



Small Business
Commissioner

Business Plan

April 2019 to 30 April 2022

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Executive Summary

Since its launch in December 2017, our service has grown and evolved with an increasing number of complaints and requests for advice. We have implemented new case work technology to make our case-handling digital and paper-free, and this has also helped us see the impact late payments has on our small businesses. Embracing change in our approach, our processes, and our service ensures we are valuable to small businesses and supports our ambition to change the UK payment culture despite the challenges we face.



During our first year the Office of the Small Business Commissioner (OSBC) was aware of the fallout from the collapse of Carillion which contributed to a dilution in public confidence that the late payment landscape was improving. In that climate we have publicly named large businesses demonstrating unfair payment practices and published reports on a number of businesses including Holland and Barrett, Jordans & Ryvita Company, BUPA Insurance Services Ltd, Zurich Insurance Plc, Sambro Intl Ltd, G4S, Bombardier, and Incentive FM Limited. Importantly, the reports include recommendations for improvement that are subsequently reviewed and followed up with the businesses. Key to our aims is constantly reminding large businesses of their responsibility to the supply chain and ensuring they recognise the impact that their payment behaviour – whether good or bad – can have.

Today, the steady growth in our casework has led to an increase in trust in the OSBC and a greater awareness of our service. The growth is not just in the volume of complaints but also in the breadth and complexity of the matters raised. Increasing levels of fraud and its sophistication are a real threat to the small business community. As we continue to raise awareness of the SBC service, collaboration with other organisations is crucial and we are intent on building productive and collaborative relationships that will enable us to reach the widest possible audience through a diverse range of channels, and to maximise our reach. This will also allow us to promote awareness of solutions and services that enable small businesses to be more efficient, reduce the risks they face, and enhance their resilience.

Our website was upgraded and re-launched early in 2020 to include content supporting small businesses in helping themselves but it is important to recognise that we need to offer a multi-channel approach that meets the needs of all potential users, and especially those that prefer to, or can only, deal with their invoices and finances offline. We must be accessible and ensure that we achieve the best outcomes. To that end, we put emphasis on ensuring our caseworkers build up their technical knowledge, develop their case-handling skills, and can deal with business owners and businesses professionally, showing empathy in situations that can cause great emotional as well as financial stress.

We have made good progress, but we know that there is always more to do, and we have built up relationships with our counterparts across the world from whom we can learn.

We took over administration of the Prompt Payment Code in March 2020 and simultaneously introduced its entirely new website. Work is now underway to enhance the Code's governance and to consult on strengthening the Code to make it even more effective, and to increase the number of signatories.

The Code provides a vehicle for businesses to show leadership and to demonstrate their core values to suppliers and the wider business community.

Our aspiration is for an ideal world in which there would be no need for our services but sadly that is currently neither likely nor achievable. We must therefore continue striving to provide the best service we can, delivering good outcomes and supporting small businesses and sustainable supply chains. This business plan is designed to support those objectives and, in parallel, we will review the shape the organisation and its processes, as necessary. As the business world works through recovery from the Covid-19 (coronavirus) pandemic, small businesses will be more important than ever, there will be more challenges than ever, and the need for the services of the Small Business Commissioner's Office will be greater than ever.

PHILIP KING
Interim Small Business Commissioner

COVID 19

The plans and budget presented in this document were consulted on and highly developed before the widescale outbreak of Covid-19 (coronavirus) in the UK.

Although there's ongoing uncertainty about the impact of Covid-19 on our operations and small businesses, our aspiration remains that while our plans will need to be agile to adapt we will deliver on the commitments set out in this document.

We are ready to resolve disputes between small businesses and their larger customers that arise from late payments, and to act on intelligence received, to improve the late payment landscape.

Throughout the period of this plan we will revisit and reassess the situation and keep in touch with our stakeholders, working collaboratively to meet the challenges ahead.

