**Appendix A**

**MANAGEMENT DEVELOPMENT PROGRAMMES**

**PROPOSED SCHEDULE 2022**

The Local Enterprise Office Kilkenny’s Enterprise Training & Management Development Programme Schedule is aimed at owner/managers or senior level employees of businesses, start-up businesses or those thinking of starting a business. The programmes can be delivered via a mix of full-day workshops, half-day and evening workshops.

A submission sheet needs to be completed for each proposal in order for it to be considered.

One to-One Mentoring is attached to some of the programmes courses and will be paid separately under Mentoring Rates Specified

Start Your Own Business Programmes Specifications \* 4 Pages 2-5

Innovation Programmes Specifications \*2 Pages 6-7

Business Development Programmes Specifications \*2 pages 8-9

Digitalisation Programme Specifications \* 4 Pages 10-13

Market Development Programmes Specifications \* 2 pages 14-15

Green Seminars Page 16

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**START YOUR OWN BUSINESS PROGRAMMES SPECIFICATIONS**

**Starting a Business**

**This programme will be aimed at:**

People are considering starting up a new business, early stage start-up enterprises, people making transition from employment/education/moved to Ireland/ seeking new entrepreneurial challenge, etc. The aim of the programme is to provide participants with the skills to assess the viability of their business ideas and provide a strong understanding of the essential elements involved in setting up and running your own business. An hour one-to-one mentor follow up within 3 months of completion, will be arranged by the Local Enterprise Office.

**Objectives of the programme:**

* Help the participant to understand:
  + Is the business idea viable – to develop a competitive & sustainable enterprise?
  + What risks/opportunities are they prepared to take?
  + Provide the tools to make an informed decision about pursuing self- employment
  + Gain confidence in developing and managing the business venture
* Identification of skills and supports required to achieve their goals.

**Duration and Delivery**

Modules to be delivered:

* Business Registration & Structure, Taxation and insurance & Business canvas model
* Identifying, understanding and researching your target market including topics such as digitalisation and the circular economy
* Legislation - HR management, Data & IP protection
* Financial planning (pricing, costing)
* Financial Planning & sources of Finance (MFI)
* Promoting your Business and building your Brand
* Digital Marketing of your Business
* Maximise your Online Presence
* Developing the Sales Pitch
* Basic Bookkeeping
* Developing your Business Plan/Completing Business Canvas Model

This programme will be delivered through:

* 10 \* 2.5 Hour workshops
* Quote can be for the delivery of **entire programme** or/and **per module**
* Quotations should assume a maximum of 20 participants on the programme and be solely based on the provision of the training element
* The 1-hour one-to-one mentoring within 3 months of completion. This will be arranged by the Local Enterprise Office and mentors will be appointed from the current mentoring panel.

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person.**

These programmes will be delivered in line with COVID restrictions in place at the time.

**Starting a Business – with DSP supports**

The Local Enterprise Office Kilkenny in conjunction with the Department of Social Protection and the Kilkenny Leader Partnership have developed a programme specifically for potential applicants/recipients of the Back to Work Enterprise Allowance Scheme (BTWEA) or the Short-term Enterprise Allowance (STEA). The course will provide participants with the basic knowledge on how to set up their own business and completing a business plan template that forms part of the application process. A one hour one-to-one mentor follow up within 1 month of completion, will be arranged by the Local Enterprise Office.

**Objectives of the programme:**

* Help the participant to understand:
  + Is the business idea viable?
  + What risks/opportunities are they prepared to take?
  + Provides the tools to make an informed decision on whether to pursue self- employment?
  + Gain confidence in developing and managing the business venture
* Identification of skills and supports required to achieve their goals

**Duration and Delivery**

Modules to be delivered:

1. Self-Assessment
2. The Marketing Plan - Identifying, researching, understanding & reaching your target market (digitialisation)
3. Sales & Communication Skills
4. Legal Issues for Start-ups, Trading Entity, Taxation, GDPR, Employment Legislation
5. Financial Planning, Book-keeping & Sources of Funding (MFI)
6. Business Plan Template

This programme will be delivered through:

* 6\* 2.5 Hour workshops
* Quote can be for delivery of **entire programme** or/and **per module**
* Quotations should assume a maximum of 15 participants on the programme and be solely based on the provision of the training element
* The 1-hour one-to-one mentoring within 1 month of completion. This will be arranged by the Local Enterprise Office and mentors will be appointed from the current mentoring panel.

