

FOURTH EDITION

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TOIL & TROUBLE

A guide through the maze of self-employment

Trevor Topping



Department of Social and Family Affairs

An Roinn Gnóthaí Sóisialacha agus Teaghlaigh

www.welfare.ie



This book is intended as a guide only and does not purport to be a legal interpretation of any subject contained inside.

Funded by the Department of Social and Family Affairs.

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Message from Minister Mary Hanafin, TD



I am pleased to welcome the new issue of 'Toil and Trouble' by my Department in partnership with Inishowen Partnership in Donegal. This book is a very useful guide for anyone thinking of setting up in business, or indeed, for those already in business.

Starting out in self-employment poses many difficulties for people whether or not they are coming from a background of unemployment. However, it also presents many opportunities, perhaps the greatest being a fresh start to begin a life of self-management and entrepreneurship.

'Toil and Trouble' provides very comprehensive information on all areas and aspects of self-employment, including my Department's Back to Work Allowance and other supports, and is written so that the information needed can be easily found.

The information provided in the book covers everything the reader needs to know from being suited to self-employment in the first place, to market research, finding capital, keeping records, tax and PRSI, employing staff, money management and much more. The book also contains a very useful list of contacts for any further advice or assistance needed. I would like to congratulate all those involved in the production on the creation of a valuable resource. I would also like to wish all those who are thinking of taking the self-employment route or who may already have done so every success with their business ventures.

Mary Hanafin, TD

Minister for Social and Family Affairs

Foreword by **Shauna McClenaghan**, Programme Manager Inishowen Development Partnership



I am delighted to have the opportunity to welcome this revised edition of TOIL and TROUBLE. This unique booklet has gained immense success in its previous editions and is an ideal tool for those considering self employment as a career path. It marks the culmination of on-the-ground, extensive experience of working with individual start ups and should provide a much needed resource centred on the needs of those entering self employment to deal with the myriad of policies which exist in this area.

This was a collaborative project between Department of Social and Family Affairs and Inishowen Development Partnership, Donegal and has been a worthwhile exercise in the identification of co-ordinated approaches to assist our client groups and beyond. By identifying a set of good practice principles, the booklet provides a guide to the effective maximisation of resources available in each area, to build the capacity, to inform gaps and to contribute to the effective running of small business.

I would like to thank all those involved in the production of this booklet, to Trevor Topping, the Author and especially our local DSFA support team and indeed the opportunity provided by the Department to work with them to publish this resource. This report is a tribute to the commitment and dedication in service provision delivered jointly between Inishowen Development Partnership's team and the Department of Social and Family Affairs. We are committed to enhancing the quality of service provided for entrepreneurs.

We wish all our readers every success in business and hope that the information provided within will assist in you achieving optimum results.

A handwritten signature in black ink that reads "Shauna J McClenaghan". The script is fluid and cursive.

Shauna McClenaghan

Programme Manager, Inishowen Development Partnership

About the Author



Trevor Topping comes from County Down. He spent many years working in Rhodesia (now Zimbabwe) and the Eastern Cape in South Africa, before returning to Ireland to run his family business. He has worked in the private and public sectors, as well as having been self-employed.

Academically, he has a degree in Public Sector Administration, followed by a Post Graduate Diploma in Administration and law, both from the University of Ulster. He was a graduate of the Institute of Chartered Secretaries and Administrators, and was also a member of the Institute of Management

Consultants and Advisors. Trevor was employed as the Enterprise Officer with Inishowen Development Partnership from 1998 until his retirement in June 2007. He now runs his own business consultancy and auditing company in Carndonagh, Co. Donegal.

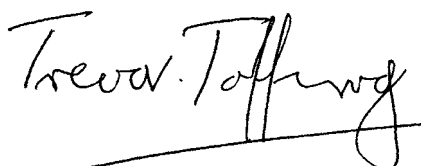
Note from the Author

Welcome to the fourth edition of “Toil and Trouble”

There are some alterations to the third edition. Income Tax, PRSI and VAT have been brought up to date in accordance with the Minister’s budget for 2009. Chapter 21 (Employing Staff) has been re-written, as has Chapter 23 (The Back to Work Enterprise Allowance Scheme).

Ireland, like many other countries world-wide is now experiencing a financial downturn. Many people have lost their jobs, and face the prospect of long-term “signing-on” To those in this position, I would ask them to consider self-employment. There will always be a demand for certain tradespeople, such as electricians, plumbers, repairmen, chimney sweeps, and others, and if you have suitable training or skills, you could make a decent living, especially if you develop business skills – which is the subject of “Toil and Trouble”.

One again, “Toil and Trouble” is presented in simple, easily understood terms. To anyone just starting-up their business, there is sufficient information in this book to show how to run a small business. Perhaps those who are already in business may also find it helpful.



Trevor Topping

Carrickafoden

Carndonagh

Co. Donegal



Acknowledgements

I would like to express my thanks to the following, for their help and encouragement, and for their input to this book

Alan Crowe	Crowe McLaughlin & Co., Chartered Accountants, Carndonagh
Charles McGuigan	Cashelmore Consultants, Derry, for all his help and advice
John McCarter	Chairperson of Inishowen Development Company, for his invaluable influence
Deirdre Shanley	Principal Officer, DSFA
Evelyn O'Donnell	Assistant Principal officer Dublin
Kay Martyn	Inishowen Development Partnership
Katie O'Boyle	Inishowen Development Partnership
Clodagh McCarthy	National Adult Literacy Association

and especially to my good friend **Seamus McGinley**, Facilitator at DSFA in Buncrana, for his help, advice and unfailing good humour.

Trevor Topping





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Chapter One

Am I suited to Self Employment?

Self-employment is not for everyone

It is not an easy option, but the rewards can be substantial - in terms of financial gain and of self-esteem. Self-employment requires:

- total commitment
- willingness to work long hours
- physical and mental strength
- help from your family

Besides the above skills and supports you also need:

- to have identified a market opportunity
- to have practical skills to do the job (for example, blocklaying, plastering, joinery, plumbing)
- to have some business skills to enable you to run a business. If you have not got these skills, you will need to learn them - fast. And that is what this book is about.

Benefits of being Self-employed

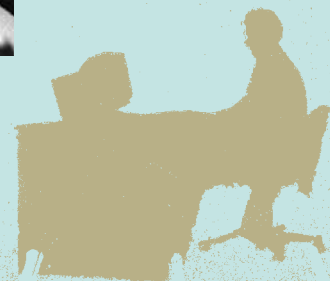
- you are the boss - your own master
- you can work whatever hours you wish
- you can go on holiday when you want
- you will learn more about business in your first year than you have ever learned before
- you will deal with different people and situations

Down side of being Self-employed

- if you are not working, you are not earning
- you may not be able to take a holiday during the first two years at least

A final word

Be prepared to make mistakes
- but learn from them. You will
know better next time.



Chapter two

What kind of business can I start?

You can start almost anything, provided it is legal and moral.

However, some types of business require a license or special training.

For example, you need a license if you want to run your own pub, betting office or entertainment venue. You need specialised training by law to become a doctor, dentist, solicitor or accountant.

You may also need Planning Permission if you are working from home. One instance would be if you were using one or more rooms in your home for business purposes – in which case, you would need to apply for a partial change of use from domestic to commercial purpose. If you were to build a shed, you would probably need planning permission. Your Local Authority will be able to advise on planning matters.

For most businesses the main legal obligation is that the promoter should register as self-employed with the Revenue Commissioners (use the TR1 form). Chapter 8 explains your legal duties in more detail.

So you could open a shop, set up as a plasterer or blocklayer tomorrow, with little paperwork to do. However, before you start up it is strongly recommended that you should:

- research your business idea thoroughly
- do business training

Prepare a short but relevant Business Plan.

This is covered in chapter 6

Chapter three



Basic Market Research

This is a very big topic, but we will not go into too much detail.

The truth is, you can do as much market research as you want, but it will not guarantee success in business. However, it is better to do some research, and the more complex your business, the more market research you should do.

Questions to ask when doing your research

- who will use my product or service?
- how many similar businesses are there in the area?
- can I improve a product or service that other businesses are offering?
- do I need planning permission?
- why would customers come to me – is it because of better quality, cheaper price or better service?
- can customers obtain my product or service from competitors locally?
- would large companies use my product or service? – ask them



You can get answers to some of your questions by finding out how established businesses are doing. A quick way to find out how many business are in your area is to look up the Golden Pages.

But don't forget, not all businesses may be listed. When you are satisfied that there is a need for your business and that you can offer something better than the opposition, you may decide to prepare a plan to advertise your business. You would probably need professional advice for this.

You can also obtain information on the internet. There is a vast array of websites available, giving information on every topic under the sun.

Chapter four

Finding Capital

Most new businesses will need some capital to enable them to get going. A plasterer or a block-layer may require a generator, lights and perhaps scaffolding, while a joiner could need different saws for the workshop. Nearly everyone in the building trade will need a van.

In the case of anyone wanting to open a shop of any description, the initial capital required is likely to be quite high. There are two reasons for this.

1. cost of adapting and fitting out premises
2. cost of stock

The cost of initial stock is likely to be a real problem – for example, in the case of clothes shops or electrical goods outlets. The suppliers are highly unlikely to offer credit terms – simply because they don't know you and haven't done business with you already.

So where can this new capital be obtained?

a) LOAN FROM THE A BANK, BUILDING SOCIETY OR CREDIT UNION

In the present financial climate, you may find it very difficult to obtain a loan or an overdraft facility from your bank. This is largely due to the banks' self-inflicted wounds, but sooner or later, there will be an upturn in our economy, and banks will once again be in a position to lend capital.

So – there is all the more reason to present your proposal clearly and knowledgeably to the bank. The bank will need information about yourself, your business, how you will promote it, what market research you have done, and most importantly the financial side of the business. The manager will want to know how much you need to borrow, what the capital is for, how much of your own money you are putting up, and how you will repay the loan.

In short, you need a **BUSINESS PLAN**.

Preparing a Business Plan is covered in Chapter 6.

Preparing a business plan sounds very intimidating. But it's not and you should be able to do it yourself with a bit of professional help from your Local Development Company. In fact, it's important that you do it yourself, understand it and believe in it. It need not be a lengthy document - but it does need a cash flow projection.

Preparing a cash flow projection is covered in Chapter 5.

Once you are happy with your business plan :

- Make an appointment to see your bank manager, dress smartly, be on time and when you meet the great man or woman, explain briefly your proposal.
- Give the manager your business plan and ask them to read it through in their own time.
- Tell them you will make a further appointment after they have had time to read it and that you hope for a positive response.

It is important to be able to answer any questions on your proposal honestly and knowledgeably.



b) GRANT AID

You may be able to obtain a small grant from your Local Development Company. Not all Development Companies offer grants but you should check with them - the names and telephone numbers are listed in Chapter 25.

You could also contact your County Enterprise Board, which may offer grants to certain projects or businesses. You should check with your local Board to see if your project is eligible. The names and telephone numbers of the County Enterprise Boards are also listed in Chapter 25. (See page 76) DSFA Facilitators may also be able to offer a small grant from the Technical Assistance and Training Fund. This would usually be for essential equipment, marketing, appropriate training or towards the cost of Public Liability Insurance. However, in order to apply for this, you must be participating in the Back to Work Enterprise Allowance (BTWEA) as a self-employed person. (See Chapter 23, page 62) You should contact your local DSFA Facilitator - names, addresses and telephone numbers are given in chapter 25. (See page 70)

Low Interest Loans

First Step, Dublin

First Step Ltd. is a not for profit Irish organisation with a mission to create micro-enterprises through self-employment.

- Loans of up to €25,000 over a three year period are available nationwide to those who cannot access loans through normal financial channels.
- All loans are interest bearing, and are repayable by monthly standing order.
- Security is not required.
- All sectors are considered
- A Business Plan is required, together with a First Step application form

First Step Ltd.

Jefferson House

Eglinton Road

Donnybrook

Dublin 4

Tel: 01 2600988 Fax: 01 2600989

www.first-step.ie Email: info@first-step.ie

County Enterprise Boards

Some County Enterprise Boards provide low-interest or interest-free loans for selected projects. It is well worth checking with your local County Enterprise Board to find out if they offer this facility.



Think carefully before committing yourself to any loan. If you decide it is essential, be sure to make the repayments regularly and on time.

Chapter five

Cash Flow Projections

Every new business should have a cash flow projection prepared before starting.

What is a Cash Flow Projection? (CFP)

It is simply an estimate of your income and expenditure over 12 months, set out in such a way that you can calculate your projected bank balance at the end of each month. An example of a cash flow projection is included in the Appendix, as well as a blank sheet for your own use. You may photocopy this and use it for yourself (see page 102).

It can be quite difficult to prepare a cash flow projection, and you are well advised to seek professional help with this.

What are the advantages of having a CFP?

- It can tell you what your breakeven point is likely to be. i.e. How much money do you need to bring in to cover the overheads?
- It can enable you to compare Actual Income and Expenditure (month by month) with the projections - the targets you have set. You will get actual Income and Expenditure from your books. For example, you will be able to see if you are meeting your sales targets each month.
- If you are not meeting them you need to think 'why not?' and 'what can I do about this?'
- Comparison of Actual and Projection is an important aspect of a CFP, and you should compare these every month
- It can let you see when you might be overdrawn at the bank. In this case you should speak to your bank manager, and arrange an overdraft facility.
- The CFP is an important part of any business plan, so it is vital to get it right. It is a key feature for any bank, credit union or lending body - they always pay a lot of attention to the CFP, and quite rightly, too.

Your Local Development Company can help you prepare a cash flow projection. Development Companies names and telephone numbers are given in Chapter 25.

Chapter six

Preparing a Business Plan

Is a Business Plan really necessary?

It makes sound business sense to prepare a business plan - indeed, this is now a requirement for inclusion on the Back To Work Enterprise Allowance Scheme. The Department of Social and Family Affairs has its own business Plan format for this.

What does a business plan do?

- a) It gets the idea out of your head and on to paper.
- b) It shows your financial needs
 - How much capital is needed?
 - How much of this is your own?
 - How much do you need to borrow and from whom?
 - How will you repay any loan?
 - Can you obtain grant aid?

If you are looking for a business loan from a bank or other lender, you should have a business plan, complete with cash flow projection. The CFP will enable the lender to see that your business can sustain the repayments of the loan.

A business plan need not be a very complex document. You should do it yourself, understand it and take ownership of it. The cash flow projection sets out monthly targets for both income and expenditure (see chapter 5). You should refer to your books every month and copy the actual income and expenditure onto your CFP. You can then compare actual with projections, to see if you are meeting your targets.



A simple business plan may be laid out as follows.

(a) Personal Details

This includes your name, contact details, as well as your educational qualifications and work experience

(b) Description of the business in some detail.

(c) Results of Market Research

- How do you know your service or product will sell?
- Who are your likely customers?
- Who are your competitors?

(d) Proposed advertising approaches

- Press (which newspaper, how often)
- Business Card
- Advertising flyers
- Radio, television
- Word of mouth
- Internet

(e) Financial

- What needs to be done - for example, cost of fitting out, refurbishment
- Cost of equipment and vehicles required
- Cost of initial stock
- Other setting up costs; for example, insurance, phone, rent in advance
- Finally, add up estimated total setting up costs - this indicates the capital needed to start

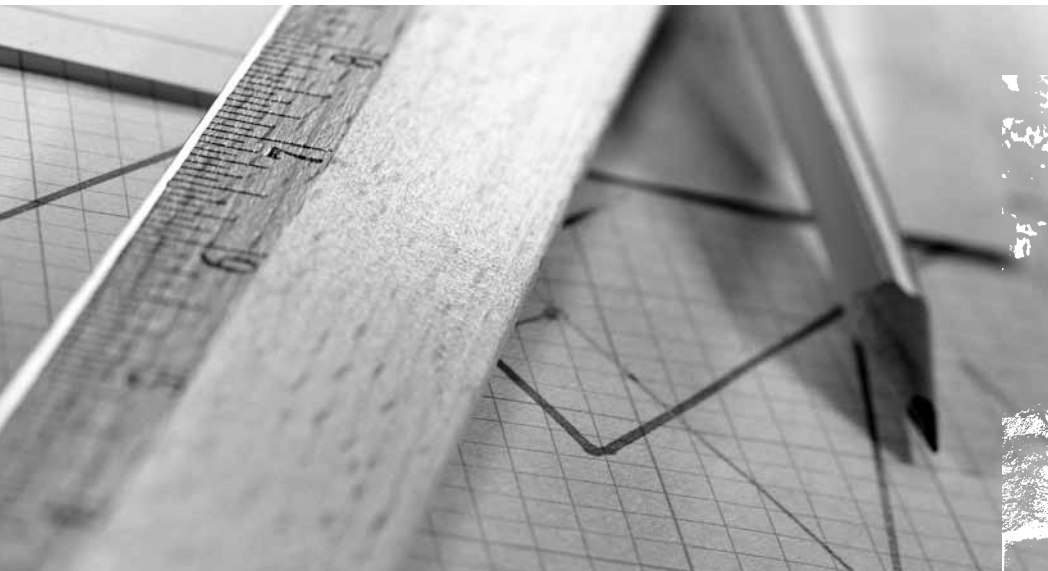
Capital needed

Own Capital	Amount
Grant Aid	Amount
Interest-free loans	Amount
Borrowing from Bank	Amount

(f) Cash flow projection and projected profit and loss account.

