



Hamlet
Annual Report
2024/2025





You just helped someone get a job!

Our Vision

A Tasmania where people with disability have the opportunity to thrive, connected to their community, confident in their skills, and valued for who they are.



By choosing Hamlet for your morning coffee, to cater your next meeting, or to celebrate your next event, you are helping us to deliver individualised training, work readiness, and wrap around support to Tasmanians with disability, neurodivergence, and mental health concerns facing barriers to employment.

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 COO + Acting CEO

What a year 24/25 has been for Hamlet!

Last years focus was all about securing funding and setting ourselves up for growth, this year has been about bedding down and refining what we do, maximising our training capacity and ensuring our participants achieve their goals.

Together we celebrated the incredible milestone of providing 50,000 hours of training, which coincided with our 9th birthday. We brought together the community for free coffee and cake to celebrate all the participants whose hard work got us there.



Our team itself has grown significantly over the past 12 months. With this growth, we placed strong focus on building a professional and open culture. A workplace where staff feel comfortable speaking openly with the leadership team, offering and receiving feedback, and stepping into their roles with confidence. A highlight has been welcoming three former participants into our team, over a quarter of our staff are now graduates or people with disability bringing lived experience to Hamlet's operations.

Our strong team and culture has given our leadership team the space to connect with the wider national social enterprise community, attending the Social Enterprise Jobs Summit, contributing to a WISE Community of Practice, and helping to design a tool that will support the sector to measure its impact costs. These opportunities have helped strengthen Hamlet's visibility in the sector and opened the door to exciting new partnerships and projects, giving us real confidence for what lies ahead in 2026.

Looking back over the year, what stands out most to me is not only the milestones we have achieved, but the culture we have built. Hamlet today feels stronger, and more focused than ever before. This strength gives us the confidence to take on new projects in the coming year, projects that will increase our impact further and bring even more opportunities for our participants.

After nine years, it's our participants who keep us coming back each day, pushing us to do better for them and for the community. The small daily wins, or the pride of a graduate on finding employment, the growth in confidence is clearly visible and continues to be one of the staffs biggest motivators. These are the moments that make Hamlet what it is and keep us coming back for more. I am incredibly grateful for the support of our board, staff, and wider community of supporters, who are always ready to step in and help.

Cameron Perry
COO + Acting CEO



A word on our impact

Our 9th birthday and 50,000 hours of training was a huge moment at Hamlet to celebrate the hard work and dedication that 766 Tasmanians have engaged in to improve their chances of getting a job. Working side by side experienced baristas, current and former participants on the busiest day of the year was a personal highlight as we served free coffee and cake to the community who have helped us get here.



As we see cost of living pressures impact not just our participants but our staff, customers, and industry, it means a lot that the community continue to choose to support Hamlet. Every coffee, every sandwich, every catering order helps us to fulfil our purpose and provide training and we continue to be humbled by the support of our community.

As we settled into our new kitchen, we were able to reduce the time a potential participant is on the waitlist for our Kitchen Training Program from 18 to 3 months. Having a dedicated office and training space has allowed us to provide a significant increase in our wrap around support, expanding our work readiness workshops, and giving participants the opportunity to engage in support tailored to their individual needs.

We have actively increased employment opportunities within Hamlet for graduates, with 27% of our team now former graduates of our training programs, in Café, Kitchen, Barista, and Event roles. Alongside internal employment opportunities we have continued to build employment pathways for graduates. We often see graduates who are engaged with Disability Employment Service or WorkForce Australia providers put forward for job trials or roles that they have no experience in or are not suited to. This can be an incredibly disheartening experience for someone with the skills and eagerness to join the workforce.

As our team are highly skilled and experienced in the tourism and hospitality industry, we can provide an understanding and expertise of the industry that other providers may lack. This means we are able to work with employers to tailor our training programs to their needs, and guide graduates to apply for roles that we know they will succeed in given the opportunity. With 100% of graduates who have obtained employment through our pathways in the last 3 years, still employed, we know this works and we are excited to engage with our industry to continue to create a more inclusive and diverse workforce.

