

## Message from Minister Seamus Brennan T.D



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.

A handwritten signature in black ink that reads "Seamus Brennan".

**Seamus Brennan TD**

Minister for Social and Family Affairs

# Foreword



Toil and Trouble Edition Three is a welcome asset to the domain of advice and guidance for small business start-ups and we at Inishowen Partnership Company are delighted to be associated with its success. This matter of fact practical guide marks the culmination of extensive experience of working with individual entrepreneurs setting up small businesses and provides straightforward information to assist in dealing with the myriad of policies facing entrepreneurs.

This collaborative project between Inishowen Partnership Company and the Department of Social and Family Affairs has strengthened co-ordination of services and co-operation in our area which has, in turn, provided a more effective service for our mutual client groups. By identifying a set of good practice principles, this book provides a guide to the effective maximisation of resources available in each area, to build capacity, to inform gaps and to contribute to the effective running of small business.

I would like to take this opportunity to thank all those involved in the re-publication of this book, most especially Seamus McGinley and the local DSFA team, who through their commitment and dedication to quality service provision have enhanced facilities available to entrepreneurs. Finally, we at Inishowen Partnership Company, wish all of the readers of this book every success in their business ventures and hope that this book will assist you in achieving optimum results.

*Shauna J McClenaghan*

**Shauna McClenaghan**

Manager, Inishowen Partnership Company

# About the Author



Trevor Topping comes from County Down. He spent many years working in Rhodesia (now Zimbabwe) and 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 is now a member of the Institute of Management Consultants and Advisors. Trevor has been employed as the Enterprise Officer with the Inishowen Partnership Company since 1998.

## Note from the Author

Some might say I am a bit cynical calling a book on self employment 'Toil and Trouble', but that is what you can expect. **Toil**, in that you will need to work very hard and **Trouble** in that you will have a lot of business obligations, as well as being expected to be versatile as a self-employed person.

But, the up-beat side is that self employment can be financially rewarding, and also in terms of self-esteem, especially if you are coming from an unemployed background. I have tried to set out the basic requirements for self employment simply and logically.

Some of the topics are not covered in any great depth, but there is enough information in this book to help you get started. Perhaps those who are already in business may also find it helpful.

A handwritten signature in black ink that reads "Trevor Topping". The signature is written in a cursive style with a long horizontal line underneath.

**Trevor Topping**

Enterprise Officer, Inishowen Partnership Company



# Acknowledgements

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

<b>Alan Crowe</b>	Crowe McLaughlin & Co., Chartered Accountants, Carndonagh
<b>Charles McGuigan</b>	Cashelmore Consultants, Derry, for all his help and advice
<b>Leonard Burke</b>	Principal Officer, DSFA, Dublin
<b>Rita Morrissey</b>	Assistant Principal, DSFA, Dublin
<b>Clodagh McDonnell</b>	Assistant Principal, DSFA, Dublin
<b>Joe O'Donnell</b>	Assistant Principal, DSFA, Sligo
<b>Clodagh McCarthy</b>	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

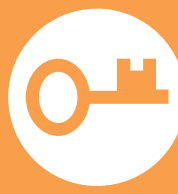
- who will use my product or service?
- how many similar businesses are there in the area?
- can I improve a product or service that other businesses are offering?
- do I need planning permission ?
- why would customers come to me?
- is it because of better quality, cheaper price, better service - or is it because customers can't get it 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.

# 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 – especially in the case of clothes shops or electrical goods outlets. The suppliers are highly unlikely to offer credit terms – simply because they haven't done business with or know you already.

So where can this new capital be obtained?

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

There is no point in walking into your bank manager's office and asking for a loan for €20,000 *"I am intending to start up a business and need capital for a van, tools, stock - how about it Mr Manager?"* The banks need information about yourself, your proposed 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 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 Area Partnership. 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. (Preparing a Business Plan is covered in more detail in Chapter 6)



### **b) GRANT AID**

You may be able to obtain a small grant from your Local Area Partnership. Not all Partnerships offer grants but you should check with them - the names and telephone numbers are listed in Chapter 25. If your Local Partnership does offer grants, it is likely to be for equipment and would probably be for up to €1,000.

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 74) 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 68)

## c) INTEREST FREE LOANS

### First Step, Dublin

First Step Ltd. is a not for profit Irish organisation which can provides Micro Loans - less than €25,000 - to start-up and developing businesses which pass the necessary loans and business criteria. The Company which operates nationwide has so far assisted over 1,500 projects. Loans up to €25,000 are available for start up and/or early stage business projects who may not be able to access funding through normal channels. Loans are interest free up to €10,000 for applicants in receipt of Social Welfare Benefits. Borrowings of over €10,000 attract an interest rate of 3% flat and a once off administration fee of approximately €200.

First Step is happy, if necessary, to part-finance projects which may have other funding available, for example grant aid, bank loans, owners equity.

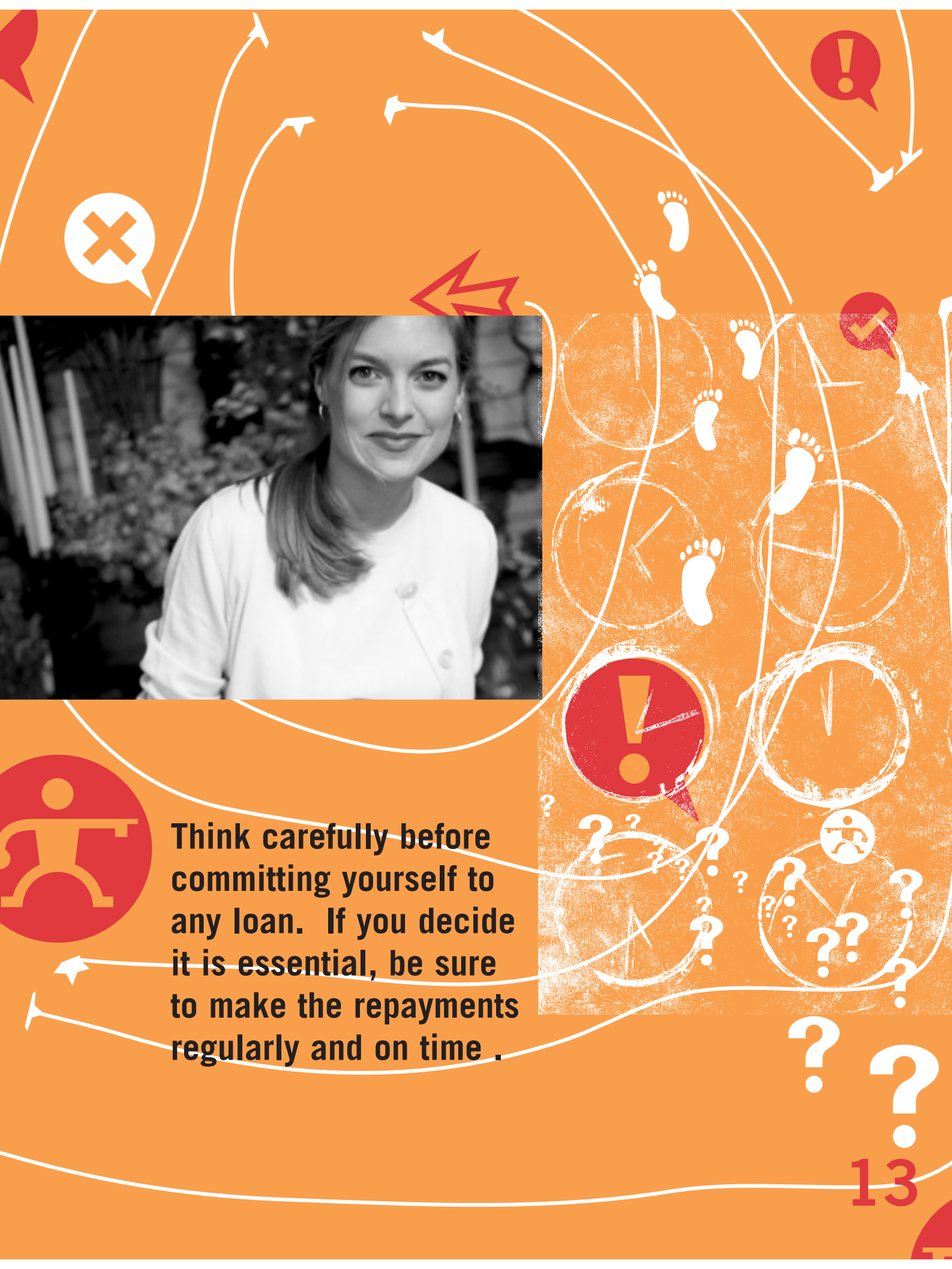
Application Forms are available from the First Step Office in Dublin or from offices of County Enterprise Boards and Partnership Companies. They may also be downloaded from ([www.first-step.ie/resources/application\\_form.doc](http://www.first-step.ie/resources/application_form.doc))

A simple but clearly set out business plan is requested to accompany applications. All successful loan applicants are provided with a business mentor available for the duration of the loan - normally three years.

