
hamlet
10 years
Celebrating a decade of impact


JERUSALEM
SAMI TAMIMI
SUPERFOOD SMOOTHIES & JUICES


Hobart Rivulet Park


10
SHARED ZONE


hamlet




1
it takes

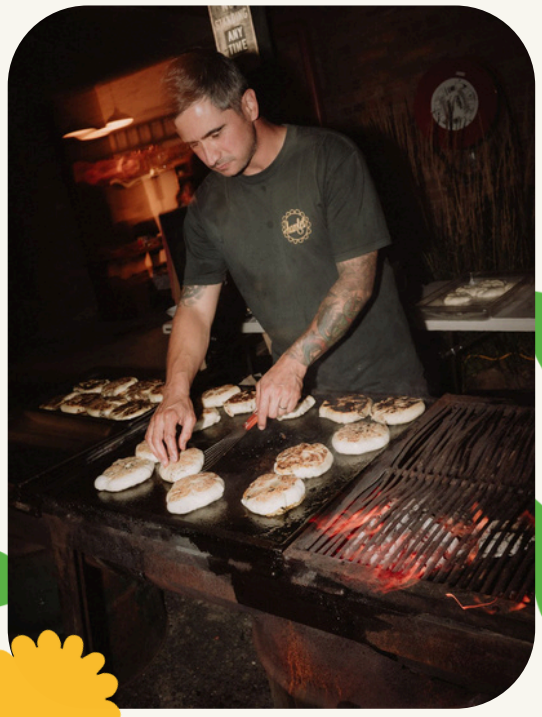

Matt & Pops & Josh, Emmet Lomas, Oliver Durst, Bombora, Ordermate, Craig from BioPak, Harmony Garden Center Lauderdale
Ajie & Damo & Tom, Pearl Oakley, Kinfolk Café Melbourne, Julie Pugh, Jack Cocoron, Allan Davis, Nigel Grice & Alex Wood, Caroline & Mark Goldsmith, Andrew Kerr
Wooster Avenue Pty Ltd, Jack Donohoe, Paul McNeil, Franklin & the Peppermint Bay team, Sally Thompson & Colin Hoiles, Linda Stoneman
Michael Overeem, Overeem Plumbing, Robbie Carlisle, Scott O'Hallaron, Jason Dare, Gerry Vandenburgh, David Morris, Ben Lindell
Katie Hooper, Pat & the team at Workskills, Anne Hamilton, Jarrod Briffa, Drew Paul
Matt Allen, Susan Diamond, Alisdair Martin
Emily Briffa
it TAKES a VILLAGE
Millie Pardoe
Bradley Walsh, Jordy Davis, Mim McGarry
Lee and Whizza & all the RayMark boys, Everyone at Hansen Yunken, Gerry Vandenburgh, Guy Rose, Vladimir Panevin
Dane & Zimmah Coffee Roasters, Cherrie Eisemann, Trav & the boys & Zero Industries
Migrant Resource Centre, Top Coat Painters, Ben & Peta from Ridgeline pottery, Kris Mccracken and Skills Tasmania, Emily Dunn, Jan Levy
Joy Swan, Whitney Ball, Cameron Parry, Naylan Aykut, Josh Tyler, Steven Bukowieki, Rachel Mates, Xanderware
Inspiring Place, Stuart Hamilton, Southern Lighting, Richard Medhurst & Medhurst Equipment, Teach Make Create, Greg Edwards, K&D Warehouse Hobart





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 coffee, catering, or next event, you're helping us build pathways to work for Tasmanians with disability, neurodivergence, and mental health concerns.

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.




You just helped someone get a job!

A note from our Chair



This year marks an extraordinary milestone for Hamlet: ten years of creating opportunity, building confidence and changing lives. It is an achievement worth celebrating, but perhaps the most powerful part of our tenth year has been reconnecting with the participants and families who have been part of Hamlet's journey and hearing where their lives have taken them. Their stories of employment, independence, confidence, connection and success beyond Hamlet remind us why this organisation exists. Ten years on, Hamlet continues to demonstrate what is possible when we focus on the strengths and potential of people and create the right environment for them to thrive.

As Chair, I want to express my deep gratitude to my fellow Board members for their ongoing commitment, passion and belief in everything Hamlet does. I also want to particularly acknowledge our previous Chair, Mat Rowell, who concluded his term in 2025. Mat made an enormous contribution to Hamlet, providing steady leadership through some of the organisation's most challenging years, including helping Emily, the Board and the team navigate the uncertainty and disruption of COVID. The strength of Hamlet today owes much to the leadership, judgement and commitment Mat brought to the role, and we are deeply grateful for the time and energy he gave to the organisation.

