

Council Meeting - Agenda Item 20.3 - Attachment 1
Final Report on the COVID-19 Pandemic Community Care and Recovery Grants - 17 June 2021



FINAL REPORT COMMUNITY CARE & RECOVERY GRANT PROGRAM

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Acknowledgement of Country

This report respectfully acknowledges that the land on which Launceston is built is at the heart of the Stoney Creek Nation, which was made up of at least three clans - Tyerenotepanner, Panninher and Letteremairrener.

The Stoney Creek Nation clans lived along the riverways in harmony with the seasons for several thousand generations, and today they are remembered as the traditional owners of this land.



EXECUTIVE SUMMARY

A \$700,000 component of the Community Care and Recovery Package was a multi-faceted grants program to be delivered to City of Launceston businesses and organisations. The whole package was a clear, considered and targeted response to the economic impacts of the pandemic to assist our community to both manage and recover from the impacts. This was implemented quickly to assist the Launceston community and for the most part, was well received.

The grants program went live on Thursday 2 April 2020 and the first applications were received in the Smarty Grants grant management tool within days. A robust process had been developed to ensure good governance, transparency and most of all, to support the community in the grip of a global pandemic that was seriously affecting the economy. At the core of the grants program was its purpose:

"Grants will enable small and medium business in the Launceston Municipal Area have an improved chance to continue trading, while community, sporting and cultural groups are able to remain active and support social cohesion. These grant(s) will provide small and medium sized business, sporting, cultural and community groups with the support to rapidly transition to alternate models of commerce, outreach and engagement, primarily digital solutions."

This report aims to encapsulate all documentation and reporting recorded to date. This includes the process development and governance principles, implementation, the challenges faced by officers (and Councillors and some providers) during implementation, the acquittal process more than six months after projects had been completed, and during an internal review, some of the lessons learned.

Overall, good news stories prevail and it would seem the abovementioned purpose was well and truly achieved. For instance, for the \$582,417 invested in the Level 2 grant(s) program, over \$1.06 million was spent in the local economy helping businesses transition and survive. The role the City of Launceston played in enabling this is something to be proud of. The challenges and difficulties have all been considered as learnings, or at the very least, recorded as part of the process.

PROCESS DEVELOPMENT AND GOVERNANCE

The Community Care and Recovery Package was a clear, considered and targeted response to the economic impacts of the pandemic to assist our community to both manage and recover from the impacts. Part of this package included a multi-faceted grants program to be delivered to City of Launceston businesses and organisations.

A small internal working group was established to coordinate the whole Community Care and Recovery package. This included representatives from each of the Council departments responsible for implementing the proposed aspects of the package. Liveable Communities assumed responsibility for the grants component and set about establishing process, governance and systems to report back to the working group.

The Community Care and Recovery Grants (CCRG) program was based on Council's existing community grants program, and modified to accommodate the unknown situation unfolding as the pandemic became more widespread.

The purpose (or intent) of the grants was to provide small and medium sized business, sporting, cultural and community groups with the support to rapidly transition to alternate models of commerce, outreach and engagement, primarily through digital solutions. This support included professional advice (Level 1) and financial grants (Level 2) to provide and rapidly deploy a relevant front end digital solution to support their core business.

The eligibility requirements were determined as follows (this is verbatim from the guidelines that were publicised on 2 April 2020):

An eligible registered business/organisation meeting Council's eligibility requirements as outlined below:

- Small and Medium Businesses (a business, sole trader, partnership, company or trust that employs fewer than 20 people, and has an aggregated turnover of less than \$10 million)
- Businesses operating within the City of Launceston municipality with at least one Launceston based employee/worker
- Indigenous Corporations, Incorporated Associations, (Registered) Unincorporated Associations, Not-for-profits registered with the Australian Charities and Not-for-profits Commission all located within the Launceston municipality
- Eligible Organisations and businesses must have a valid Australian Business Number (ABN)
- Business/organisation operating on or before 31 January 2020
- Businesses/Organisations with the ability to demonstrate
- how your business/organisation is affected by COVID-19
- how your business/organisation will benefit from implementing digital solutions

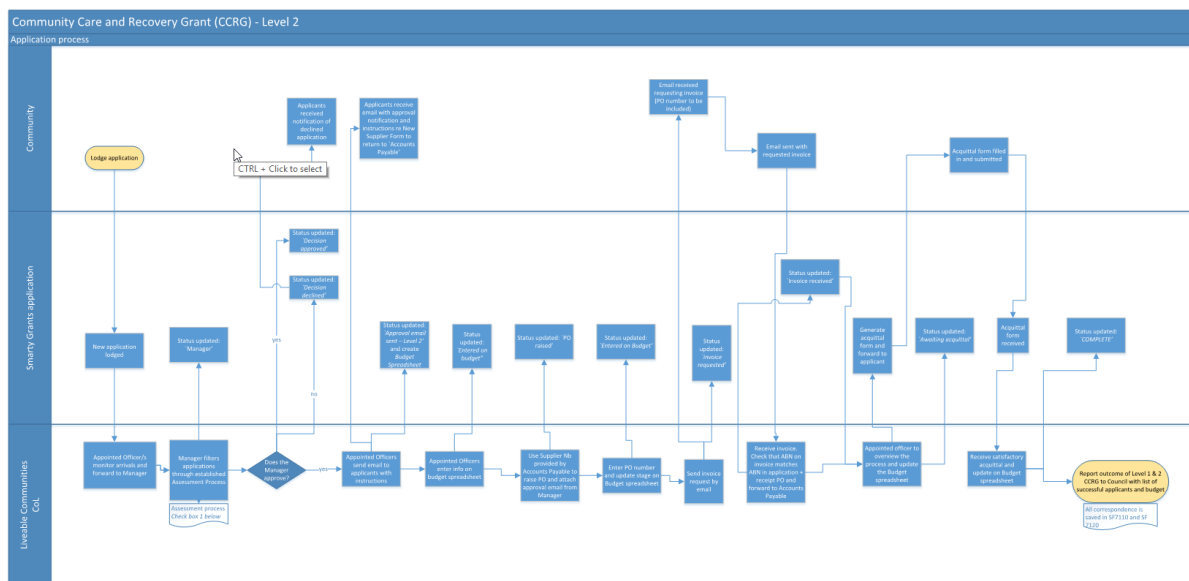
There were also three criteria that required a written answer of between 50 and 500 words: Funding Need

- Creativity & Innovation
- Funding benefit

Applicants also needed to provide an overview of the project, provide a budget (including how they would meet the 20% co-contribution), attach a quote from a local provider, and provide a project plan.

It was determined to use the Smarty Grants tool (which Council already uses for community grants and events sponsorship) for this grants program, and to expand its use. The Smarty Grants grant management tool is licensed and quite separate from the generic Smarty Grants website. It used by more than 370 licensees across Australia and City of Launceston has held a licence since 2010. In an environment where people were moving to working from home, there was uncertainty about IT access in the event of the pandemic worsening. The Smarty Grants management tool is fully web-based and so for the first time in City of Launceston's history with the licence, it was proposed to use all the functionality including assessment, notifications and referrals, acquittals etc. Although the assessment tool was functional, the team also adopted the use of Excel to record other components of the assessment process that was expected to be of interest internally.

Checklists and processes were developed for each anticipated step. These were converted to process maps for each level of the grants package. A sample of these flowcharts is provided below:



At its Special Meeting on Thursday 2 April 2020, the Council resolved (in part) to:

"...Initiate a multi-faceted grants program, which will be delivered to City of Launceston businesses and groups, but which can be quickly expanded to other Municipal Areas if the respective Council's elect to fund the program in their areas. The grants program will focus on digital innovation and circular economy initiatives, as follows:

- Digital Innovation - Grants will enable small and medium business in the Launceston Municipal Area have an improved chance to continue trading, while community, sporting and cultural groups are able to remain active and support social cohesion. These grant(s) will provide small and medium sized business, sporting, cultural and community groups with the support to rapidly transition to alternate models of commerce, outreach and engagement, primarily digital solutions. This support will include professional advice (Level 1) and financial grants (Level 2) to provide and rapidly deploy a relevant front end digital solution to support their core business ; and
- Circular Economy - Grants will provide new opportunities for economic resilience and meaningful activity for displaced workers and developed as a springboard for innovation in the recovery period. These grants will further develop the circular economy concept from simple re-use (Uptipity) to repair, re-make and revalue and

in doing so develop longer term circular economy opportunities at scale. Building on the existing partnership with City Mission through Uptipity, broaden the scope and scale of activities progressively. Bring additional partners in once concept prototype has been established and expand regionally..."

This was approved with a recommended budget of \$650,000 for the grants program (initially split into \$100,000 for Level 1 grants and \$550,000 for Level 2 grants).

The Smarty Grants online application portal went live that afternoon, in effect implementing the grants program to the local community.

COMMUNITY CARE & RECOVERY PACKAGE FOR LAUNCESTON

IN RESPONSE TO THE COVID-19 PANDEMIC, THE CITY OF LAUNCESTON HAS LAUNCHED AN \$8.5 MILLION COMMUNITY CARE AND RECOVERY PACKAGE FOR LAUNCESTON.

THIS PACKAGE SUPPORTS BOTH INDUSTRIES AND RESIDENTS WITHIN THE LAUNCESTON MUNICIPALITY NOW AND FOR THE MONTHS AHEAD.