"2nd Step" loans are available to projects whose original borrowing is being repaid on schedule and who may need further funds for expansion etc. For further information contact:

First Step Ltd.  
Jefferson House  
Eglinton Road, Donnybrook  
Dublin 4  
Tel (01) 2600988  
Fax (01) 2600989  
email: [firststep@eircom.net](mailto:firststep@eircom.net)  
Web: [www.first-step.ie](http://www.first-step.ie)

Note : Some County Enterprise Boards may also provide interest-free loans. (for full list of CEBs see page 74)



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

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# 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.

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 Area partnership can help you prepare a cash flow projection. Partnership 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.

### 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

## **(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



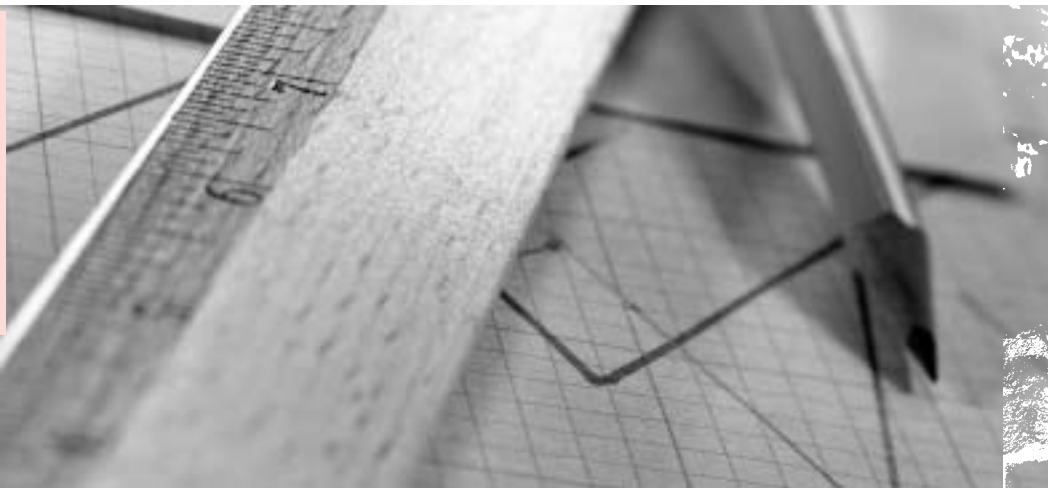
## Capital needed

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 Area Partnership will be happy to give you advice.

Partnerships' 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 of 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)



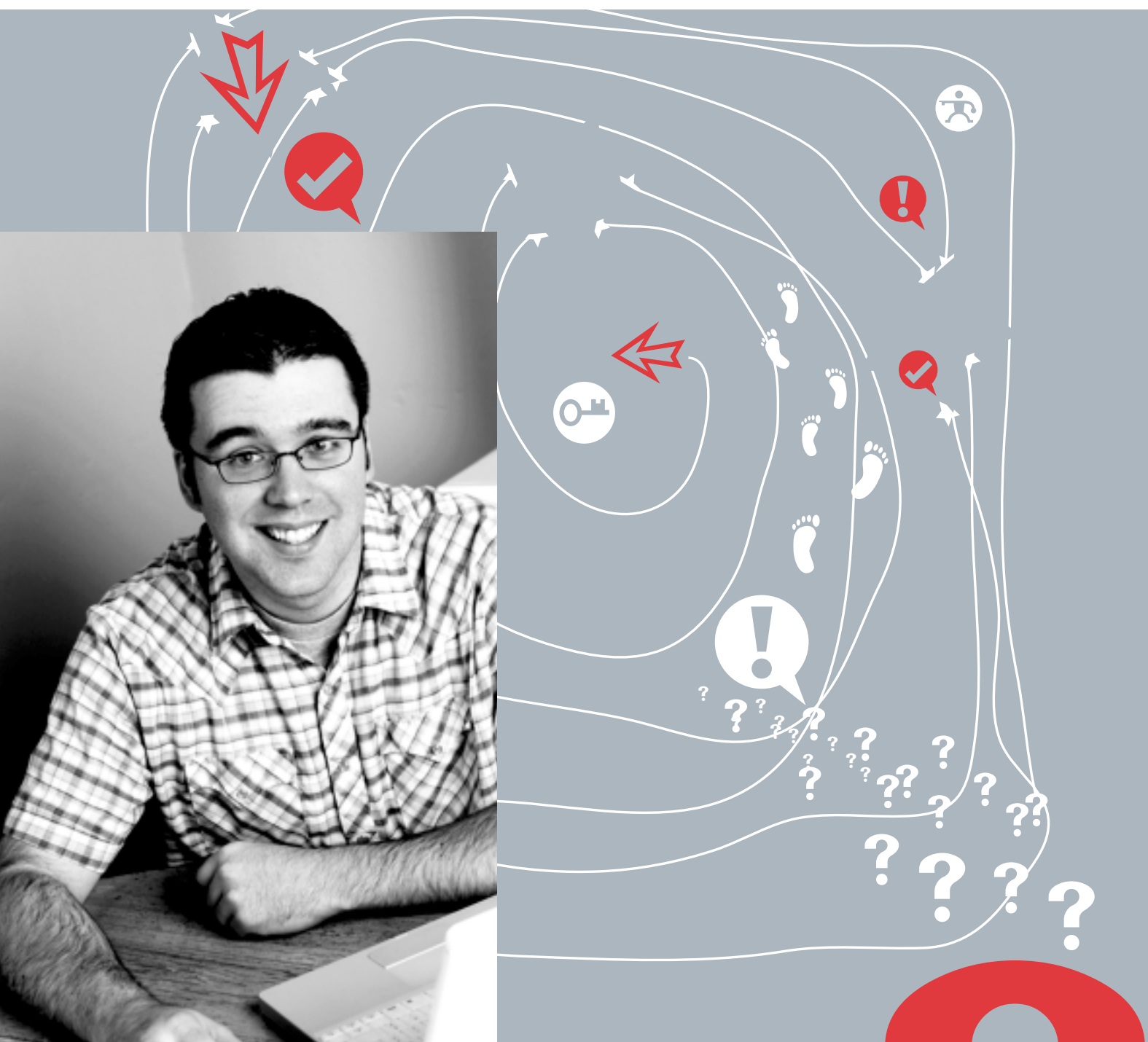
A copy of the TR1 form is included in the appendix (page 84) and is fairly straightforward. You can obtain the TR1 form from your local Revenue Commissioners office, to whom you should return it after completion.

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](http://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 Area Partnership 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](http://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](http://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](http://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](http://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](http://www.cro.ie)

# Chapter ten

## Legal Status of the Business

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

### 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](http://www.odce.ie)



If you are establishing a limited company, it is strongly recommended that you obtain these booklets.



# 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 88), 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 Area Partnerships 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 Partnership or Enterprise Board - courses are often free or have a nominal fee. The names and telephone numbers of Partnerships 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 Area Partnership 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 90), 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 2006. Therefore, the Revenue Commissioners will want a tax return for the period January 1st 2006 to Dec 31st 2006 (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.



## John, or his accountant, add up the figures as follows:

Money Received for work done	€15,000	
Cost of Materials	€1,000	
	<hr/>	
Therefore, Gross Profit is	€14,000	
Gross Profit		€14,000
Overheads		
Van running Costs (Diesel, insurance, road tax, maintenance)	€3,000	
Advertising	€500	
Telephone	€300	
	<hr/>	
Total Overheads	€3,800	€3,800
		<hr/>
<b>Net Profit (Gross profit minus overheads: €14,000 - €3,800)</b>		<b>€10,200</b>

N.B. Please note that the amount you draw for yourself out of the business is part of the net profit. This Net Profit is taxed at the basic rate of taxation @ 20%

20% of €10,200 = €2,040

However, everyone in Ireland has Tax Credits. For a single person, this is €1,630. For a married man or woman, with spouse not working, it is €3,260. Therefore, if John is unmarried, his tax bill is calculated as follows :

(Basic Rate) 20% of €10,200 (net profit)	€2,040	
Single person's Tax Credits	€1,630	
Tax Due	€410	
If John were married and his wife not working, his tax bill is as follows		
20% of €10,200 (net profit )	€2,040	
Married Person's Tax Credits	€3,260	
Tax Due	NIL	

This is because his tax credits are greater than the 20% tax on his net profit. Tax credits which may be available, rates of income tax and bands of income tax are listed on page 33.

