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A PRACTICAL GUIDE TO SMALL BUSINESS RESTRUCTURING

HOW TO RESET AND REBUILD WITHOUT LOSING CONTROL

THE RESOLVENCY EGUIDE SERIES

BY DOUG CONSTABLE

The Resolvency eGUIDE Series

This eGUIDE is part of the Resolvency series – practical, plain-English guides designed to help business owners, directors, and advisors navigate financial challenges with clarity and confidence. Each guide provides straightforward advice, practical steps, and strategies to help you reset, rebuild, and move forward.

Written by Douglas Constable – Business Advisor, Crisis Coach, and Restructuring Specialist.





Why Restructuring Isn't Failure

Too many business owners think restructuring means they've failed. In reality, it's one of the most powerful tools available to protect your business and give it a chance to recover. Restructuring is not the end – it's often the reset button that helps you regain control and preserve what you've built.

What Small Business Restructuring Really Means

Small Business Restructuring (SBR) is a formal process available under Australian law, designed to help viable small businesses deal with unmanageable debts. Instead of facing liquidation, business owners can propose a plan to creditors and keep trading while working through financial challenges.

Signs Your Business May Need Restructuring

If you're experiencing any of the following, restructuring may be worth considering:

- Ongoing cash flow pressure
- Struggling to keep up with ATO obligations
- Overdue payments to suppliers
- Difficulty meeting loan repayments
- Directors worried about personal liability
- Stress that's affecting your health and decision-making

Options Available to You

Every situation is different. Restructuring is one option, but it's not the only one. Depending on your circumstances, options might include:

- Negotiating directly with creditors
- Informal turnaround strategies
- Small Business Restructuring plan
- Voluntary Administration
- Liquidation as a last resort

The right choice depends on your goals, your debt levels, and how viable your business remains.





How an Advisor Helps vs. Going Alone

Trying to navigate restructuring alone can be overwhelming. An experienced advisor works for you, not the creditors or government, and can:

- Explain your options in plain English
- Help prepare a realistic plan
- Negotiate with creditors and the ATO
- Guide you through the process so you stay in control

This is where Resolvency and Resolve Business Solutions step in – we help you make informed decisions and protect what matters most.

Steps in the Restructuring Process

1. Assess the situation – understand debts, assets, and cash flow.
2. Develop a restructuring plan – workable, realistic, and fair.
3. Propose the plan to creditors – they vote to accept or reject.
4. If accepted – you continue trading while paying off debts under the plan.
5. If not accepted – other options, such as administration or liquidation, can be considered.

The key is acting early, before debts spiral out of control.

Common Mistakes Business Owners Make

- Waiting too long to act
- Ignoring tax debts
- Hiding problems from suppliers or staff
- Believing the bank will always extend more credit
- Not getting independent advice early

Avoiding these mistakes can save your business and your peace of mind.

Your Next Steps

If your business is under pressure, don't wait until it's too late. A confidential conversation with an advisor could be the turning point. Restructuring is about protecting value, relieving stress, and giving your business – and you – the best chance to succeed

About Resolvency & Resolve Business Solutions

Resolvency and Resolve Business Solutions specialise in helping business owners in financial distress. We are not liquidators or trustees – we work for you. With more than 35 years of experience, we've guided countless business owners through restructuring, turnaround, and recovery.

To learn more, visit:

www.dougconstable.com.au

www.resolvency.com.au

www.resolvebusinesssolutions.com.au

You don't have to face this alone – help is only a conversation away.