



The following has been released in relation to a request for information relating to grants made to the Tasmanian Hospitality Association

DEPARTMENT OF STATE GROWTH

Dept. Ref MIG20/1169 (resubmit)

Critical Date _____

APPROVED/NOT APPROVED

SIGNED: _____

DATE: _____

MINUTE TO THE MINISTER FOR EDUCATION AND TRAINING

SUBJECT: TOURISM AND HOSPITALITY REGISTERED TRAINING ORGANISATION (RTO)

Minister's notation:

Recommendation:

That you:

1. Sign the attached letter to the President of Tasmania Hospitality Association (THA) and the Tourism Industry Council of Tasmania (TICT).
2. Subject to approval, forward the letter to the Premier and the Minister of Hospitality for co-signature.
3. Forward the letter to the THA and TICT.

Current Situation:

In December 2019 the former Premier and Minister for Tourism and the Minister Education and Training committed to the Tasmanian Hospitality Association (THA) and the Tourism Industry Council of Tasmania (TICT) to:

1. Provide industry with \$1 million to establish a new not-for-profit industry Registered Training Organisation (RTO)
2. Provide the THA and TICT with funding support to investigate a sustainable business model for an industry-led RTO
3. Establish a Tourism and Hospitality Workforce Advisory Committee to provide industry advice to inform the allocation of funding and delivery of training in the sector.

At a meeting on 19 August 2020 between the THA and TICT, the Premier and the Minister for Hospitality it was confirmed that the establishment of the new not-for-profit industry RTO remained a high priority for the sector.

The Department of State Growth 2020-21 Budget Submission seeks the \$1 million for the RTO commitment. There is no other budget available for this initiative. The Minister for Hospitality (through the Tourism and Hospitality Supply Side unit) will be responsible for administering the funding agreement in light of the conflict of interest with your training and workforce development portfolio.

A letter has been prepared confirming the Government's commitment as well as seeking nominations for the Workforce Advisory Committee (the Committee).

Your agreement on the final structure and terms of reference for the Committee will be sought separately but membership will likely resemble the structure of other Workforce Advisory Committees that have been established, and will be established, for other sectors. That is, representatives from peak organisations will be complemented by employers (including state wide coverage), and education and training representatives (i.e. Department of Education, University of Tasmania and TasTAFE/private providers as appropriate).



Kim Evans
Secretary

07 September 2020

Prepared by: s36	Cleared by: s36
Position:	Position:
Email:	Email:
Date:	Date:
Phone:	Phone:

Attachments:

- I. Draft Letter to the THA and TICT re Industry Led RTO



PREMIER OF TASMANIA

11 September 2020

Mr Paul Jubb
President
Tasmanian Hospitality Association
By Email: [REDACTED] s 36

Mr Daniel Leesong
Chairman
Tourism Industry Council Tasmania
By Email: [REDACTED] s 36

Dear Mr Leesong and Mr Jubb

We are writing to confirm the Tasmanian Government's financial commitment of \$1 million for the Tasmanian Hospitality Association (THA) and the Tourism Industry Council Tasmania (TICT) to establish an industry owned, not for profit, registered training organisation.

The funding is being provided on your advice that this remains a high priority for the sector as it moves into recovery from the impacts of COVID-19. The appropriate funding agreement will be established with the Department of State Growth through the Minister for Hospitality's portfolio.

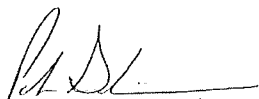
In the interim, work has commenced on the establishment the *Tourism and Hospitality Workforce Advisory Committee* (THWAC). We can advise that the governance model will align with other industry advisory structures to support the education and training portfolio. The model for the THWAC will be similar to the newly established *Energy and Infrastructure Workforce Advisory Committee* but will be tailored to reflect the unique needs of the sectors you represent.

The final terms of reference are yet to be endorsed but the THWAC will be the authoritative forum for advice to Government on skill priorities for the sector, workforce development, training and career pathways.

In order to progress next stages of this work we are seeking your nominations for membership. The THA and TICT will both have two nominated representatives on the Committee.

If you could provide your nominations by 19 September 2020 to s 36 A/g Director
Workforce Policy and Strategic Relations by email s 36 or phone s
s 36 that would be greatly appreciated.

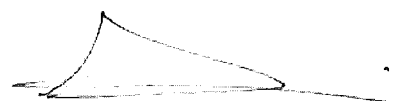
Yours sincerely



Peter Gutwein MP
Premier



Jeremy Rockliff MP
Deputy Premier



Sarah Courtney MP
Minister for Hospitality

Cc: Mr Steve Old CEO, Tasmanian Hospitality Association
Mr Luke Martin CEO, Tourism Industry Council of Tasmania

Released under RTI

From: Steve Old s 36
Sent: Thursday, 9 July 2020 3:51 PM
To: s 36
Cc:
Subject: RE: Invoice INV-37862 from AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION for Skills Tasmania, Dept of State Growth

All good, thanks for prompt reply



Steve Old

CEO

Tasmanian Hospitality Association

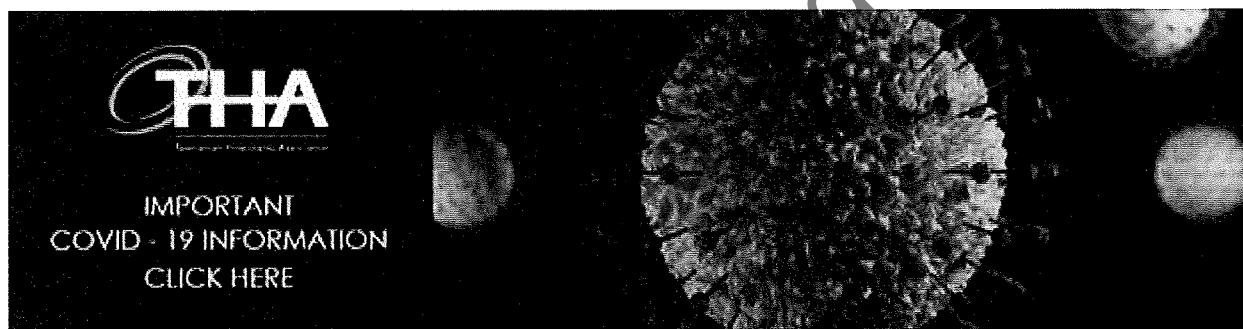
p: s 36
a: 25/93 Salamanca Pl, Hobart TAS 7000
w: tha.asn.au e: s 36



The Tasmanian Hospitality Association is the peak industry body for hotels, accommodation, restaurants, cafes & catering and clubs in Tasmania.

[Disclaimer information](#)

Please consider the environment before printing this email.



From: s 36
Sent: Thursday, 9 July 2020 2:08 PM
To: Steve Old
Cc: s 36
Subject: RE: Invoice INV-37862 from AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION for Skills Tasmania, Dept of State Growth

Will be sorted today

Apologies for the delay on this one

s 36

Workforce Policy & Strategic Relations
Workforce Development & Training Branch (Skills Tasmania)
Department of State Growth
Phone: s 36
Email: s 36

From: Steve Old [mailto:s 36]
Sent: Thursday, 9 July 2020 10:21 AM

To: [REDACTED] s 36
Cc: [REDACTED] s 36

Subject: RE: Invoice INV-37862 from AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION for Skills Tasmania, Dept of State Growth

Thanks mate!



Steve Old

CEO

Tasmanian Hospitality Association

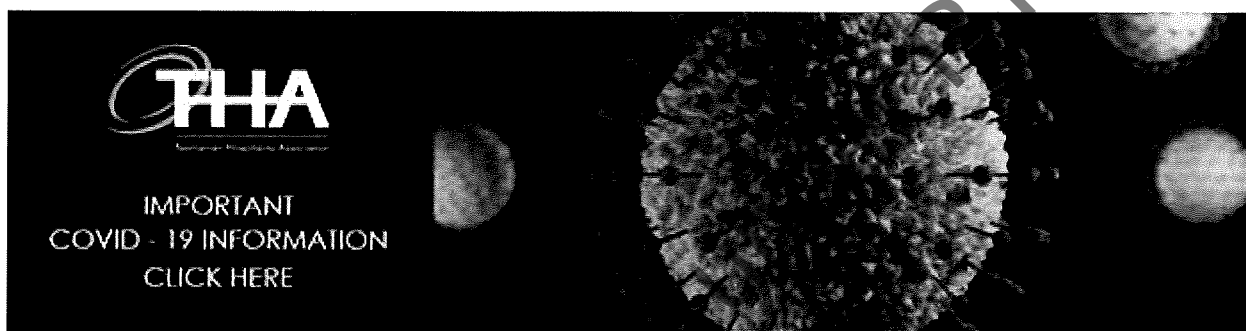
p: [REDACTED] s 36
a: 25/93 Salamanca Pl, Hobart TAS 7000
w: tha.asn.au e: [REDACTED] s 36



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From: [REDACTED] s 36

Sent: Thursday, 9 July 2020 10:17 AM

To: Steve Old

Cc: [REDACTED] s 36

Subject: RE: Invoice INV-37862 from AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION for Skills Tasmania, Dept of State Growth

Hi Steve

I'll follow up with finance ASAP

[REDACTED] s 36

Workforce Policy & Strategic Relations
Workforce Development & Training Branch (Skills Tasmania)
Department of State Growth
Phone: [REDACTED] s 36
Email: [REDACTED] s 36

From: Steve Old ([mailto:\[REDACTED\]](mailto:[REDACTED])) s 36

Sent: Thursday, 9 July 2020 10:13 AM

To: [REDACTED] s 36

Cc: [REDACTED] s 36 Steve Old [REDACTED] s 36

Subject: Invoice INV-37862 from AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION for Skills Tasmania, Dept of State Growth

Hey s 36

Just chasing up payment of this invoice for the RTO paper.

Can you advise when payment will be made as I have paid Aaron Devine in full given he/we have completed DEED.

Thanks
Steve



Steve Old

CEO

Tasmanian Hospitality Association

p: s 36
a: 25/93 Salamanca Pl, Hobart TAS 7000
w: tha.asn.au e s 36



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Please consider the environment before printing this email.

From: messaging-service@post.xero.com [<mailto:messaging-service@post.xero.com>]

Sent: Thursday, 9 July 2020 8:27 AM

To: Steve Old

Subject: Invoice INV-37862 from AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION for Skills Tasmania, Dept of State Growth



[View invoice](#)

\$11,000.00 due 14 Jun
INV-37862

Hi,

Please find attached online invoice INV-37862 for AUD 11,000.00.

The amount outstanding of AUD 11,000.00 is due on 14 Jun 2020.

View your bill online:

<https://in.xero.com/jt7qsSGPxp1WErgzNMKeHXFMyhDfvmegk50S1Dr>

From your online bill you can print a PDF, export a CSV, or create a free login and view your outstanding bills.

If you have any questions, please let us know.

Thanks,
AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION

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Released under RTI

From: Steve Old <[REDACTED] s 36 >
Sent: Thursday, 9 July 2020 10:13 AM
To: [REDACTED] s 36
Cc: [REDACTED] s 36 Steve Old
Subject: Invoice INV-37862 from AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION for Skills Tasmania, Dept of State Growth
Attachments: Invoice INV-37862.pdf

Hey [REDACTED] s 36

Just chasing up payment of this invoice for the RTO paper.

Can you advise when payment will be made as I have paid Aaron Devine in full given he/we have completed DEED.

Thanks
Steve



Steve Old

CEO

Tasmanian Hospitality Association

p: [REDACTED] s 36
a: 25/93 Salamanca Pl, Hobart TAS 7000
w: tha.asn.au e: [REDACTED] s 36



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Please consider the environment before printing this email.

From: messaging-service@post.xero.com [mailto:messaging-service@post.xero.com]
Sent: Thursday, 9 July 2020 8:27 AM
To: Steve Old
Subject: Invoice INV-37862 from AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION for Skills Tasmania, Dept of State Growth



[View invoice](#)

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INV-37862

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The amount outstanding of AUD 11,000.00 is due on 14 Jun 2020.

View your bill online:

<https://in.xero.com/jJt7qsSGPxp1WErgzNMKeHXFMyhDfvmegk50S1Dr>

From your online bill you can print a PDF, export a CSV, or create a free login and view your outstanding bills.

If you have any questions, please let us know.

Thanks,

AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION

Released under RTI



TAX INVOICE

Skills Tasmania, Dept of State Growth
26 Bathurst St
HOBART TAS 7000

Invoice Date
14 May 2020

Invoice Number
INV-37862

Reference
INV-37861

ABN
16 231 925 997

AUSTRALIAN HOTELS
ASSOCIATION
TASMANIAN
HOSPITALITY
ASSOCIATION
Suite 25 93 Salamanca
PI
BATTERY POINT TAS
7004
AUSTRALIA

Description	Quantity	Unit Price	GST	Amount AUD
Grant Deed - Business Model for Tourism & Hospitality Industry led Registered Training Organisation (RTO) Instalment 2 of 2	1.00	11,000.00	10%	11,000.00
INCLUDES GST 10%				1,000.00
TOTAL AUD				11,000.00

Due Date: 14 Jun 2020

For EFT payments to THA please use your Invoice No. as reference.

s 36

For all enquiries contact s 36

E: s 36 or

P: s 36

Please email remittance advice to: s 36

PAYMENT ADVICE

To: AUSTRALIAN HOTELS ASSOCIATION
TASMANIAN HOSPITALITY ASSOCIATION
Suite 25 93 Salamanca PI
BATTERY POINT TAS 7004
AUSTRALIA

Customer Skills Tasmania, Dept of State Growth
Invoice Number INV-37862
Amount Due 11,000.00
Due Date 14 Jun 2020
Amount Enclosed _____
Enter the amount you are paying above

From: [REDACTED] s 36
Sent: Wednesday, 29 April 2020 11:43 AM
To: Steve Old; [REDACTED] s 36
Cc: [REDACTED] s 36
Subject: RE: For signature : Grant Deed - Business Model for Tourism and Hospitality RTO

Hi Steve

Yes this has been signed by all parties a while back – I tried to send it back the other day but it looks like it bounced I'll try again in a second email.

I don't think we have been invoiced for this one yet from our records.

Ps. good chat with Aaron last night – sounds like it is landing in a really good active space.

[REDACTED] s 36 | [REDACTED]
Workforce Policy & Strategic Relations
Workforce Development & Training Branch (Skills Tasmania)
Department of State Growth
Phone: [REDACTED] s 36
Email: [REDACTED] s 36

From: Steve Old [mailto:[REDACTED] s 36]
Sent: Wednesday, 29 April 2020 11:36 AM
To: [REDACTED] s 36
Cc: [REDACTED] s 36
[REDACTED] s 36
Subject: RE: For signature : Grant Deed - Business Model for Tourism and Hospitality RTO

Hey [REDACTED] s 36

Hope you are well

Just checking, I sent this back didn't I?

I can't remember, have we received payment?

Cheers
Steve



Steve Old

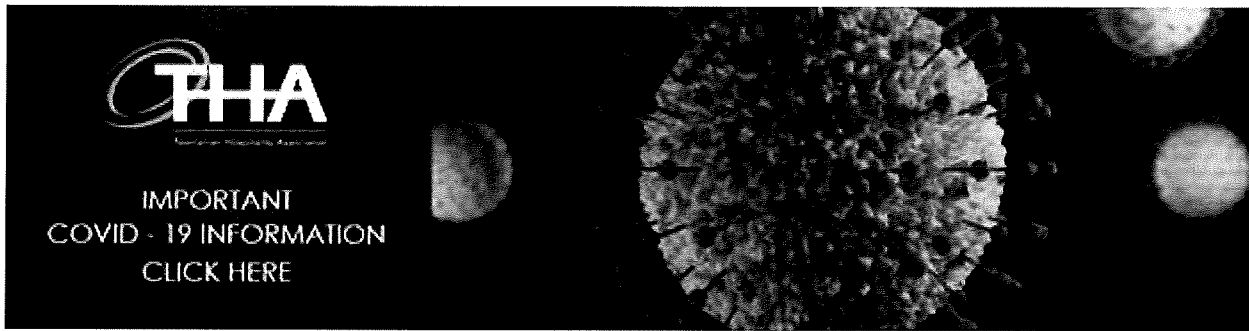
CEO

Tasmanian Hospitality Association

p: [REDACTED] s 36
a: 25/93 Salamanca Pl, Hobart TAS 7000
w: tha.asn.au e: [REDACTED] s 36



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From: [REDACTED] s 36
Sent: Wednesday, 5 February 2020 1:55 PM
To: Steve Old; [REDACTED] s 36
Cc: [REDACTED] s 36
Subject: For signature : Grant Deed - Business Model for Tourism and Hospitality RTO

Hi Steve [REDACTED] s 36

Good discussion yesterday, think we can establish some improved lines of communication with Skills Tasmania to press forward on some of the challenges and shared frustrations with the parts of VET/employment system. I know there are things we can do that are bespoke to Tassie that can meet the needs of employers in your industry.

Attached is the DEED for the RTO modelling work – I removed the DRAET watermark and updated our GM on the signature page now Ange is back. Sign and send it back and we are away.

I think Aaron has my details but let him know we are ready to work with him and provide what insights we have when he is ready.

