

# Hamlet Annual Report 2023/24





## Our Vision

People of all abilities experience belonging, recognition and respect



## Our Purpose

People with disability have agency, opportunity and tailored support to participate with confidence in Tasmanian workplaces and communities





## Our Values

### Inclusive

We respect, celebrate and actively engage with diverse identities, abilities, and circumstances

### Curious

We listen to people, learning from their experience, and seeking better ways of thinking and doing.

### Understanding

We invest in reflection, research, evaluation and knowledge, to have the most positive impact.

### Influential

We help shape the communities in which we work by meeting high standards and sharing our stories.

### Successful

We set challenging targets, maintaining focus and effort to achieve our business and social impact goals.

### Community

We actively contribute to the social, cultural, environmental, and economic well-being of our local communities.

# A note from our CEO

What a year!

We started the year feeling nervous about the funding we needed to secure for our expansion plans and concerned about what this would mean for our long-term viability as an enterprise. Mat made himself available for multiple meetings with the Premier, ministers and senior bureaucrats and we were able to land the funding with a grant secured through The Department of Premier and Cabinet and the generous support of our landlord.

Works started on the renovations in January, and we had the kitchen up and running by late March. It was a beautiful achievement to celebrate with our supporters and stakeholders. Perhaps the most memorable experience of the year for me was listening to Michael, a former participant, speak to a room full of people. Knowing how much Michael's anxiety impacted him when he first engaged with us,

I couldn't quite believe his confidence in getting up and sharing his story with a room full of strangers. Michael spoke about how much Hamlet had changed his life and how his increased confidence had allowed him to speak at his grandmother's funeral which in turn assisted his grieving process. It was a stark reminder of the depth of impact Hamlet can achieve.

I had prepared myself to speak about the economic benefit Hamlet was achieving with our training program. A piece of work we had just completed with Creak and Ford which identified that for every \$1 invested in our training program we are creating \$28 worth of economic benefit in our community. Hearing Michael speak though I realised that a lot of what we do here cannot be quantified. It's so much deeper than numbers on a page. It is a beautiful thing hearing participants talk about the value of engaging with our training

program and something I am very proud of.

I am very excited for the future at Hamlet. We have a dedicated team who are always eager to find additional ways to support our participants and each other. Our catering arm is continuing to grow and with this we have been able to offer additional training opportunities to our participants. I feel like there are some exciting things in the pipelines for Hamlet and can't wait to see what this will mean for our participants.

I am so grateful for the ongoing support of our Board and their willingness to get in and do the work. It feels like Hamlet is surrounded by people who are passionate about helping us achieve our goals and for this I am so grateful.

Emily Briffa  
CEO



# A note about our participants

The complexity of barriers Hamlet participants are facing is increasing, with cost-of-living pressures adding to already multifaceted circumstances. We are continuing to build wrap around supports in response to participant needs, which go far beyond the job readiness support our training programs are designed for. Participants identifying the need for connection to services to support with family violence, housing instability, food security and mental health support has significantly increased this financial year.

With redefining of our cohort to a focus on people with disability, we are finding participants need more support and more time in the program to become confident and job ready with an increase in average hours from 85.75 to 179 per participant engaged in training.

Retention rates of participants has significantly improved with additional wrap around support. Participants are feeling much more comfortable to access support and work with the Hamlet team to ensure barriers to attending training are resolved or reduced. We have boosted our retention rates by 15.8% from the previous financial year to 79.3% with a 66.6% increase to 75% in participants gaining open employment within 3 months of graduating. We can see from the increase in retention rate and employment outcomes that the increased support we are providing to participants is invaluable to their continued success and work readiness.

