

## Introduction

The role of the Leitrim County Enterprise Board is to provide support for small business promoters in the form of grant assistance, development of company management skills, provision of advice, training, mentoring, counselling and other information, as well as the development of an enterprise culture in the County.

The Board has a close working relationship with local and state agencies and organisations involved in supporting enterprise in the county. In some cases joint programmes have been developed and the Board provides expertise and support for specific community based projects.

One of these joint programmes is the CASE project "Craft as a Source of Employment". This project is funded under the Entrepreneurship Pillar of the EQUAL Community Initiative. The project aims to assist disadvantaged people in County Leitrim to work towards the establishment of small craft businesses.

It is through this programme that the funding for this Resource Handbook became available. It will be an invaluable tool to the CASE participants as well as other businesses around the county.



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When the EQUAL Programme was launched, Leitrim County Enterprise Board in association with a number of other development agencies identified an opportunity to seek support for an initiative to encourage entrepreneurship among disadvantaged people in the county, notably those with an interest in craft. The Entrepreneurship Pillar of the EQUAL Programme appeared to be an ideal medium for seeking to support craft-oriented entrepreneurship among this relatively disadvantaged target group.

A Development Partnership comprising the following partners was formed in order to manage and deliver the CASE (Craft as a Source of Employment) Project:

- Leitrim County Enterprise Board
- Leitrim County Partnership
- Leitrim Design House (a cluster of local craft producers)
- Network of Craft Development Officers
- Craft Council of Ireland

#### **WHAT DID CASE HOPE TO ACHIEVE?**

The overall aim of CASE was to combat socio-economic deprivation among the target group by providing a series of supports to assist them in becoming self-employed and financially self-reliant artists and craftspeople.

Within the local socio-economic context, the project's target group was seen as comprising:

- People who found themselves unemployed or under-employed due to the decline in the agricultural sector.
- People living in remote rural areas, far from the main settlements and sources of employment.
- People distanced from the workforce due to care commitments in respect of family members.

#### ***The stated objectives of the project were, and continue to be, as follows:***

1. To promote self-employment in arts and crafts as a legitimate, valuable and feasible career option for socio-economically disadvantaged residents of an essentially rural area – County Leitrim.
2. To promote the personal development and empowerment of participants and make them a key player in their own training and development.
3. To identify specific areas of market opportunity for art or craft producers in County Leitrim, assisting participants to focus on areas of high business potential.

4. To increase the craftsmanship (both technical and artistic) of participants to a suitable level for successful self-employment in the art and craft sector.
5. To provide participants with high quality training in the skills required for establishing and managing an arts/crafts business.
6. To enhance the social inclusion and connectivity of participants through ICT skill development and provision of equipment.
7. To promote a culture of lifelong learning among the target group.
8. To provide participants with personalised and ongoing mentoring / business fostering support to assist them towards establishing an art/craft business.
9. To establish and maintain an inclusive and participatory management structure.
10. To maximise the learning benefits of transnational co-operation for our DP and for our partner organisations abroad.
11. To continuously monitor and improve project delivery, and to carry out a detailed evaluation of the approach adopted by the Development Partnership and to identify key learning points for implementing similar programmes in Ireland and other countries.
12. To disseminate information regarding the existence of the CASE project, its ongoing development, overall impact and key learning points to all relevant actors in the fields of social inclusion, art and craft development, and entrepreneurship both in Ireland and beyond.

It is through the CASE project that the funding for this Resource Handbook has become available. It will be an invaluable tool to the CASE participants aswell as others businesses around the county.



**EQUAL is one of four Community Initiatives co-financed by the European Union 2000 - 2006.**

EQUAL seeks to identify and address fundamental forms of discrimination and inequality in the labour market.

Working through Development Partnerships which operate at a geographic or sectoral basis, EQUAL seeks to inform national and European Policy and practice, particularly as regards the National Employment Action Plan (NAPS) and the European Employment Strategy (EES).

Overview of EQUAL Community Initiative

EQUAL forms part of the overall strategy to ensure that the European Social Funds reflect the policy objectives of the European Employment Strategy with the ultimate aim of developing learning for policy and practice at national and EU level.

This is reflected in the structure and approach of the Initiative, as set out in the EQUAL Guidelines

**Themes:**

EQUAL is implemented across a number of themes under the four pillars of the EU Employment Guidelines.

1. **Partnership:** EQUAL brings together key players in a geographical area or sector in Development Partnerships utilising their different types of expertise and experience.
2. **Transnational co-operation:** Transnationality is an essential element of EQUAL.
3. **Empowerment:** The principle of empowerment will be central to each Development Partnership.
4. **Innovation:** EQUAL will test innovative approaches to policy delivery.
5. **Actions:** The actions under which activities will be funded reflect the strategic objectives of EQUAL and the desire to influence national policy.

**Technical Support Structure:**

WRC - Social & Economic Consultants  
 Unit 1, Strand House,  
 22-24 Great Strand Street, Dublin 1, Ireland  
 T (353 1) 8723100  
 F (353 1) 8723840

Email: [info@equal-ci.ie](mailto:info@equal-ci.ie)  
 Web: [www.equal-ci.ie](http://www.equal-ci.ie)

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The mission of Leitrim County Enterprise Board is "To facilitate the establishment and growth of sustainable micro-enterprises in County Leitrim, as a key action in generating social and economic prosperity for all of the people of Leitrim."

## **Aims:**

- To make entrepreneurship an attractive and valued employment option to the people of Leitrim.
- To support people in creating start-up businesses.
- To assist Leitrim businesses to maximise their productivity and competitiveness.
- To encourage a forward-looking small business sector, striving to be innovative in its products, services and markets.
- To help Leitrim businesses to understand and exploit information and communication technologies as a key source of business advantage.
- To encourage the development of industry-led clusters in order to make marketing, training and development more accessible to individual businesses.
- To be effective and efficient business support provider, offering leadership and direction to the County's small business sector.
- To be a key player in ensuring the economic prosperity of Leitrim and the wider region, in maximising the allocation of resources to the area and in maximising the effectiveness of those resources.

## Available Supports

- Business Advice
- Business Mentoring
- Business Information Service
- Management Training and Development programmes
- Networking Opportunities
- Grant Assistance to manufacturing and Internationally traded services in County Leitrim.
- Cross Border Training Programmes.

City and County Enterprise Boards are funded by the Irish Government and part-financed by the European Union under the National Development Plan, 2000-2006.



# Leitrim County Enterprise Fund

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Leitrim County Enterprise Fund was established with the assistance of International Fund for Ireland as a source of low interest seed capita funding.

It is a company limited by guarantee without share capital and having charitable status. The members of the fund are representative of a wide range of community groups from within the county as well as small businesses, banking institutions, state agencies and the local authorities.

The fund currently operates a revolving Business Loan Fund, a return to work Seed Capital Loan Fund which is a low interest loan assistance to the unemployed and socially excluded and in previous years has operated a workspace grant scheme and Community Based Grant Scheme.

It has played a very important role in economic development in Co. Leitrim in recent years since its initiation in 1988, a total of 150 loans, 21 grants and 7 equity investments have been approved totalling in excess of £1.5m in funding. This direct financial assistance has helped to create and sustain over 400 full time jobs.

In recent years, the fund has become directly involved in a number of projects in County Leitrim and often in conjunction with local communities or directly itself.

## **Examples include:**

- Acquisition of land in Rossinver as equity investment in the proposed Leitrim Organic Centre.
- Being the promoter of the proposed £0.65m outdoor pursuits Centre at Lough Allen in Drumshanbo, Co. Leitrim.
- Development of Carrick on Shannon Business Park, which offers industrial space to enterprises at low cost.

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Finisklin Business Park,  
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**Website:** www.enterprise-ireland.com

The core mission of Enterprise Ireland is to accelerate the development of world class Irish Companies to achieve strong positions in global markets resulting in increased National & Regional prosperity.

