical for the 24x7 connectivity and resilience required by many HEAnet services. The old services network architecture was over 7 years old, with some devices over 10 years old. Replacing the services network was, therefore, essential to maintain services levels as well as future-proofing the infrastructure to support our services portfolio going forward.

These tenders have achieved new long-term fibre agreements and significantly helped HEAnet to meet clients' future requirements for high quality, fault-tolerant Internet access.

IDENTITY AND ACCESS (AUTHENTICATION)

Providing Access – Edugate's 43million logins

As the needs of education become more diverse and complex, the need to control and manage secure access to the resources and infrastructure that provides them has grown likewise.

In its vision statements, HEAnet committed to be the driver of Identity Federation across the education sector. Edugate's shared Single Sign On (SSO) meets this commitment. It enables our clients to provide seamless integrated access to over 760 different services to the people that use them across the system. This frees up local managers to focus on the task-critical provisioning and deprovisioning of user accounts in a secure manner.

HEAnet's Managed IdP service was extended to support Microsoft's Azure Multi-Factor Authentication (MFA) and Cisco's Duo MFA during 2019. It also established a framework for adding support for other third-party MFA solutions. Similarly, support for Microsoft's cloud based user directory management platform was also created for those institutions planning to move away from on-premise user management software.

The Edugate Statistics service was also extended to provide our clients with support for finer granularity. The service provides a breakdown of access statistics by department or faculty for each service the Managed or Hosted IdP service supports. This facility is particularly valued by libraries; they use granular data to inform e-resource subscription decisions and is a mechanism for departmental charging.

Edugate, in particular, enables institutions to harness the use of cloud-based services. It removes the service management overhead from them by securely translating user credentials into vendor-specific credentials.

ICT SECURITY

ICT and online security represent a substantial, growing and ever-changing risk overhead to the Higher Education Sector. HEAnet clients are challenged to maintain a currency in their knowledge and ability to respond to a diverse range of disruptive technologies.

HEAnet provides a sector-wide, shared ICT Security Services portfolio to augment our client Institutions' ICT Departmental resources. It supplies them with an advanced view of their risk profile, threat defence readiness with state-of-the-art threat detection, for both the ICT department experts and their key staff.

Our suite of services is developed through a necessary client collaboration and executive sponsorship. This ensures that the design of the ICT Security Services meets the evolving needs of the HEAnet client community and mitigates the ever-changing nature of the security threats directed their way.

In 2019 our service experienced strong growth with the addition of four new clients, expanding the client base to eight. Towards the end the of year, we also reached an agreement with the THEA group - encompassing THEA and the eleven Institutes of Technology - that they would subscribe to the service, making HEAnet their sectoral security service provider.

HEAnet's ICT Security Service delivers a range of individual ICT Security Services including:

- ICT security and risk assessment;
- ICT policy review & development;
- Provision of network security perimeter assessments including penetration testing and vulnerability scanning;
- Threat simulation and reporting;
- Security awareness training and phishing simulation.

These services are provided through a dedicated HEAnet team. They identify ways to augment clients' IT department resources with the over-arching objective of creating and maintaining a standardised set of core and complementary security services to be common, repeatable and shareable across HEAnet clients.

Given its standing as a trusted service provider, and its range of client relations across the sector, HEAnet is uniquely positioned to deliver and develop these services with others in a cost effective and repeatable manner.

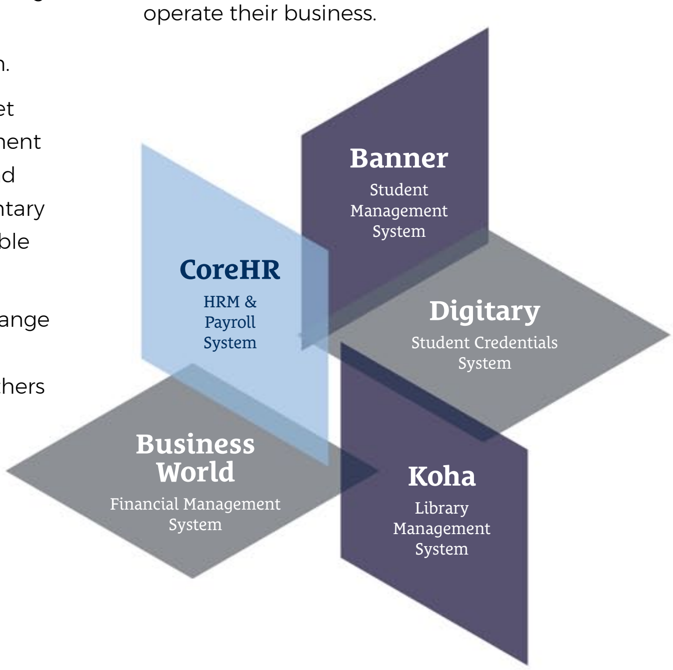
As a trusted, shared service provider, we offer opportunities for economies of scale in areas such as the development of security policies and security testing of cloud-based applications common across the sector.

The HEAnet suite of ICT Security Services will continue to evolve to meet the new IT security challenges faced by our client community. The addition of penetration testing and phishing simulation in 2019 is an example of how this service continually evolves to meet the needs of our client community.

MIS SERVICES AND SOLUTIONS

(delivered by subsidiary company EduCampus Services DAC)

While connectivity, identity & access and security are at the core of the HEAnet mission, EduCampus, a subsidiary of HEAnet, enables the delivery of quality IT and Managed Information Services (MIS) to the Irish education and research sector. This includes the provision of infrastructure and hosting of these systems. The EduCampus managed MIS portfolio includes five key business management applications that underpin and support the operations and business system requirements for higher education institutions. EduCampus provides Student Management, HRM & Payroll, Finance, Library and Student Credentials systems. These applications are the essential MIS systems required by any higher education and research focused institute in order to operate their business.



In the last year, EduCampus' client community has grown. In addition to the Institutes of Technology, Educampus now also provide services to Technological University Dublin, University of Limerick, the Houses of the Oireachtas, and Trinity College Dublin through our arrangement with the Education Shared Business Services (ESBS).

In 2019, EduCampus undertook significant engagement with Stakeholders to develop a Strategic Plan for 2020-2024. This draft plan was presented for consideration to the EduCampus Board in December 2019 and will be brought forward for approval in Quarter 1 2020.

EduCampus's mission is to deliver innovative shared services through continuous collaboration with our client community. We will adapt to the changing need of our ever-expanding client base, by providing transformational leadership, and by harnessing new and emerging concepts to support the education and research sector.

Having delivered on our strategic commitments in 2019, EduCampus plans to:

- Continue our commitment to quality in the design, implementation and operation of the environments and services we provide;
- Continue to implement, maintain and support the business critical systems for our client community;
- Expand our client community and develop quality solutions for that expanded client base;
- Engage with stakeholders to develop and seek Board approval for its Strategic Plan covering the period 2020-2024.

Going forward, EduCampus will evolve and expand its services and systems through client collaboration, in order to provide new applications to our ever-expanding client base.

BROKERAGE AND PROCUREMENT

HEAnet's Brokerage function directly addresses its core vision statements by combining sector-informed IT knowledge with commercial skills to deliver a balance of effective technical solutions and value for money to its clients.

The Brokerage function has achieved very significant success over recent years, and now delivers savings in the order of €7m per annum. In addition to cost savings, clients benefit from enhanced commercial terms and conditions, superior service levels, and time savings in public procurement processes.

Today, the HEAnet Brokerage function supports in the region of 60 agreements, each designed to reduce cost, save time, increase efficiency and gain enhanced terms of use for clients. It also reduces or removes the public procurement burden for HEAnet client institutions by negotiating and designing sector-specific procurement frameworks and discounted purchasing agreements. It does this while also leveraging the framework portfolio of the Office of Government Procurement (OGP) and working within frameworks brokered by international organisations such as GÉANT*, Eduserv, and fellow NRENs**.

2019 proved to be another successful year in terms of Brokerage activity, with renewals of Microsoft and Adobe campus agreements being important milestones. HEAnet also worked closely with the OGP establishing a sector-wide drawdown agreement for Desktops and Laptops on which our higher education clients place a lot of reliance. HEAnet also worked with the OGP on their tender processes to create new framework agreements for:

- Desktops;
- Laptops;
- Hybrid Devices;
- Microsoft Software Licensing.

As part of its core strategic remit to connect Ireland's research and education sector to European initiatives, HEAnet resources were also active contributors to GÉANT procurements, with HEAnet's Brokerage Team Manager continuing as a Task Leader within the next phase of GÉANT pan-European cloud procurement activities.

Client uptake of the GÉANT Cloud IaaS Framework over 2019 reports 38 clients now drawing down off this framework. This increase in uptake reflects the trend of campus organisations moving their systems off campus and onto public cloud provider platforms.

PROCUREMENT FOR THE SCHOOLS NETWORK

In 2019, HEAnet re-tendered for post-primary school connections in counties Cavan, Clare, Donegal, Galway, Laois, Leitrim, Longford, Louth, Mayo, Monaghan, Offaly, Roscommon, Sligo and Westmeath. This mini-competition included over 250 connections with significant savings to be realised over the 3-year contracts. Schools are already benefiting from the bandwidth upgrades and savings will be reflected from 2020 onwards.

* GÉANT is the leading collaboration on e-infrastructure and services for research and education.

** National Research and Education Networks.

SCHOOLS (PRIMARY & POST-PRIMARY)

The HEAnet Schools Network accounts for almost 50% of HEAnet activity by traffic and serves the needs of over 900,000 students and teachers every day.

In keeping with its strategic objective to provide advanced networking, HEAnet has been providing connectivity to Ireland's 4,000 schools since 2005. In 2010, HEAnet undertook a massive initiative to transform the country's second-level education sector through the rollout of a 100Mbps (Megabits per second) High-Speed Programme, delivering universal coverage across Ireland's post-primary schools with high-speed connectivity.

Schools Network Availability

Once again, the Schools Network has maintained its excellent record of reliability and availability in 2019. The Schools core network and filtering system were fully available with no outages during the year. Being able to depend on their HEAnet connection enables schools to fully embed Internet connectivity into their lesson plans.

Schools Connectivity

Out of approximately 815 post-primary school connections, 386 (47%) have already had their connection upgraded to 200Mbps or above. Based on the increased usage seen on these connections in 2019, almost half of all post-primary schools (365) are due a further upgrade in 2020. Once these upgrades are complete, over 80% of schools will have a connection of 200Mbps or higher. As traffic continues to grow, the core network is being upgraded to increase the capacity from 40Gbps (Gigabits per second) up to approximately 70Gbps enabling more expansion and secure connectivity into the future.

Reliable, ubiquitous broadband continues to transform the educational experience across the country allowing teachers and students develop their digital skills. The HEAnet Schools Network continues to underpin the Government's Digital Strategy now and into the next decade.

DATA CENTRE STRATEGY

Over the second half of 2019, the Innovation and R&D Team successfully completed a HEAnet Data Centre Strategy. This set out a road map for the next 5-years to enable significant data centre cost savings over the remainder of the decade. The strategy set out a series of data consolidation work phases to form a multi-year programme that started in 2020.

PMO AND SERVICE PLANNING

The PMO (Project Management Office) offers project governance and oversight to support project managers in the delivery of their projects. The PMO also acts as a support and escalation channel for project managers and project sponsors.

Throughout 2019, the PMO also managed a number of projects directly, including:

- The 'Moodle Evolution' project – requiring the establishment of a procurement framework for Virtual Learning Environments (VLEs) to enable clients to migrate to a commercial Moodle, or other VLE, platform;
- Business Support System (BSS) – implementation of a new Finance and CRM system using Microsoft Dynamics "Business Central";
- Service Monitoring and SLA programme – with the purpose of providing greater visibility of service metrics to clients.

Service Assessment & Delivery

During the year, the PMO introduced a new Service Planning initiative to manage its portfolio of projects and service developments for clients, they provide:

- A Service Assessment approach creating a standardised, consistent way of assessing new client services and their corresponding business case to ensure we are delivering the right services. The Service Assessments are appraised by a new Service Planning group;
- A Work Programme; a mechanism to manage the HEAnet portfolio of projects with the corresponding resources and prioritisation.

PLANS FOR FUTURE PERIODS

HEAnet will develop a new strategic plan in 2019 for the three year period 2020 to 2022 and is in negotiations with its primary funder regarding a capital funding allocation for the next five years.

In terms of service delivery, HEAnet will focus on promoting and developing its portfolio of core competency services including connectivity, security, brokerage and identity & access, as well as offering future common, repeatable and shareable shared services that its client community may need.

FINANCIAL REVIEW

The level and volume of activity in the group was lower in 2019 compared to 2018 by approximately €1.25m. The turnover for the year ending 31 December 2019 was €32,699,646 (2018: €33,946,484), and this reflected reduced turnover in the parent company and increased activity in the subsidiary.

The surplus for the year amounted to €356,910 (2018: €599,116). As per the constitution, the companies are prohibited from making any distribution of funds to members.

Development and performance throughout the financial year and position at the end of the year.

HEAnet income in 2019 continued to be earned from a number of different sources including grant funding from central Government Departments and agencies, client membership charges and optional 'pay as you go' services offered to the client community. The income recognised from grants awarded from funding bodies decreased in 2019 by €1.42m, arising from less expense being recognised in the Core HEAnet infrastructure recurrent grant €5,400,845 (2018: €6,180,992), and the Schools project grants €6,865,592 (2018: €7,694,064).