City of LAUNCESTON

TO LEARN MORE, VISIT → www.launceston.tas.gov.au/CommunityCarePackage

The graphic features a green background with white line-art icons representing a government building, a family, a house, a lightbulb, a factory, and a tree. A white heartbeat line runs horizontally across the middle of the graphic.

IMPLEMENTATION

Within a matter of days, the number of applications was increasing rapidly, potentially expending the available budget.

Date	Anticipated available budget at this date	Level of grant	# applications submitted	# applications unsubmitted *
2 April 2020	(\$650,000)			
	\$100,000	1	0	0
	\$550,000	2	0	0
6 April 2020	\$100,000	1	Expressions of interest open	
	\$94,000	2	58	
7 April 2020	\$100,000	1	Expressions of interest open	
	\$67,000	2	69	33
8:01pm 8 April 2020	-\$136,000	2	98	29

* = "unsubmitted" (meaning they had been started, but not finalised).

The CEO made the decision to close off Level 2 applications on the night of Tuesday 7 April 2020 as it became apparent the budget of \$550,000 was likely to be exceeded (assuming all applications submitted were to receive the maximum \$7,000 of the grant).

By this time 98 completed applications had been submitted and a further 29 applications were commenced in the system, but remained un-submitted at the 8pm cut-off when the SmartyGrants system closed for applications. These businesses were advised of the proposed cut off time several hours prior however, a couple of businesses complained that they tried to submit their grants immediately prior to 8pm only to be prevented by the system from lodging.

It can only be speculated that the time on their computer system(s) did not align with the SmartyGrants clock, however, given that 98 businesses had successfully managed to submit their applications prior, it would support the fact that they attempted to lodge after the cut-off time.

Level 1 grants also opened on the afternoon of Thursday 2 April 2020, at the same time as an Expression of Interest was advertised calling for suitably qualified and experienced businesses to nominate to be part of a panel providing expert advice to successful Level 1 grant applicants. Although the EOI was not to officially close until 30 April 2020, it was publicised that an initial assessment of applications would be undertaken from 12pm on 9 April 2020, in order to start allocating successful Level 1 grant applicants to the successful panel providers.

The EOI assessment panel (governed through Council's procurement processes) met on the afternoon of 9 April, and appointed an initial five providers to the panel; namely:

- Ideas Banq
- Kingthing Marketing
- AT+M
- Zest Marketing
- Ebundant Online

The number of applications for Level 1 grants was also rising, and with concern for the available budget, the CEO decided to close off these applications at 12pm on Thursday 9 April 2020.

Assessment of Level 1 grants commenced on Thursday 16 April, with an equitable assignment of grant applicants to panel providers. ie

- Successful grant applicant 1 assigned panel provider 1
- Successful grant applicant 2 assigned panel provider 2
- Successful grant applicant 3 assigned panel provider 3
- Successful grant applicant 4 assigned panel provider 4
- Successful grant applicant 5 assigned panel provider 5
- Successful grant applicant 6 assigned panel provider 1
- etc

Further responses to the EOI were assessed by the evaluation panel as received, and a further two providers added to the panel on 21 April 2020, namely:

- Walker Design
- Think Marketing

By the time assessment of Level 2 and Level 1 was completed, the breakdown was as follows:

Grant type	# applications	# approved	# declined	# withdrawn	\$ value of grants awarded	\$ value of projects
Level 1	71	57	5	8	\$57,000	\$57,000
Level 2	98	87	7	4	\$586,500	\$931,884
TOTAL	168	144	12	12	\$643,500	\$988,884

The initial budget had \$6,500 remaining from the allocated \$650,000.

On Thursday 16 April 2020, a Confidential Council report reviewed the grants package to date, and approved a further budget to enable the successful Level 1 applicants to progress to Level 2, albeit capped at a maximum of \$3,000 per successful application.

"RECOMMENDATION:

That Council moves into Closed Session to consider the following matters which were not included on the published agenda:

22.1 Confirmation of the Minutes

Regulation 35(6) of the *Local Government (Meeting Procedures) Regulations 2015* states that at the next closed meeting, the minutes of a closed meeting, after any necessary correction, are to be confirmed as the true record by the council or council committee and signed by the chairperson of the closed meeting.

22.2 Community Care and Recovery Package - Innovation Grants

This urgent item was circulated to Councillors on 15 April 2020. The item is confidential in accordance with regulation 15(2) of the *Local Government (Meeting Procedures) regulations 2015* which permits the meeting to be closed to the public for business relating to:

15(2)(b) information that, if disclosed, is likely to confer a commercial advantage or impose a commercial disadvantage on a person with whom the council is conducting, or proposes to conduct, business."

The guidelines for this level of grants was modified, called Level 2a, and a closed round opened to only the successful Level 1 applicants on Friday 1 May 2020 with a tentative closing date of midnight on Sunday 10 May 2020. This was flexible, as not all successful Level 1 grant applicants had received their professional advice, and therefore their recommendation on how/what to progress to Level 2a. After consultation with all applicants, this closed at 8pm on Friday 15 May 2020 with 53 applications received.

By Thursday 21 May 2020, all Level 2a applications were assessed. These are added to the Level 1 and Level 2 grants as follows:

Grant type	# applications	# approved	# declined	# withdrawn	\$ value of grants awarded	\$ value of projects
Level 1	70	57	5	8	\$57,000	\$57,000
Level 2	98	87	7	4	\$586,500	\$931,884
Level 2a	53	52	0	1	\$152,666	\$329,998
TOTAL	221	196	12	13	\$796,166	\$1,318,882

Based on the initial \$650,000 budget, and the further \$213,000 budget (totalling \$863,000), there was \$66,834 left.

CHALLENGES DURING IMPLEMENTATION

The City of Launceston had never delivered a grants program like this before, and was also the first Tasmanian Council - and indeed one of the first few local governments in Australia - to do so. Naturally, this meant there were a few teething issues and lessons learned during the initial implementation. These are outlined in this section, but can be summarised into the following categories:

- Fast response and uptake by the local community
- Internal workload
- Initial finger pointing at one provider
- Criticism - of the program, of the process, of staff
- Leaking of approved applicants
- Concern around IP addresses of applicants, and whether providers should or should not have been helping clients

It could be said no-one could have predicted or expected the rush of applications. While it did indeed demonstrate that there was an urgent need to help local businesses and service organisations, it did place immediate pressure on staff workload. Initial assessments were done on a first in, first served basis which was always Council's intention. As the applications started rushing in, it was apparent that assessment was going to be time consuming. There were also many requests from businesses for assistance with the application process. Many business operators were unfamiliar with grant writing, and for those where English was not their first language, this was even more challenging. This presented a time consuming customer service challenges, as did, the administrative workload behind the scenes which included processing, notification, adding details to Council's finance system, raising purchase orders, processing invoices, and releasing the funds. This was all at a time when staff were transitioning to working from home, or alternative locations.

In the first few days, the process was tried, tested and improved. Having seen the number of applications rolling in, assessment started quickly so as not to create a backlog and to start releasing funds to businesses whose work was drying up. As per the checklist for assessment, officers were undertaking assessments, and checking/verifying any concerns with their manager. This process was also refined as assessments progressed due to the number of applicants received, so unfortunately the first 12 or so did not have the calculation made on whether the applicant was co-contributing 20% of the project cost. However upon receiving the acquittal report from these applicants officers found the majority of them did co-contribution 20% or more. This is covered in the Lessons Learned section below.

If there were concerns with applicant addresses being outside the municipality, a check of the ABN Register confirmed the registered address for a business and as long as this was within the Launceston LGA boundary, the application could proceed.

Criticism of the program began quite early in the program as providers capable of project deliverables became quite upset with various aspects of the program. Although not within the control of City of Launceston, applicants were asked to provide a quote from a capable provider for the project for which they were applying for the grant. Public concern was raised that some providers turned the program "into a grab for work and money". There were allegations that providers had received information on the grants program before others.

The Council's CEO undertook an investigation of the claims that involved interviewing affected people and reviewing the relevant information such as provider websites, Facebook pages as well as Council systems. The investigation concluded that no provider had engaged in any

wrong doing, providers did not have early access to Council information and while it was established that providers did submit applications for businesses that were currently the clients of other e-commerce providers, this is not illegal.

Common Themes and Issues

Some themes and issues which were identified for the overall program, and in each of the levels of the program:

Overall

- Staff working remotely made it more difficult to collaborate
- Stresses of working during a pandemic and implementing a new grant program

Level 1:-

- Assignment of applicants to providers when applicants wanted to change providers
- There was some criticism of some of the providers' ability to provide applicants with the service they wanted; and responsiveness (on both sides)

Level 2:-

- Assessment process - speed of assessing, officers working remotely, repeated requests to justify the decision making process
- Officers did improve awareness of a few technicalities such as different ABNs on applications to finance forms; ABNs registered outside the municipality, and the 20% co-contribution
- There was one business that received the grant despite currently having an outstanding debt to the Council. Again, given the timing and the fact that staff working remotely did not have access to this information made it a very difficult criterion to assess - one instance out of 196 successful grant applications would demonstrate that this was not a significant issue.
- Concern around IP addresses of applicants, and whether providers should or should not have been helping clients. Our Smarty Grants tools don't have the functionality to record this, however, there was no requirement against providers submitting applications on behalf of business owners. The applications did need to be signed by the business owners which was checked for all applications.
- There was also criticism that a business which had advised it was closing was successful in receiving a grant. This business did not do anything illegal in applying for the grant and the business has continued, with an increased emphasis on on-line delivery, for a significantly longer time than the owner had planned. Indeed, the business is still operating on-line at the time of preparing this report.