## 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 him 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](http://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 2006, he has to have his tax return filed by Oct 31, 2007.

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 downpayment 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 2005. So, after the 31st December 2005, he takes his books to an accountant, who audits them, and works out a tax and PRSI liability of €3,000 for Tax Year 2005. Patrick has until October 31st 2006 to file his tax return with the Revenue Commissioners and pay the €3,000 tax liability.

However, for 2006 - 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 2006, and pay 90% of this - also by October 31st 2006. Based on his first year (2005), 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 2005 and Preliminary Tax of €2,700 for 2006.

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





## Tax Rates (with effect from January 1st, 2006)

Standard rate	20%
Higher Rate	42%

## Tax Rate Bands

Single or widowed person - up to	€32,000	@ 20%,	above this, @ 42%
Married couples (one Income)	€41,000	@ 20%,	above this, @ 42%
Married couples two incomes	€64,000	@ 20%,	above this, @ 42%
One Parent Families	€36,000	@ 20%,	above this, @ 42%

(NB. The Tax Band of €64,000, available to married couples with two incomes, is transferable between spouses up to a maximum of €41,000 per spouse.)

## Tax Credits (2006)

Single person	€1,630
Married couple	€3,260

## Other

Single Parent	€1,630
Widowed Person, no dependents	€2,130
Home Carer	€ 770

For employed persons, there is also an additional **PAYE credit** of €1,490

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](http://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 annual income up to €22,880.

Plus

2% Health Contributions on all income, if it exceeds €22,880.

### Example

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

If his earnings were €15,000, he would pay 3% of €15,000, which is €450.

However, if John's earnings were €24,000, he would pay 5% of €24,000, which is €1,200.

Also,

The Revenue Commissioners have determined 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 either directly with Revenue Commissioners or 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:

- €55,000 a year for supplying goods
- €27,500 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%	most items.
Reduced Rate	13.5%	new houses, restaurants meals, heat and light and certain services
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](http://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%	Cost to Customer
May 10	one upright piano	€1,200	€ 252	€ 1,452
May 20	one grand piano	€5,000	€1,050	€ 6,050
June 15	one keyboard	€ 500	€ 105	€ 605
June 26	one baby grand piano	€2,500	€ 525	€ 3,025
Totals		€9,200	€1,932	€11,132

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%	Cost to Liam
May 05	one upright piano	€ 700	€147	€ 847
May 15	one grand piano	€2,500	€525	€3,025
June 10	one keyboard	€ 300	€ 63	€ 363
June 26	one baby grand piano	€1,200	€252	€1,452
Totals		€4,700	€987	€5,687

From the sales sheet, it is clear that Liam has collected €1,932 in VAT on sales to his customers. This money belongs to the Revenue Commissioners. However, he has also paid €987 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](http://www.ros.ie))

VAT received from customers	€1,932
VAT paid to suppliers	€ 987
VAT due to Revenue Commissioners	€ 945

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 Area Partnership may well run a course on VAT record keeping. Partnership names and telephone numbers are given in Chapter 25. (See page 71)

## 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](http://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 Liability:** This covers promoters and employees against any accident in the work place, that may cause damage to a person or property.

**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:	€2,000
Road Tax:	€ 200
Insurance:	€ 600
Repairs and Maintenance:	€ 500
<hr/>	
	€3,300

#### Other Costs (Annual)

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

#### **TOTAL OVERHEADS:**

€3,300

**€5,900**



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 €5,900 divided by 1748 hours. This equals €3.38 per hour.

Now Joe needs to think about how much he wants for himself. He decides he needs €10 an hour. His thinking is "if I work 8 hours a day, five days a week, that's 40 hours, or €400 a week for myself". On this basis, Joe now works out his hourly rate

To cover overheads	€ 3.38 per hour
For himself	€10.00 per hour
	<hr/>
	€13.38 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 €13.38 is €2.68

His final pricing calculation is:

To cover overheads	€ 3.38 an hour
For himself	€10.00 an hour
Percentage for profit (20%)	€ 2.68 an hour
	<hr/>
	€16.06 an hour

So for a normal 8 hour day Joe would charge €16.06 x 8 = €128.48

Daily Rate charged to client €130.00 (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 €390.00

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 €390 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 Tax Deduction Cards, and submit the required documentation to the Revenue Commissioners monthly (with payments due) and annually.

## 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. 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



## Real Cost of Employing Someone every Year

He will have to pay each man for 52 weeks a year. However, they will each be entitled to four weeks paid holiday, plus statutory days. That's about six weeks when they won't be at work.

Annual Cost:  $€420.85 \times 52 = €21,884$  for each employee.

So, weekly cost:  $= €21,884$  divided by 46 weeks (number of weeks actually worked)  
 $= €475.74$  for each employee.

Daily cost  $= €475.74$  divided by 5 days (per week)  $= €96.00$  (approximately).

Hourly cost  $= €96.00$  divided by 8 hours (per day)  $= €12.00$  an hour.


## Pricing a Job, with two Employees

Like Joe, Liam works out his charge to cover overheads (€4), decides on an hourly rate for himself (€16), and adds a percentage for profit to the business.

His overheads will need to include a charge for keeping employee's records, and he will probably want to give himself a higher hourly rate than Joe.

How much should he charge for his employees' time? We have already worked out that the employees are each costing him €12 an hour, so he would be looking to charge around €16 per hour for each man

To cover overheads	€ 4.00 an hour
For himself	€ 16.00 an hour
For two employees	€ 32.00 an hour
	-----
	€ 52.00 an hour
Add percentage for profit (20%)	€ 10.40
	-----
Hourly rate	€ 62.40



Daily rate is  $€62.40 \times 8$  hours = €499.20 (say €500.00 per day) for himself and two employees.

Liam agrees colour schemes with his clients, collects the paint and wallpaper and delivers them on site.

## Typical Costing


Mrs Black asks Liam to give a price for redecorating her two storey house, inside and out, and agrees on what materials and colours she wants.

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 €500 per day		€2,500
Total Cost to Mrs Black		<hr/>
		€4,300
		<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 to 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	€ 600	
Rent (he owns the workshop)	Nil	
Electricity	€1,200	
Heat	€ 500	
Insurance for building and tools	€1,000	
TOTAL	<hr/>	€3,300
		<hr/>



## Other Overheads

Van - running cost	€3,500
Mobile Phone	€ 600
Advertising	€ 700
Accountancy Fees	€1,000
Public Liability Insurance	€2,000
Sundries	€ 500
Total	<u>€8,300</u>



**Total Annual Overheads €3,300 + €8,300 = €11,600**

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

So to cover his overheads, Sammy needs to charge €11,600 divided by 1748 hours.

This equals €6.64 an hour. As a skilled craftsman, Sammy wants €15 per hour for his time.

To cover overheads	€ 6.64 an hour
For himself	€15.00 an hour
	<u>€21.64 an hour</u>
Add percentage for profit (20%)	€ 4.33 an hour
	<u>€25.97 an hour</u>



Daily rate is €25.97 x 8 hours= €207.76 (rounded up to €208.00 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 €208 per day = €3,120.00

(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 rise – 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 Area Partnership or Facilitator at DSFA. Names and addresses of Partnerships 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 A.4 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

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

After you have been up and running for a while you may find that you need help. In other words, you will need to employ someone. Or perhaps from day one, you realise that you need an employee.

Either way, you must keep employees' records – and this is a legal requirement.

When you want to employ someone, you should first of all register as an employer with Revenue Commissioners. You should use the TR 1 form. The Revenue Commissioners will then send you an employer's pack and an employer's registration number. When you are ready to take on an employee, simply ring the Revenue Commissioners, quote your employer's registration number and the employee's PPS number and they will send you a TAX Deduction Card for your employee. However, your employee will need to have either a P45 (from a previous employer) and/or a PPS number. The employee is required to have one/both of these before the Revenue Commissioners will issue you with this card. If the employee hasn't got these, they should contact the Revenue Commissioners immediately.