Enterprise Ireland works with existing companies in the manufacturing and internationally traded service field that employ more than 10 people, as well as start-up companies with the potential to grow sales to 1.3 million + and employ in excess of 10 people in 3 years. Enterprise Ireland has offices in more than 30 locations worldwide and in 13 regional locations throughout Ireland.

### **Enterprise Ireland delivers support to client companies in three core areas:**

- Business Development;
- Innovation;
- International Sales.

The Enterprise Ireland **business development** approach to developing solutions for its clients takes into account all areas of business activity from business strategy and innovation, to marketing and includes the key areas of finance and human resource development.

**Technology Innovation** has a core role in accelerating the internationalisation of Irish Companies. Enterprise Ireland's role centres on applied research in colleges, and near to market exploitation within companies.

Enterprise Ireland assists client companies to **internationalise** their business by providing them with highly targeted support to enable them to win more export business and grow in overseas markets.

Supports are provided through a variety of programmes both financial and soft supports and existing companies have a dedicated Enterprise Ireland executive who is the primary point of contact to the full range of our solutions.

Enterprise Ireland also plays an active role in supporting the environment for business. This includes supporting the development of new Seed & Venture Capital Funds, and financial support for Enterprise space for new companies in Leitrim through community groups in Manorhamilton, Ballinamore, Drumshanbo, Drumkeerin, Mohill and Carrick on Shannon.

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**Address:** *(Local Office)* FÁS Office,  
Shannon Lodge,  
Carrick on Shannon,  
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FÁS is the training and employment authority and seeks to increase the employability skills and mobility of jobseekers and employees to meet labour market needs, thereby promoting competitiveness and social inclusion.

### **FÁS offers a range of supports for businesses:**

- Recruitment/Employment Services.
- Electronic Labour Market Services/FÁS 'Jobs-Ireland'
- Training Advisory Services
- Construction Skills Certificate Scheme
- Small Firms Cluster Programme
- Excellence Through People
- Disability Awareness Training Grants For Employees.
- Worker Co-Operative Development Programme.
- Labour Market Programmes
- Community Employment
- Job Initiative
- Training Services



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The Social and Family Support Service (previously the employment support service) of the Department of Social & Family Affairs (DSFA) was established in 1993, with Facilitators appointed to all of the Department's local offices. Part of the role of the Facilitator is to give advice and support to customers of the Department, to enable them to take up training / educational / employment options.

### The employment supports include: -

- Back to Work Allowance (BTWA),
- Back to Education Allowance (BTEA)
- Family Income Supplement (FIS)
- Part-Time Job Incentive
- Employers PRSI Exemption
- Technical Assistance & Training Fund (TA&TF).
- Interest Free "Soft" Loans in co-operation with Co. Leitrim Partnership and Leitrim Enterprise Fund, through the Leitrim Loan Fund.
- Back to Work Employment Grants.
- Very Long Term Unemployed (VLTU) Programme

Funding for projects is also available under the Departments Special Projects Fund and Family Services Project.



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**Website:** www.arignaleader.org

Arigna Catchment Area Community Company or Arigna LEADER Company, as it is has become known, was set up in 1991 in order to initiate a community-led response to the problems of rural decline and depopulation in its catchment area following the devastation caused by the closure of the Arigna coal mines. Arigna LEADER's catchment area comprises of all of County Leitrim together with the North Roscommon electoral areas of Ballaghaderreen, Boyle, Castlerea and Strokestown. The area, which is predominantly rural, has a population of circa 62,000 people.

The aim of LEADER and through the National Rural Development Programme is to encourage and help rural people think about the long-term potential of their area. It seeks to encourage the implementation of linked, high quality, original proposals for sustainable development designed to encourage experimenting with new ways of:

- Enhancing the economic environment;
- Reinforcing the economic environment, in order to contribute to job creation;
- Improving the organisational abilities of their communities;

The Department of Community, Rural & Gaeltacht Affairs are the national authority responsible for the programme in Ireland. The National Rural Development Programme is a nation-wide programme, administered locally by selected rural development organisations and covers the period 2002-2006. The approach of the programme is to be highly innovative and two groups, women and young people have being identified for priority attention through the programme as they are considered by the European Commission key to development of rural areas. The N.R.D.P. programme provides funding for a variety of projects from training, rural tourism, innovative rural enterprise, assistance with business plans and feasibility studies, community projects, environmentally friendly initiatives and transnational projects. The Company also administers a number of PEACE II funded programmes including the Leitrim Rural Tourism Development Programme and Renewable Energy Installers Training Programme. The Company also administers a number of CLAR related programmes within its area along with the Rural Social Scheme which provides part time employment for eligible farmers.



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Leitrim Partnership Company (LPC), which is one of thirty-eight similar partnerships throughout the country, was established in 1996 to administer a programme of integrated local development in County Leitrim and is currently responsible for the Local Development Social Inclusion Programme of the National Development Plan.

### Target Groups:

- Long Term Unemployed;
- Traveller;
- Short Term Unemployed;
- Disadvantaged Young Person;
- Underemployed/Seasonal Worker;
- Low Income Smallholder;
- Low Income Family Unit;
- Substance Mis-user;
- Disabled Person;
- Homeless Person;
- Lone Parent;
- Asylum Seeker/Refugee;
- Disadvantaged Women;
- Ex-prisoner.

The Company aims to put in place a support framework which offers members of the target groups the opportunity to influence and participate in economic, social and community activities on offer while attempting to ensure that these activities are comparable with those on offer anywhere else in the State.

### Core Services:

Leitrim Partnership's core services are delivered under three specific measures; Services for the Unemployed, Community Development and Community Based Youth Initiatives.

- Support provided to Job Club which is delivered in outreach locations comprising of CV Preparation, Interview Techniques, Successful Job Seeking, Employment Law, Teamwork with a reference library of all vacancies in the County and nearby locations;

- Pre-Start Information for Long Term Unemployed on setting up in business;
- One to one mentoring for Long Term Unemployed going into business;
- Basic Book-keeping for small business;
- Ranges of courses from Office Procedures to Marketing your company;
- Business plan preparation;
- Women in Enterprise Programme;
- Small Grants for women and men to assist in returning to Education;
- Community Development Training;
- Small Grants to community groups;
- Support for older people;
- Physical Disabilities Access Programme;
- Support to Community Forum;
- Outdoor Pursuits Incentive Programme;
- Youth Group Support including Peer Education and Youth Leadership;
- Supporting the promotion of community arts, music and drama.



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**Email:** [added.leitrim@indigo.ie](mailto:added.leitrim@indigo.ie)  
**Website:**

Leitrim VEC deliver educational services to second level Schools and a variety of adult and further education programmes

Applications are invited for the following courses which may be offered in the 2004/2005 school year: -

**Drumshanbo College of Further Education**

Computer Applications, Office Administration & Call Centre Operator Training; Traditional Irish Music; Art; Media Studies & Sound Engineering

**Carrick-on-Shannon Community School**

Business Studies Secretarial.

**Lough Allen Outdoor Pursuits Centre**

Outdoor Pursuits Course.

**Lough Allen College, Drumkeerin**

Business Studies (Computerised).

**St. Joseph's Training Centre**

Courses at FETAC Foundation Level.

# Leitrim County Childcare Committee



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Leitrim County Childcare Committee is one of thirty three County/City Childcare Committees that have been established throughout the country.

The committee co-ordinates a strategy to promote and develop universal quality childcare that is affordable and accessible to all in the community.

## The Leitrim County Childcare Committee aims to:

1. Develop structures and processes that effectively co-ordinate childcare strategy, policy and information in county Leitrim.
2. Actively promote an increase in the supply and range of childcare throughout Leitrim.
3. Develop and implement pro-active strategies to ensure the long-term sustainability of childcare services in County Leitrim.
4. Promote the access of all families in County Leitrim to childcare services and encourage diversity and choice in the range of services provided.
5. Support the development of quality childcare, both home-based and facility-based.