Level 2a:-

- easier, because the hard work had been done with Level 2s.

In mid April it appeared that a list of successful applicants was publically released after the Council workshop. This release of information was referred to the Local Government Division for investigation into an alleged breach of the Local Government Act 1993. The subsequent investigation determined that there was insufficient evidence to substantiate that the information had been illegally released by a Councillor or Council officer, and the complaint was dismissed.

There is nothing to suggest that the Council's grants guidelines and/or assessment processes were flawed. The processes were designed to facilitate a timely and agile grant program and it achieved its purpose accordingly. The Council initiated appropriate levels of governance and controls, which, for the overwhelming majority of applications ensured that they complied with all of the grant criteria. For a small number of applications this was not the initial case, however, on balance the small number of non-compliance was either offset by compliance at the acquittal stage or more generally, is more than compensated by the overall benefits received in the Launceston community as a result of the grants program.

INITIAL OUTCOMES

Level 1:

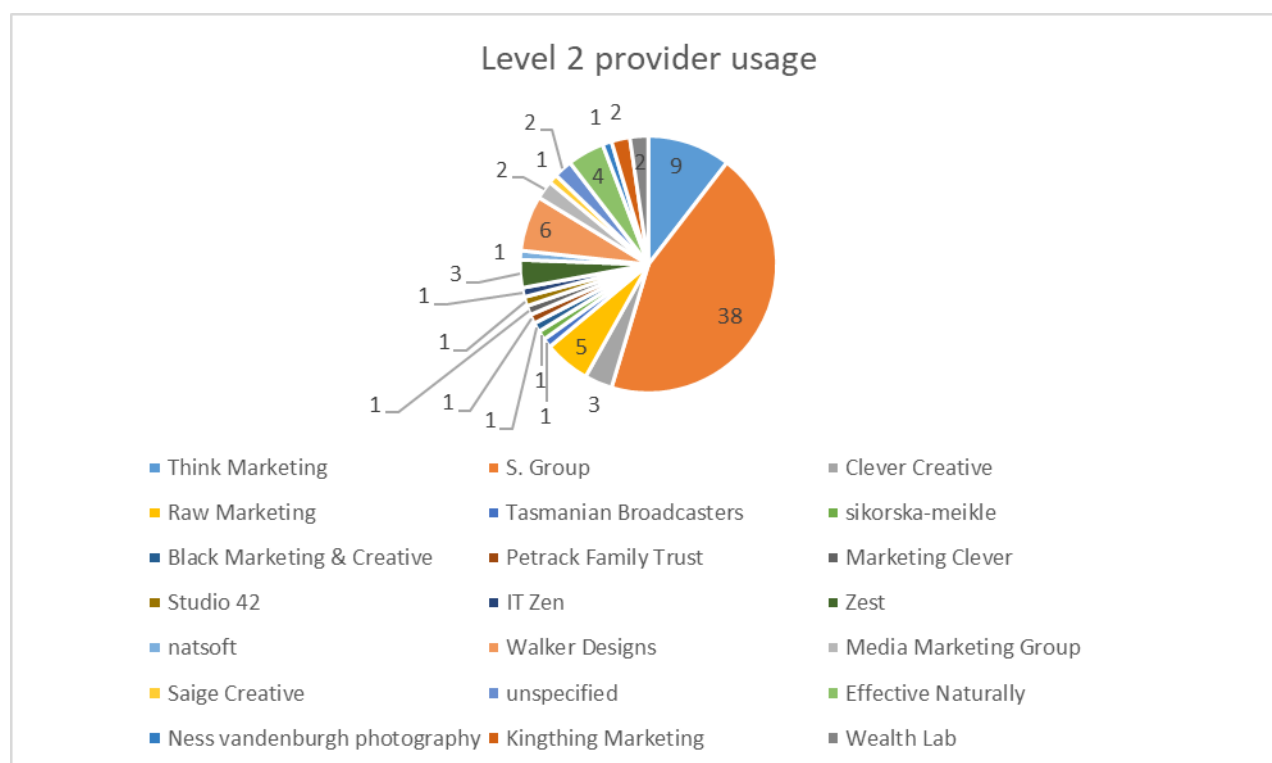
Despite advising all applicants and panel providers that the allocation of successful grant applicants to panel providers would be conducted equitably, there was significant push back from both applicants and panel providers wanting to work with a certain provider, suggesting Council was "ruining" client/supplier relationships etc. The following table shows the breakdown of allocations, remembering that Walker Designs and Think Marketing were approved later than the initial 5 providers which is why they were assigned less applicants.

- 8 Ideas Banq
 - 8 Kingthing Marketing
 - 8 AT+M
 - 8 Zest
 - 7 Ebundant
 - 8 The Right ID
 - 5 Walker Design
 - 5 Think Marketing
- 57

See Appendix 1 for Applicant and provider breakdown.

Level 2:

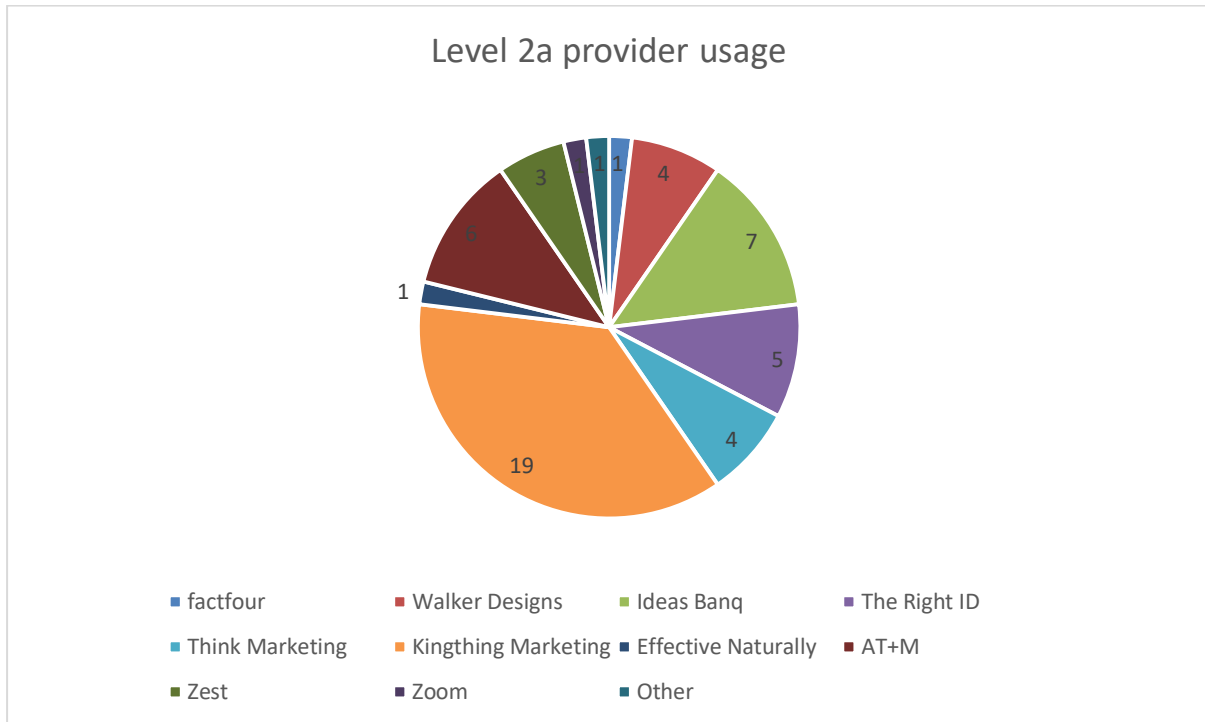
Although not within the control of City of Launceston, applicants were asked to provide a quote for the project for which they were applying for the grant. Hence, calculations were undertaken on which providers were to be used, and how many applicants nominated them. It should be noted that applicants did not have to continue with the provider whose quote they used (and some did not).



See Appendix 2 for Applicant and provider breakdown.

Level 2a:

Again, although not within the control of City of Launceston, applicants were asked to provide a quote for the project for which they were applying for the grant. This did not have to be the same provider they used for their Level 1 advice. It should be noted again that applicants did not have to continue with the provider whose quote they used.



See Appendix 3 for Applicant and provider breakdown.

