

IMAGE: Everflowers Collective, Magill Road.

2021—Year 1 in Review



Population

37,462

(ABS ERP 2020)

Forecasts suggest there will be approximately 39,234 residents in the City of Norwood Payneham & St Peters by 2031 and 40,063 by 2036.

(Source: DPTI – Population projections for South Australian Local Government Areas 2016 – 36)



Businesses trading at May 2021

6,991

There has been a decline of 7 registered businesses between March 2020 and May 2021.



Employment

24,594 iobs

(REMPLAN June 2021)

Prior to COVID-19 total employment across all local industry sectors was estimated at 24,367 jobs. For June 2021, it was estimated at 24,594, a rise of 0.69%.



JobKeeper

10.6%

(ABS March 2021)

It is estimated that 10.6% of local businesses applied for JobKeeper support, down from 33.5% in April 2020.



Average value per development approval

\$220,193

For the 2020-2021 financial year, 662 Applications were granted Development Approvals with the total development cost over \$145,768,093.

45 initiatives delivered in Year 1 of the Strategy



IMAGE: Tiff Manuell Studio Store, Norwood.

Dynamic & Diverse City

Support the growth and viability of the City's business sectors based on their competitive strength and strategic priority.



Strategy CV

Recover and rebuild the local economy following the impacts of the COVID-19 Pandemic.

Business Opportunities Webpage



commenced

The COVID-19 pandemic and the impacts that it has on planning and delivering events, has made it challenging to develop a one-off annual downloadable calendar to share with the business community.

To display and deliver this information in a more flexible way, a new webpage on the Council's website will showcase the upcoming initiatives and campaigns and identify how businesses can get involved.

The information available on this page will be communicated to business owners via the business database and through word of mouth. Council Staff will ensure that the information on this page is up to date, and will start to encourage business owners to check this page on a regular basis.



Focus on the support and growth of the City's priority sectors.

Cellar Door Fest



Six members of the *Eastside Wine & Ale Trail* showcased their products at Cellar Door Fest 2021. The event took place at the Adelaide Convention Centre and attracted 10,000+ people over the course of the three day event. The Council funded the registration fee for two stands for the duration of the event and those that participated received a great response from patrons. The *Eastside Wine & Ale Trail* continues to grow and now contains 11 members.

11 Eastside Wine & Ale Trail businesses

Food Secrets at the Green



The Council hosted its Food Secrets at the Green event at Norwood Green on Magill Road. This event was run as part of the inaugural Adelaide Food Fringe Festival and was designed to showcase the amazing food and beverage manufacturers located within the City, in a market style event. 17 businesses participated and over 600 people attended to shop a range of products produced in Norwood Payneham & St Peters, including coffee, confectionery, health food, desserts, hot food, beer, wine, glass products and flowers.

17 businesses and 600+ attendees



Support the Education and Health sectors as key contributors to community well-being.

Brighten The Parade



In collaboration with a number of schools within the Council area, the Brighten The Parade initiative was delivered. School children were encouraged to construct a drawing of what they were most looking forward to at Christmas time or what they were most looking forward to in the New Year. The drawings were then submitted to the Council and distributed to Argo, Bravo, Details Handbags, One Systems, Outdoors on Parade, RSPCA Op shop and SE Waite & Sons to display in their shop windows.

Art on Parade



The Art on Parade event provided an opportunity to invite new audiences to The Parade whilst at the same time supporting local artists and promoting The Parade as an arts-friendly precinct. There were 25 premises located on The Parade that featured 47 artists and 126 artworks. The artworks included paintings, illustrations, photography and indoor sculptures. A new element to this year's event, included the opportunity to 'Meet the Artist'. These events were held at Eamonn Vereker Glass, Bendigo Bank and Collective Haunt.