1. Introduction

- 1.1. The performance and activity of small businesses is vital to UK economic growth. Small and medium-sized enterprises¹ (SMEs) are responsible for 60% of UK private sector employment as of 2019 – employing 16.6 million people. They are also responsible for 52% of private sector turnover – amounting to around £2.2 trillion.
- 1.2. While many large businesses operate fairly, evidence shows that small businesses can experience unfair or unfavourable treatment when contracting with larger firms, with late payment of invoices being one of the most common problems. For example, in November 2019, Pay.UK reported that, of those SMEs impacted by late payments, 63% were impacted negatively, with the average small business waiting for close to £25k of overdue payments. Xero reports a similar figure of £23k owed on average to SMEs. Such treatment can result in serious detriment to small businesses, limiting their opportunity for growth, and in some circumstances, putting their very survival at risk. On a national scale, the impact includes reduced economic growth and reduced opportunity for employment.
- 1.3. The Office of the Small Business Commissioner (SBC) was established by the UK government and devolved administrations in December 2017 to empower small businesses throughout the UK to resolve payment disputes with larger businesses. The Office of the SBC's statutory functions, set out under the Enterprise Act 2016, are to:
 - provide general advice and information to small businesses in connection with their supply relationships with larger businesses, including signposting small businesses to existing services
 - consider complaints from small businesses relating to payment matters in connection with the supply of goods and services to larger businesses and make (non-binding) decisions and recommendations
- 1.4. Alongside these statutory functions, the Office of the SBC has a number of strategic aims, which are to:
 - build the confidence and capabilities of small businesses to assert themselves in contractual disputes and negotiate more effectively by accessing information and advice
 - raise awareness among small businesses of existing support, including alternative dispute resolution providers (which is under-utilised by small businesses) as well as appropriate sector ombudsmen and other appropriate regulators

¹ Businesses with fewer than 250 employees.

- encourage larger businesses to improve their payment practices regarding their small suppliers
 - help small businesses resolve payment disputes in ways that preserve business relationships
- 1.5. Building on the statutory functions, BEIS announced in: *Creating a Responsible Payment Culture: Government Response*, published in June 2019, that to unify prompt payment measures, responsibility for administering the Prompt Payment Code would move to the Commissioner and it would be reformed. The SBC took over administration of the code on 9 March 2020.
- 1.6. Looking further into the future, BEIS plans to consult on providing the Commissioner with certain enforcement powers, but because of the time required to implement new legislation it will be some years before any new powers come into effect.



Office of the Small Business Commissioner Team

2. Our strategic objectives

2.1 The SBC is committed to working with BEIS, its partner organisation on their new collective mission, which is Leading Britain's Recovery, with the following priorities

- **Fighting coronavirus**
- **Backing business**
- **Unleashing innovation**
- **Tackling climate change**

2.2 The SBC will contribute to the BEIS priorities as part of our strategic objectives and we will set metrics and targets that align to their work activities in order that we can work in partnership. The strategic ambition of the Office of the SBC is to empower small businesses throughout the UK to resolve payment disputes with larger businesses and avoid future issues by encouraging a culture change in payment practices and how businesses deal with each other.

2.3 To achieve this ambition, building on our previous work, we will strive to achieve each of the following strategic objectives:

- **Strategic objective 1:** Generate a greater awareness within the business community of the support available from the Office of the SBC and establish the Office as the go-to organisation for small businesses experiencing payment problems with large businesses.
- **Strategic objective 2:** Provide high-quality and comprehensive information and advice to small businesses about tackling payment problems, build their confidence and capabilities to assert themselves and negotiate more effectively. Encourage small businesses to embrace modern technology, such as social media and other communicative applications, as well as FinTech solutions that will allow them to thrive and grow.
- **Strategic objective 3:** Investigate quickly and impartially complaints from small businesses experiencing payment problems.
- **Strategic objective 4:** Develop and organise a governance operating structure for Prompt Payment Code (PPC).
- **Strategic objective 5:** Ensure the Office of the Small Business Commissioner operates in a way that maximises value for money delivered for the taxpayer

These objectives are provisional and may be subject to change on the appointment of a new permanent commissioner to reflect their view of the business climate

3. Delivery of our strategic objectives

This section describes the work we will do to support achievement of each of our strategic objectives:

Strategic objective 1:

“Generate a greater awareness within the business community of the support available from the Office of the SBC, and establish the Office as the go-to organisation for small businesses experiencing payment problems with large businesses”

How will we achieve this?

Achievement of this strategic objective is fundamental to the Office of the SBC being able to act as a strong disincentive in relation to late payment and unfavourable payment practices and bring about culture change.