Amy Lawler

Impact + Inclusion Officer



Participant Outcomes



41

people engaged
in our training

17

participants returned
to Hamlet to upskill
following graduation



We provided over
1578
training shifts to
people facing barriers
to employment



that's
6312
hours of hands on
training



68%

of our graduates
secured employment
or engaged in further
education



Our participants are
committed to the
program, with a
82%
completion rate

Who we're working with



Neurodivergent

56.0%

NDIS Participants

66.0%

Physical Disability

19.5%

Long term or never been employed

90.0%

Mental Health Concerns

82.9%

Intellectual Disability

48.8%

Low Literacy or Numeracy

73.2%

Sensory Disabi..

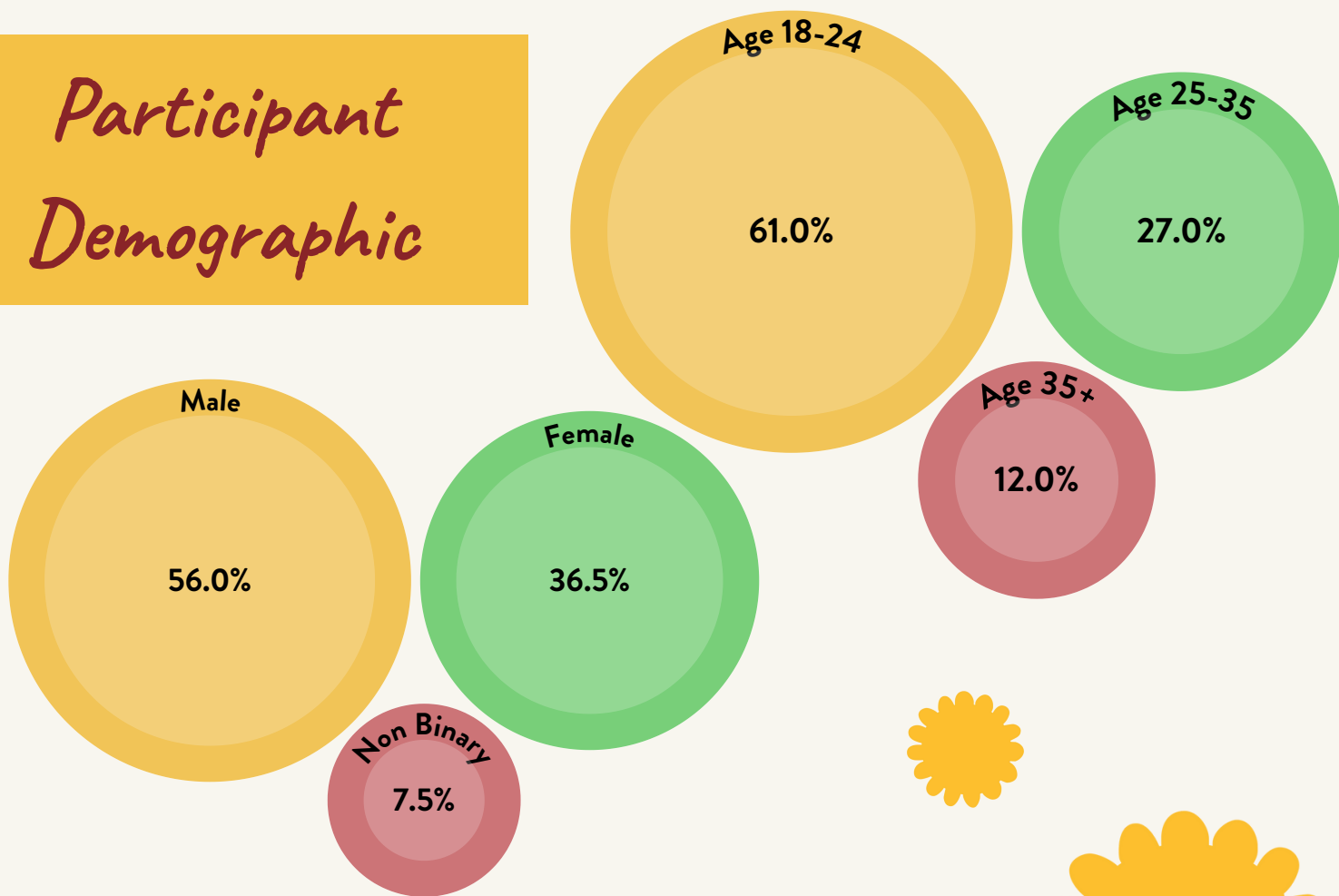
12.2%

Psychosocial..