Cheers

[REDACTED] s 36
Workforce Policy & Strategic Relations
Workforce Development & Training Branch (Skills Tasmania)
Department of State Growth
Phone: [REDACTED] s 36
Email: [REDACTED] s 36

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From: [REDACTED] s 36
Sent: Friday, 24 April 2020 9:36 AM
To: 'Steve Old'
Subject: RE: DRAFT Grant Deed - Business Model for Tourism and Hospitality RTO
Attachments: EXECUTED Grant Deed - signed by all parties - Business Model for Tourism....pdf

No mate we are all good we both dealt with this one - signed version attached.

Hope you and the THA team are travelling ok. Worth a chat when you have a minute, we have some programs that are seeing big influx of T&H workers namely our Rapid Response Program (\$3000 training voucher for people who have lost their job).

We have also established Skills Matching Service with Searson Buck to redeploy people to where work is
http://www.premier.tas.gov.au/releases/skills_matching_service_operational

Finally, we are also looking to release a training fund for employers who have workers stood down who want to train their people over this period (ie. Federal Group might be interested) - your insights into how that might work would be welcome

Speak later

s36 [REDACTED]
Workforce Policy & Strategic Relations
Workforce Development & Training Branch (Skills Tasmania) Department of State Growth
Phone: [REDACTED] s 36
Email: [REDACTED] s 36

-----Original Message-----

From: Steve Old [mailto:[REDACTED] s 36]
Sent: Thursday, 23 April 2020 7:45 PM
To: [REDACTED] s 36
Subject: FW: DRAFT Grant Deed - Business Model for Tourism and Hospitality RTO

Apology mate, did we deal with this one?

Steve Old
CEO
Tasmanian Hospitality Association
p: [REDACTED] s 36
a:
25/93 Salamanca Pl, Hobart TAS 7000
w:
tha.asn.au e: [REDACTED] s 36

The Tasmanian Hospitality Association is the peak industry body for hotels, accommodation, restaurants, cafes & catering and clubs in Tasmania.

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-----Original Message-----

From: [REDACTED] s 36 [mailto:[REDACTED] s 36]

Sent: Friday, 17 January 2020 1:41 PM

To: Steve Old

Cc: [REDACTED] s 36

Subject: DRAFT Grant Deed - Business Model for Tourism and Hospitality RTO

Hi Steve,

See draft Deed for your review.

Cheers

[REDACTED] s 36

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Grant deed

The Crown in Right of Tasmania
(represented by the Department of State Growth)
(Grantor)

and

Australian Hotels Association Tasmanian Hospitality Association
(Recipient)

OCS APPROVED TEMPLATE
Grant Docs-Grant deed (long form) template-2-2014-AU
(August 2014)

REFERENCE AND CONTACT DETAILS

Department: State Growth

Contact officer: s 36

Telephone: s 36

Email: s 36

Document ref: D20/11198/1

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Released under RTI

Grant deed

Details and recitals

Date: 19 February 2020

Parties:

Name	The Crown in Right of Tasmania (represented by the Department of State Growth)
Short form name	Grantor
Notice details	C/- Department of State Growth, GPO Box 536, Hobart, Tasmania Email: [REDACTED] s 36 Attention: s36 Strategic Relations, Department of State Growth

Name	Australian Hotels Association Tasmanian Hospitality Association
ACN/ARBN/ABN	16 231 925 997
Short form name	Recipient
Notice details	PO Box 191 Battery Point, Tasmania 7004 Facsimile: (03) 62247033 Email: [REDACTED] s 36 Attention: Steve Old, Chief Executive Officer

Recitals:

- A. The Grantor has agreed to provide a monetary grant to the Recipient upon the terms and conditions set out in this Deed.
- B. The Recipient has agreed to accept the Grant on the terms and conditions set out in this Deed.

Information Table

Item 1 (clause 1.1):	Approved Purpose for which the Grant is provided
The Approved Purpose is to assist the Recipient, in collaboration with the Tourism Industry Council of Tasmania, to develop a business model for a tourism and hospitality industry-led Registered Training Organisation (RTO). This will involve engagement of a suitably qualified consultant to develop an industry-led business model and peer-review of the proposed model for its financial viability.	
Item 2 (clause 2.1):	Grant Amount
The amount of the grant is \$40,000 (excluding GST) and is payable in instalments in accordance with Item 3.	
Item 3 (clause 3.1):	Payment method for the Grant
The Grant is to be paid to the Recipient by two instalments as follows: <ul style="list-style-type: none"> Instalment 1: \$30,000 on signing of this Deed and satisfaction of the Conditions precedent. Instalment 2: \$10,000 on the satisfaction of Conditions precedent. 	
Item 4 (clause 3.2(a)):	Conditions precedent to payment of the Grant
The payment of the Grant by the Grantor to the Recipient is subject to the following conditions precedent: <ul style="list-style-type: none"> With respect to Instalment 1, the receipt of satisfactory evidence of appropriate insurance coverage (Public liability and Professional indemnity), and a compliant tax invoice. With respect to Instalment 2, a satisfactory final report in accordance with the Approved Purpose, a copy of the final proposed Business Model that has been endorsed by key industry stakeholders (Word and PDF format), a compliant tax invoice and a financial acquittal. 	
Item 5 (clause 3.3):	Grant Account
Item 5 is not applicable.	
Item 6 (clause 4.1(d)):	Agreed Plan for carrying out the Approved Purpose
Item 6 is not applicable.	
Item 7 (clause 4.1(e)):	Agreed Budget for carrying out the Approved Purpose
Item 7 is not applicable.	
Item 8 (clause 4.4):	Date for commencement of the Approved Purpose
The date for substantial commencement of the Approved Purpose to the satisfaction of the Grantor is the date of this Deed.	

Item 9 (clause 4.5): Date for completion of the Approved Purpose

The date for completion of the Approved Purpose is 31 March 2020.

Item 10 (clause 4.9(a)): Outcomes

Item 10 is not applicable.

Item 11 (clause 7.2): Reporting requirements

The Recipient must provide:

- A satisfactory final report (that covers the period from the Date of commencement of the Approved Purpose until the Date for completion of the Approved Purpose (31 March 2020) and no later than 30 April 2020) including:
 - an acquittal of funds (statutory declaration detailing final expenses, as per requirements outlined below);
 - a copy of the consultant's final proposed business model (Word and PDF format) outlining the preferred model for an industry-led RTO;
 - a copy of the peer-review report or a statement outlining the findings of the peer-review; and
 - evidence of the level of industry support for the preferred model, including letters of endorsement of the model by the Recipient and the Tourism Industry Council of Tasmania.
- Requirements for an acquittal of funds:
 - to cover the period from the Date of commencement of the Approved Purpose until the Date for completion of the Approved Purpose;
 - which states "All Funding received was expended for the purposes of the Project and in accordance with the Deed of grant between Skills Tasmania and the Recipient", dated and signed by the Chief Executive Officer or equivalent;
 - a detailed statement of income and expenditure in respect of the Funding, which must include a definitive statement as to whether the financial accounts are true and fair; and
 - the statements referred to above must:
 - contain any other details, if any, described in this item;
 - be provided to the Program Delegate within one month of the end of the Project Period; and
 - be certified by the recipient's Chief Financial Officer or General Manager Director or auditor.

All information and reports requested by the Grantor of the Recipient must be provided within 10 Business Days of the Grantor's written request.

All information and reports must be satisfactory to the Grantor and be in a form acceptable to the Grantor.

Item 12 (clause 9): Insurance

Clause 9 is applicable.

The amount of insurance required for the purposes of clause 9.2 (a) is \$20,000,000.00 and the amount of Professional Indemnity Insurance for the purpose of Item 13a) is \$5,000,000.00.

Item 13 (clause 12): Special terms and conditions

The Recipient:

- a) Must ensure all relevant insurances including Professional Indemnity Insurance is obtained in relation to the Approved Purpose to the satisfaction of the Grantor. The Professional Indemnity Insurance must remain current for a 6 year period after the Date for completion of the Approved Purpose. The Recipient must provide a copy of this insurance at the request of the Grantor;
- b) Accepts that any material changes to the Approved Purpose must be approved in advance by the Department of State Growth in writing;
- c) Agrees to participate in any funding evaluation that may be undertaken by the Department of State Growth;
- d) Agrees to return any unexpended funds, unless otherwise agreed to by the Department of State Growth.
- e) Must provide any other information, report, statement or Statutory Declaration relating to the Approved Purpose that the Grantor may require within 10 Business Days of the Grantor's written request.
- f) Will instruct the consultant that the business model should be informed by:
 - i. existing industry led training models; and
 - ii. assessment of all relevant Tasmanian and Australian Government programs that support industry training and workforce development ; and
 - iii. an option that demonstrates financial viability without ongoing operational funding from the Tasmanian Government.

Agreed terms and conditions

The parties agree as follows:

1 Definitions and interpretation

1.1 Definitions

In this Deed, unless the context otherwise requires:

Approved Purpose means the purpose for which the Grant is provided as set out in Item 1.

Authorised Officer means:

- (a) if a party is the Crown or a Minister of the Crown, each of the Secretary of the department responsible for the administration of the Grant, an Acting Secretary of that department, a Deputy Secretary of that department, and a nominee of any of them; or
- (b) for any other party, a person authorised in writing by that party.

Business Day means a day that is not a Saturday, a Sunday, Easter Tuesday or a statutory holiday (as defined in the *Statutory Holidays Act 2000* (Tas)) generally observed in Hobart.

Conflict means any matter, circumstance, interest or activity involving or affecting the Recipient, or any of its Personnel, that conflicts with, may conflict with, or otherwise impairs, the Recipient undertaking the Approved Purpose fairly and independently in accordance with this Deed.

Crown means the Crown in Right of Tasmania.

this Deed means this deed and includes all its annexures, appendices, attachments and schedules (if any).

Default Event means each of the events specified in clause 11.1.

Details means the details and recitals set out above.

Government Body includes a body politic, a government (federal, state or local), a governmental, judicial or administrative body, a tribunal, a commission, a department or agency of any government, and a statutory authority or instrumentality.

Grant means the grant paid, or to be paid, by the Grantor to the Recipient pursuant to clause 2.1.

Grant Account has the meaning in clause 3.3.

Grantor means the person or entity named above as Grantor and, where the context requires, includes the employees, authorised contractors and agents of that person. If the Grantor is a Minister of the Crown, a reference to the Grantor includes that Minister's predecessors and successors in office (as applicable).

GST means any goods and services tax or similar tax imposed by the Commonwealth of Australia (but excluding any penalty, fine, interest or similar payment).

GST Laws means applicable Laws relating to GST.

Information Table means the table titled 'Information Table' set out above.

Item means an item in the Information Table.

Law means:

- (a) principles of law or equity established by decisions of courts;
- (b) legislation and subordinate legislation; and
- (c) requirements, approvals (including conditions) and guidelines of any Government Body that have force of law.

month means calendar month.

Outcomes means the outcomes (if any) that the Recipient must achieve in relation to the application of the Grant or carrying out the Approved Purpose, as set out in Item 10.

PPSA Security Interest has the meaning given to the term 'security interest' in the *Personal Property Securities Act 2009* (Cwlth).

Personnel means any person who is an officer, employee, agent, or professional advisor of the Recipient.

Recipient means the person named above as the Recipient and, where the context requires, includes the officers and employees of the Recipient.

Relevant Matter means any matter or thing related to any of the following:

- (a) the performance by the Recipient of its obligations under this Deed;
- (b) the receipt, use or expenditure of the Grant;
- (c) the carrying out of the Approved Purpose (including the effectiveness of the Recipient's carrying out of the Approved Purpose);
- (d) any report provided, or to be provided, by the Recipient to the Grantor in accordance with this Deed;
- (e) any information provided by the Recipient to the Grantor in connection with any application for the Grant;
- (f) any breach of this Deed by the Recipient;
- (g) the occurrence, or possible occurrence, of any Default Event.

Right includes a right, a power, a remedy, a discretion or an authority.

Security Interest means:

- (a) a PPSA Security Interest;
- (b) any mortgage, charge, bill of sale, pledge, deposit, lien, hypothecation, arrangement for the retention of title and any other interest or power given by way of security for any debt, monetary liability or other obligation and includes any agreement to grant or create any of the foregoing.

1.2 Interpretation

In this Deed, unless the context otherwise requires:

- (a) the singular includes the plural and vice versa;

- (b) words importing a gender include all genders;
- (c) other parts of speech and grammatical forms of a word or phrase defined in this Deed have a corresponding meaning;
- (d) a reference to a thing (including property or an amount) is a reference to the whole and each part of that thing;
- (e) a reference to a group of persons includes a reference to any one or more of those persons;
- (f) a reference to an annexure, an appendix, an attachment, a schedule, a party, a clause or a part is a reference to an annexure, an appendix, an attachment, a schedule or a party to, or a clause or a part of, this Deed;
- (g) a reference to any legislation or legislative provision includes subordinate legislation made under it and any amendment to, or replacement for, any of them;
- (h) writing includes marks, figures, symbols, images or perforations having a meaning for persons qualified to interpret them;
- (i) a reference to a document includes:
 - (i) any thing on which there is writing;
 - (ii) any thing from which sounds, images or writings can be reproduced with or without the aid of any thing else;
 - (iii) an amendment or supplement to, or replacement or novation of, that document; or
 - (iv) a map, plan, drawing or photograph;
- (j) a reference to an agreement includes an undertaking, deed, agreement or legally enforceable arrangement or understanding, whether or not in writing;
- (k) a reference to a 'person' includes a natural person, a partnership, a body corporate, a corporation sole, an association, a Government Body, or any other entity;
- (l) a reference to a party includes that party's executors, administrators, successors and permitted assigns and substitutes;
- (m) a reference to a Minister includes, as applicable, that Minister's predecessors and successors in office;
- (n) a reference to a Government Body or other body or organisation that has ceased to exist, or that has been renamed, reconstituted or replaced, or the powers or functions of which have been substantially transferred, is taken to refer respectively to the Government Body or other body or organisation as renamed or reconstituted, or established or formed in its place, or to which its powers or functions have been substantially transferred;
- (o) a reference to an office in a Government Body or other body or organisation includes any person acting in that office, and if the office is vacant, the person who for the time being is substantially responsible for the exercise of the duties, functions or powers of that office;
- (p) mentioning any thing after the words 'includes', 'included' or 'including' does not limit the meaning of any thing mentioned before those words;

- (q) a reference to a day is to be interpreted as the period of time in Tasmania commencing at midnight and ending 24 hours later;
- (r) reference to a time or date in connection with the performance of an obligation by a party is a reference to the time or date in Hobart, Tasmania, even if the obligation is to be performed elsewhere; and
- (s) references to '\$' and 'dollars' are to Australian dollars.

1.3 Headings

Headings are included for convenience only and do not affect the interpretation of this Deed.

1.4 No rule of construction applies to disadvantage party

In relation to the interpretation of this Deed, no rule of construction is to apply to the disadvantage of a party because that party was responsible for the preparation of this Deed or any part of it.

1.5 Information Table

- (a) An Item that has not been completed will be taken to be 'not applicable'.
- (b) Unless the context otherwise requires, expressions defined in the Information Table have the same meanings when used in other parts of this Deed.

2 Grant

2.1 Agreement to provide Grant

Subject to the terms of this Deed, the Grantor will provide to the Recipient the monetary grant set out in Item 2 for use by the Recipient for the Approved Purpose in accordance with this Deed.

2.2 Acknowledgments

The Recipient acknowledges and agrees that:

- (a) the Grantor's financial assistance to the Recipient in respect of the Approved Purpose is limited to the Grant;
- (b) nothing in this Deed requires the Grantor to provide any further financial assistance to the Recipient in respect of the Approved Purpose; and
- (c) the Grantor is not responsible for any liabilities incurred by the Recipient, or any obligations entered into by the Recipient, as a result of or arising out of, the Recipient's obligations under this Deed or in respect of the Approved Purpose.

3 Payment of Grant to Recipient

3.1 Method of Grant payment

Subject to clause 3.2 and, if applicable, clause 3.3, the Grantor will pay the Grant to the Recipient in the manner specified in Item 3. If no method of payment is specified in Item 3, the method of payment will be as determined by the Grantor.

3.2 Conditions affecting Grant payment

- (a) **(Conditions precedent):** If Item 4 includes any conditions precedent to the payment of the Grant, then the obligation of the Grantor to pay the Grant or part of the Grant is subject to the prior and continuing satisfaction of those conditions precedent (except for any of those conditions precedent waived in writing by the Grantor).
- (b) **(Payment of Grant instalments linked to performance):** If:
 - (i) the payment details in Item 3 provide for the payment of the Grant by instalments; and
 - (ii) the payment of an instalment of the Grant is linked to the performance of an obligation by the Recipient, or the occurrence of an event,the Grantor is not required to pay that instalment of the Grant until, as applicable, the Recipient has completed the performance of that obligation (to the satisfaction of the Grantor) or that event has occurred.
- (c) **(Default Events):** The Grantor is not required to pay the Grant (or if the Grant is payable by instalments, any instalment of the Grant) to the Recipient if a Default Event has occurred and has not been remedied to the satisfaction of the Grantor.
- (d) **(Requirement for tax invoice):** If the Grant, or any instalment of the Grant, is subject to GST, the Grantor is not required to pay the Grant (or the relevant instalment) until the Grantor has received from the Recipient a correctly rendered tax invoice in accordance with clause 13.