47 local artists showcased in 25 Parade businesses

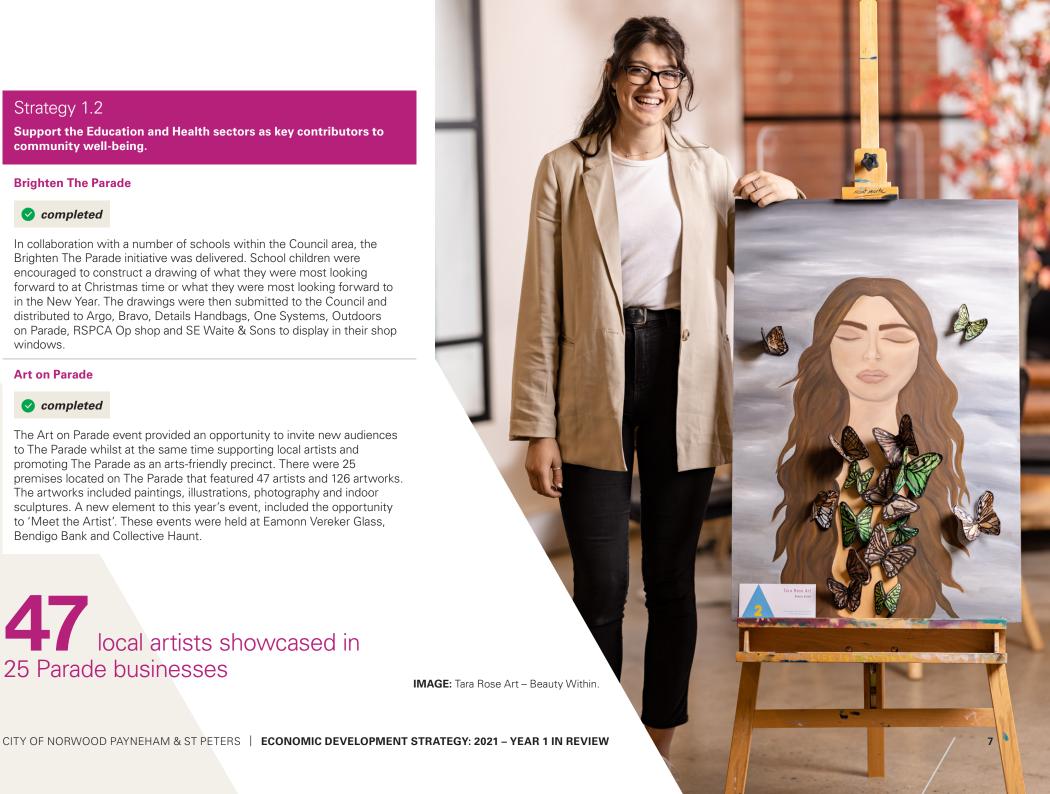




IMAGE: Lauren Dilena for South Australian Style.

Norwood Mall Business Assistance



completed

In March 2021, the Norwood Mall Redevelopment commenced, resulting in the closure of the Coles carpark and the relocation of several businesses. This significantly affected the foot traffic through Norwood Mall, which in-turn affected consumer spending for the remaining 10 retail businesses located in the Mall.

The Council worked in partnership with the property owners, business owners and the Australasian Property Development & Rocca Property Group to assist the struggling businesses, where possible. The Council designed and installed new directional street signage, a printed and digital 'Norwood Parking Map', which identifies alternative parking locations and a discount flyer listing Norwood Mall business offers. A 'Meet the Traders in Norwood Mall' series of articles was prepared and published on The Parade website, which includes a profile on each of the 10 business.

Wedding Feature – South Australian Style



completed

Payneham Road is the heart of bridal wear in South Australia and a number of beautiful gowns and suits graced the cover and pages of the winter edition.

The print feature was supported by South Australian Style's digital and social media pages, as well as across the lead talent Lauren's accounts, which has a significant following.



Spring Shopping Day



The annual Spring Shopping Day event is designed to encourage visitation and expenditure within the Council area across fashion and food retailers. The all-day event included a program of events including over 55 business offers and in store experiences, live music at various locations along The Parade and a 'donation station'. The donation station received a large volume of donated pre-loved clothing with all donations going to Op Shops within the City of Norwood Payneham & St Peters.

Eastside | Design for Living Publication



The City of Norwood Payneham & St Peters is recognised as a hub for creatives and is home to a vast amount of interior design, styling and homeware businesses. The Eastside Design for Living publication is designed to promote the homeware and furniture businesses in the retail sector, and it will aim to inspire customers to shop in the City. With many new housing developments in the Council area, including major high rise projects such as Norwood Green and the COMO development project, there is a buyer's market and the opportunity to heavily promote 'shop local'.