## The Tax Deduction Card is the key document in calculating staff wages

For income tax you are required to keep a record – weekly or monthly – on a cumulative basis of gross pay, tax credits, and cut off points, cumulative tax and tax paid.

The Tax Deduction Card also records details of PRSI, both the employees and employers.

Keeping records is a time-consuming task, and you will certainly need training on how to keep these records. Alternatively, you could seek professional guidance from your accountant or a local book-keeping agency.

Arising from the calculations on the Tax Deduction Cards, you are legally required to do the following;

- Give a payslip to each employee (weekly or monthly) .This should state gross pay, deductions for income tax, PRSI (both employees and employers), any pension payments, and also the cumulative total of all the above for the current tax year.
- Send income tax and PRSI payments due to the Revenue Commissioners each month, accompanied by a P30 form (issued by the tax office). A receipt will be sent to you.

- At the end of each tax year, give a P60 form to every employee. This is a summary of all earnings, income tax and PRSI paid.
- 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.

To reiterate, you will need help with learning to keep employment records. Computer software is available to help you, but you should really learn how to keep these records manually (and understand them). You should also note that each employee is entitled to be given a "contract of employment" and a "job description". Professional help is needed with these

## Did You Know?

- That the cost of employing someone is much more than what you pay the employee? You have employer's PRSI to pay at the appropriate percentage of the wage paid. (see [www.welfare.ie](http://www.welfare.ie))
- That should an employee wants "€400 in hand each week" and you agree to this (*which you should not!!*) it means that you will have to pay employee's PRSI, employee's income tax, as well as employer's PRSI. In these circumstances €400 a week to the employee could easily become €550 to €600 per 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 Commissioner by the 14th of the month after they were incurred, and the payments must be accompanied by a form P.30.
- That your **ANNUAL** statement of Tax & PRSI paid during the year must be returned to the Revenue Commissioners by February 15th in the following year. This statement is on form **P35**.
- That you must issue a **P60** 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) Pay Slips, Deductions, Minimum Wage

- **Pay Slips** - all employees are entitled to receive, from their employer, a written statement of their gross wages, details of all deductions and net pay after deductions. This can be done weekly, fortnightly or monthly.
- **Deductions** - PAYE, PRSI, Pension Contributions, Trade Union dues, Voluntary Health Insurance contributions. Other deductions may also apply.
- **Minimum Wage** - Currently, this is €7.65 per hour (since May 1, 2005). Employees under the age of 18 are guaranteed €5.36 per hour.

### (c) 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 meals and rest breaks and must be kept for a period of three years.

### (d) 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 paid day off.

## (e) Leave

**Sick Leave:** There is no legislation compelling employers to pay employees who are off sick. The employee's entitlement to sick leave is dependent 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 in the event of illness or injury to a close family member. The Parental Leave Act 1988 allows a limited right to leave from work in these circumstances.

**Jury Service:** The Juries Act 1976 compels employers to allow employees time off (fully paid) for jury service.

**Maternity Leave:** The basic maternity leave is 22 weeks. (Usual practice is for the employee to take two weeks before the birth and 20 weeks after). Employers are NOT OBLIGED to pay women on Maternity Leave, but this should be covered in the contract of employment. The employee is entitled to take PAID time off for medical visits during the pregnancy. The employee is also entitled to take PAID time off to attend one set of ante-natal classes. Note that Maternity Benefit will normally be payable by DSFA; entitlement can be checked with the DSFA Maternity Benefit Section (tel: 01-7043475) - see also [www.welfare.ie](http://www.welfare.ie)

Comhairle has published an excellent book entitled "**Employment Rights Explained**". This is obtainable from any Citizens Information Service office. You may contact this body on a Lo-call telephone number **1890 777 121** or go online at [www.oasis.gov.ie](http://www.oasis.gov.ie). Also useful is [www.entemp.ie](http://www.entemp.ie).

**It is strongly recommended that you obtain this book if you are thinking of employing anyone.**

The Department of Social and Family Affairs booklet **SW19** (Social Welfare Rates of Payment) sets out all current social welfare payments.





# 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](http://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 deducted from him 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 employers PAYE/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](http://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](http://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](http://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

The BTWEA is in place to encourage people, who receive certain Social Welfare payments, to take up self-employment.

### Who Can Participate?

To qualify, Participants must:

Be setting up a self-employment business, which has been approved in writing in advance by your Local Area Partnerships or DSFA Facilitator.

#### **And**

Be getting Unemployment Benefit or Unemployment Assistance for at least two years

#### **Or**

Be getting One-Parent Family Payment, Disability Allowance, Blind Pension, Farm Assist, Unemployability Supplement, Pre-Retirement allowance, Invalidity Pension, Carer's Allowance, Widow's/Widower's (non contributory) Pension, Deserted Wife's Benefit/Allowance or Prisoner's Wife's Allowance for at least 12 months.

***N.B. These criteria are correct as at April 2006, and may be subject to future change***

#### **Note:**

Time spent on FAS Training, Community Employment, Social Economy Programme, Job Initiative, CERT, TEAGASC, FIT and Back to Education Schemes are accepted as periods of unemployment.

#### **Also**

Periods spent in receipt of supplementary welfare allowance / direct provision by asylum seekers (while pending refugee status and once status is granted) and by homeless people counts towards the qualifying period for the scheme once an underlying entitlement to a qualifying social welfare payment is established.

In addition, the following people may also be considered for participation in the scheme:

Qualified adult spouses of eligible claimants (this involves the claimant transferring their entitlements to the qualified adults, that is, the qualified adult becomes Self-employed and the original Claimant becomes the qualified adult on the Back to Work Allowance claim). If the original claimant is entitled to credits she/he may continue to claim credits.

- People released from prison may also qualify and time spent in prison counts towards the qualifying period for the scheme once an underlying entitlement to unemployment assistance is established.

## Benefits to Participants

By taking part in the Scheme, you will receive support for four years as follows (including increases for qualified adults and child dependants allowances):

- 100% of your weekly social welfare payment for the first year
- 75% for the second year
- 50% for the third year
- 25% for the fourth year
- You can also keep any "secondary benefits" for the four years (provided that the combined household income\* is less than €317.43 gross per week).

\* Household income includes your spouse/partners income but allows for PRSI and reasonable travel expenses. Payment of Back to Work Enterprise allowance (BTWEA) is not taken into account or the purpose of the €317.43 weekly income limit.



### Example:

If you were getting an unemployment payment of €200.00 per week, you will receive the following weekly payments:

<b>Year 1</b>	€200.00	100% (No Change)
<b>Year 2</b>	€150.00	75%
<b>Year 3</b>	€100.00	50%
<b>Year 4</b>	€ 50.00	25%

## Secondary Benefits include:

From the Department of Social and Family Affairs:

- Fuel Allowance
- Christmas Bonus

From the Regional Health Services Executives (HSE):

- Medical Card (the €317.43 income limit does not apply).
- Rent or Mortgage Interest supplement (this supplement may be retained on a reducing basis over four years).
- Back to School Clothing and Footwear allowances

### **Additional Supports**

If you are starting a business, you may get extra supports, for example, grants for training, market research, business plans or book-keeping, and access to loans to buy capital equipment. You may also get assistance in paying for public liability insurance. This assistance amounts to a maximum of €1,269.74 or 50% of the cost of insurance, whichever amount is lower.

If you are already getting Back to Work Enterprise Allowance, you may get a grant to encourage you to take on new employees.

Your Local Area Partnership or local DSFA Facilitator can tell you what supports you may get. Before starting self-employment, you should attend business training, which may be provided by your Local Area Partnership

### **Did You Know?**

- There is no tax or PRSI payable on Back to Work Allowance component of your income
- Medical card can be retained on Back to Work Allowance
- Secondary benefits are retained if total income is less than €317 a week.



## Back to Work Enterprise Allowance - Maximum Rates 2006

UA/DA/DB	Year1 100%	Year 2 75%	Year 3 50%	Year 4 25%	One Parent Family Payment Year 1 (100%)
Single	165.80	124.35	82.90	41.45	
Married	275.80	206.85	137.90	68.95	
1 Child	292.60	219.45	146.30	73.15	185.10
2 Children	309.40	232.05	154.70	77.35	204.40
3 Children	326.20	244.65	163.10	81.55	223.70
4 Children	343.00	257.25	171.50	85.75	243.00
5 Children	359.80	269.85	179.90	89.95	262.30
6 Children	376.60	282.45	188.30	94.15	281.60
7 Children	393.40	295.05	196.70	98.35	300.90

- Tax Information should be checked with your local Tax Office.