3.3 Grant Account

- (a) This clause 3.3 applies if Item 5 states that this clause applies.
- (b) The Grantor is not required to pay the Grant, or any instalment of the Grant, to the Recipient until:
 - (i) the Recipient has established an account at an authorised deposit-taking institution (as defined in the Banking Act 1959 (Cwlth)) to be used solely for the purpose of receiving and applying the Grant (Grant Account); and
 - (ii) the Recipient has provided details of the Grant Account to the Grantor.
- (c) The Grantor may pay the Grant, or any instalment of the Grant, by depositing it to the Grant Account. If the Grantor pays the Grant, or any instalment of the Grant, directly to the Recipient, the Recipient must immediately deposit it to the Grant Account.
- (d) The Recipient must only make withdrawals from the Grant Account for the sole purpose of paying amounts, debts and monetary liabilities properly incurred, and immediately due and payable, by the Recipient as part of the Approved Purpose.
- (e) The Recipient holds the Grant on trust for the Grantor until such time as the Recipient is entitled to withdraw the Grant, or part of it, from the Grant Account in accordance with clause 3.3(d).
- (f) Any interest earned on the Grant Account will be taken to form part of the Grant, and must be used only for the Approved Purpose.

4 Application of Grant and related matters

4.1 Application of Grant for Approved Purpose

- (a) The Recipient must only use the Grant to undertake the Approved Purpose.
- (b) The Recipient must not change the Approved Purpose without the prior written approval of the Grantor, which approval may be given or withheld in the Grantor's absolute discretion.
- (c) The Recipient must undertake the Approved Purpose:
 - (i) in a timely, diligent, reasonable and economical manner; and
 - (ii) exercising reasonable skill, care and attention,having regard to the circumstances in which the Grant is made and the status of the Recipient.
- (d) If Item 6 includes or refers to a plan (**Agreed Plan**) for the carrying out of the Approved Purpose, the Recipient must carry out the Approved Purpose in accordance with that plan. The Recipient must not change the Agreed Plan without the prior written approval of the Grantor.
- (e) If Item 7 includes or refers to a budget (**Agreed Budget**) for the carrying out of the Approved Purpose, the Recipient must carry out the Approved Purpose in accordance with that budget. The Recipient must not change the Agreed Budget without the prior written approval of the Grantor.

4.2 Restrictions on use of Grant

- (a) The Recipient must not use the Grant for the purpose of obtaining legal services except to the extent that the legal services are expressly included in the Approved Purpose.
- (b) Without limiting clause 4.2(a), if the Recipient is a body corporate, the Recipient must not use the Grant for the purpose of obtaining legal advice in relation to any actual or threatened dispute concerning any current or past:
 - (i) member;
 - (ii) director;
 - (iii) officeholder; or
 - (iv) employee involved in the management,of the body corporate.
- (c) Without limiting any other Right, if the Recipient is in breach of this Deed the Grantor may by notice in writing direct the Recipient not to spend any unexpended part of the Grant.
- (d) The Recipient must not spend any unexpended part of the Grant after it receives a notice from the Grantor under clause 4.2(c) unless and until the Grantor gives written notice to the Recipient authorising the further expenditure of the Grant by the Recipient.
- (e) Without limiting clause 4.2(c), for the purposes of that clause the Recipient will be taken to be in breach of this Deed if any representation or warranty given by the Recipient to the Grantor under this Deed is false, untrue or misleading.

4.3 No conflict

- (a) The Recipient warrants that, to the best of its knowledge after making diligent inquiry, at the date of this Deed no Conflict exists or is likely to arise in the performance of the Recipient's obligations under this Deed.
- (b) If a Conflict arises or appears likely to arise, the Recipient must:
 - (i) notify the Grantor immediately;
 - (ii) make full disclosure to the Grantor of all relevant information relating to the Conflict or potential Conflict; and
 - (iii) take any steps the Grantor reasonably requires to resolve or otherwise deal with that Conflict or potential Conflict.

4.4 Commencement of Approved Purpose

The Recipient must substantially commence (to the Grantor's satisfaction) the Approved Purpose by the date shown in Item 8 or such later date, if any, approved in writing by the Grantor.

4.5 Completion of Approved Purpose

The Recipient must complete the Approved Purpose by the date shown in Item 9 or such later date, if any, approved in writing by the Grantor.

4.6 Compliance with Law

The Recipient must comply with all applicable Laws in expending the Grant and in carrying out the Approved Purpose.

4.7 Carrying out activity

- (a) If the Approved Purpose requires the carrying out of any activity, the Recipient must carry out that activity, or ensure that the activity is carried out by others, in a proper and workmanlike manner in accordance with all applicable Laws.
- (b) The Recipient must ensure that its Personnel involved in carrying out the Approved Purpose, and contractors engaged by the Recipient to undertake any task related to the carrying out of the Approved Purpose, are appropriately qualified and experienced.

4.8 Contractors

- (a) The Recipient is not relieved of any of its obligations or liabilities under this Deed as a result of the Recipient's engagement of any contractor to undertake any task related to the performance of any of those obligations.
- (b) Upon request by the Grantor, the Recipient must provide to the Grantor details of all contractors engaged by the Recipient to perform any task related to the performance by the Recipient of any of its obligations under this Deed.

4.9 Outcomes

- (a) This clause 4.9 applies if Item 10 includes Outcomes.
- (b) The Recipient must:
 - (i) ensure that it achieves all of the Outcomes;

- (ii) provide to the Grantor such reports and statements, as the Grantor requires from time to time, showing the extent to which the Grantor is achieving the Outcomes; and
- (iii) as required by the Grantor from time to time, meet with the Grantor (or persons authorised by the Grantor) to review and discuss the extent to which the Recipient is achieving the Outcomes.

4.10 Financial records

- (a) The Recipient must keep and maintain proper accounts, records and financial statements showing, the receipt, use and expenditure of the Grant and the carrying out of the Approved Purpose.
- (b) The accounts, records and financial statements must be retained by the Recipient for a period of at least seven years after earliest of the following dates:
 - (i) the date the Recipient completes the Approved Purpose; and
 - (ii) the date upon which this Deed is terminated by the Grantor.
- (c) The Recipient's financial statements must show, as separate items, the receipt, use and expenditure of the Grant.
- (d) The Recipient must allow the Auditor-General of Tasmania (or his or her nominee) to audit, inspect, and to take copies of, the Recipient's accounts, records and financial statements relating to the receipt, use and expenditure of the Grant.
- (e) This clause 4.10 survives the termination of this Deed.

4.11 Grant not to be used as security

The Recipient must not grant, or allow to exist, any Security Interest over this Deed, the Grant or the Grant Account (if any).

4.12 Notice by Recipient of adverse matters

The Recipient must immediately notify the Grantor in writing of:

- (a) the occurrence of any matter, event or thing, occurring after the date of this Deed, that adversely affects or materially delays the Recipient carrying out the Approved Purpose in accordance with, or the performance by the Recipient of its obligations under, this Deed;
- (b) any breach of this Deed by the Recipient; or
- (c) the occurrence of any Default Event.

5 Publicity concerning Grant and Approved Purpose

5.1 Acknowledgement

The Recipient must include in any correspondence, promotional material, public (including media) announcement, advertising material, or other publication concerning the Approved Purpose, an acknowledgement that the Approved Purpose is assisted by a grant from the Grantor. The acknowledgement must be in a form and substance approved in writing by the Grantor.

5.2 Publicity

The Grantor reserves the Right to make public (including media) announcements in relation to, and otherwise report upon the Grant, the awarding of the Grant and any Relevant Matter.

5.3 Official launch and major announcements

- (a) The Recipient must give the Grantor reasonable notice of each proposed Specified Event (being not less than 15 Business Days notice). If required by the Grantor, the Recipient must consult with the Grantor concerning the timing, planning and conduct of each Specified Event.
- (b) In this clause, **Specified Event** means:
 - (i) an official launch or opening by the Recipient of any facility or works acquired or developed as part of the Approved Purpose; and
 - (ii) any media conference or public event arranged by the Recipient concerning the Approved Purpose.

6 Repayment of Grant by Recipient

6.1 Repayment of any unexpended part of Grant

Not later than 20 Business Days after the completion of the Approved Purpose, the Recipient must notify the Grantor in writing if any part of the Grant has not been expended. The Grantor may by notice in writing to the Recipient demand that the Recipient repay to the Grantor all or any part of the Grant that has not been expended by the Recipient.

6.2 Repayment for incorrect use of Grant

The Grantor may by notice in writing to the Recipient demand that the Recipient repay to the Grantor the Grant (or any part of the Grant) that is applied or used by the Recipient for a purpose that is not an Approved Purpose.

6.3 Repayment of Grant - other circumstances

The Grantor may by notice in writing to the Recipient demand that the Recipient repay to the Grantor the Grant (or such part of the Grant as may be determined by the Grantor in its absolute discretion) if:

- (a) the Recipient does not substantially commence the Approved Purpose by the date shown in Item 8 or such later date, if any, approved in writing by the Grantor;
- (b) the Recipient does not complete the Approved Purpose by the date shown in Item 9 or such later date, if any, approved in writing by the Grantor;
- (c) this Deed is terminated by the Grantor in accordance with clause 11; or
- (d) a Default Event occurs.

6.4 Recipient must comply with notice

The Recipient must comply with any notice given by the Grantor in accordance with clauses 6.1, 6.2 or 6.3 within five Business Days of that notice, or such other period determined by the Grantor and specified in the notice. The amount specified in a notice is a debt repayable by the Recipient to the Grantor.

6.5 Interpretation

Nothing in this clause 6 limits the generality of any thing else in this clause.

7 Review, monitoring, audit, reports and related matters

7.1 Review, monitoring or audit of Relevant Matters

- (a) The Grantor may from time to time review, monitor or audit any Relevant Matter.
- (b) The Recipient must in connection with any such review, monitoring or audit by the Grantor:
 - (i) assist and co-operate with the Grantor;
 - (ii) meet with the Grantor at such times, and in such manner, as the Grantor reasonably determines;
 - (iii) permit the Grantor, at reasonable times and on reasonable notice:
 - (A) to inspect and take copies of the Recipient's financial and other records;
 - (B) to enter and inspect any premises owned, occupied or used by the Recipient;
 - (C) to inspect any other property (including plant and equipment) owned or used by the Recipient;
 - (iv) promptly answer all questions put by the Grantor.
- (c) In this clause, each reference to the 'Grantor' includes a reference to a person authorised in writing by an Authorised Officer for the Grantor.

7.2 Reporting

- (a) The Recipient must provide to the Grantor the reports and other documents (if any) specified in Item 11.
- (b) The Recipient must provide to the Grantor such reports and documents as required by the Grantor from time to time in connection with any Relevant Matter. Unless otherwise stated in Item 11, nothing in that Item limits the reports or frequency of reports that the Grantor may require under this clause 7.2(b).
- (c) The Recipient gives to the Grantor an irrevocable, non-exclusive, world-wide, perpetual and royalty-free, licence (including the right to grant sub-licences) to use, reproduce, modify and adapt the whole or any part of any report or document given by the Recipient to the Grantor in accordance with this clause 7.2. The Recipient must ensure that it obtains from any third party holding moral rights (within the meaning of the *Copyright Act 1968* (Cwlth)) in any such report or document consent to any infringement of their moral rights by the Grantor.

8 Indemnities

8.1 Indemnities from Recipient

The Recipient indemnifies, and must keep indemnified, the Grantor from and against all actions, claims, demands, losses, damages, costs and expenses for which the Grantor becomes liable:

- (a) in connection with or arising out of:
 - (i) personal injury to, or death of, any person;
 - (ii) loss or damage to the property of any person; and
 - (iii) financial loss of a third party,arising from, or attributable to, the Recipient carrying out the Approved Purpose or performing its obligations under this Deed, to the extent that the injury, death, loss or damage is not caused by a wrongful (including negligent) act or omission of the Grantor;
- (b) in connection with or arising out of the use by the Grantor of any report or other document provided by the Recipient in accordance with this Deed, including any claims regarding the ownership or right to use intellectual property or moral rights (as defined in the *Copyright Act 1968* (Cwth)) in such reports or documents.

8.2 Continuing obligation

The indemnities in clause 8.1:

- (a) are continuing obligations of the Recipient;
- (b) separate and independent from any other obligations of the Recipient; and
- (c) survive the expiration or termination of this Deed.

9 Insurance

9.1 Application

This clause 9 applies if Item 12 states that this clause applies.

9.2 Recipient to insure

- (a) The Recipient must for at least the Relevant Period hold and keep current a contract of insurance with a reputable insurer, lawfully carrying on insurance business in Australia, indemnifying the Recipient's liability for:
 - (i) personal injury to, or death of, any person; and
 - (ii) loss or damage to the property of any person,for at least the amount shown in Item 12 for each individual claim or series of claims arising out of a single occurrence, or for such other sum as the Grantor reasonably determines from time to time and notifies to the Recipient.
- (b) The liability to be insured against under clause 9.2(a) is liability arising from, or attributable to, the Recipient carrying out the Approved Purpose to the extent that

the injury, death, damage or loss is caused by a negligent act or omission of the Recipient or the Recipient's employees or agents.

- (c) In this clause, **Relevant Period** means the period commencing on the date of this Deed and ending on the date on or by which all of the Recipient's obligations under this Deed related to the carrying out of the Approved Purpose have been performed.

9.3 Grantor to be named as an interested party

The insurance contract required by clause 9.2(a) must name the Grantor as an interested party in respect of the Recipient for the purpose of indemnifying the Grantor for any vicarious or other legal liability (if any) it may have in respect of any injury, death, damage or loss caused by a negligent act or omission of the Recipient or the Recipient's employees or agents.

9.4 Recipient to notify Grantor

The Recipient must notify the Grantor in writing as soon as practicable if:

- (a) the insurance contract required by clause 9.2(a) lapses, is cancelled or is materially altered; or
- (b) the Recipient claims, or becomes entitled to claim, under the insurance contract for something related to the carrying out of the Approved Purpose or this Deed.

9.5 Protection of insurance

The Recipient must:

- (a) comply with the insurance contract required by clause 9.2(a);
- (b) not do anything which may result in the cancellation of the insurance contract, the refusal by the insurer to renew the insurance contract, or the loss of any right to claim under the insurance contract;
- (c) not without the prior written consent of the Grantor vary, rescind, cancel or terminate the insurance contract.

9.6 Policy documents

The Recipient must give to the Grantor:

- (a) when requested by the Grantor, a copy of the insurance contract required by clause 9.2(a) and evidence of the currency of that insurance contract; and
- (b) a copy of each document issued to the Recipient by the insurer in relation to that insurance contract.

10 Representations and warranties

10.1 Warranties

The Recipient represents and warrants to the Grantor that:

- (a) **(no disputes)**: except as previously disclosed in writing by the Recipient to the Grantor prior to the date of this Deed, there are no actions or proceedings commenced or threatened affecting the Recipient which may affect its capacity to perform its obligations under this Deed;

- (b) **(transaction permitted)**: the execution, delivery and performance of this Deed by the Recipient will not breach in any respect any provision of:
- (i) any applicable Law or any order or ruling of a Government Body;
 - (ii) any agreement binding on the Recipient;
 - (iii) if the Recipient is a corporation, the Recipient's constitution;
- (c) **(incorporation)**: if the Recipient is a body corporate, it is duly incorporated and existing under the law of its place of incorporation, it is up-to-date in all reporting requirements and has the corporate power to enter into and perform its obligations under this Deed;
- (d) **(authorisations)**: if the Recipient is a body corporate, all necessary action has been taken by the Recipient to authorise its execution of, and the performance of its obligations under, this Deed;
- (e) **(power)**: the Recipient is not subject to any legal disability or incapacity;
- (f) **(binding obligation)**: this Deed:
- (i) constitutes a valid legal and binding obligation on the part of the Recipient;
 - (ii) is enforceable in accordance with its terms;
 - (iii) is not void or voidable;
- (g) **(information)**: all information given, and each statement made, to the Grantor by the Recipient or its agents concerning any application for the Grant, is true, correct and not misleading in any way;
- (h) **(Default Event)**: except as previously disclosed in writing by the Recipient to the Grantor prior to the date of this Deed, no Default Event (or event which with the giving of notice or the lapse of time would be likely to become a Default Event) has occurred or is continuing;
- (i) **(trustee warranties)**: if the Recipient enters into this Deed in its capacity as a trustee of a trust:
- (i) **(trustee and personal capacity)**: the Recipient has entered into this Deed in its capacity as trustee as well as in its personal capacity;
 - (ii) **(sole trustee)**: the Recipient is the only trustee of the trust;
 - (iii) **(additional trustee)**: no action has been taken or is contemplated to remove the Recipient as trustee of the trust or to appoint an additional trustee of the trust;
 - (iv) **(power)**: the Recipient (as trustee of the trust) has power to enter into this Deed;
 - (v) **(full force and effect)**: the trust is in full force and effect and no action has been taken or is threatened to terminate the trust;
 - (vi) **(due administration)**: the Recipient has entered into this Deed as part of the due and proper administration of the trust and for the benefit of the beneficiaries under the trust;

- (vii) **(right of indemnity)**: the Recipient has a right to be indemnified out of the assets of the trust in respect of its obligations under this Deed;
- (viii) **(trust deed)**: all documents evidencing the terms of the trust were delivered to the Grantor prior to the date of this Deed, and;
 - (A) are current and have not been amended, altered or revoked in any way; and
 - (B) contain all of the terms of the trust; and
- (ix) **(no default)**: the Recipient is not in default of its duties as trustee.

10.2 Survival and repetition of representations and warranties

Each representation and warranty in clause 10.1:

- (a) survives the execution of this Deed; and
- (b) until all of the Recipient's obligations under this Deed have been discharged, is deemed to be repeated with reference to the facts and circumstances then existing on the first day of each named month.