I am constantly in awe of the incredible work that the entire Hamlet team undertake every day. There is an energy, warmth and sense of purpose within Hamlet that is difficult to capture in an annual report, but immediately apparent to anyone who spends time here.

At the heart of Hamlet's story remains our founder, Emily Briffa. This has been a particularly significant year for Emily, recognised as both a Westpac Social Change Fellow and Tasmania's Local Hero. These honours are a wonderful acknowledgement of her passion, commitment and extraordinary tenacity, not only in building Hamlet but in championing the role of social enterprise across Tasmania and Australia. They also speak to something larger. Milestones like these are never reached by individuals alone. Emily's achievements reflect ten years of people who have stood alongside her, shared the vision, challenged ideas, opened doors and helped turn an ambitious idea into the organisation Hamlet is today.

None of this work would be possible without the broader community that continues to stand beside us. We are enormously grateful to the Tasmanian Government for its ongoing support, and to representatives from across the political spectrum who continue to recognise and champion Hamlet's work. We thank our donors and philanthropic supporters, whose generosity enables programs, opportunities and innovation that would otherwise not be possible. We also thank every customer who chooses Hamlet, every business that creates an opportunity, and every participant, family member, staff member, volunteer, supporter and friend who contributes to this remarkable community.

After ten years, the saying that "it takes a village" remains the perfect description of Hamlet. Hamlet has never been one person, one program or one place. It is a community built over a decade by thousands of acts of generosity, persistence, trust and belief in what people can achieve when given opportunity and support. As we celebrate everything that has been accomplished over these first ten years, we do so with enormous gratitude to the village that made it possible, and with excitement about what we can build together in the decade ahead.

Cameron Crawford

Hamlet Board Chair


2
Specials
TODAY'S Volunteers
IN THE KITCHEN
Attila + Francis
FRONT OF HOUSE
Egg bacon brioche


3

10 Years of Hamlet

This year marks 10 years of Hamlet – a milestone we are incredibly proud of and an opportunity to reflect on how far the organisation has come since we opened our doors in 2016.
Hamlet began with a simple idea, to address barriers to employment while helping meet Tasmania's skills shortage in the hospitality and tourism industry.
In the early years, our focus was primarily on people experiencing long-term unemployment. Over time, our participant cohort evolved, and today our training program supports people with disability, neurodivergence, and mental health concerns. This shift developed naturally through the success we saw working with people with disability and an understanding of where Hamlet could make the greatest impact.

Our food and hospitality offering has evolved alongside the training program. What began as a café has expanded to include catering and events, condiments and gifting, with food relief, tuckshop and take-and-bake projects along the way.
COVID presented a huge challenge, but it also gave us the opportunity to reconsider our approach. Moving away from a traditional café menu allowed the kitchen team to develop a more distinctive style of food, with a stronger focus on local and seasonal produce, relationships with Tasmanian growers and suppliers, preserving produce for use throughout the year, and bringing our baked goods in-house.
None of this would have been possible without the many staff and board members who have contributed to Hamlet over the past 10 years. Past and present team members have each played a role in shaping the organisation, through developing our training program and food offering, building relationships with government, creating pathways with employers, connecting with producers and growers, and strengthening relationships with donors, partners and supporters.
Looking back over the past decade, one of Hamlet's greatest strengths has been its ability to adapt and take on new challenges. While much has changed, our approach has always been the same, put people first and continue to ask questions.
From a team of 8 to 25, a small café to an organisation encompassing catering, events, food production and gifting, a 1-page training program to an entire team dedicated to providing wrap around support, the past 10 years represent an enormous collective effort.
As we look ahead, we do so with a strong foundation and a commitment to continue learning, evolving and creating opportunities for people.

And Emily helped too.

