



Small Business Friendly Projects

An initiative of the Small Business
Development Corporation

Supporting small business during works projects

A guide for local governments



Small Business
Development Corporation

133 140
smallbusiness.wa.gov.au

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The Small Business Development Corporation SBDC is a Western Australian Government agency that has been delivering relevant, practical support to small business since 1984. Our primary role is to offer free, confidential advice and guidance to small business owners. We also work with all levels of government to improve their interactions with the small business sector.

The Small Business Development Corporation would like to acknowledge Melbourne Water, for giving permission to adapt its checklists for use in this guide.

Note: The information in this guide is not a substitute for legal advice.

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Thanks for your support

While the Small Business Development Corporation (SBDC) lives and breathes small business, we appreciate that the sector is not generally top of mind for local government authorities tasked with building or maintaining major infrastructure.

The effect of public works on small businesses is well documented by international research, with impacts including a decline in customers, a decrease in turnover (and profitability), temporary loss of access to water and power, and disruption in sending and receiving goods.

We also understand the challenges faced by your authority in completing projects and meeting deadlines, particularly if complaints from small businesses owners are being highlighted in the media. Reputational damage, plus the drain on resources associated with managing complaints are issues to be avoided.

Small business stakeholders usually have different concerns to residents and other non-business stakeholders, so therefore require a specific engagement strategy. Drawing on more than 30 years of experience of the small business sector, we have developed this guide to help your agency be 'small business friendly' when undertaking works projects. The guide provides help to develop your engagement strategy, including tips on how and when to engage with businesses, ways to mitigate complaints, and checklists for project staff to use during discussions with business owners.

Accompanying this guide we have also developed *Preparing for local construction works – a guide for small business owners*. This document focuses on how small business owners can best prepare themselves for potential disruption caused by local infrastructure projects. We trust you'll find them both of benefit to your organisation.

On behalf of my team who worked on this project, I'd like to acknowledge the valuable feedback from METRONET, Water Corporation and Main Roads which informed the development of these guides.

Thank you for choosing to be small business friendly when developing your next project.



A handwritten signature in black ink, appearing to read 'D. Eaton'.

David Eaton

Small Business Commissioner
Chief Executive Officer
Small Business Development Corporation

Why should local government care?

About small business

The small business sector in Western Australia operates across many industries and accounts for around 97 per cent of all businesses. It employs almost 40 per cent of the private sector workforce and contributes substantially to the WA economy. Small businesses also enhance the amenities in their local areas by providing services to residents and encouraging activity in the neighbourhood.

What does a small business look like?

Small businesses are many and varied. They include obvious examples like your local café, restaurant and newsagent, plus many franchised stores are also small businesses, such as pizza stores and small supermarkets.

Many small businesses operate from home, and are therefore less visible than those with store fronts. Popular home-based businesses include hairdressers, bookkeepers, family day care and consultants. Similarly, small business owners with mobile businesses often operate from home and so may be affected if access to their property is restricted. This could include electricians, plumbers, painters and other trades.

Small business is everywhere:

- Café
- Franchised pizza store
- Small supermarket
- Home-based business
- Mobile tradesperson



224,000+
small businesses
in WA



75%
based
in Perth

A business employing up to 20 people is considered 'small'.

Why should local government care?

How does local government benefit by minimising their impact on small business?

Given the importance of small businesses to the economy and community, there is an incentive for local governments to ensure the survival of businesses during the construction or maintenance of infrastructure projects.

Being small business friendly during works projects brings benefits for the local government responsible, as well as the small businesses affected. A proactive approach to minimising the impact of construction work on small businesses will boost the local government's reputation within the community. Those that do engage with affected small businesses and clearly communicate their strategy will benefit by:

- reducing negative media attention and reputational damage
- preventing issues developing in the later stages of the project
- reducing complaints from businesses affected during the construction phase of the project
- mitigating claims for compensation.

Existing businesses are important and should be supported because they:

- contribute to community safety and crime reduction
- bring life, activity and vitality to an area
- provide people with local places to meet
- increase property values
- provide important services to residents and visitors
- pay rates and fees to the local government.

It should also be noted that landlords (including local governments) could incur costs if they need to find new tenants to replace those who leave as a result of disruption caused by the works.