South Australian Style - Christmas Gift Guide



Christmas is a time to gift retail and homeware products, as well as great food and wine. The summer edition features a range of delicious local produce – cheese, wine, gin, coffee and more. All products sourced from food and beverage manufacturers involved in the *Eastside Wine & Ale Trail* and Food Secrets of Glynde & Stepney.

55 business offers and in store experiences at Spring Shopping Day.





IMAGE: King William Street, Kent Town.

Destination City

A destination with dynamic, cultural, vibrant and attractive precincts.



Recover and rebuild the local economy following the impacts of the COVID-19 Pandemic.

The Parade & Magill Road - Online Audit



completed

It was recognised that there were several functions within the Facebook platform and precinct websites that were being underutilised, resulting in missed marketing opportunities. To identify these gaps, an audit was performed and a Digital Results Action Plan was prepared for the Council to implement.

Facebook Pixel



completed

The installation of Facebook pixel has allowed the Council to gather information on visitors to commercial precincts The Parade and Magill Road. This information enables the precinct accounts to track conversions from Facebook ads, build targeted audiences and re-market to shoppers and visitors to these locations - resulting in returning customers.

Understanding our audience and building brand

The Parade & Magill Road Websites - Articles



ongoing

In order to attract current and potential new customers to the City's precincts, it is important to create engaging content, which highlights, informs or celebrates what the City has to offer.

One of the most common ways to share this content is through developing articles that are housed on the precincts' websites.

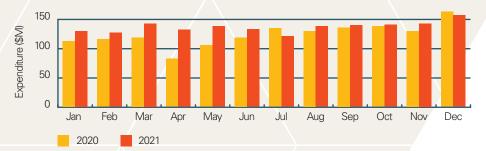
In 2021, 30 articles were published on The Parade blog and 21 articles were published on the Magill Road blog. These articles are shared to their respective Facebook and Instagram accounts. As a result, the website and social media accounts have received an increase in views, more time on page and have overall generated greater awareness of the precincts and the businesses that are located within the precincts.

Over **50** articles promoting the City's precincts

The Parade, Norwood increased its social media following across Facebook and Instagram by

Maqill Road increased its social media following across Facebook and Instagram by

Month by Month Expenditure (visitor and resident spend) in the City of Norwood Payneham & St Peters





Strategy 2.1

Showcase and promote the City's attractions and events to facilitate growth and visitation.

South Australia Website



The South Australian Tourism Commission (SATC) markets South Australia as a holiday destination nationally and internationally and builds the State's events calendar by securing, developing and expanding major events and festivals to grow the visitor economy and create jobs for the State.

Given the significant role that SATC play and contribute to the State, it is important that Council initiatives are promoted through their channels.

The Eastside Wine & Ale Trail and the Food Secrets of Glynde & Stepney tours both feature on the website and are a great representation of the unique food and beverage offering in the City.

These tours will be promoted in the 2022 Adelaide Visitor Guide.

Spendmapp by Geographica



Spendmapp uses real, continuous and comprehensive bank transaction data to create a moving picture of the City's economy. It shows how long-term trends are reshaping activity and how short-term shocks, events and economic development initiatives impact spending in different sectors.

Spendmapp data will continue to be used to assist Council Staff with economic planning decisions and investment attraction.

IMAGE: Spendmapp platform.

Support the City's vibrant mainstreet precincts.

Norwood Parade Precinct Annual Business Plan 2020-2021



The Parade Precinct Annual Business Plan 2020-2021, includes strategies and initiatives which are intended to improve the economic performance of the Norwood Parade Precinct in a number of areas such as:

- Prosperity and development of The Parade Precinct
- Attracting investment and business opportunities to the area
- Development and support of appropriate industry clusters
- Building community support and attracting visitors to spend on The Parade.

The Parade Precinct Annual Business Plan 2020-2021 was delivered with a total budget of \$215,000.



The Parade Precinct Occupancy Levels Assessment



completed

To get a true understanding of the occupancy levels within The Parade Precinct, the Council undertakes an assessment, which is based on the Parade Precinct boundary as defined by the Council and includes the businesses that pay a Separate Rate levy, annually.

The results of the assessment are presented along with information released by JLL Australia in their Adelaide Retail High Street Overview report to the Norwood Parade Precinct Committee, the Business & Economic Development Committee and the Council.

Reporting on this annually improves awareness of the changes within the Precinct and highlights any trends in relation to new businesses and those that have exited in the last 12 months.