Level 2 and Level 2a combined

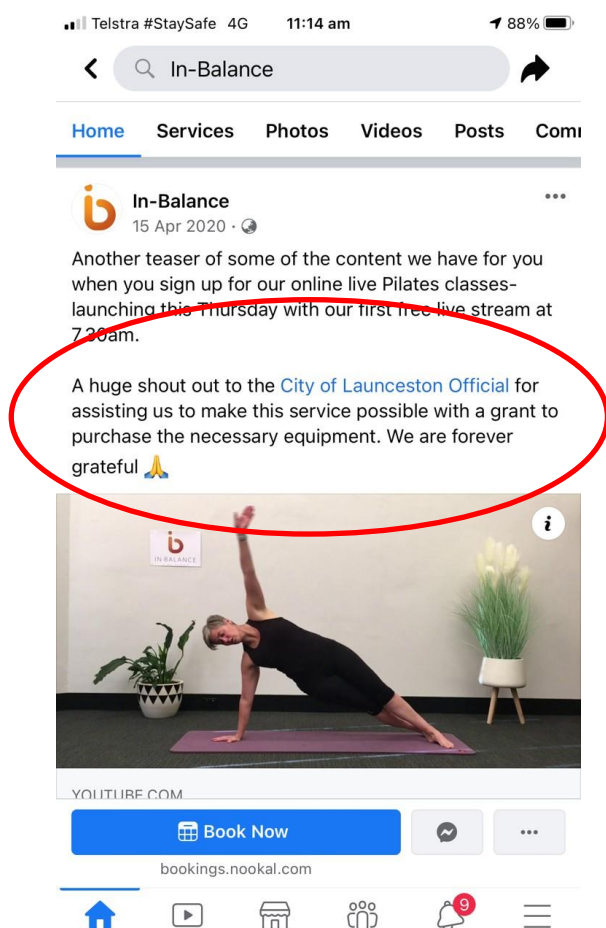
By combining the providers used for both level 2 and Level 2a, there were a total of 27 providers nominated. Given the total contribution to the economy from these projects was \$1.3M across 221 grant recipients, this averages a contribution of approx. \$6K per grant recipient (paid to their nominated provider)

Level 2 and Level 2a provider usage



DELIVERY

The majority of projects were delivered quite quickly after the grant money was released, which was the purpose of the grant program. This was particularly evident by this screengrab of a social media post a mere two weeks after the grant program opened by a successful applicant:



Prior to the establishment of this grants program, less than 50% of Launceston businesses had an online presence. This was a significant aspect of business' concern as the pandemic reality unfolded. This is because all contemporary evidence and marketing advice points to an online presence being critical for the survival of bricks n mortar business and Cityprom has long advocated the importance of this to their members ensuring their brand, products and street location are easily searchable from updating their Google listing. To summarise the importance of the outcomes of this grants program on Launceston businesses, CityProm had this to say:

51 of the grant recipients were Cityprom member businesses, this accounts for almost 10% of our retail, hospitality and service members having benefited from the City of Launceston grants.

For a number of years we have been running member information and advisory sessions on the importance of online presence, and continuously encouraging and supporting members to be online and make use of the state government Digital Ready program.

In addition, we help Launceston CBD businesses by ensuring they have an up to date listing on Google My Business and the ATDW where appropriate. In the last 18 months, providing them with a unique log in to update their own listing on our business directory at launcestoncentralcity.com.au, a comprehensive list of businesses located in Launceston Central City.

We were delighted that CoL not only reacted so quickly, but in such a targeted and valuable way for our city members to benefit. The speed in which the grant program was delivered meant that some businesses, who may otherwise have struggled to trade and perhaps survive the pandemic lock down, were able to continue trading online with delivery and click and collect options for customers.

The program also inspired other businesses who were unsuccessful with the grants and saw the success of other surrounding businesses who were online to invest in this space, so the benefit became wider than just the grant recipients. The grants saw improvements made in online presence, an additional 20 websites with e-commerce, newly created websites, upgrades to existing websites and SEO, and an increase in the use of ordering apps such as Uber Eats and Skip. As a broad estimate (using Louise Grimmer's survey data as a base and grant participants plus our own search and internal data) we believe that an additional 20% of CityProm business members have a stronger online/social media presence since COVID and half of these are a direct result of the CoL grants program.

In particular, having an online presence enabled hospitality and retail businesses to keep trading throughout the lock down period when they would otherwise may have been unable to do so. Shops like Hope & Me and Inspire Yourself and Your Home were able to benefit from Easter and Mother's day trade despite not having their physical shop front open. These are some of their biggest annual trading peaks at this time of year and without which could have had a detrimental effect to their bottom line if they were unable to provide products and services to their customers.

We continue to educate our members on the importance of having their business online and the evidence (which is discussed in Louise Grimmer's Shopping In The City report) that being online enhances your business and does not take-away from foot traffic to your bricks n mortar store but increases this. We now have a number of examples of success stories from Launceston Central City businesses who were receivers of the CoL COVID Recovery grant program that we can use to inspire others." Amanda McEvoy, CityProm

Case studies

1. Landfall Farm Fresh
2. Tamar Marine
3. House of Cane

Case Study 1:

Landfall Farm Fresh (the butcher shop in Balfour Street) was one of the first applicants. At a time when panic buying was emerging as the community went into lockdown, meat was one of the commodities being bought in bulk. Landfall Farm Fresh sell their own meat so while there was no shortage of supply, the problem was that their customers were no longer walking through the door. They had considered an online shop in the past, but to quote Frank Archer "we just never had the time, the incentive or the money to make it happen". They applied for the full \$7,000 based on a project quote from Clever Creative for \$7,892*. Once the funds were released to them in mid April, their online sales presence was established via their existing website. Almost instantly, their sales started returning to in-person levels. Speaking to Landfall representatives in July 2020, they were very satisfied with the grant, with the results from the project implemented from the grant and very relieved that they were able to keep trading through lockdown. Landfall Farm Fresh submitted their project acquittal on 30 September 2020 (one of the first to do so) and their overall project cost did actually increase to \$9,724 which meant they ended up co-contributing 28.01% of the project cost.

* As per the lessons learned, this was one of the very first applications assessed and the assessment process had not factored in calculating whether applicants were co-contributing 20%. At the time of assessing their application, officers had not calculated that they were anticipating co-contributing 11.30%.

Case Study 2:

Tamar Marine was one of the first applicants, as they recognised that a lockdown would effectively shut their business. They applied for the full \$7,000 based on a project quote from natsoft for \$16,900. Once the funds were released to them in mid April, they and their provider established a website and within that, an online sales platform. This included a marketing arm which enabled them to promote their new sales platform and online sales started. Tamar Marine submitted their project acquittal on 13 October 2020 (one of the first to do so) and they provided this feedback:

"Just want to say a quick thank you to all involved at the LCC for implementing and offering these grants during a extremely tough time. You have single handily save hundreds of Local businesses."

Case Study 3:

House of Cane (now rebranded to Tribe Collectives) was one of the latter applicants that submitted prior to Level 2 closing, submitting their application on the evening of the 7th of April. Outlined in the application, House of Cane had seen, like many other businesses, a sharp decrease in both sales and foot traffic into the Launceston shop. They applied for the full \$7,000 based on the quote from Kingthing Marketing to provide a new digital platform for their business. Outlined in the acquittal report, the new digital platform has allowed the applicant to incorporate a new website that has full e-commerce functionality. The second part of their project is aimed at helping get traffic to the new website to raise awareness of the new option to shop online. The acquittal was received on the 08th January 2021 with confirmation of total project cost being \$10,311, and they provided this feedback;

"This past 10 months has pushed many businesses towards this position but simply put all business must see renewal as part of their internal process on regular basis with change to embrace all new sales channels to assist the overall sustainability of the business. This will in turn assist with the sustainability of retail precincts themselves and the overall benefit of our region. This type of project from council whilst specific due to the inherent issues of the Covid pandemic is excellent in driving a level of change that is always needed."

ACQUITTALS - FINAL PROJECT OVERVIEWS

Applicants were given six months from the completion of their project to submit their acquittal as it was determined difficult to gauge the success of a project any sooner. The first acquittals started to trickle in by September 2020, but by the end of February 2021 it was resolved to stop seeking the final few.

Type of grant	# of grants approved	# of acquittals received
Level 2	87	69
Level 2a	52	41

By the end of 2020, there were still a number of outstanding acquittals. A process to chase these up included:

- emailed reminder six times
- phone calls (although this became very time consuming)
- follow up on some acquittals that were light on information

However, when it became apparent that significant effort on City of Launceston's part was not going to elicit a response, the decision to draw a line under these by 28 February 2021 was made.

Unfortunately, by this date there were still 21% unsubmitted. See Appendices 4 and 5 for a list of those received. This could be due to an inability to incentivise the applicants. With Event Sponsorship, Council now withholds 20% of the sponsored amount until the acquittal is received. With Community Grants, applicants cannot apply for a future community grant until the acquittal is received. Given this CCRG program was based on the community grants model, this is still applicable but these applicants aren't usual Community Grant applicants so this is not much of an incentive.

One interesting observation from the acquittals was around the final project cost. The following percentages show the percentage of projects that ended up costing differently to the original budget (of those where acquittals have been received):

Level of grant	% costed more	% costed same	% costed less
Level 2	49%	33%	19%
Level 2a	56%	12%	29%

By the same token, it was interesting to see the number of applicants who ended up contributing more than the original 20% of project cost that was requested. This was particularly evident with the Level 2 grants, but disappointingly, there was actually an increase in the number of projects where the applicant contributed less than the required 20% for Level 2a grants.