### WARNING:

This sheet is only a guide to entitlements. Details should be checked with the relevant authority



# 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](http://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 77)

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.**

€ €



# Chapter twenty five

## Useful Contacts (1)

### DSFA Facilitators

February 2006

Region	Coverage	Location	Address	Phone
WESTERN REGION	GALWAY	Social Welfare Local Office	Hynes Buildings Augustine Street Co Galway	091-500867 091-500866 x8066
	MAYO	Social Welfare Services Office	Government Buildings Ballina Co Mayo	096-60368
MID-WESTERN REGION	TIPPERARY NORTH	Social Welfare Services Office	Government Buildings Cabra Road Thurles Co. Tipperary	0504-20153
	LIMERICK	Social Welfare Local Office	Dominick St Co Limerick	061-212200 (x8229)
	LIMERICK CITY & EAST LIMERICK	Social Welfare Local Office	Dominick St Co Limerick	061-212248 061-212238 (x8238)
	LIMERICK CLARE	Social Welfare Office	Government Buildings Kilrush Road Ennis, Co. Clare	065-6867830
MIDLAND REGION	LONGFORD ROSCOMMON (NORTH)	Social Welfare Services	Ballinalee Road Longford Co Longford	043 40013
	WESTMEATH (NORTH, EAST,SOUTH)	Social Welfare Local Office	Blackhall St Mullingar Co Westmeath	044 34221
	LAOIS, OFFALY	Social Welfare Services Office	Government Buildings Clonminch Road Tullamore Co. Offaly	0506-25146
	WESTMEATH (WEST)	Social Welfare Services Office	Government Buildings Pearse Street	090-6421640

Region	Coverage	Location	Address	Phone
MIDLAND REGION	ROSCOMMON (SOUTH)		Athlone Co Westmeath	
NORTH EASTERN REGION	MONAGHAN (SOUTH)	Social Welfare Services Office	Government Buildings St Alphonsus Rd Dundalk Co Louth	042-9392681
	MEATH (SOUTH) MID-LOUTH	Social Welfare Services Office	Customs House Quay Drogheda Co. Louth	041-9871132
	CAVAN MONAGHAN (NORTH)	Social Welfare Services	Government Buildings The Plantation Co Monaghan	047-30160 (x 6597)
SOUTHERN REGION	CORK (CITY)	Social Welfare Services Office	Hanover Street Co Cork	021-4806859
	CORK (EAST)	Social Welfare Services Office	Hanover Street Co Cork	021-4806855
	CORK (CITY)	Social Welfare Services Office	Hanover Street Co Cork	021-4806858
	CORK (WEST)	Social Welfare Services Office	Hanover Street Co Cork	021-4806858
	CORK (CITY)	Social Welfare Services Office	Hanover St Co Cork	021-4806804
	CORK (NORTH)	Social Welfare Services Office	Hanover St Co Cork	021-4806804
	CORK (CITY)	DSFA, Regional Office	Centre Park Road The Marina Co Cork	021-4917477 021-4917355
KERRY (NORTH)	Social Welfare Local Office	Godfrey Place Tralee Co Kerry	066-7149545	
	KERRY (SOUTH)	Social Welfare Services	Beech Road Killarney Co. Kerry	064-70940
NORTH WESTERN REGION	DONEGAL (SOUTH)	Public Services Centre	Donegal Town Co Donegal	074-9740061
	DONEGAL (NORTH)	Social Welfare Local Office	High Road Letterkenny Co. Donegal	074-9160483
NORTH WESTERN REGION	DONEGAL (INISHOWEN)	Park House	St Mary's Road Buncrana Co. Donegal.	074-9320210
	SLIGO LEITRIM	Social Welfare Services Office	Government Buildings Cranmore Rd Co Sligo	071-9148219
SOUTH EASTERN	WATERFORD TIPPERARY (Sth)	Dept Social, and Family Affairs	Government Buildings Cork Road Co Waterford	051-356024 051-356021
	KILKENNY CARLOW	Social Welfare Services Office	Government Buildings Hebron Road Co Kilkenny	056-7763086

Region	Coverage	Location	Address	Phone
	WEXFORD	Social Welfare Local Office	Anne Street Co Wexford	053-47604 053-65400 x 5852
DUBLIN (SOUTH)	DUN LAOGHAIRE BRAY	Social Welfare Local Office	Cumberland St Dun Laoghaire Co Dublin	01-2145540 x7797
	BISHOP SQ WICKLOW	Social Welfare Local Office	Redmond's Hill Bishops Square Dublin 2	01- 4763500
	NUTGROVE APOLLO HOUSE ARKLOW	Social Welfare Local Office	Nutgrove Shopping Centre, Rathfarnham Dublin 14	01- 4069010 (x6611)
DUBLIN (NORTH)	COOLOCK KILLBARRACK BALLBRIGGAN	Social Welfare Local Office	Northside Civic Centre, Bunratty Road Coolock Dublin 17	01-8661000
	NORTH CUMBERLAND ST ( INC. SWORDS ) FINGLAS	Social Welfare Local Office	North Cumberland St Dublin 1 Mellowes Road Finglas Dublin 11	01-8899551 01-8581116
	NAVAN ROAD	Social Welfare Local Office	Navan Rd Dublin 7	01-8823133
DUBLIN (NORTH) continued	BLANCHARDSTOWN BALLYMUN	Dept Social, and Family Affairs	Westend House Snugborough Road Extension Blanchardstown Dublin 15	01-8246329
DUBLIN (WEST)	BALLYFERMOT MAYNOOTH	Social Welfare Local Office	Rossmore Ave Ballyfermot Dublin 10	01-6231555
	THOMAS STREET	Social Welfare Local Office	Thomas Street Dublin 8	01-6369345
	TALLAGHT	Social Welfare Local Office	The Square Tallaght Dublin 24	01-4527019
	CLONDALKIN THOMAS STREET	Social Welfare Local Office	9th Lock Rd. Clondalkin Dublin 22	01-4030000
	NEWBRIDGE	Social Welfare Local Office	Eyre St. Newbridge Co. Kildare	045-446300

# Useful Contacts (2)

## Local Area Partnerships

Partnership Company	Location	Phone / Fax	e/mail
Ballyfermot Partnership	Ballyfermot Community Civic Centre, Dublin 10	Tel: 01 – 6207165 Fax: 01 6207177	info@ballyfermotpartnership.ie
Ballymun Partnership Ltd.	North Mall, Ballymun Town Centre, Dublin 11	Tel: 01 8423612 Fax: 01 8427004	info@ballymun.org
Blanchardstown Area Partnership	Deanstown House, Main Street, Blanchardstown. Dublin 15	Tel: 01 8209550 Fax: 018209551	info@bap.ie
Bray Partnership	4 Prince of Wales Terrace, Quinsboro Road, Bray, Co. Wicklow	Tel: 012868266 Fax: 01 2868700	info@braypartnership.ie
Conal Communities Partnership	197 Tyreconnell Road, Inchicore, Dublin 8	Tel: 014732196 Fax: 01 4534857	info@canalpartnership.com
The Cavan Partnership Co. Ltd.	28A Bridge Street, Cavan	Tel: 049 4331029 Fax: 049 4331117	cavpart@iol.ie
Clondalkin Partnership	Camac House, Unit 4 Oakfield Industrial Estate, Clondalkin, Dublin 22	Tel: 01 4576433 Fax: 01 4577145	mail@clondalkinpartnership.ie
Comhair Chathair Chorcaí	Sunbeam Industrial Park, Millfield, Mallow Road, Cork.	Tel: 021 4302310 Fax: 021 4302081	partnershipcork@eircom.net
Donegal Local Development Co.	1 Millennium Court, Pearse Road, Letterkenny, Co. Donegal.	Tel: 074 9127056 Fax: 074 9121527	info@dldc.org
Drogheda Partnership	Workspace Centre, Mayoralty Street, Drogheda, Co. Louth	Tel: 041 9842088 Fax: 041 9843358	info@droghedapartnership.ie
Dublin Inner City Partnership	Equity House, 16/17 Upr. Ormond Quay, Dublin 7	Tel: 01 8721321 Fax: 01 8721330	office@dicp.ie