- 1) The OSBC role includes responding to the current concerns of small businesses, while also preparing for the issues that will affect small businesses and sectors in the future. We use insight to assess the readiness of existing services to meet new challenges and ensure support can be delivered to small businesses via the most effective channels.
- 2) We will raise the profile of the Office of the SBC by strengthening our external communications activity through the further development and delivery of our Communications Plan, which covers both small and large businesses.
- 3) The Communications Plan will be subject to ongoing review and update, informed by evaluations of the success of our communications effort. To date Twitter and LinkedIn have proved successful at increasing stakeholder engagement, so we will look to expand on these platforms in 2020.
- 4) Communications is a key aspect of the Small Business Commissioner activity. As a small organisation, a large proportion of our communications is through social media, and while we have had success, we would like to see further improvements in 2020/21. The recruitment of a communications analyst will support the required development.
- 5) Adopting a targeted marketing strategy, the OSBC will prioritise it's time to small businesses. We have found that one size does not fit all for small businesses, and their needs vary. While the office will focus efforts on giving a voice to small businesses who are not regularly heard in government or in fee paying advice and support organisations, the OSBC is committed to being free and accessible to all UK small businesses.

- 6) To reach the office’s target audience, OSBC must become visible within existing small and new start up business, offering resources and opportunities to meaningfully engage with them on late payments, SBC & PPC policy and education matters.

How will we measure this?

Generate a greater awareness within the business community of the support available from the Office of the SBC	Target/ Volumes
Increase the demand for SBC services, dispute resolution, general enquiries, signposting and support, business engagement and intelligence lead intervention year on year	10%
Increase our engagement at round tables, breakfast briefings, and speaking events.	15 (Per Quarter)
Improve productivity by increasing the amount of money collected for small businesses year on year.	5%

Strategic objective 2:

“Provide increasingly high-quality and comprehensive information and advice to small businesses about tackling payment problems, and build the confidence and capabilities of small businesses to assert themselves and negotiate more effectively”

How will we achieve this?

- 1) We will develop our website, so it increasingly becomes the go-to resource for small businesses needing information about how to tackle payment problems. We will do this by ensuring it provides high-quality, up-to-date, and comprehensive information and advice, which empowers small businesses to assert themselves and negotiate more effectively in ways that preserve business relationships.
- 2) We will use information about complaints and enquiries recorded on our new casework management system ‘iCasework’ to inform what self-help advice should be provided on our website. We will also, through our website and helpline, signpost small businesses to existing support available from other organisations, including alternative dispute resolution providers, appropriate sector ombudsmen and regulators.
- 3) We will ensure our staff have the knowledge and skills necessary to provide high-quality responses to enquiries via email and over the telephone and are able to accurately refer enquiries that fall outside our statutory functions to third party organisations.
- 4) We will continue to build on our strong working relationships with a diverse range of stakeholders – from businesses and trade associations, through to consumer organisations, regulators and policymakers. This will help us ensure that our service is meeting expectations – and also that our insight and experience is used effectively to identify and address poor payment practice and ensure small businesses are treated fairly.
- 5) We will drive the uptake of technological solutions (commencing in the second year covered by this Business Plan) by providing information to small businesses. We will do this by including appropriate details and examples on our website, and by disseminating information through a wide range of stakeholders.
- 6) With the impact of Covid-19 not yet clear, we will continue to talk to stakeholders and small businesses about the likely shape of our workload, sharing our analysis of trends and listening to their feedback.

7) We will build our own knowledge and expertise through continuing to engage with representatives from across the fintech and financial services sector, professional bodies and other stakeholders.

How will we measure this?

OSBC Website/Telephone enquiry line Performance - advice on late payment issues	Target/ Volumes
The Office of the SBC prepare and produce weekly performance reports to the sponsorship team in the BEIS Business Growth Directorate.	Weekly Report



Amanda Davis, Business Roadshow – Middlesex University – September 2019

Strategic objective 3:

“Investigate quickly and impartially complaints from small businesses experiencing payment problems”

How will we achieve this?

- 1) We will investigate complaints from small businesses quickly and impartially by involving both parties to the payment problem, and (when appropriate) publish reports setting out our findings together with recommendations for both parties and other businesses.
- 2) We will remain within our target complaint Average Actual Clearance Times (AACT) of 40 days but seek to reduce our clearance time for all cases to the minimum.
- 3) We will ensure each member of our casework team has the knowledge and skills necessary to perform their role to a high standard.
- 4) Our new iCasework system (implemented in June 2019) will enable us to administer complaints and enquiries efficiently and securely.
- 5) We'll share more of our insight into complaints trends and other issues, to generate discussion around fairness and help prevent complaints. In addition to our regular operational engagement, this will include participating in forums and networks within the business sectors we cover and trying new formats and channels to extend the reach of this insight. We'll share regular insight on our website, highlighting this and our performance in our quarterly blog.
- 6) We'll add case study examples to our website, helping other people learn from the problems of late payments and giving them the knowledge to avoid similar issues.
- 7) The OSBC works to influence the development and implementation of policies and initiatives across government that support the growth of the small business sector for the benefit of the UK economy. The core activities underpinning the OSBC policy and advocacy work are:
 - reviewing small business policies and initiatives
 - encouraging faster payment times to small business suppliers
 - representing small business interests on government committees
 - working groups
- 8) We will provide advice to the Small Business Minister and government officials on relevant issues impacting on small businesses.
- 9) We will engage with large businesses about their payment practices, using the publicly available payment practice reporting data and supporting intelligence to write to large businesses who are reporting a significant number of invoices not paid within payment terms.