Other client income includes offerings such as HEAnet's flagship common, repeatable shared service: ICT security service, data centre hosting, webhosting, eduroam and MIS services charged to clients. Income from MIS services charged to clients increased to €646,814 in 2019 (2018: €359,781). Income from this service and the ICT security service are projected to increase in the coming years.

Closing balance sheet position at end of year

The group's consolidated net assets amounted to €3,446,044 at 31 December 2019, an increase of €356,911 compared to 2018.

The value of consolidated non-current assets was reduced by approx. 50% during the year to a closing balance of €1,401,919 (2018: €2,833,342). This was largely a result of the aggressive depreciation policy as the value of fixed asset additions in the year was €495,027 (2018: €0.76m). Significant fixed additions included an investment of €325,825 (2018: €0) in the equipment used to provide the content filtering for the internet connections provided to schools in the schools project.

Debtors at year end are €4.50m (2018: €5.58m) and there is a grant receivable of €0.22m included in this amount (2018: €0.39m). Trade creditors are €1.189m (2018: €3.41m). Cash balances were €14.04m at 31 December 2019 (2018: €14.25m), and all cash was held in demand deposit accounts during 2019. HEAnet continues to pay negative interest on some bank accounts, although this is minimised wherever possible.

The group does not have any loans or other borrowings outstanding. (2018: €0m).

Key performance indicators

HEAnet CLG	2019	2018
Non-direct exchequer income/ total income	23%	20.9%
Additional services income/ total invoiced income	26.8%	28.7%
Debtors days at year end	8.6	19
Capital expenditure/total expenditure	5.7%	8%
Payroll cost/total cost	25.6%	23%
Staff turnover in %	8.9%	12.2%
Training days per staff member per year	4.5	3.4
Cash reserves	€11.6m	€11.3m
Number of clients	62	62
Average number of employees	67	67
Customer satisfaction (Net Promoter Score)	+62	+41

EduCampus Services DAC	2019	2018
MIS Project expenditure/ total expenditure	8%	5%
Payroll cost/total cost	17%	14%
Staff turnover in %	6%	13%
Training days per staff member per year	1.5	2.4
Cash reserves	€2.44m	€2.94m
Number of clients	17	14
Average number of employees	19	15

Principal risks and uncertainties

The directors consider the major risks facing HEAnet Group and risk management is a standing agenda item at meetings of the Group Audit Committee throughout the year. There is a corporate risk register that identifies and classifies risks into one of seven pre-defined enterprise-wide risk categories. Risks are scored according to likelihood of occurrence and potential impact, and this tool is used to identify gaps and design an appropriate control environment. The board defined risk categories are:

- Funding;
- Business Continuity;
- Reputational;
- Value for Money;
- Orientation to market;
- Organisation and People;
- Governance and Compliance.

The impact to the business of the COVID-19 global pandemic

This is a risk that is recognised under the business continuity category and the potential impact on the business could materialise as operational, financial or human.

As a technology company, HEAnet Group is well positioned to manage disruption that is associated with travel and business restrictions. The company's business continuity plan was activated in mid-March 2020, the office was closed, and all staff were able to successfully work remotely. Management are confident that the business could continue to operate successfully for a sustained period using remote working practices, although the health, well-being, and particularly mental health, of all staff would need to be monitored as a priority.

Operationally, HEAnet's network comprises equipment located at approximately 200 sites nationwide and occasional site visits for monitoring and maintenance purposes will be inevitable over time. HEAnet has in place a number of support contracts with trusted vendors and, given that information technology businesses are on the Government's list of essential services, there is no reason to believe that continued maintenance of the national network will prove challenging.

The most significant risk arising from the event may ultimately materialise financially, albeit with a delayed impact.

It is obvious that the Government's financial position will be drastically different looking into 2021 compared to what was expected in 2020. The cost of state interventions to support the health service and economy, both during and after the pandemic, will be significant and will inevitably affect all areas of state spending. The only potential bright spot is that this event will highlight the need for continued investment in technology in education at all levels, and our partners in the Department of Education and Skills made clear their support for HEAnet Group during the crisis.

Notwithstanding the challenges described above, the directors remain satisfied that the Group will continue to deliver the services that are the basis for the award of state grants (specifically the delivery of connectivity and associated IT and MIS services) at the standard and quality required to meet performance targets in the oversight or performance delivery agreements with its funders.

The group's state grant funding for 2020 has been confirmed as being in place for the remainder of the year. Having reviewed revised cashflow forecasts and budgets for 2020 and early 2021 and considering the reserves and cash balances in the Group, management are confident that the Group can continue as a going concern for the next twelve months.

Risk of staff recruitment and retention

The employment market, and staff recruitment and retention in general, has continued to prove very challenging over the last number of years. HEAnet has had a number of vacancies advertised for most months and during this time this risk had been elevated to become the highest rated risk on HEAnet's risk register.

While it is undesirable and unwanted, the disruption described above may actually reduce the pressure in the recruitment market.

However, given the sector HEAnet operates in, this will continue to be a challenge for the continuity of business.

The loss of an anchor client and associated client income is a risk that is recognised under the categories of funding, value for money and orientation to market:

HEAnet is a very typical shared-service provider. The strength and viability of its service offering, as well as income to cover the balance of its operating costs is earned from revenue from client institutions' membership of the HEAnet network, as well as income earned from the provision of discretionary, value-added services.

The continuing policy of mergers within the institutes of technology network to create the technological universities is being monitored by HEAnet both operationally in terms of service usage, but also in terms of impact to the funding model which is currently based on a 'top-slice' basis.

The business continuity category includes the risk relating to the adequacy of cyber-attack preparedness:

The risk of cyber-attack continues to exist, and phishing type attacks have seen a steady increase worldwide. HEAnet continues to prepare insofar as possible. This includes providing security awareness training for all staff members with emphasis on phishing. There has also been a focus on vulnerability scanning of specific systems within the HEAnet network.

Long Term Financial Risks and Commitments

HEAnet Group has in place processes to review the financial implications and risks arising out of the group's long-term contractual commitments for all major funded project activity. This is a standing agenda item at the annual budget setting meeting of the finance sub-committee.

Accounting records

The measures taken by the directors to secure compliance with the company's obligation to keep adequate accounting records are the use of systems and procedures and the employment of competent and appropriate persons. The accounting records of the group and company are kept at 5 George's Dock, IFSC, Dublin 1.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Introduction

HEAnet CLG, Ireland's National Education and Research Network, was incorporated in November 1997 and provides Internet connectivity and associated ICT services to education and research organisations throughout Ireland, including all primary and post-primary schools.

EduCampus Services DAC was incorporated in April 2015 as a subsidiary company of HEAnet to implement, maintain and support business critical systems to clients in the education sector.

HEAnet is a Company Limited by Guarantee and Not Having a Share Capital. EduCampus is a subsidiary company and is a Designated Activity Company, with a 92% share capital held by HEAnet. Both companies have charitable tax status and are registered with the Charities Regulatory Authority (CRA).

Both companies are governed by the Companies Act 2014 and the specific legal obligations set out in the legislation. The Boards are committed to following best practice corporate governance and comply with the Code of Practice for the Governance of State Bodies as far as practical and possible. As registered charities, HEAnet and EduCampus make an annual return to the Charities Regulator and file annual financial statements.

During 2020 both companies will ensure they are compliant with the Charities Governance Code.

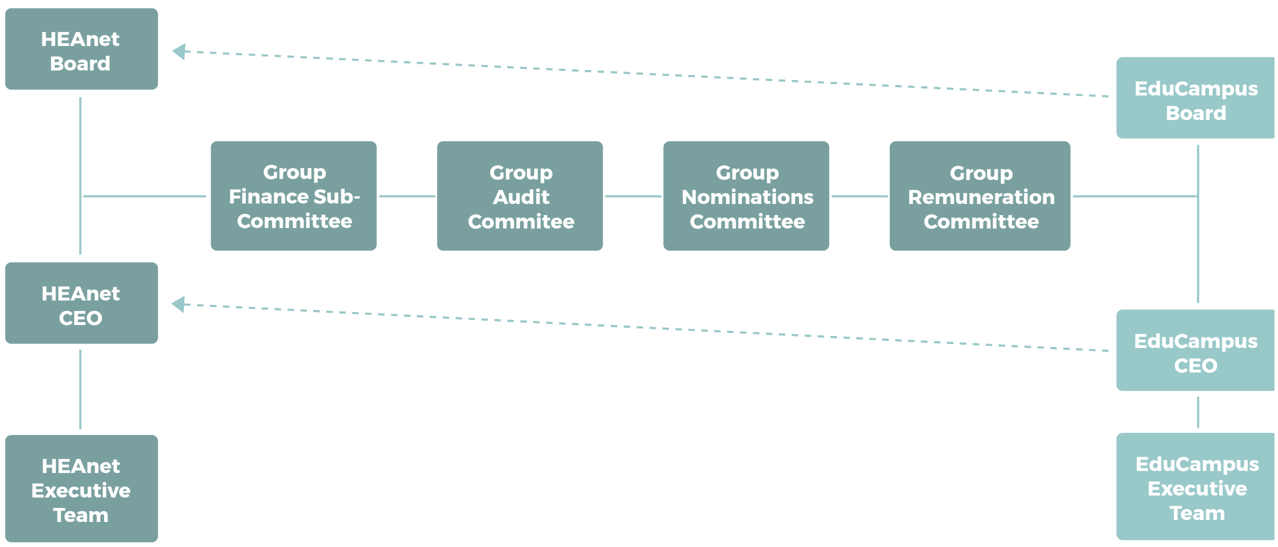
The Boards of Directors of HEAnet and EduCampus Services are collectively responsible for promoting the success of their companies by leading and directing their activities. The Boards provide strategic guidance to their organisations, monitor and review their own activities, and the effectiveness of management.

The ordinary members and directors of HEAnet and EduCampus Services are appointed in accordance with their Constitutions and the Companies Acts.

Directors are appointed for a term of four years and may be re-appointed for a second term of four years but may not be appointed for more than two consecutive terms of four years, at the end of which a director must retire from office. No director may be appointed for a third consecutive term. A Director may be re-appointed to the Board of Directors after a period of four years has elapsed since that director's last term of office.

The Boards of HEAnet and EduCampus Services share group committees.

The group governance structure is illustrated as follows:



HEAnet BOARD OF DIRECTORS

Board Structure

The composition of the HEAnet Board of Directors is determined by Article 42 of the Constitution.

The Higher Education Authority (HEA), the seven university members and Technological University Dublin (TU Dublin) - City Campus (known as DIT prior to 1 January 2019) can appoint one director each to the HEAnet Board. In addition, the HEA, following consultation with the Technological Higher Education Association (THEA), the Council of University Librarians (CONUL), and the Department of Business, Enterprise & Innovation, are entitled to appoint:

- Two persons to be Directors of the Company to represent the Institutes of Technology;
- One person to be a Director of the Company to represent the Council of University Librarians;
- One person to be a Director of the Company to represent the Department of Business, Enterprise & Innovation.

Article 42(c) allows the directors to appoint one director as an addition to the existing directors appointed by the Ordinary members and the Higher Education Authority. However, the director appointed under article 42(c) must retire from office at each Annual General Meeting and can then be eligible for re-election by the directors.

The following HEAnet directors served during the financial year ended 31 December 2019:

Name	Resigned/Retired	Appointed
Mr Billy Bennett		May 2019
Dr Gerard Culley		
Ms Sheena Duffy		
Mr Paul Feldman		May 2019
Mr Phillip Fischer		
Dr Orla Flynn		
Ms Rosemary Fogarty		
Mr Patrick Magee (Deputy Chair)		
Professor Michael Murphy		
Ms Colette McKenna		
Professor Noel O'Connor		
Mr Sean O'Farrell		
Ms Dearbhla O'Reilly		
Professor Anne Scott (Chair)		

Board Responsibilities

The HEAnet Board met six times during 2019 - in February, March, May, September, October and December. The majority of board meetings are held in Dublin but the September Board meeting was hosted at The Glucksman Library, University of Limerick. The December board meeting was the 100th board meeting held since incorporation.

The work and responsibilities of the Board are set out in[1]:

- The HEAnet Board Charter;
- The Schedule of Reserved Functions which also contain the matters specifically reserved for Board Decision;
- The Code of Business Conduct for Directors.

A schedule of standing agenda items to be considered by the Board includes the following, of which some are included at every meeting, others are included on a quarterly basis or as stated:

- Report from the Chief Executive;
- Report from the Chair of the subsidiary EduCampus (biannually);
- Declaration of interests and conflicts;
- Reports from committees;
- Financial reporting and budgeting;
- Corporate Governance.