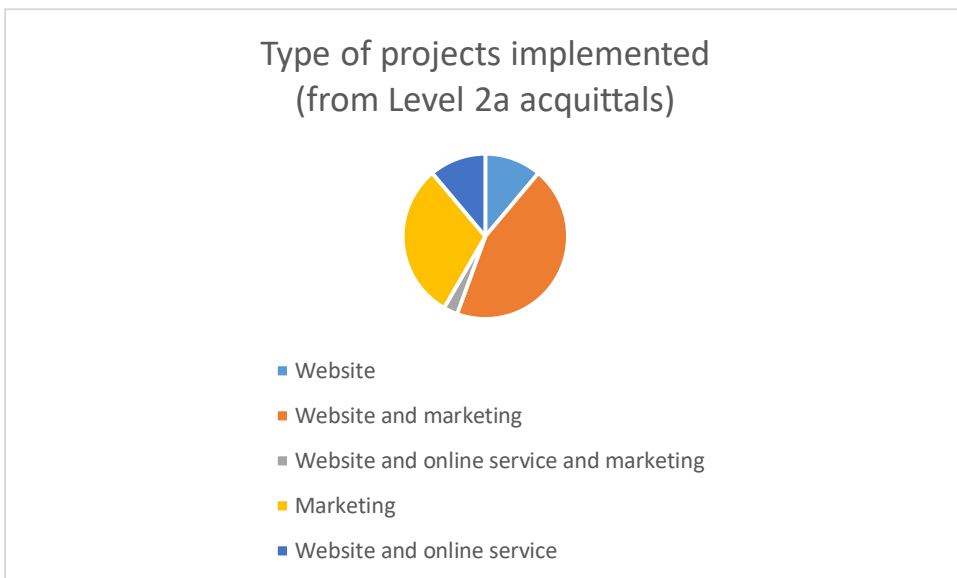
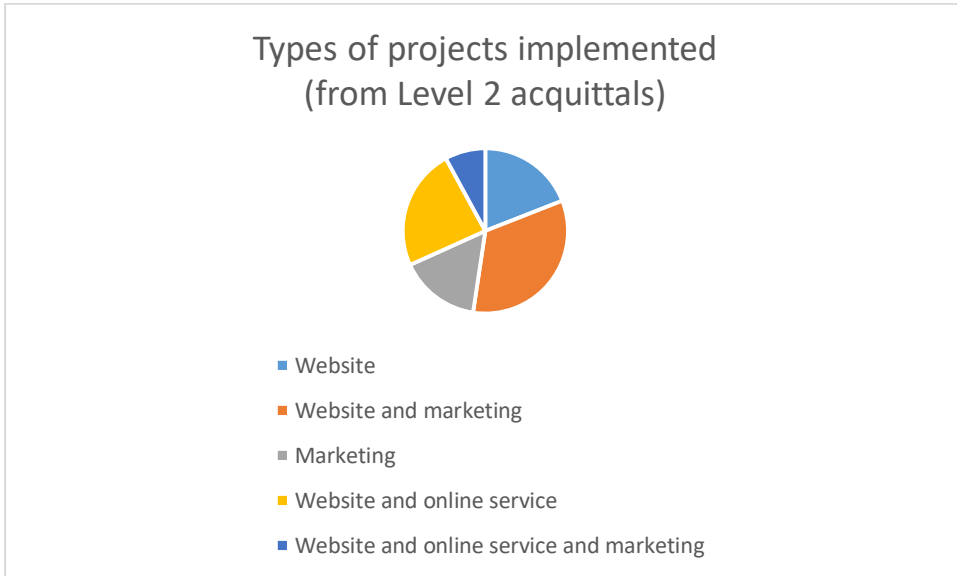
Level of grant	Initial # of applications that co-contributed >20%	Final # of applications that co-contributed >20%
Level 2	19	8
Level 2a	3	7

From the acquittals received, the final project cost tells interesting stories. The following percentage show the increase of funds flowing back into the economy (**of those where acquittals have been received**):

Level of grant	\$ Amount Requested (Grant funding)	Initial estimated project cost	Final project Cost	Change
Level 2	462,281	753,400	819,665	+\$66,265
Level 2a	120,136	269,460	247,185	- \$22,275

This is only for the projects where acquittals were received

An effort was made to categorise the type of projects developed as a result of the grant. Please note, this has been based on officer interpretation of the final project overview as submitted with their acquittal. This is what has been derived:



STORIES FROM THE ACQUITTALS

These quotes were provided to City of Launceston through the acquittal process and are reproduced with permission.

I can't say enough how much this grant is appreciated. We promise to do great things with our website, it is also exciting for my staff to become involved and take City Park Café into the new era of technology

Many thanks to you and the council for your support. We will make the most of the opportunity afforded by the grant

Can I just thank you from the bottom of my heart for your assistance when it was needed the most. After 30 plus years in business it really felt like the first time that small business had been recognized for the amazing contribution they make to the health and economy of Australia. The councils quick response to the help they provided us was so much appreciated and I think you all should be congratulated for how it all was managed and implemented. So thank you once again. I have upskilled and learnt even so much more about my business and our community which has actually been very exciting as well so through hard times comes good outcomes as well. I wish you all the best as we navigate yet through more interesting times ahead but again Thank you Sharee Marshall x

Just wanted to say a quick thank you to all involved at the LCC for implementing and offering these grants during an extremely tough time. You have single handedly saved hundreds of businesses

What a great job you are all doing to help us in the small business world. It is really appreciated to pass this onto everyone involved.

I would also like to say thank you again for this opportunity - this has been such an unprecedented time for everyone and I just want you to know that for a small business, just having someone offer this help was a really big deal. Often you can feel quite alone as a business owner, but instead we feel very much part of a community. Hope you had a wonderful response to the grants that were offered

Cafe Mondello has benefitted immensely from the grant and we are so thankful to the City of Launceston for your support. As mentioned above, having the funds to allow us to keep up with the times and stay front of mind in the community has proven to be very valuable to our business. When we re opened after Covid, our marketing agency assisted us with a Facebook relaunch and we reached over 40,000 people in the community. It's been very valuable to us as local business owners to gain professional advice from a marketing agency and continue to grow and bounce back after what has been a difficult year.

As an unexpected spin-off, we've also been approached by another local company asking whether they could use one of our videos (on generators) on their own website as it helped answer many questions they are often asked. We have been happy to share this. The benefit of the grant extends beyond the 3 local companies directly involved in producing and promoting the videos. :-)

It has allowed us to retain existing staff and employ an additional Marketing representative full-time to implement and oversee this project. Results have been better than expected and staff whose future was uncertain were able to return to work sooner than anticipated while the Tourism sector continues to recover. We anticipate this project will continue to grow and become an important part of sustaining our ongoing business.

LESSONS LEARNED

The City of Launceston had never delivered a grants program like this before, and was also the first Tasmanian Council - and indeed one of the first few local governments in Australia - to do so. Naturally, this meant there were several lessons learned during the initial implementation. These are outlined in this section, but can be summarised into the following categories:

- Use of Smarty Grants
- Governance
- Council's communication
- Budget
- Level 1 and Level 2a
- 20% co-contribution
- Difficulty in getting acquittals
- If a similar grant program was to be rolled out again!

Use of Smarty Grants

This program was the first time that many of the tools within Smarty Grants had been used by Council officers. This was primarily because of concerns around working from home and not all staff having access to all corporate systems.

Consultation with Council's Legal Officer was undertaken early to seek approval for the need to not create funding agreements, which is Council's standard approach for Community Grants. Some of the wording from the funding agreement was incorporated into Smarty Grants in lieu of an additional document.

The acquittal form on Smarty Grants needed to include the 20% co-contribution which may be in kind (this not being clear as reflected in many acquittals received well after the program).

Where an application required further information, the Grants and Sponsorship team emailed the applicant asking for the additional information. This then became problematic (especially with staff working in multiple locations) when the additional information was not uploaded to Smarty Grants (because it came back via email etc).

Recommendation:

The Smarty Grants grant management tool is very useful and should be used more broadly for others grants and sponsorship at City of Launceston.

Governance

Council agreed at the meeting of 2 April 2020 that a Council Officer would assess and approve the applications. This was to be the Manager Liveable Communities and any queries were referred to General Manager Community & Place. This was recorded in Smarty Grants although a spreadsheet was used to do some of the calculations required for verification, and to collate information about providers etc as it became apparent this was a concern in the community. Daily statistical reports on the assessments were provided to the General Manager Community & Place and the CEO.

If more than one officer had been involved with the assessment, this would have slowed the process down significantly, contradicting the purpose of the grants program.

Recommendation:

The Community Grants assessment process be reviewed to potentially streamline assessment in line with the outcomes from the Community Care & Recovery Grant assessment process.

Council's communications

Council was proactive in advising the community that these grants were coming through the media as well as Council's website and Facebook page. It was also clearly stated that there was no closing date, that it was a rolling program until funds were exhausted

Ideally, it should not have been advertised that organisations were encouraged to apply for Level 1 grants before Level 2, as those who applied for Level 1 then did miss out on some funding with Level 2a. However, the Council would not have helped as many organisations as it did because inevitably there would have been "double dipping".

Budget

Potentially more budget to all levels of the grants would have been useful. By the same token, the budget extension to enable Level 2a didn't need to have been the full \$7,000 because applicants had already had \$1,000 worth of professional, so a maximum, a further \$6,000 could have been reserved. But, by 98 organisations having already applied for Level 2, the diversity of applicants was demonstrated, and then enhanced with those applying under level 2a.

If there is a failing in the Council's grant program it's in the fact that while the Level 1 grants do provide organisations with an understanding of the initiatives they are able to implement in order to best equip them to operate in a COVID-19 environment and beyond, it does not provide the means to implement these initiatives. The Council acted to address this issue by making further funding available for Level 1 grant recipients to assist them in implementing the identified solution. It would have been inappropriate to issue organisations with a Level 2 grant to rapidly implement an identified solution and then to award a Level 1 grant to provide mentoring support.