The vacancy rate within The Parade Precinct dropped from 10.5% (2020) to **5.16%** (2021), demonstrating confidence in the market.

The Parade Post a Pic & Win Competition



ongoing 🔼

A week long Instagram competition ran in the months of July and September. The competition encouraged visitors to the precinct, to share a photo or video showcasing their experience on The Parade to receive a \$30 youcher to the business of their choice.

The competition artwork that was developed is timeless, making it easy to roll out these week long competitions in the future.

IMAGE: The Parade, Norwood.



Magill Road Guide - City Brief Publication



completed

A custom Magill Road Guide was inserted in the autumn and spring editions of City Brief, with 10,000 copies delivered to over 190 cafes, stores and services, eateries and bars, hotels and visitor centres, and culture and attraction businesses in the CBD and surrounding suburbs.

The guide highlights 36 Magill Road businesses and includes a simplified map of the precinct.

Additional copies of the guide were printed, which are available at Council facilities and distributed at council-run events.

City Brief was selected because of their passion for good design and wholesome content with a commitment to curating authentic experiences for both discerning locals and visitors to read and interpret.

36 businesses featured

Delivery of the 2020-2021 Norwood Parade Precinct Annual Business Plan



completed

For the first year, a document was created to provide a high level summary of the projects delivered as a part of the 2020-2021 Norwood Parade Precinct Annual Business Plan. This document was presented to the Norwood Parade Precinct Committee and the Council, and will become an annual publication to help promote The Parade.



The Parade 'Book a Holiday - Win a Holiday' Competition



completed

Travel is one of the sectors that has been significantly impacted as a result of the COVID-19 pandemic. The Parade Precinct ran a 4 week competition to encourage customers to visit one of the 4 travel agencies along The Parade to book a trip, which gained them an entry to go in the draw to win a \$1,000 voucher with that business. The 4 travel agencies are:

- Helloworld Norwood
- Phil Hoffmann Travel Norwood
- Top Deck Travel Norwood
- Travel Associates Norwood Place

During the competition period, 178 entries were received and over \$650,000 was spent with travel agencies on The Parade, with an additional \$16,000 worth of prizes, resulting in a substantial amount injected into the sector.

Precinct Branded Merchandise



completed

The Council purchased a range of branded merchandise to promote the key precincts within the Council area.

- Parade Branded Face Masks
- Parade Branded Double Wine Cooler Bags
- Parade Branded Eco Friendly Travel Cutlery Sets
- Magill Road Branded Face Masks

IMAGE: Winner of the 'Book a Holiday - Win a Holiday' competition at Travel Associates Norwood.

Magill Road feature on Adelady TV



completed

Adelady showcases the best of South Australia across website, social, TV and magazine. In June 2021, the Magill Road episode aired on Channel 9, featuring 10 businesses within the Magill Road Precinct, including:

- SAHA (Café):
- Ambrosini's (Restaurant);
- Wolfies (Record Store);
- Some Days are Diamonds (One-Off Furniture Store);
- Wholly Belly (Unique Woodfire & Catering);
- Asser & Co (Homewares);
- Flourish on Magill Road (Homewares);
- Two Pairs (Homewares);
- Everflowers Collective (Florist); and
- Abbode Interiors (Interior Design & Decorators).

The businesses that were selected are both Magill Road drawcards and brands and products that Hayley and Lauren genuinely love and believe in, which translates to the audience in a trustworthy and authentic way.

Over **22,000** viewers

IMAGE: Magill Road, Norwood.



Norwood Parade Precinct Annual Business Plan 2021-2022 & **Extension of the Separate Rate - Consultation**



The Draft 2021-2022 Norwood Parade Precinct Annual Business Plan and the Extension of the Separate Rate was released for consultation for a period of 21 days.

Consultation material and communication included: letters to all businesses and property owners within The Parade Precinct, printed collateral available at Norwood Town Hall and Norwood Library, public notice in The Advertiser, as well as information published on the Council and The Parade websites and several electronic direct mail (EDM) inviting feedback on the plan and separate rate. A total of 8 submissions were received during the consultation period and reported to the Committee.

The Draft 2021-2022 Norwood Parade Precinct Annual Business Plan and the Extension of the Separate Rate were endorsed by the Norwood Parade Precinct Committee and subsequently endorsed by the Council in June 2021.