You will need a cash flow projection. This will let the lender see that you will be able to repay the loan, as well as making a profit. You may need some professional help with preparing a business plan. Your Local Development Company will be happy to give you advice.

Development Companies' names and telephones numbers are given in chapter 25.



It is important to be able to answer any questions on your proposal honestly and knowledgeably.



Chapter seven



Dealing with the Bank

(a) Business Account

Nearly all small businesses will need to have a business account. If you have dealt with a certain bank in a personal capacity for any length of time, then you have a track record with them and they would be more likely to look favourably on your request for a business account.

It is important to use the business account only for matters relating to the business. Keep your personal banking totally separate from the business, in your own personal account.

Once you open a business account, the bank will give you a cheque book and a lodgement book, both of which will have your name and account number printed on them. When you lodge money, fill in the counterfoil in the lodgement book - and it is very important to ensure that the bank stamps and signs this. It is your proof that a lodgement has been made. When you write a cheque, don't forget to fill in the counterfoil.

With a business account, you will receive a monthly bank statement, which sets out all your lodgements and debits. You need to check this against your own books and make sure that it is correct. Banks rarely make mistakes on statements, but, like everything else in life, errors can occur. The bank will charge you for the privilege of having a business account. They will also charge for all lodgements and withdrawals, and if you are overdrawn, you will pay interest and referral fees.

(b) Overdraft and Short-term Loan

An overdraft facility is one where the bank agrees that your account may go into debit (overdrawn). It will usually be for a relatively short period of time, and the interest rate may be negotiable (to some extent). There is also a charge for setting up the facility.

Your overdraft will have a maximum limit, which you can negotiate. You will not be allowed to exceed this without incurring the wrath of the bank, who could actually dishonour any cheques written by you. This means that your cheques could "bounce"

A short-term loan is usually for a specific item, for example, a van or equipment, and is repayable over a fixed period of time - usually three or five years. Capital with interest has to be repaid, but you may be able to negotiate the interest rate. You may need a short business plan, with a cash flow projection, to convince the bank of the need for the loan. Cash flow projection (CFP) is covered in chapter 5.

c) Night Safe Facility

This is a very useful and inexpensive service offered by the bank, particularly if you are unable to go to the bank during opening hours.

Once the bank agrees to make the facility available to you, you will receive a lock-up pouch as well as a key to the night safe chute, which is situated on the street front wall of the bank.

You can put your cheques and bank notes together with your lodgement book into the pouch and deposit it into the night safe at any time. Next day your lodgement will be counted and credited to your account. The pouch - with the lodgement book - will be available for you to collect at any time during business hours. Just make sure that the lodgement book counterfoil has been stamped and signed.

A word of caution - when you lodge money to the night safe, you are vulnerable to thieves, who may actually be watching for people using this facility. So, don't go unaccompanied - or if you do, at least be vigilant.

d) Standing Orders

You can instruct your bank - by filling in the appropriate form - to pay a fixed amount to another person's bank account on a regular basis. You may instruct the bank to do this weekly, monthly, or even yearly. However, you must always have sufficient money in your account to cover the amount payable, on the date it is due. If you don't, the Standing Order will not be paid. In fact, the Standing Order lapses, and will not be resumed until you re-instruct the bank. This can lead to real problems, if the Standing Order is not re-activated.

e) Direct Debits

These operate much the same as Standing Orders. The difference is that Direct Debits are for variable amounts, and are determined by the person or body you are paying to (the payee). So you need to have a degree of trust with the person or body you are paying to - although there are nearly always guarantees given by the payee. Direct Debits are useful for paying electricity or telephone bills, which will always vary.

f) On-line Banking

Banks now encourage their customers to bank 'on-line.' This provides a 24 hour banking service, and you can do almost anything except lodge or withdraw money. Your local branch will be pleased to advise.

Chapter eight



Legal Obligations on Becoming Self Employed

a) You need to register as self-employed with Revenue Commissioners

Use the Revenue Commissioners TR1 form. This is used to register "persons" for income tax, VAT and as an employer for PAYE/PRSI. You don't have to register for all of these - often registering for income tax is sufficient to start. You can always register for VAT or as an employer as the need arises. (For more VAT information see chapter 14)

"Persons" include:

- ✓ Individuals
- ✓ Partnerships
- ✓ Trusts
- ✓ Unincorporated Bodies (i.e. not a Limited Company)



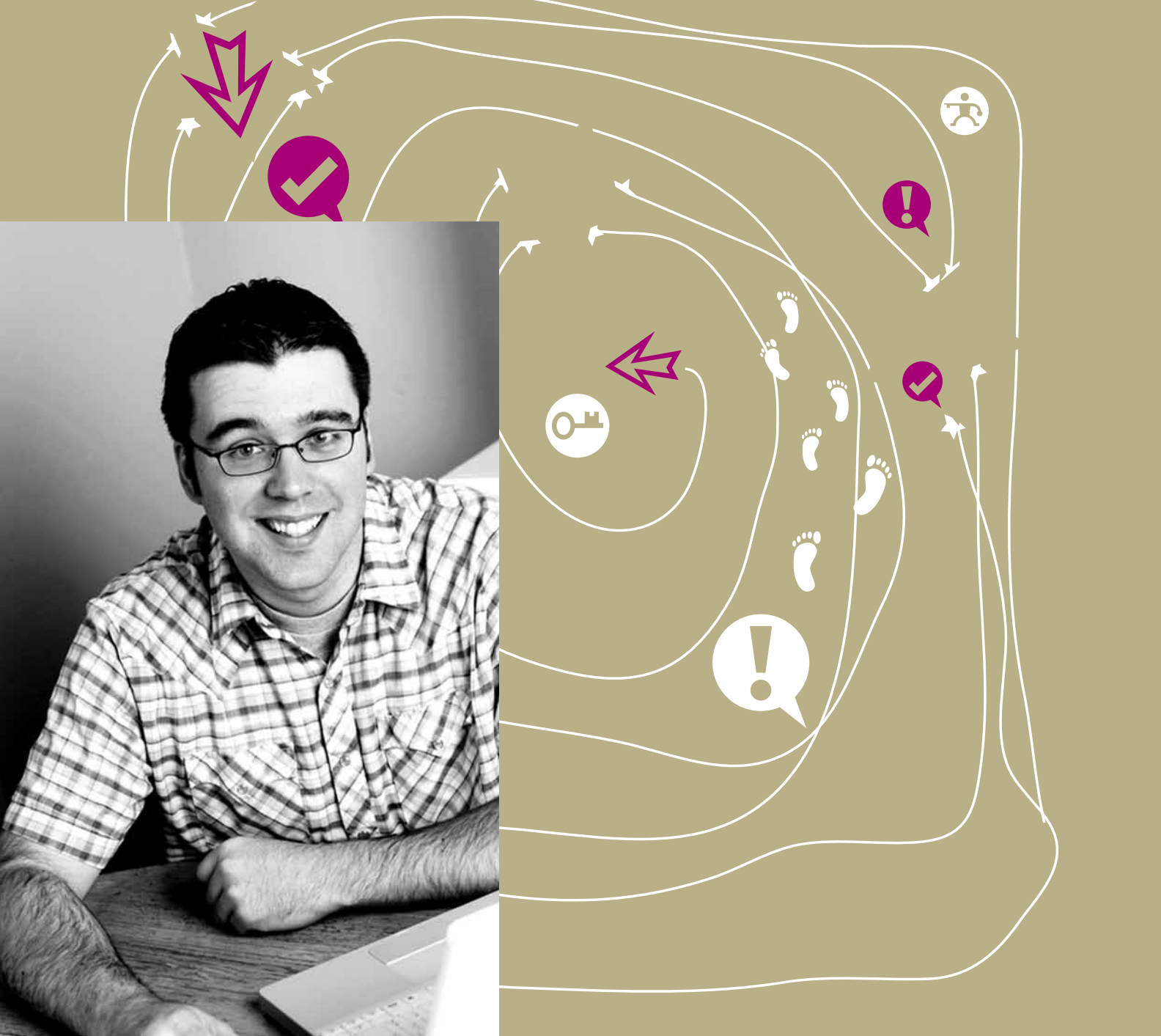
A copy of the TR1 form is included in the appendix (page 84) and is fairly straightforward. You can obtain the TR1 form from your local Revenue Commissioners office, to whom you should return it after completion.

On receipt of the TR1, the Revenue Commissioners will post out a "Notice of Registration" to you which confirms that you are registered for income tax and, if appropriate, VAT and PAY/PRSI. This will also state your Tax Registration Number and the effective date of registration. Limited Companies should use the Revenue Commissioners TR2 form. (For more information see www.revenue.ie)

b) Health and Safety Statement

Every small business is legally required to have a Health and Safety statement, which must be displayed. Preparing a Health and Safety statement is simply common sense.

Your Local Development Company should be able to help you with this, as can the Health and Safety Authority, who have produced a booklet called "Guidelines on preparing your Safety Statement". You can download from www.hsa.ie.



c) Safe Pass

If you are in any aspect of the building-trade, you need a Safe Pass before you are allowed on to any building site. It is obtained by doing a one-day training course, which ends with a short, multiple choice test, which you must pass. The course is simply common sense rules for site safety, and most people would have little difficulty in obtaining a Safe Pass. But it is important to apply this common sense on a daily basis. You can find out where and when the courses are being held by phoning your local FAS office. There is a charge for attending the course, which may vary from place to place. (see also www.fas.ie)

Chapter nine

Registering a Business Name

If you wish to trade under a business name, you need to register the name with Companies Registration Office, Parnell House, 14 Parnell Square, Dublin 1. Website is www.cro.ie.

Their informational leaflet No. 14 (Business Name Registration) is useful.

- You should use the CRO's RBN1 form for a sole trader, or RBN1 A form for a partnership (These forms may be downloaded from www.cro.ie)

The current cost to register a business name is €40 or €20 if you register online

When the business name has been registered, the Companies Registration Office will send you a Certificate of Registration, which you must display prominently at your place of business.

If you wish to open a bank account in your trade name, the bank would certainly wish to have a copy of your Certificate of Registration.

Registering a business name with the Companies Registration Office should not be confused with registering a Limited Company with the CRO. The two are unrelated.

The Companies Registration Office
Parnell House,
14 Parnell Square,
Dublin 1

Tel: 018045200
Web: www.cro.ie

Chapter ten

Legal Status of the Business

There are three likely to be of interest. Sole Trader, Partnership and Limited Company are the most common.

1. Sole Trader

This is the most common status for a new business. Being a sole trader means just what it says - you are running the business alone, and are responsible for every aspect of it. You need to ensure you get your money in, pay your bills, deal with the bank, advertise, keep books, ensure your tax and VAT returns are sent in on time, as well as physically work in the business.

If you get into debt, your creditors would have a claim on your personal assets, for example, your home or car, which can be rather unnerving.

To set up as a sole trader, your main legal obligation is to register as a self-employed person with the Revenue Commissioners (use their TR1 form). Some businesses require a licence, such as a pub, betting office or hackney driver. You should have the appropriate licences in place before you start up.

2. Partnership

A partnership is formed where two or more persons come together and agree to run the business in partnership with each other. Partnerships are regarded in the same way as the same as Sole Trader - the partners are jointly responsible for running every aspect of the business.

If you get into debt, you and your partners are jointly responsible, and may be sued. In the event of one partner absconding (disappearing without trace), the remaining partner or partners are responsible for the full debt.

Partnerships can work successfully, especially if the various partners have different areas of expertise, and are capable of running different parts of the business. However, partnerships have a habit of breaking down, usually due to disagreements between the partners. For this reason, it is essential to have a partnership agreement prepared by a solicitor. The solicitor will guide you on this, but typical clauses would cover:

- amount of capital to be invested by each partner.
- proportion of profits (as drawings) for each partner.

- what happens if a partner becomes ill and can no longer work?
- what happens if a partner dies?
- control of banking - who signs cheques?
- whether holidays or days off will be paid.

To register a partnership with the Revenue Commissioners, use the TR1 form.

3. Limited Company

Generally speaking, forming a limited company would not be necessary for a small new start up, although there may be circumstances in which it would be advisable. You should consult your accountant about this. If you do decide upon a Limited Company, your accountant or solicitor will register the company with the Companies Registration Office in Dublin. Once this is done, the company has some legal obligations. The main ones are to:

- keep a Company Register
- hold an Annual General Meeting
- file company reports with the Companies Registration Office every year
- have its books audited by chartered accountants every year, and lodge the accounts with the Companies Registration Office every year

Within a Limited Company, you (as director) are paid a salary by your company, which is the legal entity, as distinct from drawings out of profits, as is the case with the sole trader or a partnership. If the company gets into debt, then the creditors may usually only have a claim on the assets of the company.

To register with the Revenue Commissions as a Limited Company, use the TR2 form.

Limited Companies should also be aware of the Office of the Director of Corporate Enforcement (O.D.C.E). This body has been established recently to ensure that directors of companies comply with the Companies Acts 1963-2001. In the event of non-compliance, the O.D.C.E. may bring criminal or civil proceedings against the defaulting directors.

The O.D.C.E. has published seven clear booklets, which are available from:

Office of the Director of Corporate Enforcement
16 Parnell Square
Dublin 1
Tel: 01 858 5800
Web: www.odce.ie

**If you are establishing a limited company,
it is strongly recommended that you obtain
the seven booklets published by the Office
of the Director of Corporate Enforcement.**



Chapter eleven



Keeping Records (Book-keeping)

Why bother to keep books? After all, it's non-productive time

There are four good reasons, namely:

1. Preparing tax returns for the Revenue Commissioners

Every small business in Ireland has a legal obligation to send a tax return to the Revenue Commissioners.

The Irish tax year runs from the Jan 1 to Dec 31, i.e. follows the calendar year. So if you started your business on April 1, the Revenue Commissioners would expect information for the nine months - April to December.

They want to know three things

1. How much money did your business bring in?
2. What were your legitimate expenses in running your business?
3. Details of employees and wages paid.

Where do you get this information? From your books, which you should update each week without fail.

Every item of income and expenditure should be recorded, and it is important to keep receipts for all items of expenditure.

In the Appendix (page 92), you will find an example of a week's books on a simple book-keeping sheet, as well as a blank copy which you may photocopy and use as often as you like.

Many Local Development Companies and County Enterprise Boards run courses on basic book-keeping, as well as on good business practice. It is well worthwhile checking with your local Development Company or Enterprise Board - courses are often free or have a nominal fee. The names and telephone numbers of Development Companies and Enterprise Boards are given in chapter 25.

2. Preparing a Profit and Loss Account

Keeping books alone won't let you see how the business is doing to any great extent. However, if you keep accurate books you can do a Profit and Loss Account - which is simply a summary of your of your books over any given period. This will let you see if you are making profit or not. It is also the basis for income tax and PRSI. Again, your Local Development Company may run a course which will teach you how to do a Profit and Loss Account.

3. Help with Credit Control

If you give or receive credit, you need to know who owes you money, and to whom you owe money. You also need to know how much and how long outstanding is any debt. Keeping simple records will help. In the appendix (page 94), you will find a page containing - "Money Owed to Me" and "Money Owed By Me".

Money owed to me

Simply record the date, the name of the person to whom you are giving credit, the amount and when the money is due to you. You can look at this list and find out at a glance what debts are overdue.

When the debt is paid, record the date in the "When Paid" column. It is important at this stage to write up the debt received in your main book-keeping sheet as Money In.

Money owed by me

Record the date, the supplier, supplier's invoice number and amount. Also record the date the supplier expects to be paid. When you pay the supplier, record the date in the "When Paid" column. You can now write this up in your main book-keeping sheet as Money Out.

4. Legal Obligations

There are legal obligations requiring you to keep adequate records, to enable yourself or your accountant to prepare figures for your income tax, VAT and employees returns. There are penalties for not keeping these records - in extreme cases, imprisonment.

Chapter twelve

Income Tax

If you have been employed, you will have been on the "Pay as you earn" (PAYE) system. Every week, fortnight or month (depending on how often you were paid), you should have received a payslip from your employer, which shows the deductions for income Tax and PRSI.

At the end of the tax year, you should have received a P60 from your employer - this simply sets out the wages earned as well as the total tax and PRSI deducted during the tax year. This is great for the employee - no work to do - the employer has done it all.

For the self-employed person, the system is different. Income Tax and PRSI are calculated annually on your net profit. **Every tax year, the Revenue Commissioners will send you a "File and Pay" tax return form.** The Revenue Commissioners want to know - in its return form - how much money you brought in, and what were your legitimate expenses in running this business.

An example is given below:

John is a painter and decorator. He commenced business on January 1st 2009. Therefore, the Revenue Commissioners will want a tax return for the period January 1st 2009 to Dec 31st 2009 (12 months). For people commencing on dates other than January 1st, profits are apportioned, and they should consult with their accountant who will calculate the tax. The tax return for 2009 must be returned to the Revenue Commissioners by October 31 2010.