A proactive approach to small business engagement will help:

- **minimise the risk of project delays and misinformation among stakeholders**
- **create positive relationships**
- **build a positive reputation for your authority within the community**
- **reduce the likelihood of complaints or disputes**

How are businesses affected by construction projects?

Small businesses rely heavily on regular cash flow to operate. Disruption to cash flow can severely affect the viability of a small business and may lead to business failure. When construction is underway, customers may be put off visiting the businesses in that area due to:

- dust, noise and vibrations
- restricted access due to road or footpath closures
- reduction in parking space
- interruptions to public transport
- loss of visibility due to hoardings or construction vehicles.

Fewer customers means a reduction in revenue. Research has shown that a decrease in customer numbers during the construction phase can continue long after the project is complete. This is due to permanent behavioural shifts within a community as people find new businesses to frequent.

Other impacts experienced by small businesses in construction zones include:

- logistical issues, such as disruptions to their supply deliveries
- disruption to their ability to make deliveries
- loss of utilities, such as water, gas and electricity
- loss of staff access and parking
- internet and phone interruptions.

Small businesses in an area being redeveloped are often reassured that they will reap financial benefits once the work is complete. Promises of higher profits and business growth from increased customer numbers sound wonderful. However, businesses will only reap the post-development benefits if they manage to survive the construction phase.

Loss of profits during the construction phase may make survival for these businesses tenuous.

What does being 'small business friendly' mean?

Being small business friendly (SBF) during works projects means:

- ensuring best practice engagement with small business stakeholders
- having an engagement strategy focusing on small businesses stakeholders
- embedding small business considerations in the initial plans and business case
- minimising the disruption to small businesses during the construction phase
- ensuring that head contractors and subcontractors undertaking the construction also engage with affected small businesses.

A SBF project has a clear strategy on how your authority intends to:

- engage with small business owners
- assess the potential impact on businesses
- develop and implement ways to minimise these impacts.

Use this guide to develop a small business engagement strategy for your project.

Your strategy should include:

A small business engagement plan

A small business engagement plan guides communication with small business stakeholders affected by your project. A robust plan will ensure that information is gathered about each individual business to enhance your project team's understanding of how the works will impact on that business. This involves developing communication plans and tools, as well as deciding on communication methods and timelines.

An assessment of the potential impact of your project

The impact of construction may vary between businesses. Your project team should assess the potential impacts of the construction phase of the works on businesses in the area overall, and at an individual level.

For example, if construction work commences at 7am, a coffee shop may experience a greater decrease in customer numbers than a clothing store (particularly if the latter's peak trading time is at weekends when there is no construction).

Undertaking an impact assessment involves gathering information about the area and individual small businesses in order to identify potential 'pain points' for each one.

A construction management plan (CMP)

The plan should include measures to counteract the negative effects of construction projects.

Each project and each potentially impacted small business needs their own CMP. It should be based on the findings of the construction impact assessment of the specific business. Your project team should assess which construction management options would be suitable for their projects, based on the type of construction, the area under construction and the particular businesses in the area.

Not all construction management options will require funding. For example, a no-cost option could be amending construction schedules to avoid disrupting peak trading times.


Phases of a project

Most projects fall into three distinct phases.

1. **Planning/pre-construction**
2. **Construction**
3. **Completion**

It is during phase one (planning and pre-construction) that your project team should be developing the SBF strategy.

Valuable tools to help your project team to develop the strategy are included in this guide. Interactive PDF versions of these tools are available to download from smallbusiness.wa.gov.au/SBFP

Look for the  symbol indicating which tools to use.

Phase 1 – Project planning/pre-construction

This phase is the period before the project starts, when the budget, timelines and project documents are being developed. Considering how the project could impact on small businesses at this stage is important, and may reduce potential conflicts further into the project.

If the project business plan is yet to be developed, it would be a good opportunity to build funding for the SBF strategy and CMP into the budget. Ideally, small business engagement should be built into the tender documentation to ensure it is budgeted for and evaluated as a key performance indicator.

During this phase you should undertake the following steps to develop your SBF strategy:

1. Establish a communications and engagement team

Depending on the size and complexity of the project, you may require a dedicated community engagement team. The team will probably be responsible for overall stakeholder management (including the general public and residents), however they should also consider the needs of small businesses in and around the construction zone.