Zest for Life - Op Shop Tour



completed

The Council's *Zest for Life* program of events encourage positive and active aging and promote community well-being.

As a part of this program, an Op Shop Tour was designed to showcase a number of Op Shops within the Council area, as well as promote and contribute to sustainable fashion.

The tour was sold out and included 6 locations across the suburbs of Marden and Norwood.

'Spend to Win' Parade Christmas Competition



completed

A five week competition was held on The Parade in the lead in to Christmas with people having the opportunity to win \$15,000 worth of Parade prizes when they simply spend \$25 or more at any Parade Precinct business. The competition was designed to encourage further visitation and expenditure within the Precinct, especially for those needing to complete their Christmas shopping. The 3 major prizes included \$5,000 to spend at Parade Precinct businesses, \$5,000 towards a holiday purchased from 1 of the 4 Precinct Travel Agencies and \$5,000 towards an e-Bike purchased from 1 or the 2 bicycle stores within the Precinct. The competition received 2,049 entries.

competition entries



IMAGE: Happy Hour Live & Local Event.

Facilitate the activation of key spaces and precincts in the City.

Adelaide Fringe in the City



completed

Early 2021, State and Local Governments were in a position to be able to deliver safe and well-managed events for the community. The Council assisted local businesses leverage major events such as the Adelaide Fringe, with 21 events scheduled at venues in the City as a part of the program.

Eastside Happy Hour Live & Local Event Series



completed

During the COVID-19 Pandemic, BIEcreative launched the 'Happy Hour Live' Series, which aimed to bring live music into the homes of many across the State through a live stream on Facebook. Building on this concept, the Council, in partnership with BIEcreative, took this initiative "on the road" throughout the City, in August and September 2020.

Due to the success of the series, the Council continued this initiative once a month from October 2020 through to October 2021, held at a different venue each month.

The final event was held at Lambrook Wines and featured five acts, all of which took part in the series. The event was sold out with 120 tickets purchased with food from local business Wholly Belly and drink specials every hour. Lambrook Wines purchased beer, cider, gin and vodka from local businesses Little Bang Brewery and Australian Distilling Co, who form a part of the Council's Eastside Wine & Ale Trail.

16 sessions across 13 venues featuring 10 acts

Raising the Bar Adelaide



completed

The Council hosted its fifth consecutive Raising the Bar Adelaide event, which included 19 talks across 10 venues, on the one night.

The speakers discussed a range of absorbing subjects including euthanasia, health and fitness, empowering children, reducing homelessness, the damaging effects of video gaming, the changing landscape of media, reporting on victims of crime, domestic violence, sport, legalising sex work and much more.

The final number of recorded attendees at the event, across the 19 talks was over 900 people, recognising that venue capacities were reduced due to COVID restrictions. The Council live streamed four talks, which allowed people that unfortunately missed out on tickets, the opportunity to view the event online.

Over 900 people attended to hear 19 talks across 10 venues on 1 night

Digital Christmas Advent Calendar



completed

Back for the second year running, the Digital Christmas Advent Calendar provided businesses with an opportunity to submit a unique Christmas offer that the community could take advantage of. From 1-24 December, each day a new door became available for the community to open Behind each door were a range of unique offers from Council businesses. Over 35 businesses took advantage of this interactive Christmas promotion with over 170 offers requested.



IMAGE: Sean Fewster & Daniel Panozzo speaking at Raising the Bar Adelaide.

Augmented Reality On-street Christmas Animations



completed

The Council collaborated with digital technology company, CreativiTek to bring a unique experience of Christmas to The Parade using augmented reality. Eight locations were identifiable by a large footpath decal that outlined how to activate the animation and what characters would come to life. The information on the decal also encouraged people to tag their pictures to help promote the initiative and inspire people to visit The Parade and do the same.

Activations at 8 locations along The Parade brought 4 separate animations to life and allowed for photo opportunities with Santa, Santa and his reindeer, an elf and their snowman friend and 3 dancing snowmen. 418 users enjoyed a unique experience with Santa and his friends on The Parade.

Augmented Reality Colouring Page



completed

In collaboration with the Council's three libraries, a custom colouring page for children was created. Children could colour in the artwork and then use the same app used for the on-street Christmas activations to scan the artwork which then came to life in the colours they used in the artwork. The characters in the artwork perform a short animation for the children to enjoy.