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person.**

These programmes will be delivered in line with COVID restrictions in place at the time.

**Starting a Food Business**

This programme is to assist Kilkenny based entrepreneurs who are considering setting up a food/drink production business or those in the early start up stages by providing them with knowledge of setting up a food business. On completion of this foundation programme, producers will have a base line understanding of what is required to set up a successful food business and will be able to challenge their business model to ensure that it is robust. The programme should provide an overview of the dynamics of the food/drink sector and focus on the practical aspects specifically related to setting up a food/beverage business in terms of marketing, distribution, financial planning and sustainability.

Ideally participants will already have completed a Start Your Own Business Programme and understand the basics of setting up a business e.g. registration, taxation, business planning, etc. This programme is a pre-cursor to the national Food Academy Programme. A one hour one-to-one mentor follow up within 1 month of completion, will be arranged by the Local Enterprise Office.

**Objectives of the programme:**

* Help the participant to understand:
  + Is the food/drink business idea viable?
  + Understand the dynamics of the food sector and legislative environment
  + Consider the development of innovative new food products which address emerging gaps in the market
  + Gain confidence in developing and managing the business venture
* Identification of the skills and supports require to achieve the business objectives?

**Duration and Delivery**

This programme will be delivered through:

* 4\* 2.5 Hour workshops
* Quotations should assume a maximum of 15 participants on the programme and be solely based on the provision of the training element
* The 1-hour one-to-one mentoring within 1 month of completion. This will be arranged by the Local Enterprise Office and mentors will be appointed from the current mentoring panel.

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person.**

These programmes will be delivered in line with COVID restrictions in place at the time.

**Starting a Social Enterprise**

This programme is to assist Kilkenny based entrepreneurs who are considering setting up a sustainable social enterprise with a commercial aspect involved. The programme should provide an overview of the dynamics involved in setting up a social enterprise and focus on the practical aspects specifically related to structure and operations, corporate governance, financial planning, commercial operations and sustainability. The programme should provide a foundation upon which to build on the management capacity of the social enterprise and also to identify income streams for the short-term but also have longer-term strategic plans to help improve sustainability.

A one hour one-to-one mentor follow up within 1 month of completion, will be arranged by the Local Enterprise Office.

**Objectives of the programme:**

* Help the participant to understand:
  + Is the social enterprise commercial element viable?
  + Understand the dynamics of social enterprise and legislative environment
  + Gain confidence in developing and managing the business venture
* Identification of the skills and supports require to achieve the business objectives?

**Duration and Delivery**

This programme will be delivered through:

* 4\* 2.5 Hour workshops
* Quotations should assume a maximum of 15 participants on the programme and be solely based on the provision of the training element
* The 1-hour one-to-one mentoring within 1 month of completion. This will be arranged by the Local Enterprise Office and mentors will be appointed from the current mentoring panel.

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person.**

These programmes will be delivered in line with COVID restrictions in place at the time.

**INNOVATION PROGRAMMES SPECIFICATIONS**

**IDEAS**

As part of our remit to promote entrepreneurship and foster sustainable business start- ups, the Local Enterprise Office Kilkenny will launch a project called IDEAS which will be aimed at start up clients, i.e. people with a business idea who are trading less than 18 months or who are pre-start up stages of development. This stimulating start-up initiative will be clustered around the technology sector (e.g. Agri-Tech, AI, Ecommerce, FinTech, Gaming, Healthcare, ICT, IOT, Robotics, etc.). It should also benefit, by attracting talent to start up a business in the County rather than commuting to work elsewhere. The initiative will involve a series of business programme workshops and one-to-one mentoring culminating to a finale comprising of an investor ready pitch and associated business proposal (i.e. Business Canvas Model) toward an investment fund worth €10,000 for the overall winner. The business proposals and investor ready pitches developed during the workshop sessions and mentoring will form the basis of the adjudication.

The Local Enterprise Office Kilkenny is seeking quotations from suitable individuals and organisations to deliver a training programme and mentoring to a cohort of 15-20 (maximum) aspiring entrepreneurs in County Kilkenny. The competition is aimed at those with an original and innovative idea with the intention of setting up a business in Kilkenny or already in the early stages of development.