Having literacy support on site, through a grant from 26TEN has been a game changer for a lot of our participants. We find the uptake of accessing support is much higher when we are able to facilitate the connections or sessions at Hamlet, where participants feel comfortable and supported. The support received is tailored to the individual and their real workplace needs. Participants who previously might have reached a stalling point in their progress due to low levels of literacy or numeracy, are able to get the support they need, on site, on a regular basis, to increase their chances of securing open employment in the tourism and hospitality sector. 84% of participants who needed support with their literacy and numeracy have received support through the first year of our grant program with 26TEN.

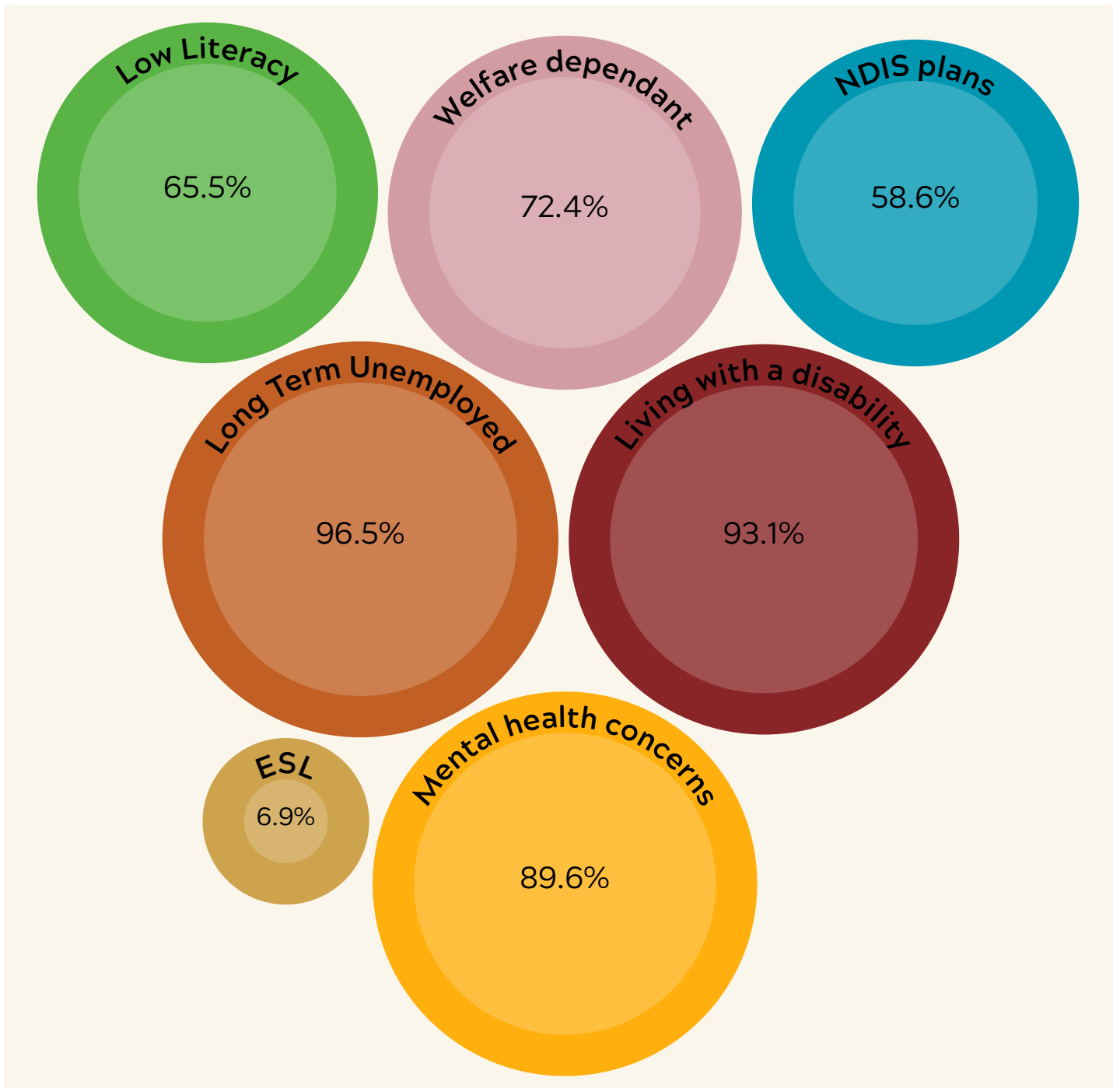
Despite some closures and disruptions while the second kitchen space was being built, we have been able to offer more training opportunities and additional wrap around support to participants with 19.5% increase in hours on the previous year, a huge testament to the team and participants for their adaptability throughout the disruptions. This training capacity will continue to increase once the catering kitchen shifts are fully populated, and we expand our condiment and catering training hours to meet demand.