At this stage, it is important to consider:

- Whether you have the skills in-house to undertake robust stakeholder engagement or need to recruit external staff.
- If there is already a team in place with the relevant skills, it may help to map out what skills are needed, the skills your staff have and identify training required to fill the gaps.
- How much funding is needed to recruit new staff, or up-skill existing staff?

2. Undertake an assessment of the area

The purpose of this step is to gather information about the local area and its businesses. The project team should visit the area to identify if any businesses will be impacted by the construction. In addition to walking around the area and noting businesses, it is important to also look for the less visible businesses, such as those that are home-based or mobile. They could also be impacted if access to their home was restricted.



Use **tools 1.a and 2**

Look out for less visible home-based businesses.

Phases of a project

3. Meet with other people in your organisation

Meet with other people within your organisation, such as economic development officers, planning officers, and parking inspectors. They may be able to provide valuable insight to assist you in developing your SBF strategy.



Use **tools 1.b**

4. Establish a relationship with external project partners

If the project is a joint venture with state government or private developers, arrange a meeting to discuss their approach to the project. Having this discussion during the planning phase may assist the parties to develop a more cohesive approach to small business engagement throughout the life of the project.

5. Plan the communication

i. Determine target audiences

- Are any of the businesses owned by people from culturally and linguistically diverse backgrounds? Will they require tailored communication?
- Which businesses should be targeted? Consider location, type of business eg. for profit, non-residential. Draw on data from the Australian Business Register (abr.gov.au).

ii. Develop key messages

- What are the key messages you want to give each audience group about the project? For example, the completed project will result in a significantly revitalised area for businesses and residents.
- What information will be given to businesses? Consider what they need to know to prepare for the realities of the construction phase.
- Outline the project's objectives, timelines and non-negotiables (eg. no compensation will be available for any loss of business).
- Create a key messages document covering why the project is being undertaken, what will be happening and in what timeframe etc. Having a single document will ensure the whole project team stays 'on message'.

iii. Create key stakeholder lists

These may include:

- Staff within your organisation; such as economic development officers, and parking inspectors.
- Business associations, chambers of commerce and other business support services that may:
 - have relationships with local businesses your team could leverage
 - provide opportunities to get involved with special events
 - offer insights into the area and local businesses.
- MPs; they may have relationships with local businesses and are the people likely to receive complaints about the project. If they are informed of the communication and engagement plan early on, they may be able to help resolve issues with businesses before they escalate.

Phases of a project

- local media; to promote the project and businesses in the area, particularly during the period of disruption.

iv. Decide on communication channels

- How will the messages be distributed?
- Communication channels could include individual briefings, phone calls, case management, mentoring, workshop groups, surveys, town hall information sessions, email alerts, phone, face-to-face meetings, advertising in local media and newsletters.

v. Consider communication timelines

- Businesses will need sufficient time to prepare for the construction phase, so take this into account when developing communication timelines.

Consider linking traders and encourage them to join or create an association. The association can then become the single point of contact with the project team in relation to complaints and issues.

6. Build key performance indicators (KPIs) into head contracts

A good relationship between the project team and small businesses in the construction zone can be destroyed by poor communication and a lack of engagement by contractors. For example, if contractors undertaking the work fail to engage with the small businesses during the construction work and as a consequence disrupt business, this could impact on the reputation of the whole project team.

One way to avoid issues caused by contractors is to build stakeholder engagement into the head contract as a KPI. The tender documents should include a draft engagement plan in their bid. For example, the head contractor must provide small businesses with the name and telephone number of a team member who can resolve issues as they arise. If a large number of construction workers are expected on site, the head contractor should develop a traffic management and parking plan.

7. Develop a construction management plan

A CMP is a suite of options to assist individual businesses impacted by the project. This early stage of the project is a good time to develop your CMP, bearing in mind the available budget and which are the most appropriate strategies for each business. It pays to research similar projects for insight into the kind of strategies used and success rates. Tool 4 contains a list of options for the project team to consider when developing the CMP. While they won't all be suitable for every project, it may help to kick-start a discussion about which is appropriate. The project team should assess the suitability of options of each strategy in terms of costs, benefits and risks.