As part of its oversight of HEAnet company matters and ongoing support of its subsidiary EduCampus Services, the Board focussed on the following:

- Considered and approved the company budget for 2019 to 2021 and approved the 2020 Client Contribution model;
- Reviewed and approved capital grants projects application for 2019;
- Approved the Group audited statutory accounts for financial year ending 31 December 2018 and met with the external auditors;
- Reviewed the recommendations from the internal audits conducted in 2019 and noted progress made on implementing internal audit recommendations;
- Received the Group Audit Committee's quarterly and Annual Report for 2019 and reviewed the HEAnet Group's Risk Management Framework;

1 *Code of Practice for the Governance of State Bodies - Business & Financial Reporting Requirements Section 1.3: "The Annual Report and Financial statements to include a statement of how the Board operates, including a statement of types of decisions to be taken by the Board and to be delegated to management."*

- Met with the professional pension Trustee of the HEAnet Group Pension Plan to discuss and review the Trustee Annual Report for the period 1 September 2017 to 31 August 2018;
- Reviewed the quarterly Project Management Office (PMO) and Service Plan Status Reports. It was noted that the company adopted a new process to evaluate new service proposals to ensure their feasibility in terms of sustainability, and client demand in the nature of 'common, repeatable and shareable' design;
- Progress against the gap analysis report to monitor compliance with the Code of Practice for the Governance of State Bodies was reviewed during the year;
- The Board met with the Data Protection Officer to receive information on the company's compliance with the General Data Protection Regulation (GDPR);
- An internal review and evaluation of the performance and effectiveness of the HEAnet Board and the Group Audit Committee was conducted using the questionnaires from the Code of Practice for the Governance of State Bodies[2]. An external review and evaluation are planned in 2020;
- In accordance with Section 225(2)(a) of the Companies Acts, the directors reviewed the Directors Compliance Statement and acknowledged their responsibilities in respect of securing compliance with its "relevant obligations";
- Reviewed HEAnet's succession planning for senior management and key roles within the organisation.

In addition, the Board undertook the following major activities during 2019:

- The Strategic Plan "Collaboration – The key to Development and Success" was extended to the end of 2019;
- During the year work commenced on the next phase of the strategic plan for 2020 - 2022 which will be approved in principle pending the HEAnet Group Strategy;
- The findings and recommendations from the independent HEAnet Group Governance Review (commissioned by the HEAnet Board mid-year 2018) were reviewed and discussed at HEAnet and EduCampus Board meetings during 2019. The report considered:
    - The Group's governance structures – including the Board, committees, reporting lines and accountability;
    - The appropriateness of governance documentation;
    - The appropriateness of the structure in supporting and encouraging the use of ICT shared services in the education and research sectors;
    - The composition of the HEAnet and EduCampus Boards with respect to diversity, stakeholder representation and skills required for alignment with research, innovation and industry;
    - The effectiveness of HEAnet and EduCampus Boards in promoting the use of ICT shared services for the education and research sectors;
    - Each board's focus on delivering the HEA, DES and National Shared Services Strategies.

Throughout the year the HEAnet and EduCampus Boards reviewed and tracked progress to implement the recommendations to strengthen and clarify the group structure.

- A Collective Intelligence Workshop facilitated by Dr Mike Hogan, NUI Galway was attended by the directors and executive of both organisations in February to explore opportunities and collaborative strategic objectives that may help to advance the success of HEAnet and EduCampus;
- The University Information Systems (UIS) Report produced by the University Information Systems Sub-committee with the assistance of Ms Mary Crowe, Consultant, was accepted by the Boards as a useful and beneficial report to assist the development of a Group Strategy;

[2] *Code of Practice for the Governance of State Bodies Section 4.6 Performance Review: "The Board should undertake an annual self-assessment evaluation of its own performance and that of its committees. An external evaluation proportionate to the size and requirements of the State body should be carried out at least every 3 years."*

- A HEAnet Group Strategy Steering Group was formed to progress a Group Strategy (further information on the work of the committee is included below);
- Quarterly meetings were held between HEAnet, EduCampus, the Department of Education & Skills and the HEA throughout the year to share information and progress a new funding model. An Oversight Agreement and Performance Delivery Agreement between the parties is being progressed;
- The September Board meeting was hosted at The Glucksman Library, University of Limerick and director Ms Colette McKenna, Director of Library Services, University College Cork, gave a presentation on the work of Ireland's research libraries;
- A Cost per Service Report which assessed seventeen of HEAnet's services and considered resourcing, value for money and the requirements of a new chart of accounts for the company was presented and approved by the HEAnet Board. The work provides a platform to commence phased value for money exercises from 2020.

EDUCAMPUS SERVICES BOARD OF DIRECTORS

As per its Constitution, a minimum of four directors and a maximum of twelve directors serve on the EduCampus Services Board, unless otherwise required by a majority of the members of the Company.

The appointment of each director of the Company is subject to the prior written approval of the members in conjunction with their voting rights. The Chair of the Board of Directors of HEAnet and the Chief Executive of HEAnet serve as ex-officio directors on the Board of EduCampus Services.

The Board of EduCampus Services comprises an equal number of directors appointed by the HEAnet Board without consultation with any other party, organisation or body and an equal number of directors appointed by the HEAnet Board after consultation with the Technological Higher Education Association (THEA).

The directors of EduCampus Services who served during the financial year ended 31 December 2019 are listed below:

Name	Resigned/Retired	Appointed
Ms Sheena Duffy		
Ms Mary Kerr		
Mr Tadhg Leane	September 2019	
Ms Barbara McConalogue		
Professor Mike Murphy		
Ms Kerrie Power		
Dr Joseph Ryan (Chair)		
Professor Anne Scott		
Mr Thomas Stone		

The EduCampus Board met five times during 2019 - in January, March, May, September and December. In addition to its usual oversight of company matters, the Board undertook the following major activities in 2019:

- Approved the EduCampus Services audited statutory accounts for financial year ending 31 December 2018 and met with the external auditors;
- Reviewed the quarterly financial statements;
- Discussed and considered project and funding updates in relation to the EduCampus MIS Refresh Project;
- Received and discussed EduCampus Chief Executive and Operations update reports;
- Discussed and approved major contracts;
- Reviewed the EduCampus Services board-level Risk Register and risk management approach;
- Received and discussed quarterly reports from the Group Audit Committee;
- Considered and approved the company budget for the period 2019 to 2021;
- Reviewed the company's preparations for compliance with the General Data Protection Regulation (GDPR) and Freedom of Information Act 2014.

HEANET GROUP COMMITTEES

HEAnet and EduCampus Services share the following group committees:

Group Audit Committee[3]

The purpose of the Audit Committee is to assist and where relevant make recommendations to the Boards of HEAnet and EduCampus on the discharging of its responsibilities as they relate to external and internal audits, ensuring that an effective system of internal control, comprising financial, operational controls, compliance and risk management, is maintained and operated.

An independent firm of auditors provide the internal audit function for both organisations, and the Audit Committee agrees an internal audit plan for a rolling three-year period. The internal auditors undertake an annual System of Internal Financial Control Audit, as well as other risk-based audits that focus on key business areas identified in the Risk Register.

During 2019, the Committee met on four occasions and considered the following matters:

- Reviewed the audited annual statutory accounts for the period ending 31 December 2018 and met with the external auditors;
- Reviewed the risk management framework, including the risk appetite statement, risk management policy and risk register over the course of its four meetings and reported to both Boards on its findings and recommendations at year end;
- The Committee reviewed and agreed the Internal Audit Plan 2019 – 2021;
- Reviewed the findings and recommendations of the 2019 Internal Audits and met with the internal auditors on several occasions during the year;
- As part of the Committee's responsibility to ensure the effectiveness of fraud management in HEAnet and EduCampus, the Committee commissioned a new fraud management policy during the year. Board approval is currently in train;
- The Committee reviewed its effectiveness as a committee and considered the findings and recommendations from the annual effectiveness questionnaire (Code of Practice for the Governance of State Bodies);
- Tailored training for the Audit Committee members was arranged in November.

Members of the Group Audit Committee:

HEAnet:

- Dr Gerard Culley
- Mr Sean O'Farrell – Chair
- Dr Michael O'Malley (Ordinary member Maynooth University)
- Ms Dearbhla O'Reilly

EduCampus:

- Ms Mary Kerr

Group Finance Sub-Committee

The Committee considers all financial matters relating to the company and its subsidiary and reports its findings and recommendations to the respective Boards.

The Finance Sub-committee met on four occasions during 2019 and considered the following matters:

- Reviewed the quarterly management financial statements and considered the general financial state of the HEAnet and EduCampus;
- Reviewed the HEAnet and EduCampus audited statutory accounts for year ending 31 December 2018;
- Reviewed and approved the HEAnet budget for the period 2019 to 2021, and EduCampus budget for 2019 to 2022, including major capital grant applications for both organisations;
- Considered the financial implications and risks of major funded project activity;
- Reviewed the HEAnet Client Contribution Model for 2020;
- Determined and reviewed the long-term financial commitments of HEAnet and EduCampus;
- Reviewed HEAnet's reserves statement.

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[3] *Code of Practice for the Governance of State Bodies - Section 7.2: "Establishing an Audit and Risk Committee to give an independent view in relation to risks and risk management systems."*

Members of the Group Finance Sub-committee:

HEAnet:

- Ms Sheena Duffy
- Ms Rosemary Fogarty – Chair
- Ms Colette McKenna
- Professor Anne Scott

EduCampus:

- Mr Thomas Stone

Group Remuneration Committee

The Remuneration Committee meets annually at the beginning of the year to review and consider the performance and remuneration of the Chief Executives of HEAnet and EduCampus.

Members of the Group Remuneration Committee

HEAnet Remuneration Committee:

- Professor Anne Scott – Chair of the HEAnet Board of Directors
- Mr Sean O'Farrell – Chair of the Audit Committee
- Ms Sheena Duffy – member of the Finance Sub-committee

EduCampus Remuneration Committee:

In addition to the above membership, the following members are part of the Committee in respect of the EduCampus Chief Executive

- Dr Joseph Ryan – Chair of EduCampus Services Board of Directors
- Ms Kerrie Power – HEAnet Chief Executive

University Information Systems (UIS) Sub-committee

The University Information Systems Sub-committee with the assistance of Ms Mary Crowe, Consultant, continued its work to promote the adoption of EduCampus services, and to make recommendations in terms of a positive engagement with the organisation.

The objectives of the sub-committee are to:

- Identify how EduCampus Services can address the information systems challenges of the University sector;
- Make recommendations to HEAnet and EduCampus Services on change initiatives which will enable EduCampus to support the adoption of their services by the sector;
- Set expectations within the community of the scope of shared IT services and to consider the business implications of same;
- Formulate and focus on common areas of opportunity and clearly establish the value proposition of EduCampus and advise on how to promote its adoption;
- Provide timely and relevant feedback to HEAnet and EduCampus to aid the roll out of shared IT services;
- Promote collaboration and transparency throughout the process.

The following are members of the UIS Sub-committee:

- Ms Kerrie Power, Chief Executive, HEAnet (EduCampus director) - Chair
- Ms Colette McKenna, Consortium of National & University Libraries (HEAnet director)
- Dr Gerard Culley, University College Cork (HEAnet director)
- Mr Patrick Magee, Trinity College Dublin (HEAnet director)
- Mr Sean O'Farrell, National University of Ireland Galway (HEAnet director)
- Professor Mike Murphy, Technological University Dublin (HEAnet director and EduCampus director)
- Mr Jonathan McCarthy, IT Manager, Cork Institute of Technology
- Mr Paddy Naughton, Chief Executive, EduCampus Services
- Ms Fionnuala Lambert, Chief Operating Officer, EduCampus Services

The Committee's report was presented and approved by the HEAnet Board at its meeting in February 2019 and endorsed by the EduCampus Board at its meeting in May 2019. Both Boards acknowledged that the initiatives and recommendations outlined in the report are very useful and beneficial in the context of the group strategy planning process and group governance review.

The final meeting of the UIS Sub-committee took place in January 2019.

HEAnet Group Strategy Steering Committee

The purpose of the HEAnet Group Strategy Steering Committee is to assist the Boards of HEAnet and EduCampus to develop an overall group strategic plan.

As part of its work, the Committee are considering the outcomes from the "Collective Intelligence Report (March 2019)", the recommendations from the "Deloitte Group Governance Review (December 2018)", and the initiatives and recommendations outlined in the "University Information System Report (December 2018)" and will also ensure that the development of a Group Strategy takes cognisance of the recommendation to enhance the current group structure and that the group focuses on supporting the HEA, Department of Education & Skills and the National Shared Services Office to deliver on their Strategies for the sector.

The Committee aim to present a draft Group Strategy to the EduCampus Board at its April 2020 meeting and to the HEAnet Board at its May 2020 meeting.

The following are the members of the Group Strategy Steering Committee:

HEAnet:

- Professor Anne Scott, Chair of the HEAnet Board of Directors
- Ms Kerrie Power, Chief Executive of HEAnet
- Professor Mike Murphy (director representing the Board of HEAnet)
- Mr Ronan Byrne, HEAnet

EduCampus:

- Ms Barbara McConalogue (director representing the Board of EduCampus) - Committee Chair
- Dr Joseph Ryan, Chair of the EduCampus Board of Directors
- Mr Paddy Naughton, CEO of EduCampus
- The Department of Education & Skills:
- Ms Deirdre McDonnell, National Shared Services

HEA:

- Ms Sheena Duffy (representing the HEA)
- Independent External member:
- Mr Seamus Minogue, Enterprise Ireland

Client Community:

- Mr Patrick Magee (representing the IUA community)
- Dr Orla Flynn (representing the THEA community)

Induction and training for Directors

Newly appointed directors received information on their duties as directors and an introduction to corporate governance by the Company Secretary.

A two-year corporate governance development plan for the directors of HEAnet and EduCampus was agreed in September 2019 – an update on "GDPR one year on" was presented to the board in October, a workshop on the new Charities Governance Code took place in January 2020 (deferred from December 2019) and a workshop on "Culture and the Role of the Board" was held in March 2020.

Board and Sub-committee attendance and expenses

HEAnet and EduCampus directorships are on a pro-bono basis, as stipulated in each company's Constitution.

Travel costs and expenses incurred by directors in connection with the business of the company are reimbursed in accordance with the rates approved by the Minister for Public Expenditure and Reform. The aggregate expenses paid to board directors during 2019 was €6,234 (HEAnet: €6,234; EduCampus: €nil).

