

The Queensland Small Business Commissioner's Small Business Friendly (SBF) Program brings people together to enhance the operating environment for small and family businesses to thrive.

The **Small Business Action Plan** and associated tool have been designed to help councils plan and deliver strategic, practical actions that meet their Small Business Friendly Commitment and reflect local priorities. It is structured to guide you through each step of action planning using proven analysis methods, ensuring your plan is evidence-informed and aligned with community needs. This SBAP should be:

- Clear and focused
- Practical and locally relevant
- Co-owned by internal champions across departments
- Shareable across your council and externally with stakeholders

The use of this template and the tools is optional, but we do require an annual Small Business Action Plan in a format that works for your council.

Step 1:

Complete the **Small Business Action Plan tool** (Excel Spreadsheet) that includes the following tabs:

- PESTLE analysis – to explore external factors influencing your local business landscape
- SWOT analysis – to identify internal strengths and challenges
- Stakeholder mapping – to clarify relationships and influence
- Blindspot assessment – identify areas of the SBF Commitment that may have been overlooked
- Actions and opportunities – to shortlist and prioritise practical steps, use the **SBF Actions Catalogue** for ideas.

Step 2:

Once the tool has been completed, use this information to help build the one-page Small Business Action Plan template below, which summarises your goals, priorities, engagement, and measures of success for the financial year ahead. The light grey instructional text can be deleted when complete.

By using the Small Business Action Plan, councils can demonstrate their commitment through informed planning, strategic partnerships, and meaningful action that benefits the small business community.

Issues		Value proposition	Beneficiaries	
<ul style="list-style-type: none"> Rising operational costs (energy, insurance, rents, wages, other) Soft demand and finding customers Workforce shortages and skills gaps Maintaining/increasing business confidence Digital adoption pressures and the pace of technological change Regulatory compliance and complexity Access to finance and cash flow management Localised pressures from rapid population growth and competition Risk of business disruptions and losses from potential disasters 		<p>City of Moreton Bay (CMB) will bring people together to enhance the operating environment to help small and family businesses thrive by:</p> <ul style="list-style-type: none"> Uplifting the capacity and capability of small businesses Fostering ecosystems that help small businesses thrive Promoting small businesses and vibrant economies including the benefits of 'buy local' and 'supporting local' Delivering programs and initiatives that enable small business development and success Working together across Council and industry for small business 	<ul style="list-style-type: none"> Local small and family businesses – all sectors Entrepreneurs, startups and microbusinesses Chambers of Commerce and Industry Associations Local workforce Government (at all levels) City of Moreton Bay community (inc. businesses as a whole) Visitors to City of Moreton Bay Queensland public 	
Partners	Key Business Activities		Outputs	Engagement
<ul style="list-style-type: none"> Queensland Small Business Commissioner (QSBC) Chambers of Commerce, Industry and Business Groups Department of Customer Services, Open Data and Small and Family Business (DCDSB) and other government departments and agencies University of the Sunshine Coast and TAFE Queensland Tourism and Events Moreton Bay Indigenous organisations and Traditional Custodians Industry and corporate stakeholders 	<ul style="list-style-type: none"> Deliver targeted promotional and advocacy programs that strengthen the business environment and support small business activities Bring together local industry leaders and drive stakeholder engagement and collaboration opportunities that position CMB for industry and investment success Implement internal and external economic policy leadership that positions CMB for economic success Maintain and deliver leading Queensland Small Business Friendly Council programs Deliver programs and resources that maximise Council procurement outcomes for local businesses Develop and implement initiatives that support local Aboriginal and Torres Strait Islander businesses and employment opportunities Deploy Invest Moreton Bay campaigns and programs in target national and international investment attraction and major events markets Secure investment in new development projects Progress supply chain opportunities for local industries and businesses to connect to domestic and international opportunities Support advocacy for city building projects through evidence-based business case input and development Refine and simplify administration and regulation for small business Raise the profile, promote and showcase small businesses including deliver annual business excellence awards Develop and promote place-based programs for small business Create pathways to knowledge intense employment through coordinated workforce development Deploy timely information via multiple communication channels 		<ul style="list-style-type: none"> 4,000 economic development customer service engagements >80% customer satisfaction with SBF Programs 100 investment attraction/20 tourism event leads \$85 million in new capital investment Increase value of domestic and international exports 10 stakeholder engagement and collaboration opportunities delivered involving 250 participants Increased value of local spending by Council Increased number of local indigenous businesses supported Commendation in two programs in recognition of institutional reputation Increase realisation of city building projects Increase City's innovation profile Increase number of local skills level one and two jobs Increase media reach and positive sentiment Increase economic competitiveness and productivity across the economy 	<ul style="list-style-type: none"> One-on-one business advisory support Industry-specific networking events Skills and capacity building programs Information exchange via webinars, workshops and presentations Stakeholder forums and community consultations Digital campaigns and promotional media Awards and promotional opportunities for business and industry Connect to funding including grants and other support
Resources				Communications
<ul style="list-style-type: none"> Mayor, Councillors and CEO CMB Economic Development Team (Lead) including other Council Departments Council Facilities e.g. Caboolture Business Hub Our City's Economic Strategy and Action Plan, Industry Action Plans Operational Plan and budget QSBC office and resources, including Qld Small Business Friendly Charter 				<ul style="list-style-type: none"> Moreton Business Connect e-newsletter Media releases, campaign assets and videos Targeted electronic direct mail Council's LinkedIn, Facebook and Instagram Council website – business pages and toolkit Stakeholder and partner channels Organic and paid local media In person at events Quarterly and annual reporting plus Council reports
Budget / Costs (optional)		Critical factors	Measures of success	
<p>Allocation for:</p> <ul style="list-style-type: none"> Small business programs and events Innovation and entrepreneurship programs Investment attraction and destination management Indigenous business support and RAP initiatives Event sponsorships and marketing Collaborative agreements Fee for service arrangements with best-practice providers Sustainability and disaster resilience programs <p><i>Aligned with Council's annual economic development budget</i></p>		<ul style="list-style-type: none"> Continued business stakeholder input and support Alignment with Our City's Economic Strategy 2020-2041 Mayor and Councillor support Executive leadership and team support across the organisation Delivering value to ratepayers and small business sector, demonstrated return on investment Resourcing to deliver the Small Business Friendly program – people, systems, funds Strong governance and accountability Monitoring and evaluation – effective communication and outreach Flexibility to adjust to emerging needs, threats and opportunities and respond to disaster events 	<ul style="list-style-type: none"> Number of customer service engagements through economic development programs and support services – Goal 4000 Number of local industry leader engagements and opportunities to shape economic development programs, policies and strategy – Goal 10 Number of tourism event leads identified – Goal 20 Number of investment attraction leads identified – Goal 100 Economic activity generated from sponsored major events and investment attraction outcomes – Goal \$150M+ Number of local industry leader engagements and opportunities to shape economic development programs, policies and strategy – Goal 10 Inclusive economic participation for Indigenous businesses – Goal 100% to be invited to events 	