10.3 No reliance by the Recipient

The Recipient acknowledges that it has not entered into this Deed in reliance on any representation, warranty, promise, statement or undertaking made by the Grantor or any person on behalf of the Grantor.

11 Default Events, termination, scope reduction and suspension

11.1 Default Events

Each of the following events is a Default Event for the purposes of this Deed:

- (a) **(Breach not capable of being remedied)**: If the Recipient breaches any of its obligations under this Deed and the breach is not capable of being remedied.
- (b) **(Failure to remedy breach)**: If:
 - (i) the Recipient breaches any of its obligations under this Deed;
 - (ii) the breach is capable of being remedied; and
 - (iii) the Recipient fails to remedy the breach within the period (being a period of not less than five Business Days) specified by the Grantor in a notice given to the Recipient detailing the breach.
- (c) **(Repudiation)**: If the Recipient repudiates this Deed.
- (d) **(Natural person)**: If the Recipient is a natural person, at any time before the Recipient has performed all of its obligations under this Deed, the Recipient:
 - (i) dies;
 - (ii) becomes an insolvent under administration (as defined in section 9 of the *Corporations Act 2001* (Cwlth)), or any action is taken which could result in that event; or
 - (iii) ceases to be of full legal capacity.

- (e) **(Body corporate related events):** If the Recipient is a body corporate, at any time before the Recipient has performed all of its obligations under this Deed:
- (i) the Recipient becomes an externally administered body corporate (as defined in section 9 of the *Corporations Act 2001* (Cwlth));
 - (ii) a person becomes a controller (as defined in section 9 of the *Corporations Act 2001* (Cwlth)) of any of the Recipient's property;
 - (iii) the Recipient is dissolved, wound-up or its registration is cancelled;
 - (iv) any process or action is commenced or taken which could lead to an event mentioned in clause 11.1(e)(iii); or
 - (v) in the opinion of an Authorised Officer for the Grantor, the corporate governance or administration of the Recipient is materially deficient or unsatisfactory.
- (f) **(Ceasing to carry on operations):** If, at any time before the Recipient has performed all of its obligations under this Deed, the Recipient ceases to carry on, or threatens to cease carrying on, all or a substantial part of its operations without the prior written consent of the Grantor.
- (g) **(Meeting of creditors):** If, at any time before the Recipient has performed all of its obligations under this Deed, the Recipient convenes a meeting of its creditors, or proposes or enters into any scheme of arrangement, reconstruction or composition, with all or some of its creditors.
- (h) **(Representation):** If any representation or warranty by the Recipient in this Deed is untrue, false or misleading when made or repeated.

11.2 Termination - Default Events

In addition to any other Rights, if a Default Event occurs, the Grantor may terminate this Deed by notice in writing to the Recipient. The termination takes effect when the Grantor's notice is taken to have been received by the Recipient in accordance with clause 15.3 (or any later date specified in the notice).

11.3 Termination for convenience

- (a) The Grantor may, at any time, by notice in writing to the Recipient, terminate this Deed for convenience.
- (b) If this Deed is terminated in accordance with clause 11.3(a):
- (i) the Recipient must:
 - (A) take all reasonable steps to minimise any loss resulting from the termination; and
 - (B) repay to the Grantor any unexpended part of the Grant that is not required by the Recipient to pay a debt or liability properly incurred by the Recipient in undertaking the Approved Purpose up until the termination; and
 - (ii) the Grantor must:
 - (A) subject to clauses 11.3(d) and 11.3(e), pay to the Recipient, as compensation, any reasonable costs actually incurred by the Recipient that are directly attributable to the termination; and

- (B) if the Grant was payable by instalments, pay to the Recipient any unpaid instalment of the Grant that was properly due and payable to the Recipient for undertaking the Approved Purpose up until the termination of this Deed.
- (c) No compensation is payable by the Grantor to the Recipient in connection with the termination of this Deed in accordance with clause 11.3(a) except as provided for in clause 11.3(b)(ii)(A).
- (d) The Grantor is not liable to pay compensation under clause 11.3(b)(ii)(A) for an amount which would, in addition to any other amounts paid or due, or becoming due, by the Grantor to the Recipient under this Deed, exceed the original total of the Grant payable under this Deed.
- (e) The Recipient is not entitled to compensation for loss of prospective profits.

11.4 Reduction in scope of Approved Purpose

- (a) The Grantor may, at any time, by notice in writing to the Recipient, reduce the scope of the Approved Purpose for convenience.
- (b) If the scope of Approved Purpose is reduced in accordance with clause 11.4(a):
 - (i) the Recipient must:
 - (A) take all reasonable action to minimise any loss resulting from the reduction of scope; and
 - (B) continue to undertake each part of the Approved Purpose that is not affected by the notice;
 - (ii) subject to clauses 11.4(d) and 11.4(e), the Grantor must pay to the Recipient, as compensation, any reasonable costs actually incurred by the Recipient that are directly attributable to the reduction in the scope of the Approved Purpose; and
 - (iii) the Grant is to be reduced in proportion to the reduction in the scope of the Approved Purpose.
- (c) No compensation is payable by the Grantor to the Recipient in connection with a reduction in the scope of the Approved Purpose in accordance with clause 11.4(a) except as provided for in clause 11.4(b)(ii).
- (d) The Grantor is not liable to pay compensation under clause 11.4(b)(ii) for an amount which would, in addition to any other amounts paid or due, or becoming due, by the Grantor to the Recipient under this Deed, exceed the original total of the Grant payable under this Deed.
- (e) The Recipient is not entitled to compensation for loss of prospective profits

11.5 Suspension of payment of Grant (or instalment of Grant)

- (a) The Grantor may, by notice in writing to the Recipient (**Suspension Notice**), suspend payment of the Grant (or if the Grant is payable by instalments, an instalment of the Grant) to the Recipient if the Grantor is not satisfied that the Recipient is undertaking the Approved Purpose in accordance with this Deed.
- (b) Any suspension of payment of the Grant (or any instalment of the Grant) in accordance with clause 11.5(a):

- (i) operates on and from the date of the Suspension Notice; and
- (ii) continues until such time as the Grantor notifies the Recipient in writing that the Grantor:
 - (A) is satisfied that the Recipient is undertaking the Approved Purpose in accordance with this Deed; or
 - (B) withdraws the Suspension Notice.
- (c) The Grantor is not liable for any loss or damage incurred by the Recipient as a consequence of the suspension.

12 Special terms and conditions

- (a) The special terms and conditions (if any) in Item 13 form part of this Deed.
- (b) If there is any inconsistency between the special terms and conditions in Item 13 and another provision of this Deed, the special terms and conditions override the other provision to the extent of the inconsistency.
- (c) A special term or condition in Item 13 is taken not to be inconsistent with another provision of this Deed if the special term or condition and the other provision of this Deed are both capable of being complied with.
- (d) To avoid doubt and without limiting the operation of clause 16.16, any Right contained in Item 13 is in addition to any other Rights provided for in this Deed or at Law.

13 GST

- (a) Unless otherwise stated in this Deed, all amounts payable by one party to another party are exclusive of GST.
- (b) If GST is imposed or payable on any supply made by a party under this Deed, the recipient of the supply must pay to the supplier, in addition to the GST exclusive consideration for that supply, an additional amount equal to the GST exclusive consideration multiplied by the prevailing GST rate. The additional amount is payable at the same time and in the same manner as the consideration for the supply.
- (c) A party that makes a taxable supply under this Deed must provide a valid tax invoice to the recipient of the supply.
- (d) A party's right to payment under clause 13(b) is subject to a valid tax invoice being delivered to the party liable to pay for the taxable supply.
- (e) If the consideration for a supply under this Deed is a payment or reimbursement for, or contribution to, any expense or liability incurred by the supplier to a third party, the amount to be paid, reimbursed or contributed in respect of the expense or liability will be the amount of the expense or liability net of any input tax credit to which the supplier is entitled in respect of the expense or liability.
- (f) Where any amount payable under this Deed is paid by being set-off against another amount, each amount must be calculated in accordance with this clause 13 as if it were an actual payment made pursuant to this Deed.

- (g) Unless the context otherwise requires, expressions used in this clause 13 that are defined in the GST Laws have the meanings given to those expressions in the GST Laws.

14 Dispute resolution

14.1 Application

This clause 14 does not apply to any dispute or difference between the parties concerning the exercise by any party of any Right under legislation.

14.2 Negotiation

If a party gives written notice to each other party of a dispute or difference concerning this Deed, the parties must undertake negotiations with a view to resolving the dispute or difference.

14.3 Status of negotiations

- (a) Unless otherwise agreed in writing by the parties and subject to applicable Laws, other than the fact of occurrence, all aspects of negotiations for the purpose of clause 14.2 will be without prejudice and treated as confidential including:
- (i) any settlement proposal made to, or considered by, a party;
 - (ii) the willingness of a party to consider a settlement proposal;
 - (iii) any statement made by, or on behalf of, a party during the negotiations; and
 - (iv) any document prepared for the purposes of the negotiations.
- (b) Nothing in clause 14.3(a):
- (i) prevents a party from enforcing any signed settlement agreement made by the parties in relation to the dispute or difference;
 - (ii) prevents an agent or instrumentality of the Crown (that is a separate legal entity) from disclosing any matter to the Crown; or
 - (iii) prevents a Minister of the Crown from making a statement to Parliament or exercising any Right.

14.4 Further action

If, after 10 Business Days following receipt by a party of a notice under clause 14.2, the parties are unable to resolve the dispute or difference by negotiation, a party may take any lawful action as that party sees fit (including commencing legal proceedings) in relation to the dispute or difference.

14.5 Continuation of performance

Despite the existence of any dispute or difference, unless this Deed has been terminated, each party must continue to perform its obligations in accordance with this Deed.

14.6 Injunctive and other discretionary relief

Nothing in this clause 14 prevents a party from commencing legal proceedings to seek an injunction (whether interim or permanent), a writ of specific performance, declaratory relief, or any urgent or other interlocutory relief.

15 Notices

15.1 Notice requirements

- (a) A notice, certificate, consent, application, waiver or other communication (each a **Notice**) under this Deed must be:
 - (i) in legible writing in the English language;
 - (ii) subject to clauses 15.1(b) and 15.1(c), signed by or on behalf of the sender or by a lawyer for the sender;
 - (iii) marked for the attention of the person or position (if any) specified in the Details applicable to the intended recipient of the Notice or, if the intended recipient has notified otherwise, marked for attention in the way last notified; and
 - (iv) left or sent in accordance with clause 15.2.
- (b) A printed or copy signature is sufficient for the purposes of sending any Notice by facsimile.
- (c) A Notice sent by email is taken to have been signed by the sender.
- (d) A Notice must not be given orally.

15.2 Method and address for delivery

- (a) Subject to clause 15.2(b), a Notice must be:
 - (i) left at the intended recipient's address set out in the Details;
 - (ii) sent by prepaid ordinary mail (or prepaid airmail, if from one country to another country) to the intended recipient's address set out in the Details;
 - (iii) sent by facsimile to the intended recipient's facsimile number (if any) set out in the Details; or
 - (iv) sent by email to the intended recipient's email address (if any) set out in the Details.
- (b) If the intended recipient of a Notice has notified the sender of another address, facsimile number or email address for the purposes of receiving Notices, then subsequent Notices to that intended recipient must be left at or sent to the address, facsimile number or email address (as applicable) last notified by that intended recipient.

15.3 Time of receipt

- (a) Subject to clause 15.3(b), a Notice is taken to have been received by the intended recipient:
 - (i) if left at the intended recipient's address, at the time of delivery;
 - (ii) if sent by prepaid ordinary mail, on the third Business Day after the day of posting, or if sent by prepaid airmail from one country to another country, on the tenth Business Day after the day of posting;
 - (iii) if sent by facsimile, at the time shown in the transmission report as the time when the whole Notice was sent; and

- (iv) if sent by email, four hours after the time the email was sent (as recorded by the device from which the email was sent) provided that the sender has not received an automated message that the email has not been delivered.
- (b) If a Notice is received by a recipient on a day that is not a Business Day or after 4.00pm on a Business Day, the Notice is taken to be received at 9.00am on the next Business Day.
- (c) A Notice is effective from the time it is taken to have been received in accordance with clauses 15.3(a) and 15.3(b) (unless a later time is specified in the Notice, in which case the notice takes effect from that time).

15.4 Other modes or places of service

Nothing in this Deed limits or excludes any other mode or place of service required by an applicable Law.

16 Miscellaneous

16.1 Governing law

This Deed is governed by the Laws applying in Tasmania.

16.2 Dispute jurisdiction

The parties submit to the non-exclusive jurisdiction of courts with jurisdiction in Tasmania, and any courts that may hear appeals from those courts, in respect of any proceedings in connection with this Deed.

16.3 Entire agreements clause

- (a) This Deed forms the entire agreement of the parties in respect of its subject matter. The only enforceable obligations of the parties in relation to the subject matter of this Deed are those that arise out of the provisions contained in this Deed. All prior agreements in relation to the subject matter of this Deed are merged in and superseded by this Deed unless expressly incorporated in this Deed as an annexure, an appendix, an attachment or by reference.
- (b) Nothing in clause 16.3(a) affects the Grantor's Rights in connection with this Deed in relation to any information given, or statement made, to the Grantor by the Recipient, its employees or agents concerning any application for the Grant.

16.4 Liability

An obligation of, or a representation, a warranty or an indemnity by, two or more parties (including where two or more persons are included in the same defined term) under or in respect of this Deed, binds them jointly and each of them severally.

16.5 Benefit

An obligation, a representation, a warranty or an indemnity in favour of two or more parties (including where two or more persons are included in the same defined term) is for the benefit of them jointly and each of them severally.

16.6 Compliance with obligations

- (a) The Recipient must ensure that its officers, employees, volunteers, authorised contractors, agents and advisers involved in the performance by the Recipient of its obligations under this Deed:

- (i) comply with the provisions of this Deed related to that performance; and
 - (ii) do not conduct themselves in a way that would result in the party being in breach of this Deed or that, if the conduct was undertaken by the Recipient, would result in the Recipient being in breach of this Deed.
- (b) If the Recipient is prohibited from doing anything under this Deed, the Recipient must not knowingly assist, authorise or allow any other person to do that thing.

16.7 Severance

If a provision of this Deed is or at any time becomes illegal, prohibited, void or unenforceable for any reason, that provision is severed from this Deed and the remaining provisions of this Deed:

- (a) continue to be enforceable; and
- (b) are to be construed with such additions, deletions and modifications of language as are necessary to give effect to the remaining provisions of this Deed.

16.8 Counterparts

- (a) This Deed may be entered into in any number of counterparts.
- (b) A party may execute this Deed by signing any counterpart.
- (c) All counterparts, taken together, constitute one instrument.

16.9 Further assurance

The parties agree to do or cause to be done all such acts, matters and things (including, as applicable, passing resolutions and executing documents) as are necessary or reasonably required to give full force and effect to this Deed.

16.10 Business Days

If the day on or by which an act, matter or thing is to be done under this Deed is not a Business Day, that act, matter or thing must be done by no later than the next Business Day.

16.11 No partnership or agency

- (a) Nothing contained or implied in this Deed will:
 - (i) constitute, or be taken to constitute, a party to be the partner, agent or legal representative of another party for any purpose;
 - (ii) create, or be taken to create, a partnership or joint venture; or
 - (iii) create, or be taken to create, an agency or trust.
- (b) The Recipient must not represent or hold itself out to be a partner, joint venturer, agent or representative of the Grantor.

16.12 Legal costs

Each party must bear their own costs in preparing and negotiating this Deed.

16.13 Amendment

This Deed may only be amended or supplemented in writing signed by the parties.

16.14 Waiver

- (a) A failure or delay in exercising a Right does not operate as a waiver of that Right.
- (b) A single or partial exercise of a Right does not preclude any other exercise of that Right or the exercise of any other Right.
- (c) A Right may only be waived in writing, signed by the party to be bound by the waiver. Unless expressly stated otherwise, a waiver of a Right is effective only in the specific instance and for the specific purpose for which it was given.

16.15 Successors and assigns

This Deed is binding on and benefits each party and, unless repugnant to the sense or context, their respective administrators, personal representatives, successors and permitted assigns.

16.16 Rights cumulative

Each Right of the Grantor provided for in this Deed:

- (a) operates independently of any other Right of the Grantor provided for in this Deed; and
- (b) is cumulative with, and does not exclude or limit, any other Right of the Grantor, whether at Law or pursuant to any other agreement, deed or document.

16.17 Set-off

The Grantor may set-off against any moneys payable by the Grantor to the Recipient under this Deed any debt or other moneys from time to time due and owing by the Recipient to the Grantor. This right of set-off does not limit or affect any other right of set-off available to the Grantor.

16.18 No assignment

The Recipient must not assign any of its Rights and obligations under this Deed except with the prior written consent of the Grantor.

16.19 Disclosure

- (a) Despite any confidentiality or intellectual property right subsisting in this Deed, a party may publish all or any part of this Deed without reference to another party.
- (b) Nothing in this clause derogates from a party's obligations under the *Personal Information Protection Act 2004* (Tas) or the *Privacy Act 1988* (Cwlth).

16.20 Determination

Where the Grantor is required or entitled to form or hold an opinion or view under or in relation to this Deed, that opinion or view may be formed or held by an Authorised Officer for the Grantor. This clause does not limit any other way in which the Grantor may otherwise form or hold an opinion or view under or in relation to this Deed.