The attendance of directors at HEAnet Board meetings during 2019 is noted below:

Meetings Attended 2019

	Board Meeting	Audit Committee	Finance Sub-Committee
Mr Billy Bennett (appointed May 2019)	3/3		
Dr Gerard Culley	6/6	3/4	
Ms Sheena Duffy	6/6		4/4
Mr Phillip Fischer	5/6		
Mr Paul Feldman (appointed May 2019)	2/3		
Dr Orla Flynn	5/6		
Ms Rosemary Fogarty	4/6		3/4
Ms Mary Kerr (EduCampus Board)	n/a	4/4	
Mr Patrick Magee	6/6		
Ms Colette McKenna	6/6		3/4
Professor Mike Murphy	4/6		
Professor Noel O'Connor	4/6		
Mr Sean O'Farrell	5/6	4/4	
Dr Michael O'Malley (external)	n/a	4/4	
Ms Dearbhla O'Reilly	4/6	4/4	
Professor Anne Scott	6/6		4/4
Mr Thomas Stone (EduCampus Board)	n/a		4/4

REFERENCE AND ADMINISTRATIVE DETAILS

Ordinary members

The ordinary members of HEAnet CLG are:

- Trinity College Dublin
- University College Dublin
- University College Cork
- National University of Ireland Galway
- University of Limerick
- Dublin City University
- Maynooth University
- Technological University Dublin – City Campus
- Two from the Technological Higher Education Association
- Department of Business, Enterprise and Innovation
- The Higher Education Authority

The ordinary members of the group also consist of persons appointed as members by the Higher Education Authority, after consulting with the Technological Higher Education Association Council of Directors and Department of Business, Enterprise and Innovation and are subject to the maximum of:

- Two persons to be members to represent the Technological Higher Education Association;

  and

- One person to be a member to represent the Department of Business, Enterprise and Innovation.

The appointed representatives to act on behalf of the ordinary members are:

Trinity College Dublin	Mr John Coman
University College Dublin	Mr David Kelly
University College Cork	Ms Nora Geary
National University of Ireland Galway	Ms Sharon Bailey
University of Limerick	Dr Des Fitzgerald
Dublin City University	Dr Declan Raftery
Maynooth University	Dr Mike O'Malley
Technological University Dublin	Ms Bridget Gleeson
Technological Higher Education Association	Vacant
Technological Higher Education Association (Carlow IT)	Mr Cormac O'Toole
Department of Business, Enterprise and Innovation	Vacant
The Higher Education Authority	Dr Vivienne Patterson

The directors, secretary and their families had no beneficial interests in the group and company at 31 December 2019.

Directors compliance statement

The directors, in accordance with Section 225(2) (a) of the Companies Act 2014 (the "Act"), acknowledge that they are responsible for securing the Company's compliance with its "relevant obligations". Relevant obligations, in the context of the Company, are the Company's obligations under:

(a) the Act, where a breach of the obligations would be a category 1 or category 2 offence;

(b) the Act, where a breach of the obligation would be a serious market abuse or prospectus offence; and

(c) tax law.

Pursuant to Section 225(2)(b) of the Act, the directors confirm that:

i. a compliance policy statement has been drawn up by the Company in accordance with Section 225(3)(a) of the Act setting out the Company's policies (that, in the directors' opinion, are appropriate to the Company) respecting compliance by the Company with its relevant obligations;
ii. appropriate arrangements and structures that, in their opinion, are designed to secure material compliance with the Company's relevant obligations, have been put in place; and
iii. a review has been conducted, during the financial year, of the arrangements and structures referred to in paragraph (ii).

Internal financial control

The board acknowledges its responsibility for ensuring that an effective system of internal financial control is maintained and operated. Such a system can provide only reasonable and not absolute assurances against material error and the system in place is proportionate to the size and nature of the company.

The key procedures, which have been put in place by the board, to provide effective internal financial control include the following:

- Adopting best practice corporate governance principles as described in the 2016 Code of Practice for the Governance of State Bodies;
- Clearly defined management responsibilities including segregation of duties and authorisation limits are in place for control of purchasing, payments, receipts and payroll;
- A comprehensive annual budgeting process that is reviewed and approved by the finance committee and the Board. The board reviews financial reports and performance against budget throughout the year;
- Establishing formal procedures to monitor the activities and safeguard the assets of the organisation;
- the Audit Committee meet on a regular basis to discuss risk management, including financial risks. They also receive periodic reports from an outsourced internal audit function, which always includes an annual review of the system of internal financial controls;
- reserving a schedule of matters for decision of the Board.

Through the steps above the board has reviewed the effectiveness of the system of internal control in 2019.

Disclosures Required by Code of Practice for the Governance of State Bodies (2016)

The Board is responsible for ensuring that HEAnet CLG has complied with the requirements of the Code of Practice for the Governance of State Bodies ("the Code"), as published by the Department of Public Expenditure and Reform in August 2016. The following disclosures are required by the Code:

Board Fees

All fees paid to Board members are detailed in the governance section of the Trustees Report.

Board meetings and attendance

A record of the numbers of Board and committee meetings, and the attendance records are described in the governance section of the Trustees Report.

Employee Short-Term Benefits Breakdown

The Code requires that the State bodies provide information in relation to short-term employee benefits in relation to services rendered during the reporting period where those benefits exceed the threshold of €60,000 – the data should be provided in bands of €10,000. In accordance with DPER Circular 13/2014 Management of and Accountability for Grants from Exchequer Funds this information is presented in Note 9 in the financial Statements.

Termination / severance payments and agreements

The code requires specific disclosures in relation to termination payments over €10,000. The financial statements disclose an amount of €81,000 in relation to termination payments made in the year to 1 individual. There were no redundancies in 2019.

Disclosure of key management personnel compensation

The disclosure of key management personnel compensation is detailed in the financial statements in note 9.

Legal Costs and Settlements

There were no costs relating to fees for legal proceedings or settlements in 2019. This category does not include expenditure incurred in relation to general legal advice received by HEAnet which is disclosed in Consultancy costs on page 26.

Consultancy Costs

The breakdown of Consultancy Costs is presented below:

	2019	2018
Tax and Financial advisory	€100,722	€83,085
Consultancy other	€44,700	€20,965
Pension and Human resources	€37,864	€14,798
Legal	€38,949	€12,709
Public relations and Marketing	€7,720	€4,859
Total	€229,955	€136,416

Travel and Subsistence and Hospitality Expenditure

Travel and subsistence and Hospitality expenditure are categorised as follows:

	2019	2018
International Travel	€48,006	€67,244
National Travel	€32,690	€21,311
Hospitality	€38,343	€17,967
Total	€119,039	€106,522

Statement of Compliance

The Board has adopted the Code of Practice for the Governance of State Bodies (2016) and has put procedures in place to ensure compliance with the Code. HEAnet has complied with the requirements of the Code of Practice for the Governance of State Bodies, as published by the Department of Public Expenditure and Reform in August 2016.

Events since the end of the financial period

Coronavirus disease 2019 (COVID-19) is an infectious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The disease was first identified in 2019 in Wuhan, the capital of China's Hubei province, and has since spread globally, resulting in the ongoing 2019–20 coronavirus pandemic. The earliest known infection occurred on 17 November 2019 in Wuhan, China. The World Health Organisation (WHO) declared the 2019–20 coronavirus outbreak a Public Health Emergency of International Concern (PHEIC) on 30 January 2020 and a pandemic on 11 March 2020.

COVID-19 is considered to be a non-adjusting event for HEAnet at 31 December 2019. Our consideration of the impact of COVID-19 and our response to same is detailed on pages 14-15. With the exception of COVID-19, there were no other significant events which occurred between 31 December 2019 and the date these financial statements were approved.

Political donations

There were no political donations made by the company during the financial period ended 31 December 2019.

Research and development

The company did not engage in research and development activities during the financial period ended 31 December 2019.

Disclosure of information to auditors

The directors in office at the date of this report have each confirmed that:

- as far as he/she is aware, there is no relevant audit information of which the company's statutory auditors are unaware; and
- he/she has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Statutory auditors

The statutory auditors, PricewaterhouseCoopers, have indicated their willingness to continue in office, and a resolution that they be re-appointed will be proposed at the annual general meeting.

On behalf of the board

Prof Anne Scott
Mr Sean O'Farrell

14 May 2020

STATEMENT OF INTERNAL CONTROLS

1. Responsibility

On behalf of the members of HEAnet, I acknowledge our responsibility for ensuring that an effective system of internal controls is put in place, maintained and operated.

2. Effectiveness

The system of internal controls can provide only reasonable and not absolute assurance that company assets are safeguarded, transactions are properly authorised and recorded, and that material errors, irregularities or fraud would be prevented or detected in a timely period.

3. Key control procedures

HEAnet's system of internal control is based on a framework of regular management information and an administrative system based on division of responsibilities, delegation and accountability. In practice, effective internal control is ensured by adhering to a formalised system of internal financial policies and procedures, of which the key controls are:

- clearly defined management responsibilities, including segregation of duties, and authorisation limits for approvals of payments;
- adopting best practice corporate governance principles, including implementing insofar as possible the requirements as described in the 2016 Code of Practice for the Governance of State Bodies;
- establishing formal procedures to monitor the activities and safeguard the assets of the organisation;
- an annual budgeting process that is reviewed and approved by the finance committee of the Board, and by the Board itself;
- financial reporting by management to the finance committee and the Board on performance against budgets;
- reserving a schedule of matters for decision of the Board.

Effective monitoring and reviewing of the systems of internal control by HEAnet's Board is informed by the work of the Audit Committee, the internal auditor and the external auditor. The management team, led by the Chief Executive, are responsible for the development and maintenance of the internal controls framework.

The Board of HEAnet Group (including its subsidiary company EduCampus) are served by a common, permanent Audit Committee, comprising members from the Board of HEAnet, the Board of EduCampus, and an external member from HEAnet's ordinary member network.

As described in the Audit Committee's terms of reference, the committee's duties include:

- responsibility for reviewing the effectiveness of internal controls;
- reviewing the risk management framework (including the risk appetite and risk register);
- reviewing the three-year internal audit plan, the internal audit charter and the internal auditor's work programme; and
- liaising with and receiving reports from the external auditor.

Risk management and internal audit

The internal audit work programme including the three-year internal audit plan is prepared having regard to HEAnet's risk register. The risk register is reviewed at every meeting of the Audit Committee, and the outcome of the discussion of risk at the Audit Committee is reported at each board meeting.

HEAnet's internal audit service in 2019 was provided on an outsourced basis by Mazars LLP under a contract awarded in 2019 under an OGP framework. At a minimum, the internal audit work programme always includes a review of the system of internal financial controls. At least one further internal audit review of another part of HEAnet's operations will also normally take place during the year. During 2019 two targeted internal audit reviews took place.

Review of the system of internal financial controls

This review took place in July and the final report was presented to the Audit Committee by the internal auditor at the fourth meeting of the year, in November 2019.

Review of the technical resilience of the Edugate service

The objective of this internal audit was to perform a review of the monitoring, alerting and major incident processes in place for the Edugate service. The fieldwork for this review took place in September 2019 and the final report was presented to the Audit Committee by the internal auditor in November 2019.

All outstanding recommendations made in internal audit reports are continually tracked by the Audit Committee, and the progress towards implementing recommendations in line with the deadlines agreed with the auditor are reviewed at every meeting of the Audit Committee.

4. Annual review of controls

I can confirm that for the year ended 31 December 2019 the Board of HEAnet carried out a targeted review of the effectiveness of systems of internal controls.

5. Control weaknesses identified and reported in these accounts

One instance of fraud was identified in February 2020 that related to an incident that occurred in the financial year 2019. HEAnet was victim of an invoice redirect fraud and a payment was made that resulted in a financial loss. This was reported to management on the day it was identified, and subsequently reported to the Audit Committee six days later. An internal investigation in the finance team identified that the fraud was not detected in advance because of a failure to follow internal control procedures, rather than the absence of a control. The loss resulting from this instance of fraud was approximately one thousand euro.

This fraud is not disclosed anywhere else in these accounts.

6. Corrective action for specified weaknesses

In response to the fraud described above, management tightened the internal controls around changes to vendors' bank account details.

To gain assurance that all other vendor bank account records were correct, the finance team reviewed all instances where vendors had advised HEAnet to change their bank account details over the previous twelve months. The process for each change was reviewed to ensure all steps were followed correctly, and several vendors were contacted to reconfirm their details were accurate.

New enhanced controls were also put in place to guard against future instances of fraud. The new control now requires two people to independently carry out a step in the process (sourcing contact information that HEAnet will use to verify the change request). This is to ensure that this part of the procedure cannot be bypassed.

In addition, other detective controls that may be used by the finance team on a discretionary basis include asking vendors to confirm details of a previous banking transaction with HEAnet (to confirm the legitimacy of the requestor), and making test payments of one euro (to verify the vendor's ownership of the new bank account).

This has been found to be important where a beneficiary uses a payment intermediary or other bank outside of the national pillar banking network.

Management feel that these enhanced controls will reduce the likelihood that HEAnet will suffer a similar fraud in the future.

7. Procurement

HEAnet strives for full compliance with current public procurement rules and guidelines as set by the Office of Government Procurement.

On behalf of the board

Prof Anne Scott
Chairperson, Board of HEAnet, and
Vice-President for Equality & Diversity,
NUI Galway

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the directors' report and the group financial statements in accordance with Irish law.