Partnership Company	Location	Phone / Fax	e/mail
Dundalk Employment Partnership Ltd.	Partnership Court, Park Street, Dundalk	Tel: 042 9330288 Fax: 042 9330552	partnership@dep.ie
Finglas / Cabra Partnership	Rosehill House, Finglas Road, Dublin 11	Tel: 018361666 Fax: 01 8640211	Michael.bowe@fcp.ie
Galway City Partnership	3 The Plaza Offices, Headford Road, Galway	Tel: 091773466 Fax: 091 773468	info@gsp.ie
Galway Rural Development Co.	Old Church Street, Athenry, Co. Galway	Tel: 091 844335 Fax: 091 845465	grd@grd.ie
Inishowen Partnership Company Ltd.	St. Mary's Road, Buncrana, Co. Donegal.	Tel: 074 9362218 Fax: 074 9362990	inishpar@indigo.ie
KWCD Partnership Ltd.	Unit 9, Ashleaf Centre, Crumlin Cross, Dublin 12.	Tel: 01 4059300 Fax: 01 4059359	info@kwcd.ie
Co Leitrim Partnership Board	Church Street, Drumshambo, Co. Leitrim	Tel: 071 9641740 Fax: 078 41741	adminclp@eircom.net
PAUL Partnership	Unit 25, The Tait Centre, Dominic Street, Limerick	Tel: 061 419388 Fax: 061 418098	info@paulpartnership.ie
Longford Community Resources Ltd.	6 Earl Street, Longford.	Tel: 043 45555 Fax: 043 48675	enquiries @lclrl.ie
Meitheal Mhaigheo	Lower Main Street, Foxford, Co. Mayo	Tel: 0949256745 Fax: 094 9256749	meithealm@eircom.net
County Monaghan Partnership	Monaghan Road, Castleblaney, Co. Monaghan.	Tel: 042 9749500 Fax: 042 9749504	info@monaghanpartnership.com
The Northside Partnership	The Coolock Development Centre, Bunratty Drive, Coolock, Dublin 17	Tel: 01 8485630 Fax: 01 8485661	nsp@northsidepartnership.ie
North West Kildare/ North Offaly Partnership, (OAK)	Edenderry Business Park, Edenderry, Co. Offaly	Tel: 066 9472724 Fax: 046 9732690	info@oakpartnership.com



Partnership Company	Location	Phone / Fax	e/mail
Cumas Teo, Pairtiocht Chonamara	Ionad Fiontar, Rosmuc, Co na Gaillimhe	Tel: 091574353 Fax: 091 574047	cumas@eircom.net
Pairtiocht Gaeltacht	Thir Chonail, MFG Teo Tionsclaiochta, Na Doiri Beaga, Leitir Ceanainn, Co Dun na nGall	Tel: 074 9532017 Fax: 074 9532428	tirchonail@mfg.ie
Roscommon County Partnership	The Square, Castlerea, Roscommon	Tel: 094 9621337/8/9 Fax: 094 9621340	roscommonptnship@eircom.net
Co Sligo Leader Partnership Co	Sligo Development Centre, Cleveragh Road, Sligo	Tel: 071 9141138 Fax: 071 9141162	info@sligoleader.com
South Kerry Development Partnership Ltd.	The Old Barracks, Bridge Street, Caherciveen, Co. Kerry	Tel: 066 9472724 Fax: 066 9472725	info@skdp.net
Southside Partnership	24 Adelaide Street, Dun Laoghaire, Co. Dublin.	Tel: 01 2301011 Fax: 01 2020630	info@sspship.ie
Tallaght Partnership	Killinarden Enterprise Park, Killinarden, Tallaght, Dublin24	Tel: 014664280 Fax: 01 4664288	info@tallpart.com
Partnership TRÁ LI	37 Ashe Street, Tralee, Co. Kerry.	Tel: 066 7180190 Fax: 066 7129562	sohara@partnershiptrali.com
Waterford Area Partnership Ltd	Westgate Business Centre, Tramore Road, Waterford.	Tel: 051841740 Fax: 051 843153	info@waterfordareapart.ie
Waterford Leader Partnership Ltd	Teagasc Centre, Main Street, Lismore, Co, Waterford	Tel: 058 54656 Fax: 058 54126	wpl@eircom.net
West Limerick Resources Ltd.	St. Mary's Road, Newcastlewest, Co. Limerick.	Tel: 069 62222 Fax: 069 61870	info@wlr.com
Westmeath Community Development Ltd.	2nd Floor, Presentation House, Harbour Street, Mullingar, Co. Westmeath	Tel: 044 48571 Fax: 044 48441	westcd@iol.ie
Wexford Area Partnership	Cornmarket, Mallin Street, Wexford	Tel: 053 23994 Fax: 053 21024	paulaw@wap.iol.ie
County Wexford Partnership Ltd	Millpark Road, Enniscorthy, Co. Wexford	Tel: 054 37033 Fax: 054 37026	info@wexfordpartnership.ie

# Useful Contacts (3)

## County Enterprise Boards

CEB	Address	Tel / Fax	e/mail	Web
CARLOW	98 Tullow Street, Carlow	Tel: 059 – 9130880 Fax: 059 –9130717	Enterprise@carlow-ceb.com	www.carlow-ceb.com
CAVAN	Cavan Innovation & Technology Centre, Dublin Road, Cavan	Tel: 049 – 4377200 Fax: 049 –4377250	info@cceb.ie	www.cavanenterprise.ie
CLARE	Enterprise House, Mill Road, Ennis, Co. Clare	Tel: 065 – 6841922 Fax: 065 –6841887	ekelly@clareceb.ie	www.clareceb.ie
CORK CITY	1/2 Bruach na Laoi, Union Quay, Cork	Tel: 021 – 4961828 Fax: 021 –4961869	Corkceb@iol.ie	www.corkceb.ie
NORTH CORK	26 Davis Street, Mallow, Co. Cork.	Tel: 022 – 43235 Fax: 022 – 43247	Corknent@iol.ie	www.theenterpriseoffice.com
SOUTH CORK	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	Kent Street, Clonakilty, Co. Cork	Tel: 023 – 34700 Fax: 023 – 34702	Enterprise@wceb.ie	www.wceb.ie
DONEGAL	Enterprise Fund Business Centre, Ballyraine, Letterkenny, Co. Donegal	Tel: 074 9160735 Fax: 074 9160783	info@donegalenterprise.ie	www.donegalenterprise.ie
DUBLIN CITY	17 Eustace Street, Dublin 2.	Tel:01 – 6776068 Fax: 01 – 6776093	info@dceb.ie	www.dceb.ie
FINGAL	Upper Floor Office Suite, Mainscourt, 23 Upper Main Street, Swords, Co. Dublin.	Tel: 01 – 8900800 Fax: 01 – 8139991	Anne@fingalceb.ie	www.fingal.ie

CEB	Address	Tel / Fax	e/mail	Web
SOUTH DUBLIN	3 Village Square, Old Bawn Road, Tallaght, Dublin 24	Tel: 01 – 4057073 Fax: 01 – 4517477	Loman.obyrne@scenterprise.com	www.scenterprise.com
DUN LAOGHAIRE/ RATHDOWN	Nutgrove Enterprise Centre, Nutgrove Way, Rathfarnham, Dublin 16.	Tel: 01 – 4948400 Fax: 01 – 4948410	info@venturepoint.ie	www.venturepoint.ie
GALWAY	Wood Quay Court, Wood Quay, Galway	Tel: 091 – 565269 Fax: 091 – 565384	lynchc@iol.ie	www.galwayenterprise.ie
KERRY	County Buildings, Tralee, Co. Kerry.	Tel: 066 – 7183522 Fax: 066 – 7126712	Kerryceb@kerrycoco.ie	www.kerryceb.ie
KILDARE	The Woods, Clane, Co. Kildare	Tel: 045 – 861707 Fax: 045 – 861712	Info@kildareceb.ie	www.kildareceb.ie
KILKENNY	42 Parliament Street, Kilkenny.	Tel: 056 – 52662 Fax: 056 – 51649	Admin@kceb.ie	www.kceb.ie
LAOIS	IBS House, Dublin Road, Portlaoise, Co. Laois.	Tel: 0502 – 61800 Fax: 0502 – 61797	Admin@laoisenterprise.com	www.laoisenterprise.com
LEITRIM	Ck-on-Shannon Business Park, Dublin Road, Ck-on-Shannon, Co. Leitrim.	Tel: 071 – 9620450 Fax: 071 – 9621491	Info@leitrimenterprise.ie	www.leitrimenterprise.ie
LIMERICK CITY	The Granary, Michael Street, Limerick	Tel: 061 – 312611 Fax: 061 – 311889	Info@limceb.ie	www.limceb.ie
LIMERICK COUNTY	79/84 O'Connell Street, Limerick	Tel: 061 – 319319 Fax: 061 – 319318	Lcoeb@lcoeb.iol.ie	www.lcoeb.ie
LONGFORD	38 Ballymahon Street, Longford	Tel: 043 – 42757 Fax: 043 – 40968	info@longfordceb.ie	www.longfordceb.ie
LOUTH	Enterprise Hse, Partnership Court, The Ramparts, Dundalk, Co. Louth	Tel: 042 – 9327099 Fax: 042 – 9327101	info@lceb.ie	www.lceb.ie
MAYO	McHale Retail Park, McHale Road, Castlebar, Co. Mayo	Tel: 094 – 9024444 Fax: 094 – 9024416	Ffullard@mayococo.ie	www.mayoceb.com