We will invite them to work with us to improve their payment practice. We anticipate this aspect of our work developing as our profile grows although, as this is a soft power, it will be difficult to measure impact.

10) In 2020 and each subsequent year we will send out a short feedback questionnaire to those who have complained to OSBC asking for customer comments.

How will we measure this?

Increasing numbers of cases are essential for the continued function of the Commissioner. This is the most easily measurable performance indicator and will form the basis on how we will be assessed in the future.

Digital & Casework Performance	Target/ Volumes
Reports published (per quarter)	1 (per quarter)
Commissioner’s Performance Blog	1 (per quarter)
OSBC Casework Average Actual Clearance Times	40 days
Case study examples	4 (per quarter)
We will approach large businesses and discuss their payment practice where intelligence, or payment reporting data, suggests there is room for improvement, working with them as appropriate.	10 (per quarter)

Strategic objective 4:

“Develop and organise a governance operating structure for the Prompt Payment Code (PPC).”

How will we achieve this?

Preparations within the Office of the SBC for transferring administration of the Prompt Payment Code commenced in July 2019 and the transfer took place on 9 March 2020. The preparations included:

- 1) implementation of internal governance processes to ensure the separation of the Office of the SBC’s statutory function from the administration of the Code
- 2) development of an up to date and fit for purpose database of Code signatories
- 3) addition of IT functionality to assist with compliance checking of Code signatories
- 4) establishment of a new Compliance Board & Steering Group for the Code
- 5) development and implementation of a new dedicated website to include the Code requirements and a list of Code signatories
- 6) informing signatories of the change of administration
- 7) supporting BEIS in its work to reform the Code by engaging with Code signatories, and the wider business community, to consult them and seek opinions on the proposed reforms
- 8) run targeted campaigns to increase awareness of the Code within the business and public sectors, promoting improved payment practices, and significantly increasing the number of Code signatories
- 9) commence work to ensure compliance with the Code requirements by signatories.

How will we measure this?

Prompt Payment Code	Target/ Volumes
Increase number of signatories joining the Prompt Payment Code	300 (Per Annum)
Run quarterly PPC social media campaigns around key business announcements and events in the year using various communication platforms and engagements.	4 campaigns per annum

Strategic objective 5:

“Ensure the Office of the Small Business Commissioner operates in a way that maximises value for money delivered for the taxpayer”

How will we achieve this?

1) Corporate governance

We have established an Audit, Risk and Assurance Committee, and an Advisory Board, which each consist of the same 3 independent members plus the Commissioner.

1.1 Full details of the role of the Committee and Board can be found in the Small Business Commissioner: Framework document:

<https://www.gov.uk/government/publications/small-business-commissioner-framework-document>

The Office of the SBC will support our Audit and Risk Assurance Committee to:

- ensure proper stewardship of the Office of the SBC's resources and assets;
- oversee financial reporting; and
- monitor the effectiveness of the Office of the SBC's audit arrangements (internal and external), internal controls, governance and the management of risk.

We will also support our Advisory Board to assist us in ensuring that:

- the Office of the SBC meets its statutory obligations
- governance matters, decision-making and financial management are carried out appropriately
- the Office of the SBC is managed effectively
- effective arrangements are in place to provide assurance on risk management, governance, and internal control, including the effectiveness of the internal control and risk management systems; and quality and performance of the organisation is maintained.

To support our governance arrangements, we will regularly update our corporate risk register identifying key risks and the mitigating actions in place to reduce their impacts to an acceptable level. We will also regularly update our corporate issues log.

Although significant work has been carried out to ensure a robust governance structure, this needs to be maintained and, in 2020/21, it will be improved by the introduction of an external audit carried out by Government Internal Audit Agency (GIAA) to review the effectiveness of the Advisory Board and Audit & Risk Assurance Board.