John, or his accountant, go through the books, add up the figures as follows:

Money Received for work done	€24,400	
Cost of Materials	€2,300	
	<hr/>	
Therefore, Gross Profit is	€22,100	€22,100
Overheads		
Van running Costs	€4,100	
(Diesel, insurance, road tax, maintenance)		
Advertising	€500	
Telephone	€400	
Replacing equipment (brushes etc.)	€300	
Miscellaneous expenses	€200	
	<hr/>	
Total Overheads	€5,500	€5,500
		<hr/>
Net Profit (Gross profit minus overheads: €22,100 - €5,500)		€16,600

The amount John takes for himself, weekly or monthly, is known as his Drawings. Drawings are part of the annual net profit.

Rates of income tax, bands of income tax and some of the tax credits which may be available, are listed on page 33.

John's income tax on his net profit is calculated, and then any tax credits to which he is entitled are applied.

John's Tax Calculations

20% (basic tax rate) of €16,600 (net profit)	€3,320
Single person's Tax Credits	-€1,830
Tax Due	<hr/> €1,490
Add 2% Income Levy on Gross Profit (2% of €22,100)	€442
Total Due	€1,932
If John were married and his wife not working, his tax bill is:	
20% (basic tax rate) of €16,600 (net profit)	€3,320
Married person's Tax Credits	-€3,660
Tax Due	NIL
Add 2% Income Levy on Gross Profit (2% of €22,100)	€442
Total Due	€442

No tax is payable on net profit because his tax credits are greater than tax due.
But the 2% levy must be added.

Filing your Tax Returns with the Revenue Commissioners

The best advice for a self-employed person is to take your books and tax form to an accountant after the end of the tax year. The accountant will audit the books, and will probably be looking for bank statements, as well as relevant receipts, invoices and statements. They will then fill in your tax return, agree it with you and file it with the Revenue Commissioners, together with a cheque for any income tax and PRSI which you may have to pay.

The accountant will, of course, charge you for this work. But, if you keep good books, have your bank statements in a file, and are able to give them receipts and other evidence of spending, their charge is likely to be more reasonable. You pay them for their time, as well as expertise.

Online Tax Returns

You can file your tax return "On-line" to the Revenue Commissioners, if you wish. In fact the Revenue Commissioners encourage businesses to do this, and usually offer an extension of 2 to 3 weeks after the October 31st deadline for "on-line" returns.

Your accountant may well be doing this already, but if you want to do it yourself you will need to register for "on-line" with the Revenue Commissioners. Simply go to www.ros.ie (revenue on-line site), and follow the three steps to enable you to register.

The Revenue Commissioners will give help to clients at any Revenue Commissioners office, or may even give instruction to clients at their place of work or office.

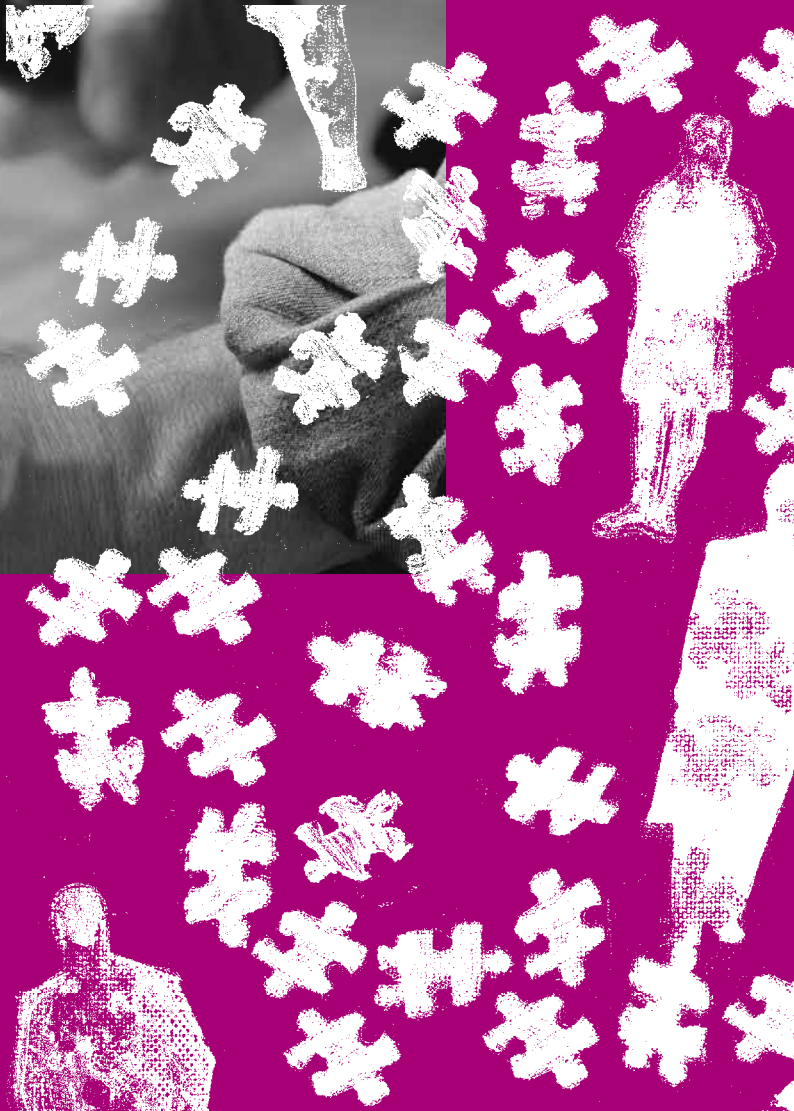
Did You Know?

Date for Self-Employed Tax Return to be with Revenue Commissioners:
October 31st, every year

Income Tax

So, for John's tax year 2009, he has to have his tax return filed by Oct 31, 2010.

If he is late, there is an automatic penalty of 5% on the tax due. If he is more than two months late, there is an automatic penalty of 10% on the tax due.



Preliminary Tax

You must pay Preliminary Tax each year by 31st October. This is effectively a down payment and is your own estimate of your final liability for the year. As you probably won't be able to accurately predict your liability until after the year ends, you can avoid an interest charge by basing your estimate on what your liability actually was for the previous year (even if it was nil). When the time comes to file your return, your Preliminary Tax payment is credited against the liability declared in the return.

Example

Patrick's first tax year in business is 2009. So, after the 31st December 2009, he takes his books to an accountant, who audits them, and works out a tax and PRSI liability of €3,000 for Tax Year 2009. Patrick has until October 31st 2010 to file his tax return with the Revenue Commissioners and pay the €3,000 tax liability.

However, for 2010 - Patrick's second year in business - the Revenue Commissioners are looking for Preliminary Tax. They ask Patrick (or his accountant) to ESTIMATE his tax liability for 2010, and pay 90% of this - also by October 31st 2010. Based on his first year (2009), Patrick's tax liability would be 90% of €3,000 = €2,700. This means tax due on October 31st is €5,700 being €3,000 for 2009 and Preliminary Tax of €2,700 for 2010.

It would be advisable to have your accountant deal with Preliminary Tax.



Tax Rates (with effect from January 1st, 2009)

Standard rate	20%
Higher Rate	41%

Tax Rate Bands

Single or widowed person - up to	€36,400	@ 20%,	above this, @ 41%
Married couples (one Income)	€45,400	@ 20%,	above this, @ 41%
Married couples two incomes	€72,800	@ 20%,	above this, @ 41%
One Parent Families	€40,400	@ 20%,	above this, @ 41%

Income Levy: 2009

This is a new income levy, introduced by Government, and is effective for 2009. It is payable on GROSS INCOME, before any reliefs. For self-employed people, the levy is on GROSS PROFIT.

The rates are:

2%	Gross Income from €15,028 to €75,036 per year
4%	Gross Income from €75,037 to €174,980 per year
6%	Gross Income over €174,981 per year

Exemptions: The levy does NOT apply where :

- Individual's income is less than €15,028 per year
- Individual is a Full Medical Card holder

It also does not apply to Social Welfare payments.

Tax Credits (2009)

Single person	€1,830
Married couple	€3,660

Other

One Parent Family	€1,830
Widowed Person, no dependents	€2,430
Home Carer (maximum)	€ 970

For employed persons, there is also an additional **PAYE credit** of €1,830

These are the most common tax credits, but you should check with the Revenue Commissioners if you feel you may qualify for others. (www.revenue.ie)

So, where does the self-employed person obtain the information to help them, or their

Accountant, to fill in the tax return?

The answer is from your book-keeping records, which - and I emphasise this - should be kept for every week of the year.

Chapter thirteen

P.R.S.I. (Pay Related Social Insurance)

On top of your income tax, you must also pay class S (self-employed) PRSI contributions. This is calculated and paid at the same time as your annual income tax.

The rates are: **3% PRSI on Net Profit.**

Plus

4% Health Levy on all income between €26,000 a year to €75,036.

5% Health Levy on all income over €75,036.

Example

John needs to pay class (S) PRSI on top of his annual income tax.

His net profit is €16,600, so he would pay 3% of €16,600, which is €498.

However, if John's net profit was €27,000, he would pay 7% (3% + 4% Health Levy) of the full amount of €27,000, because he is over the threshold of €26,000. This amounts to €1,890.

Also,

There is a minimum PRSI annual payment of €253.

So, if John earned only €7,000, his PRSI would be 3% of €7,000 which is €210. However, he would pay €253 because of the minimum payment rule.

Minimum Threshold

If John's gross profit were below €3,174, he would not have to pay even the minimum PRSI annual payment of €253. This would be evident from his annual tax return. However, PRSI contributions are necessary to obtain state pension rights, and it may be advisable to make voluntary PRSI contributions in order to maintain the right to a state pension.

When you become self-employed, you should check your position regarding voluntary contributions with your accountant. (See Chapter 15 - Using an Accountant)

Chapter fourteen

V.A.T. (Value Added Tax)

Who needs to register for VAT?

You must register with the Revenue Commissioners for VAT if the amount of your annual turnover (i.e. money received) for supplying goods or services, exceeds, or is likely to exceed the following limits: (with effect from May 1st 2008) source www.revenue.ie (VAT section)

- €75,000 a year for supplying goods
- €37,500 a year for supplying services

If your business carries out activities such as insurance, transport and education, you do not need to register for VAT, because these activities are VAT exempt.

Voluntary Registration for VAT

You may register for VAT voluntarily, even if you are not required to do so. The case may arise where you have high setting-up costs, for example purchase of plant, equipment, digger or transport.

These will all have VAT on the purchase price, so if you were VAT registered (voluntarily) you could reclaim the VAT on these items from the Revenue Commissioners.

If there is any matter of doubt concerning VAT, you should get in touch with your accountant.

Rates of VAT

Standard Rate	21.5%	most items.
Reduced Rate services	13.5%	building services, restaurants meals, heat and light and certain
Zero Rate	0%	basic foods, books, medicine, children's clothing and exports.
Exempted	0%	Education, medical expenses, financial services

You can check rates of VAT on all commodities and services by going to www.revenue.ie and selecting VAT.

How VAT Works

There are two aspects to VAT:

1. Once registered for VAT, you have to charge the appropriate rate of VAT on all sales and services to your customers, which will raise the price to your customer.
2. Once registered for VAT, you can reclaim any VAT paid on any goods or services you have bought in connection with the business.

Example

Liam sells pianos. The following are his VAT records for the two month accounting period, May and June.

Sales

Date	Description	Selling Price	VAT @ 21.5%	Cost to Customer
May 10	one upright piano	€1,200	€ 258	€ 1,458
May 20	one grand piano	€5,000	€1,075	€ 6,075
June 15	one keyboard	€ 400	€ 86	€ 486
June 26	one baby grand piano	€2,600	€ 559	€ 3,159
Totals		€9,200	€1,978	€11,178

Assuming these instruments were bought from the suppliers in the same two-month period, the purchases are as follows;

Purchases from Suppliers - Dublin

Date	Description	Purchase Price	VAT @ 21.5%	Cost to Liam
May 05	one upright piano	€ 600	€129	€ 729
May 15	one grand piano	€2,400	€516	€2,916
June 10	one keyboard	€ 200	€ 43	€ 243
June 26	one baby grand piano	€1,200	€258	€1,458
Totals		€4,400	€946	€5,346

From the sales sheet, it is clear that Liam has collected €1,978 in VAT on sales to his customers. This money belongs to the Revenue Commissioners. However, he has also paid €946 in VAT on purchases to his Suppliers. Being registered for VAT, Liam may reclaim this VAT from the Revenue Commissioners.

He does this on a VAT 3 form, which the Revenue Commissioners will send him every two months.
(or on-line at www.ros.ie)

VAT received from customers	€1,978
VAT paid to suppliers	€ 946
VAT due to Revenue Commissioners	€1,032



This VAT 3 form, for May and June, must be returned to the Revenue Commissioners on or before July 19th. Failure to do so may result in a financial penalty.

Points to note

- If registered for VAT, you should issue an invoice to your customers, which must display your VAT number. It should also set out clearly the amount of VAT charged, under the appropriate VAT rates.
- In order to recover VAT, you will need an invoice from your supplier displaying their VAT number, and setting out the VAT charged, under the appropriate VAT rates.

You cannot recover VAT without this - the VAT inspector would disallow.

Keeping records for VAT

This is an added administrative requirement, and you need to keep these records as well as your basic book-keeping sheets.

Worked examples of "VAT received" and "VAT paid" sheets are included in the Appendix, as well as blank "VAT Paid" and "VAT Received" sheets, which you may photocopy and use.

An example of a VAT 3 return form is also included in the Appendix.

Your Local Development Company may well run a course on VAT record keeping. Companies' names and telephone numbers are given in Chapter 25. (See page 73)

Policing your VAT returns

At first sight, it would appear that your bi-monthly VAT returns are taken on trust by the Revenue Commissioners. However, you can expect a VAT inspection within two years of registering for VAT. This is carried out at your place of business or home, and the inspector will be looking for all your sales and purchases invoices. If you keep good VAT records, you will make the inspector's job easier.

If the inspector finds mistakes (accidental or deliberate), he will request payment of the VAT not paid, with interest and possibly a penalty. However, if it is found that you have paid too much VAT, the Revenue Commissioners will refund this to you.

There is nothing to fear from a routine VAT inspection - everyone gets them - provided everything is above board and you have kept good records.

Did You Know?

VAT returns can be submitted on-line at www.ros.ie. The leaflets and guides section on the Revenue Commissioners website has a guide to VAT, as well as a guide for small businesses.

Chapter fifteen

Using an Accountant

Most small businesses should not really need the services of an accountant in starting up. However, it has to be emphasised that you must be aware of the need to keep proper books, and of course know how to do this. If you are registered for VAT you must understand how VAT works and how to fill in a VAT 3 form, which has to be sent to the Revenue Commissioners every two months.

However, it would be good practice to consult an accountant shortly after starting business to ensure that books are being kept correctly, and particularly that employees' records are being kept correctly. On any matters of doubt the accountant will be able to give advice.

The accountant is really needed after the end of the first year in business. The Revenue Commissioners will send you a "File and Pay" tax return form. You should take this together with your books, bank statements and receipts for purchases to your accountant.

This should be done shortly after the end of the tax year (Dec 31st). The accountant will audit your books and fill in the tax form, after agreeing the figures with you. They will ensure that the tax return is filed with the Revenue Commissioners before Oct 31st, together with any tax and P.R.S.I. you will have to pay.



Chapter sixteen

Need for Insurance

There is no legal obligation to carry insurance in starting up a new business. However, it is strongly advised that you should investigate insurance cover. The most common types of insurance to consider are:

Public and Employers Liability: This covers promoters and employees against any accident in the work place, that may cause damage to a person or property, and against any actionable act by an employee.

Cover for Stock, Equipment and Premises: This covers against fire, theft and damage.

Product Liability: This covers the insurer against claims for any faulty goods or services, which they may supply.

Professional Indemnity: This covers the insured against claims for actions taken by a third party, who may have acted on the advice of the insured.

You should make sure you get quotations from several sources, preferably from an independent broker. Quotations for insurance can vary widely.

Regretfully, the cost of premiums for all types of insurance has risen appreciably in recent years. This is particularly so with public liability cover, to the extent that many small business owners cannot afford the cost of the premiums.

While there is no legal obligation, many in the building trade working as sub-contractors to a main contractor or to a statutory body may find that they are required to carry public liability cover.

If you are opening a shop, or are intending the public to come to your premises, public liability cover is essential, even though there is no legal obligation to carry it. If an accident or incident occurs on your premises, causing injury to a person or damage to property, it is likely that you will be held liable.

Chapter seventeen



Pricing Your Service or Product

Pricing your service or product is very important. If you get it wrong the consequences can be disastrous for your business.

Everybody goes into business with the main objective of making money. The principle behind any pricing policy is to achieve the maximum possible profit for the business.

Pricing Your Service

a) Joe is a painter and decorator. He works on his own and asks his clients to supply all the materials. What should he charge per hour?

Consider his annual overheads.

He runs an old van (paid for, in full) and has all his own equipment (ladders, brushes, rollers and covers).