Leitrim County Childcare Committee provides a number of support services to parents, childminders, parent and toddler groups, private providers and community providers in the following areas.

- Information
- Networking
- Equality and Diversity
- Training
- Quality
- Capacity Building
- Development Support



**Office Hours:** 9am-5pm Mon-Thurs/ 9am-4.45pm Fri  
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Carrick on Shannon,  
Co. Leitrim  
**Tel:** 071 9620005  
**Fax:** 071 9621982  
**Email:** [coporateservices@leitrimcoco.ie](mailto:coporateservices@leitrimcoco.ie)  
**Website:** [www.leitrimcoco.ie](http://www.leitrimcoco.ie)

Offices are closed for lunch from 1.00 p.m. to 2.00 p.m.  
**with the exception of the following offices which are opened during lunch time**

**Planning:** 9.00 a.m. to 4.00 p.m. - Monday to Friday  
**Cash Office:** 9.30 a.m. to 5.00 p.m. - Monday to Thursday/  
9.30 a.m. to 4.45 p.m. - Friday  
**Motor Tax:** 10.00 a.m. to 4.00 p.m. – Monday to Friday  
(Park Lane House)

## Role of Leitrim County Council

Leitrim County Council is responsible for delivering a wide and complex range of services to a diverse customer base. The range of activities include housing/building, roads transportation and safety, planning and development, water services, environmental protection, emergency services, recreation and amenities.

The present population of the County is 25,799 (2002 Census). Leitrim County Council employs approximately 400 staff (wholetime and part-time).

Overall policy is determined by the County Council and day to day management of services is carried out by the County Manager and staff of the Council.

## MISSION

The Mission of Leitrim County Council is to lead the continued development of Leitrim as a location of choice for people to live, work, invest and visit.

## OBJECTIVE

Our Customer Service objective, as outlined in our Corporate Plan, is to provide high quality services tailored to meet the needs of all our customers.

### *The Elected Council*

Leitrim County Council has 22 elected members who hold office for a period of 5 years. The administrative area of Leitrim is divided into four electoral areas – Ballinamore, Carrick-on-Shannon, Dromahaire, Manorhamilton.

The powers of Local Authority Members are generally prescribed in legislation. Some examples of their functions are:

- Adoption of Annual Budget
- Making or varying County Development Plan
- Making amending or revoking bye-laws

### **Strategic Policy Committees and Corporate Policy Group**

There are five Strategic Policy Committees in Leitrim each made up of elected representatives (6) and sectoral representatives (3). The five committees are:

#### ***Planning Policy SPC***

#### ***Water Environment and Emergency Services SPC***

#### ***Housing and Corporate Services SPC***

#### ***Transportation SPC***

#### ***Community Cultural and Enterprise Development SPC***

The role of the strategic policy committees is to examine policy issues. Each strategic policy committee is serviced by a Director of Services.

The Chairperson of the Council and the Chairpersons of the Strategic Policy Committees form the Corporate Policy Group. The CPG advise and assist the Council in the formulation, development, monitoring and review of policy.

## **SERVICES PROVIDED BY LEITRIM COUNTY COUNCIL – BRIEF OVERVIEW**

### **HOUSING AND CORPORATE SERVICES**

#### ***Housing***

Implementation of the Plan for Social Housing; assessment of housing needs; provision of housing to meet those needs either directly or through social housing initiatives; housing management & maintenance services; assistance e.g. loans to people improving their houses; enforcing housing standards, estate management; and accommodation of travellers and homeless persons.

#### ***Corporate Services***

Human resources; I.T. services; register of electors; higher education grants; freedom of information; courthouse maintenance, Change Management/Customer Services Unit

## **TRANSPORTATION & PLANNING**

### ***Transportation***

Construction, upkeep and maintenance of roads; provision of public lighting and traffic management; road safety; local improvement schemes; road opening licences; issue of permits for abnormal loads.

### ***Planning and Development***

Preparation and making of development plans; deciding on planning applications; control of unauthorised development and enforcement action; urban and village renewal; building control; derelict sites, conservation of natural heritage and architectural heritage.

## **ENVIRONMENT WATER AND EMERGENCY SERVICES**

### ***Water Services***

Operation and maintenance of public water supply and sewerage schemes; the provision of services to households, commercial and industrial users; grant assistance for provision of new or refurbishment of existing group water schemes and group sewerage schemes.

### ***Environmental Protection***

Preparation of air and water quality and waste management plans; monitoring and enforcement of pollution control; deciding on licensing applications; promotion of recycling and provision of recycling facilities; environmental education, operation and maintenance of burial grounds; civil defence; dangerous buildings; water safety; fire fighting and prevention; street cleaning and litter control, major emergency plan, control of dogs, and veterinary services.

## **COMMUNITY CULTURAL AND ENTERPRISE DEVELOPMENT**

Implementation of county strategy; administration of community warden scheme; facilitating and supporting Leitrim County Development Board and Community and Voluntary Forum; administration of community and voluntary grants scheme for festivals etc. Provision of library service; arts activities; town twinning, tourism promotion, management of amenities and swimming pools.

## **FINANCE / MOTOR TAXATION**

### ***Finance***

Management of financial resources; Revenue / Rate Collection / Rent collection; housing loans; Internal audit; processing of wages and salaries, risk management, asset management, accounts payable, health and safety

### ***Motor Taxation***

Collection of motor tax and issue of tax discs; issue of driver licences; licensing of hackneys; issue of road worthiness certificates for commercial vehicles, trade licences to garages and change of ownership.

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Áras an Chontae  
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**Website:** [www.leitrimtourism.com](http://www.leitrimtourism.com)

Leitrim Tourism was set up in 1998, to create awareness of Leitrim as a tourist Destination through Promotion and Marketing. It is funded by Peace and Reconciliation and is supported by local agencies and trade membership.

Leitrim Tourism participates in the following Marketing Activities, Trade and Consumer shows, Advertising, Direct Mail, Public Relations and Web Development. The Leitrim Tourism website provides information on Tourism in Leitrim from accommodation to what's on guide. We also assist in the development of tourism projects in the area and provide advice and assistance to new and existing tourism providers.

For further information please feel free to have a look at our website or contact Sinead on the number above.

**Address:** Northern Region, Coillte Region Office,  
Government Buildings,  
Cranmore Road ,Sligo

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**Website:** [www.coillte.ie](http://www.coillte.ie)

Coillte believes that the information flow about forest management policies and practices should be a two-way process. We wish stakeholders to understand how we manage our forests, how we try to balance the flows of different values and benefits from them and how we aim to deal with social and environmental issues. We also recognise our need to better understand our stakeholders' interests and concerns. We welcome input from our stakeholders on issues of policy and practice and on specific local issues about which they have suggestions or concerns.

Since 2000 Coillte intensified its consultation efforts. Our aim was to become more proactive and be more systematic about how we identify, consult with, and take account of the views of stakeholders. Steps taken include the appointment of a Stakeholder Relations Manager to oversee the consultation process, conducting an intensive round of consultations on the development of Forest Management Unit plans, and setting up regional Social and Environmental Panels to provide advice and suggestions to the region management teams about all aspects of Coillte's forest policies and practices.

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Teagasc seeks to provide the innovation and technology transfer services necessary for the sustained development of agriculture, the food production/processing industry and rural communities, through integrated research, advisory and training services.

In this context, Teagasc clients are rural dwellers, farmers/farm families, various groups engaged in the business of farming, rural enterprises and allied pursuits in County Leitrim.

Teagasc offers a range of services including:

- Training / Education.
- Third Level Courses.
- Adult and Continuing Educational courses.
- Technology Transfer and Financial Management Advice.
- Environmental/Countryside Management Schemes  
e.g. REPS, Code of Good Farming Practice.
- Options Analysis and Planning for Farm Families..
- Diversified Farm Enterprises Advice.
- Horses.
- Rural Tourism.
- Small Food Enterprises..
- Free range poultry.
- Forestry.
- Horticulture.