**Objectives of the programme:**

* Assess their entrepreneurial traits and identify their strengths and weaknesses
* Understand how to identify and assess their target market
* Understand what a business strategy consists of and how to develop one
* Understand how to identify and assess the key opportunities and risks to their business
* Define the business proposition and the revenue model
* Prepare a written investor proposal and pitch
* Identification of further interventions and supports that the entrepreneur can avail of to further enhance the business

**Duration and Delivery**

This programme will be delivered through:

* 1 \* 2-hour introductory seminar to launch the competition & introduce relevant case studies
* 3 \* 3 Hour workshops
* Quotations should assume a maximum of 15 participants on the full programme, the launch seminar may involve a larger number
* 4 \* 1.5 hour mentoring intermittently throughout the programme (Please take account that the maximum hourly rate available is €58.) The allocation of mentoring sessions should be fluid and decided on depending on each participant’s needs, which will be determined after the workshops. The allocation of mentoring will be based on approval by the LEO on the client application.

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person. It is expected the majority of the mentoring should be delivered in a physical environment**

These programmes will be delivered in line with COVID restrictions in place at the time.

**INNOVATE**

**This programme will be aimed at:**

Kilkenny based owner/managers of established businesses (trading 3 years+) with between 3 to 50 employees. The programme will bring participants through a defined process to discover and analyse where the innovation potential lies in their business and how to capitalise on those opportunities to strive for growth. It will help the owner/manager to re-assess their current business model and examine innovative strategies for adapting to market challenges (e.g. Brexit, Covid, etc.) and opportunities (e.g. sustainability, digitialisation, exporting, etc.)

**Objectives of the programme:**

* Assist the participant to understand how to create more value or improve/transform their business
* Look differently at ways to innovate and create opportunity
* Identification and completion of an initial innovative proposal within the business that achieves at least one improvement to show the value of innovative
* Identification of further interventions and supports that the owner/manager can avail of to further enhance the business

**Duration and Delivery**

This programme will be delivered through:

* 2 \* 3 Hour workshops
* 3 \* 2 hour mentoring intermittently throughout the programme with a design/innovative strategist (Please take account that the maximum daily mentoring rate available is €900 for this type of mentoring expertise)
* Quotations should be based on the assumption of 10 participants on the programme

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person. It is expected the majority of the mentoring should be delivered in a physical environment**

These programmes will be delivered in line with COVID restrictions in place at the time.

**BUSINESS DEVELOPMENT PROGRAMMES SPECIFICATIONS**

**Managing Your Start Up**

**This programme will be aimed at:**

Kilkenny based owner/managers of relatively new start up enterprises (i.e. up to 3 years trading) who need to examine the current trading position and plans for future growth. In the initial start-up period, the owner/manager is often focused on the day-to-day operations, time poor and lacks clarity. The aim of this programme is to equip participants to interpret information and understanding of current issues and where necessary, to re-define their product/service offering and the way they do business. Participants will gain a deeper level of knowledge and understanding of their current marketing strategy, financials, operations and address issues they are facing as their business develops as well as developing plans for future development. Ideally participants will have already completed a Start Your Own Business Programme.

**Objectives of the programme:**

* Help the participant to understand:
  + How their business is performing
  + How they will address current issues and opportunities
  + How they plan to grow the business
  + How they will resource future plans and developments
  + Gain confidence in developing and managing the business venture
* Identification of further interventions and supports that the owner/manager can avail of

**Duration and Delivery**

This programme will be delivered through:

* 4 \* 2 Hour workshops
* 4 \*1.5 hour mentoring intermittent throughout the project (Please take account that the maximum hourly mentoring rate available is €58)
* Quotations should be based on the assumption of 10 participants on the programme

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person. It is expected the majority of the mentoring should be delivered in a physical environment**

These programmes will be delivered in line with COVID restrictions in place at the time.

**Make your Business More Efficient**

**Examine how you run your business and identify improvements within your business which will lead to increased efficiency and competitiveness**

**LEAN Starter Programme**

**This programme will be aimed at:**

Kilkenny based owner/managers of small/medium sized businesses (up to 50 employees), at any stage of their business growth journey who are interested in; learning more about LEAN practices within their businesses; want to learn how to improve their business processes and are interested in becoming more competitive and efficient within their businesses existing capacity and capability.