9.8%



Participant Demographic



Wrap Around Support

We know for participants to have the best chance of securing and maintaining fulfilling work beyond Hamlet, that the wrap around support provided to scaffold the practical training is crucial in someones employment journey.

**2416.5
hours**

Workplace Tours

Excursions to a variety of hospitality venues
82.5 hours, 28 participants, 4 Venues

Cooking Classes

Budget friendly, approachable dishes with guest chefs
88 hours to 17 participants

Work Preparation Workshops

Preparing documents for work, resume, cover letter, superannuation, payslips, industry awards, interview preparation
241.75 hours to 24 participants

Literacy + Numeracy

Personalised one on one support
451.25 hours to 26 participants

Digital Literacy

Improving digital access and digital inclusion
29 hours to 12 participants

Personalised Wellbeing Support

Individually tailored to ensure each participant has the opportunity and support they need to succeed
968.25 hours to 41 participants
47 connections to external supports

Post Training Employment Support

Individualised to meet graduates support needs
555.75 hours to 17 participants



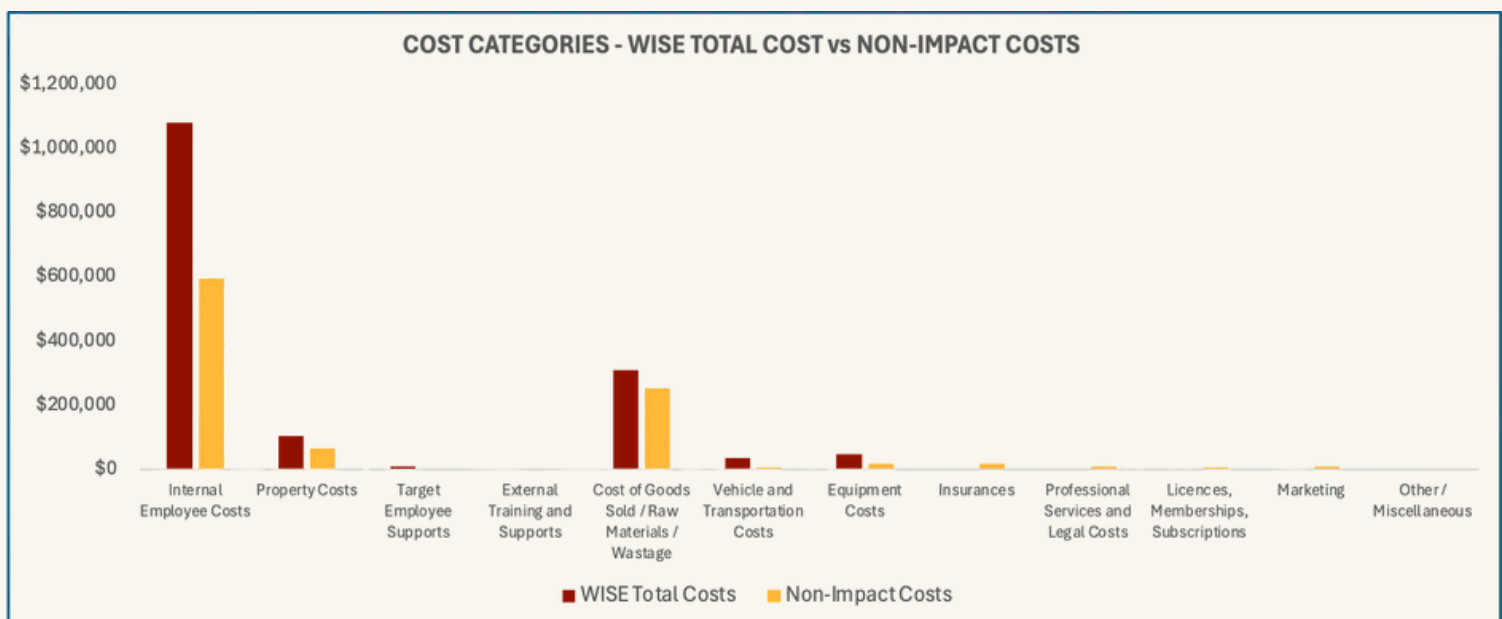
Impact Cost Tool Project

Earlier this year Hamlet was invited by the Westpac Foundation to engage in a research project to better understand and measure the impact costs of running a work integrated social enterprise.

The Melbourne Business School, University of Melbourne was commissioned by Social Enterprise Australia to develop a user friendly, evidence informed resource – an Impact Cost Tool- to assist Australian Work Integrated Social Enterprises (WISE's) to measure and monitor the additional cost of delivering their social purpose and impact.

We were excited to engage with the project and gain access to a tool that would allow us to better explain the true costs of delivering outcomes for participants engaged in our training programs.

Through this research it was identified that Hamlet's impact costs sit at **42.8%**. Other WISE's across Australia engaged in this project impact costs ranged from **32% to 58%**. This means for Hamlet to deliver our social purpose and outcomes for participants it costs us **42.8%** more than our commercial competitors. This is equivalent to roughly **\$610,000** per year. Through the research we were also able to identify that if we were not delivering our social purpose our commercial activities would be generating a **40%** profit, which is significantly higher than the industry average of between **5-10%**.



Creating social impact without changing your daily routine!