Teagasc also has a number of other offices in Leitrim.

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Sligo.  
**Tel:** 071 9161201  
**Fax:** 071 9160360  
**Email:** [info@irelandnorthwest.ie](mailto:info@irelandnorthwest.ie)  
**Website:** [www.irelandnorthwest.ie](http://www.irelandnorthwest.ie)

North West Regional Tourism Authority is a membership limited company funded through a combination of Fáilte Ireland subvention, Local Authority contribution, membership fee and commercial revenue. It is the principal contact for all individuals, organisations and authorities involved in tourism at local and regional level.

North West Tourism is the first point of contact for potential investment in new tourism enterprises and provides an advisory and assessment service to clients with queries on the following Schemes operated by Fáilte Ireland:

- Small And Medium Sized Accommodation Enterprises.
- International Sports Tourism Initiative 2000 – 2007.
- Certification for Capital Allowances on Construction/Refurbishment of Hotels.
- Business Expansion Scheme and Seed Capital Scheme.

North West Tourism is responsible for the co-ordination of all grant applications for tourist products including EU, IFI, LEADER and County Enterprise Boards.

**Contact Name:** Shaun Quinn CEO  
**Office Hours:** 9am-5pm  
**Address:** Fáilte Ireland,  
Amiens Street,  
Dublin 1.  
**Tel:** 1890 525525 /01 8556821  
**Email:** [info@failteireland.ie](mailto:info@failteireland.ie)  
**Website:** [www.failteireland.ie](http://www.failteireland.ie)

Fáilte Ireland, the National Tourism Development Authority, established under the National Tourism Development Authority Act, 2003, brings together and builds on the functions previously discharged by Bord Fáilte and CERT. The organisation provides strategic and practical support to develop and sustain Ireland as a high-quality and competitive tourist destination.

**Mission Statement:**

"To increase the contribution of tourism to the economy by facilitating the development of a competitive and profitable tourism industry."

Fáilte Ireland works in strategic partnership with tourism interests to support the industry in its efforts to be more competitive and more profitable and to help individual enterprises to enhance their performance.

Fáilte Ireland promotes and supports the development of Irish tourism across a number of critical areas. These include:

- Identifying emerging business opportunities;
- Benchmarking competitors in other destinations;
- Identifying and promoting principles of tourism best practice;
- Establishing and promoting standards of excellence in customer service;
- Developing compelling marketing propositions for tourism products at home and abroad, and supporting industry marketing;
- Building capability at all levels within the industry;
- Continuing to develop and promote the critically important home
- Encouraging the removal of barriers to development within the broader business environment ;
- Monitoring industry performance and customer experiences.

Collaborating with industry in these decisive areas, Fáilte Ireland will build on the expertise and services provided previously by Bord Fáilte and CERT.

**Contact Name:** Mary Saunders  
**Office Hours:** 9.30am-5.30pm  
**Address:** FIRST STEP  
Jefferson House,  
Eglington Road,  
Donnybrook,  
Dublin 4.  
**Tel:** 01 2600988  
**Fax:** 01 2600989  
**Email:** [firststep@eircom.net](mailto:firststep@eircom.net)  
**Website:** [www.first-step.ie](http://www.first-step.ie)

First Step is a private sector limited company operating in the field of microfinance, i.e. personal loans up to €25,000, to persons involved in new or early stage businesses. Application forms which should be accompanied by a simple but professionally prepared business plan are available from our offices or from Leitrim County Enterprise Board.

Loans are interest free up to €10,000 to persons in receipt of Social Welfare benefits – apply to your local Jobs Facilitator for Social Welfare/First Step application forms.

Other loans attract an interest rate of 3% (flat). First Step loans are freely available to manufacturing, services, retail and tourism sectors subject to evidence of repayment capacity. However no security is required.

In many cases a First Step loan can be used in conjunction with other sources of finances eg. County Enterprise Grants, Bank or Credit Union loans etc.

Voluntary mentors are provided to all successful applicants. Contact us by telephone/email or check out our website – see above.



**Contact Name:** Tom Hobson  
**Office Hours:** 9am-5pm (Mon-Fri)  
**Address:** International Fund for Ireland,  
Carrick on Shannon,  
Co. Leitrim  
**Tel:** 071 9620360  
**Fax:** 071 9621123  
**Email:** ifidc@eircom.net  
**Website:** www.internationalfundforireland.com

The International Fund for Ireland (IFI) was established by the Irish and British governments in 1986 to promote economic and social advancement and to encourage contact dialogue and reconciliation between nationalists and unionists throughout Ireland. Contribution to the Fund, which now amounts to in excess of UK stg£455m, has been made by the US, Canada, New Zealand, the European Community and Australia. The IFI pursues its objectives by stimulating private investment and enterprise, supplementing public programmes and supporting voluntary effort including self-help schemes.

The remit of the IFI covers the six counties of Northern Ireland and the six border counties, but top priority is given to areas of particular disadvantage and more than 70% of the Fund's resources have been committed to these areas. The IFI can co-fund projects with other agencies.

### ***The Objectives of the fund are;***

1. To promote economic and social advance.
2. To encourage contact, dialogue and reconciliation between Unionsits and Nationalists throughout Ireland.

### **FINANCIAL ASSISTANCE**

The IFI provides three forms of financial assistance to projects:

- Grant aid - primarily to public and community projects;
- Equity finance, administered by Enterprise Equity Ireland Ltd, to existing commercial concerns with expansion plans;



**Contact Name:** Kate Burns CEO  
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36 East Bridge Street,  
Enniskillen,  
Co. Fermanagh BT74 7BT  
**Tel:** 048 66340710  
**Fax:** 048 66346845  
**Website:** [www.icban.com](http://www.icban.com)

The Irish Central Border Area Network (ICBAN) is a cross-border grouping of ten local authorities – five councils in Northern Ireland and five in the Republic of Ireland. ICBAN was established in 1995 and became a company limited by guarantee in 2001.

Membership of ICBAN consists of 4 elected representatives or councillors, and the Chief Executive / County Manager from each constituent council. ICBAN is managed by a Board of Directors of 20 councillors who come from across the broad spectrum of political parties represented in the region, both north and south, and take pride in reaching agreement in all matters by consensus.

Since its formation in 1995, ICBAN has received core funding from the European Regional Development Fund under the INTERREG II Community Initiative, with member councils contributing match funding, to promote co-operation between its member councils on a variety of issues ranging from transportation infrastructure and SME development to tourism and regional strategic planning.

As well as developing a number of specific collaborative initiatives, ICBAN has used its unique position as a cross-border network of locally elected representatives to play an active role lobbying central government north and south and the European institutions on matters affecting the region.

ICBAN currently fund a number of cross border economic development initiatives across the region. Programmes to support innovation and business development are currently being delivered and available to qualifying companies. ICBAN will be seeking to extend this work through future programmes and sourcing funding for further cross border economic development.

## The INTERREG IIIA Programme

The INTERREG IIIA Programme is an EU Community Initiative designed to support cross border co-operation, social cohesion and economic development between the regions of the European Union. The Ireland/Northern Ireland INTERREG IIIA Programme covers all of Northern Ireland and the six Border Counties of Ireland: Cavan, Donegal, Leitrim, Louth, Monaghan and Sligo. The programme aims to address the economic and social disadvantages which can result from the existence of a border, by promoting the creation of cross border networks involving, and also benefiting local communities. This entails providing grant aid to individuals, groups and organisations. For Priority One of the Programme, Measures One to Three, is being implemented through the Irish Central Border Area Partnership for their region. Whilst the programme has already been open twice for calls, there is likely to be a third and final call later in 2005. Please check the EU grants web site for details at [www.eugrants.org](http://www.eugrants.org). or ICBAN at [www.icban.com](http://www.icban.com).