It is likely the participant will not have completed a LEAN programme prior to this programme and may come from any business sector. This programme will be developed to deliver an immediate impact on businesses efficiencies and competitiveness.

The process will include addressing the fundamentals of lean practices, how to bring about change, understanding the value of digitalisation as a LEAN process, benchmarking, competitiveness, case studies and supports around sustainability and lean improvements in business.

**Objectives of the programme:**

* Help the participant to understand:
  + How their business is performing and benchmarking
  + Fundamental LEAN principles
  + How to manage change
  + Digitalisation as a LEAN process
  + The value of LEAN principles to their customers
* Identification and completion of a LEAN project within the business to implement one improvement to show the value of the LEAN approach. This project should focus on one process identified to implement a continuous improvement that leads to increased efficiency in the business.

**Duration and Delivery**

This programme will be delivered through:

* 4 \* 2 Hour workshops
* 2\* Days one to one Business specific LEAN mentoring focused on one project (Please take account that the maximum daily mentoring rate available under the LEAN programme is €900)
* Quotations should be based on the assumption of 8 participants on the programme

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person. It is expected the majority of the mentoring should be delivered in a physical environment**

These programmes will be delivered in line with COVID restrictions in place at the time.

**DIGITIALISATION PROGRAMMES SPECIFICATIONS**

**Developing your Online Presence**

**This programme will be aimed at:**

Kilkenny based owner/managers or senior level management who have little or no current online presence to develop and implement a measurable digital strategy. This programme will aim to develop skills in targeted content creation, content distribution, engagement, optimisation and ensuring that the overall digital marketing strategy meets with the overall business objectives.

**Objectives of the programme:**

* Assist the participant to understand and develop an effective digital marketing strategy
* Challenge owner/managers or senior level management to link their digital

communication with their business strategy

* To effectively measure digital campaigns in order to meet core business objectives
* Identification of further interventions and supports that the owner manager can avail of to further enhance the business

**Duration and Delivery**

This programme will be delivered through:

* 6 \* 2.5 Hour workshops
* 2 \* 1.5 hour mentoring intermittently throughout the programme (Please take account that the maximum hourly mentoring rate available is €58)
* Quotations should be based on the assumption of 10 participants on the programme

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person. It is expected the majority of the mentoring should be delivered in a physical environment**

These programmes will be delivered in line with COVID restrictions in place at the time.

**Enhancing your Online Presence**

**This programme will be aimed at:**

Kilkenny based owner/managers or senior level management who are seeking to improve and implement a measurable digital strategy. This programme will aim to improve skills in targeted content creation, content distribution, engagement, optimisation and ensuring that the overall digital marketing strategy meets with the overall business objectives.

**Objectives of the programme:**

* Assist the participant to understand and develop an effective digital marketing strategy
* Challenge owner/managers or senior level management to maximise the user experience and engage audiences
* The importance of data, in terms of analysis and measurement but also protection
* To effectively measure digital campaigns in order to meet core business objectives
* Identification of further interventions and supports that the owner/manager can avail of to further enhance the business

**Duration and Delivery**

This programme will be delivered through:

* 4 \* 2.5 Hour workshops
* 2 \* 1.5 hour mentoring intermittently throughout the programme (Please take account that the maximum hourly mentoring rate available is €58)
* Quotations should be based on the assumption of 10 participants on the programme

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person. It is expected the majority of the mentoring should be delivered in a physical environment**

These programmes will be delivered in line with COVID restrictions in place at the time.

**Enhanced the Customer Experience with a digital approach**

**This programme will be aimed at:**

Kilkenny based owner/managers or senior level management who have an existing online presence and ecommerce facility – not just specifically retailers, but many B2B, wholesale and virtual businesses which are using ecommerce channels. The customer experiences should consist of the following: easy, secure and fast. Thus, the importance of having the correct technologies, platforms and strategies in place is critical to ensure success. Owner/managers need to be able to looking at how to use digitalisation in modern market channels to optimise touchpoints. The business must be easy to find in the first instance, the customer needs to understand what the business is offering and what to buy it. The aim of this programme to develop the skills-set to use most effective technologies, tactics and targets and to track the performance and measure results.