16.21 Consent and approvals

- (a) This clause applies to any consent or approval which the Recipient must obtain from the Grantor in accordance with this Deed. For the avoidance of doubt, this clause does not apply to any consent or approval to be given under any legislation.
- (b) A request for consent or approval must be made in writing.

- (c) A consent or approval for the purposes of this Deed is not effective unless given in writing.
- (d) A consent or approval may be given subject to reasonable conditions.
- (e) A Recipient must comply with any conditions subject to which the consent or approval is given. To the extent that the Recipient fails to comply with the condition, that failure is taken to be a breach of this Deed.

16.22 Doctrine of merger

The doctrine or principle of merger does not apply to this Deed or to anything done under or in connection with this Deed. Accordingly, no Right or obligation of a party is merged in any thing done pursuant to this Deed.

16.23 Minister or State of Tasmania expressed to be party

- (a) If a Minister of the Crown (acting in that capacity) is expressed to be a party to this Deed, then unless an applicable Law provides otherwise:
 - (i) the Minister enters into this Deed on behalf of the Crown;
 - (ii) the Rights, obligations and liabilities expressed to be those of the Minister are Rights, obligations and liabilities of the Crown; and
 - (iii) each reference in this Deed to the Minister will be taken to include a reference to the Crown.
- (b) For the avoidance of doubt, if the State of Tasmania is expressed to be a party to this Deed, the Rights, obligations and liabilities of the State of Tasmania are Rights, obligations and liabilities of the Crown.

16.24 No interference with executive duties or powers

Nothing in this Deed is intended to prevent, is to be taken to prevent, or prevents, the free exercise by the Governor, by any member of the Executive Council, or by any Minister of the Crown, of any duties or authorities of his or her office. Any provision of this Deed that is inconsistent with this clause is of no legal effect to the extent of the inconsistency.

16.25 Surviving provisions and termination

- (a) The termination of this Deed does not affect or limit the operation or effect of clauses or parts of this Deed:
 - (i) that are expressed to survive the termination of this Deed;
 - (ii) that, at Law, survive the termination of this Deed; or
 - (iii) that are necessary to survive the termination of this Deed:
 - (iv) to give full force and effect to the parties' respective Rights, obligations and liabilities on or after the termination of this Deed;
 - (A) to enable a party to make, enforce or defend any claims related to this Deed; or
 - (B) to give full force and effect to the operation of clause 16.25(b) or clause 16.25(c).

- (b) The termination of this Deed does not affect any claims related to, or any Rights, releases, obligations or liabilities accrued or incurred under, this Deed before the date on which this Deed is terminated.
- (c) Nothing in this clause 16.25 affects or limits the operation of another provision of this Deed which gives a party Rights, or imposes obligations on a party, on or after the termination of this Deed.

Executed as a deed

Released under RTI

Signing

16.26 Signing as a deed on behalf of the Crown

Execution by the Grantor

Executed as a deed on behalf of **The Crown in Right of Tasmania** by the person named below in the presence of the witness named below:

Signature: →	<div style="border: 1px solid black; width: 200px; height: 60px; background-color: black; color: red; text-align: center; line-height: 60px;">s 36</div>	
	Being a person who has authority to sign this Deed on behalf of the Grantor	
*Print name and position:	<div style="border: 1px solid black; padding: 5px;">Angela Conway General Manager Workforce Development and Training</div>	
	Witness' signature: →	<div style="border: 1px solid black; width: 100px; height: 50px; background-color: black; color: red; text-align: center; line-height: 50px;">s 36</div>
	*Witness print name and position:	<div style="border: 1px solid black; padding: 5px;">EXEC SUPPORT OFFICER</div>
*Use BLOCK LETTERS	*Witness print address:	<div style="border: 1px solid black; padding: 5px;">4 SALAMANCA PLACE HOBART TAS 7000</div>

Execution by the Recipient

Executed as a deed for and on behalf of **Australian Hotels Association Tasmanian Hospitality Association** in accordance with the resolution of the Committee dated...17/2/2020.....by its authorised officer(s) in the presence of the witness named below:

Authorised Officer's signature: →	<div style="border: 1px solid black; width: 200px; height: 40px;"></div>	Authorised Officer's signature: →	<div style="border: 1px solid black; width: 150px; height: 40px; background-color: black; color: red; text-align: center; line-height: 40px;">s 36</div>
	<div style="border: 1px solid black; width: 200px; height: 20px;"></div>		<div style="border: 1px solid black; padding: 5px;">Steve Old</div>
		Witness signature	<div style="border: 1px solid black; width: 150px; height: 50px; background-color: black; color: red; text-align: center; line-height: 50px;">s 36</div>
		*Witness print name:	<div style="border: 1px solid black; padding: 5px;">s 36</div>
*Use BLOCK LETTERS		*Witness print address:	<div style="border: 1px solid black; width: 150px; height: 50px; background-color: black; color: red; text-align: center; line-height: 50px;">s 36</div>

Released under RTI

From: s 36
Sent: Thursday, 5 March 2020 1:08 PM
To: Aaron Devine
Cc: s 36
Subject: stats on hospitality quals

Hello Aaron
 Thanks for your patience in waiting on stats from us.

I've pulled the below numbers from the public database maintained by National Centre for Vocational Education Research (NCVER). We very much hope they are sufficiently accurate and detailed to support the work you are doing on business case.

I've approached this as a 'snapshot' of the number of people in training contracts during the fourth quarter over five years from 2014 to 2018 for qualifications in hospitality and cookery, but not bakery or butchery.

I have not included:

- Cert I in Hospitality as numbers enrolled in that qual were single digit
- Tourism qualifications as those in the SIT training package were single digit or zero annual average enrolment
- Outdoor Guiding/Recreation qualifications because enrolments for those quals appear to be in the SIS (Sport, Fitness and Recreation) training package, which I imagine will be out of scope for your business case?

Are you interested only in full quals? Or are you wanting to include delivery of single skills sets for 'non-traditional' hospitality in the business case? If so, I can attempt to gather some data on enrolments in these if NCVER have it publicly available. For example:

- Cert III in Early Childhood Education and Care has CHCECE004 Promote and provide healthy food and drinks
- Cert III in Individual Support has CHCAGE006 Provide food services and elective HLTAHA018 Assist with planning and evaluating meals and menus to meet recommended dietary guidelines.

Please let me know if you would like any additional information about the below stats, or if there is anything else I can help you with.

Regards s 36

Source: NCVER VOCSTATS

Apprentices and trainees - June 2019

Skills Service Organisations by Reporting period and Training contract status by State/territory and Field Counting: Estimate_weight

Filters:

Default Summation Estimate_weight
 State/territory Tasmania
 Field of education 11 - Food, hospitality and personal services

Reporting period	Oct - Dec 2014	Oct - Dec 2015	Oct - Dec 2016	Oct - Dec 2017
Training contract status	In- training	In- training	In- training	In- training

SIT20316_- _Certificate II in Hospitality				
SIT20207_- _Certificate II in Hospitality				
SIT20212_- _Certificate II in Hospitality				
SIT20213_- _Certificate II in Hospitality				
Cert II in Hospitality	37	36	32	3
SIT20307_- _Certificate II in Hospitality (Kitchen Operations)				
SIT20312_- _Certificate II in Kitchen Operations				
SIT20416_- _Certificate II in Kitchen Operations				
Cert II in Kitchen Operations	17	22	21	1
SIT30616_- _Certificate III in Hospitality				
SIT30707_- _Certificate III in Hospitality				
SIT30712_- _Certificate III in Hospitality				
SIT30713_- _Certificate III in Hospitality				
Cert III in Hospitality	212	164	112	5
SIT30807_- _Certificate III in Hospitality (Commercial Cookery)				
SIT30812_- _Certificate III in Commercial Cookery				
SIT30813_- _Certificate III in Commercial Cookery				
SIT30816_- _Certificate III in Commercial Cookery				
Cert III Commercial Cookery	443	452	465	43
SIT30913_- _Certificate III in Asian Cookery				
SIT31116_- _Certificate III in Asian Cookery				
Cert III Asian Cookery	33	36	32	
SIT30916_- _Certificate III in Catering Operations				
SIT31013_- _Certificate III in Catering Operations				
Cert III in Catering Operations	0	3	5	
SIT40307_- _Certificate IV in Hospitality				
SIT40312_- _Certificate IV in Hospitality				
SIT40313_- _Certificate IV in Hospitality				
SIT40416_- _Certificate IV in Hospitality				
Cert IV in Hospitality	75	81	66	3
SIT40516_- _Certificate IV in Commercial Cookery				
SIT40413_- _Certificate IV in Commercial Cookery				
Cert IV in Commercial Cookery	4	7	7	



TASMANIAN HOSPITALITY ASSOCIATION

25/93 Salamanca Place, Hobart TAS 7000 T: 03 6220 7300 F: 03 6220 7317

PO Box 191, Battery Point TAS 7004

E: enquiries@tha.asn.au W: www.tha.asn.au

Tasmanian Government Partnership
2019/2020 End of Year Financial Report

Released under RTI

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Message from the CEO

It is with pleasure I submit this end of year financial report for 2019/2020 for the four grant programs managed by the Tasmanian Hospitality Association and funded by the Tasmanian Government.

The year began with the grant programs in full swing, with the industry forums continuing as a key means to actively engage with Tasmania's hospitality businesses around the state, the GCE program scaling up to provide the service to over 2,000 venues by 2022, workforce development programs such as the non-accredited training program delivering highly successful outcomes and Clubs Tasmania reaching out to sporting and community clubs around the state.

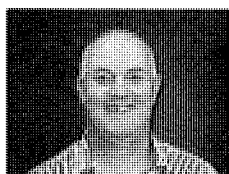
However the Coronavirus and the restrictions introduced by the Tasmanian government brought all of these programs to a necessary but grinding halt. The industry development plans, established through extensive consultation with Tasmania hospitality businesses and enterprises, effectively became redundant overnight. The GCE program could no longer provide its invaluable in-venue service, instead the GCE resources being refocused to assist all Tasmania's hospitality businesses in navigating their way through the lockdown. Workforce development initiatives and hospitality awareness programs could no longer be provided. Clubs Tasmania was unable to meet and work with club organisations face to face.

The shutdown of Tasmania's hospitality industry has had a devastating impact on hospitality business owners and operators and their staff around the state. The financial implications have been horrendous and many businesses will struggle to recover, even as the current restrictions are eased and, eventually, lifted. And while the stimulus packages from the Australian and Tasmanian governments were fundamentally important in surviving the impacts of the lockdown, the stress and mental health impacts experienced by those that had to close their businesses or who lost their jobs was hard to watch.

During the lockdown the THA engaged directly with over 3,000 business owners and operators to provide guidance on workplace relations, access to government stimulus and support funding, free business management and planning services and simply being someone that businesses could talk to and open up about their own situation. I am very proud of the hard work and dedication of the THA team in providing this vital service and support to Tasmanian businesses at a time of such great need and this has underscored the important role the THA continues to play in representing Tasmania's hospitality industry.

Through this the THA was also able to learn just how devastating the impacts were on the industry and the businesses themselves. This enabled the THA to effectively lobby the government to provide support where it was needed so that business could stay afloat, and valuable employees were not lost to the industry.

This end of financial year report provides details of the outcomes achieved during the year up until the time the restrictions were imposed, the important work done by the THA during the restrictions and some forward thinking about the work to be done as the THA and the Tasmanian government look to work together as the hospitality industry emerges from the pandemic. The year ahead will be about rebuilding Tasmania's hospitality industry and restoring it to the major contributor it has always been to Tasmania's economy, jobs and lifestyle.



Steve Old, CEO

Tasmanian Hospitality Association

2019-2020 End of Year Financial report

1.0 Introduction

The following end of year financial report has been prepared in accordance with the requirements of the four grant deeds, issued by the Tasmanian Government.

2.0 Background

As part of the 2018 Tasmanian State budget the Tasmanian Government granted \$6.8 million over the four years of the forward estimates to the Tasmanian Hospitality Association (THA) to deliver a range of initiatives to support the growth and development of Tasmania's hospitality industry.

This was in recognition of the Tasmanian hospitality industry's importance to the Tasmanian economy and its ongoing role as one of the largest employing industries in the state.

The funds were allocated under the auspices of four grant deeds over the four-year period as follows:

- \$3.0 M (\$0.75 M/pa) Strategic Plan and Workforce Development Program;
- \$2.8 M (\$0.7 M/pa) Great Customer Experience Program;
- \$0.8 M (\$0.2 M/pa) Clubs Tasmania Program;
- \$0.2 M (\$0.05 M/pa) Coward's Punch Program.

Following the successful completion of the first year, the four grant programs continued to deliver valuable outcomes for the Tasmanian hospitality industry as the programs progressed into the second year, before the devastating impacts of the Coronavirus and the effective lockdown of Tasmania's hospitality industry in March 2020.

As a consequence the grant program resources were refocused on supporting Tasmania's hospitality businesses and enterprises during the imposition of the government restrictions, imposed to manage the potential health impacts of the pandemic.

These efforts proved essential in ensuring over 3,000 hospitality businesses and enterprises were provided with advice and guidance regarding their workplace and employment obligations, guidance and access to support funding, business planning and advisory services and an ongoing source of information of what was a very evolving and challenging environment.

The following report summaries provide details of the grant program outcomes from 1 July 2019 up until the commencement of the restrictions imposed in March 2020 as a result of the Coronavirus. The report also provides details of critical work undertaken in accordance with the revised Project Management Plans, amended and agreed in response to the shutdown of Tasmania's hospitality industry.

3.0 Program Report Summaries

The following summaries provide details of the outcomes achieved by the four grant programs during the 2019-2020 financial year.

Coronavirus Response

During the lockdown period the THA engaged directly with over 3,000 hospitality businesses and enterprises, tourism operators, community and sporting clubs, wineries, visitor centres and a wide range of other businesses and enterprises, all seeking information and support, guidance on employment relations issues, eligibility for Tasmanian and Australian government stimulus package support, business management in a crisis and health and well-being advice.

These enquiries came from both from THA members and non-members alike, and many non-hospitality industry businesses. In the crisis the THA actively provided this service to all, regardless of membership and whether or not they were hospitality businesses.

The staff and contractors engaged under the Tasmanian government grant programs, alongside the THA staff, were essential in being able to provide immediate support and assistance to all these businesses and enterprises in Tasmania at this critical time of need.

For example, as part of its COVID-19 stimulus package the Tasmanian government provided a \$250,000 grant to the THA in partnership with the accounting firm Collins SBA, to provide free preliminary business and funding advice to all hospitality businesses in Tasmania. The THA grant program staff and contractors and THA staff were fundamental in making direct contact with each of these businesses, to assist them in booking this critical service.

This was a critical service for these businesses facing significant financial hardship at a time when there is little or no revenue.

The support provided to hospitality businesses and enterprises also extended well beyond just this one initiative. Particularly important, these business owners, operators and their staff had someone to contact, someone to talk to about their own personal circumstances and to feel that they were supported in the crisis. The level of stress these individuals faced was substantial and the support provided was just as important as access to funding and services.

3.1 Great Customer Experience Program

3.1.1 Venue Participation

Up until March 2020, 1774 venues have been identified for inclusion in the GCE program with an additional 295 venues identified for re-visits (ie have been in the program for two years or more). Of these 1,239 venues have been allocated to Contractors, with 684 fully through the program and 70 revisits completed. 546 Venues have qualified for a GCE Seal of Approval.

1,862 staff have been able to access skills elements in the Program, a massive lift in skill levels across the 147 venues that have participated at this level. All staff have received Certificates of Participation.

The key skills sets include:

- Tourism and Brand;
- Beer Basics;
- The Customer Experience;
- Social Media Basics;

- Upselling to Customers;
- Wine Knowledge;
- Management;
- Dealing with Unhappy Customers;
- Employment;
- Coffee;
- Service Skills;
- Dealing with Customers; and
- GCE Awareness at venue.

COVID-19 resulted in the cessation of in-venue sessions from March 2020. However, the response to the virus saw GCE contractors engage directly with over 3,000 businesses, not only in providing support and guidance regarding funding and employment relations, but more importantly, simply being someone to talk with and explain their situation.

The levels of stress and anxiety experienced by owners and operators has been immense and the GCE program has proven just how important it is in working closely with venue owners and operators. Importantly, the COVID-19 crisis has underlined the importance of the GCE program going forward, not only in engaging with venue owners and operators about the new post-virus operating environment, but in ensuring a high quality, consistent and safe service is provided around Tasmania as we look to rebuild our hospitality and tourism industries.

A new contract was also negotiated with Topsy that promotes venue participation and growth, not only including access for all venues to free COVID-19 training but also provides the TYPsy tools and capabilities for venues to adopt and develop their own in-house training programs. By 30 June 2020 almost 700 venues had subscribed to TYPsy access through the GCE program.

THA contractors work with venues to develop training programs on the venue's specific needs. This includes the THA Topsy COVID-19 course. The large quantity of Topsy content also provides venues the opportunity to tailor their own self-learning programs in the workplace. As this program has only recently been introduced a full diagnostic assessment of the tools being utilised is still to be completed.

As part of the revised GCE program, the THA has also developed a revival plan to assist venues in being "up to scratch". The revival plan draws on the range of resources that have been developed to assist contractors in guiding venues to meet the COVID-19 based hygiene and operating regimes as they re-open their venues.

The COVID-19 based program is included in TYPsy as THA Custom Content that is available to all venues and provides a learning environment that attracts a Certificate of COVID-19 Awareness when completed, and the GCE Contractors as part of the GCE venue coverage maintain a presence as monitor, mentor and assistance to the venue.