Use **tool 3** – things to consider when developing your CMP

Use **tool 4** – strategy ideas to include in your CMP

Phases of a project

8. Establish an issues register

An issues register is used to record issues raised by stakeholders with your project team. The project team should consider:

- how this will be used
- who will be responsible for maintaining and actioning it
- how issues will be communicated to the project lead
- how issues will be dealt with
- how decisions and information about issues will be communicated with the business and the public.

9. Develop a complaint and dispute resolution process

To ensure complaints are handled swiftly and consistently, it is important the project team formalises a dispute resolution process before the project starts. There should also be a formal process in place to handle issues that can't be resolved quickly and could escalate into a dispute.

We offer a dispute resolution service to resolve business-to-business and business-to-government disputes. Visit smallbusiness.wa.gov.au/DRS

10. Consider evaluation outcomes and tools

At this stage, it will be useful for your project team to consider how it plans to measure the effectiveness of its work and of any CMP strategies used.

The success of the CMP strategies could be determined by a range of measurable outcomes, including the number of complaints diverted from formal dispute resolution processes or the number of businesses still operating at the end of the construction period.

11. Assess individual businesses in the area

Before construction starts, your project team needs to engage with small businesses in the construction zone. Building a relationship before work starts will help minimise conflict with affected small business owners later in the project. It will also reassure them that their concerns have been heard by the team.

The project team should conduct site visits to businesses, including any that are home-based, to gather information.



Use **tool 5** - questions to guide the team during their first site visit and ensure relevant information is collected.



Use **tool 6** - undertaking an independent assessment, not to be done in conjunction with the business owner.

Phases of a project

12. Start communication with businesses

Distributing a letter to businesses in the area before starting site visits will provide the owners/managers with advanced notice of the works. This could also be done through a local business association.

After this, the project team may wish to visit each small business to:

- distribute a copy of our flier *Preparing for construction works in your area* advising business owners of our services and availability of our guide *Preparing for local construction works - a guide for small business owners*
- provide contact details of the project's engagement officer
- hand out your own brochure or information leaflet (with predetermined key messages)
- communicate timelines and dispute resolution methods
- discuss possible options to mitigate impacts on their business.

13. Plan the construction timeline

If possible take into account any special events or festivals in the area, and work around key periods for businesses, such as delivery times. Consideration should be given to peak trading times (eg. Christmas) as well as information collected (using tool 5) on peak times for individual businesses.

Phase 2 – Construction

This is likely to be the most disruptive phase for small businesses. The contractors undertaking the work will be more visible as they will be on site daily. It is therefore important for the project team to keep in touch with affected small businesses, as well as monitoring the contractors' compliance with their own engagement plan (as submitted with the tender bid).

Regular monitoring of the situation (through ad-hoc contact with businesses and contractors, or regular stakeholder meetings) will ensure small issues don't escalate into major problems.

It is recommended that during the construction phase, your project team:

- maintains regular contact with small businesses
- seeks feedback from business owners and contractors on any issues arising in relation to the daily operation of the construction work, particularly those that may escalate
- continues to monitor impacts of construction by keeping track of issues raised directly by small businesses or through the head contractor
- revisits the impact assessment report and updates it as necessary
- regularly updates and acts on the issues register
- revises the construction management strategies in place
- assesses the effectiveness of any support/management strategies implemented
- monitors the use of dispute resolution processes
- monitors the number of small business complaints made to the project team or head contractor
- revisits the information collected in tool 5 regarding peak trading times for the affected businesses.

Phases of a project

Phase 3 – Project completion

It may take a while before trading returns to pre-construction levels for the businesses affected. Customers may be slow to return to the area, even after the construction has been completed.

It is important that your project team checks in with businesses and revisits the CMP strategies. There may be a need to continue with some of the CMP strategies, such as promotions or advertising to attract customers back to the area. The project team could also consider surveying local businesses to explore which aspects of your strategy worked well and which could be improved in future.

It's good practice for the project team to reflect on lessons learnt and evaluate the success of the CMP strategies used. The outcomes could be used to build an overarching strategy for future projects, and shared with other local governments, and the SBDC.

Some suggested evaluation measures include:

Timeliness

- Was the information disseminated in a timely fashion?
- Were queries responded to within the agreed timelines?