Operations

By choosing Hamlet you are helping us fulfil our purpose and create opportunities for Tasmanians with disability, neurodivergence, and mental health concerns. Hamlet's social enterprises; cafe, catering, and condiments line, all provide income to support our work, and also the real world training ground for our participants to hone their job skills.



\$825,845
operational
income generated

Proudly Tasmanian

91% of our
fresh produce is
sourced directly
from local growers



Cafe

\$403,217 income
from cafe sales
allowed us to deliver
4887.25 hours of
training



6312
hours of
training provided

Condiments

\$178,661 income
through our
condiments line
allowed for
342.25 hours of
training



Catering

\$243,967 income
generated created
1082.5 hours of
training



Our Team

Our team are at the heart of everything that happens at Hamlet. With a wealth of experience spanning decades and a broad range of skills within the tourism and hospitality industry, we know our training programs give participants the best chance of getting a job and keeping it! Consciously growing our team, creating roles specifically for Hamlet graduates and considering the lived experiences of our team, has taken us from strength to strength in the past year.

*27% of
Hamlet staff
are former
graduates*

*4819 hours
worked by
former
participants*

*\$110,817 in
wages paid
to Hamlet
graduates*



Amelia's Story

"I never would have had the skills or confidence to do this if I hadn't had my training at Hamlet. After my first shift my manager told me that I was amazing, a superstar, that was nice to hear. It has been a really great team to join; they are giving me lots of feedback and I'm trying lots of different things at work. I felt really confident starting, confident I had the skills I needed."



Amelia gained employment through one of our employment pathways after completing three training programs at Hamlet. When Amelia first joined Hamlet, she found it hard to meet the obligations of the training program, designed to replicate employment, alongside other barriers to entry.

Amelia completed our kitchen training program and engaged with a Disability Employment Service provider to support her journey to employment. This was an unsuccessful and disheartening endeavour. After a 10 month break Amelia rejoined Hamlet.

Seeing Amelia's confidence and work readiness grow during her cafe customer service and barista training programs, we were excited to pair her with one of our employment partners when the opportunity arose. She is doing brilliantly in her new food and beverage attendant role!

Congratulations Amelia!