**Objectives of the programme:**

* Assist the participant to understand the customer touch points, their experience and their overall customer lifecycle
* Challenge owner/managers or senior level management to link their digital marketing strategy, sales strategy and client service to the customer experience and perception
* How to deal with channel conflict - Customers’ expectations differ between the various digitalised touchpoints and owner/managers must be aware of these in order to develop a modern omni-channel marketing.
* To effectively measure enhanced changes to evaluate if they meet core business objectives
* Identification of further interventions and supports that the owner manager can avail of to further enhance the business

**Duration and Delivery**

This programme will be delivered through:

* 4 \* 2.5 Hour workshops
* 2 \* 1.5 hour mentoring intermittently throughout the programme (Please take account that the maximum hourly mentoring rate available is €58)
* Quotations should be based on the assumption of 10 participants on the programme

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person. It is expected the majority of the mentoring should be delivered in a physical environment**

These programmes will be delivered in line with COVID restrictions in place at the time.

**Digital Tools: Future proofing your business**

Aimed at providing Kilkenny based owner/managers or senior level management with an understanding of how to re-evaluate their current operations in terms of possibilities available by implementing digitalisation and digital transformation into everyday business processes to ensure growth and sustainability for the future.

The programme should provide participants with a better understanding of how new technologies such as; Artificial Intelligence, Blockchain and Cybersecurity amongst others and how they can facilitate business development and growth. Small businesses must embrace their digital transformation to drive productivity, maximise resources, change business models, support process and product innovation. The adoption of E-business technology such as supply chain management, customer relationship management, traceability etc. are all important factors.

**Objectives of the programme:**

* To understand how adopting new processes, products and business models within their businesses may lead to improved competitiveness within the business.

The programme will be a series of short workshops (1.5 hour) on digitalisation topics for business during 2022 with relevant case studies. Participants may attend one or all of the workshops as they see suitable for their business.

The process will include each workshop providing:

* Interesting and relevant information on a specific digitialisation matter
* Looking at traditional organisational business models and adapting towards a digitalisation model for the future
* Investigating what can be transformed by the implementation of a digitalisation business strategy
* Providing practical action steps the business can take away and case studies
* Providing relevant information on support programmes to support businesses in these actions such as Lean for Micro, Digitisation Voucher, Innovation Vouchers, Agile Funding

Sample suggestion topics (for example purposes only)

|  |
| --- |
| Supply Chain Management – How effective and efficient is yours |
| Customer Relation Management – Is there a Return on Investment? |
| Improve Cyber Security and Data Protection |
| Cloud Computing Software – Accounts, Ecommerce Platforms, etc. |
| Online marketplaces e.g. Amazon where to start? |
| GDPR and Data transfer to or through the UK |

**Duration and Delivery**

This programme will be delivered through:

* 1.5 Hour online workshops -pricing should be **per workshop**
* The Local Enterprise Office Kilkenny reserves the right to appoint different providers to deliver the workshops on the basis of their expertise/content on the topic etc.
* Programme delivery/hosting platform will be the responsibility of the provider not the LEO

**MARKET DEVELOPMENT PROGRAMMES SPECIFICATIONS**

**Virtual Selling Masterclass**

**This programme will be aimed at:**

This programme is for small business owner/managers who want to adapt their traditional sales model to account for the virtual selling environment, whether it is for the first time or for those who want to enhance their virtual selling expertise. It will be delivered in two \* 2-hour workshops accompanied by a one to one mentoring session specific to the business needs.

**Objectives of the programme:**

* To consider the challenges presented by the current trading environment to the traditional sales model
* To look at how to sell products or services in the virtual environment
* To learn how to structure virtual meetings and presentations
* To learn how to show your business virtually
* How to identify and approach the virtual trade fair

**Duration and Delivery**

The programme will run

* 2 short virtual workshops
* One to-one mentoring, specific to the client business and will be flexible to meet their needs.

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person.**

It is essential that the mentoring provided, adapts to the required needs of the business, therefore an expectation is complete mentoring individually with them on a 1 to 1 basis to meet their needs and expectations specific to their own business. **It is expected the majority of the mentoring should be delivered in a physical environment.**

These programmes will be delivered in line with COVID restrictions in place at the time

**Begin to Export**

This programme will be developed to deliver an immediate impact on businesses to access new markets and start exporting. The process will include, addressing the main issues for businesses at entering new markets, conducting a strategic analysis of each participant business, developing an exporter strategy for their business’ future and assisting them with identifying and entering into a new market.