Irish company law requires the directors to prepare group financial statements for each financial year which give a true and fair view of the company's assets, liabilities and financial position at the end of the financial year and the surplus and deficit for the financial year. Under company law the directors have prepared the group financial statements in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and Irish Law) and with the Statement of Recommended Practice Accounting for further and higher education (FE/HE SORP).

Under Irish company law the directors shall not approve the group financial statements unless they are satisfied that they give a true and fair view of the company's assets, liabilities and financial position as at the end of the financial year and the surplus or deficit of the company for the financial year.

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

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the group financial statements have been prepared in accordance with applicable accounting standards and identify the standards in question, subject to any material departures from those standards being disclosed and explained in the notes to the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to:

- correctly record and explain the transactions of the group and company;
- enable, at any time, the assets, liabilities, financial position and surplus or deficit of the group and company to be determined with reasonable accuracy; and
- are prepared in accordance with accounting standards generally accepted in Ireland and comply with the Companies Act 2014.

The directors 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.

On behalf of the board

Prof Anne Scott
Sean O'Farrell

14 May 2020

Independent auditors' report to the members of HEAnet CLG group

Report on the audit of the financial statements

Opinion

In our opinion, HEAnet CLG's group financial statements and company financial statements (the "financial statements"):

- give a true and fair view of the group's and the company's assets, liabilities and financial position as at 31 December 2019 and of the group's and the company's profit and the group's cash flows for the year then ended;
- have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland (Irish GAAP) (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and Irish law); and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

We have audited the financial statements, included within the Annual Report and Group Financial Statements (the "Annual Report"), which comprise:

- the consolidated and company balance sheet as at 31 December 2019;
- the consolidated and company statement of comprehensive income and expenditure for the year then ended;
- the consolidated statement of cash flows for the year then ended;
- the consolidated and company statement of changes in equity for the year then ended; and
- the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) ("ISAs (Ireland)") and applicable law. Our responsibilities under ISAs (Ireland) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, which includes IAASA's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which ISAs (Ireland) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the group's or the company's ability to continue as a going concern.

Reporting on other information

The other information comprises all of the information in the Annual Report and Group Financial Statements other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Trustees' Report (Incorporating Directors' Report), we also considered whether the disclosures required by the Companies Act 2014 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (Ireland) and the Companies Act 2014 require us to also report certain opinions and matters as described below:

- In our opinion, based on the work undertaken in the course of the audit, the information given in the Trustees' Report (Incorporating Directors' Report) for the year ended 31 December 2019 is consistent with the financial statements and has been prepared in accordance with the applicable legal requirements.
- Based on our knowledge and understanding of the group and company and their environment obtained in the course of the audit, we have not identified any material misstatements in the Trustees' Report (Incorporating Directors' Report).

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the Statement of Directors' Responsibilities, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view.

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the company's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA website at:

https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for audit.pdf

This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with section 391 of the Companies Act 2014 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2014 opinions on other matters

- 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 company financial statements to be readily and properly audited.
- The Balance Sheet is in agreement with the accounting records.

Other exception reporting

Directors' remuneration and transactions

Under the Companies Act 2014 we are required to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by sections 305 to 312 of that Act have not been made. We have no exceptions to report arising from this responsibility.

Aisling Fitzgerald

Aisling Fitzgera1d
for and on behalf of PricewaterhouseCoopers
Chartered Accountants and Statutory Audit Firm
Dublin

14 May 2020

PricewaterhouseCoopers, One Spencer Dock, North Wall Quay, Dublin 1, Ireland, I.D.E. Box No. 137
T: +353 (0) 1 792 6000, F: +353 (0) 1 792 6200, www.pwc.com/ie

Chartered Accountants

CONSOLIDATED AND COMPANY STATEMENT OF COMPREHENSIVE INCOME & EXPENDTURE

Financial Year Ended 31 December 2019

	Notes	Year ended 31 December 2019 Consolidated €	Year ended 31 December 2019 Company €	Year ended 31 December 2018 Consolidated €	Year ended 31 December 2018 Company €
Income					
Funding body grants	5	26,971,593	17,681,589	28,386,768	19,363,078
Client connectivity income	6	3,739,132	3,749,805	3,595,916	3,606,187
Other client income	7	1,988,604	1,971,367	1,962,796	2,242,075
Investment income	8	317	317	1,004	1,004
		32,699,646	23,403,078	33,946,484	25,212,344
Expenditure					
Staff costs	9	(7,551,052)	(5,894,185)	(7,039,845)	(5,762,427)
Direct costs of delivering services	10	(15,428,766)	(14,347,066)	(16,850,187)	(15,920,397)
Administration expenses	10	(1,915,587)	(1,422,399)	(1,751,865)	(1,241,046)
Other operating expenses	10	(7,493,612)	(1,428,799)	(7,741,942)	(1,725,829)
		(32,389,017)	(23,092,449)	(33,383,839)	(24,649,699)
Surplus before other gains/losses		310,629	310,629	562,645	562,645
Gain on disposal of fixed assets	12	46,282	46,282	36,471	36,471
Total comprehensive income for the year		356,911	356,911	599,116	599,116
Represented by:					
- Restricted comprehensive income for the year		-	-	-	-
- Unrestricted comprehensive income for the year		356,911	356,911	599,116	599,116
- Attributable to the organisation		356,911	356,911	599,116	599,116
		356,911	356,911	599,116	599,116

All items of income and expenditure relate to continuing activities.

CONSOLIDATED AND COMPANY STATEMENT OF CHANGES IN EQUITY

Financial Year Ended 31 December 2019

	Income and expenditure Account		Total excluding non-controlling interest	Non-controlling interest	Total
	Restricted	Unrestricted			
	€	€	€	€	€
CONSOLIDATED					
Balance at 1 January 2018	-	2,490,009	2,490,009	8	2,490,017
Surplus from the income and expenditure statement	-	599,116	599,116	-	599,116
Release of restricted funds spent in year	-	-	-	-	-
Total comprehensive income for the year	-	599,116	599,116	-	599,116
Balance at 31 December 2018	-	3,089,125	3,089,125	8	3,089,133
Balance at 1 January 2019	-	3,089,125	3,089,125	8	3,089,133
Surplus from the income and expenditure statement	-	356,911	356,911	-	356,911
Release of restricted funds spent in year	-	-	-	-	-
Total comprehensive income for the year	-	356,911	356,911	-	356,911
Balance at 31 December 2019	-	3,446,036	3,446,036	8	3,446,044
COMPANY					
Balance at 1 January 2018	-	2,490,009	2,490,009	-	2,490,009
Surplus from the income and expenditure statement	-	599,116	599,116	-	599,116
Release of restricted funds spent in year	-	-	-	-	-
Total comprehensive income for the year	-	599,116	599,116	-	599,116
Balance at 31 December 2018	-	3,089,125	3,089,125	-	3,089,125
Balance at 1 January 2019	-	3,089,125	3,089,125	-	3,089,125
Surplus from the income and expenditure statement	-	356,911	356,911	-	356,911
Release of restricted funds spent in year	-	-	-	-	-
Total comprehensive income for the year	-	356,911	356,911	-	356,911
Balance at 31 December 2019	-	3,446,036	3,446,036	-	3,446,036

CONSOLIDATED AND COMPANY BALANCE SHEET

As at 31 December 2019

	Notes	31 December 2019 Consolidated	31 December 2019 Company	31 December 2018 Consolidated	31 December 2018 Company
		€	€	€	€
Non-current assets					
Intangible assets	11	5,752	5,752	-	-
Tangible assets	12	1,396,167	1,289,813	2,833,342	2,621,330
Financial assets	13	-	92	-	92
		1,401,919	1,295,657	2,833,342	2,621,422
Current assets					
Trade and other receivables	14	4,497,076	3,738,192	5,584,185	4,561,118
Cash and cash equivalents		14,041,003	11,594,292	14,249,329	11,301,740
		18,538,079	15,332,484	19,833,514	15,862,858
Less: **Creditors** (amounts falling due within one year)	15	(7,771,359)	(6,193,547)	(14,046,569)	(10,396,013)
Net current assets		10,766,720	9,138,937	5,786,945	5,466,845
Total assets less current liabilities		12,168,639	10,434,594	8,620,287	8,088,267
Creditors (amounts falling due after more than one year)					
Deferred grants	17	(7,321,683)	(5,694,000)	(2,703,000)	(2,383,000)
Capital grants	17	(1,400,912)	(1,294,558)	(2,828,154)	(2,616,142)
		(8,722,595)	(6,988,558)	(5,531,154)	(4,999,142)
Total net assets		3,446,044	3,446,036	3,089,133	3,089,125
Restricted reserves					
Income and expenditure reserve - restricted reserve	19	-	-	-	-
Unrestricted reserves					
Income and expenditure reserve - unrestricted	19	3,446,036	3,446,036	3,089,125	3,089,125
		3,446,036	3,446,036	3,089,125	3,089,125
Non-controlling interest	19	8	-	8	-
Total reserves		3,446,044	3,446,036	3,089,133	3,089,125

The financial statements were approved by the Governing Body on 14 May 2020 and were signed on its behalf on that date by:

On behalf of the board

Prof Anne Scott
Sean O'Farrell

14 May 2020

CONSOLIDATED STATEMENT OF CASH FLOWS

Financial Year Ended 31 December 2019

	2019	2018
	€	€
Cash flow from operating activities		
Surplus for the year	356,911	599,116
Adjustment for non-cash items		
Amortisation of intangible assets	250	51,617
Depreciation on tangible assets	1,926,201	1,929,023
Profit on sale of tangible assets	(46,282)	(36,471)
Investment income	(317)	(1,004)
Decrease in prepayments	374,760	1,758,814
Decrease in debtors	930,518	1,048,907
(Decrease)/increase in creditors	(6,493,379)	1,801,853
Increase/(decrease) in long term creditors	3,191,440	(1,543,215)
Net cash generated from operating activities	240,102	5,608,640
Cash flows from investing activities		
Proceeds from sales of tangible assets	46,282	36,471
Purchases of tangible fixed assets	(489,025)	(755,328)
Purchases of intangible assets	(6,002)	-
Interest received	317	1,004
Net cash used in investing activities	(448,428)	(717,853)
Cash flows from financing activities		
Issue of ordinary share capital	-	-
Net cash used in financing activities	-	-
Net (decrease)/increase in cash and cash equivalents in the year	(208,326)	4,890,787
Cash and cash equivalents at beginning of the year	14,249,329	9,358,542
Cash and cash equivalents at end of the year	14,041,003	14,249,329
Components of cash and cash equivalents		
Cash and cash equivalents comprised:		
Cash at bank and in hand	14,041,003	14,249,329
Short term deposit accounts	-	-
Cash equivalents	14,041,003	14,249,329

NOTES TO THE FINANCIAL STATEMENTS

1 General information

(a) Overview of principal activities

HEAnet CLG is Ireland's National Education and Research Network, providing internet connectivity and associated ICT services to education and research organisations throughout Ireland, including all primary and post primary schools. Its subsidiary, EduCampus Services DAC, represents a continued commitment to the delivery of MIS shared services to the higher education sector.

(b) Subsidiaries

HEAnet CLG has one subsidiary company EduCampus Services DAC. HEAnet holds 92% of the shares and has a controlling stake in that company.

(c) Details of incorporation and registered office

HEAnet CLG was incorporated on 12 November 1997. EduCampus Services DAC was incorporated on 20 April 2015. The registered office of the group and company is 5 George's Dock, IFSC, Dublin 1.

2 Statement of compliance

The Group financial statements of HEAnet Group have been prepared on a going concern basis and in accordance with Irish GAAP (accounting standards issued by the Financial Reporting Council including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and Irish Law), including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)' and with the Statement of Recommended Practice - Accounting for Further and Higher Education 2015 (HE SORP) and the Companies Act 2014.

3 Accounting policies

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation of financial statements

These consolidated financial statements are prepared on a going concern basis, under the historical cost convention.

The preparation of financial statements in conformity with FRS102 requires the use of certain key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the financial year. It also requires the directors to exercise their judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or areas where assumptions and estimates have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are disclosed in Note 4.

(b) Going concern

The Group meets its working capital requirements by way of grant funding from the Department of Education and Skills and the Higher Education Authority, as well as membership contribution from clients. All necessary funding has been confirmed for 2020 and the importance of technology in education is appreciated now, more than ever. While the Government's financial position will be challenging next year and some downward budgetary pressure may be applied. The company's revised forecasts and projections, taking account of reasonably possible changes in trading performance, and having considered in detail the potential risks and likely impacts of the Coronavirus pandemic, continue to show that the company should be able to operate within the level of its current cash reserves. See the note included in the Trustees Report for further details on the specific reviews undertaken in relation to the Coronavirus. The directors are confident that adequate support will be made available for the Group to continue operations next year and into the future. The Group therefore continues to adopt the going concern basis in preparing Group financial statements.

(c) Basis of consolidation

The Group consolidated financial statements include the financial statements of the company and all of its subsidiary undertakings made up to 31 December 2019.

A subsidiary is an entity controlled by the Group. Control is the power to govern the financial and operating policies of an entity to obtain benefits from its activities. Where the Group owns less than 50% of the voting powers of an entity but controls the entity by virtue of an agreement with other investors, which give it control of the financial and operating policies of the entity, it accounts for that entity as a subsidiary.

All intra-Group transactions, balances, income and expenses are eliminated on consolidation. Adjustments are made to eliminate the profit or loss arising on transactions with associates to the extent of the Group's interest in the entity.