Participants and staff alike have been incredibly excited to see the strength of our coffee training program grow. With a 305% increase in hours on the previous year we are thrilled to be able to offer this training as an add on to the café customer service program for those participants who are keen to get behind the machine in a supportive environment.

As we look to the new year, we will continue to build the wrap around support to meet the growing complexity of needs of participants. Expanding our support team and resources will continue to see improved outcomes for participants as we increase our training capacity. We are excited to build further connections with our community, with a full schedule of work exposure activities delivered by industry leaders, such as MONA and Pigeon Whole Bakers, to expand not only participants career aspirations, but to give the industry opportunity to meet with participants and to increase their confidence to actively recruit people with disability.

Amy Lawler  
Participant Engagement Officer





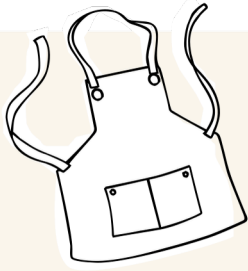
## Barriers to employment

Our participants face numerous barriers to employment. These are often complex and compounding.

Without actively recruiting for new participants with disability, this cohort has increased by 28.4% from the previous year. This is coupled with a 20.3% increase in participants reporting mental health concerns, 7.2% increase in long term unemployed or never been employed, and an 8.9% increase in participants relying on welfare as their main source of income.



# Our outcomes in 2023-24



**35**  
people engaged  
in our training

**10**

participants returned  
to Hamlet to upskill  
following graduation



We provided over  
**1190**  
training shifts to  
people facing barriers  
to employment



that's  
**5197.75**  
hours of training

**75%**  
of our graduates  
secured employment  
within 3 months



Our participants are  
committed to the  
program, with a  
**79.3%**  
retention rate



## Literacy Project

84% of participants accessed our Literacy support program  
192 hours of one-on-one literacy support provided



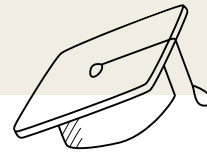
**\$160,000** funding secured to continue and expand this project

## Our Team

Expanded our team by **30%** to ensure we can provide one-on-one support to all participants engaged in our training program



**25%** of our current staff are graduates from our training program



# Our operations

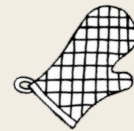
## Hamlet Cafe

31,977 coffees  
and  
13,530 meals served to  
26,502 customers  
Generating **\$485,858**  
income



## Catering

370 online catering orders  
placed since September  
489 additional training hours  
provided since our second  
commercial kitchen launched  
in April 2024



**\$227,471** income generated

## Condiments

6000 gift packs provided to  
our key partner JMC



2.031 Tonnes of Tasmanian  
Stone Fruit and berries  
purchased from local growers



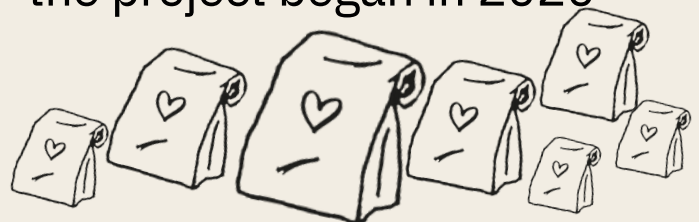
**\$184,566** income generated

## Food Relief

12,153 meals provided to  
Hobart City Mission's Safe  
Space this year



**64,234** meals provided since  
the project began in 2020



# Our Participants

## Lachlan

Lochie joined our kitchen training program in November 2023 in a NDIS supported training position on his mum's recommendation. Lochie quickly found common ground with the kitchen team, enjoying the banter that naturally happens in a working kitchen environment.