Van Costs (Annual)

Diesel:	€3,000
Road Tax:	€ 200
Insurance:	€ 800
Repairs and Maintenance:	€1,000
<hr/>	
	€5,000

Other Costs (Annual)

Mobile Phone:	€ 600
Advertising:	€ 700
Sundries:	€ 500
Accountancy Fees:	€ 800

TOTAL OVERHEADS:

€5,000

€ 600

€ 700

€ 500

€ 800

€7,600



Now consider the number of hours Joe might work in a year. He won't work 52 weeks – there are breaks at Christmas, New Year and Easter as well as statutory holidays. He might also want a holiday for himself. So it's reasonable to assume he would work 46 weeks a year. If he works 38 hours a week, this works out to be 1748 hours a year (46 weeks x 38 hours).

So, to cover his overheads, Joe needs to charge an hourly rate that equals €7,600 divided by 1748 hours. This equals €4.35 per hour.

Now Joe needs to think about how much he wants for himself. He decides he needs €12 an hour. His thinking is "if I work 8 hours a day, five days a week, that's 40 hours, or €480 a week for myself". On this basis, Joe now works out his hourly rate

To cover overheads	€ 4.35 per hour
For himself	€12.00 per hour
	<hr/>
	€16.35 per hour

Joe now needs to add on a percentage for Profit to the Business

What is this for?

It allows Joe to do three things:

1. Gives Joe capital to replace equipment, for example, ladders, brushes, rollers, groundsheets and crucially, to replace his old van eventually.
2. To save
3. To expand the business

20% would be a reasonable figure for Joe.

So, 20% of €16.35 is €3.27

His final pricing calculation is:

To cover overheads	€ 4.35 an hour
For himself	€12.00 an hour
Percentage for profit (20%)	€ 3.27 an hour
	<hr/>
	€19.62 an hour

So for a normal 8 hour day Joe would charge $€19.62 \times 8 = €156.96$

Daily Rate charged to client €157.00 (rounded up)

Joe must be very careful when he is quoting for a job. He is presumably experienced enough to know how long it's going to take to do the job. Common mistakes are:

- Underestimating the time required for the job.
- Not charging for travelling time.
- Allowing a discount.

So, if Joe estimates three days to do an internal decorating job, he would be charging €471.00

But he needs to make sure the customer has all the paint, wallpaper and any other materials ON SITE ON THE DAY AND HOUR he wants to start.

If Joe is registered for VAT, he needs to make it clear that his price of €471 will be subject to the addition of VAT, at the appropriate rate.

When he's giving his price, Joe could also pleasantly let his client know that he requires payment on completion of the job!

b) Liam is also a painter and decorator. However, he's been going for several years and has built his business up to the extent where he employs two men.

Liam needs to consider the cost of employing someone, before he can work out his pricing. He must also know that he has an additional administrative burden, in that he has to give his men contracts of employment and job descriptions. He must also keep Employees' records, and send the relevant documentation to the Revenue Commissioners monthly or annually, as required.

The Real Cost of Employing Someone

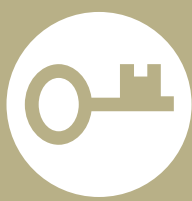
Both men are paid at €10 per hour. For a 38 hour week, they will receive gross pay of €380. Liam should note that the current minimum wage, for adults, is €8.65 (July 1 2007) and may be subject to change. However, Liam has to deduct the following:

- Employee's Income Tax
- Employee's PRSI
- Employer's PRSI

Employee's income tax varies according to the employee's personal situation, but Liam will be advised by the Revenue Commissioners how much to deduct each week for each employee. Employee's PRSI, which the employee must pay, and Employer's PRSI are fixed percentages of gross pay.

For each employee, Liam's weekly employment costs are as follows:

Gross Pay	€380.00
Employer's PRSI (10.75%)	€ 40.85
Cost to Liam (per week)	€420.85



Employee's income tax varies
according to the employee's
personal situation



These cost €1,500, from the wholesalers. Liam should add about 20% to this cost. Don't forget, he has spent time with Mrs Black agreeing what to use (maybe a considerable amount of time) and he has to go and collect the materials.

Liam also works out, very carefully, using his experience and skill, that it will take the two employees and himself five days to do the job.

Costings

Price of Materials	€1,500	
Add 20%	€ 300	
	<hr/>	
	€1,800	€1,800
Labour 3 men for 5 days at €530 per day		€2,650
		<hr/>
Total Cost to Mrs Black		€4,450
		<hr/>

Liam needs to make it clear to Mrs Black that this price will be subject to VAT.

Pricing a Product

Sammy is a skilled joiner. He has a well-appointed workshop at the rear of his house, where he makes fittings, largely for bedrooms and kitchens. He does not employ anyone, preferring to do all the work himself.

Sean White approaches Sammy to fit built-in bedroom furniture at his house, which is quite close-by.

Like Joe and Liam, Sammy has to work out his overheads, but unlike them, Sammy has to consider the cost of running his workshop.

Workshop Cost (annual)

Commercial Rates	€ 800	
Rent (he owns the workshop)	Nil	
Electricity	€1,500	
Heat	€ 600	
Insurance for building and tools	€1,200	
	<hr/>	
TOTAL	€4,100	

Other Overheads

Van - running cost	€4,500
Mobile Phone	€ 800
Advertising	€ 800
Accountancy Fees	€1,000
Public Liability Insurance	€2,200
Sundries	€ 700
Total	€10,000

Total Annual Overheads €4,100 + €10,000 = €14,100

Like Joe, he hopes to work 1748 hours per year.

So to cover his overheads, Sammy needs to charge €14,100 divided by 1748 hours.

This equals €8.07 an hour. As a skilled craftsman, Sammy wants €18 per hour for his time.

To cover overheads	€ 8.07 an hour
For himself	€18.00 an hour
	€26.07 an hour
Add percentage for profit (20%)	€ 5.21 an hour
	€31.28 an hour

Daily rate is €31.28 x 8 hours= €250.24 (approximately €250.00 a day)

Sean White agrees with Sammy regarding the design, type of wood and hardware required, and agrees to pay the supplier, who will deliver to Sammy's workshop. Sammy goes to Sean's house, measures up and gives Sean a detailed list of what he needs.

Sammy estimates it will take him 15 days to make the bedroom units, fit them in Sean's house, not forgetting the time spent in measuring up and preparing the detailed list of the materials required.

So, the price to Sean is 15 days at €250 per day = €3,750.00

(Materials to be paid for by Sean.)

Again, Sammy needs to tell Sean that this price will be subject to VAT.

Conclusion

It is important to know that you will need to revise your costings ANNUALLY. Your costs continually change – for example, diesel fuel, electricity, heating, accountancy fees

It is also important to remember that you will probably have to pay income tax and self-employed PRSI contributions (by October 31st each year) on your annual Net Profit, less the amount of your tax credits.

Do's and Don'ts of Pricing

Do

- Keep an eye on your competitors
- Know the going "rate for the job"
- Review your pricing regularly.

Don't

- Assume that the customer is only concerned with price - quality is a big consideration.
- Give a price "off the top of your head" - calculate it properly.
- Give a discount (well, not too much - it's coming out of your profit).
- Underestimate the time needed for the job.



It is important to get this right, so if you need help with pricing, don't hesitate to contact your Local Development Company or Facilitator at DSFA.

Names and addresses of Development Companies and Facilitators' offices are given in chapter 25.

Chapter eighteen

Advertising

Most new businesses will want to tell people that they have started up, and what services or products they provide. This need not be expensive, and the usual methods are as follows:

- a) A Business Card – stating your name, address, telephone number, fax number and E-mail address (if any). Also say what you service or product is. Business cards can cost around €90 to €120 for 1,000.
- b) Flyers – This is usually A4 size, and has more detail about what you provide. You can design your own, and print them off on a home computer, or get them done professionally. These are good for handing out to potential customers and displaying in public places
- c) Advertising in Local Press. This can be useful, but can become expensive.
- d) Local Radio – Check your local radio stations for advertising rates
- e) Golden Pages – This is a cheap and very effective method of advertising.
- f) Website – You may wish to develop your own web site, which would give you access to a world-wide market. You can describe your services and products (including photographs), and offer them for sale. You can accept orders and arrange for payment by “Pay-pal”: You will need the service of a professional web designer.

The best form of advertising is by "word of mouth"
If you do a good job, quickly and at a competitive rate, the word will get around, and you should get more business.



Chapter nineteen

Looking After Your Customers

Looking after your customers makes sound business sense. After all, the customer, by purchasing your products or services, contributes to the success of your business.

The customer should be the focus of all your thoughts, and you should try to provide every customer with the best products and services, at the best possible price (but always ensuring that you will make a profit).

Always remember, if the customer is not happy with you, they can always go elsewhere.

"The Customer is King"

Points to note.

- Always answer your customer's questions clearly.
- If you don't know the answer, find out and get back to the customer as soon as possible.
- Always be polite, and speak clearly (especially on the telephone).
- Always be friendly and helpful.
- If you arrange to meet a customer, make sure you are there on time.
- If you promise to give a price for the job on Friday, make sure you deliver it.
- If you are offered a job, make sure you start on the date arranged.
- If you say the job will take two weeks, try to complete it on time.
- If a customer leaves a message on your telephone answering machine or with your wife or husband, get back to the customer within 24 hours. You may lose business if you don't.

Four Guidelines for Dealing with Customers

1. Stop what you are doing. Give the customer your undivided attention.
2. Avoid distractions. Don't take a phone call or speak to a colleague while the customer is speaking. Don't interrupt the customer when they are talking.
3. Show interest. Make eye contact, nod your head in agreement, keep the conversation going.
4. Check for understanding. Tell the customer what you understand he wants – and revise your thoughts if necessary. Ask questions for clarification. Take notes.

Legal Rights of the Customer

Customers have important legal rights, and these are contained in law. These consumer laws are detailed, but cover three main areas:

1. Safety
2. Quality
3. Truth

Safety

Safety is concerned with two things:

- Safety of products offered for sale.
- Safety of the premises where products are sold.

The law says that it is an offence to sell any customer a product that you know or suspect may cause injury, damage to property or loss to another person.

If this happens, the customer may be able to sue you for damages.

Regarding premises, you need to make sure that you are not negligent in any way in providing a safe environment for your customers. You have a "Duty of Care" to ensure that the customer is not exposed to injury or damage on your premises.

So, if a customer comes into a carpenter's workshop, and trips over loose wood on the floor, they may be able to sue, if they are injured. The carpenter would be wise not to allow customers into the workshop, but instead conduct business in the office.

Quality

When a customer buys anything, they are entitled to expect:

- that the item is fit to be sold, given the price paid for it.
- that the item is suitable for the purpose for which it was bought.
- whatever the customer buys, they are entitled to expect that it is in good condition, and that it will last for a reasonable period of time.

If this is not the case, the customer can ask for their money back.

Truth

It is important not to make misleading claims about your products or services - there is a fine dividing line between "tradesman's puff" and misleading claims. If you do so intentionally, you are breaking the law, and could be prosecuted.

Finally

"ALWAYS PUT YOURSELF IN YOUR CUSTOMER'S SHOES".

Chapter twenty

Collecting Debts

This is a subject that can cause much concern to any business. If you have to give credit - and often this will be the case - you should certainly keep a simple record of money owed to you.

A typical simple record system is attached in the appendix. As soon as a debt is paid, or partly paid, mark it off on the attached sheet. Any money received should then be transferred to your main book of accounts, as "money received".

What do you do if a customer is very late in paying a bill?

The following steps may help:

1. First of all, as soon as the job is finished, or the goods delivered, send your customer an invoice. This should state your credit terms clearly, for example, payment required within 30 days. You should also make your credit terms clear to the customer before you start the job.
2. If they don't pay within 30 days, wait for another week, then send them another invoice, saying "Payment Overdue - please pay within 14 days". Often, a red sticker with "please" on it can be effective. You might also try calling in person with your client, and asking for the outstanding money. This can be very effective – be polite, but firm.
3. If there is still no payment after the 14 days, wait another week, then write a formal letter saying that unless full payment is made within seven days, you will be obliged to put the matter in the hands of your solicitor, with a view to legal action. So far, the process hasn't cost too much – only your time and postage and stationery. But, from here on it is going to cost you money.
4. Go to your solicitor, and ask them to write to your customer, demanding payment within seven days, and warning of legal action to follow if no payment is received
5. If there is no response to your solicitor's letter, you need to consider if it is worth going further. You can go to the small claims court, which is relatively inexpensive if you represent yourself. But even if you get a favourable judgement from the court, there can be difficulty with enforcing the judgement. This is where the expense really starts. Alternatively, if there is no response to your solicitor's letter, you could put the debt in the hands of a Debt Collection Agency, which will charge you a percentage of anything it collects.

Chapter twenty one

Employing Staff

If you decided to employ someone, you have a **Legal Obligation** to keep employee's records.

Firstly, you should register as an employer with the Revenue Commissioners: You should use the TR1 form (see page 88).

Up to the end of 2008, the Revenue Commissioners would have issued a Tax Deduction Card, on paper, for each employee. This was the key document for calculating staff wages.

The System has changed, with effect from January 1 2009

The Revenue Commissioners have now made available the new **Electronic Tax Deduction Card**, which you can download from www.revenue.ie Every employee will be issued with a **Tax Credit Certificate** at the beginning of each year, with a copy to the employers. This shows the Tax Credit amount and the Standard Rate Cut-off Point. The employer needs only enter these details into the Electronic Tax Deduction Card to calculate the employee's deductions. This may be done weekly, fortnightly or monthly. Care should be taken to save these details on your computer. A copy may also be printed.

Arising from employing staff, you are legally required to do the following:

- Give a payslip to each employee (weekly, fortnightly or monthly). This should state gross pay, deductions for income tax, PRSI (employees and employers) pension payments, as well as the new Income Levy. A cumulative total of all the above should be shown for the current year.
- Send income tax and PRSI payments to the Revenue Commissioners each month, accompanied by a P.30 form (issued by the Revenue Commissioners). A receipt will be issued to you.
- At the end of each tax year, give a P.60 form to every employee. This is a summary of all earnings, income tax and PRSI paid during the tax year.
- Each year, send a P35 form to the Revenue Commissioners. This is a statement of income tax and PRSI paid by your employees during the tax year.

Clearly, you can see that keeping employment records is time consuming and is quite worrying, being a specialised task. However, you are legally required to keep the records, which may be subject to inspection by the Revenue Commissioners. You may well decide to let an Accountant undertake the task for you. There are also many secretarial service firms who will do the payroll for you, at a reasonable cost. This would relieve you of a worrying administrative burden.

Don't forget: Employing someone costs you money. Not only have you to pay their wages, but you have to pay Employer's PRSI to the Revenue Commissioners. You will also have time and costs associated with keeping employees' records.

Did You Know?

- That the cost of employing someone is much more than what you pay an employee? You have to pay employer's PRSI at the appropriate percentage of the wage paid. (see www.welfare.ie) Also there are time and costs associated with keeping employees' records.
- That should an employee want “€400 in hand each week”, and you agree to this (WHICH YOU SHOULD NOT), it means that you will have to pay the employee's Income Tax and PRSI. In these circumstances, €400 a week to the employee could easily become €550 to €600 a week to the employer. See Chapter 17 “Pricing Your Service or Product”. Cost of employing someone is relevant.
- That self-employed income tax returns must be with the Revenue Commissioners by OCTOBER 31st each year. Otherwise, you could face financial penalties.
- That your employee's Income Tax and PRSI payments must be made to the Revenue Commissioners' by the 14th of the month after they were incurred, and the payment must be accompanied by a P.30 form.
- That your ANNUAL statement of Tax and PRSI paid during the tax year must be returned to the Revenue Commissioners' by February 15th in the following year. This statement is on form P.35.
- That you must issue a P.60 to each employee as soon as possible after the end of the calendar year.

Other Important Points

(a) Contract of Employment

The Terms of Employment (Information) Act 1994 states that certain terms of the contract must be available to the employee in writing. A contract of Employment is not to be taken lightly and can be quite complex. You should ask a Solicitor to prepare a template for you.

(b) Verification of Personal Public Service (PPS) Number

Employers are now required to ensure that a PPS number is valid for an employee. “Reasonable measures” of verification include viewing the employee’s P.45, P. 60 Social Welfare Card, payslip from a previous employer, or correspondence from a Government Department or Agency.

(c) Pay Slips, Deductions, Minimum Wages

Pay slips – all employees are entitled to receive, from their employer, a written statement of their gross wages, details of all deduction, and net pay after deductions. This can be done weekly, fortnightly or monthly.

Deductions – PAYE, Income Tax, PRSI, Income Levy, Pensions Contributions, Trade Union dues and Voluntary Health Contribution should be shown on the payslip.

Minimum Wage – Currently this is €8.65 per hour (since July 1. 2007). Employees under the age of 18 are guaranteed €6.06 per hour. These rates are subject to change.

(d) Facilitation of a Pension Scheme

Employers are now required to advise employees that they (the employers) must facilitate a pension scheme for employees, if so requested. Employees may elect to have a percentage of their wage deducted and paid into a private pension fund. The employer may also contribute to this but is under no obligation to do so.

The Department of Enterprise website gives more detail (www.entemp.ie)

(e) Hours of Work

The maximum average working week cannot exceed 48 hours for many employees. However, the average working week is calculated over four months, and in some instances, six or even twelve months. Importantly, this legislation does not apply to those who are self-employed (you can work as long as you like), or to family employees on farms or in private homes.