Cameron Perry
Chief Operations Officer



Participant Outcomes







51
people engaged in our training

18
participants returned to Hamlet to upskill following graduation





We provided over
1534
training shifts to people facing barriers to employment

75%
of our graduates secured employment or engaged in further education



Our participants are committed to the program, with a
91%
retention rate

that's
5676
hours of hands on training



10 years of Hamlet stats



794 Tasmanians

60,935 hours of training

25/26 Financial Year

94% of Graduates moved onto employment, volunteering, or further education

91% of participants identified wellbeing improvements during their time at Hamlet

86% of graduates achieved a 26 week retention rate in open employment

89% attendance rate for our cafe and catering training programs

91% retention rate across all of our training programs




4


5

Participant Demographic

LGBTQIA+ 32.0%

First Nations 5.0%

CALD 2.0%

Male 47.0%

Female 46.0%

Non Binary 7.0%

Age 18-24 68.0%

Age 25-35 21.0%

Age 35+ 11.0%

Long term unemployed 30.0%

Centerlink as main income 75.0%

Never been employed 64.0%

Low Literacy 45.0%



Wrap Around Support

With the launch of Next Shift and our growing support team we have been able to embed weekly work readiness workshops into our training offering to bolster the practical skills learnt during training shifts. This personalised and multifaceted approach allows us to meet participants where they are, respond to individual needs and support each person to make meaningful progress towards their employment goals.

2567 hours



Work Prep Support
Preparing documents for work, resume, cover letter, superannuation, payslips, industry awards, interview preparation, professional communication, workplace tours
487 hours to 46 participants

Literacy + Numeracy
Personalised one on one support
220 hours to 24 participants

Personalised Wellbeing Support
Individually tailored to ensure each participant has the opportunity and support they need to succeed
1006.5 hours to 47 participants
36 connections to external supports

Post Training Employment Support
Individualised to meet graduates support needs
855.5 hours to 18 participants

Operations

Hamlet's social enterprises; cafe, catering, and condiments line, all provide revenue to support our work, and also the real world training ground for our participants to hone their job skills.



$1,045,878
operational income generated

Proudly Tasmanian

76% of our **fresh produce** is sourced directly from local growers. That's **$61,800** to Tasmanian farmers.

Cafe

$434,673 income from cafe sales allowed us to deliver hours of training

5676
hours of training provided

Events

20% increase in catering and events revenue as we actively pursued large scale **events and weddings**

Catering

$283,459 income generated created **1027 hours** of training



6



7

Celebrating a decade of impact



Celebrating a decade of impact! A huge achievement for everyone who has been part of Hamlet's journey over the last 10 years, and a huge shoutout to the nearly 800 Tasmanians who have trusted us to support them along their employment journey since 2016.

Through our Ten Days of Hamlet celebrations, we connected with participants, staff, graduates, supporters and loyal customers from across the last decade and heard what Hamlet has meant to them. What stood out to me most, hearing directly from graduates was the broad-reaching and long-lasting impact and connection that Hamlet can facilitate, extending far beyond a single employment outcome.

This year we have continued to focus on providing training that responds to the individual participant. Our support team has grown, with Camila, our Training and Participant Supervisor, and Alice, our Next Shift Coordinator, holding a wealth of hospitality, education and support experience. This has strengthened our ability to tailor training and wrap around support to each person, with a clear focus on improving employment outcomes.

During our tenth birthday celebrations, we launched Next Shift, our employment pathway program, taking our experience in inclusive training and employment beyond Hamlet and directly into the tourism and hospitality industry. We want to see our industry become more inclusive, not just for Hamlet graduates, but for everyone.

Next Shift exists to bridge the gap between training and open employment, helping our industry respond to ongoing staffing challenges. We support graduates and employers through that transition, bringing real world, on-the-ground hospitality experience, alongside our training expertise. Our strong industry relationships allow us to train to a high standard and work with employers to create opportunities where people with disability are given a genuine chance to succeed.

Looking ahead, we are making some exciting changes to our programs, with a sharper focus on participant outcomes. We want Hamlet participants to have a clear idea of what they are working towards, to see and celebrate their progress, connect with their peers and community, and leave Hamlet with a meaningful next step in their employment, volunteering or training journey.

Ten years is something we are incredibly proud of, but we're not resting on our laurels. We are invigorated to lead the next shift in our industry, continue providing an alternative to traditional employment supports for people with disability in Tasmania, keep learning from people with lived experience, and drive more inclusive workplace practices.

Amy Lawler

Impact + Inclusion Officer

What is Next Shift?

Next Shift is Hamlet's new employment pathway program, supporting graduates of our training programs transition to open employment with partner businesses and building an inclusive tourism and hospitality industry. Next Shift is designed to bridge the gap between employers struggling to recruit and retain staff and skilled workers who have traditionally been excluded from the workforce.

Next Shift matches skilled Hamlet graduates with suitable roles in partner businesses and provides ongoing support to both participants and employers to help create successful and sustainable long-term employment outcomes.



Why does Next Shift need to exist?