(d) Foreign currencies

The Group financial statements are presented in Euro, denominated by the symbol '€'.

The Group functional and presentation currency is the Euro.

Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rates ruling at the balance sheet date and revenues, costs and non-monetary assets at the exchange rates ruling at the dates of the transactions, except that where a transaction is covered by a forward exchange contract, the contracted exchange rate is used.

Profits and losses arising from foreign currency transactions and on settlement of amounts receivable and payable in foreign currency are dealt with in the profit and loss account. Monetary assets are money held and amounts to be received in money; all other assets are non-monetary assets. All foreign exchange gains and losses are presented in the profit and loss account within "other operating expenses".

(e) Income

Income is measured at the fair value of the consideration received or receivable and represents the amount receivable for services rendered.

(i) Recognition of grant income

The HE SORP allows the accounting policy choice of applying the accruals model or the performance model when accounting for government grants. Non-exchange transactions are defined as those transactions whereby an entity receives value from another entity without directly giving approximately equal value in exchange.

As all of HEAnet grants are considered to be government grants, no non-exchange grant transactions have been recognised in the financial statements and the option to apply the accruals model to the recognition of all grant income has been adopted.

Grant income is recognised in income on an accruals basis over the periods in which the entity recognised the related costs for which the grant was intended to compensate.

Grants related to assets shall be recognised in income on a systematic basis over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as long-term capital grants.

Income includes grants received from the Department of Education and Skills via the Higher Education Authority for Central and Service Provision, Core HEAnet Infrastructure and IoT Infrastructure. Income also includes grants received directly from the Department of Education and Skills for the Primary Schools Network, and grants received for the phased national rollout of the 100Mbps to the Post-Primary Schools project. This project is funded by the Department of Communications, Climate Action and Environment for the first two years, and by the Department of Education and Skills from the third year.

(ii) Client connectivity

Client contributions are a contribution from member clients based on a client charging model prepared annually and approved by the board of directors. Income is recognised in the period in which it is earned.

Core HEAnet infrastructure client income comprises client contribution to the set-up costs of new point to point circuits, multi-media services, and co-location charges for equipment housing/hosted data services at HEAnet out-sourced facilities, and is recognised when the service is provided.

(iii) Other Client income

Client service income relates to additional optional client services, which are invoiced separately to the annual Client Contribution, and is recognised when the service is provided.

Brokerage services/support income includes client contribution to the management of, and participation in, commercial agreements to secure savings on behalf of HEAnet clients and is recognised when the service is provided.

Intercompany SLA income includes the agreed cost of support (Finance, HR, LAN Support & Client Collaboration) provided by HEAnet to EduCampus Services and is recognised when the service is provided.

(iv) Recognition of costs associated with grant income and client charges

The associated costs of grants and client contributions are recognised in the cost line titled "Direct costs of delivering services", with the exception of staff, overhead and other administrative costs relating to projects, which are recognised in administration costs. Other operating costs includes other central costs associated with provision of services to clients including data centres and IT costs.

(v) Bank interest receivable

Bank interest income is recognised using the effective interest rate method.

(f) Employee benefits

The Group provides a range of benefits to employees: company sponsored health insurance, sick pay, risk cover and defined contribution pension.

(i) Short term benefits

Short-term benefits including compensation for loss of employment, holiday pay, and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

(ii) Pensions

The Group operates a defined contribution pension plan for its employees. The pension entitlements of the employees are secured by contributions to a separately administered defined contribution pension scheme and the assets of the plan are held separately from the Group. Once the contributions have been paid, the Group has no further payment obligations. The expected cost of providing pensions to employees is charged to the profit and loss account when they are due. Amounts not paid are included in accruals in the balance sheet.

(g) Intangible assets

Computer software is carried at cost less accumulated amortisation and accumulated impairment and is amortised over its estimated useful life as follows:

Computer software	2 years

Intangible fixed assets are reviewed for impairment if there is an indication that the intangible asset may be impaired.

(h) Tangible fixed assets

Fixed assets are carried at cost less accumulated depreciation and accumulated impairment. Cost includes the original purchase price and costs directly attributable to bringing the asset to use.

Depreciation is calculated in order to write off the cost of tangible fixed assets over their estimated useful lives using the straight-line method.

The estimated useful lives of tangible fixed assets by reference to which depreciation has been calculated are as follows:

Computer hardware	3 years
Fixtures and fittings	4 years
Leasehold Improvements	Remainder of lease period

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each financial year. The effect of any change in either residual values or useful lives is accounted for prospectively.

Repairs and maintenance are accounted for through the profit and loss account.

Tangible fixed assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss.

(i) Impairment of non-financial assets

At the end of each financial year, non-financial assets not carried at fair value are assessed to determine whether there is an indication that the asset may be impaired. If there is such an indication, the recoverable amount is estimated.

If the recoverable amount of the asset is less than the carrying amount of the asset, the carrying amount is reduced to its recoverable amount. An impairment loss is recognised in the profit and loss account.

(j) Investments – Company

Investments in subsidiary company

Investment in a subsidiary company is held at cost less accumulated impairment losses.

(k) Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less. Cash and cash equivalents are initially measured at transaction price and subsequently measured at amortised cost.

(l) Financial instruments

The Group has chosen to adopt the sections 11 and 12 of the FRS 102 in respect of financial instruments.

(i) Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances and investments in subsidiaries, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Trade and other debtors and cash and cash equivalents, which constitute financing transactions, are subsequently carried at amortised cost using the effective interest method.

At the end of each financial year, financial assets measured at amortised cost are assessed for objective evidence of impairment. If there is objective evidence that a financial asset measured at amortised cost is impaired, an impairment loss is recognised in profit or loss. The impairment loss is the difference between the financial asset's carrying amount and the present value of the financial asset's estimated cash inflows discounted at the asset's original effective interest rate.

If, in a subsequent financial year, the amount of an impairment loss decreases and the decrease can be objectively related to an event occurring after the impairment was recognised the previously recognised impairment loss is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment loss not previously been recognised. The impairment reversal is recognised in profit or loss.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price.

(ii) Financial liabilities

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction. Where the arrangement constitutes a financing transaction the resulting financial liability is initially measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

(iii) ***Offsetting***

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(m) Related party transactions

The Group discloses transactions with related parties which are not wholly owned within the Group. Where appropriate, transactions of a similar nature are aggregated unless, in the opinion of the directors, separate disclosure is necessary to understand the effect of the transactions on the Group financial statements.

(n) Indefeasible Rights of Use (IRU's)

Expenditure on the purchased IRU capacity contracts are accounted for as service contracts, and accordingly, the prepaid balance is recorded as a prepayment and is amortised on a straight line basis as an expense over the life of the service level agreement.

(o) Funds

All transactions of the organisation have been recorded and reported as income into or expenditure from funds which are classified as "restricted", "designated" or "unrestricted".

(i) ***Restricted funds***

Income is treated as restricted where the grant donor has specified that it may only be used for a particular purpose or where it has been raised for a particular purpose. All other income is treated as unrestricted. Expenditure is treated as being made out of restricted funds to the extent that it meets the criteria specified by the donor or the terms under which it was raised. All other expenditure is treated as unrestricted.

(ii) ***Unrestricted funds***

Unrestricted funds are client contributions received for the general purpose of the organisation which have no explicit restrictions attaching to them.

The balance of the unrestricted fund at the end of the year represents the reserves held by the organisation for general use in furtherance of its work.

(iii) ***Designated reserves***

On occasion the board designates certain elements of unrestricted funds to be used for a specific future purpose. The designated funds within unrestricted funds in place at the balance sheet date include infrastructure current expenditure. These funds have been designated by the board for the purpose of certain funds to cover the cost of infrastructure which are funded in arrears. As these funds are an internal matter designated by the organisation, these have not been called out on the face of the primary statements, however transfers within designated reserves are dealt with in Note 19 of the financial statements.

4 Critical accounting judgement and estimation uncertainty

The directors make estimates and assumptions concerning the future in the process of preparing the entity financial statements. The resulting accounting estimates will, by definition, seldom equal the related actual results. While there is always a risk where judgements and estimates are used, none of these is considered by the directors to pose a serious risk of requiring material restatement in the next financial year. This is addressed below:

Useful economic lives of tangible fixed assets

Depreciation is calculated in order to write off the cost of tangible fixed assets over their estimated useful lives by equal annual instalments. The estimated useful lives of tangible fixed assets detailed in the accounting policies is considered appropriate.

5. Funding body grants

		Notes	Year ended 31 December 2019 Consolidated €	Year ended 31 December 2019 Company €	Year ended 31 December 2018 Consolidated €	Year ended 31 December 2018 Company €
(a)	**Recurrent grant**					
	Core HEAnet infrastructure recurrent grants		5,400,845	5,400,845	6,180,992	6,180,992
	Schools network infrastructure recurrent grants		1,497,141	1,497,141	1,431,290	1,431,290
	IoT infrastructure recurrent grants		832,744	832,744	784,817	784,817
	Schools high speed recurrent grants		6,865,592	6,865,592	7,694,064	7,694,064
	Brokerage grant recurrent grant		86,400	86,400	239,676	239,676
	EduCampus operational recurrent grants		8,258,219	-	8,278,809	-
			22,940,941	14,682,722	24,609,648	16,330,839
(b)	**Specific grants**					
	HEA grant		946,126	946,126	906,800	906,800
	European Commission grant		240,830	240,830	340,719	340,719
	Transition project funding		-	-	-	-
	MIS refresh project grant		921,428	-	570,008	-
			2,108,384	1,186,956	1,817,527	1,247,519
	Total non-capital funding body grants	16(a)	25,049,325	15,869,678	26,427,175	17,578,358
(c)	**Capital grants**					
	Core HEAnet infrastructure capital amortisation	17(a)	1,394,810	1,394,810	1,409,778	1,409,778
	Schools network infrastructure capital amortisation	17(a)	114,728	114,728	134,109	134,109
	IoT infrastructure capital amortisation	17(a)	1,389	1,389	4,170	4,170
	Schools high speed capital amortisation	17(a)	300,984	300,984	236,663	236,663
	Operational capital amortisation	17(a)	41,131	-	89,026	-
	Transition capital amortisation	17(a)	69,226	-	85,847	-
			1,922,268	1,811,911	1,959,593	1,784,720
	Total funding body grants		26,971,593	17,681,589	28,386,768	19,363,078

6. Client Connectivity income

	Year ended 31 December 2019		Year ended 31 December 2018	
	Consolidated	Company	Consolidated	Company
	€	€	€	€
Unrestricted Client contribution charges	3,620,827	3,631,500	3,334,678	3,344,949
Unrestricted Income from client connectivity charges	118,305	118,305	261,238	261,238
	3,739,132	3,749,805	3,595,916	3,606,187

7. Other Client Income

	Year ended 31 December 2019		Year ended 31 December 2018	
	Consolidated	Company	Consolidated	Company
	€	€	€	€
Client service income	1,802,217	1,169,527	1,404,067	1,049,519
Brokerage/support	186,387	456,809	558,729	857,574
Other intercompany recharges	-	-	-	-
Intercompany SLA support	-	345,031	-	334,982
	1,988,604	1,971,367	1,962,796	2,242,075

8. Investment income

	Year ended 31 December 2019		Year ended 31 December 2018	
	Consolidated	Company	Consolidated	Company
	€	€	€	€
Bank interest	317	317	1,004	1,004

9. Staff costs

	Year ended 31 December 2019		Year ended 31 December 2018	
	Consolidated	Company	Consolidated	Company
	€	€	€	€
(a) Staff costs				
Salaries	5,961,353	4,713,248	5,590,327	4,666,288
Secondee costs	144,449	-	144,630	-
Redundancy and termination payments	81,000	81,000	-	-
Social security costs	648,214	518,706	609,057	512,838
Retirement benefit costs	581,466	473,072	559,258	471,403
Company sponsored health insurance	86,483	68,895	89,330	74,941
Company sponsored risk	48,087	39,264	47,243	36,957
	7,551,052	5,894,185	7,039,845	5,762,427

9. Staff costs (continued)

(b) Remuneration

Remuneration of other higher paid staff (company):

	2019 Number	2018 Number
€60,000 - €69,999	5	10
€70,000 - €79,999	11	6
€80,000 - €89,999	4	7
€90,000 - €99,999	8	8
€100,000 - €109,999	4	2
€110,000 - €119,999	-	1
€120,000 - €129,999	3	2
€130,000 - €139,999	-	-
€140,000 - €149,999	-	1
€150,000 - €159,999	1	-
	36	37

Remuneration of other higher paid staff (consolidated, including secondees)

	2019 Number	2018 Number
€60,000 - €69,999	7	12
€70,000 - €79,999	16	10
€80,000 - €89,999	6	8
€90,000 - €99,999	10	9
€100,000 - €109,999	5	3
€110,000 - €119,999	-	1
€120,000 - €129,999	3	2
€130,000 - €139,999	-	1
€140,000 - €149,999	1	1
€150,000 - €159,999	1	-
	49	47

(c) Average staff numbers by major category (HEAnet)

	2019	2018
Management	7	9
Administration	14	14
Technical/engineers/service delivery	46	44
	67	67

Average staff numbers by major category (consolidated, including secondees)

	2019	2018
Management	12	14
Administration	17	16
Technical/engineers/service delivery	57	52
	86	82

Additional disclosures are included in the above table to show the number of staff in the band between €60,000 and €69,999. This is not required under the HE SORP, but is a requirement of the Code of Practice for the Governance of State Bodies (2016).