Note: The Organisation of Working Time Regulations 2001 states that an employer is obliged to keep records of hours worked on a daily and weekly basis for each employee. These records should exclude meal and rest breaks and must be kept for a period of three years.

(f) Holidays

The Organisation of Working Time Act 1997 says that an employee is entitled to basic annual PAID leave of four weeks. This is the statutory minimum, but the employee's contract could provide for more. With regard to Public Holidays, employees have entitlement to PAID leave for the nine public holidays, or one of the following alternatives : -

- A PAID day off within a month of the public holiday.
- An additional day of annual leave.
- An additional day's pay.
- The nearest Church holiday to the public holiday as a day off.

(g) Leave

Sick Leave: There is no legislation compelling employers to pay employees who are off sick. The employee's entitlement to sick leave is dependant on the terms of their contract of employment.

Force Majeure Leave: This is where a family crisis occurs and the immediate presence of the employee is required, usually in the event of illness or injury to a close family member. The Parental Leave Act 1998, amended 2006, allows a limited right to leave from work in these circumstances

Jury Services: The Juries Act 1976 compels employers to allow employees time off, fully paid, for jury service.

Compassionate Leave: An employer may allow an employee to take time off in the event of a tragic event in the immediate family. Entitlement is dependant on the contract of employment.

Maternity Leave: All female employees, no matter how long they have been working, are entitled to maternity leave for a basic period of 26 weeks. At least two weeks have to be taken before the end of the week of the child's expected birth, and at least four weeks after. The remaining 20 weeks are at the discretion of the mother, but I am reliably informed that most mothers would prefer to take the 20 weeks after the birth. Employers are NOT OBLIGED to pay women maternity leave, unless stipulated in the contract of employment. DSFA benefits are normally payable – entitlement can be checked with the DSFA Maternity Benefit Section (Tel 01-704 3475). See also www.welfare.ie The employee is entitled to take PAID time off for medical visits during the pregnancy, as well as PAID time off to attend one set of ante-natal classes. The employee can also avail of an additional 16 weeks UNPAID maternity leave

Conclusion

Comhairle has produced an excellent book entitled "**Employment Rights Explained**". This is obtainable from any Citizens Information Service office. You may contact Comhairle on a Lo-Call telephone number 1890 777 121, or go on line at www.citizensinformation.ie Also useful is www.entemp.ie

It is strongly recommended that you obtain "Employment Rights Explained" if you are thinking of employing anyone.





Chapter twenty-two

Obtaining a C2 Sub-Contractors Card (Building Trade)

What is a C.2?

It is a little plastic card with your photograph on it, issued by the Revenue Commissioners. It enables you to work as a sub-contractor, and be master of your income tax affairs, for example, you will submit all your income and expenditure on your "File and Pay" tax returns to the Revenue Commissioners.

Without a C.2, 35% of the contract cost is deducted by the Main Contractor, and paid to the Revenue Commissioners as income tax on behalf of the Sub-Contractor. The Main Contractor should issue a form to the sub-contractor, stating contract amount and tax paid, to the Sub-Contractor. The Sub-Contractor can use this form to recover his tax paid from the Revenue Commissioners.

Relevant Contracts Tax (R.C.T.)

Relevant Contracts Tax (RCT) is a withholding tax that applies to payments on "relevant contracts" in the Construction, Meat and Forestry sectors. Where a "Principal Contractor" makes a payment to a sub-contractor under a relevant contract, then they must deduct tax at 35% from the gross payment, unless they receive authorisation from Revenue not to deduct the tax. The 35% tax deducted is available to the subcontractor to set off against any tax liabilities they might have, or, to be repaid. Where a subcontractor holds a C2 certificate, the Principal Contractor can apply to Revenue to make the payments without deduction of tax. If the Principal Contractor makes a payment without deducting the tax and they haven't received authorisation from Revenue, then they become liable for the tax that should have been deducted.

A C2 is, therefore, very useful to a subcontractor as, in general, a C2 means that payment can be made by a principal contractor without an RCT deduction. (35%)

Tax law defines what is a "relevant contract" and who is a "Principal Contractor" and the following examples are very general in nature. More detailed information is available from Revenue's website www.revenue.ie or from your local Revenue Commissioners office.

How does a C2 work?

This is best demonstrated by giving some real life examples.

(A) Sean is a plasterer. Mrs. Doherty invites Sean to plaster the outside of her new house. Sean quotes €2,000 and Mrs. Doherty is happy with this, and tells Sean to start work.

What is the legal relationship between Sean and Mrs. Doherty?

Mrs. Doherty is not a Principal Contractor for the purposes of RCT. She is not involved in a business that includes construction operations and, therefore, the contract to plaster the outside of her house is not a relevant contract. She is not obliged to deduct the Relevant Contracts Tax. A C2 is not needed. Therefore, **Mrs. Doherty is the client and Sean is the main contractor.**

When the work is completed, Mrs. Doherty pays Sean his €2,000 and both parties are happy. However, Sean must put this receipt through his books and it will be reflected in his tax return at the end of the tax year.

(B) Kevin is a Building Contractor. He asks Sean to give him a price for plastering 5 new houses. Sean quotes €20,000 and Kevin is delighted.

What is the legal relationship between Kevin and Sean?

Kevin is the Main Contractor (he is involved in a business which includes construction operations) and **Sean is the Sub-contractor.**

If Sean hasn't obtained a C2, Kevin might well say "Sorry, I can't take you on as a Sub-contractor unless you have a C2". Many Building Contractors will only engage C2 holders as subcontractors as this cuts down on their paperwork, but this is their personal choice, not a Revenue requirement.

However, if Kevin decides to let Sean do the work, he must

- Deduct 35% tax from the payments made to Sean. Sean gets a net payment of €13,000 for the job. He must also give Sean a Relevant Contracts Tax Deduction Card (RCTDC) - formerly known as C45 - showing the gross (€20,000) payment and the tax deducted (€7,000).
- Kevin must also pay the 35% (€7,000) to the Revenue Commissioners

Sean can apply to the Revenue Commissioners to have this tax either refunded or set off against other tax liabilities. He does this by submitting the RCTDC he received from Kevin, together with any other RCTDCs to his local Revenue Commissioners office. Claims are usually submitted on a monthly basis. All, or part, of the tax deducted may be offset against his tax liabilities, for example his income tax, Value Added Tax or his employer's PRSI liability. Any balance is normally repaid.

Note that when Sean puts this receipt through his books, the gross payment of €20,000 must be accounted for and included in his tax return for the year.

If Sean has a C2, and Kevin has been issued with authorisation from the Revenue Commissioners, he is paid the full €20,000 contract price (probably in staged payments). He must put this receipt through his books and it would reflect in his tax return at the end of the tax year. If Kevin has not received authorisation from Revenue, he must deduct the 35% tax from payments made to Sean, even though Sean has a C2. If Kevin makes the payments without the authorisation, then Kevin becomes liable for the tax he should have deducted.

Who qualifies for a C2?

To qualify for a C2 the subcontractor must:

- Be, or about to become, a subcontractor in the construction, forestry or meat processing industry
- Trade from a fixed place of business with adequate equipment, stock or other facilities. The fixed place of business need not be within the State
- Keep proper and accurate records
- Have a satisfactory tax record. This means that all tax due has been paid (income tax, VAT, PAYE/ PRSI) and all tax forms completed. The tax office generally examines the previous three years. In the case of a partnership, the tax history of the partnership and each individual partner is examined. In the case of a company the tax history of the company and each director/person associated with the company is examined.

How to apply for a C2

- Complete Form RCT5 which is available at www.revenue.ie or from your local Revenue Office. The Form RCT5 asks for a copy of the contract with the Principal Contractor. If no contract is available, you should ask the Principal Contractor for a letter on headed notepaper offering the work on a subcontract basis and stating the location of the contract, the duration of the contract, starting date, and the value to you of the contract.
- Complete Photocard Application (PC5), which is available from any tax office. You will need to have a passport photograph when completing this form.
- If you have become self employed for the first time you must also complete Form TR1 which is available at www.revenue.ie or from your local Revenue Office.
- Give any additional information asked for. (For example you might be asked for proof of unemployment from DSFA or a letter of tax compliance from another country if you worked abroad.)

Collecting your C2

A C2 must be collected and signed for by the person whose name, photograph and signature appear on it. Details of collection points are notified to subcontractors in advance. Identification such as a driving licence or passport, may be asked for at the collection point.

Further information is available in Leaflet IT 64 "A Guide for Subcontractors" which is also available at www.revenue.ie

What happens if you can't get a C.2?

It is perfectly legal to work as a sub-contractor without a C.2. However, both the sub-contractor and the main contractor are required to sign an RCT 1 form. This declares that they are, in fact, subcontractor and main-contractor. The RCT 1 form should be returned to the Revenue Commissioners.

With no C.2 in place, it means that the sub-contractor is working on an RCT DC basis (formerly known as C. 45). In this case, the main-contractor must deduct 35% of the contract price, and pay it to the Revenue Commissioners. This is income tax on behalf of the sub-contractor.

The main contractor must issue the RCT DC form (C.45) to the sub-contractor.

This states the following:

- Value of Contract
- Amount of Income Tax Deducted (35%)
- Amount paid to sub-contractor.

The sub-contractor uses this RCT DC (C.45) to recover his income tax from the Revenue Commissioners.

Really, it is better to have a C.2, and you should consult and take advice from your local Revenue Commissioners office if you have difficulty obtaining one.

Chapter twenty three



The Back to Work Enterprise Allowance

1. What is the Back to Work Enterprise Allowance (BTWEA)?

If you are getting certain social welfare payments and you would like to become self-employed, the Back to Work Enterprise Allowance (BTWEA) lets you keep a portion of your social welfare payment for 2 years. This is effective from May 1st 2009.

Note

You must have your business approved by your Local Development Company or a Department of Social Welfare Facilitator before you start self employment.

Back to Work Enterprise Allowance is not taxable. You should tell the Revenue Commissioners as soon as you commence on the scheme.

2. Who can qualify for BTWEA?

To qualify, you must be:

- setting up a business that a Local Development Company or a Department of Social Welfare Facilitator has approved in writing in advance,
- and
- have an entitlement to Jobseeker's Allowance for at least 12 months.

You may also qualify, no matter your age, if you are getting one of the following payments for at least 12 months.

- One-Parent Family Payment
- Blind Pension
- Disability Allowance
- Carer's Allowance (having stopped caring duties)
- Farm Assist (with provisions)
- Invalidity Pension

- Incapacity Supplement
- Pre-Retirement Allowance
- Widow's or Widower's (Non-Contributory) Pension
- Deserted Wife's Benefit or Allowance
- Prisoner's Wife's Allowance

You may also qualify if you have been receiving Illness Benefit for at least 3 years.

Eligibility - Time

- Time spent in FÁS training, community employment, the community service programme, job initiative, CERT, Teagasc, FIT and Back to Education Schemes is accepted as periods of unemployment, and count towards eligibility for BTWEA.
- Time spent on Supplementary Welfare Allowance or in Direct Provision can count towards eligibility for BTWEA, provided that you are entitled to a qualifying payment before starting the scheme.

In addition, you may qualify in the following two cases:

- You are a qualified adult of an eligible claimant and the claimant transfers their entitlements to you. You then become self-employed and the original claimant becomes the qualified adult on your Back to Work Enterprise Allowance claim. If the original claimant is entitled to credits they may continue to claim credits.

or

- You have been released from prison recently.

Note

BTWEA cannot be paid at the same time as another social welfare payment. If the original claimant, now the qualified adult, decides to claim another social welfare payment, you must stop claiming BTWEA.

Time spent in prison can be taken or count towards the qualifying period for the BTWEA scheme provided an entitlement to a relevant social welfare payment is established prior to commencement of employment.

3. What are the benefits of BTWEA?

You get your social welfare payment for 2 years (including any increases for a qualified adult and qualified children) as follows:

- 100% of your weekly social welfare payment for the first year,
- 75% for the second year

Example

If you were getting a jobseeker's payment of 200.00 euro a week, you will receive the following weekly payment while on the BTWEA:

- Year 1 200.00 euro
- Year 2 150.00 euro

Secondary benefits

Participants in the Scheme may retain any secondary benefits they were in receipt of prior to participation in the scheme (provided they satisfy a means test)

Secondary Benefits include:

- Fuel Allowance,
- Medical Card,
- Back to School Clothing and Footwear allowance,
- Diet Supplement,
- Rent Supplement or Mortgage Interest Supplement under the Supplementary Welfare Allowance Scheme.

Any increase in income may affect your Rent or Mortgage Interest Supplement. Income in excess of the first 75.00 or weekly earnings you or your spouse or partner get is accessible for Rent or Mortgage Interest Supplement. (Any amount in excess of the 75.00 disregard is assessed at 75%).

Contact your Community Welfare Officer to see how your Rent or Mortgage Interest Supplement may be affected.

Note

You do not have to pay tax or PRSI on the Back to Work Enterprise Allowance, but you may have to pay tax and PRSI on the income from self-employment.

Log on to www.welfare.ie for more information.

Voluntary Contributions

If your income from self-employment is not subject to PRSI, it may benefit you to pay Voluntary Contributions to protect your entitlement to certain social welfare benefits in the future.

Log on to www.welfare.ie for more information.

4. How do I apply for the allowance?

If you wish to become self-employed under this scheme, complete application form BTW 2 and send it to:

- your Local Development Company (if you live in a Development Company area) for referral to the Development Company's Enterprise Officer,

or

- your local Social Welfare Office (if you do not live in a Development Company area) for referral to the Facilitator.

The Enterprise Officer or the Facilitator will examine your proposal and may discuss certain aspects of the project with you. Do not begin self-employment until you have received written approval from the Development Company or the Social Welfare Office.

You must register as self-employed with the Revenue Commissioners. You can do this by contacting your local Tax Office.

If your self-employment ends or you take up employment, you must tell the DSFA local office immediately.

5. How do I get the allowance?

You can get Back to Work Enterprise Allowance by direct payment each week into your account in a bank or building society. This account must be a current, deposit or savings account, not a mortgage account.

6. Can I get any other supports?

Your local Development Company or DSFA Facilitator will tell you what supports you may get.

You should do a 'Start Your Own Business Course' before you begin self-employment. This is for your own benefit, and will teach you basic book-keeping, tax, PRSI, VAT and good business practice.

7. Where can I get more information?

For more information on the BTWEA contact:

Employment Support Services

Department of Social and Family Affairs
Social Welfare Services
Government Buildings
Shannon Lodge
Carrick-on-Shannon
Co. Leitrim
Tel: (071) 96 72698

or

- your local Development Partnership Company (see Chapter 25)

or

- your local Social Welfare Office (see Chapter 25)

For information booklets, application forms and more information on social welfare services:

- Log on to www.welfare.ie
- LoCall Information Line at 1890 66 22 44 (from the Republic of Ireland only).
- Drop into your local Social Welfare Office or Citizens Information Centre.

Note

The rates charged for using 1890 (LoCall) numbers may vary among different service providers. You should also obtain the DSFA's booklet SW92, which explains BTWEA in some detail.

8. Back to Work Enterprise Allowance – Maximum Rates 2009

JA/JA/Illness Benefit	Year 1 100%	Year 2 75%	One Parent Family Payment Year 1 (100%)
Single	204.30	153.23	
Married	339.90	254.94	
1 Child	365.90	274.43	230.30
2 Children	391.90	293.93	256.30
3 Children	417.90	313.43	282.30
4 Children	443.90	332.93	308.30
5 Children	469.90	352.43	334.30
6 Children	495.90	371.93	360.30
7 Children	521.90	391.43	386.30

These figures are correct as at March 2009, but may be subject to change. You may check with your local DSFA office.

9. Short-term Enterprise Allowance

This is a new scheme, and has been effective since May 1st 2009. You can get access to the Back to Work Enterprise Allowance IMMEDIATELY, but you must meet the qualifying conditions, which are:

- you must have entitlement to Jobseeker's Benefit, and
- have 104 PRSI contributions paid, or
- qualify for Statutory Redundancy.

The Short-term Enterprise Allowance will be paid to you for a maximum of 1 year. It will end when your entitlement to Jobseeker's Benefit ends (that is, at either 9 months or 12 months).

10. Participating on BTWEA a second time

From May 1st 2009, if you have previously participated in the BTWEA scheme and exhausted your entitlement, you can participate a second time, after a period of at least 5 years has elapsed.



Chapter twenty four

Money Advice and Budgeting Services (MABS)

Are you in debt?

Being in debt is not a problem if your income will allow you to repay these debts. Being over indebted is a problem. This is where the payment of your debts does not leave enough money to pay rent, electricity, gas and purchase food.

What can you do?

You must not panic or ignore the problem - it won't go away. Help is available if you contact your local Money Advice and Budgeting Service (MABS).

The Money Advice and Budgeting Service is a free, independent, confidential service, established to help people to cope with debt, to regain control of their finances and to plan for the future.

The MABS operates out of 65 centres with 150 full time money advisers and also support staff.
www.mabs.ie

MABS is funded by the Department of Social and Family Affairs.