Hamlet's training programs achieve great outcomes, with 91% of participants who commenced training in 2025/26 successfully completing their program, yet only 56% of our graduates from the last 12 months went on to secure open employment.

In Tasmania, people with disability are 3.5 times more likely to be unemployed than people without disability. Employment services such as Inclusive Employment Australia (IEA) and Workforce Australia aim to support people into work, but can take a one-size-fits-all approach and often lack the industry expertise to match people with disability to suitable hospitality roles. Only 37% of people placed into employment through IEA remain employed after 26 weeks. Over the last 4 years every Hamlet graduate employed through our employment partners has met and exceeded this 26 week benchmark.

That is why we are committed to the Next Shift model, we know that it works and that graduates from our training programs bring proven skills, strong attendance records and a readiness to work in Tasmania's tourism and hospitality industry.



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%**




8
PUSH


9

Our Team

Our team is at the heart of everything we do at Hamlet.
With decades of combined experience across tourism and hospitality, we know our training programs give participants the best chance of getting a job - and keeping it. By consciously growing our team, designing roles specifically for Hamlet graduates, creating opportunities for our team to take on new challenges, and drawing on our team's lived experience, we've gone from strength to strength this past year.

20%
of Hamlet staff are graduates from our training program

$77,501
in award wages paid to Hamlet graduates employed at Hamlet





Trent's Story

"I was looking for work, but it's hard to find work if you don't have much experience. I was looking for things like admin, jobs in warehouses and stuff that seemed like you didn't need too many skills to get into. I didn't really start looking for work until I was in my twenties. Then it was like people had expected me to be more experienced, but it's so hard to get into work without it. "

Trent came to Hamlet to undertake the kitchen training program after having no success applying for jobs, recognising that it was very hard to find work if you don't have any experience. Trent applied for jobs with fairly low barriers to entry and worked with an employment services provider to support him in finding a job, with no success.



Trent chose Hamlet after exhausting all of his other options and he thought the kitchen training program looked interesting and that it could help him gain some experience.

At Hamlet, Trent discovered a love for cooking and baking and he decided that he really wanted to work in kitchens. After finishing the program, Trent applied for jobs independently. Despite his proactive approach and determination, he was unsuccessful in securing employment.

When we launched Next Shift we knew that Trent would be an excellent addition to any team, given the opportunity. We welcomed Trent back to Hamlet and he became the first participant to get a job through the Next Shift program. Trent has been working as a kitchen steward at DoubleTree by Hilton Hobart for 2 months now and we're so excited for him!

Congratulations Trent!

Next Shift

Grace's Story

"Dreams I'd had, doors that were starting to open for me, suddenly closed."

I had done a little bit of training and work in hospitality and cookery, before being slammed by chronic illness – and I felt like that work was no longer an option for me.

A lot of the jobs I was going for were entry level, high stress, high octane, a high level of intensity, of hours and workload, and that made them physically unsustainable for me. But Hamlet provided (and provides!) a level of support, flexibility, and kindness that made it feel like it was possible to keep learning and working even while I was still recovering.



Working here after being a participant, gave me confidence, knowing that Hamlet will be able and open to offering that flexibility in my job, has made employment an option for me.

Now I get to train participants, and that is incredible and surreal and such a massive honour. To be able to see people in similar situations as I was in and see people become more comfortable, it's almost cathartic realising I was in that place, and now my quality of life has so much more improved and I am so much happier - getting to see that in other people is magical."

A few words from our CEO

Ten years. I still can't really believe it when I say that out loud. We have been doing this work for ten years. A lot has changed over that time, our team has grown, our participants have changed and we have become a lot more aware of the issues that people with disability experience in Tasmania. Cam and I have moved from working side by side in the kitchen to sitting opposite each other at desks. Ten years ago, our work was about how we would get through the day, what needed to happen to make sure we could open the doors and support the participants we had in the kitchen with us.



It's interesting how a lot can change and a lot can stay the same. Our team has grown significantly since we first opened the doors. Amy joined us four years ago, and we spend a lot more time now really exploring who we're working with and what support they genuinely need. We've worked with almost 800 Tasmanians over the last ten years, supporting them to build skills and grow their confidence so they can get a job. And we've had a lot of success.

The issue is still there, though. Tasmania has the highest rate of people with disability in the country. People with disability here are still 3.5 times more likely to be unemployed than everyone else. Ten years in, numbers like that can feel like defeat. Some days they do. But I think they're also the reason we're ready to try a different approach.

We spent a decade building participants up to be "job-ready." Turns out that doesn't work if the system isn't set up to be inclusive.