CEB	Address	Tel / Fax	e/mail	Web
MEATH	Navan Enterprise Centre, Trim Road, Navan, Co. Meath	Tel: 046 – 78400 Fax: 046 – 27356	Mhceb@meath.com	www.meath.com
MONAGHAN	M:TEK Building, Knockaconny, Monaghan	Tel: 047 – 71818 Fax: 047 – 84786	info@mceb.ie	www.mceb.ie
OFFALY	Cormac Street, Tullamore, Co. Offaly.	Tel: 0506 – 52971 Fax: 0506 – 52973	Sryan@offalyceb.ie	www.offaly.ie
ROSCOMMON	The Library Buildings, Abbey Street, Roscommon.	Tel: 0903 – 26263 Fax: 0903 – 25474	Ceb@roscommon.ie	www.roscommon.ie
SLIGO	Sligo Development Centre, Cleveragh Road, Sligo	Tel: 071 – 9144779 Fax: 071 – 9146793	Info@sligoenterprise.ie	www.sligoenterprise.ie
TIPPERARY (NR)	Connolly Street, Nenagh, Co. Tipperary	Tel: 067 – 33086 Fax: 067 – 33605	Tnceb@eircom.net	www.tnceb.ie
TIPPERARY (SR)	1 Gladstone Street, Clonmel, Co. Tipperary.	Tel: 052 – 29466 Fax: 052 – 26512	jdalton@southtippcoco.ie	
WATERFORD CITY	Enterprise House, New Street Court, Waterford	Tel: 051 – 852883 Fax: 051 – 877494	Info@waterfordceb.com	www.waterfordceb.com
WATERFORD COUNTY	The Courthouse, Dungarvan, Co. Waterford	Tel: 058 – 44811 Fax: 058 – 44817	Waterfordceb@cablesurf.com	
WESTMEATH	Business Information Centre, Church Avenue, Mullingar, Co. Westmeath	Tel: 044 – 49222 Fax: 044 – 49009	info@westmeath-enterprise.ie	www.westmeath-enterprise.ie
WEXFORD	16/17 Mallin Street, Wexford	Tel: 053 – 22965 Fax: 053 – 24944	info@wexfordceb.ie	www.wexfordceb.ie
WICKLOW	1 Main Street, 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 4519630
	Blanchardstown	01 8206324
	Swords	01 8901102
	Finglas	01 8642148
	Crumlin	01 4560731
	Dundrum	01 2951104
	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

# Useful Contacts (5)

## Web Addresses

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

# Useful Contacts (6)

## Community Partnerships

**Arklow Community Enterprise Limited,**  
8 St. Mary's Terrace, Arklow, Co Wicklow.  
TEL: 0402 -91092  
FAX: 0402 - 91091  
E-Mail: arklowace@eircom.net

**Athlone Community Taskforce,**  
Ballalley Lane, Parnell Sq. Athlone,  
Co Westmeath  
TEL: 090 6494555  
FAX: 090 6493311  
E-Mail:  
athlonecommunitytaskforce@eircom.net

**Avondhu Development Group**  
5 - 6 Park West, Mallow, Co Cork.  
TEL: 022 - 43553  
FAX: 022 - 43681  
E-Mail: info@avondhudevelopment.ie

**Ballyhoura Development Ltd.**  
Ballyhoura Centre, Kilfinan, Co Limerick.  
TEL: 063-91300  
FAX: 063-91330  
E-Mail: info@ballyhoura.org  
Web: www.ballyhoura.org

**Borrisokane Area Network Development**  
Main Street, Borrisokane, Co Tipperary  
TEL: 067 - 27074  
FAX: 067-27517  
E-Mail: bandborrisokane@eircom.net

**CANDO Ltd.,**  
The Assembly Rooms, Dublin St, Carlow  
TEL: 059- 9133457  
FAX: 059-9133470  
E-Mail: cando1@cando.ie

**Castlecomer District Community Development Network (CDCDN),**  
Market Square, Castlecomer, Co. Kilkenny  
TEL: 056 -44 41966  
FAX: 056-44 41872  
E-Mail: cdcdnetwork@eircom.net

**Clonmel Community Partnership,**  
Unit 5, Floor 3 and 4, Hughes Mill,  
Suir Island, Clonmel, Co Tipperary  
TEL: 052-29616  
FAX: 052-29615  
E-Mail: ccp@eircom.net

**Comhar Dhuibhne**  
Sráid Eoin, An Daingean, Co. Chiarraí.  
TEL: 066-9152280  
FAX 066-9152322 / 9156199  
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  
FAX: 021-4613808  
E-Mail: info@ecad.ie

**Eiri Corca Baiscinn**  
The Community Centre,  
Circular Road, Kilkee, Co Clare.  
TEL: 065-9056611  
FAX: 065-9056602  
E-Mail: sue.targett@eiri.org  
Web: www.eiri.org

**Ennis West Partners**  
Centre Point, Orchard Lane,  
Hermitage, Ennis, Co Clare  
TEL: 065 - 6823339  
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  
FAX: 045-895449  
E-Mail: info@thekcp.ie

**Kilkenny Community Action Network,**  
Wolfe Tone House,  
Wolfe Tone Street, Kilkenny  
TEL: 056 - 77 52811  
FAX: 056 - 7752812  
E-Mail: kcan@eircom.net

**Meitheal Forbartha Na Gaeltachta Teo,**  
Baile an Fheirtearaigh,  
Trá Lí, Co. Chiarraí.  
TEL: 066 - 9156400  
FAX: 066 - 9156199  
E-Mail: mfgciarrai@eircom.net

**Meitheal Mhuscraí**  
Réidh na nDoirí,  
Maigh Chromtha, Co. Chorcaí  
TEL: 026-45661  
FAX: 026-45661  
E-Mail: muscraí@eircom.net

**Mountmellick Community Development Association,**  
Irishstown, Mountmellick, Co Laois.  
TEL: 057 - 8624525  
FAX: 057- 8644343  
E-Mail: mary@mdasilttd.ie



**Navan Travellers Workshop Limited**

P.O. Box 28, Fairgreen, Navan, Co. Meath.  
TEL: 046 - 9072337 / 9027801  
FAX: 046 -9073298  
E-Mail: adminntw@eircom.net

**Nenagh Community Network**

84 Connolly Street, Nenagh, Co Tipperary  
TEL: 067 - 34900  
FAX: 067- 34088  
E-Mail: ncn@eircom.net

**North Kerry Together Limited**

58 Church Street, Listowel, Co Kerry  
TEL: 068 - 23429  
FAX: 068-22930  
E-Mail: nktlocaldevelopment@eircom.net

**OBAIR, Newmarket-on-Fergus Ltd**

Ennis Road, Newmarket-on-Fergus,  
Co Clare.  
TEL: 061 - 368030  
FAX: 061 368717  
E-Mail: obairnewmarket@eircom.net

**Portlaoise Community Action Project Ltd.**

Railway Street, Portlaoise, Co Laois.  
TEL: 057 - 8662732  
Fax: 057- 8662736  
E-Mail: pcap@eircom.net

**Rathmines Community Partnership**

11 Wynnefield Road, Rathmines Dublin 6  
TEL: 01-4965558  
FAX: 01-4965590  
E-Mail:  
info@rathminesinformationcentre.com

**Roscrea 2000 Ltd.**

New Line, Roscrea, Co Tipperary  
TEL: 0505 - 23379  
FAX :0505 -23386  
E-Mail: info@roscrea2000.com

**Sliabh Luachra Local Development Ltd.,**

The Island Centre, Main Street,  
Castleisland, Co. Kerry  
TEL:066-7142576  
Fax: 066 -7142676 / 7142788  
E-Mail: sglinnane@eircom.net

**TIDE, Trim Initiative for Development and Enterprise,**

Tide & Trim Enterprise Centre,  
Riverbank, Trim Co Meath  
TEL: 046-9437245  
FAX :046-9437336  
E-Mail: tide@eircom.net

**Tullamore Wider Options Ltd,**

Bury Quay, Tullamore, Co. Offaly  
TEL: 057-9352467 / 9320835  
FAX: 057-9352574  
E-Mail: two@eircom.net

**West Cork Community Partnership,**

Unit 13, IDA Centre,  
Ropewalk, Bantry, Co Cork  
TEL: 027-52266  
FAX: 027-52251  
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  
FAX: 0404 - 61843  
E-Mail: info@wicklowworkingtogether.org  
Web: www.wicklowworkingtogether.org



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**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

**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. PPS Number  Private Address

4. Marital Status

Tick  relevant box  Single  Married  Widowed  Married but living apart  Divorced

5. If married state Spouse's name  PPS number

or if PPS Number not known

Pre-marriage Name  Date of Birth  Mother's Maiden Name

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

6. Name of the Body to be registered

7. 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.