2) Our staff

Our staff are key to our success and we currently have a headcount of 11 (including the Commissioner). The OSBC is a demand-led service, and the level of demand is difficult to predict. In setting our plans and budgets, we carefully consider the extent to which we should invest in resources. To date, we have grown cautiously, closely monitoring business requirements to ensure good use of public money.

Our aim is to ensure that resources are sufficient to meet demand without carrying unnecessary surplus nor incurring delays in case resolution.

3) Expenditure

The Office of the SBC has a maximum annual budget allocation of £1.425 million in each of the years 2019/20, 2020/21 and 2021/22, which is paid on an as need basis through grant-in-aid by BEIS. The budget for 2019/20 and 2020/21 has been approved by the Secretary of State.

Our funding arrangements need to ensure we can properly fund our core case handling service – including our ability to respond flexibly to changing demand, by having the right resources in the right place at the right time. They also need to allow us to make strategic investments to enhance our service, ensure it's ready for the future, and to support our work to share our insight and experience to prevent complaints and unfairness arising. Among the funding and expenditure principles we need to balance caution and sensitivity to the political and economic environment. Although the full impact of Covid-19 isn't yet clear, the consequences for businesses and consumers look unprecedented in scale.

How we will measure this:

Through accurate forecasting the OSBC will deliver a balanced final position at the end of each year. It will maximise effective use of resources available to it and will demonstrate strong financial discipline. We will strengthen and improve our financial management, so that we can improve the way we use our resources to meet the future needs of the business. OSBC financial reporting will provide early quantitative and qualitative information about the risks to expenditure and income forecasts and highlight any potential underspends.

SBC Performance and Expenditure	Target/ Volumes
Reporting on monthly management account information covering, expenditure and financial position	Monthly
In depth reporting on in year/end year progress against non-financial performance metrics, management information, key milestones, commitments, and risks	Quarterly

SBC Performance and Expenditure	Target/ Volumes
Our aim is to reduce the OSBC in year spend by 5%	5%

SBC Expenditure (Actuals & Forecast)			
Category	2019-2020 (Actuals)	2020-2021 (Forecast)	2021-2022 (Forecast)
Salaries	£543,921.00	£653,877.00	£827,133.00
Advisory Board / Consultancy	£5,950.00	£8,400.00	£8,400.00
Non-Staff / SBC Services	£197,781.00	£377,684.00	£466,926.00
Total	£747,652.00	£1,039,961.00	£1,302,459.00

4. Annex A Progress to date

The following section summarises some of our key achievements since we were established in December 2017:

Set up the Office of the SBC in Birmingham, and recruited 11 permanent members of staff (including the Commissioner) into the team

Established an Advisory Board, and an Audit and Risk Assurance Committee, which each consist of the same 3 members plus the Commissioner

Started to generate an awareness within the business community of the support available from the Office of the SBC, and establish the Office as the go-to organisation for small businesses experiencing payment problems with large businesses

Delivered high quality customer service through a cross trained flexible and resilient team. Training has included modules provided by ACAS on handling difficult conversations, to ensure each team member has the skills and knowledge required to perform their role

Created a website for the Office of the SBC, through which we are providing high-quality and comprehensive self-help information and guidance for small businesses on avoiding late payment and how to make a complaint to the Office of the SBC. Developed and implemented a new dedicated website for the PPC

Developed and implemented a new case management system 'iCasework' for recording information about the complaints and enquiries we receive. It is tailored to the specific needs of the Office of the SBC, and is central to us being able to provide a high-quality service to small businesses

Implemented all the preparations necessary to take over responsibility for administering the Prompt Payment Code from the Chartered Institute of Credit Management, and subsequently took over the administration on 9 March 2020

Provided free, practical online tools available on the website, designed to offer practical help to small businesses. There are guidance notes on "How to deal with an unpaid invoice", "Getting your invoice right", & "Check your contracts" along with a 3 step tool to calculate interest owed and information on how to resolve problems via signposting and mediation.

The following section summarises some of our key achievements since we were established in December 2017:

Received and investigated complaints raised by small businesses regarding their commercial dealings with larger businesses. Resolved 31 in-scope² complaints from small businesses and 41 out-of-scope complaints. Signposted 216 enquiries that fall outside our statutory functions to alternative support providers. The average turn-round time for each complaint was 21 days

Facilitated total payment of £6.376m of non-payments/late payments due to 58 small suppliers. This comprises £3.152m of in-scope non-payments/late payments due to 25 small businesses from their larger clients, and £3.224m of out-of-scope non-payments/late payments due to 33 small businesses.