**Contact Name:** Dhonnacha Mc Sorley  
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European Union House,  
Monaghan,  
Co. Monaghan.  
**Tel:** 047 71340  
**Fax:** 047 71341  
**Email:** dhonnachamcsorley@adm-cpa.com  
**Website:** www.adm-cpa.com

### **Area Development Management/Combat Poverty Agency**

Area Development Management Ltd (ADM) and the Combat Poverty Agency (CPA) are implementing bodies under the Peace II Programme, 2000-2004, and for this purpose operate a joint implementation structure known as ADM/CPA. ADM/CPA currently has joint responsibility for 10 measures that specifically deal with economic renewal, social inclusion, integration and reconciliation in the border counties. It also works in collaboration with the Community Foundation Northern Ireland and Co-operation Ireland in a cross border consortium to implement two further measures tackling cross border reconciliation and understanding and education, training and human resource development.

ADM/CPA also implement Measure 3.1 of the Interreg Programme.

### **EU Programme for Peace and Reconciliation**

The EU Programme for Peace and Reconciliation in Northern Ireland and the Border Region of Ireland (2000-2004) is a distinctive European Union Structural Funds Programme aimed at reinforcing progress towards a peaceful and stable society and promoting reconciliation.

The Peace II Programme is characterised by two specific objectives that contribute to the achievement of the overall aim. These are:

- Addressing the legacy of conflict - the Programme will address specific problems generated by the conflict in order to assist the return to a normal, peaceful and stable society;
- Taking opportunities arising from peace - the Programme will encourage actions which have a stake in peace and which actively help promote a stable and normal society where opportunities for development can be grasped.

These objectives highlight the distinctiveness of the PEACE II Programme which is primarily aimed at those which have been most affected by the conflict.

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Co. Roscommon.  
**Tel:** 094 9861441  
**Fax:** 094 9861443  
**Email:** [info@wdc.ie](mailto:info@wdc.ie)  
**Website:** [www.wdc.ie](http://www.wdc.ie)

The Western Development Commission (WDC) is the statutory body promoting economic and social development in the Western Region, including counties Clare, Donegal, Galway, Leitrim, Mayo, Roscommon and Sligo.

**The main functions of the WDC are: -**

- Influencing national policies so that they benefit the Western Region
- Facilitation of strategic regional initiatives in various sectors, and
- Management of the 34.4 million Western Investment Fund

**Western Investment Fund**

The Western Investment Fund (WIF) was established by the Irish government to be a unique source of risk capital for projects, businesses and communities in the Western Region and to address the funding gap experienced by projects in the Western Region. The Western Investment Fund is a key element of the government's policy of balanced regional development. The 34.4 million Western Investment Fund is administered by the Western Development Commission (WDC).

**Contact Name:** Des Fagan  
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Glendinning House,  
6 Murray Street,  
Belfast BT1 6DN  
**Tel:** 048 90322445  
**Fax:** 048 90322454  
**Email:** [info@cooperationireland.org](mailto:info@cooperationireland.org)  
**Website:** [www.cooperationireland.org](http://www.cooperationireland.org)

Co-operation Ireland is an independent charity established in 1979 whose aim is to advance mutual understanding and respect by promoting practical co-operation between the people of Northern Ireland and of the Republic of Ireland. The organisation has been selected to deliver elements of the European Union Special Support Programme for Peace and Reconciliation, (PEACE II), 2000 – 2006.

Co-operation Ireland administers three Measures under Priority 5 (Cross-border Activity) of the PEACE II. We have sole responsibility for Measure 1, and are administering Measures 3 and 4 in conjunction with Area Development Management, Combat Poverty and the Community Foundation for Northern Ireland.

- Measure 1: Increasing Cross-border Development Opportunities (ERDF)
- Measure 3: Developing Cross-border Reconciliation and Understanding (ERDF)\*\*\*\*\*CLOSED\*\*\*\*\*
- Measure 4: Promoting Joint Approaches to Social, Education, Training and Human Resource Development (ESF)

Co-operation Ireland is also responsible for delivering measure 3.1 – Civic and Community Networking, of the INTERREG IIIA programme.  
Who can apply?

The primary focus of the Measure is on Northern Ireland and the six border counties of Cavan, Leitrim, Monaghan, Sligo, Donegal and Louth. Applications will be welcome from a wide range of organisations who have been adversely affected by the Troubles and whose projects fall within the criteria set out for the area of support, including:

- small-to-medium sized enterprises;
- community organisations involved in local economic development;
- organisations involved in local and regional economic development;
- statutory organisations;
- organisations with a cross-border management structure;
- business programmes;
- business and employee representative groups;
- trade unions and other social partner groups;

- voluntary and community organisations;
- rural development organisations;
- education and youth groups;
- the unemployed;
- environmental organisations.

### **Project Requirements**

- a cross-border partner or membership of a cross-border management structure;
- a project which will impact clearly on Northern Ireland & the Six Border Counties;
- a project which fits clearly into the objectives of the Programme, the relevant Measure and activities of our funding – these will be distributed with Guidance Notes;
- to be a group or business which is a final beneficiary of the PEACE II programme, for example, an organisation working with economic development, community development or within the "social economy";
- a project which is SMART; i.e. its objectives are specific, measurable, achievable, realistic and timebound.

### ***In addition, we will be looking at:***

- the project's contribution to peace, reconciliation and contribution to social and economic development;
- the project's long-term sustainability, if applicable;
- its additionality to existing provision;
- how the project benefits rural development, environmental sustainability, gender and equality, and how it impacts on regional strategies such as Targeting Social Need (UK/NI) and the National Anti-Poverty Strategy (ROI).

Eligibility can be discussed with a development officer.



**Contact Name:** Gerry Finn  
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**Address:** Border, Midland and Western Regional Assembly,  
The Square,  
Ballaghaderreen,  
Co. Roscommon  
**Tel:** 094 9862970/9862972  
**Fax:** 094 9862973  
**Email:** [info@bmwassembly.ie](mailto:info@bmwassembly.ie)  
**Website:** [www.bmwassembly.ie](http://www.bmwassembly.ie)

The Border, Midland and Western Region (B.M.W. Region) has retained Objective 1 status for the purpose of Structural Funds for the full period to 2006 and was established and came into effect on the 21st July 1999 under the Local Government Act, 1991 (Regional Authorities) (Establishment) Order, 1999. The B.M.W. Assembly comprises 29 nominated elected representatives of the regional authorities within the region.

#### **The main roles of the B.M.W. Regional Assembly are to:**

- Manage the Regional Operational Programme under the National Development Plan;
- Monitor the general impact of all EU Programmes under the National Development Plan / Community Support Framework in the Border, Midland and West region;
- Promote the co-ordination of the provision of Public Services in the Region;
- Highlight issues of concern for the Region and ensure that national policies take the regional dimension into account;
- Evolve a role in creating a regional identity.

The Regional Operational Programme envisaged an investment of 4.09bn over the 2000 – 2006 period. It includes the following:

**Local Infrastructure:** Non national roads, rural water, waste management, urban and village renewal, e-commerce and communications systems, regional airports, seaports, culture recreation and sports.

**Local Enterprise:** Tourism, micro-enterprise, regional innovation strategies, forestry, fishery harbours, Gaeltacht/island harbours and aquaculture.

#### **AGRICULTURE AND RURAL**

**Development:** General structural improvement, alternative enterprises, general rural development, services for agriculture and rural development.

**Social Inclusion and Childcare:** Childcare, equality, community development and family support, crime prevention, youth services, local development.  
All of the measures are implemented by local and regional implementing bodies, e.g. Local Authorities, County Enterprise Boards, etc.

### **EU Initiatives**

In addition to its other functions and responsibilities, the Assembly is actively engaged in securing additional funding/projects for the region.