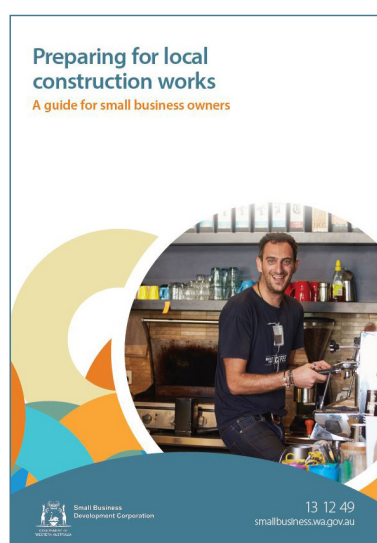
Relationships

- Did the project team establish productive relationships with key stakeholders?
- During the course of the project did these relationships get better or worse?
- Did the project team do what they promised to?

Overall outcomes

- How many businesses are still operating post construction?
- Did any businesses close as a result of the project?
- How many complaints did the project team receive?
- Were there any unexpected delays with the project?
- Did the project team address complaints in a timely and effective way (bearing in mind any constraints)?

Avoid potential issues by distributing the SBDC's guide for small business owners *Preparing for local construction works* to businesses in the affected area. Download copies from smallbusiness.gov.au (under Templates, guides and tools) or ask us for supplies of a flier encouraging small business owners to download their own copy.



Tools for the project planning/pre-construction phase



TOOL 1.a

Assessment of overall area	
Name of suburb(s)	
Streets directly and indirectly impacted.	
Will the project impact on traffic flow to the area?	
Are there pre-existing traffic issues in the area?	
Will the project impact on parking?	
Will the project impact on pedestrian access to the area?	
Will the project impact on public transport to the area?	
Will there be any permanent changes to access as a result of the project, including changed road access/layout?	
How will permanent access changes impact businesses?	
Are there any home-based businesses in the area which may be less visible?	

Tools for the project planning/pre-construction phase



TOOL 1.b

Questions for your organisation

Contact details of relevant members of your team involved in the project eg. the economic development officer, community and engagement officer, traffic manager, environmental officer	
Details of significant events occurring in the area during construction phase eg. night markets, street festivals, roadworks	
Does your organisation offer any support to local businesses? eg. advisory services	
Is your organisation willing to waive fees for affected businesses? eg. alfresco dining fees, rates	
Is your organisation willing to relax parking laws? eg. increasing parking time limits, reducing parking fees	
Is your organisation willing to relax signage laws? eg. allowing businesses to put out extra signs to redirect customers	
Are there any other works being carried out in the area such as utility infrastructure upgrades? If so, find out the contact details of the appropriate person in that company.	
Does your project involve state government or private developers? If so, are they willing to collaborate in regards to special events? Are they willing to contribute financially to your project's construction mitigation strategy?	
Assess the businesses located in the works zone. Who is a potential advocate and who could be an agitator?	

Tools for the project planning/pre-construction phase



TOOL 2

Overview of small businesses in the area

Project name:

Loss of amenity	Y/N	Construction impacts	Y/N	Logistics impacts	Y/N
Noise, dust, vibration		Construction longer than one month		Limiting truck and freight movements through the area	
Significant intrusion eg. large trench along road		Disruption to services or scheduled utility maintenance		Problems with supplying stock or loss of perishable stock that can no longer be sold	
Heavy machinery on-site during the day		Restrictions to foot traffic		Supply chain impacts on other businesses	
Heavy machinery stored on-site		Impacts on road network		Changes to taxi access through area and drop-off points	
Loss of parking		Road/lane closures		Changes to access for disability/aged transport providers	
Loss of access		Permit breaches eg. blocking fire exits or disabled access		Changes to public transport schedules or access to the area	
Loss of footpath/nature strip				Relocation of bus/train/taxi rank	
Visual noise eg. signage, site office, fenced off areas, large number of workers				Impacts on small businesses not located in the area but affected by changes to traffic flow	

Notes:

Tools for the project planning/pre-construction phase



TOOL 3

Things to consider when developing your construction management plan (CMP)