Published eight reports setting out the findings, together with recommendations, of complaints we have investigated into payment problems experienced by small businesses

Written to a number of large businesses about their late payment practices that may adversely affect a small business after receiving supporting intelligence

Made representations to the Business Energy & Industrial Strategy Select Committee, the Small Business Minister and other stakeholders as required

Raised awareness of the service and disseminated information to small businesses to assist them in making decisions relevant to their commercial dealings with larger businesses. OSBC staff have attended events, meetings, workshops, forums, seminars and webinars and have attended after-hours or weekend events. Worked closely with key stakeholders, including local government authorities, business and industry associations, to ensure the needs of small businesses are identified and considered in the event scheduling

Uploaded case study examples on its website as a way of highlighting some of the issue's businesses have experienced around late payments

Extended the reach of the OSBC's free service by collaborating with industry and business associations, local governments, and other organisations to cost-effectively reach a greater number of new and existing small businesses. Outreach activities aim to provide small businesses with quality information and advice to assist the development of their business and to demonstrate that the Commissioner is actively advocating for small businesses. We have used a number of channels to widen our

² "in-scope" refers to complaints or enquiries that fall within the scope of the Office of the SBC's statutory functions under the Enterprise Act 2016.

The following section summarises some of our key achievements since we were established in December 2017:

reach, speaking on radio, social media, in blogs, press releases and have made submissions to relevant inquiries and surveys at various levels. Webinar recordings are uploaded to our Twitter account and Youtube channel. Past webinars are available on our website to view.



Futures Peterborough Event, University Centre, June 2019



Telford 2020 Event, Marches Growth Hub, Jan 2020



The Business Show, London, May 2019

5. Annex B Products & Programs Milestones

Key milestones

The following table sets out the key milestones over the period from 1 April 2019 to 31 March 2022, which support the achievement of our strategic ambition.

Milestone	Target completion date
Implement new iCasework system	June 2019
Finalise Business Continuity Plan	October 2019
Develop standard format for Review reports	December 2019
Lay 2018/19 Annual Report and Accounts in Parliament	January 2020
Complete preparation for taking on the Prompt Payment Code, including development a new website for the Code	March 2020
Update Business Continuity Plan	31 March 2020
Complete transition of Prompt Payment Code from CICM to SBC	March 2020
Finalise expenditure/year-end actions for 2019/20	June 2020
Prepare first draft of Communications Plan	August 2020
Commence implementation of new Communications Plan	September 2020
Lay 2019/20 Annual Report and Accounts in Parliament	September 2020
Update Business Continuity Plan	30 September 2020
Cross government Collaboration -	30 September 2020

<p>Work with other departments to identify issues affecting small businesses.</p> <p>Educate small businesses about how to raise a complaint</p>	
<p>Review effectiveness of the SBC Governance Boards</p>	31 October 2020
<p>Analyse the impact of proposed PPC reforms. Respond to issues raised through outreach efforts and help develop policy reforms and recommendations.</p> <p>Work with BEIS during PPC reforms to provide feedback.</p>	October 2020
<p>Official launch of the reformed PPC</p>	November 2020
<p>Educational resources -</p> <p>Serve as a point of contact for small business enquiries</p> <p>Develop additional SBC educational resources on website</p> <p>Host external events/webinars to proactively promote education</p>	December 2020
<p>Direct outreach -</p> <p>Conduct outreach to small businesses.</p> <p>Attend local, regional & national events to solicit perspectives on small business issues.</p> <p>Invite small businesses and investors to meet with Commissioners and staff</p>	January 2021
<p>Finalise Business Plan for 2022/23 (and any further years), including budget forecasts</p>	February 2021
<p>Draft Annual Report</p> <p>Report on analyses and activities of the office. Communicate recommendations and forward-looking vision for the office.</p>	February 2021
<p>Update Business Continuity Plan</p>	31 March 2021

Enhance our Case Management System to incorporate PPC. To develop metrics on issues and touchpoints. Craft a performance tool that is efficient and provides accountability.	30 April 2021
Draft Communications Plan for 21/22	30 April 2021
Commence implementation of new Communications Plan	June 2021
Finalise expenditure/year-end actions for 2020/21	June 2021
Lay 2020/21 Annual Report and Accounts in Parliament	September 2021
Update Business Continuity Plan	30 September 2021
Review effectiveness of the Governance Boards	October 2021
Finalise Business Plan for 2023/24 (and any further years), including budget forecasts	February 2022
Update Business Continuity Plan	31 March 2022