MABS provides a free and confidential service for people with debt and money management problems. There are over 60 MABS offices throughout Ireland, and their addresses and telephone numbers may be found in Chapter 25. (See page 81)

It is stressed that the MABS service is in total confidence. It is important to be totally honest and open regarding debt with the professional money advisor, who will do the following with you:

- Help you deal with debts, and make out a budget.
- Contact your creditors on your behalf, with offers of payment if you are not able to do it yourself.
- Help you decide on the best way to make payments.
- Examine your income to make sure you are not missing out on any of your entitlements.

If your business fails, and you have personal debt, it may help to contact MABS.

MABS National Helpline: 1890 283438



Chapter twenty five

Useful Contacts (1)

DSFA Facilitators

March 2009

Locations and Tel No's of Facilitators

North West	Office No
Buncrana	074-9320210
Letterkenny	074-9160460
Sligo	071-9169977
Dungloe	074-9561030
Castlebar	094-9034330
Ballina	096-60360

Dublin North	
Coolock	01-8661000
Ballymun	01-9165106
Swords	01-8899572
North Cumberland Street	01-8899500
Blanchardstown	01-8581120
Navan Road	01-8823100
Finglas	01-8640480
Kilbarrack	01-8063847

South East	
Waterford	051-356000
Wexford	053-9165467
Arklow	0402-220420
Newbridge	045-446300
Bray	01-2117900
Kilkenny	056-7720350
Newbridge	045-446330
Enniscorthy	053-9165400
Carlow	059-9170170

DSFA Facilitators

March 2009

Locations and Tel No's of Facilitators

West Region		Office No
Tuam		093-70931
Hynes Building, Galway		091-500867
Athlone		090-6449653
Galway		091-500866
Mid West Region		
Ennis		065-6867830
Portlaoise		057-8678020
Tullamore		057-9325146
Ennis		065-6867828
Clonmel		052-70234
South Region		
Hanover St, Cork		021-4806859
The Marina, Cork		021-4917478
Killarney		064-70945
Mallow		021-4917473
Tralee		066-7149545
Limerick		061-212238

DSFA Facilitators

March 2009

Locations and Tel No's of Facilitators

Dublin South

Dun Laoghaire	01-2145540
Nutgrove	01-4069010
Thomas Street	01-6369330
Tallaght	01-4629400
Bishops Square	01-4763578
Clondalkin	01-4030000
Maynooth	01-4030000
Apollo House	01-8748444
Ballyfermot	01-6160300

North East

Mullingar	044-9350512
Dundalk	042-9392600
Drogheda	041-9871180
Monaghan	047-30160
Longford	043-3340000
Navan	046-9077010
Cavan	049-4368980

Useful Contacts (2)

Integrated Development Companies

Partnership Company	Location	Phone / Fax	Email
Avondhu/Blackwater Partnership	The Showgrounds Fermoy, Co. Cork	025 33411	valerie@avondhublackwater.com
Ballyfermot/Chapelizod Partnership	4 Drumfinn Park, Ballyfermot, Dublin 10	01 6235612	creid@ballyfermotpartnership.ie
Ballyhoura Development Ltd.	Main Street, Kilfinane, Co. Limerick	063 91300	aoregan@ballyhoura.org
Ballymun/Whitehall Area Partnership	North Mall, Ballymun Town Centre, Dublin 11	01 8423612	declandunne@ballymun.org
Blanchardstown Area Partnership	Dillon House Unit 106, Coolmine Industrial Estate, Dublin 15	01 8209550	lcurran@bap.ie
Bray Partnership	4 Prince of Wales Terrace, Quinsboro Road, Bray, Co. Wicklow	01 2868266	michelle@braypartnership.ie
Breffni Integrated Ltd.	Unit 6A, Corlurgan Business park, Ballinagh Rd, Corlurgan, Cavan	049 4331029	manager@cavpart.ie
Canal Communities Partnership	197 Tyrconnell Road, Inchicore, Dublin 8	01 4732196	kennybj@canalpartnership.com
Carlow County Development Partnership Limited	Main Street, Bagenalstown, Co. Carlow	059 9720733	mwalsh@carlowdevelopments.ie
Cill Dara Ar Aghaidh Teo	Jigginstown Commercial Centre, Nass, Co. Kildare	045 895450	justin@kelt.ie
Clare Local Development Company	Westgate Business Park, Kilrush Road, Ennis, Co. Clare	065 6823339	dgraham@rrd.ie
CPLN Area Partnership	Unit D, Nangor Business Park, Nangor Road, Clondalkin, Dublin 22	01 4508788	reception@clondalkinpartnership.ie
Cork City Partnership	Heron House, Blackpool Park, Blackpool, Cork	021 4302310	aosullivan@partnershipcork.ie
Comhar na Oileáin Teo	Inis Oirr, Arainn, Co. na Gaillimhe	099 75096	eolas@oileain.ie
County Wicklow Partnership	Saville House, Rathdrum, Co. Wicklow	0404 46977	bkehoe@wicklowleader.ie
Dodder Valley Partnership	Killinarden Enterprise Centre, Killinarden, Tallaght, Dublin 24	01 4664280	anna.lee@tallpart.ie

Partnership Company	Location	Phone / Fax	Email
Donegal Local Development Company	1 Millennium Court, Pearse Road, Letterkenny, Co. Donegal	074 9127056	ceo@dldc.org
Dublin Inner City Partnership	Equity House, 16/17 Upper Ormond Quay, Dublin 7	01 8721321	dconnolly@dicp.ie
Fingal Leader Partnership Co Ltd	Unit 14, Beat Centre, Stephenstown Industrial Est., Balbriggan, Fingal, Co. Dublin	01 8020484	emulligan@fingalleaderpartnership.ie
Forum Connemara Ltd.	Letterfrack, Connemara, Co. Galway	095 41116	forum@indigo.ie
Galway City Partnership	3 The Plaza, Headford Road, Galway	091 773466	declan@gcp.ie
Galway Rural Development Company	Mellowes Campus, Athenry, Co. Galway	091 844335	dcolahan@grd.ie
Inishowen Development Partnership	St Marys Road, Buncrana, Co. Donegal	074 9362218	shauna@inishowen.ie
IRD Duhallow Ltd.	James O'Keefe Institute, Newmarket, Co. Cork	029 60633	duhallow@eircom.net
Kilkenny Leader Partnership Company Ltd.	42 Parliament Street, Kilkenny City, Co. Kilkenny	056 7752111	declan@bnsrd.com
Laois Partnership	Peppers Count, Portlaoise, Co. Laois	057 8661900	agoodwinll@eircom.net
Leitrim Integrated Development Company Ltd	Church Street, Drumshanbo, Co. Leitrim	071 9641740	tom@ldco.ie
Longford Community Resources Limited	Longford Community Enterprise Centre, Templemichael, Ballinalee Road, Longford	043 334555	manager@lcrl.ie
Louth LEADER Partnership	Partnership Court, Park Street, Dundalk, Co. Louth	042 9330288	john.butler@louthleaderpartnership.ie
Meath Partnership Co Ltd	Tom Blake House, Bective Street, Kells, Co. Meath	046 9280790	michaelludlow@meathleader.ie
Meitheal Forbartha na Gaeltachta Teoranta	An Mhainistir, An Daingean, Co. Chiarraí	086 8152280	eolas@mfg.ie
Monaghan Integrated Development Company	Monaghan Road, Castleblayney, Co. Monaghan	042 9749500	goconnell@monaghanpartnership.com
North & East Kerry Leader Partnership Teo	39 Main Street, Castleisland, Co Kerry	0867143788	eamonnoreilly@eircom.net
North Mayo East Leader Partnership Co.	Main Street, Foxford, Co. Mayo	094 9256745	monicaomalley@nmelp.com
North Tipperary Leader Partnership Co.	New Line, Roscrea, Co. Tipperary	0505 23379	ros2000@eircom.net
Northside Partnership	The Coolock Development Centre, Bunratty Drive, Coolock, Dublin 17	01 8485630	marian.vickers@northsidepartnership.ie

Partnership Company	Location	Phone / Fax	Email
Offaly Integrated Local Development Company Ltd	Crank House, Banagher, Co. Offaly	057 9151622	boloughlin@westoffalypartnership.ie
PAUL Partnership Limerick	Unit 25, The Tait Centre, Dominic Street, Limerick	061 419388	akavanagh@paulpartnership.ie
Rathmines Pembroke Community Partnership	Rathmines Information Centre, 11 Wynnefield Road, Dublin 6	01 4965558	tara@rpcp.ie
Roscommon Integrated Local Development Body	Roscommon West Business Park, Circular Road, Roscommon	071 9646186	mearley@iol.ie
South East Cork Area Development Partnership	Midleton Community Enterprise Centre, Knockgriffin, Midleton, Co. Cork	021 4613432	rhoward@ecad.ie
Sligo Leader Partnership Company	Sligo Development Centre, Cleveragh, Road, Sligo	071 9141138	mquigley@sligoleader.com
South Kerry Development Partnership	The Old Barracks, Bridge Street, Caherciveen, Co. Kerry	066 9472724	jpierse@skdp.net
South Tipperary Development Co.	The Bridewell, St. Michael St., Tipperary	062 33360	john@tipperaryleader.com
South West Mayo Development Co.	Carey Walsh Building, Georges Street, Newport, Co. Mayo	098 41950	info@southmayo.com
Southside Partnership	The Old Post Office, 7 Rock Hill, Main St, Blackrock, Co. Dublin	01 2090610	marie.carroll@sspship.ie
Tolka Area Partnership	Rosehill House, Finglas Road, Dublin 11	01 8683806	michael.bowe@fcp.ie
Waterford Area Partnership	Westgate Retail Park, Tramore Road, Waterford	051 841740	jstokes@wap.ie
Waterford Leader Partnership Ltd.	John Barry House, Lismore Business Park, Mayfield, Lismore, Co. Waterford	058 54646	jimmy.taaffe@wlp.ie
West Cork Development Partnership Ltd.	West Cork Technology Park, Clonakilty, West Cork	023 8834035	ian@westcorkleader.ie
West Limerick Resources Limited	St Marys Road, Newcastlewest, Co. Limerick	069 62222	sriordan@wlr.ie
Westmeath Community Development	2nd Floor, Presentation House, Harbour Street, Mullingar, Co. Westmeath	044 9348571	jpotter@westcd.ie
Wexford Local Development	Cornmarket, Mallin St., Wexford Town, Wexford	053 9123994	bobrien@wexfordareapartnership.ie

Useful Contacts (3)

County Enterprise Boards

CEB	Address	Tel / Fax	Email	Web
CARLOW	Michael P Kelly, CEO Carlow County Enterprise Board, Enterprise House, O'Brien Road, Co Carlow.	Tel: 059 9130880 Fax: 059 9130717	Enterprise@carlow-ceb.com	www.carlow-ceb.com
CAVAN	Vincent Reynolds, CEO Cavan County Enterprise Board, Cavan Innovation & Technology Centre, Dublin Road, Co Cavan.	Tel: 049 4377200 Fax: 049 4377250	info@cceb.ie	www.cavanenterprise.ie
CLARE	Eamon Kelly, CEO Clare County Enterprise Board, Enterprise House, Mill Road, Ennis, Co. Clare	Tel: 065 6841922 Fax: 065 6841887	cceb@iol.ie	www.clareceb@clareceb.ie
CORK CITY	Dave Cody, CEO Cork City Enterprise Board, 1/2 Bruach na Laoi, Union Quay, Cork	Tel: 021 4961828 Fax: 021 4961869	info@corkceb.ie	www.corkceb.ie
NORTH CORK	Rochie Holohan, CEO North Cork County Enterprise Board, 26 Davis Street, Mallow, Co. Cork.	Tel: 022 43235 Fax: 022 43247	corknnt@iol.ie	www.theenterpriseoffice.com
SOUTH CORK	Sean O'Sullivan, CEO South Cork County Enterprise Board, Unit 6 A South Ring Business Park, Kinsale Road, Co. Cork	Tel: 021 4975281 Fax: 021 4975287	jim@sceb.ie	www.sceb.ie
WEST CORK	Michael Hanley, CEO West Cork County Enterprise Board, 8 Kent Street, Clonakilty, Co. Cork	Tel: 023 34700 Fax: 023 34702	enterprise@sceb.ie	www.wceb.ie

CEB	Address	Tel / Fax	Email	Web
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DUBLIN CITY	Greg Swift, CEO Dublin City Enterprise Board, 5th Floor, O'Connell Bridge House, D'Olier Street, Dublin 2.	Tel: 01 6351144 Fax: 01 6351811	info@dceb.ie	www.dceb.ie
FINGAL	Oisín Geoghegan, CEO Fingal County Enterprise Board, Mainscourt, 23 Upper Main Street, Swords, Co. Dublin.	Tel: 01 8900800 Fax: 01 8139991	info@fingal.ie	www.fingalceb.ie
SOUTH DUBLIN	Loman O'Byrne, CEO South Dublin County Enterprise Board, No. 3 Village Square, Old Bawn Road, Tallaght, Dublin 24.	Tel: 01 4057073 Fax: 01 4517477	info@sdenterprise.ie	www.sdenterprise.com
DUN LAOGHAIRE/ RATHDOWN	Michael Johnson, CEO Dun Laoghaire/Rathdown County Enterprise Board, Nutgrove Enterprise Centre, Nutgrove Way, Rathfarnham, Dublin 16.	Tel: 01 4948400 Fax: 01 4948410	info@dlrceb.ie	www.dlrceb.ie
GALWAY COUNTY/ CITY	Charles P Lynch, CEO Galway County/City Enterprise Board, Wood Quay Court, Wood Quay Court,	Tel: 091 565269 Fax: 091 565384	therese@galwayenterprise.ie	www.galwayenterprise.ie
KERRY	Martin Collins, CEO Kerry County Enterprise Board, County Buildings, Tralee, Co. Kerry.	Tel: 066 7183522 Fax: 066 7126712	Kerryceb@kerrycoco.ie	www.kerryceb.ie
KILDARE	Donal Dalton, CEO Kildare County Enterprise Board, The Woods, Clane, Co. Kildare	Tel: 045 861707 Fax: 045 861712	Info@kildareceb.ie	www.kildareceb.ie
KILKENNY	Sean McKeown, CEO Kilkenny County Enterprise Board, 42 Parliament Street, Kilkenny	Tel: 056 52662 Fax: 056 51649	enquiries@kceb.ie	www.kceb.ie

CEB	Address	Tel / Fax	Email	Web
LAOIS	Maria Callinan, CEO Laois County Enterprise Board, Unit 1, Portlaoise Enterprise Centre, Clonminam Business Park, Portlaoise, Co. Laois.	Tel: 057 8661800 Fax: 057 8666989	admin@laoisenterprise.com	www.laoisenterprise.com
LEITRIM	Joe Lowe, CEO Leitrim County Enterprise Board, Business Park, Dublin Road, Carrick-on-Shannon, Co. Leitrim.	Tel: 071 9620450 Fax: 071 9621491	Info@leitrimenterprise.ie	www.leitrimenterprise.ie
LIMERICK CITY	Eamon Ryan, CEO Limerick City Enterprise Board, The Granary, Michael Street, Co. Limerick	Tel: 061 312611 Fax: 061 311889	Info@limceb.ie	www.limceb.ie
LIMERICK COUNTY	Ned Toomey, CEO Limerick County Enterprise Board, Lissanalta House Dooradoyle, Co. Limerick	Tel: 061 496520 Fax: 061 583954	info@lcoeb.iol.ie	www.lcoeb.ie
LONGFORD	Michael Nevin, CEO Longford County Enterprise Board, Enterprise Centre, Templemichael, Ballinalee Road, Co Longford.	Tel: 043 42757 Fax: 043 40968	info@longfordceb.ie	www.longfordceb.ie
LOUTH	Ronan Dennedy, CEO Louth County Enterprise Board, Quayside Business Park, Mill Street, Dundalk, Co Louth.	Tel: 042 9327099 Fax: 042 9327101	info@lceb.ie	www.lceb.ie
MAYO	Frank Fullard, CEO Mayo County Enterprise Board, McHale Retail Park, McHale Road, Castlebar, Co Mayo.	Tel: 094 9024444 Fax: 094 9024416	ffullard@mayococo.ie	www.mayoceb.com
MEATH	Hugh Reilly, CEO Meath County Enterprise Board, Navan Enterprise Centre, Trim Road, Navan, Co Meath.	Tel: 046 9078400 Fax: 046 9027356	mhceb@meath.com	www.meath.com