3.1.2 Contractor Engagement and Management

Contractors consist of a mix of industry professionals, many of whom also have other roles in the industry. This is important as it ensures the services provided remains contemporary and that they are across the skills sets required.

This also requires a program of monitoring and maintaining the performance of the contractors to meet the standard of service required, based on the venue awareness sessions and assessments, discussion with venue operators, testimonials, regular meetings and feedback from venue owners and their staff.

To better enable monitoring and maintenance of performance, one Contractor has been employed full time in a Contractor Co-ordination role enabling the Manager GCE to concentrate on strategy and analysis of program outcomes.

Prior to the Coronavirus, seven contractors were engaged on a part time basis.

Staff venue engagement pre COVID-19 details are provided in Attachment 1.

The contractors were vital in responding to the lockdown of Tasmania's hospitality industry and twice assisting over 3,000 businesses navigate their way through the restrictions imposed as a result of the virus.

The number of venues and contact made during COVID-19 by GCE contractors as part of the Collins SBA program are provided in Attachment 1.

Due to the workload implications of the COVID-19 response, a retired Contractor was reactivated and assist venues in the recovery phase, and two additional Contractors have been employed since July 2020.

3.1.3 Data Management

The GCE Program continues to maintain a comprehensive dataset not only to measure the outcomes of the program but as an effective diagnostic tool to guide the performance and efficiency of the service.

3.1.4 Website and Social Media

A website and dedicated Typsy landing page have been developed for promoting the GCE Program and providing additional resourcing and support. This included developing a social media capability and messaging to actively promote participation in the program. The web material, messaging and delivery is provided by a media communications contractor under the guidance of the Program Manager.

The GCE program Typsy landing page can be found at the following link:

https://tha.asn.au/welcome_gce

3.1.5 Employment Relation Services

A full-time project officer has been engaged to work with venues that complete the GCE process and have identified workplace relations and organisational issues that are impacting in their businesses. From 1 July 2019 the officer engaged with 201 venues. Key issues included staff employment, entitlements and awards.

With the advent of the Coronavirus, the project officer assisted the THA's Employment Relations Manager addressing thousands of enquiries about the workplace relations and employment obligations as a result of venues being closed and employees stood down.

The project officer also worked in the GCE Contractor team in responding twice to the lockdown of Tasmania's hospitality industry and assisting over 3,000 businesses navigate their way through the restrictions imposed as a result of the virus and access to support such as the JobKeeper program.

3.1.6 Revisit Strategy

The GCE Seal of Approval is valid for two years. In this period venues may change hands or undergo substantial changes in personnel and it is important to re-assess their operations at that time.

A dedicated contractor has been appointed to re-visit previously awarded venues and, based on an in-venue assessment, determine whether the Seal should be re-issued or to work further with the venue.

Up until the lockdown of Tasmania's hospitality industry, 149 venues had undergone a re-visit with 106 being completed and re-issued with the seal of approval. Three venues have since closed and the remainder did not take up the opportunity to be re-assessed under the program or did not achieve the standard for re-issuing a certificate. The GCE program will continue to work with these venues as the industry looks to re-open.

3.1.7 Venue Packs and Coasters

This was an earlier initiative proposed at the commencement of the year. However with the option for venues to take up the Typsy product and to be provided with electronic information within their Typsy site, along with the capacity to provide links to other websites and support organisations, this initiative was considered no longer necessary.

3.1.8 Testimonials

A GCE contractor has been provided with training and facilities to be able to conduct and record quality footage and interviews with venue owners, operators and staff. The Program Manager provided direction to the contractor regarding those venues to be filmed and interviewed, with twenty testimonials now loaded onto the program website.

Additional venues were unable to be filmed prior to COVID-19 as the contractor had fallen ill, and in-venue filming and testimonials were not possible with the lockdown of Tasmania's hospitality industry. However, as the industry re-emerges from the restrictions and in-venue visitation is recommenced, the program of filming testimonials will be recommenced in earnest.

3.1.9 Quality Assurance

Quality assurance is largely delivered through bi-monthly and ad-hoc meetings of all GCE contractors, to share their experiences, learning and potential service delivery ideas.

These are important learning sessions to enable contractors to provide each other with feedback on key issues and experiences faced at the time. For example, the three most recent meetings have had a prime focus on COVID-19 content and support.

Of particular importance has been the review and understanding of managing mental health and well-being, with GCE contract staff hearing first-hand the devastating impact the lockdown was having on venue owners, operators and their staff, and in many cases simply being someone the venue owners could talk to.

There were also ongoing regular zoom meetings with the contractors during the Coronavirus to prepare for the support services provided to the hospitality industry during the lockdown.

The contractors were in direct contact with over 3,000 businesses and enterprises and this provided important opportunities to learn about the impacts the lockdown was having, and for the contractors to share their experiences in working with business owners and operators facing tough and stressful circumstances.

This was critical, not only in ensuring the contractors were able to provide a consistent service but also to be able to advise the Tasmanian government what was happening to businesses across Tasmania.

3.2 Strategic Plan and Workforce Development

3.2.1 Industry Development Forums

A total of five forums were held in September/November 2019, in Strahan, Burnie, Bicheno, Launceston and Hobart with a total of 350 attendees.

Speaker presentations included feedback sessions on the regional industry development plans, managing mental health and well-being in the workplace, leadership, employment relations, workforce development and the trade exhibition of some sixteen exhibitors.

However, while a further eight forums were scheduled and organised for March/April 2020 in Queenstown, Strahan, Wynyard, Devonport, St Helens, Swansea, Launceston and Hobart, these were cancelled at the last minute as a result of the Coronavirus pandemic. A total of 120 registrations had been received at the time the events were cancelled (noting that this was weeks out from the majority of these events). Speaker presentations were to include providing updates on progress of the regional industry development plans, and a focus on event and tourism development opportunities, managing mental health in the workplace and regional infrastructure needs.

The forums were successful and well patronised but with notably lower numbers than the forums held at the same time as the previous year. The feedback suggested that full day forums were difficult for business owners and operators to attend as they are, in the main, time poor.

This prompted a change to the format of the forums that were scheduled for the first half of the 2020 calendar year. While these events had to be cancelled as a consequence of the Coronavirus, the events were changed to lunch time or evening dinner events – in two locations in each region – as well as a networking event later in the evening, the intention being to make the events as accessible and convenient as practical.

With the current restrictions imposed for social distancing, large meeting numbers may not be possible or appropriate for the foreseeable future. A review will be conducted for future forums with a major focus on potentially delivering elements of the forums via an online platform.

3.2.2 Industry Statistics

The Tasmanian hospitality industry statistics update project was completed in August 2019.

The previous dataset dated back to 2015 and a more contemporary description of the industry was needed to help guide the key focus areas of the industry development plans.

Importantly the final report provided a contemporary data set, along with quality graphics and visual representations, that enabled the industry, government and key stakeholders to more readily understand the scale and nature of the industry, and to support consultation on key issues impacting the industry.

With the advent of the Coronavirus and the lockdown of the industry, the statistics report effectively became redundant overnight. It will be important to maintain a watching brief as the industry recovers, and when the industry is back on its feet, a new update will be developed.

3.2.3 Industry Development Plans

The industry development plans were developed through extensive consultation with hospitality businesses and enterprises around Tasmania. Along with the state-wide industry development plan, five regional industry development plans were formulated, with a focus on the regulatory environment, the sharing economy, access to goods and services, profitability, maintaining a quality workforce, promoting the hospitality industry and social media, challenges and barriers, and opportunities.

As a consequence of the Coronavirus pandemic and shut down of the hospitality industry, the state-wide and regional hospitality industry development plans are now effectively redundant.

An important component of the industry development plans were the industry forums, providing opportunities for hospitality businesses around the state to engage with experts and industry representatives in key areas such as mental health and well-being, tourism bodies, infrastructure agencies such as State Growth (Roads) and TasWater, Events Tasmania and many others.

Other key issues addressed in the industry development plans, such as the poor quality of internet and mobile phone services in the regional areas around Tasmania, continue to be key matters for the THA to lobby government.

3.2.4 Profitability Program

Originally proposed as a series of expert seminars on key issues to be delivered concurrently with the industry forums, the Coronavirus and the shutdown of Tasmania's hospitality industry prevented these seminars from proceeding.

3.2.5 National Electricity Initiative

While focused on reducing the electricity costs to hospitality businesses, at this point in time the national trial – a collective energy purchasing initiative to reduce costs to individual hospitality businesses – has not been expanded to include Tasmania. This initiative has also largely been superseded through the Energy ROI initiative, which involves less expensive energy purchasing agreements through a new energy provider in Tasmania, which is now available to THA members.

3.2.6 Skills Initiatives

Until the advent of the Coronavirus, the Skills program achieved some key successes.

The key initiatives under this program were the non-accredited training programs. Three hospitality general programs were delivered, two bar essentials and one kitchen operations program, with participants sourced from the employment agencies. 38 participants started the courses, 29 completed the program, with 18 participants employed through the program (60%). Mental health issues were the major reason for participants pulling out of the course.

Two housekeeping programs were also delivered with Catholic Care participants, one in the South and one in the North. 15 participants started and completed the Southern course, with one participant gaining employment. The Number employed were low in this program due to poor language skills. 15 participants started and completed the Northern program, with no employment outcomes due to Coronavirus.

3.2.7 Hospitality Awareness Program

This program was focused on providing information and awareness about career and employment opportunities in the hospitality industry through Job Active, Disability Employment, Not For Profit, Migrant and other services that are driving employment outcomes for clients. While this program continued in the first half of 2019/2020, the program has been set aside during the Coronavirus pandemic and will be recommenced as soon as the current restrictions have been eased or lifted. The awareness program forms an integral part of all skills set sessions that are run as a means of filtering out un-suitable candidates.

3.2.8 Schools Program & ASBA's Career Pathway Program

This program was focused on providing information and awareness about career and employment opportunities in the hospitality industry through Tasmania's secondary schools. Eight schools (Elizabeth College, Guilford Young College, Brooks High School, Circular Head Christian School, Launceston College, Ogilvie High School, Huonville High School, Don College) participated in the program prior to the advent of the Coronavirus pandemic with 172 students participating.

However, as schools transitioned to online learning while schools were closed, the opportunity arose to trial Hospitality Awareness days by on-line means such as Zoom and Microsoft Teams. Feedback from teachers and students has been positive and it is proposed to continue delivering a online version to cater for schools, particularly in regional areas.

Nine school sessions were successfully conducted online in May/June 2020 with an average of 20 students per class. This has been invaluable as it demonstrates the schools program can be delivered both in venues and online, expanding the flexibility and reach of the program. This will be further developed by providing the program in class when the restrictions are eased and lifted, supported by the development of video and other media collateral, further expanding the capability and reach of the program.

The program also saw 23 students registered in the schools-based apprenticeship pathway program. The THA is now working with industry to determine what their employment needs are moving forward and to find suitable placements for the school year starting 2021.

3.2.9 Revitalising Drysdale

Following the failure to reach agreement on a joint development model with TasTAFE, the Tasmanian government supported the THA and the TICT in developing a business model for an industry led, not for profit training entity, as an alternative hospitality and tourism vocational training institution in Tasmania. The business case has been completed and is in the process of being presented to the Tasmanian government for its consideration.

3.2.10 Promoting Best Practice & Innovation

There were a number of best practice initiatives commenced prior to the advent of the Coronavirus, including an international scan of contemporary technology employed in the hospitality industry, and a review of international legislation, training and industry associations.

The international scan of contemporary technology was scheduled for completion in July 2020 and the penultimate draft is currently undergoing revisions. Being undertaken by the University of South Australia (UniSA), the initial terms of reference for this initiative were expanded in response to the Coronavirus, providing an opportunity to examine innovative approaches in the hospitality industry in response to the restrictions imposed by government and the impacts of the virus. This initiative has prompted UniSA to now undertake a much larger research initiative into the way the hospitality industry has responded to the virus and innovation in the industry.

The international review of hospitality legislation, training and industry associations was about to commence when the virus emerged internationally. As the methodology for this initiative required engagement with a large number of hospitality associations around the world, the initiative was placed on hold. This is because these associations were very much focussed on addressing the impacts of the virus in their own jurisdictions and as such it was considered an inappropriate time to progress this international review. Instead the review will be recommenced at a time when it is considered more appropriate.

3.2.11 Showcasing Tasmanian Produce

While the THA had invited local producers to participate in the industry forums, this proved unsuccessful.

The shutdown of Tasmania's hospitality industry in response to the Coronavirus not only had a significant impact on those businesses but also the local producers and suppliers. and supporting producers and suppliers is even more important now in rebuilding Tasmania's hospitality industry.

As part of its forward planning for 2020/2021 the THA will work with key sector representatives, including restaurants, hotels, pubs and bars, to explore opportunities to more actively and effectively promote local producers and to foster engagement between local hospitality businesses and local producers.

3.2.12 THA Awards for Excellence

Due to the Coronavirus the 2020 THA awards for excellence were postponed, potentially until May 2021.

3.2.13 Industry Promotion

Early planning for this initiative was focused on a program of filming venue owners, operators and their staff, particularly in the regional areas, and highlighting their stories. The purpose was many fold, not only encouraging Tasmanians to visit and experience the diverse hospitality offerings around the state, but also as a means of encouraging careers and investment in the industry.

Initial discussions were held with Tourism Tasmania, with a view to maximising the value and investment in the production material, the vignettes having a wider value for the hospitality and tourism industries.

The Coronavirus put a halt to many aspects of the government grant programs and the showcasing initiative was no different. This initiative is even more important as we look to rebuild Tasmania's hospitality industry and support Tasmania's hospitality businesses reopening, in what is a very uncertain environment.

The future design and delivery of this program is now under review and needs to take into account the joint Tourism Tasmania and THA campaigns ("Make Yourself at Home" and "Welcome Back") that are scheduled to go to air in July 2020, to encourage Tasmanians to holiday in the state and to encourage Tasmanian to reconnect and patron their favourite restaurant, pub, café and bar. These campaigns will run until September/October 2020 as the current restrictions are lifted and as businesses across the sectors look to reopen.

The Industry Promotion initiative will need to build on these campaigns. The THA is developing its capabilities to broadcast the collateral, such as a Youtube channel via its social media platform.

3.2.14 Events

A key focus for events was to create opportunities for Tasmanian hospitality businesses to network with their industry colleagues and corporate suppliers, to increase their business development opportunities. These events were initially developed to coincide with the industry forums, maximising the benefits for those business owners and operators attending.

When hospitality businesses are able to re-open their doors, encouraging Tasmanians to reconnect with their local venues and hospitality businesses around Tasmania is going to be just as important and events will play an important role in this.

As part of its submission to the Tasmanian government on the post virus stimulus packages, the THA encouraged the Tasmania government to work with local government in fostering events around Tasmania, as an important means of creating demand and activity at a local level when the crisis has passed.

The THA will also play an important role in promoting events that have a strong hospitality focus and which can encourage Tasmanians in reconnecting with their local hospitality industry and equally important, in Tasmania's regional areas. The THA is currently reviewing opportunities to host and promote events that will assist all sectors of the industry in the early re-opening phase and during the coming year.

3.3 Clubs Tasmania Program

3.3.1 Regional Clubs Forums

Twelve club forums were held 2019 in Orford (May), Devonport (June), Burnie (Sep), Strahan (Sep), Hobart (Oct), Bicheno (Oct), Smithton (Nov), George Town (Nov) and Launceston (Nov) and three RSL forums were held in Hobart (Apr), Burnie (Sep) and Launceston (Nov)

A further six were held in early 2020, Glenorchy (Feb), St Helens (Feb), West Tamar (Feb), Dorset Feb), Derwent Valley (Mar) and Wynyard (Mar) before the remaining schedule was halted due to COVID-19, Latrobe (Apr), Central Coast (Apr), Circular Head (May), Kentish (May), Tasman (May), Huon Valley (Jun) and Port Sorell (Oct)

Outcomes included identifying some of the barriers to participation in some regions including:

- rising costs;
- old facilities;
- lack of support from peak bodies;
- the need for the Ticket to Play scheme needed to be expanded and be offered for winter and summer sports; and
- poor relationships and a lack of engagement with schools and local government.

However, a further 15 forums scheduled and organised for the remainder of 2020 had to be cancelled as a result of the Coronavirus pandemic. Consideration is being given as to the framework and structure of future regional forums, given the changing landscape and impact of COVID-19 for community clubs, peak bodies and local government.

During COVID-19, where a number of peak bodies stood down paid staff and the subsequent shutdown of sporting and community club activities, engagement with community clubs became even more critical. Community clubs were provided advice and guidance on the restrictions imposed by governments, access to support funding was highlighted, reassurance was given and professional services, such as the Tasmanian government funded Collins SBA business advice initiative and Business Tasmania, 'hardship grants', were promoted.

A number of community clubs and peak bodies accessed these funding streams, with testimonials received from St Anne's Cricket Club, Westbury RSL, Wesley Vale FC, Dodges Ferry Football Club, Mt Pleasant Cricket Club, Lenah Valley RSL, Rowing Tasmania, Ulverstone RSC, Sandy Bay Bowls Club and Basketball Tasmania.

Clubs Tasmania has also been able to negotiate reduced energy costs for over 40 community clubs, saving a total of \$240K over the next three years

Over 300 touch points with club volunteers, officials and representatives were reported during the COVID 19 period and many of these were contacted directly by phone or participated in zoom meetings. A total of nine webinars were hosted, with over 220 community clubs participating with themes including cashless clubs, governance, compliance, venue revival, return to play and grants.