(d) Key management personnel

The key management personnel of the group have been identified as the directors (of whom none is appointed to any salaried office or position within the company), and the senior management team (11 personnel) (2018: 11). The total compensation paid to these personnel in 2019 was €1,498,381 (2018: €1,429,887) and this includes salary, pension contributions and health insurance contributions.

The Chief Executive's Remuneration for 2019 was €152,880 (2018: €145,600).

10. Analysis of total expenditure by activity

	Year ended 31 December 2019 Consolidated €	Year ended 31 December 2019 Company €	Year ended 31 December 2018 Consolidated €	Year ended 31 December 2018 Company €
Staff costs	7,551,052	5,894,185	7,039,845	5,762,427
Direct cost of delivering services	15,428,766	14,347,066	16,850,187	15,920,397
Administration expenses	1,915,587	1,422,399	1,751,865	1,241,046
Other operating expenses	7,493,612	1,428,799	7,741,942	1,725,829
	32,389,017	23,092,449	33,383,839	24,649,699
Administration expenses include:				
Rent, rates, service charge and office support	790,523	575,979	830,710	587,264
Consultancy and professional fees	310.897	265,413	225,403	175,479
Depreciation and amortisation	110,357	-	174,873	-
External auditors remuneration in respect of audit services*	55,744	36,740	54,120	35,670
External auditors remuneration in respect of non-audit services*	7,159	4,748	9,494	7,157
Foreign exchange (gain)/loss	(2)	(2)	19	19
Other operating expenses include:				
MIS - IT service costs	5,318,937	-	5,002,542	-
MIS - Service continuity	908,487	-	1,195,846	-
HEAnet Conference	23,789	23,789	21,039	21,039

*Auditors remuneration is inclusive of VAT

11. Intangible assets

	Year ended 31 December 2019 Consolidated €	Year ended 31 December 2019 Company €	Year ended 31 December 2018 Consolidated €	Year ended 31 December 2018 Company €
Cost				
At 1 January	530,661	359,992	704,332	533,663
Additions in the year	6,002	6,002	-	-
Disposals	(3,913)	(3,913)	(173,671)	(173,671)
At 31 December	532,750	362,081	530,661	359,992
Accumulated depreciation				
At 1 January	(530,661)	(359,992)	(652,715)	(531,824)
Charge for the year	(250)	(250)	(51,617)	(1,839)
Disposals	3,913	3,913	173,671	173,671
At 31 December	(526,998)	(356,329)	(530,661)	(359,992)
Net book value				
At 31 December	5,752	5,752	-	-

12. Tangible assets

	Fixtures fittings and equipment	Computer hardware	Total
	€	€	€
CONSOLIDATED			
Cost			
At 1 January 2019	450,978	13,543,091	13,994,069
Additions	4,700	484,325	489,025
Disposals	-	(1,115,604)	(1,115,604)
At 31 December 2019	455,678	12,911,812	13,367,490
Accumulated depreciation			
At 1 January 2019	(252,508)	(10,908,218)	(11,160,726)
Charge for the year	(98,923)	(1,827,278)	(1,926,201)
Disposals	-	1,115,604	1,115,604
At 31 December 2019	(351,431)	(11,619,892)	(11,971,323)
Net book value			
At 31 December 2019	104,247	1,291,920	1,396,167
At 31 December 2018	198,469	2,634,873	2,833,342
COMPANY			
Cost			
At 1 January 2019	48,933	13,455,857	13,504,790
Additions	-	484,325	484,325
Disposals	-	(1,115,604)	(1,115,604)
At 31 December 2019	48,933	12,824,578	12,873,511
Accumulated depreciation			
At 1 January 2019	(48,933)	(10,834,527)	(10,883,460)
Charge for the year	-	(1,815,842)	(1,815,842)
Disposals	-	1,115,604	1,115,604
At 31 December 2019	(48,933)	(11,534,765)	(11,583,698)
Net book value			
At 31 December 2019	-	1,289,813	1,289,813
At 31 December 2018	-	2,621,330	2,621,330

12. Fixed assets (continued)

	Consolidated		Company	
	2019	2018	2019	2018
	€	€	€	€
Disposal figure includes the following:				
Cost				
Hardware	1,115,604	5,826,265	1,115,604	5,826,262
Software	3,913	173,671	3,913	173,671
Fixtures and fittings	-	81,291	-	81,291
Accumulated depreciation				
Hardware	(1,115,604)	(5,826,265)	(1,115,604)	(5,826,262)
Software	(3,913)	(173,671)	(3,913)	(173,671)
Fixtures and fittings	-	(81,291)	-	(81,291)
Profit on disposal				
Hardware	46,282	36,471	46,282	36,471
Future tangible asset purchase commitments				
Contracted for but not provided in financial statements	-	-	-	-
Authorised by the directors but not contracted for	-	287,736	-	287,736

No assets are held under finance leases.

13. Financial assets

Fixed asset investments comprise HEAnet's shareholding in its subsidiary company, EduCampus Services DAC. HEAnet holds 92% of the shares and has a controlling stake in that company. EduCampus's registered office is c/o HEAnet CLG, 5 George's Dock, IFSC, Dublin 1.

EduCampus Services DAC was formed to provide quality IT and MIS shared services to the higher education sector, in line with the National Strategy for Higher Education to 2030. EduCampus Services DAC commenced business operations on 1 October 2015.

14. Trade and other receivables

	Consolidated		Company	
	2019	2018	2019	2018
	€	€	€	€
Amounts falling due within one year:				
Trade debtors	325,136	869,908	232,876	869,908
Amounts owed by group companies	-	-	65,183	16,398
Other debtors	68,226	73,602	19,931	15,900
Grant receivable	221,308	388,815	212,227	129,915
VAT receivable	2,353	-	-	-
Deferred expenditure	3,880,053	4,251,860	3,207,975	3,528,997
	4,497,076	5,584,185	3,738,192	4,561,118

Amounts owed by group companies are unsecured, interest free and payable within 30 days in line with other HEAnet client invoices. There is no provision for impairment carried against trade debtors.

15. Creditors (amounts falling due within one year)

	Consolidated		Company	
	2019	2018	2019	2018
	€	€	€	€
Trade creditors	1,189,937	3,412,892	969,252	1,641,114
Accruals	1,370,021	2,176,851	894,392	1,808,150
Taxation and social insurance	312,058	306,943	261,627	268,780
Deferred grants	4,296,639	7,513,006	3,391,639	5,667,496
Deferred income	432,073	467,957	529,331	584,960
Other accruals	170,631	168,920	147,306	425,513
	7,771,359	14,046,569	6,193,547	10,396,013

Included in the above taxation and social insurance liability are the following:

VAT payable	100,521	113,982	100,521	110,377
RCT payable	400	-	400	-
PAYE	103,119	93,331	76,995	75,457
PRSI	74,297	67,248	57,355	56,032
Local property tax	297	278	244	244
Universal social charge	20,552	19,266	15,757	15,778
Company sponsored health insurance	12,872	12,838	10,355	10,892
	312,058	306,943	261,627	268,780

Amounts owing to trade creditors are subject to agreed payment terms, which are generally 30 days. Tax and social insurance are repayable in accordance with the applicable statutory provisions.

16. Grants

		Notes	Consolidated 2019	Consolidated 2018	Company 2019	Company 2018
			€	€	€	€
(a)	**Grants**					
	Balance at beginning of the year		10,216,006	11,403,917	8,050,496	8,976,373
	Grants received/receivable during the year		26,946,667	25,994,593	17,395,148	17,389,692
			37,162,673	37,398,510	25,445,644	26,366,065
Less:						
	Recurrent grant released to revenue	5(a), (b)	(25,049,325)	(26,427,175)	(15,869,678)	(17,578,358)
	Transfer to capital grants	17	(495,026)	(755,329)	(490,327)	(737,211)
	Transfer to designated fund		-	-	-	-
	Deferred grants at end of year		11,618,322	10,216,006	9,085,639	8,050,496
(b)	**Grants due within/after one year**					
	Thereof:					
	Amounts falling due within one year		4,296,639	7,513,006	3,391,639	5,667,496
	Amounts falling due after one year		7,321,683	2,703,000	5,694,000	2,383,000
			11,618,322	10,216,006	9,085,639	8,050,496

(c) Government grants

The majority of HEAnet Group's activity is supported by way of grant funding from the government departments and agencies.

Some grants (e.g. for the Core HEAnet Infrastructure, which is funded by the HEA and the schools project, which is funded by the Department of Education and Skills) are 100% funded in arrears, based on matured liabilities.

Other grants (e.g. for EduCampus Services operational grant, the HEAnet Institute of Technology and HEAnet central administration grants) are funded up to a certain agreed figure based on budgetary projections provided in advance by HEAnet. The company is responsible for operating within the scope of the agreed budget.

Grants are provided on the basis of providing service in the periods to which the grants relates and are not contingent on meeting any future conditions.

The Group's obligations are organised so that the majority of contracts are cancellable on short notice periods (approximately three months) in the event grant funding was withdrawn.

16. Grants (continued)

(d) Analysis of deferred grants and grant income for the year ended 31 December 2019

Name of grantor	Name of grant	Purpose of grant	Opening Deferral 1 January 2019 €	Grant Received 2019 €	Income and Expenditure 2019 €	Closing Deferral 31 December 2019 €	Reason for Closing Deferral
Department of Education and Skills through the Higher Education Authority	Vote 26 C.04	Central and Brokerage Recurrent Grant	-	1,032,526	(1,032,526)	-	
Department of Education and Skills through the Higher Education Authority	Vote 26 C.04	IoT Infrastructure Grant	245,561	765,985	(832,744)	178,803	Commitments in 2019 for 2020 expenditure
Department of Education and Skills through the Higher Education Authority	Vote 26 C.16	CHI Capital and Recurrent Research Grant	-	287,777	(287,777)	-	
Department of Education and Skills through the Higher Education Authority and the European Commission	Vote 26 C.12	CHI Capital and Recurrent Research Grant	6,795,441	6,252,783	(5,518,397)	7,529,827	Commitments in 2019 for 2020 expenditure
Department of Education and Skills	Vote 26 C.04	Schools Broadband Network Capital and Recurrent Grant	342,926	1,761,847	(1,497,141)	607,632	Commitments in 2019 for 2020 expenditure
Department of Education and Skills	Vote 26 C.04	Schools Post-primary Capital and Recurrent Grant	666,568	7,294,228	(7,191,419)	769,377	Commitments in 2019 for 2020 expenditure
HEAnet Closing Balance			8,050,496	17,395,146	(16,360,004)	9,085,638	

16. Grants (continued)

(d) Analysis of deferred grants and grant income for the year ended 31 December 2019

Name of grantor	Name of grant	Purpose of grant	Opening Deferral 1 January 2019 €	Grant Received 2019 €	Income and Expenditure 2019 €	Closing Deferral 31 December 2019 €	Reason for Closing Deferral
Department of Education and Skills through the Higher Education Authority	Vote 26 C.04	These grants are utilised in providing quality IT and MIS shared services to the Institutes of Technology	433,050	8,627,875	(8,353,492)	707,433	Commitments in 2019 for 2020 expenditure
Department of Education and Skills through the Higher Education Authority	Vote 26 C.16	Funding the refresh of the HRM and Payroll System	-	-	-	-	
Department of Education and Skills through the Higher Education Authority	Vote 26 C.16	Funding the upgrade of CoreHR for TCD through ESBS	-	-	-	-	
Department of Education and Skills through the Higher Education Authority	Vote 26 C.16	Funding the refresh of the remaining Managed Information System	1,732,460	923,646	(830,855)	1,825,251	Future capital purchase commitments for the MIS refresh project
EduCampus closing balance			2,165,510	9,551,521	(9,184,347)	2,532,684	
HEAnet Group closing balance			10,216,006	26,946,667	(25,544,351)	11,618,322	

17. Creditors (amounts falling due after more than one year)

	Notes	Consolidated 2019 €	Consolidated 2018 €	Company 2019 €	Company 2018 €
Deferred grants	16(b)	7,321,683	2,703,000	5,694,000	2,383,000
Capital grants	17(a)	1,400,912	2,828,154	1,294,558	2,616,142
		8,722,595	5,531,154	6,988,558	4,999,142

(a) Capital Grants

	Notes	Consolidated 2019 €	Consolidated 2018 €	Company 2019 €	Company 2018 €
Balance at beginning of the year		2,828,154	4,032,418	2,616,142	3,663,651
Grants received/receivable during the year	16(a)	495,026	755,329	490,327	737,211
		3,323,180	4,787,747	3,106,469	4,400,862
Amortisation for the year		(1,922,268)	(1,959,593)	(1,811,911)	(1,784,720)
Balance at end of year		1,400,912	2,828,154	1,294,558	2,616,142

Included in the amortisation of capital grants for the year is amortisation in respect of:

	Consolidated 2019 €	Consolidated 2018 €	Company 2019 €	Company 2018 €
Core HEAnet infrastructure	1,394,810	1,409,778	1,394,810	1,409,778
Schools network	114,728	134,109	114,728	134,109
IoT infrastructure	1,389	4,170	1,389	4,170
Schools high speed	300,984	236,663	300,984	236,663
EduCampus	110,357	174,873	-	-
	1,922,268	1,959,593	1,811,911	1,784,720

18. Operating lease commitments

	Consolidated 2019 €	Consolidated 2018 €	Company 2019 €	Company 2018 €
Minimum lease payment under operating leases recognised as an expense during the year	1,563,305	1,477,496	1,463,907	1,378,098

At period end, the company has outstanding commitments under non-cancellable operating lease that fall due as follows:

	Consolidated 2019 €	Consolidated 2018 €	Company 2019 €	Company 2018 €
Within one year	1,495,882	1,521,424	1,396,485	1,422,027
Later than one year and not later than five years	2,250,113	3,278,611	1,776,318	2,774,997
Later than 5 years	-	65,579	-	-
Total lease payments due	3,745,995	4,869,614	3,172,803	4,197,024

19. Funds note

	Unrestricted funds - general reserve	Designated funds - general reserve	2019 Total
	€	€	€
Consolidated			
Opening balance	1,289,125	1,800,000	3,089,125
Net movement in statement of comprehensive income	356,911	-	356,911
Movements between funds	-	-	-
Closing balance at 31 December 2019	1,646,036	1,800,000	3,446,036
Net movement in statement of comprehensive income	1,646,036	1,800,000	3,446,036
Movements between funds	-	-	-
Closing balance at 31 December 2019	1,646,036	1,800,000	3,446,036
Company			
Opening balance	1,289,125	1,800,000	3,089,125
Net movement in statement of comprehensive income	356,911	-	356.911
Movements between funds	-	-	-
Closing balance at 31 December 2019	1,646,036	1,800,000	3,446,036
Net movement in statement of comprehensive income	1,646,036	1,800,000	3,446,036
Movements between funds	-	-	-
Closing balance at 31 December 2019	1,646,036	1,800,000	3,446,036

Restricted funds

Restricted funds comprise the following:

Restricted capital grants are grants received for capital expenditure relating to specific capital projects such as the Core HEAnet infrastructure capital project or the Schools network infrastructure capital project.