"We spent a decade building participants up to be "job-ready." Turns out that doesn't work if the system isn't set up to be inclusive."



Earlier this year, the Federal Government announced a reform to Employment Services, with social enterprise named as a key part of the new model. I won't pretend it didn't feel good to be acknowledged. But mostly, it felt like something bigger – a genuine chance to redesign a system that isn't working, and wasn't built for the people it's meant to serve.

I often think about a participant we had a few years back. He'd been in the employment services system for over a decade, attending appointments, doing assessments, going to work trials that went nowhere, changing providers and starting all over again.

By the time he got to us, he'd stopped expecting much.

By the end of his first shift, one of our staff noticed he couldn't read the coffee dockets. She asked him one question: "Have you ever had support with your reading and writing?"

His answer still sticks with me.

"No one's ever asked me that before."

Turns out his literacy was so low he couldn't read a bus timetable. Everywhere he needed to go, he walked. Imagine what that does to your chances of finding work.
I'm not saying this to blame anyone who supported him over the years. I'm saying it because it shows exactly what's broken – a system that processes people instead of asking them questions. That's what I want reform to fix. Not fix everything. Just make it possible for people to ask for the support they need, and actually get it.



That's the beautiful thing about Hamlet, we have people here who are genuinely curious about the participants who walk through our doors, who want to hear their stories, ask questions and, more than anything, learn from them. We teach.and we learn. Every single day.

One of the biggest lessons we've learnt recently is that we need to shift our focus. For ten years, our work has been about getting participants ready – training them, helping them build confidence and develop skills. I'm not diminishing any of that work because that work matters. But it assumes the problem sits with the person – that once they're "ready enough," the industry will make room and they'll get a job.
It won't. That's not how the system works.

> We're not there yet. But for the first time in ten years, I can actually picture a system that gets us there.



That's the next step for Hamlet, the big piece of work we're excited about tackling, The Next Shift.

The system is currently designed to ask what people with disability need to do to become more employable. We almost never ask what employers need to do to become more inclusive. That second question is harder – it means looking at your rosters, your kitchens, your culture, and admitting that it wasn't designed with everyone in mind.

When I think about the next ten years, and what I might be writing in our twentieth annual report, here's what I'd love: employers who signed on to Next Shift and started a movement – one that meant Hamlet no longer needed to exist. Tasmanian workplaces so genuinely inclusive that an organisation like ours simply isn't necessary anymore.
That's not an attempt at modesty. That's the goal. Every program, every hard conversation with an employer, every participant we support — all of it is aimed at making Hamlet redundant one day.
We're not there yet. But for the first time in ten years, I can actually picture a system that gets us there.

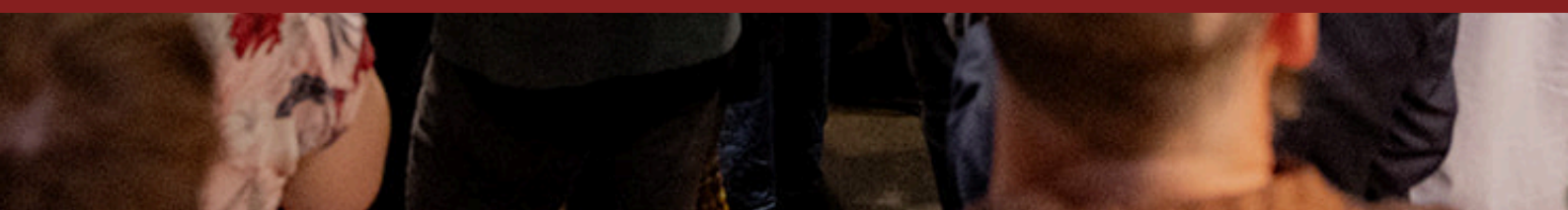
Thanks to everyone who trusted us with their story this year. And to the team, who never stop asking the questions and being genuinely curious about the answer.

Emily Briffa

Chief Executive Officer



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.




10
10 years
Celebrating a decade of impact


Employee
Program
Market
FRIDAY - FRIDAY
10 - 2:30pm
PUBLIC HOLIDAYS
A CASHLESS VENUE



PHOTOS BY ROSIE HASTIE , LUKE BURGESS,
CHRISTIAN ROCCHI, FIONA VAIL+ JON GAZZIGNATO

hamlet

Learn more at hamlet.org.au
Visit us at 40 Molle St, Hobart, 7000
Say hello@hamlet.org.au