Level 1 and Level 2a

Were these levels of the program necessary? There was obviously a time delay in appointing providers so businesses were not able to access their Level 1 grant for a couple of weeks, then they had to meet with their provider, determine their requirements, and then apply for Level 2a, by which time there were less funds available. Given the actual return on grant dollars ended up being less than originally estimated by Level 2a grant applicants, it could be surmised that this aspect of the grant program did not 'give back' to the economy as the Level 2 program.

However, the investment of the Level 1 grant may have educated the applicants sufficiently that they didn't need as much of the Level 2 grant, or indeed were able to implement the solutions themselves. Also, the providers who responded to the EOI and were appointed were able to have a small level of guaranteed income which may have potentially led to new business.

Whether the Level 2 grant program would have been sufficient on its own cannot be answered here, but at least having the options did ensure that a greater diversity of applications were received and that the contribution back to the economy via providers was potentially broader than those seen through the Level 2 applications.

20% co-contribution

One of the criteria was that applicants must co-contribute at least 20% of the projects' costs, and demonstrate this in their application budget. As noted this was not calculated in the first few applications (however upon receiving these acquittal reports Council Officers found the majority of them did co-contribute 20% or more). It was rectified on the second or third day of assessing and adjustments made accordingly going forward.

Where entities did not co-contribute 20%, their grant figure was adjusted accordingly. However, for many of these, their acquittals demonstrated that they ended up co-contributing much more than the 20%. So was this unfair to those who got less than the \$7,000 but ended up spending more? This triggers a query as to whether the 20% contribution was required? The money was going to flow into the community anyway, and this potentially put additional stress on the business at an already difficult time. It also made the reporting for Council officers more difficult.

Recommendation:

Future reviews of community grants and event sponsorship determine whether co-contribution is required beforehand, or only reflected in the acquittal.

Difficulty in getting acquittals

Applicants were given six months from the completion of their project to submit their acquittal as it was determined difficult to gauge the success of a project any sooner. The first acquittals started to trickle in by September 2020, but by the end of February 2021 it was resolved to stop seeking the final few. Having to chase for information and the lack of incentive to hold them to delivery, took a significant amount of time from at least two officers between December 2020 and February 2021. One of the identified difficulties was that not all projects have been completed.

If a similar grant program was to be rolled out again!

A beneficial outcome of the roll out of the Community Care and Recovery Grant Program is the recognition that the existing grant processes whilst extremely robust, are not as time and resource efficient and agile what could be achieved. Council has utilised more efficient processes (as outlined above) and officers feel Council has delivered a large grants program which met the Grant objectives.

From here, taking into consideration our learnings noted above, the Council will look to build and launch a revised grants program and processes that reflects the Council's current and projected future needs. Having the necessary agile programs and processes in place allows for a more controlled and calculated roll out of fast tracked grant rounds when and if needed in the future.

Outlined below are some of the outcomes Council would aim to achieve with a revised grant program;

- Agility to be delivered in a fast timeframe, if required.
- More efficient processes, including assessment processes.
- Resources better utilised
- Responsive to emergency needs
- Scalable and targeted tool to meet Council's strategic needs

Reflecting upon the purpose of the grants program, namely:

"Grants will enable small and medium business in the Launceston Municipal Area have an improved chance to continue trading, while community, sporting and cultural groups are able to remain active and support social cohesion. These grant(s) will provide small and medium sized business, sporting, cultural and community groups with the support to rapidly transition to alternate models of commerce, outreach and engagement, primarily digital solutions."

It can be said that the City of Launceston successfully achieved this purpose in a time of significant hardship to small and medium businesses.

APPENDICES

Appendix 1 - Level 1 applicant and provider breakdown

Key:

Green -= approved

Red = declined

Application #	Applicant	Provider
CCR00017	Launceston Cold Rock	Ideas Banq
CCR00025	Sweetbrew	Kingthing Marketing
CCR00030	JBC Sports Unit	Zest
CCR00046	essential flyfisher	AT+M
CCR00078	good food Tasmania	Kingthing Marketing
CCR00088	Janders Group	Kingthing Marketing
CCR00091	Young Town Storage Unit	The Right ID
CCR00104	Little White Bridal Boutique	Ideas Banq
CCR00106	Charlies Dessert House	AT+M
CCR00115	Academy at Funghi	Zest
CCR00116	BTT Engineering	Ebundant
CCR00123	Justin Jenn	The Right ID
CCR000127	Bright beginnings Yoga	
CCR000159	lemontree Chinese	Ebundant
CCR000161	lemontree Chinese	
CCR00162	canton restaurant	Ideas Banq
CCR00164	Hope and Me	Kingthing Marketing
CCR00165	Ladder Safe Leash	Walker Design
CCR00166	Worldview Centre for Inter Cultural Studies	Think Marketing
CCR00168	Crystal Cleaning	Zest
CCR00170	Charles Street Pantry	Kingthing Marketing
CCR00171	Exceed Engineering	The Right ID
CCR00172	Soigne Collections	Ideas Banq
CCR00173	Clifford Craig	
CCR00174	Hot Air Balloon	AT+M
CCR00175	Kika & Co	Kingthing Marketing
CCR00176	Pod Inn and Gatsu Gatsu restaurant	Zest
CCR00177	Sharee Marshall	Kingthing Marketing
CCR00178	Neil Pitts	Kingthing Marketing
CCR00179	Indulge Jewellery	Ebundant
CCR00180	Bernmarc Jewellery	Walker Design
CCR00181	Cataract on Paterson	Ebundant
CCR00182	Bento	The Right ID
CCR00183	Solar Sleuth	AT+M
CCR00184	Rupert & Hound	AT+M
CCR00186	Design in Timber	The Right ID
CCR00187	KZ Catering	The Right ID
CCR00188	BTD Wine Enterprises	Zest
CCR00189	Wellington & Wolfe	
CCR00190	Action Learning	The Right ID
CCR00191	Esperto Group	Think Marketing
CCR00192	Artisa Pty Ltd	Zest
CCR00193	Embellish	Ideas Banq
CCR00195	The Pasta Merchant	AT+M

CCR00196	Business Action Learning	Ideas Banq
CCR00197	Delicious Little things	Ebundant
CCR00198	The Metz	Walker Design
CCR00199	Blast! Balloons & Parties	Think Marketing
CCR00200	Cinergiee Day Spa	Ideas Banq
CCR00201	ARTAS Architects	Zest
CCR00202	Trevallyn Grocer	AT+M
CCR00204	Vibestown Productions	Think Marketing
CCR00206	On Your Bike Tours	
CCR00207	Matson Catering	Ebundant
CCR00208	Coxen Financial Planning	The Right ID
CCR00209	Achieve Sports Physio	Walker Design
CCR00210	My Ride Launceston	Think Marketing
CCR00211	Capri Launceston	Ideas Banq
CCR00212	Coordinated Engineering Services	AT+M
CCR00214	sanctum body skin soul	Zest
CCR00216	Youngtown Pharmacy	Ebundant
CCR00217	Streeland Homes and Developments	Walker Design

Appendix 2 - Level 2 applicant and provider breakdown

Key:

Green == approved

Red = declined

App #	Applicant	Amount requested	Cost of project	Provider
CCR00003	S Group			
CCR00004	Outside Wholesale Flowers	\$7,000	\$10,900	Think Marketing
CCR00006	Laser Clinics Australia	\$4,500	\$7,000	Tasmanian Broadcasters
CCR00007	Geronimos	\$7,000	\$10,930	S. Group
CCR00008	Landfall	\$7,000	\$7,892	Clever Creative
CCR00009	Barratt's Music	\$7,000	\$26,300	Think Marketing
CCR00010	Wags n Tails	\$7,000	\$19,500	Raw Marketing
CCR00014	JGFit/Fitness Collective	\$7,000	\$11,500	Think Marketing
CCR00015	Gateway Baptist Church	\$7,000	\$9,078	S. Group
CCR000018	Earthy Eats	\$7,000	\$8,941	S. Group
CCR00020	Ness Vanderburgh Photography	\$7,000	\$9,160	sikorska-meikle
CCR00021	Tamar Marine	\$7,000	\$16,900	natsoft
CCR00027	Summerhill Baptist Church	\$6,650	\$8,650	S. Group
CCR00028	Blue Strait Sales	\$6,800	\$11,000	Petrack Family Trust
CCR00029	Drop Dead Bread	\$7,000	\$8,640	S. Group
CCR00032	Finance Brokers of Tasmania	\$3,456	\$4,320	S. Group
CCR00033	Burger Junkie	\$7,000	\$10,175	Think Marketing
CCR00034	Heartfelt Art	\$7,000	\$10,000	S. Group
CCR00035	EFM Windsor	\$0	\$0	
CCR00037	Babyland	\$7,000	\$11,018	Black Marketing & Creative
CCR00038	Flossy Fabrics	\$7,000	\$9,300	S. Group
CCR00039	Up Loans	\$7,000	\$26,999	S. Group
CCR00040	Palmers Dance Studio	\$7,000	\$10,078	S. Group
CCR00042	Café Mondello	\$6,960	\$8,960	S. Group
CCR00043	The Holographic	\$7,000	\$34,850	numerous artists
CCR00044	Thanks to Geraldine	\$7,000	\$8,680	Clever Creative
CCR00045	Ultrain	\$7,000	\$8,478	S. Group
CCR00048	Avenue Records	\$6,960	\$9,960	S. Group
CCR00049	Grapple Isle	\$0	\$0	
CCR00050	Tasmanian Cleaners	\$7,000	\$8,400	S. Group
CCR00051	Kachoo	\$7,000	\$9,170	Marketing Clever
CCR00052	Advanced Residential Technologies	\$7,000	\$8,700	S. Group
CCR00053	The Organic Grocery Store	\$7,000	\$10,450	Walker Designs
CCR00054	Launceston Art Centre	\$7,000	\$8,400	S. Group
CCR00056	Launceston Electrical Solutions	\$7,000	\$11,000	Media Marketing Group
CCR00057	Judy's Body Fashions	\$6,900	\$8,300	S. Group
CCR00058	In Balance Physiotherapy	\$6,980	\$8,951	Local retailers
CCR00059	Door of Hope	\$7,000	\$9,960	S. Group
CCR00060	Route 66	\$7,000	\$8,440	S. Group
CCR00061	My Gym Tasmania	\$6,900	\$9,570	S. Group
CCR00062	Avocado Moon Kombucha	\$5,650	\$6,700	Studio 42
CCR00063	Clockwise	\$6,960	\$9,960	S. Group
CCR00064	Inner Space Wardrobe	\$7,000	\$9,900	Think Marketing
CCR00065	Pachinko Eats	\$7,000	\$9,400	S. Group
CCR00066	Body Focus	\$6,984	\$11,380	S. Group