Grants are provided by the grant authority for the specific capital project stipulated. Amortisation of the relevant grants and the related depreciation expenditure are treated as restricted income and expenditure in the statement of comprehensive income and expenditure.

Other restricted funds relate to other income which has been received from a grant authority or other organisation with specific restrictions attaching to it. Such income is held in a restricted fund and utilised to fund the related expenditure when incurred.

Unrestricted funds

Unrestricted funds comprise the following:

Unrestricted general funds (primarily client contributions) comprise all funds which have been received and used in the ordinary course of business which are not subject to a specific restriction by the grantor or donor.

Designated funds

Designated funds include funds designated by the Board for a specific purpose. In 2017 the Board designated an amount of €1.8m as a designated fund for infrastructure recurrent expenditure. This fund has been ring-fenced for cash flow purposes because certain recurrent grants are received in arrears.

20. Related party transactions

HEAnet provides network and related services to its members. It operates on a cost recovery basis, whereby the members approve a budget for HEAnet to provide the required services and HEAnet invoices the members in accordance with the services which have been requested. HEAnet is in receipt of grant funding which is used to offset the cost of providing these services.

In 2015, HEAnet established a subsidiary company, EduCampus Services DAC, and HEAnet holds the majority of the shares (92%). The ultimate controlling party of the group is HEAnet. Business support services were provided to EduCampus Services DAC, which amounted to €345,031 (2018: €334,982).

On 1 March 2016 EduCampus Services became a client of HEAnet. Client contribution charges for 2019 were €10,674 (2018: €10,271).

Other services provided by HEAnet to EduCampus Services relate to Web-hosting, Managed IdP and Managed eduroam Radius Service. Other services charged by HEAnet for the period amounted to €14,123 (2018: €5,233).
The balance receivable in respect of all services from EduCampus Services at the year-end was €Nil (2018: €Nil).

The receivable is unsecured, due in thirty days and no guarantees have been received.

Ms Kerrie Power, Chief Execuitve in HEAnet CLG, is a Director of GÉANT from November 2019. During the year, HEAnet CLG received services from GÉANT and provided services to GÉANT. The services provided to GÉANT and provided by GÉANT were subject to normal commercial terms and amounted to the below:

During the year, HEAnet CLG provided services to GÉANT, and amounted to €12,000 (2018: €12,000). At the year-end, the amount due from GÉANT was €Nil (2018: €Nil).

During the year, HEAnet CLG received grant income from GÉANT, and this amounted to €492,027 (2018: €258,215). The grant receivable in respect of GÉANT at year-end was €Nil (2018: €129,108). The deferred grant in respect of GÉANT at year-end was €384,675 (2018: €133,477).

During the year, HEAnet CLG received services from GÉANT, and this amounted to €608,066 (2018: €681,281). At the year-end, the amount due to GÉANT was €61,192 (2018: €Nil). Deferred expenditure in respect of GÉANT at year-end was €198,583 (2018: €202,187).

Ms Orla McGann, Infrastructure Services Manager in HEAnet till May 2019, was a director of Internet Neutral Exchange Association (INEX) during this period. During the year, HEAnet received services from INEX. INEX is a not-for profit organisation. The services provided by INEX to HEAnet were subject to normal commercial terms and amounted to €53,038 (2018: €64,993). At the year-end, the amount due to INEX was €nil (2018: €nil). Deferred expenditure in respect of INEX at year-end was €nil (2018: €nil).

Dr Joseph Ryan, director and Chairperson of EduCampus Services DAC for the period 1 January 2019 to 31 December 2019, was also a director of An Chéim Computer Services Ltd during the period.

Ms Mary Kerr, director of EduCampus Services DAC for the period 1 January 2019 to 31 December 2019, was also a director of An Chéim Computer Services Ltd during the period.

An Chéim Computer Services Limited was liquidated on 7 December 2018.

Limited by guarantee

The liability of members is limited to the amount (not to exceed €1.27) guaranteed by each member.

21. Contingent assets

A potential contingent asset exists at the end of 2019 in relation to the liquidation of the company An Chéim. An Chéim formerly provided MIS services to the IoT sector prior to the establishment of EduCampus. The residual funds in An Chéim on its liquidation in 2019 were transferred to An Chéim's original shareholder and controlling party, Technological University Dublin/TU Dublin (formerly DIT). At the time of the establishment of EduCampus in 2015, it was agreed that surplus funds arising on the liquidation of An Chéim could be made available to EduCampus to support the MIS refresh project. EduCampus is currently engaging with TU Dublin to understand how much of the residual cash may be made available to EduCampus, and when this could be transferred. On receipt, the funds would be recognised as income, and the amount ringfenced for the MIS project will be booked in a designated fund in reserves. In these accounts, no asset is currently recognised in relation to this.

22. Pension plans

The pension entitlements of employees arise under a defined contribution plan, which commenced in September 1999. The Group's contribution charge to the profit and loss account for the year ended 31 December 2019 amounted to €581,466 (2018: €559,258).

23. Group Structure

At 20 April 2015, HEAnet established a subsidiary company EduCampus Services and retains a 92% controlling stake of the share capital of that company.

The establishment of EduCampus Services represents a continued commitment to the delivery of MIS shared services to the higher education sector. The initiative is fully supported by the Higher Education Authority and illustrates a renewed commitment to the next evolution of shared services delivery to the higher education sector as a whole.

24. Non-controlling interests

	2019	2018
	€	€
The movement in non-controlling interests was as follows:		
At 1 January	8	8
Total comprehensive income attributable to non-controlling interest	-	-
At 31 December	8	8

25. Subsidiaries and related undertakings

The related undertakings whose results or financial performance principally affect the figures shown in the consolidated financial statements are as follows:

Company	Principal activity	Status	Country of incorporation
EduCampus Services DAC	MIS shared services	92% owned	Ireland

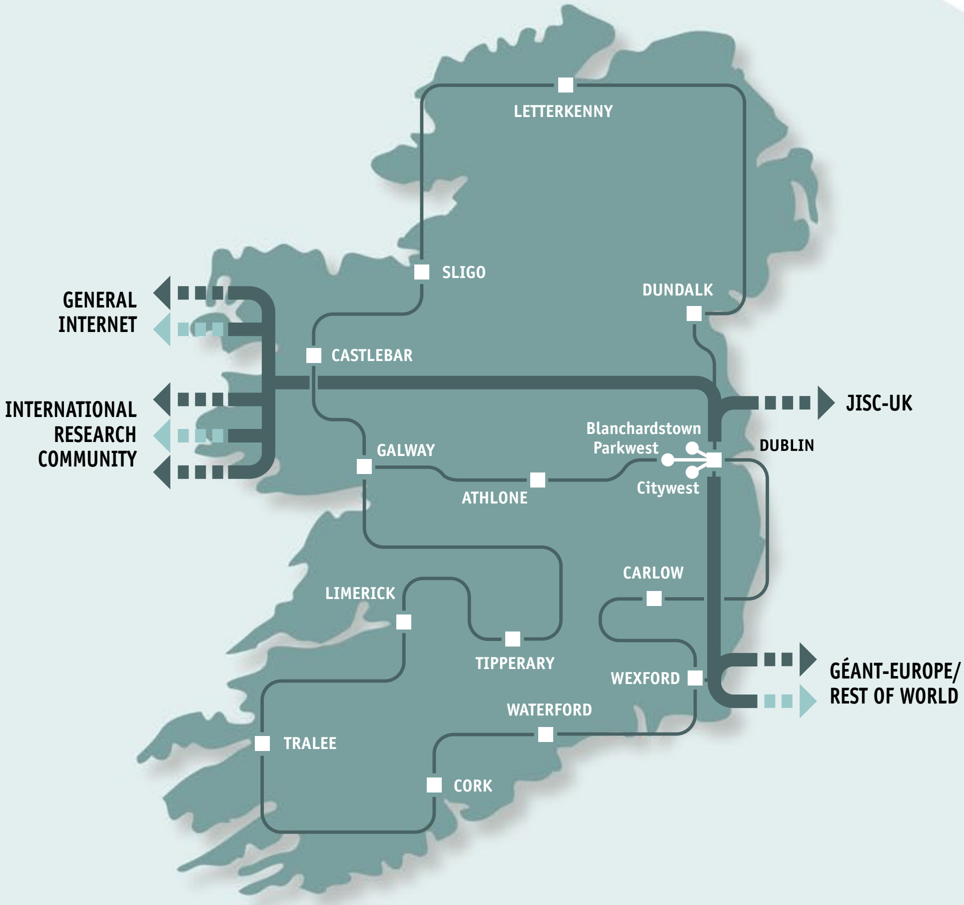
26. Subsequent events

Coronavirus disease 2019 (COVID-19) is an infectious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The disease was first identified in 2019 in Wuhan, the capital of China's Hubei province, and has since spread globally, resulting in the ongoing 2019–20 coronavirus pandemic. The earliest known infection occurred on 17 November 2019 in Wuhan, China. The World Health Organisation (WHO) declared the 2019–20 coronavirus outbreak a Public Health Emergency of International Concern (PHEIC) on 30 January 2020 and a pandemic on 11 March 2020. COVID-19 is considered to be a non-adjusting event for HEAnet at 31 December 2019. Our consideration of the impact of COVID-19 and our response to same is detailed on pages 14-15. With the exception of COVID-19, there were no other significant events which occurred between 31 December 2019 and the date these financial statements were approved.

27. Approval of the financial statements

The directors approved the Group and Company financial statements on 14 May 2020.

HEAnet NETWORK INFRASTRUCTURE AND CLIENT LIST



- Athlone Institute of Technology
- Ballyfermot CFE
- Carlow College
- Central Applications Office
- College of Anaesthetists of Ireland
- Cork Institute of Technology
- Dublin City University
- Dublin Institute for Advanced Studies
- Dundalk Institute of Technology
- Dun Laoghaire Further Education Institute / DFEI
- Economic and Social Research Institute
- Education & Training Boards Ireland
- Education Shared Business Service
- EduCampus Services
- Environmental Protection Agency
- Eurofound (European Foundation for the improvement of living and working conditions)
- Galway-Mayo Institute of Technology
- Health Research Board
- Higher Education Authority
- Houses of the Oireachtas
- IE Domain Registry
- Irish Centre for High End Computing / ICHEC
- Institute of Art, Design and Technology Dun Laoghaire
- Institute of Public Administration
- Institute of Technology Carlow
- Institute of Technology Sligo
- Institute of Technology Tralee
- Irish Prison Service
- Irish Universities Association
- Letterkenny Institute of Technology
- Limerick & Clare ETB
- Limerick Institute of Technology
- Marine Institute
- Maynooth University
- Medical Council
- Mountbellew Agricultural College
- National Cancer Registry, Ireland
- National College of Art and Design
- National College of Ireland
- National Digital Research Centre
- National Forum for the Enhancement of Teaching & Learning in Higher Education
- National University of Ireland
- National University of Ireland Galway
- Ordnance Survey Ireland / OSI
- PDST Technology in Education
- Post-Graduate Applications Centre
- Quality & Qualifications Ireland / QQI
- Royal College of Physicians of Ireland
- Royal College of Surgeons in Ireland
- Royal Irish Academy
- Royal Irish Academy of Music
- Technological University Dublin
- Technological Higher Education Association Ireland / thea
- Teagasc
- Trinity College Dublin
- University College Cork
- University College Dublin
- University of Limerick
- Waterford Institute of Technology

SCHOOLS

- **Broadband for Schools Programme**
- **Schools 100Mbps Project**

4,000 primary and post-primary schools, through the Department of Education & Skills.

The paper used in this report is taken from sustainable sources

HEAnet
Ireland's National Education & Research Network

HEAnet CLG, 5 George's Dock, I.F.S.C., Dublin D01 X8N7, Ireland.
Tel: 01 660 9040. Fax: 01 660 3666. Email: info@heanet.ie

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