The colouring pages were distributed to businesses along The Parade that receive a substantial volume of children such as restaurants, food outlets and children's stores. The Council libraries also utilised the colouring pages as a great summer school holidays activity. A total of 306 users engaged in this activity.

IMAGE: Norwood Town Hall Christmas Decorations

The Parade Christmas Decorations



completed

The Christmas cheer returned to The Parade with the large illuminated star, hanging baubles in the street trees and window decorations installed at the Norwood Town Hall.

Pole decorations and branded banners were installed along the street and the much-loved and anticipated Festive Gallery on Osmond Terrace was on display for another year, with a combination of decorated Christmas trees and presents by local schools.

Three Christmas Pageant floats were also on display for the public to enjoy.





Innovative City

An innovative City that supports business and attracts investment.



Recover and rebuild the local economy following the impacts of the COVID-19 Pandemic.

Business Workshops



completed

The 'Reflect. Refuel. Restart.' series was tailored to retailers, hospitality owners, fitness and wellness centres, start-up entrepreneurs, creatives and professional service businesses.

To provide additional support to business owners that were challenged by the COVID-19 situation, the program expanded from four sessions a calendar year to 11 in 2021, which allowed for a wider variety of topics and the opportunity to engage with local specialist business owners to facilitate the sessions.

workshops delivered in 2021



Recognise businesses and business sectors that make a significant contribution to the City.

Eastside Business Awards 2021



completed

The Council delivered the Eastside Business Awards for the fourth year – the first year partnered with Solstice Media.

The Awards program received a record number of votes, with 9,584 public votes for 311 businesses across 11 categories, with 26 businesses shortlisted. These businesses are recognised for providing an outstanding experience, product or service to their customers and community.

In 2021, The Parade Norwood Veterinary Clinic was inducted into the Hall of Fame, which is for a business that has been operating in the Council area for more than 20 years.

Winners received a digital advertising package to promote their business, and a choice of business advisory service from local business. BIAS.

Mayor's Business Commendation Awards 2021



completed

The Mayor's Business Commendation Awards recognise small businesses that make a significant contribution to the City, and that have been operating in the City for a minimum of 10 years.

The 4 award categories are:

- 10+ Years Bronze Commendation
- 25+ Years Silver Commendation
- 50+ Years Gold Commendation
- 3+ Generational Family **Business Commendation**

Eleven businesses received an award, with S.E. Waite & Son celebrating their 100th Anniversary in 2020.

Applications are open all year round for small businesses to self-nominate, and the awards are presented annually at the Mid-Year Networking Event. Due to the COVID-19 pandemic, these awards were presented at the End of Year Networking Event.



Facilitate communication, education and networking programs to support businesses.

Grow the Business List



Growing the business list is important to be able to communicate with as many businesses at the one time, with regular and consistent messaging. Council Staff collect business information when visiting new and existing businesses and add contacts that attend business workshops and events.

A pop-up appears when exploring the 'Business & Economy' section of the Council website, which also encourages business owners to sign up to receive he latest news, straight to their inbox.

Mid-Year Business Networking Event



This event was scheduled for July, however was cancelled due to the COVID-19 pandemic.

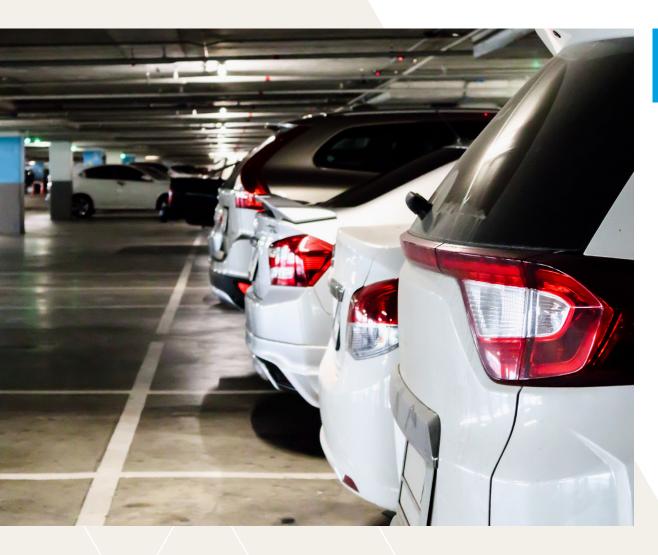
End of Year Business Networking Event



This event was held at Adelaide Appliance Gallery which is a family run business located on Payneham Road, St Peters. The event was attended by 73 people representing 35 businesses in the City. This event was open to all businesses located within the Council area and provided a great opportunity to network with others and relax before the festive season begins.