CCR00067	Change Overnight Hotel	\$0	\$0	
CCR00068	Gamesworld Plus	\$7,000	\$9,500	Walker Designs
CCR00069	Ye Olde Green Grocer	\$7,000	\$9,410	Zest
CCR00071	Start Smart Tasmania	\$4,000	\$7,000	IT Zen
CCR00072	Pycsam Pro Shop	\$7,000	\$8,700	Think Marketing
CCR00075	T M Foley	\$6,960	\$9,078	S. Group
CCR00076	Tas City Building	\$7,000	\$10,280	S. Group
CCR00077	Patrick Graham Landscapes	\$7,000	\$10,000	Raw Marketing
CCR00079	abaddons enterprises	\$7,000	\$10,500	Think Marketing
CCR00080	Tiny Homes Tasmania	\$7,000	\$10,000	Raw Marketing
CCR00081	DT Talk	\$6,825	\$8,500	S. Group
CCR00082	Mode Electrical	\$7,000	\$8,850	Saige Creative
CCR00083	Key2Property	\$7,000	\$10,600	S. Group
CCR00085	Revolution Paintball	\$7,000	\$10,000	Raw Marketing
CCR00087	Tandys Alehouse	\$7,000	\$7,480	Think Marketing
CCR00089	Mowbray Golf Club	\$7,000	\$10,970	S. Group
CCR00096	Bushby Property Group	\$0	\$0	
CCR00099	Glebe Gardens	\$7,000	\$10,000	Raw Marketing
CCR00101	ALA Partners	\$0	\$0	
CCR00102	Teen Challenge	\$7,000	\$18,700	Think Marketing
CCR00103	Flick the Bean	\$7,000	\$10,910	Effective Naturally
CCR00107	Luxury Golf & Scenic Tours	\$0	\$0	
CCR00109	The House of Shoes	\$6,930	\$8,800	greenskin media
CCR00111	Balls n Bumpers	\$7,000	\$10,450	Walker Designs Ness vandenburgh photography
CCR00113	Blue Derby Pods Ride	\$2,760	\$5,210	
CCR00114	Nanglo restaurant	\$7,000	\$8,585	S. Group
CCR00118	Graphic Tees	\$7,000	\$15,191	Zest
CCR00119	Watsons Jewellers	\$7,000	\$13,125	Effective Naturally
CCR00122	Lomond Doors & Windows	\$7,000	\$14,400	S. Group
CCR00124	Urban Money	\$7,000	\$10,300	Effective Naturally
CCR00126	Inspire	\$7,000	\$19,300	Walker Designs
CCR00128	Local Hideout Café	\$7,000	\$8,585	S. Group
CCR00129	Acreage	\$7,000	\$8,400	Clever Creative
CCR00130	Pellows Saws	\$4,000	\$5,460	Zest
CCR00131	Sacred	\$6,975	\$9,375	S. Group
CCR00133	Design Frank	\$0	\$0	
CCR00134	McKillops Insurance	\$6,660	\$11,460	S. Group
CCR00136	Blue Café	\$7,000	\$8,580	S. Group
CCR00137	Trident Building Surveying	\$6,825	\$11,625	S. Group
CCR00138	DFH PropertyStyling	\$5,570	\$7,150	Walker Designs
CCR00140	Cameron Jones Visual	\$6,900	\$10,100	S. Group
CCR00141	Campers tas	\$7,000	\$22,100	Effective Naturally
CCR00144	Seven Monks	\$6,949	\$9,949	S. Group
CCR00147	Trevallyn Bowls Club	\$6,900	\$8,300	S. Group
CCR00148	House of Cane	\$6,237	\$7,837	Kingthing Marketing
CCR00149	Casalinga Meats	\$7,000	\$12,200	Kingthing Marketing
CCR00151	Suzan Chapple	\$7,000	\$8,700	Wealth Lab
CCR00152	Tasmanian Wine & Cheese Tours	\$7,000	\$11,500	Media Marketing Group
CCR00154	TLA	\$7,000	\$8,925	Walker Designs
CCR00157	Amanda Hunniford	\$6,309	\$7,909	Wealth Lab

Appendix 3 - Level 2a applicant and provider breakdown

Key:

Green == approved

Red = declined

App #	Applicant	Amount requested	Cost of project	Provider
CCR00220	Cataract on Paterson	\$3,000	\$4,020	AT+M
CCR00222	JBC Sportspower	\$3,000	\$7,036	factfour
CCR00223	essential Flyfisher	\$3,000	\$7,700	Kingthing Marketing
CCR00224	The Metz	\$3,000	\$12,840	Walker Designs
CCR00225	Canton Restaurant	\$3,000	\$7,000	Ideas Banq
CCR00226	BTT Engineering	\$3,000	\$11,450	Walker Designs
CCR00227	Academy Al Funghi	\$3,000	\$3,739	Ideas Banq
CCR00228	Justin Jenn	\$1,590	\$2,210	Zest
CCR00229	lemontree chinese			
CCR00230	Hot Air Balloon Tasmania	\$3,000	\$3,750	AT+M
CCR00232	Crystal Cleaning	\$3,000	\$6,891	Effective Naturally
CCR00233	Youngtown Pharmacy	\$3,000	\$49,904	Other
CCR00234	Sharee Marshall	\$3,000	\$3,944	Kingthing Marketing
CCR00235	Exceed Engineering	\$2,880	\$3,600	The Right ID
CCR00237	ARTAS Architects	\$2,975	\$3,725	Kingthing Marketing
CCR00238	Matson Catering	\$3,000	\$7,750	Kingthing Marketing
CCR00239	Blast! Balloons & Parties	\$3,000	\$8,200	Think Marketing
CCR00240	Cinergee	\$3,000	\$4,184	Ideas Banq
CCR00241	The Pasta Merchant	\$2,920	\$3,650	Kingthing Marketing
CCR00242	Sanctum skin spa	\$3,000	\$6,120	Zest
CCR00243	Worldview for Intercultural	\$3,000	\$6,500	Think Marketing
CCR00244	Neil Pitt	\$3,000	\$16,575	Kingthing Marketing
CCR00245	Streeland Homes	\$3,000	\$7,445	Kingthing Marketing
CCR00246	Rupert & Hound	\$3,000	\$4,020	AT+M
CCR00247	Trevallyn Grocer	\$3,000	\$6,500	AT+M
CCR00248	Vibestown	\$3,000	\$15,000	Think Marketing
CCR00249	BTD Wine Enterprises	\$2,880	\$3,600	Kingthing Marketing
CCR00250	Delicious Little Things	\$2,860	\$3,575	Kingthing Marketing
CCR00251	Hope & Me	\$2,870	\$3,587	Kingthing Marketing
CCR00252	Bento	\$2,900	\$3,625	The Right ID
CCR00253	Janders Group	\$2,860	\$3,575	Kingthing Marketing
CCR00254	Achieve Sports Physio	\$3,000	\$4,625	Walker Designs
CCR00255	Good Food Tasmania	\$2,975	\$3,575	Kingthing Marketing
CCR00256	Kostaten	\$3,000	\$3,750	The Right ID
CCR00257	Solar Sleuth	\$3,000	\$4,499	AT+M
CCR00259	Esperto group	\$3,000	\$6,400	Think Marketing
CCR00260	Designs in Timber	\$3,000	\$4,200	The Right ID