#### ***Interreg III B (Atlantic Area) Programme***

The B.M.VV. Regional Assembly has been designated as the national contact point for the Interreg IIIB (Atlantic Area) Programme. The Interreg Programme provides an opportunity for regional bodies to undertake cross-border, trans-national and inter-regional co-operation projects. A total of 118m has been allocated in ERDF funding for the duration of the programme.

#### ***Innovative Actions***

In 2002 the Assembly commenced the implementation of a Regional Programme of 35 Innovative Actions which involves an investment of 2.5m in regional innovation initiatives. This programme is now completed.

**Contact Name:** Suzanne Doran, Communications Manager  
**Office Hours:** 9am-6pm  
**Address:** Intertrade Ireland,  
The Old Gasworks Business Park,  
Kilmorey Street,  
Newry,  
Co. Down BT 34 2 DE  
**Tel:** 048 30834100  
**Fax:** 048 30834155  
**Email:** [info@intertradeireland.com](mailto:info@intertradeireland.com)  
**Website:** [www.intertradeireland.com](http://www.intertradeireland.com)

### **InterTradeIreland's Mission is:**

To enhance the global competitiveness of the all-island economy to the mutual benefit of Ireland and Northern Ireland through measures such as the creation of knowledge-intensive all-island trade and business development networks and the implementation of all-island trade and business development programmes.

This mission statement unites the wider vision of a globally competitive island economy with our legislative all-island remit and the primary means through which we will deliver it i.e., the creation of new all-island networks, the development of existing all-island networks and the exploitation of both to build competitive advantage.

InterTradeIreland will consolidate and build on the achievements of the previous three years, simultaneously increasing the focus of the organisation, while developing its outreach to the business community. We will develop our range of activities during 2005-2007 in line with our existing legislative remit and as agreed by the North/South Ministerial Council.

Our Mission is consistent with recent statements on enterprise strategy in Northern Ireland and Ireland in 2004, which emphasise the importance of global competitiveness, innovation, knowledge and value-enhancing collaborative networks.

InterTradeIreland provides a suite of knowledge-based initiatives that will enhance the effectiveness of all-island trade and business development networks.

We provide knowledge-based business support initiatives in the areas of technology transfer (eg the FUSION project), sales and marketing (eg the ACUMEN and FOCUS projects), science technology and innovation (eg [expertiseireland.com](http://expertiseireland.com) and INNOVA, the collaborative R&D programme), public procurement (eg [GO-SOURCE.com](http://GO-SOURCE.com)), benchmarking and supply-chain management to ensure that they are utilised effectively to assist business development within specific networks. We conduct analysis in collaboration with our business partners to identify gaps in our support structures.

Through engagement with our networks and our network enabling tools and our trade awareness activities InterTradeIreland aims to increase the number and capability of firms engaging in cross-border trade and business development ventures.

InterTradeIreland is a small organisation with broad strategic and operational objectives and a need to reach the business community across the island of Ireland. It is critically important that we optimise the use of our financial resources and our people. We build and develop close working partnerships, we engage openly with the business community and with other economic development agencies. We view the deployment of our resources as an investment – not a subsidy – towards the strengthening of the competitiveness of the island economy, and we measure our performance to show a positive return on that investment.

**Contact Name:** Pat Delaney, Director  
**Office hours:** 9.30am-5.30pm  
**Address:** Small Firms Association (SFA),  
Confederation House,  
84-86 Lower Baggot Street,  
Dublin 2.  
**Tel:** 01 6051500  
**Fax:** 01 6612861  
**Email:** [info@sfa.ie](mailto:info@sfa.ie)  
**Website:** [www.sfa.ie](http://www.sfa.ie)

The Small Firms Association (SFA) is a national organisation representing the needs of small enterprises in Ireland. The SFA has over 3,500 direct members and 4,500 affiliate members from various organisations. As a Social Partner, the SFA ensures that small business issues are central to the development of economic and social policy. Its role is to advise, assist and inform members, to ensure that their contribution to the economy is recognised and to promote the profitable development of small business.

The outstanding work of the association in representing small firms is recognised by the coverage it receives in the national press, television and radio and through the many regional meetings and seminars which take place throughout the country. The association conducts regular surveys of business trends in the sector and publishes a bi-monthly magazine "Running Your Business" along with many reports on the needs of small Irish business. The SFA also provide a range of publications, advice and assistance, and seminar programmes on all aspects of personnel and industrial relations issues including recruitment & personnel records, rates of pay, contracts, discipline & dismissal and health and safety; corporate governance and business law; how to get paid on time, insurance; IT management; and e-business.

The association has also put in place a range of cost effective group schemes which are exclusive to member companies. These Group schemes include Insurance, VHI, debt collection, pensions, crime management, and AA membership.

**Contact Name:** Joan Flinter  
**Office Hours:** 9am-5.30pm Mon-Thurs. 9am-5pm Fri  
**Address:** ISME,  
 Irish Small & Medium Enterprise Association Ltd,  
 The Independent Business Organisation  
 17 Kildare Street,  
 Dublin 2.  
**Tel:** 01 6622755  
**Fax:** 01 6612157  
**Email:** [info@isme.ie](mailto:info@isme.ie)  
**Website:** [www.isme.ie](http://www.isme.ie)

ISME - the Independent Business Association, established in 1993 to assist owner managers nationwide.

ISME's strength rests in the combined experience of its members.

The harnessing of that resource enables ISME to:

- Negotiate with Government, Financial Institutions and Public Utilities to obtain better conditions for owner-managed businesses;
- Reduce members' individual expenses through exclusive cost-saving Group Schemes. These schemes are regularly reviewed and adapted to meet the needs of members;
- Develop specific management training programmes to assist owner-managers in meeting the increasing challenges and opportunities facing them in an ever-changing business environment;
- Inform members of new legislation, emerging opportunities and changing business climate applicable to their businesses. This is achieved by hosting Regional Briefing Sessions; publishing monthly newsletters, bulletins and employment related guides.

The ISME website is updated regularly with the latest business news.

#### ISME Professional Advice And Support

ISME provides Owner Managers with 24 hour professional advice and support. Listed below are just some of the areas that ISME offer professional advice and support in:

- Employment Contracts; o Employers Health & Safety Obligations;
- Wage Rates & Conditions of Employment; o Work Permits;
- Disciplinary Procedures; o How to deal with Late Payments;
- Maternity Leave, Carers Leave, Paternity Leave;
- Redundancies;
- Revenue Audits; o Staff Pension Schemes / PRSAs;
- Annual Leave & Bank Holiday Entitlements; o Staff Suggestion Schemes;
- Bullying & Harassment in the Work Place; o Part-time & Contract Workers;
- Recruitment & Retention Procedures; o Environmental Legislation;
- Staff Salary Reviews; o The impact of new legislation;
- Claiming Expenses; o Negotiating Finance;
- Record Keeping Regulations.

### ISME Training and Briefing Sessions

ISME provides Subsidised Regional Training to its members on topics identified by them as being necessary. Through ISME's Owner Manager Skillnets Network, members can improve their management and business planning skills. For further information contact Joan Flinter on 01 6622755 , Fax 01 6612157, Email

ISME's Regional Briefing Sessions provide members with an opportunity to attend informative and relevant information sessions designed specifically on the needs of the Owner / Manager. For further information contact Joan Flinter on 01 6622755. Fax 01 6612157 Email

### Publications and Fact Sheets

ISME keeps members informed on relevant business issues and developments as well as employee related matters. Each ISME member receives:

- ISME's Monthly News Update
- ISME's Guidelines to Employment Law (Irish Small & Medium Enterprise Ass
- ISME's Specimen Contract of Employment
- ISME's Specimen letter of Warning & Dismissal
- ISME's Guide to Revenue Audits
- ISME's Staff Appraisal Guideline
- ISME's Health & Safety Guidelines
- ISME's Guide to Employees Motoring & Subsistence Expenses
- ISME's Sample Internet & Email Policy
- ISME Sample Staff Confidentiality Policy
- ISME's Annual Budget Guide.