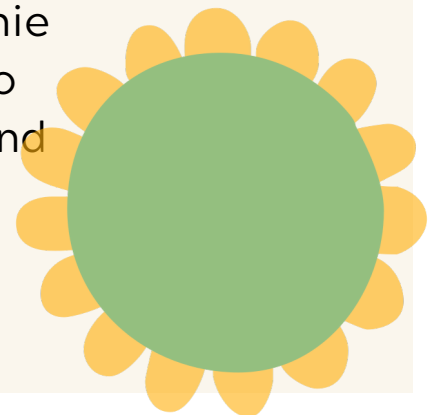
Quite early on in his training Lochie was invited to work a function training shift, and we received some wonderful feedback from his mum.

*“you should have seen him after the event..., He was so energetic and couldn't stop talking about the night. You have really increased his confidence. I see such a big change in him”*

— Lochie's mum

Lochie helped us in the transition to the new catering kitchen and was one of the first participants to train in that space and provided valuable feedback to the team.

A key strategic priority, identified as part of our strategic plan, is to hire former participants from our graduate pool. Lochie has been the first participant hired into NDIS supported employment at Hamlet, as a kitchen hand. Lochie has transitioned seamlessly from participant to employee and is continuing to build his skills and confidence.





### Michael

Michael finished his training program in mid 2023 and continued to stay actively engaged with the Hamlet community beyond his training program. Michael often pops into Hamlet with his mum for lunch and to check in with the team.

When Michael first stepped into Hamlet for his induction his social anxiety was at a level where he found it incredibly difficult to communicate with others and found casual conversation challenging. At his graduation ceremony in December 2023 Michael gave an impromptu short speech about his time at Hamlet.

For the launch of our new kitchen space Michael was invited to speak of his experience at Hamlet. Michael gave the most eloquent speech, from a handful of notes, about the confidence he has grown and the broad impact Hamlet has had on his life. He talked of his nan's funeral and how he was able to get up and speak in front of the group gathered and farewell her, and the positive impact that had on his grieving process. Prior to Hamlet he would not have had the confidence to speak in that scenario.

We love when participants stay connected to the community beyond their training and Michael is a great example of this. Michael often reaches out for advice on how to navigate tricky situations at work and how to better communicate his rights and needs at work. Michael has been employed through one of our employment pathways since the beginning of 2024, recently being offered additional shifts, meaning he has been able to focus solely on this preferred employment and leave a job he wasn't finding fulfilling.



### Miranda

Anyone who was lucky enough to be served by Miranda at Hamlet, remembers it. Her enthusiastic and warm approach to customer service were a natural fit for hospitality and Miranda soaked up as much information as she could from the team whilst at Hamlet. Miranda was quickly offered not one, but two casual jobs once she completed her training at Hamlet and is still happily employed at both jobs 9 months later. Miranda's mum reached out on Miranda's first day at her new job

*"I can't believe how comfortable Miranda looks in her first shift today. The Hamlet training has been worth its weight in gold. Thank you, a thousand times over". — Miranda's mum*







— PHOTOS BY ROSIE HASTIE —



We pay respect to the traditional and original owners of the land on which Hamlet stands, the muwinina people, we pay respect to those that have passed before us and acknowledge today's Tasmanian Aboriginal people who are the custodians of this land.

To support Hamlet make a donation: [Hamlet.org.au/donate](http://Hamlet.org.au/donate) or visit our cafe at 40 Molle St, Hobart 7000