CCR00261	Youngtown Storage	\$3,000	\$4,000	The Right ID
CCR00262	Embellish	\$3,000	\$6,405	Ideas Banq
CCR00263	Sweetbrew	\$2,880	\$3,600	Kingthing Marketing
CCR00264	Launceston Cold Rock	\$3,000	\$3,925	Ideas Banq
CCR00265	Charles Street Pantry	\$3,000	\$7,000	Kingthing Marketing
CCR00266	ARTISA	\$3,000	\$3,960	Zest
CCR00267	Soigne	\$2,876	\$3,595	Kingthing Marketing
CCR00269	Bernmarc	\$3,000	\$4,262	Walker Designs
CCR00270	Capri	\$3,000	\$4,462	Ideas Banq
CCR00271	Indulge Jewellery	\$3,000	\$3,810	Kingthing Marketing
CCR00272	Little White Bridal	\$3,000	\$5,300	Ideas Banq
CCR00273	Charlies Dessert House	\$2,880	\$3,600	AT+M
CCR00276	Coordinated Engineering Services	\$3,000	\$6,269	Kingthing marketing
CCR00277	BALT	\$2,920	\$3,696	Zoom
CCR00278	Coxen Financial Planning	\$2,400	\$3,000	Kingthing Marketing
CCR00279	Ladder Safe Leash	\$3,000	\$4,350	Kingthing Marketing

Appendix 4 - Acquittal Status Level 2 Grants

Application #	Applicant	Status
CCR00004	OUTSIDE WHOLESALE FLOWER	Acquittal Requested
CCR00006	Laser Clinics Australia Launceston	Complete
CCR00007	Geronimo Aperitivo Bar and Restaurant	Acquittal Requested
CCR00008	Landfall Farm Fresh Pty Ltd	Complete
CCR00009	Barratts Music	Complete
CCR00010	Wags 'N' Tails Pet Boutique	Acquittal Requested
CCR00014	gelston enterprises pty ltd	Complete
CCR00015	Gateway Baptist Church	Complete
CCR00018	Earthy Eats Pty. Ltd.	Acquittal Requested
CCR00020	Ness Vanderburgh Photography	Complete
CCR00021	Tamar Marine Pty Ltd	Complete
CCR00027	Baptist Church Summerhill	Complete
CCR00028	Blue Strait Sales	Acquittal Requested
CCR00029	D & D ENTERPRISES (TAS) PTY LTD	Complete
CCR00032	Finance Brokers of Tasmania	Complete
CCR00033	Burger Junkie Australia Pty Ltd -	Complete
CCR00034	Heartfelt Art	Complete
CCR00037	Babyland Tasmania Pty Ltd	Complete
CCR00038	Flossy Fabrics	Acquittal Requested
CCR00039	Uploans	Complete
CCR00040	Palmer's Dance Studio	Complete
CCR00042	Cafe Mondello Pty Ltd	Complete
CCR00043	The Holographic	Complete
CCR00044	Mary Louise Churchill (transitioning to Thanks to Geraldine Pty Ltd)	Complete
CCR00045	J.R CLARID+A35:L35GE & A.N HINDS	Complete
CCR00048	Avenue Records	Complete
CCR00050	Tasmanian Cleaner's Specialist (TC Spec)	Complete
CCR00051	Kachoo	Complete
CCR00052	Advanced Residential Technologies	Acquittal Requested
CCR00053	The Organic Grocery Store Launceston	Complete
CCR00054	Launceston Art Centre	Acquittal Requested
CCR00056	Launceston Electrical Solutions Pty Ltd	Acquittal Requested
CCR00057	Judy's Body Fashions	Acquittal Requested
CCR00058	In-Balance Physiotherapy and Pilates	Acquittal Requested
CCR00059	Door of Hope Central Storage	Complete
CCR00060	Route 66 Tas	Complete
CCR00061	My Gym Tasmania	Complete
CCR00062	Avocado Moon Kombucha	Complete
CCR00063	Clockwise	Complete
CCR00064	Saville Holdings TAS Pty Ltd t/a Innerspace Wardrobes Tasmania	Acquittal Requested

CCR00065	Pachinko Eats	Complete
CCR00066	Body Focus	Complete
CCR00068	Gamesworld Plus	Complete
CCR00069	ye olde green grocer	Acquittal Requested
CCR00071	Start Smart Tasmania	Complete
CCR00072	Pearce Performance/Pyksam Pro Shop	Acquittal Requested
CCR00075	T. M. Foley	Complete
CCR00076	Tas City Building	Complete
CCR00077	PATRICK GRAHAM LANDSCAPES PTY LTD	Complete
CCR00079	abaddons Enterprises	Complete
CCR00080	TINY HOMES TASMANIA PTY LTD	Acquittal Requested
CCR00081	DT Talk	Complete
CCR00082	Mode Electrical (Tas.) Pty Ltd	Complete
CCR00083	Key2 Property	Complete
CCR00085	Revolution Paintball	Acquittal Requested
CCR00087	Tandy's Alehouse	Acquittal Requested
CCR00089	Mowbray Golf Club	Complete
CCR00099	Glebe Gardens Launceston	Complete
CCR00102	Teen Challenge Tasmania	Complete
CCR00103	Flick the bean coffee	Complete
CCR00109	The House of Shoes	Complete
CCR00111	Balls n Bumpers	Complete
CCR00113	Blue Derby Pods Ride	Complete
CCR00114	Nanglo Restaurant	Complete
CCR00118	SIM CRAWCOUR PTY LTD	Complete
CCR00119	Watsons Jewellers	Complete
CCR00122	Lomond Windows	Complete
CCR00124	Urban Money	Complete
CCR00126	Inspire - yourself & your home	Complete
CCR00128	Local Hideout Cafe	Complete
CCR00129	Acreage Tasmania	Acquittal Requested
CCR00130	Pellows saws & mowers	Complete
CCR00131	Sacred	Complete
CCR00134	Mckillops Insurance Brokers	Complete
CCR00136	Blue Cafe	Complete
CCR00137	Trident Building Surveying	Complete
CCR00138	DFH Property Styling	Acquittal Requested
CCR00140	Cameron Jones Visuals	Complete
CCR00141	Campers Tasmania	Complete
CCR00144	Seven Monks	Acquittal Requested
CCR00147	Trevallyn Bowls & Community Club	Complete
CCR00148	R & D Daniel Holdings P/L atft R & D Daniel Trust No 1 trading as House of Cane	Complete
CCR00149	Casalinga Gourmet Meats	Complete
CCR00151	Suzan Chapple	Complete

CCR00152	Tasmanian Wine and Cheese Tours	Acquittal Requested
CCR00154	TLA Family Trust	Complete
CCR00157	Amanda Hunniford	Acquittal Requested

Appendix 5 - Acquittal Status Level 2a Grants

Application #	Applicant	Status
CCR00220	Cataract on Paterson	Acquittal requested
CCR00222	JBC SportsPower	Acquittal requested
CCR00223	essential Flyfisher	Complete
CCR00224	The Metz	Complete
CCR00225	Canton Restaurant	Complete
CCR00226	BTT Engineering Consulting Pty Ltd	Acquittal requested
CCR00227	Academy al Funghi Tootherapy Pty Ltd trading as	Complete
CCR00228	Justin Jenn Collection Pty Ltd	Complete
CCR00230	Hot Air Balloon Tasmania	Complete
CCR00232	Crystal Cleaning	Complete
CCR00233	Youngtown Pharmacy	Complete
CCR00234	Sharee Marshall	Complete
CCR00235	Matson Catering	Complete
CCR00237	ARTAS Architects	Complete
CCR00238	Exceed Engineering	Complete
CCR00239	Blast Balloons and Parties	Complete
CCR00240	Cinergee	Acquittal requested
CCR00241	The Pasta Merchant	Complete
CCR00242	Sanctum Body Skin Soul	Complete
CCR00243	Worldview Centre for Intercultural Studies	Complete
CCR00244	Neil Pitt Menswear	Complete
CCR00245	Streefland Homes & Development P/L	Complete
CCR00246	Rupert & Hound Pty Ltd	Acquittal requested
CCR00247	Douglas Property Investments Pty Ltd	Complete
CCR00248	Vibestown Productions Pty Ltd	Acquittal requested
CCR00249	BTD Wine Enterprises	Complete
CCR00250	Delicious Little Things	Complete
CCR00251	Hope and Me	Acquittal requested
CCR00252	Bento	Acquittal requested
CCR00253	Janders Group Pty Ltd	Complete
CCR00254	Achieve Sports Physiotherapy and Rehab	Complete
CCR00255	Good Food Tasmania	Acquittal requested
CCR00256	Kosaten (KZ Catering)	awaiting supp no
CCR00257	Solar Sleuth - Matt Gower	Complete
CCR00259	Esperto Group	Complete
CCR00260	Designs In Timber	Complete
CCR00261	Youngtown Storage Pty Ltd	Complete
CCR00262	Embellish - Natalie Brown	Complete
CCR00263	Sweetbrew - A & T Brammall	Acquittal requested
CCR00264	Launceston Cold Rock	Complete

CCR00265	Charles St Pantry - Phil Leslie	Acquittal requested
CCR00266	ARTISA PTY LTD	Complete
CCR00267	Soigne Collections Pty Ltd	Complete
CCR00269	Bernmarc Jewellery & Watches	Complete
CCR00270	Capri	Complete
CCR00271	Indulge Contemporary Silver Jewellery	Complete
CCR00272	Little White Bridal Boutique	Acquittal requested
CCR00273	Charlies Dessert House	Acquittal requested
CCR00276	Coordinated Engineering Services	Complete
CCR00277	Business Action Learning Tas	Complete
CCR00278	Coxen Financial Planning	Complete
CCR00279	Ladder Safe Leash	Complete