73 attendees representing35 local businesses



Embrace new and emerging technologies that will enhance business productivity.

Smart Parking Pilot Project – Webbe Street, Norwood Carpark



The Council partnered with eSMART21, to undertake a Smart Parking Pilot Project in October 2021 for a two month period. One of the main aims of the trial was to understand how the Council can use the technology to monitor the ground floor of the Webbe Street Carpark to enforce parking time limit controls so as to improve the turn-over rate of spaces, thereby increasing accessibility and convenience of finding a car park for visitors to The Parade.

Monitoring car parking bays electronically allows the Council to understand the occupancy rates for the car park, when the peak arrival and departure times are, and how many motorists meet or overstay parking control time limits.

The Smart Parking Pilot Project has been extended for a further six months and will provide understanding of the usage patterns during the summer holiday period.

Encourage sustainable working methods in all aspects of business.

Plastic Free SA & Ban on Single-use Plastics



In 2019, The Parade Precinct was selected to participate in the Plastic Free SA Pilot Program, to reduce and eliminate the use of single use plastics at food retailers.

Following this trial, in April 2020 the Minister for Environment and Water, introduced the *Single-use and Other Plastic Products (Waste Avoidance) Bill 2020* to Parliament, in which Stage 1 of its ban commenced, and then in March 2021, a new ban on the sale, supply and distribution of single-use plastics like straws, cutlery and stirrers came into effect.

The Council ensured that adequate messaging was provided to businesses throughout the process. The next stage of the ban comes into effect in March 2022.

Ride2Work Day



National Ride2Work Day is the largest celebration of commuter bike riding in Australia. The event encourages people who have never ridden to work before to give it a go, and allows regular riders to stay motivated and encourage their work colleagues to get involved.

The Council encouraged bike stores and cafes along key cycling routes within the City to get involved, by offering deals such as free coffees for cyclists and free bike tune ups and servicing. Four businesses participated, which included, Five Little Figs, Foliage Coffee, Whippets Workshop and Treadly Bike Shop.





Business Friendly City

A City that understands the needs of business.



Strategy CV

Recover and rebuild the local economy following the impacts of the COVID-19 Pandemic.

The Parade Precinct Separate Rate (2020-2021)



In order to support The Parade Precinct businesses in the first year of the COVID-19 pandemic, the Council waived The Parade Development Separate Rate for businesses within the Norwood Parade Business Precinct for the 2020-2021 financial year.

The **Parade Precinct Annual Business Plan 2020-2021** was delivered with a total budget of \$215,000.

COVID-19 Information for Business



A webpage dedicated to COVID-19 information was created to centralise information for business owners in the City.

This webpage is updated regularly and includes a range of links to advice, updates and support services available to businesses affected by COVID-19 pandemic conditions.

Information on Health and Wellbeing Services



A local business owner and specialist in the field, facilitated a wellbeing workshop offered to the business community, titled 'practical solutions for improving workplace well-being'. 12 people attended this workshop, which formed a part of the 'Reflect. Refuel, Restart.' series.

Other health and well-being services are available at the COVID-19 pandemic webpage.





Ensure that Council processes are business friendly and contribute to a well-functioning City.

Small Business Friendly Council Initiative



Small businesses create local employment, provide essential goods and services and help create attractive liveable communities.

The City of Norwood Payneham & St Peters is recognised by the Office of the Small Business Commissioner as a Small Business Friendly Council.

In order to maintain this recognition, the Council must report annually on how it continues to support small businesses through the following actions.

- Implement activities to improve the operating environment for small business within the Council area;
- Establishing a business advisory group (if one does not already exist) to assist Council's understanding of small business needs in local area;
- Implement a procurement policy which recognises and supports local small businesses wherever possible; paying undisputed invoices from small business suppliers within 30 days;
- Implement a timely and cost effective dispute resolution process to manage disputes.