**Objectives of the programme:**

* Define entering into new markets and the skills required
* Determine if the business is ready to enter a new market
* Market Sizing and Market Segmentation of the potential new market
* Customer Definition for the potential market
* Competitor Analysis, Route to Market into the new market
* Pricing and sales strategy
* Assist businesses with entering into the New Market

**Duration and Delivery**

This programme will be delivered through:

* A mix of short workshop-based learning and
* One to one business specific mentoring sessions with a heavy focus on the one to one business specific and actual market identification aspect.

It is anticipated there will be 5 participants on this programme and pricing should be based on this number.

**Please provide clear pricing around flexible delivery options for the workshops i.e. virtually and in person.**

It is essential that the mentoring provided adapts to the required needs of the business, therefore an expectation is to complete mentoring individually with them on a 1 to 1 basis to meet their needs and expectations specific to their own business. **It is expected the majority of the mentoring should be delivered in a physical environment**

These programmes will be delivered in line with COVID restrictions in place at the time

**GREEN WORKSHOP SEMINARS**

**This programme will be aimed at:**

Kilkenny based owner/managers of small/medium sized businesses (up to 50 employees), at any stage of their business journey who are interested in learning more about topical green and sustainability issues and how they may affect practices within their businesses.

Participants may also wish to understand how addressing sustainability and green issues within their businesses may lead to improved competitiveness within the business.

This programme will be developed to deliver an immediate impact on businesses efficiencies and competitiveness.

Individual seminars (1 hour) on topical green matter for business during 2022.

Participants may attend one or all of the workshops as they see suitable for their business.

**The process will include each workshop:**

* Providing interesting and relevant information on a specific green matter
* Identifying the specific effect of this issue within the small business environment
* Providing practical action steps that the business can take away and case studies
* Providing relevant information on support programmes to support businesses in these actions such as Green for Micro and LEAN.

Sample suggestion topics (for example purposes only)

|  |
| --- |
| Sustainability Management - Ready for a Green Future? |
| Waste Reduction, Recycling and Management - the Cost Savings? |
| Increasing usage of local supply chain - Opportunities for sub-supply |
| Avoiding or reducing single use packaging materials. |
| Innovative service delivery/Digitalising |
| Funding/Supports and Case Studies |
| The green business opportunity – the businesses of the future |
| Transports costs and what the future looks like for your distribution networks |
| Maximising the energy, you are creating in your business already - harnessing the existing resource in the business |
| **Please note the Local Enterprise Office is open to other suggestions** |

**Duration and Delivery**

This programme will be delivered through:

* 1 Hour workshops with case studies
* Delivery will be online
* Programme delivery/hosting platform will be the responsibility of the provider not the LEO

These programmes will be delivered in line with COVID restrictions in place at the time.

**EU Work-life Balance Information Seminar**

The European Union has provided a series of legislative acts to come into effect from 2nd August 2022 creating minimum rights for EU citizens to combine work with family responsibilities.

Remote working is one example of a far broader range of flexible working arrangements, including part-time, flexi-work, annualised hours and compressed hour arrangements. These types of arrangements are included in both of the UK’s flexible working legislation.

The Work-life Balance Directive requires member states to ensure that certain workers have the right to request “flexible working arrangements” which are defined to include not only remote working, but also working schedules and working hours (e.g. including part-time, flexi-work, annualised hours). Ireland will be required to implement same by no later than August 2022.

**The Objectives of the Information Seminar:**

* Awareness of the impending legislation in relation to the EU Work Life Balance Directive
* Knowledge of their responsibilities under the Work-life Balance Directive not just with regard to Employment Law but also with respect to Health and Safety and Taxation
* Identification of further interventions and supports that the owner manager can avail of

**Duration and Delivery**

This programme will be delivered through:

* 1 \* 1.5 Hour workshop
* Delivery will be online
* Programme delivery/hosting platform will be the responsibility of the provider not the LEO

These programmes will be delivered in line with COVID restrictions in place at the time.