A fortnightly e-newsletter, with a reach of over 450 community clubs, peak bodies, state sporting associations and government, allowed clubs to keep up to date, with what was a rapidly changing COVID-19 landscape.

It is envisaged that in the year ahead the nature of engagement with the Tasmanian community clubs will shift towards more online facilities, providing greater reach through webinars and zoom meetings, and in keeping with social distancing requirements.

As some restrictions begin to ease in Tasmania, face to face meetings and engagement will recommence, recognising the importance of maintaining effective working relationships with the community club sector. Uppermost in our thoughts at all times are social distancing requirements, which are observed in order to limit the potential to spread the Coronavirus.

3.3.2 Advocacy and Key Focus Areas

Clubs Tasmania's is the peak advocacy body for community clubs in Tasmania. The key purpose is to strengthen the community club industry, by developing partnerships that reduce costs, generate ideas and strategies to increase revenue, reduce the workload on volunteers and build capacity within clubs, so community clubs can remain viable and sustainable and enable communities to continue to grow.

3.3.3 Clubs Kit

The updated Clubs Tasmania kit was in the final stages of its development when the COVID-19 restrictions were put in place. As a consequence, Clubs Tasmania is refining the kit to include information on new rules, guidelines and responsibilities once COVID 19 restrictions have been lifted. Clubs Tasmania will also refine the 'THRIVE' six steps initiative to a viable, sustainable community club concept and plan for a 2021 launch at the conference.

Post COVID-19 Campaign

During the COVID-19 restrictions, Clubs Tasmania engaged with a wide range of peak sporting bodies, regional sporting organisations and sporting and community club representatives, to understand the impacts resulting from the effective lockdown of the community club industry.

COVID-19 restrictions were impacting the number of volunteers needed to deliver some sports, clubs forced into shutdown were unable to generate revenue, peak bodies had reduced capacity to support clubs, with staff stood down and there was uncertainty around the source of information for club volunteers and paid staff.

Outcomes of a successful Clubs Tasmania lobby paper through to the Minister for Sport and Recreation, was the establishment of the COVID-19 \$3000 grants program, which was well received by the industry, with over 200 applications in the first 10 days. These funds will play an important role in supporting sporting and community clubs as they look to re-emerge from the restrictions.

Engagement with the peak bodies provided clear guidance on the key measures that needed to be adopted to assist sporting and community clubs re-opening their doors and recommencing their programs after three months of hibernation. Feedback from over 300 volunteers, 14 regional forums and 150 community clubs, provided the basis for Clubs Tasmania's stimulus submission to the Tasmanian Government.

An example of one of the outcomes from the submission was the Tasmanian Government's decision to double the value of "Ticket to Play" vouchers. The Ticket to Play initiative is playing an important role in increasing participation in sport.

Clubs Tasmania has also been developing its strategy for 2020/2021, which will have a significantly different focus, shifting to support sporting and community clubs as they look to rebuild after the lockdown. Along with consultation with Community Sport & Recreation (CSR), the key areas of refocus will be reviewed at the August 2020 steering committee meeting.

3.3.4 Conference

The Clubs Conference planned for October 2020 was cancelled as a consequence of the COVID-19 pandemic.

Blundstone Arena had been chosen as the venue and guest speakers had been engaged, including Lauren Jackson, Chyloe Kurdas and Corinne Hall, along with partnerships with Basketball Tasmania, Cricket Tasmania, Golf Tasmania and AFL Tasmania to partner on content. Former Tasmania journalist Katelyn Barry had agreed to heads up a sports media panel and a running sheet had been established. In concert with CSR, Clubs Tasmania will look to reschedule the conference in 2021 with the theme being refocused toward clubs re-establishing themselves and adapting to the new operating requirements.

3.3.5 Internet Access and Communications Technology

During the Coronavirus pandemic and government restrictions, the internet and communications technology became a critical lifeline, enabling sporting and community clubs to continue to engage with their peak bodies and organisations such as Clubs Tasmania.

As noted above Clubs Tasmania conducted webinars and zoom meetings with a wide range of peak sporting bodies and regional sporting organisations, and club representatives. Feedback from these sessions also highlighted the importance of access to the internet and communications technology, especially in the regional areas where current service provision is poor.

Webinar content included maintaining the strength and vibrancy of sporting communities, the need for a stand alone conference, promoting the theme of "thrive and survive", and expert presentations to provide guidance on best practice, increasing female participation, building membership and sharing resources.

3.3.6 Infrastructure

The condition, costs and access to sporting infrastructure is becoming a more significant issue as sporting facilities age and population changes and aging, impact on the viability of facilities, some of which date back to the middle of the last century. As part of its stimulus proposal to the Tasmanian government, Clubs Tasmania advocated for increased investment in sporting infrastructure in Tasmania and has begun advocating Tasmanian government's "Improving the Playing Field" grants program and this will be an important focus for 2020/2021.

3.3.7 Technology and THRIVE

Technology

With the advent of the Coronavirus, Clubs Tasmania has been exploring blended learning environments that include learning online via digital platforms and technology that reduce the barrier that Tasmania's geographical remoteness and creates. A refined webpage and digital platforms have been established and consideration is being given to a range of communication options, such as webinars, videos, media stories, photography and audio podcasts to keep community clubs up to date, engaged and celebrate the contribution that clubs make in keeping communities connected.

The impact of the Coronavirus restrictions on the community club industry has also highlighted the need for volunteers and office bearers, to access education and training resources online and utilise emerging and previously unconventional ways to operate, connect with members, volunteers, coaches, officials, friends, and family. Clubs Tasmania heavily promoted Primary Health Tasmania's community access to video conferencing grants, with information and reminders being shared with over 450 community clubs and peak bodies via social media platforms and e-newsletters.

Designing flexible solutions for community clubs to engage acquire skills, access education and training, and respond to member needs through dynamic, cloud-based technology will allow Clubs Tasmania to encourage this shift, beyond the immediate fallout of the COVID-19 outbreak. What is required is continued flexibility and agility when it comes to things like the delivery of content and messaging.

Videoconferencing has been a game changer (Zoom, Slack, Skype and Microsoft Teams). Access to online platforms videoconferencing will be encouraged as a common aspect of club operations and capacity building sporting and community clubs to maximise the benefits of on-line learning and communications, moving forward through 2020/2021. The planned 2021 'clubs conference' will be a key strategy to promote and implement broader access and uptake of technology as a tool to refine club operations and reduce volunteer workload.

THRIVE

Grassroots community clubs and volunteers are struggling, with rising costs, compliance obligations increasing, at the same as revenue reducing as sponsorship models have shifted and many clubs have limited resources.

Building on the concept of a supported club improvement program, Clubs Tasmania is collaborating with CSR and State Sporting Associations in designing an easy to follow, six step process (THRIVE) so community clubs can continue to keep communities connected, promote and maintain healthy communities and play a role increasing participation. Once developed, Clubs Tasmania will include 'THRIVE' – a six step process to a viable, sustainable community club concept – on the Clubs Tasmania webpage in first half of 2021, enabling community clubs to access support, advice, education and training, so they have the tools to rebound and reboot from COVID-19.

Our planned 2021 'clubs conference' is a key platform to showcase how Clubs Tasmania, Government, CSR and peak bodies, are committed to supporting community clubs to remain viable and sustainable, into the future.

3.3.8 Relationships and Communication

Clubs Tasmania continues to work in partnership with the three tiers of Government (local, state and federal), Communities Sport and Recreation, the Office of the Minister for Sport and Recreation, peak sporting bodies and the broader community to assist sporting and community clubs in navigating their way through the restrictions imposed as a result of the Coronavirus.

Regular monthly meetings, videoconferencing, telephone contact and (pre and post COVID-19, face to face visits across in all regions) have been invaluable in being able to provide direct support and tailored advice to community clubs. These meetings have been held across the sector including key peak bodies (Golf Tasmania, Rowing Tasmania, AFL Tasmania, RSL Tasmania, Hockey Tasmania, Bowls Tasmania, Netball Tasmania, Cycling Tasmania, Basketball Tasmania, Touch Football Tasmania, Sailing Tasmania, Racing Tasmania and Tennis Tasmania). Clubs Tasmania has also established relationships with Surf Life Saving Tasmania, the YMCA, Little Athletics, Swimming Tasmania, Equestrian Tasmania, Athletics Tasmania on a needs basis.

Prior to the Coronavirus Clubs Tasmania had progressively built close working relationship with these bodies and organisations with a view to strengthening the sporting and community club industry. Increasing participation and these relationships have played an important role in ensuring all parties have been working with common goals and objectives during the pandemic. A key focus has been to continue to work with the Tasmanian government and CSR on increasing investment and employment in the sector.

Clubs Tasmania has been developing its capability to provide more effective communication with a stronger focus around online communications, particularly as a means to understand the needs of the sporting and community clubs as clubs emerge from the lockdown. Relationships will continue to provide a strong platform up the line to Government and our advocacy role will emerge as a stronger voice through 2021/2022, as surety and confidence in our brand among the sector grows. Clubs Tasmania now also holds monthly meetings with the Minister for Sport and Recreation to help ensure the Tasmanian government is up to date with the issues impacting the sector.

3.4 Coward's Punch Program

3.4.1 Research

The initial research program has largely been completed to ensure the local program is fully informed on work completed to date.

While the national Danny Green program provides some direction in this regard, there is considerable scope for the Tasmanian program to develop Tasmanian specific messaging and informational material drawing on the national research work that has been done, including the professional victim support services that are available.

3.4.2 Promotional Campaign

The promotional campaign was placed on hold, initially while waiting on advice from the Attorney General on the legislation to be put before parliament and then as a result of the Coronavirus pandemic. In the meantime, a concept review has been undertaken and a new campaign theme and design has been developed. This will be put before the Steering Committee and once approved, filming will commence.

It is envisaged that the advertising and promotional campaign will commence in the second quarter of 2020/2021, at a time when more venues are re-opened and when it is more appropriate to be putting the messages out into the community.

3.4.3 Participation as part of the Danny Green national campaign.

It is important to ensure that the Program effectively aligns with the national Danny Green program and while the main event of the national program (the annual dinner) was cancelled as a result of the Coronavirus, the Tasmanian steering committee will once again participate in the national event when this is rescheduled in 2020/2021. Importantly, attendance at the dinner provides an opportunity to share and highlight what Tasmania is achieving through its initiative and to develop valuable relationships with the other state and national programs.

3.4.4 Other Potential Initiatives

There remains an important opportunity for the Program Steering Committee to fulfil a broader role in addressing anti-social behaviour and these opportunities will continue to be considered as the Coward's Punch program continues. Important in this regard is the poor behaviour that patrons are beginning to show towards venue owners and their staff as they seek to implement the new COVID-19 procedures, now that the lockdown restrictions are being eased and lifted.

3.4.5 Governance

In order to continue to be effective the Program needs the support and guidance of law enforcement representatives and passionate community members. The Program Steering Committee has been established with this in mind and includes well known and prominent Tasmanians and Tasmania Police to help guide the media campaign.

Released under RTI

4.0 Financial Statement and Certification



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Tasmanian Hospitality Association

Compilation Report

Please find attached the statement of accounts for the following Tasmanian Government grant programs:

- Strategic Plan and Workforce Development Program
- Great Customer Experience Program
- Clubs Tasmania Program
- Coward's Punch Program

These finalised accounts record the income and expenditure for each program up until 30 June 2020. The financial statements of the fund are currently subject to audit and so should be considered as draft.

Yours faithfully,

s 36
[Redacted Signature]

s36
[Redacted Name]

Adviser

Dated: 29 July 2020

Profit & Loss

AUSTRALIAN HOTELS ASSOCIATION TASMANIAN HOSPITALITY ASSOCIATION For the year ended 30 June 2020

2020

State Government Deeds

Income

State - Great Customer Exper	657,482.06
State - Clubs Tasmania	171,360.78
State - Cowards Punch	2,070.66
State - Strategic Planning	580,012.00
Total Income	1,410,925.50

Expenses

Clubs Tasmania Program

CT001 Project Manager-Clubs Tasmania Program	140,434.78
CT002 Motor Vehicle (Lease Plan)	9,790.98
CT003 Accommodation, phone and fuel	6,586.25
CT004 Workshops and Forums	5,053.72
CT006 IT Awareness Program	8,955.64
CT007 Networks & Partnership programs	539.41
Total Clubs Tasmania Program	171,360.78

State Cowards Punch

CP001 Cowards Punch	2,070.66
Total State Cowards Punch	2,070.66

State Great Customer Experience

GCE004 - Contractors Fees	354,829.40
GCE001 - Management	218,760.67
GCE005 - Admin & Materials	8,752.05
GCE003 - ER Component	68,504.89
GCE002 - Marketing	6,635.05
Total State Great Customer Experience	657,482.06

State Strategic Planning KPI's

SP001 Industry Development Initiatives	189,067.14
SP002 Workforce Development Initiatives	232,967.97
SP003 Promoting Excellence	20,969.45
SP004 Industry Promotion & Events	18,397.41
SP005 Social Media and Communications	112,093.26
SP006 Strategic Partnerships & engagement	6,516.77
Total State Strategic Planning KPI's	580,012.00

Total Expenses

1,410,925.50

Net Profit

Attachment 1.

Pre COVID-19 GCE Venue Engagement Details.

Row Labels	Central	East	North	North West	South	West	Grand Total
Contact	8	182	698	204	431	13	1536
Finalised - No Participation		4	6		10		20
Finalised No Awareness and/ or Skills	1	7	15	5	3		31
Finalised With Awareness and/ or Skills		1	11	1	11		24
Revisit Finalised - No Participation	1			3	5		9
Revisit Finalised No Awareness and/ or Skills		4		6	2	2	14
Revisit Finalised With Awareness and/ or Skills				6	2		8
Skills and/ or Awareness Session		2	20	21	49		92
Skills/ Awareness Consult		1	12	10	92	1	116
SoA & Skills Assessment	1	11	44	37	94		187
Surveys	1	17	44	14	69	2	147
Testimonial/ Marketing			2		2		4
Typsy			26	12	24		62
Grand Total	12	229	878	319	794	18	2250

Count of Name	Column Labels						
Row Labels	Central	East	North	North West	South	West	Grand Total
Contact	8	182	698	204	431	13	1536
Finalised - No Participation		4	6		10		20
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Revisit Finalised With Awareness and/ or Skills				6	2		8
Skills and/ or Awareness Session		2	20	21	49		92
Skills/ Awareness Consult		1	12	10	92	1	116
SoA & Skills Assessment	1	11	44	37	94		187
Surveys	1	17	44	14	69	2	147
Testimonial/ Marketing			2		2		4
Typsy			26	12	24		62
Grand Total	12	229	878	319	794	18	2250

Collins SBA Program – Engagement with Venues During COVID -19

Regions	Venues Engaged	Number of Contacts
Central	113	221
East	260	507
North	955	1851
North West	646	1288
South	2196	4226
West	104	195
Grand Total	4274	8288

From: Steve Old <[REDACTED] s 36>
Sent: Thursday, 2 September 2021 1:56 PM
To: Allen, Jacqui
Cc: [REDACTED] s 36 Steve Old
Subject: THA Funds carried forward

Hey Jacqui

You asked for a brief overview of the THA grant deed funds carried forward and the basis for the funds carried forward into 2021/2022. This being \$730k approx. (At the bottom of this page is break-up)

It should first be noted that each of the End of Year Financial reports details the reasons for the amounts carry forward and this was signed off each year by the Steering Committee.

So, the Department of State Growth should not only be aware of the reasons, they actually signed off on this every year.

Funds re-scheduled to the end of the funding period.

One of the key reasons for the amount of grant funds needing to be carried forward was the late commencement of the grant programs, as a result of the amount of time taken to execute the grant deeds

The grant deeds were not executed until November 2018 (And then we had X'Mass and busy January so programs couldn't start till February) and so over half of the program time was lost in the first year.

Impacts of COVID 19

As reported in the 2019/2020 End of Year Financial Report, and signed off by the Steering Committee, the Coronavirus pandemic had a major impact on the delivery of the grant programs, preventing many initiatives from proceeding.

For example, the industry forums could not proceed, initiatives under the Industry Development Plans were no longer relevant, and the workforce development programs dramatically reduced or shelved.

Instead, the industry and the THA program staff were very much focussed on survival of the industry for much of the calendar year 2020 and then well into 2021 (Now still).

This effectively meant more than a year in which the scheduled programs under the Project Management Plans were very much reduced or unable to proceed.

It was also a time when the THA was delivering other critical, government COVID grant programs, such as the Welcome Back program, Playing It Safe, the Collins SBA program, and the mental health support program.

While alternative activities were implemented in the circumstances (such as the use of on-line engagement and webinars), expenditure during the year was significantly reduced from the original Project Management Plans.

We were always committed to not waste the funds, but hold them back until industry/state started to come out of Covid and then use that funding to help the whole industry with their recovery.

Again, this was acknowledged and signed off by the Steering Committee.

Importantly these limitations meant it wasn't until the beginning of 2021 calendar year, that the restrictions had eased to the point where many of the programs could commence again in earnest.

In the case of the Coward's Punch Program, it was agreed by the Steering Committee that the program be deferred, as there was no point delivering the campaign during the Coronavirus pandemic and the restrictions in place.

The restrictions due to COVID-19 has played a significant role in the amounts of funds carried forward but will be spent this financial year

The \$730k approx. has been allocated to programs and initiatives this financial year (2021/22) aligning with our project management plans.