CEB	Address	Tel / Fax	Email	Web
MONAGHAN	John McEntegart, CEO Monaghan County Enterprise Board, Unit 9 M:TEK Building, Knockaconny, Co Monaghan.	Tel: 047 71818 Fax: 047 84786	info@mceb.ie	www.mceb.ie
OFFALY	Sean Ryan, CEO Offaly County Enterprise Board, Cormac Street, Tullamore, Co Offaly.	Tel: 0579 352971 Fax: 0579 352973	info@offalyceb.ie	www.offalyceb.ie
ROSCOMMON	Ann Flynn, CEO Roscommon County Enterprise Board, Library Buildings, Abbey Street, Co Roscommon.	Tel: 0906 626263 Fax: 0906 625474	ceb@roscommon.ie	www.roscommon.ie
SLIGO	John Reilly, CEO Sligo County Enterprise Board, Sligo Development Centre, Cleveragh Road, Co Sligo	Tel: 071 9144779 Fax: 071 9146793	info@sligoenterprise.ie	www.sligoenterprise.ie
TIPPERARY (NR)	Rita Guinan, CEO Tipperary (NR) County Enterprise Board, Connolly Street, Nenagh, Co Tipperary.	Tel: 067 33086 Fax: 067 33605	info@tnceb.ie	www.tnceb.ie
TIPPERARY (SR)	Thomas Hayes, CEO Tipperary (SR) County Enterprise Board, 1 Gladstone Street, Clonmel, Co. Tipperary.	Tel: 052 29466 Fax: 052 26512	ceb@southtippcoco.ie	www.southtippceb.ie
WATERFORD CITY	William Rafter, CEO Waterford City Enterprise Board, Enterprise House, New Street Court, Co Waterford.	Tel: 051 852883 Fax: 051 877494	info@waterfordceb.com	www.waterfordceb.com
WATERFORD COUNTY	Gerard Enright, CEO Waterford County Enterprise Board, The Courthouse, Dungarvan, Co. Waterford	Tel: 058 44811 Fax: 058 44817	waterfordceb@cablesurf.com	www.enterpriseboard.ie
WESTMEATH	Christine Charlton, CEO Westmeath County Enterprise Board, Business Information Centre, Church Avenue, Mullingar, Co. Westmeath	Tel: 04493 49222 Fax: 04493 49009	info@westmeath-enterprise.ie	www.westmeath-enterprise.ie

CEB	Address	Tel / Fax	Email	Web
WEXFORD	Sean Mythen, CEO Wexford County Enterprise Board, Unit 1 Ardavan Business Park, Ardavan, Co Wexford.	Tel: 05391 22965 Fax: 05391 24944	info@wexfordceb.ie	www.wexfordceb.ie
WICKLOW	Sheelagh Daly, CEO Wicklow County Enterprise Board, 1 Main Street, Wicklow Town, Co. Wicklow.	Tel: 0404 67100 Fax: 0404 67601	enterprise@wicklowceb.ie	www.wicklow.ie

Useful Contacts (4)

Money Advice and Budgeting Service Offices (MABS)

County	Location	Phone
Carlow	Carlow	059 9140977
Cavan	Cavan	049 4362900
Clare	Ennis	065 6841991
	Shannon	061 360422
Cork	Cork	021 4552080
	Dunmanway	023 55155
	Mallow	022 43879
	Charleville	063 81603
Donegal	Buncrana	074 9321856
	Donegal	074 9740900
	Derrybeg	074 9760747
	Letterkenny	074 9129909
Dublin	Cherry orchard	01 6233900
	Ballymun	01 8620059
	Coolock	01 8674892
	Clondalkin	01 4575782
	Lombard Street	01 6706555
	Tallaght	01 4203276
	Blanchardstown	01 8206324
	Swords	01 8901102
	Finglas	01 8642148
	Crumlin	01 4560731
	Dundrum	01 2990360
	Dun Laoghaire	01 2302002
	North Strand	01 8366925
	Francis Street	01 4731878
Galway	Galway	091 569349
	Tuam	093 24421
Kerry	Tralee	066 7129750
Kildare	Kilcock	01 6284466
	Newbridge	045 435558

County	Location	Phone
Kilkenny	Kilkenny City	056 7761777
Laois	Portlaoise	0502 61727
Leitrim	Ballinamore	071 9644994
Limerick	Limerick City	061 310620
Longford	Longford Town	043 47705
Louth	Dundalk	042 9327823
	Drogheda	041 9842810
Meath	Navan Town	046 9072836
Mayo	Ballina	096 72902
	Castlebar	094 9028888
Monaghan	Castleblayney	042 9749189
Offaly	Tullamore	0506 23211
Roscommon	Roscommon	090 6627811
Sligo	Sligo town	071 9141022
Tipperary	Carrick On Suir	051 645077
	Clonmel	052 29313
	Nenagh	067 41033
	Thurles	0504 23510
	Tipperary Town	062 33410
Waterford	Waterford City	051 857929
	Dungarvan	058 44922
Westmeath	Mullingar	044 40871
	Athlone	0906 476616
Wexford	Wexford Town	053 21504
Wicklow	Arklow	0402 91200
	Bray	01 2760411
National		
Traveller MABS	Dublin11	01 6798358

MABS National Helpline: 1890 283438

Useful Contacts (5)

Web Addresses

Web Address	Description
http://www.pobal.ie/	Pobal (formerly Area Development Management Ltd)
http://www.odce.ie/	Office of the Director of Corporate Enforcement
http://www.citizeninformationboard.ie/	Comhairle; National agency for supporting the provision of information, advice and advocacy on social services.
http://www.cro.ie/	Companies Registration Office
http://www.intertradeireland.com/	Cross-Border Trade Issues
http://www.entemp.ie/	Dept of Enterprise Trade and Employment
http://www.welfare.ie/	Dept of Social and Family Affairs
http://www.fas.ie/	Fás - Ireland's National Training and Employment Authority
http://www.gov.ie/	Government of Ireland Portal
http://www.hsa.ie/	Health and Safety Authority
http://www.idaireland.com/	Industrial Development Authority
http://www.first-step.ie/	Ireland's only Nationwide specialist in micro financing
http://www.teagasc.ie/	Irish Agriculture and Food Development Authority
http://www.ibec.ie/	Irish Business and Employers Confederation
http://www.ifsra.ie/	Irish Financial Services Regulatory Authority
http://www.isme.ie/	Irish Small and Medium Enterprises
http://www.mabs.ie/	Money Advice and Budgeting Service
http://www.nsai.ie/	National Standards Authority of Ireland
http://ec.europa.eu/atoz_en.htm	Service which will help answer to questions about the EU
http://www.expertiseireland.com/	The gateway to the island's knowledge base
http://www.revenue.ie/	The Irish Revenue Commissioners
http://www.udas.ie/	Údaras na Gaeltachta

Useful Contacts (6)

Community Partnerships

Arklow Community Enterprise Limited,
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Athlone Community Taskforce,
Ballalley Lane, Parnell Sq. Athlone,
Co Westmeath
TEL: 090 6494555
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Avondhu Development Group
5 - 6 Park West, Mallow, Co Cork.
TEL: 022 43553
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Ballyhoura Development Ltd.
Ballyhoura Centre, Kilfinan, Co Limerick.
TEL: 063 91300
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Borrisokane Area Network Development
Main Street, Borrisokane, Co Tipperary
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E-Mail: bandborrisokane@eircom.net

CANDO Ltd.,
The Assembly Rooms, Dublin St, Carlow
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Castlecomer District Community Development Network (CDCDN),
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Clonmel Community Partnership,
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Suir Island, Clonmel, Co Tipperary
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Comhar Dhuibhne
Sráid Eoin, An Daingean, Co. Chiarraí.
TEL: 066 9152280
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E-Mail: comhardhuibhne@eircom.net

Co-Operation Fingal (North),
BEAT Centre,
Stephenstown Industrial Estate,
Balbriggan, Co Dublin
TEL: 01 8020484
FAX: 01 8413108
E-Mail: info@co-operationfingal.ie
WEB: www.co-operationfingal.ie

East Cork Area Development Ltd.
Midleton Community Enterprise Centre,
Owennacurra Business Park, Knockgriffin,
Midleton, Co.Cork
TEL: 021 4613432
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The Community Centre,
Circular Road, Kilkee, Co Clare.
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Web: www.eiri.org

Ennis West Partners
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Hermitage, Ennis, Co Clare
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FAX: 065 6824442.
E-Mail: ewp.ennis@eircom.net

IRD Duhallow Ltd.
James O' Keeffe Institute,
Newmarket, Co Cork
TEL: 029 60633
FAX: 029 60694
E-Mail: duhallow@eircom.net

Kildare Community Partnership.
Jigginstown Commercial Centre,
Old Limerick Road, Naas, Co Kildare
TEL: 045 895450
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E-Mail: info@thekcp.ie

Kilkenny Community Action Network,
Wolfe Tone House,
Wolfe Tone Street, Kilkenny
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Meitheal Forbartha Na Gaeltachta Teo,
Baile an Fheirtearaigh,
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Meitheal Mhuscraí
Réidh na nDoirí,
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Mountmellick Community Development Association,
Irishtown, Mountmellick, Co Laois.
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FAX: 057 8644343
E-Mail: mary@mdasiltld.ie

Navan Travellers Workshop Limited

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Nenagh Community Network

84 Connolly Street, Nenagh, Co Tipperary
TEL: 067 34900
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North Kerry Together Limited

58 Church Street, Listowel, Co Kerry
TEL: 068 23429
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OBAIR, Newmarket-on-Fergus Ltd

Ennis Road, Newmarket-on-Fergus,
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Portlaoise Community Action Project Ltd.

Railway Street, Portlaoise, Co Laois.
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Rathmines Community

11 Wynnefield Road, Rathmines Dublin 6
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E-Mail: info@rathminesinformationcentre.com

Roscrea 2000 Ltd.

New Line, Roscrea, Co Tipperary
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Sliabh Luachra Local Development Ltd.,

The Island Centre, Main Street,
Castleisland, Co. Kerry
TEL: 066 7142576
Fax: 066 7142676 / 7142788
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TIDE, Trim Initiative for Development and Enterprise,

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Riverbank, Trim Co Meath
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Tullamore Wider Options Ltd,

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West Cork Community Partnership,

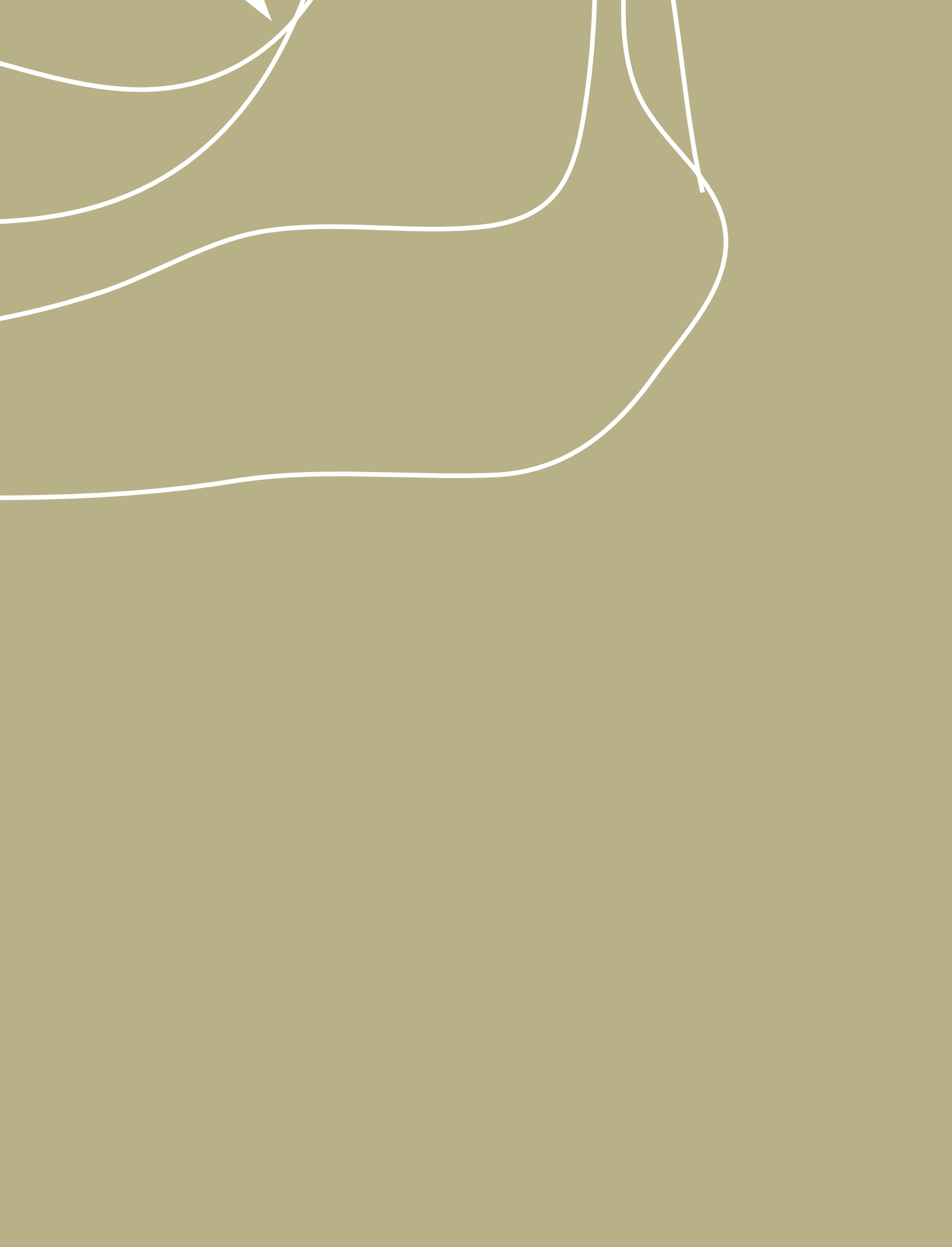
Unit 13, IDA Centre,
Ropewalk, Bantry, Co Cork
TEL: 027 52266
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E-Mail: info@wccp.ie

West Offaly Integrated Development Partnership,

C/o Crank House, Banagher, Co Offaly.
TEL: 057 9151622
FAX: 057 9151798
E-Mail: wop@eircom.net

Wicklow Working Together

7 Convent Road, Wicklow Town,
TEL: 0404 61841
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Web: www.wicklowworkingtogether.org



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● Blank VAT Receipt Record Sheet (you may photocopy this)	97
● Example of VAT Purchase Record Sheet	98
● Blank VAT Purchase Record Sheet (you may photocopy this)	99
● VAT 3 Return Sheet	100
● Example of Cash Flow Projection	102
● Blank Cash Flow Projection Sheet (you may photocopy this)	103



TAX REGISTRATION

TR1**This form can be used by:**

1. An individual - complete parts A(1), A(3) and B, C, D and/or E as appropriate.
2. A partnership, trust or unincorporated body - complete parts A(2), A(3) and B, C, D and/or E as appropriate to register for, income tax, VAT,* as an employer for PAYE/PRSI, or for Relevant Contracts Tax.

It should not be used by:

- PAYE employees taking up employment for the first time - use Form 12A,
- Companies - use Form TR2,
- A body whose sole aim is to receive a registration number to obtain a grant/tax clearance certificate - use a form Exempt Registration available on the website,
- Persons who are collection agents for non-resident landlords - use Collection Agent Registration form available on the website.

Complete ALL parts of this form as required IN BLOCK LETTERS, sign the declaration below and return it to your Revenue District Office. Without accurate information the registration(s) will be delayed and/or you may experience delays in receipt of Returns and other forms.

Part A**General Details****A1 Individuals** - Give the following information of the person who is to be registered and then complete Section A3

1. Forename Surname
2. Gender ☐ Male ☐ Female ☐ Nationality
3. Date of Birth DD / MM / YYYY Private Address
4. PPS Number

5. Marital Status

Tick ☒ relevant box ☐ Single ☐ Married ☐ Widowed ☐ Married but living apart ☐ Divorced

6. If married state Spouse's name PPS number

or if PPS Number not known

Pre-marriage Name Date of Birth DD / MM / YYYY Mother's Maiden Name

A2 Trusts/Partnership - Give the following information of the body who is to be registered and then complete Section A3

7. Name of the Body to be registered
8. Responsible Person*
(a) Name
(b) Address

*Responsible person. This could be the secretary of the group, the chairperson of the group, of the precedent acting partner.

9. If previously registered state tax number used

Declaration

This must be made in every case before you can be registered for any tax

I declare that the particulars supplied by me in this application are true in every respect

NAME

SIGNATURE

(in BLOCK LETTERS)

CAPACITY (individual, secretary, partner, trustee, etc.)

DATE DD / MM / YYYY

10. Partnership, Trust or Other Body

Give the following information in respect of all partners, trustees or other officers. Under 'Capacity', state whether precedent acting partner, partner, trustee, treasurer, etc. If necessary continue on a separate sheet.

Name	Private Address	Capacity	PPS number (Partners only)

A3 Business Details**11. If trading under a business name, state**

Trading as

12. Legal Format (tick ☒ appropriate box)Sole Trade ☐Partnership ☐Other ☐**13. Business Address** (if different to private address)

Phone: Number

()

Fax: Number

()

Mobile Phone Number

E-Mail

14. Type of business

(a) Is the business

☐ mainly retail☐ mainly wholesale☐ mainly manufacturing☐ building & construction☐ forestry/meat processing☐ service and other

(b) Describe the business conducted in as much detail as possible. Give a precise description such as 'newsagent', 'clothing manufacturer', 'property letting', 'dairy farmer', 'investment income', etc. Do not use general terms such as 'shopkeeper', 'manufacturer', 'computers', 'consultant', etc.

If the application is a property related activity you may also need to complete Panel 30.