26 WEEK EMPLOYMENT RETENTION STATISTICS AUSTRALIA

WorkForce Australia - People with Disability	7%
Disability Employment Service providers	37%
Work Integrated Social Enterprises	86%
Hamlet Employment Pathways	100%

Anthony's Story



"When I started at Hamlet I couldn't read my own text messages, a roster, bus timetables, my watch. I relied on lots of alarms to tell me where I needed to be and when. I was late, missed appointments and buses. I found shopping for food really hard; I couldn't read the signs or pay for food without stress. I would wander around the supermarket until I could find what I wanted, I don't like asking for help and this would take a long time, and I would get really frustrated. I can read the signs now and find what I need much faster. I can pay for groceries confidently; I can transfer money between my bank accounts and know how much I need to transfer to have enough to pay for things. I am much better at saving now I can understand this a bit better.

The support I have got at Hamlet has opened everything up for me. It has opened my eyes to working in different environments. Before Hamlet I was looking for pub work because that's where I have worked before. In the past I have had trouble with hanging out with people who are drinking a lot, and I have fallen into that too and it has made my life and house stuff harder. Since I have Hamlet to focus on, I have realised that working in a pub around alcohol is not good for me. It has opened up my world to other jobs and experiences, which will be better for me long term.



The support I've had at Hamlet, people checking in on my mental health, helping me with food and clothes when I got kicked out of my house, it's made me more confident that I can do it. I try my best now, whereas previously I wouldn't have tried, or just said, no I can't do that."

What's next?

So, what's next? It's a question I get asked a lot. Often with the expectation of a big new thing, a second site, another space, a way to increase our numbers. I think it's natural that when you see something successful, something that's creating an impact you wonder how they could grow, how they could expand to reach more people, how they could have more success. In the past, it's something that I have been motivated by, something that has felt important and necessary, especially considering the significance of the issue we are here to play a part in solving.



Tasmania still has the highest rates of people with disability in the country making up 30.5% of the population compared to 21.4% on mainland Australia. And in Tasmania people with disability are 3.5 times more likely to experience unemployment than the general population. In the 9 years that Hamlet has been operating these figures haven't improved and that can make it feel like we need to be doing more. I am proud of the growth Hamlet has achieved over the last 9 years. I believe it has been considered and has met the needs of our participants in a way that is proactive and responsible.

Over the past 12 months I have become aware of what can happen in the social enterprise sector. I have witnessed numerous organisations become victims of their own success and seen how chasing growth can inevitably lead to collapse. It has opened my eyes to the challenges that exist in a sector, often reliant on funding that is only available for a shiny new thing. It is almost impossible to get funding to stay the same. This often leads to organisations developing new programs so that they can have a bigger impact and not being realistic about the long-term financial implications of continued growth on the organisations.

For now, though we are excited to explore the ways we can continue to build employment pathways for graduates from our training program in a way that is sustainable long term. A way that we can continue to work with and educate the industry about how they can become more inclusive in their hiring practices and how they can best support our graduates during the transition into open employment. I am excited to get back into work following my maternity leave and work with our team to embed structures that will ensure we are here long term. This doesn't mean we won't be expanding our offering; we have exciting plans to improve our outcomes long-term. We will continue to listen to our participants and ensure that we are driven by how we can best support our community, customers, staff and most importantly our participants.

Next year Hamlet will celebrate our 10th birthday, and we have achieved more than I ever expected when we opened our doors back in April 2016. I am so excited to see what the next year has in store for us and feeling motivated to continue evolving our model so that Hamlet is here to keep doing the work for the next 10 years.

Emily Briffa

CEO



WE ACKNOWLEDGE AND PAY RESPECT TO THE MUWININA PEOPLE, THE TRADITIONAL AND ORIGINAL OWNERS OF THE LAND ON WHICH WE LIVE, WORK, PROVIDE TRAINING, SHARE FOOD, AND ENJOY COFFEE.





PHOTOS BY ROSIE HASTIE + LUKE BURGESS

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PREPARED BY AMY LAWLER
IMPACT + INCLUSION OFFICER