Will the CMP be funded in the project budget?	
If it will be funded, at what level?	
If it's not funded, are there opportunities to undertake no cost strategies? eg. offering business advice from the SBDC, amending construction schedules to avoid peak times	
Will a CMP be a KPI in the head contract?	
How many businesses will be affected? This will determine the types of strategies the project can afford to implement	
Which businesses will be eligible for the CMP? eg. all small businesses within a 2km radius of the construction area	
How will the project team evaluate the success of each strategy?	
Which strategies will suit your project and the affected businesses?	
Will the project partners (eg. local government or private developers) collaborate in implementing and funding a CMP?	
Conduct research into similar projects using CMP	

Tools for the project planning/pre-construction phase



TOOL 4

Strategy ideas to include in your construction management plan (CMP)

Category: MONETARY

Strategy	Pros	Cons	Estimated cost (number of businesses that it would apply to and cost estimate)	Agreed outcome (activities agreed on by the project team and their scope)
<p>Matched advertising Create an advertising fund that is used to promote the local area to potential customers and visitors. The project team could match the amount of money contributed by local businesses to the fund.</p>				
<p>Loan programs Provide low interest loans to help with cash flow during construction.</p>				
<p>Grants For example, subsidising the discounts offered by businesses; providing grants for businesses to develop advertising or communication plans to increase foot traffic; grants for improvements to business premises.</p>				
<p>Waiving or reducing fees or charges For example, waiving alfresco dining fees during the construction period.</p>				

Tools for the project planning/pre-construction phase



TOOL 4

Strategy ideas to include in your CMP cont.

Category: AREA AND BUSINESS PROMOTION

Strategy	Pros	Cons	Estimated cost (number of businesses that it would apply to and cost estimate)	Agreed outcome (activities agreed on by the project team and their scope)
<p>Advertising</p> <p>For example, promoting the business through TV or radio advertising; posters on buses; developing strategies to engage with media; destination marketing; creating a dedicated website profiling businesses in the area; Facebook pages.</p>				
<p>Competitions for visitors</p> <p>To encourage people to visit the area and spend money, eg. entering visitors into a raffle, hiding an object in the area and awarding a prize to the person who finds it.</p>				
<p>Merchandise</p> <p>Create maps to show visitors how to access the area and the location of businesses; providing a coupon book promoting discounts for businesses in the area.</p>				
<p>Events</p> <p>Organise special events to attract people to the area, eg. walking tours of businesses for social media influencers to promote on their accounts, art installations, celebration parties, markets.</p>				

Tools for the project planning/pre-construction phase



TOOL 4

Strategy ideas to include in your CMP cont.

Category: IMPROVING ACCESS TO THE AREA AND BUSINESSES

Strategy	Pros	Cons	Estimated cost (number of businesses that it would apply to and cost estimate)	Agreed outcome (activities agreed on by the project team and their scope)
Signage Provide free 'open for business' and parking signs, signs pointing people to alternative routes to get to businesses.				
Parking Provide alternative parking, make parking free, minimise the effect on parking areas in the construction phase.				
Transport Provide free public transport to the area.				
Visual improvement Use temporary artwork to cover fences, include images of what the area will eventually look like, use local artists to make the area more attractive.				

Tools for the project planning/pre-construction phase



TOOL 4

Strategy ideas to include in your CMP cont.

Category: BUSINESS EDUCATION

Strategy	Pros	Cons	Estimated cost (number of businesses that it would apply to and cost estimate)	Agreed outcome (activities agreed on by the project team and their scope)
<p>Printed materials Create construction survival guides, information packs, toolkits for social media, communication strategies and advertising ideas for businesses to use.</p>				
<p>Advisory Offer seminars or advisory appointments on how to maximise business opportunities around major events to counter shifts in foot traffic and future proof the business, including low cost marketing strategies, how to keep customers coming, improving business efficiency and practices. The SBDC offers a free business advisory service. W: smallbusiness.wa.gov.au T: 133 140</p>				

Tools for the project planning/pre-construction phase



TOOL 4

Strategy ideas to include in your CMP cont.