15. If the business will supply plastic bags to the customer tick ☒ box**16. When did the business or activity commence?**

DD / MM / YYYY

17. To what date will annual accounts be made up?

DD / MM / YYYY

18. State the expected turnover in the next twelve months

€

19. Adviser Details

Give the following details of your accountant or tax adviser, if any, who will prepare the accounts and tax returns of the business.

Name

Address

Phone: Number

()

Fax: Number

()

Mobile Phone Number

Tax Adviser Identification Number
(TAIN)

Client's Reference

20. If correspondence relating to VAT (i.e. VAT 3s) is being dealt with by the accountant or tax adviser tick ☒ box**21. If you rent your business premises, state**

Name and private address of the landlord
(not an estate agent or rent collector)

The amount of rent paid per week , month

or year

(tick ☒ frequency) €

The date on which you started paying the rent

DD / MM / YYYY

Part A continued

General Details

22. If you acquired the business from a previous owner, state

The name and current address of the person
from whom you acquired it

The VAT/registered number of that person

Part B

Registration for Income Tax (non-PAYE)

23. If you are registering for Income Tax tick ☒ box ☐ and indicate your main source of income below:24. Trade ☐Foreign Income ☐

(incl. Salary & Pension)

Rental Income ☐Investment ☐

Income

Other ☐Specify

Tick the box which applies to you. If your main source of income is subject to PAYE but you are registering because your non-PAYE income cannot be coded against your tax credits, indicate here the main source of the non-PAYE income.

Part C

Registration for VAT

25. If you are registering for VAT tick ☒ box and complete this part

26. Registration

(a) State the date from which you require to register

DD / MM / YYYY

(b) Is registration being sought only in respect of
European Union (EU) acquisitions?(This applies only to farmers and non-taxable entities) (tick ☒)Yes ☐No ☐

(c) Are you registering

(i) because your **turnover exceeds** or is likely to exceed the **limits**
prescribed by law for registration?(i) ☐(ii) because you wish to **elect to be a taxable person**, (although
not obliged by law to be registered)?(ii) ☐(Tick either
(i), (ii) or (iii)
as appropriate)(iii) because you are in receipt of **Fourth Schedule Services?**(iii) ☐27. Are you applying for the moneys received basis
of accounting for goods and services? (tick ☒)Yes ☐No ☐

If your answer is 'Yes', is this because

(a) expected annual turnover will be less than €1,000,000,
or(a) ☐(b) at least 90% of your expected annual turnover will come from
supplying goods and services to persons who are not registered,
e.g. hospitals, schools or the general public.(b) ☐(Tick either
(a) or (b) as
appropriate)

28. If your business is a foreign business registering in this State

State the expected annual turnover from supplies of taxable goods or services within the State

€

29. State your bank or building society account to which VAT refunds can be made

Bank/Building Society Branch Address Sorting Code Account Number

30. Developer/Landlord - Property details for VAT purposes

(a) Address of the property

(b) Date purchased or when development commenced

DD / MM / YYYY

(c) Planning permission reference number, if applicable

(d) A signed statement from you/your client confirming that the property in question will be purchased and/or developed and will be disposed of or used in a manner which will give rise to a VAT liability, e.g., by sale of the property or by exercising the Landlord's 'option to tax'.

In the case of a partnership, the statement should be signed by the precedent acting partner.

Part D**Registration as an Employer for PAYE / PRSI**

31. If you are registering as an employer for PAYE/PRSI tick ☒ box and complete this part ☐

32. Persons Engaged

(a) How many employees are: **Full time** - usually working 30 hours or more per week?

Part time - usually working less than 30 hours per week?

(b) State the date your first employee commenced or will commence in your employment

DD / MM / YYYY

33. What payroll and PAYE/PRSI record system will you use? (tick ☒ the relevant box)

(a) **Computer System** ☐

If you are using a computerised payroll package you should register for the Revenue On-Line Service (ROS) at www.revenue.ie to receive electronic copies of Tax Credit Certificates and to file your P35 End of Year Return on-line.

(b) **Other Manual System** ☐

Wages books are available from Office Suppliers/Stationery Bookstores

34. Correspondence on PAYE/PRSI

If correspondence relating to PAYE/PRSI is being dealt with by an agent, tick ☒ this box ☐ and give the following details if different from Panel 19.

Name

Address

Tax Adviser Identification Number (TAIN)

Phone: Number

Fax: Number

Mobile Phone Number

Client's Reference

Part E**Registration as a Principal Contractor (Relevant Contracts Tax)**

35. If you are registering as a Principal Contractor for RCT in the Construction/Forestry/Meat Processing industries, tick ☒ box and complete this part ☐

36. Date of Commencement as a Principal

DD / MM / YYYY

37. Number of uncertified Subcontractors currently engaged

38. Confirm that Form RCT1 has been completed for all Subcontractors (tick ☒)

Yes

No

39. State Addresses of all sites on which uncertified Subcontractors are currently engaged (A further sheet should be attached if required)

40. I wish to apply for the following number of RCTDC's/C45's and, in so doing, I confirm that the RCTDC's/C45's will be used exclusively in the course of the Principal Contractor's business

Additional Information

The following leaflets will provide additional information on the taxation aspects of running your own business. They are available at www.revenue.ie, from Revenue's Form's and Leaflets service at **LoCall 1890 306 706** (available 24 hours a day) or from your local Revenue office.

IT48 Starting in Business – A Revenue Guide

IT49 VAT for Small Businesses

Employer's Guide to PAYE

Employer's Guide to operating PAYE and PRSI for certain benefits

IT63 Relevant Contracts Tax - Guide for Principal Contractors

Code of Practice for Determining Employment or Self-Employment Status of Individuals

If you have further information queries or concerns contact your local Revenue office or Employer PAYE Enquiries at **LoCall 1890 25 45 65**.

If you want information on payment options, including **Direct Debit**, contact the **Collector-General** at **LoCall 1890 20 30 70**.

Revenue On-Line Service (ROS) Save time – File On-Line

Once registered, you can access your tax details and file returns on-line using Revenue On-Line Service (ROS).

ROS is available 24 hours a day, 365 days a year. It is easy, instant and secure.

For further details on ROS, visit our website at www.revenue.ie or call the ROS Information Desk at **LoCall 1890 20 11 06**.

IN											OUT				
DATE	FROM	FOR	CASH OR CHEQUE	AMOUNT	DATE	PAID TO	CASH OR CHEQUE	FOR	CHEQUE NO.	AMOUNT					
6.6.09	Mrs. Doherty	Fitting Kitchen	Cheque	€2,000	6.6.09	Buncrana Filling Station	Cheque	May a/c	016	€160					
8.6.09	S. McLaughlin	Repairs to doors	Cash	€300	7.6.09	Maguires Garage	Cheque	New exhaust (van)	017	€210					
9.6.09	J. O'Brien	Deposit on fitted bedroom	Cheque	€500	8.6.09	Harware Co. Ltd	Cheque	Wood, screws, etc.	018	€80					
					8.6.09	ESB	Cheque	Workshop Elect (2 months)	019	€140					
					10.6.09	Self	Cheque	Wage & Drawings	020	€520					

Lodged to Bank

DATE	CHEQUE	CASH	TOTAL
9.6.09	€2,000	-	€2,000
10.6.09	€500	€300	€800
TOTAL	€2,500	€300	€2,800

Book-keeping: Example

FOR PERIOD

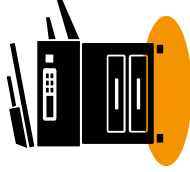
TO

OPENING BANK BALANCE

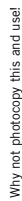
[illegible]

Lodged to Bank

DATE	CHEQUE	CASH	TOTAL
TOTAL			



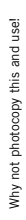
Why not photocopy this and use!



JOE JOINER	FOR PERIOD	6.6.09	TO	12.06.09	OPENING BANK BALANCE
------------	------------	--------	----	----------	----------------------

95

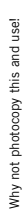
[illegible]



LIAM – PIANO SALES

97

[illegible]



LIAM – PIANO SALES

[illegible]

Revenue 

100

GUIDE TO COMPLETION OF RETURN

Debit Amount

Complete this line if you wish to make a payment by Single Debit Authority. Please ensure that you have also provided your bank details.
Leave this line blank if paying by cheque or the return is a repayment claim.

Bank Details

Payment (T3): If you wish to pay your liability by Single Debit Authority, please enter the bank details of the account you wish to have debited. You must also enter the amount you wish to pay in the 'debit amount' line below.

Repayment (T4): If this return is a repayment and you have not previously advised us of the account details or you wish to amend the account details to which previous repayments were credited, please enter bank details here. If this return is not a repayment and you still wish to change your VAT repayment bank details please fax details to VAT Repayments Section Fax No. 065 6841366.

Bank Details - to be supplied if:

⇒ Payment is being made by Single Debit Authority (do not complete this authority if you are paying by cheque), or
⇒ A repayment is being sought (see Method of Repayment above)

Branch Sort Code
Account Number
Debit Amount

Please debit my account the amount specified

Value of Goods EU Countries

Value of Goods other than EU Countries

Value of Goods other than EU Countries

Value of Goods other than EU Countries

Value of Goods other than EU Countries

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Value of Goods other than EU Countries

T1

Enter total VAT liability in respect of goods & services + intra-EU acquisitions + imported VAT free.

T2

Enter total deductible VAT in respect of purchases + intra-EU acquisitions + imports.

T1

VAT on Sales

VAT on Purchases

Excess of T1 over T2 (Repayable)

Excess of T2 over T1 (Repayable)

Amount of Payment

Amount of Payment

Amount of Payment

Amount of Payment

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Amount of Payment

I declare that this is a correct return of Value Added Tax for the period specified.

Signed:-

Name:

Reg No.:

Period:

Date:-

VAT3

B

T3

If T1 amount exceeds T2 amount, please enter the difference on this line. You are required to submit full payment with this return.

Payment may be made by Single Debit Authority or cheque.

T4

If T2 amount exceeds T1 amount, please enter the difference on this line.

Subject to verification checks, this is the repayment amount due to you from Revenue and will be offset or repaid as appropriate.

Please Note:

Please print one figure only in each space using a black ball-point pen. Enter whole Euro only - do not enter cent. Do not write NIL on any line. Photocopies of this form are not acceptable.

Amount of Payment

Please enter the amount of your payment here. In the case of repayment claim, leave this line blank.

Projected Cashflow (Monthly) For Year Ending (Example)

John Plumber

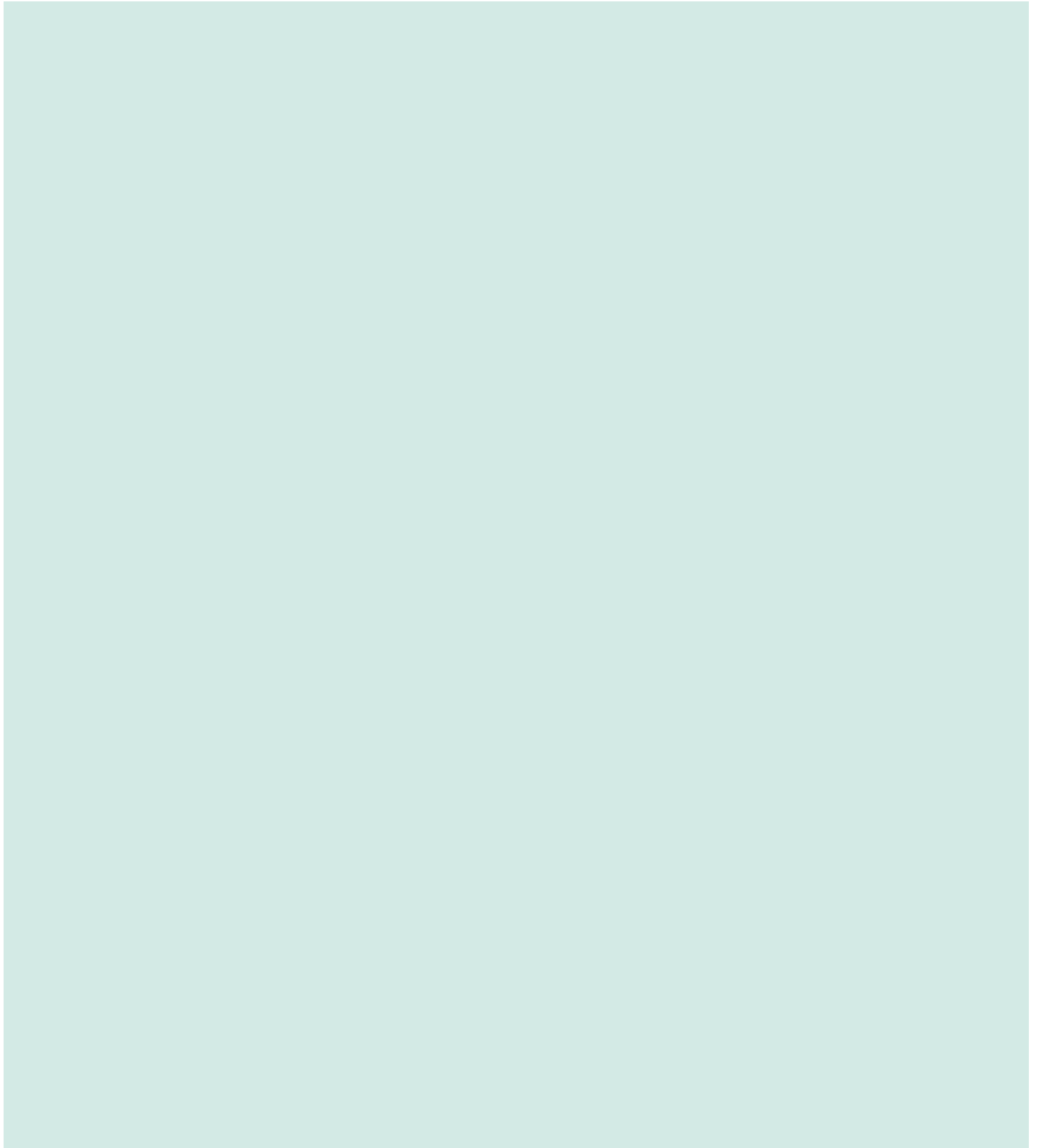
MONTH	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
INFLWS	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JUL	AUG	SEPT	OCT	
Cash Sales	1000	2000	4000	4000	4000	4000	4000	3000	3000	2000	4000	6000	41000
Own Capital	1000												1000
Other income (loans)	6350												6350
Total Income (A)	8350	2000	4000	4000	4000	4000	4000	3000	3000	2000	4000	6000	48350
OUTFLOWS													
Suppliers/Stocks/Materials	500	100	300	300	300	300	300	300	200	100	300	400	3400
Salaries & Wages & PRSI											600	1500	2100
Drawings (Promoter)	-	1200	1200	1200	1200	2000	2000	2000	2000	1000	2000	2000	17800
Rent & Rates													
Insurance (car, building, public liab)		3000											3000
Telephone & Fax	100		100		100		100		100		100		600
Light, heat & power													
Repairs & renewals													
Motor Expenses	200	200	200	200	200	200	200	200	200	200	200	300	2500
Stationery/Computer Supplies													
Marketing/promotion	300					300					300		900
Financial expenses (accountancy)													
Sundry Expenses													
VAT Payments/ Refunds			350		800		800		700		600		3250
Bank Interest													
Loan Repayments	-	170	170	170	170	170	170	170	170	170	170	170	1870
Income Tax Payments													
Capital Items													
Premises adaptions													
Plant & Equipment	500												500
Motor Vehicles (van)	9000												9000
Other Capital items													
Total Expenditure (B)	10600	4670	2320	1870	2770	2970	3570	2670	3370	1470	4270	4370	44920
SURPLUS / (DEFICIT) (A-B)	(2250)	(2670)	1680	2130	1230	1030	430	330	(370)	530	(270)	1630	3430
OPENING BANK BALANCE	100	(2150)	(4820)	(3140)	(1010)	220	1250	1680	2010	1640	2170	1900	
CLOSING BANK BALANCE	(2150)	(4820)	(3140)	(1010)	220	1250	1680	2010	1640	2170	1900	3530	

Projected Cashflow (Monthly) For Year Ending

John Pumber

MONTH	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
INFLWS	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JUL	AUG	SEPT	OCT	
Cash Sales													
Own Capital													
Other income (loans)													
Total Income (A)													
OUTFLOWS													
Suppliers/Stocks/Materials													
Salaries & Wages & PRSI													
Drawings (Promoter)													
Rent & Rates													
Insurance (car. building, public liab)													
Telephone & Fax													
Light, heat & power													
Repairs & renewals													
Motor Expenses													
Stationery/Computer Supplies													
Marketing/promotion													
Financial expenses (accountancy)													
Sundry Expenses													
VAT Payments/ Refunds													
Bank Interest													
Loan Repayments													
Income Tax Payments													
Capital Items													
Premises adaptions													
Plant & Equipment													
Motor Vehicles (van)													
Other Capital items													
Total Expenditure (B)													
SURPLUS / (DEFICIT) (A-B)													
OPENING BANK BALANCE													
CLOSING BANK BALANCE													

Notes





Department of Social and Family Affairs

An Roinn Gnóthaí Sóisialacha agus Teaghlaigh

www.welfare.ie