### **ISME Saves You Money**

ISME have negotiated attractive discounts for their members on a wide range of necessary and beneficial services in Insurance – Employee Liability; Public Liability; Motor Insurance; Debt Insurance; Health Cover; Life Insurance; Travel Insurance; ISME also run member schemes in Property Finance; Cashflow Solutions and Telecoms.

**Address:** IDA Ireland,  
Wilton Park House,  
Wilton Place,  
Dublin 2.  
**Tel:** 071 9159710  
**Fax:** 071 9159711  
**Email:** [idaireland@ida.ie](mailto:idaireland@ida.ie)  
**Website:** [www.idaireland.ie](http://www.idaireland.ie)

IDA Ireland is an Irish Government agency with national responsibility for securing new investment from overseas in manufacturing and internationally traded services sectors. It also encourages existing investors to expand and develop their businesses.

The business which IDA Ireland seeks to attract includes internationally mobile projects which can operate competitively and profitably from Ireland. This covers a range of sectors such as electronics, pharmaceuticals and healthcare, engineering and international and financial services. IDA Ireland markets Ireland as an attractive location for overseas investment through its network of offices abroad, emphasising the stability and growing competitiveness of the Irish economy, the favourable tax regime, financial incentives, the skills base and Ireland's active participation in Europe.

The mission statement of the IDA states that:-

"We will win for Ireland, its people and its regions, the best in international innovation and investment so as to contribute to the continued transformation of Ireland to a world-leading society which is rich in creativity, learning and personal and social well-being.

We will work in partnerships with other organisations to enhance the best of Irish capabilities and talents and match them to the best of global investment.

We will carry out our mission with integrity, professional excellence and responsiveness to all with whom we work or are in contact."

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Level 1,  
Frankfort Court,  
Dundrum Road,  
Dublin 14  
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**Fax:** 01 2079631  
**Email:** [info@skillnets.com](mailto:info@skillnets.com)  
**Website:** [www.skillnets.com](http://www.skillnets.com)

Skillnets is an enterprise led body, funded by the National Training Fund through the Department of Enterprise Trade and Employment. Skillnets mission is to provide companies and their people with new, relevant and flexible methods of up-skilling staff and enhancing business performance.

Since 1999, Skillnets has funded over 90 Training Networks and supported over 5,000 companies in meeting their training needs. 30,000 staff and managers have participated in raising their skills levels and 30 different sectors have been involved.

One of the hallmarks of this initiative is its enterprise-led approach, informed and driven by an industry board drawn from leading enterprise bodies. These include IBEC, the Chambers of Commerce of Ireland, the Construction Industry Federation, the Small Firms Association and employee/trade union representatives from ICTU.

Recognising that the enterprise-led approach has made a positive contribution to raising the profile of enterprise training in Ireland, the Government granted a further five-year mandate to Skillnets for 2005-2010.

# Banks in County Leitrim



Branches	Telephone No.
Carrick on Shannon	071 9620250
Drumshanbo	071 9641034
Manorhamilton	071 9855062
Mohill	071 9631035



Carrick on Shannon	071 9620055
Ballinamore	071 9644022
Manorhamilton	071 9855035



Carrick on Shannon	071 9620062
Ballinamore	071 9644026
Dowra	071 9643003
Drumshanbo	071 9641008
Mohill	071 9631025



Carrick on Shannon	071 9623044
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## Credit Unions in County Leitrim



Branches	Telephone Number
Annaduff	071 9638527
Ballinamore	071 9644627
Carrick on Shannon	071 9621828
Drumkeerin	071 9648985
Drumshanbo	071 9641727
Manorhamilton	071 9855500
Mohill	071 9631711

## Other Useful Contacts

Organisation Name	Contact Detail
<b>Bord Bia</b>	Clanwilliam Court, Lower Mount Street, Dublin 2. Tel: 01 6685155 Fax: 01 6687521 Email: <a href="mailto:info@bordbia.ie">info@bordbia.ie</a> Web: <a href="http://www.bordbia.ie">www.bordbia.ie</a>
<b>Central Statistics Office</b>	Skehard Road, Cork, Co. Cork. Tel: 021 4535000/1890 313414 Fax: 021 4535555 Email: <a href="mailto:webmaster@cso.ie">webmaster@cso.ie</a> Web: <a href="http://www.cso.ie">www.cso.ie</a>
<b>Companies Registration Office</b>	Parnell House, 14 Parnell Square, Dublin 1. Tel: 01 8045200/ 1890 220226 Fax: 01 8045222 Email: <a href="mailto:info@cro.ie">info@cro.ie</a> Web: <a href="http://www.cro.ie">www.cro.ie</a>
<b>Craft Council of Ireland</b>	Castle Yard, Kilkenny, Co. Kilkenny. Tel: 056 7761804 Fax: 056 7763754 Email: <a href="mailto:info@ccoi.ie">info@ccoi.ie</a> Web: <a href="http://www.ccoi.ie">www.ccoi.ie</a>
<b>Department of Enterprise Trade and Employment</b>	Kildare Street, Dublin 2. Tel: 01 6312121 Fax: 01 6312827 Email: <a href="mailto:webmaster@entemp.ie">webmaster@entemp.ie</a> Web: <a href="http://www.entemp.ie">www.entemp.ie</a>

## **Department of Community Rural and Gaeltacht Affairs**

Dun Aímhirgin,  
43-49 Mespil Road,  
Dublin 4.  
01 6473000/1890 474847  
01 6670826  
eolas@pobail.ie  
www.pobail.ie

## **Department of Justice Equality and Law Reform**

Old Faculty Building,  
Shelbourne road,  
Ballsbridge,  
Dublin 4.  
01 6028202 / 1890 221227  
01 6028540  
info@justice.ie  
www.justice.ie

## **Equality Authority**

Clonmel Street,  
Dublin 2.  
01 4173333 / 1890 245545  
01 4173366  
info@equality.ie  
www.equality.ie

## **Food Safety Authority**

Abbey Court,  
Lower Abbey Street,  
Dublin 1.  
01 8171300  
01 8171301  
info@fsai.ie  
www.fsai.ie

## **Health and Safety Authority**

Government Buildings,  
Cranmore Road,  
Sligo.  
071 9143942  
071 9144078  
Brenda@hsa.ie  
www.hsa.ie

## **Irish Exporters Association**

28 Merrion Square,  
Dublin 2.  
01 6612182  
01 6612315  
iea@irishexporters.ie  
www.irishexporters.ie

**Office of Consumer Affairs and Fair Trade.**

44 Chelmsford Road,  
Dublin 6.  
**Tel:** 01 4978600  
**Fax:** 01 4978601  
**Email:** cai@consumerassociation.ie  
**Web:** www.consumerassociation.ie

**Patents Office**

Government Buildings,  
Hebron Road,  
Kilkenny,  
Co. Kilkenny.  
**Tel:** 056 7720111 / 1890 220223  
**Fax:** 056 7720100  
**Email:** patlib@entemp.ie  
**Web:** www.patentsoffice.ie

**Revenue Commissioners**

Sligo Office,  
Government Buildings,  
Cranmore Road,  
Sligo  
**Tel:** 071 9148600 /1890 777425  
**Web:** www.revenue.ie  
**Web:** www.ros.ie

**Sustainable Energy Ireland**

Finisklin Business park,  
Sligo.  
**Tel:** 071 9159705  
**Fax:** 071 9159702  
**Email:** ivan.sproule@sei.ie  
**Web:** www.sei.ie

# Suggested Template for Creating a Business Plan

All the research into the success and failure factors of a small business show that one of the most important success factors is business planning – over 70% of failures are due to bad planning.

Planning becomes even more important as the business develops. Business planning should be an ongoing process. All major companies have a business plan which is updated regularly. The same should apply for a small company.