Category: OTHER

Strategy	Pros	Cons	Estimated cost (number of businesses that it would apply to and cost estimate)	Agreed outcome (activities agreed on by the project team and their scope)
<p>Free counselling and advice Offer free support by phone for businesses affected by construction work.</p>				
<p>Procurement Support businesses by buying from them during the project, eg. catering for staff events, displaying menus and promotional materials from local business in the break room of site workers.</p> <p>Before construction starts, the project team could invite businesses to a forum and provide information on what kind of goods and services the project team will be purchasing throughout the project. Businesses could register their interest and if suitable, be invited to tender for those contracts.</p>				

Tools for the project planning/pre-construction phase



TOOL 5

Focus on individual small businesses

Note for project team:

- This checklist is to be completed during the site visit, in conjunction with the small business owner/representative.
- Hand out the SBDC flier *Preparing for construction works in your area*. (You could also include tip sheets, mental health resources, templates for tracking their profit etc. Contact the SBDC for more information.)
- The completed checklist is used to build an information profile on each individual small business.

Business name: _____

Type of business: _____

Main contact (specify – owner or manager): _____

Telephone number: _____

Email address: _____

Street address: _____

Postal address: _____

General

Opening hours	
Who is the best person to communicate with at the business? eg. manager/owner	
Who owns the premises?	
Preferred method of communication for project updates	
Main source of income eg. products sold, online sales, services provided	
<p>Discuss their relationship with the landlord</p> <ul style="list-style-type: none"> • Is it good? Would they be able to negotiate a rent reduction if business dropped off during the construction period? • Would the landlord be open to discuss changing the lease agreement eg. moving to an alternative use? Contact the SBDC's commercial tenancy team for free help with these issues. <p>W: smallbusiness.wa.gov.au T: 133 140</p>	

Tools for the project planning/pre-construction phase



TOOL 5

Focus on individual small businesses cont.

Operations

Number of staff employed	
Is it possible for the business to close down temporarily during construction or could staff take leave? eg. does the construction coincide with a slow trade period or staff leave?	
Any upcoming or special events happening? eg. business promotion day	
Customer demographic information	
Typical customer visits per day	
Delivery times	
Delivery types (wet, dry, perishables etc.)	
Truck sizes	
Peak busy times <ul style="list-style-type: none"> • during the day • during the week • during the year 	
Low peak times of operation <ul style="list-style-type: none"> • during the day • during the week • during the year 	
Does the business use the area at the front of the premises? eg. for displays, alfresco dining	
How much notice would be required to change staff rosters?	
How much notice would be required to change trading hours?	
How much notice would be required to change stock levels and pre-arranged deliveries?	

Tools for the project planning/pre-construction phase



TOOL 5

Focus on individual small businesses cont.

Access

Any special access requirements	
Delivery access requirements	
Customer parking	
Staff parking	

Business strategy

Current marketing/communication strategy (if any)	
How do they currently engage with customers?	
Have they considered diversifying their business, eg. home delivery, online sales, catering operations?	
Would they like business advice? Refer them to the SBDC for free general business advice on dispute related issues. W: smallbusiness.wa.gov.au T: 133 140	
Other notable information	

Possible solutions for this business (from the approved project CMP)

Tools for the project planning/pre-construction phase



TOOL 6

Individual small business impact assessment report

Note for project team regarding completion of the report:

- It should be done by the project team after their site visit.
- It should not be done in the presence of the business owner as it records the team's assessment of the potential impacts on each business.

Business name: _____

Type of business: _____

Main contact (specify – owner or manager): _____

Telephone number: _____

Email address: _____

Street address: _____

Postal address: _____

Amenity and access

Likely impact from changed traffic conditions	
Any special access/parking requirements	
Changes to taxi access	
Changes to disability transport access	
Changes to public transport	
Changes to foot or road access	
Will fencing/hoarding restrict access and line of sight to business	
Noise/dust/vibration	

Tools for the project planning/pre-construction phase



TOOL 6

Individual small business impact assessment report cont.

Economic considerations

Loss of business trading expected	
Seasonal considerations required to mitigate impacts	

Logistical considerations

Restricted movements of trucks/ freight required by the business	
Impact on perishable stock or deliveries (highly relevant in areas with market type businesses)	
Any supply chain impacts	

Other

Special requirements eg. other business aspects impacted such as alfresco dining	
Other miscellaneous considerations	

Solutions from the CMP to be offered to business owner



133 140

Small Business Development Corporation

Level 2, 140 William Street PERTH WA 6000

info@smallbusiness.wa.gov.au

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