8. 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 (in BLOCK LETTERS)  SIGNATURE

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

**9. 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**

**10. If trading under a business name, state**

Trading as

**11. Legal Format** (tick  appropriate box)

Sole Trade  Partnership  Other

**12. Business Address** (if different to private address)

Phone: Area Code  Number  Mobile Phone Number   
 Fax: Area Code  Number  E-Mail

**13. 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.

**14. If the business will supply plastic bags to the customer tick  box**

**15. When did the business or activity commence?**

/  /

**16. To what date will annual accounts be made up?**

/  /

**17. State the expected turnover in the next twelve months**

€

**18. 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: Area Code  Number  Mobile Phone Number   
 Fax: Area Code  Number  Tax Adviser Identification Number (TAIN)   
 Client's Reference

**19. If correspondence relating to VAT (i.e. VAT 3s) is being dealt with by the accountant or tax adviser tick  box**

**20. 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  /  /

The length of the agreed rental/lease period.

**21. 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)**

22. If you are registering for Income Tax tick  box and complete this part

23. What is your main source of income? Trade  Foreign Income (incl. Salary & Pension)  Rental Income  Investment Income

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**

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

25. Registration

- (i) State the date from which you require to register
- (ii) Is registration being sought only in respect of European Union (EU) acquisitions? (This applies only to farmers and non-taxable entities) (tick ) Yes  No
- (ii) Are you registering
  - (a) because your turnover exceeds or is likely to exceed the limits prescribed by law for registration? (a)
  - or
  - (b) because you wish to elect to be a taxable person, (although not obliged by law to be registered)? (b)  (Tick either (a), (b) or (c) as appropriate)
  - or
  - (c) because you are in receipt of Fourth Schedule Services? (c)

26. 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 €635,000, 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)

27. 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 €

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

Bank/Building Society

Branch Address

Sorting Code  Account Number

29. Property Details for VAT purposes

- (a) Address of the property
- (b) Date purchased or when development commenced
- (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, i.e.
  - by outright sale of the property, or
  - by creation of a long term lease i.e. lease more than ten years, or
  - by waiver of exemption in respect of short term lettings, i.e. less than 10 years.

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

30. Exemption Waiver (in respect of the letting of property only) (Such services are normally exempt from VAT). Do you wish to waive exemption from VAT in respect of property letting? (tick ) Yes  No

Note the waiver of exemption applies to all rents receivable from short-term lettings including those from properties other than that mentioned above. An option to 'Waiver of Exemption' cannot be backdated.

**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
33. **What payroll and PAYE/PRSI record system will you use?** (tick  the relevant box)
- (a) **Computer System**  Please register for the Revenue On-Line Service (ROS) at [www.revenue.ie](http://www.revenue.ie) to receive electronic copies of Tax Credit Certificates
- (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 18 above.
- Name**
- Address**
- Phone: Area Code  Number  Mobile Phone Number
- Fax: Area Code  Number  Tax Adviser Identification Number (TAIN)
- 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
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)
- |                      |                      |
|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> |
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](http://www.revenue.ie), from Revenue's Form's and Leaflets service at LoCall 1890 306 706 or from your local Revenue office.

- IT48 Starting in Business – A Revenue Guide
- IT49 VAT for Small Businesses
- IT50 PAYE/PRSI for Small Employers
- IT63 Relevant Contracts Tax - Guide for Principal Contractors

If you have further information queries or concerns contact your Revenue District 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](http://www.revenue.ie) or call the ROS Information Desk at LoCall 1890 20 11 06.





# Book-keeping: Example (Blank)

FOR PERIOD		TO				OPENING BANK BALANCE €				
IN		OUT								
DATE	FROM	FOR	CASH OR CHEQUE	AMOUNT	DATE	PAID TO	CASH OR CHEQUE	FOR	CHEQUE NO.	AMOUNT
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
				€						€
			TOTAL IN	€					TOTAL OUT	€

## Lodged to Bank

DATE	CHEQUE	CASH	TOTAL
TOTAL			







## VAT Receipts

LIAM - PIANO SALES

Date Received	Item	From	Value of Item without VAT%	VAT Received @ 21%	VAT Received @ %	VAT Received @ %	Total VAT Received	Total Received Including VAT
10.5.05	Upright Piano	Mrs. Donohue	1200	252	-	-	252	1452
20.5.05	Grand Piano	Operatic Society	5000	1050	-	-	1050	6050
15.6.05	Keyboard Instrument	J. Jones	500	105	-	-	105	605
24.6.05	Baby Grand Piano	Mrs. O'Donnell	2500	525	-	-	525	3025
<b>Totals</b>			9200	1932	-	-	1932	11,132







Why not photocopy this and use!

# VAT Purchases

Date Received	Item	From	Cost of Item without VAT%	VAT Paid @ 21%	VAT Paid @ %	VAT Paid @ %	Total VAT Paid	Total Paid Including VAT









# Projected Cashflow (Monthly) For Year Ending

John Plumber

MONTH	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
<b>INFLWS</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUNE</b>	<b>JULY</b>	<b>AUG</b>	<b>SEPT</b>	<b>OCT</b>	
Cash Sales	1000	2000	4000	4000	4000	4000	3500	3000	3000	2000	4000	6000	41,000
Own Capital	1000												1000
Other Income (Loans)	6350												6350
<b>TOTAL INCOME (A)</b>	<b>8350</b>	<b>2000</b>	<b>4000</b>	<b>4000</b>	<b>4000</b>	<b>4000</b>	<b>3500</b>	<b>3500</b>	<b>3000</b>	<b>2000</b>	<b>4000</b>	<b>6000</b>	<b>48,350</b>
<b>OUTFLOWS:</b>													
Suppliers / Stock / 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	17,800
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							
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)	6000												6000
Other capital items													
<b>TOTAL EXPENDITURE (B)</b>	<b>10,600</b>	<b>1670</b>	<b>2320</b>	<b>1870</b>	<b>2770</b>	<b>2970</b>	<b>3570</b>	<b>2670</b>	<b>3370</b>	<b>1470</b>	<b>4270</b>	<b>4370</b>	<b>41,920</b>
<b>SURPLUS / (DEFICIT) (A-B)</b>	<b>(2250)</b>	<b>330</b>	<b>1680</b>	<b>2130</b>	<b>1230</b>	<b>1030</b>	<b>(70)</b>	<b>830</b>	<b>(370)</b>	<b>530</b>	<b>(270)</b>	<b>1630</b>	<b>6430</b>
<b>OPENING BANK BALANCE</b>	<b>100</b>	<b>(2150)</b>	<b>(1820)</b>	<b>(140)</b>	<b>1990</b>	<b>3220</b>	<b>4250</b>	<b>4180</b>	<b>5010</b>	<b>4640</b>	<b>5170</b>	<b>4900</b>	
<b>CLOSING BANK BALANCE</b>	<b>(2150)</b>	<b>(1820)</b>	<b>(140)</b>	<b>1990</b>	<b>3220</b>	<b>4250</b>	<b>4180</b>	<b>5010</b>	<b>4640</b>	<b>5170</b>	<b>4900</b>	<b>6530</b>	

# Projected Cashflow (Monthly) For Year Ending

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	JULY	AUG	SEPT	OCT	
Cash Sales													
Own Capital													
Other Income (Loans)													
TOTAL INCOME (A)													
<b>OUTFLOWS:</b>													
Suppliers / Stock / 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