A Business Plan has many different functions some of which are listed below:

- It makes an idea measurable.
- It gives a complete picture of the business.
- It gives insight into all aspects of the business.
- It is an exercise to assess the viability of an idea.
- It helps people to familiarise themselves with all kinds of possible problems.
- It is a communication tool for use with suppliers, clients, advisors, banks, funds etc.
- It can be used as a reference point in history.
- It is a planning tool for the future.
- It is a teaching tool for the entrepreneur.
- It provides a step by step approach to reaching a decision.
- It is a way of assessing an existing business.
- It is a working manual for the entrepreneur.
- It is a checklist for the entrepreneur, bank, funding agency etc.

## **Business Plan – Outline.**

### **1. Executive Summary.**

### **2. Introduction and background.**

Background of the Company.

### **3. Project Outline.**

Overview of what the business is proposing to do over the period of the business plan, increase sales, increase employment, increase turnover and profit level.

### **4. Ownership, Management and Employment.**

Founders/Management

Employee Levels

## **5. Market and Marketing Strategy.**

Overview of the Market

Projected share of the market.

Target Markets.

Main Competitors.

Key competitive advantages.

Marketing Strategy

Distribution

## **6. Production**

Products

Increased capacity required.

New capital expenditure required.

Efficiency Levels.

Skills and numbers of staff required.

Training requirements.

Quality.

Raw Material sources.

## **7. Financial**

Summary of Projected Performance.

## **8. Funding Proposal**

Funding requirements.

Proposed sources of funding.

## **9. Detailed Projections.**

Assumptions

Profit and Loss Account

Balance Sheet

Cash Flow

**Source:** Starting Your Own Business (Ron Immink/Brian O’Kane)

Copies of this second edition workbook are available to you for reference purposes from Leitrim County Enterprise Board.

A business advisory service is also available from Leitrim County Enterprise Board if you would like to discuss developing a business plan or any other business related issue.







# Calendar 05

## JANUARY

**M** 3 10 17 24 31  
**T** 4 11 18 25  
**W** 5 12 19 26  
**T** 6 13 20 27  
**F** 7 14 21 28  
**S** 1 8 15 22 29  
**S** 2 9 16 23 30

## FEBRUARY

**M** 7 14 21 28  
**T** 1 8 15 22  
**W** 2 9 16 23  
**T** 3 10 17 24  
**F** 4 11 18 25  
**S** 5 12 19 26  
**S** 6 13 20 27

## MARCH

**M** 7 14 21 28  
**T** 1 8 15 22 29  
**W** 2 9 16 23 30  
**T** 3 10 17 24 31  
**F** 4 11 18 25  
**S** 5 12 19 26  
**S** 6 13 20 27

## APRIL

**M** 4 11 18 25  
**T** 5 12 19 26  
**W** 6 13 20 27  
**T** 7 14 21 28  
**F** 1 8 15 22 29  
**S** 2 9 16 23 30  
**S** 3 10 17 24

## MAY

**M** 2 9 16 23 30  
**T** 3 10 17 24 31  
**W** 4 11 18 25  
**T** 5 12 19 26  
**F** 6 13 20 27  
**S** 7 14 21 28  
**S** 1 8 15 22 29

## JUNE

**M** 6 13 20 27  
**T** 7 14 21 28  
**W** 1 8 15 22 29  
**T** 2 9 16 23 30  
**F** 3 10 17 24  
**S** 4 11 18 25  
**S** 5 12 19 26

## JULY

**M** 4 11 18 25  
**T** 5 12 19 26  
**W** 6 13 20 27  
**T** 7 14 21 28  
**F** 1 8 15 22 29  
**S** 2 9 16 23 30  
**S** 3 10 17 24 31

## AUGUST

**M** 1 8 15 22 29  
**T** 2 9 16 23 30  
**W** 3 10 17 24 31  
**T** 4 11 18 25  
**F** 5 12 19 26  
**S** 6 13 20 27  
**S** 7 14 21 28

## SEPTEMBER

**M** 5 12 19 26  
**T** 6 13 20 27  
**W** 7 14 21 28  
**T** 1 8 15 22 29  
**F** 2 9 16 23 30  
**S** 3 10 17 24  
**S** 4 11 18 25

## OCTOBER

**M** 3 10 17 24 31  
**T** 4 11 18 25  
**W** 5 12 19 26  
**T** 6 13 20 27  
**F** 7 14 21 28  
**S** 1 8 15 22 29  
**S** 2 9 16 23 30

## NOVEMBER

**M** 7 14 21 28  
**T** 1 8 15 22 29  
**W** 2 9 16 23 30  
**T** 3 10 17 24  
**F** 4 11 18 25  
**S** 5 12 19 26  
**S** 6 13 20 27

## DECEMBER

**M** 5 12 19 26  
**T** 6 13 20 27  
**W** 7 14 21 28  
**T** 1 8 15 22 29  
**F** 2 9 16 23 30  
**S** 3 10 17 24 31  
**S** 4 11 18 25

# Calendar 06

## JANUARY

**M** 2 9 16 23 30  
**T** 3 10 17 24 31  
**W** 4 11 18 25  
**T** 5 12 19 26  
**F** 6 13 20 27  
**S** 7 14 21 28  
**S** 1 8 15 22 29

## FEBRUARY

**M** 6 13 20 27  
**T** 7 14 21 28  
**W** 1 8 15 22  
**T** 2 9 16 23  
**F** 3 10 17 24  
**S** 4 11 18 25  
**S** 5 12 19 26

## MARCH

**M** 6 13 20 27  
**T** 7 14 21 28  
**W** 1 8 15 22 29  
**T** 2 9 16 23 30  
**F** 3 10 17 24 30  
**S** 4 11 18 25  
**S** 5 12 19 26

## APRIL

**M** 3 10 17 24  
**T** 4 11 18 25  
**W** 5 12 19 26  
**T** 6 13 20 27  
**F** 7 14 21 28  
**S** 1 8 15 22 29  
**S** 2 9 16 23 30

## MAY

**M** 1 8 15 22 29  
**T** 2 9 16 23 30  
**W** 3 10 17 24 31  
**T** 4 11 18 25  
**F** 5 12 19 26  
**S** 6 13 20 27  
**S** 7 14 21 28

## JUNE

**M** 5 12 19 26  
**T** 6 13 20 27  
**W** 7 14 21 28  
**T** 1 8 15 22 29  
**F** 2 9 16 23 30  
**S** 3 10 17 24  
**S** 4 11 18 25

## JULY

**M** 3 10 17 24 31  
**T** 4 11 18 25  
**W** 5 12 19 26  
**T** 6 13 20 27  
**F** 7 14 21 28  
**S** 1 8 15 22 29  
**S** 2 9 16 23 30

## AUGUST

**M** 7 14 21 28  
**T** 1 8 15 22 29  
**W** 2 9 16 23 30  
**T** 3 10 17 24 31  
**F** 4 11 18 25  
**S** 5 12 19 26  
**S** 6 13 20 27

## SEPTEMBER

**M** 4 11 18 25  
**T** 5 12 19 26  
**W** 6 13 20 27  
**T** 7 14 21 28  
**F** 1 8 15 22 29  
**S** 2 9 16 23 30  
**S** 3 10 17 24

## OCTOBER

**M** 2 9 16 23 30  
**T** 3 10 17 24 31  
**W** 4 11 18 25  
**T** 5 12 19 26  
**F** 6 13 20 27  
**S** 7 14 21 28  
**S** 1 8 15 22 29

## NOVEMBER

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**T** 7 14 21 28  
**W** 1 8 15 22 29  
**T** 2 9 16 23 30  
**F** 3 10 17 24  
**S** 4 11 18 25  
**S** 5 12 19 26

## DECEMBER

**M** 4 11 18 25  
**T** 5 12 19 26  
**W** 6 13 20 27  
**T** 7 14 21 28  
**F** 1 8 15 22 29  
**S** 2 9 16 23 30  
**S** 3 10 17 24 31