Strat Plan - \$314k approx. – Agfest May 2022, Hospitality 2030 plan, Industry engagement/Tour of Tasmania visiting regions

GCE - \$302k approx. – Ramp up marketing, Brand identity and promotion of program (media and social media) now industry getting ready to open up fully – Also extra GCE staff put on for next 12 months to deal with extra industry engagement and assistance through program

Clubs \$115k approx. – Clubs conference in October (Marketing of, speakers etc) – Promotion of Clubs Tas to sector is vitally needed, continual forums and industry engagement with sector to come out of COVID problems/issues.

Equals \$731k approx.

Happy to discuss further

Steve

Released under RTI

2018-2022 Tasmanian Hospitality Industry Strategic Plan**2020/2021 Annual Project Management Plan – Clubs Tasmania**

1.0 Introduction

This Project Management Plan (PMP) has been prepared to meet the requirements of the Grant Deed signed between the Tasmanian Hospitality Association (THA) and the Department of State Growth (DSG) – the Parties – on 14th November 2018 for the purposes of the Clubs Tasmania program. The Grant Deed forms the basis upon which the Tasmanian Government has granted \$0.8 million to the THA, to deliver the objectives of the Strategic Plan.

A Four-Year Project Plan has been developed and agreed by the parties that establishes the scope and objectives of the Strategic Plan, the project team, the resource requirements, governance arrangements, stakeholder management and communications, risk and quality management and the project budget. This PMP identifies the key initiatives to be progressed in the 2020/2021 financial year, the associated performance indicators, the project timing and the monitoring and reporting for each initiative.

1.1 COVID-19 Impacts

These plans have been prepared in July 2020, incorporating the activity planned for the 2020-21 period with consideration and acknowledgement of the degree of uncertainty in the current environment due to COVID-19. The plans have been designed to be flexible and adaptable should COVID-19 restrictions impede any activity from being achieved as a result of COVID-19, and to respond to the requirements of the industry at that time.

While the Tasmanian hospitality industry is now in the early stages of re-opening after the restrictions have been eased and lifted, the focus of the PMP for the next 12 months will see our program pivot in response to COVID-19 and in the re-establishment of Tasmania's club industry, and assisting businesses in getting back on their feet.

1.2 Central platforms for Clubs Tasmania will be:

- *Advocacy is our most valuable benefit*
- *Communicating the value and contribution of clubs to the community to Government and the broader community*
- *Understanding community club needs, listening and then meeting those needs through careful considered and informed decisions*
- *Keeping clubs informed of legislative changes that impact clubs, via our-newsletter, updated website and social media channels*
- *Unpacking the value that exists in THA corporate partners that can assist Clubs Tasmania to reduce costs, increase revenue and decrease the workload on volunteers.*

2.0 Project Plan Summaries

2.1 Delivery of Regional Club Forums

Performance Indicator. Thirteen (13) forums held during the year on a range of issues focussed on rebuilding Tasmania's sporting and community clubs sector.

Objective. In response to COVID 19, it is envisaged that there will be a change of focus for 2020-21. When forums resume, the key focus will be partnerships with Communities, Sport and Recreation and peak bodies, collaborating to deliver forums that unpack the new rules that community clubs will be operating under, along with highlighting the online learning education and training framework that has been established, to support volunteers and paid staff across the sector.

Program Delivery.

In partnership with CSR, the key questions for the next round of forums will be developed (rebounding from COVID 19, new rules and guidelines, new models of operation, fresh responsibilities, new ways of thinking and new opportunities, what the community club space look like on a regional basis post COVID-19).

With a focus on advocacy and a benchmark standard for how information is translated and shared to the public, a whole of community approach to a revised forum schedules will be implemented. Community forums in the next financial year will largely become information sessions, with strong representation from Communities Sport and Recreation and other key stakeholders.

A negotiated schedule for 2020-2021 will be planned, in partnership with CSR and LGA, that maximises the resources, broadens access and leverages the willingness of partners to collaborate. The schedule of forums will include the seven (7) postponed due to the impact of COVID 19, along with Flinders and King Island, Southern and Northern Midlands, Sorell and Clarence.

Key Resource Needs. Clubs Tasmania staff; Communities, Sport and Recreation participation.

Timing. Subject to the Tasmanian government's restrictions, dates will be confirmed by the end of 2020, in partnership with CSR, peak bodies and broader THA network and in a roadmap snapshot of the local government.

All forums will be promoted across CSR and Clubs Tasmania newsletters and digital platforms, along with local government newsletters and digital platforms. Peak bodies will be asked to share across their networks and platforms and invitations will be extended to State and Federal politicians, as advocates and partners to attend the forums. All forums will be delivered by June 2021.

Monitoring, Review and Reporting. A progress report on key performance indicators will be provided to the Steering Committee at its half yearly meeting.

2.2 Capacity building (Clubs kit, online resources, key initiatives)

Performance Indicator. RSL and Community clubs kits available on line in e-reader format and distributed in hard copy form to CSR, government agencies, peak sporting bodies and associations by 31 December 2020.

A series of webinars, videos, media stories, photography and audio podcasts will also be presented during the year to keep community clubs up to date, engaged and celebrate the contribution that clubs make in keeping communities connected have been loaded to webpage and digital platforms.

A refined webpage and digital platforms will be established by December 2020.

Approximately 1400 community and sporting clubs benefitting from the Clubs kit and other on-line resources.

Objective. With the advent of the Coronavirus, Clubs Tasmania has been exploring blended learning environments that include learning online via digital platforms and technology that reduce the barrier that Tasmania's geographical remoteness and creates.

Program Delivery: The updated Clubs Tasmania kit was in the final stages of its development when the COVID-19 restrictions were put in place. As a consequence, Clubs Tasmania is refining the kit to include information on new rules, guidelines and responsibilities once COVID 19 restrictions have been lifted. Clubs Tasmania will also refine the 'THRIVE' six steps initiative to a viable, sustainable community club concept and plan for a 2021 launch at the conference.

Key Resource Needs. Clubs Tasmania staff, Communities, Sport and Recreation participation.

Timing. Clubs Tasmania is working closely with CSR (fortnightly meeting) and peak bodies / state sporting associations (monthly meeting) to promote marketing campaigns to encourage a return to participation, post COVID-19.

Monitoring, Review and Reporting. A progress report on key performance indicators will be provided to the Steering Committee at its half yearly meeting.

2.3 Revised RSL Community Clubs Kit

Performance Indicator. Approximately thirty-eight clubs benefiting from the revised Kit.

Objective Refine the current RSL community clubs kit to include updated information on new rules, guidelines and responsibilities in a post-covid environment.

Program Delivery. Development of the updated clubs kit, and delivery to relevant RSL clubs across the state, ensuring they receive the most current information and key details that are relevant to sustain their businesses.

Key Resource Needs. Clubs Tasmania Manager, RSL Tasmania

Timing. As arranged with RSL Tasmania, the updated RSL clubs kit will be delivered at the state conference in May 2021.

Monitoring, Review and Reporting. A progress report on key performance indicators will be provided to the Steering Committee at its half yearly meeting.

2.4 Mental Health and Wellbeing Awareness

Performance Indicator. Thirteen (13) mental health and well- being information sessions at each of the forums.

Objective. Increased awareness on the importance of mental health across the clubs community as an essential part of their operations.

Program Delivery. Clubs Tasmania, under the umbrella of the THA, will raise the awareness of the importance of mental health and well-being in the community and sporting clubs sector and direct the volunteers, office bearers and paid staff to the resources and support services that are available.

Key Resource Needs. Clubs Tasmania Manager, CSR participation, THA online resources currently under development.

Timing. By June 2021.

Monitoring, Review and Reporting. A progress report on key performance indicators will be provided to the Steering Committee at its half yearly meeting.

2.5 THRIVE (Club Accreditation Program)

Performance Indicator. Program up and running by 30 June 2021.

Objective. Building on the concept of a supported club improvement program, Clubs Tasmania will further collaborate with CSR and State Sporting Associations in the design of an easy to follow, six step, club accreditation process (THRIVE) so clubs can continue to play a role in promoting and maintaining healthy communities and ensure clubs are viable and sustainable, into the future. The six steps are: Take the Plunge, Harness the Resources Available, Review What is Happening in Your Club, Development and Implement a strategic plan, Manage your Volunteers, Evaluate and Repeat.

Program Delivery. The program (vignettes, videos and course material) will be developed and made available to the community and sporting clubs online. Clubs will then progress through the six modules and receive non-accredited recognition/certification when the course is completed.

Key Resource Needs. Media partnership to film, edit and produce.

Timing. Currently being developed with support from across the sector, 'THRIVE' will be included on the Clubs Tasmania webpage by the end of 2020/2021.

Monitoring, Review and Reporting. A progress report will be provided to the Steering Committee at its half yearly meeting.

2.6 Advocacy for the Community Club Industry

Performance Indicator. Regular and active engagement with the thirty-seven (37) peak bodies and state sporting organisations and effective representation of key sectoral issues to government and key stakeholders.

Objective. To strengthen the community club industry by continuing to advocate for increased investment in the community club sector, increased employment for the sector advocacy and a trusted for community clubs.

A key issue is the condition, costs and access to sporting infrastructure which is becoming a more significant issue as sporting facilities age and population changes and aging, impact on the viability of facilities, some of which date back to the middle of the last century.

Program Delivery. Clubs Tasmania will build on the relationships established with the peak bodies and state sporting organisations to develop a collective understanding of the key issues and priority needs of the sector.

Clubs Tasmania will continue to work with the Tasmanian government, Community Sport and Recreation and other relevant government agencies in developing priorities and policy settings that will support the future growth and development of the sector, as it looks to re-emerge from the impacts of the Coronavirus.

As part of its ongoing engagement, Clubs Tasmania will conduct a survey of the peak bodies and state sporting organisations, which will not only provide the basis for establishing priorities but also a basis for measuring Clubs Tasmania's engagement with the sector.

Central platforms for Clubs Tasmania will be:

- 1: Advocacy is our most valuable benefit
- 2: Communicating the value and contribution of clubs to the community to Government and the broader community
- 3: Promoting greater investment in the community club sector
- 4: Promoting increased employment opportunities in the community club sector
- 5: Advocating for the merging indoor sports centre and adventure pursuit sector

Key Resource Needs. Maintaining working relationship with Communities, Sport & Recreation, peak bodies, state sporting associations and community clubs

Timing. Ongoing.

Monitoring, Review and Reporting. A progress report on key performance indicators will be provided to the Steering Committee at its half yearly meeting.

2.7 Digital Engagement

Performance Indicator. Development of online training facilities on the Clubs Tasmania web-page and as part of the THA's partnership with TYPsy and its training modules, with free access for all community clubs until 2022.

Objective. The impact of the coronavirus on the community club industry highlighted the need for the clubs community, particularly volunteers and office bearers, to access education and training resources online and utilise emerging and previously unconventional ways to operate, connect with members, volunteers, coaches, officials, friends and family.

This also represents an important opportunity to engage with the clubs sector and provide greater access to information and training online.

Program Delivery.

Clubs Tasmania is developing a range of online information and training facilities including webinars, videos, media stories, photography, audio podcasts and an online framework of support materials that can be accessed on the Clubs Tasmania webpage by the community club industry. Through the THA's

partnership with TYPsy, clubs will also have free access to a wide range of online learning modules to assist them with their business operations and service delivery.

Videoconferencing has also been a game changer (Zoom, Slack, Skype and Microsoft Teams) and access to online platforms videoconferencing will be encouraged as more common part of Club operations.

Key Resource Needs. Professional learning and training for the Clubs Tasmania Project Manager will be scheduled so all technology, website and social media tools can be managed and updated internally. Outcomes will include the updating of the Clubs Tasmania webpage, a Clubs Tasmania Facebook page and Instagram account have been established, as well as a proposed THA YouTube channel.

Timing. Ongoing throughout the year.

Monitoring, Review and Reporting. A detailed monitoring program will be undertaken using the online diagnostic tools to measure and understanding the nature of online engagement and the online learning tools most frequently accessed.

A progress report on key performance indicators will be provided to the Steering Committee at its half yearly meeting.

2.8 Maintain Strategic Relationships

Performance Indicator. Regular and active engagement with State and Federal governments, the thirty-seven (37) peak bodies and state sporting organisations, Community Sport and Recreation, Local Government Association, Volunteering Tasmania, other key stakeholders and corporate suppliers to support effective representation of Tasmania's sporting and community clubs.

Objective.

Clubs Tasmania works in partnership with the local, state and federal Government, Communities Sport and Recreation, we maintain regular communication with a monthly meeting with the Minister for Sport and Recreation, regular phone conferences, Zoom meetings and face to face meetings with peak sporting bodies and the broader community to assist community clubs to increase investment in the sector, increase employment, increase participation and promote healthy communities.

Program Delivery. Regular monthly meetings, videoconferencing, telephone contact and (pre and post COVID 19, face to face visits in all regions) have provided direct support and tailored advice to community clubs. Meetings have been held across the sector including key peak bodies (Golf Tasmania, Rowing Tasmania, AFL Tasmania, RSL Tasmania, Hockey Tasmania, Bowls Tasmania, Netball Tasmania, Cycling Tasmania, Basketball Tasmania, Touch Football Tasmania, Sailing Tasmania, Racing Tasmania and Tennis Tasmania). Clubs Tasmania has also established relationships with Surf Life Saving Tasmania, the YMCA, Little Athletics, Swimming Tasmania, Equestrian Tasmania, and Athletics Tasmania on a needs basis.

Key Resource Needs. Time, scheduling, diary

Timing. Ongoing with face to face visits, resuming in August 2020, post COVID 19.

Monitoring, Review and Reporting. A progress report on key performance indicators will be provided to the Steering Committee at its half yearly meeting. All visits and touch points are recorded in our CRM database

2.9 Clubs Tasmania Conference

Performance Indicator. Delivery of the Clubs Tasmania conference in 2021.

Objective. Feedback from community forums held in 2019 and early 2020, identified the need for a stand-alone conference, promoting the theme of “thrive and survive”, and expert presentations to provide guidance on best practice, increasing female participation, building membership and sharing resources.

In concert with CSR, Clubs Tasmania will look to reschedule the conference in 2021 with the theme being refocused toward clubs re-establishing themselves and adapting to the new operating requirements.

Program Delivery. To re-schedule, plan, promote and deliver the Clubs Conference currently planned for the second half of the 2021 calendar year. This timeframe has been chosen to provide a greater likelihood that restrictions as a consequence of the Coronavirus will be less likely to impact on the conference proceedings.

Key Resource Needs. Clubs Tasmania Manager, CSR involvement, communication strategy for promotion.

Timing. The conference is currently scheduled for the second half of the 2021 calendar year should the circumstances permit.

Monitoring, Review and Reporting. A progress report on key performance indicators, including number of attended, topics presented, feedback from attendees and outcomes will be provided to the Steering Committee at its half yearly meeting.

From: [REDACTED] s 36
Sent: Friday, 6 August 2021 4:20 PM
To: [REDACTED] s 36
Subject: Cowards Punch
Attachments: DGCP PMP(V2).docx

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Hi [REDACTED] s 36

Hope you're feeling better!!

Please find attached the Project Management Plan and timeline and budget breakdown for your feedback.

Also are you able to give me an approved Government logo for end frame on TV ad, one on transparent background, white on black if possible?

Have a good weekend and will chat next week

Regards,



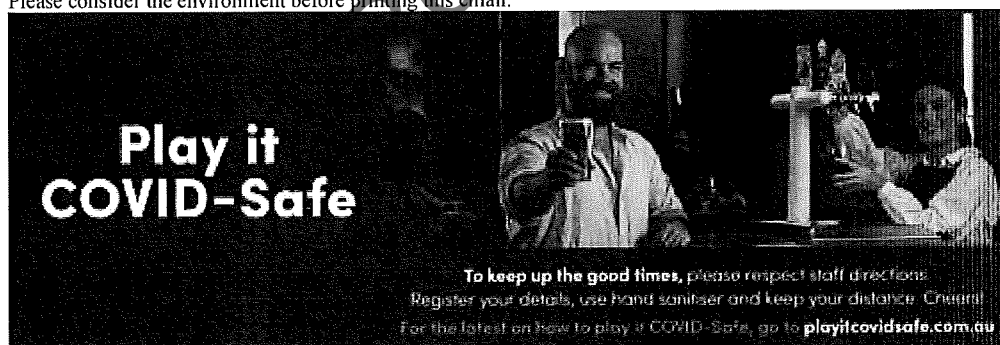
[REDACTED] s 36
Policy & Government Programs Manager
p: [REDACTED] s 36
a: 25/93 Salamanca Pl, Hobart TAS 7000
w: tha.asn.au e: [REDACTED] s 36



The Tasmanian Hospitality Association is the peak industry body for hotels, accommodation, restaurants, cafes & catering and clubs in Tasmania.

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2021-2022 Coward's Punch Program

Project Management Plan

1.0 Project Plan Summary

Goal

Raise awareness and educate people of the risks of the devastating impacts of "one punch" attacks in society.

Outputs

Advertising campaign delivered through selected media options, which maximises reach and potential.

By agreement the Tasmanian campaign will use the 2021/2022 campaign material developed by the Danny Green Stop the Coward's Punch campaign (DGCP) team.

Promote through THA social media channels the DGCP free educational program targeting secondary school students once launched.

A formal agreement has been reached with DGCP team. The Tasmanian campaign will be delivered and will commence in October in line with the national campaign roll out. The campaign material will be modified to reflect the promotion of the campaign by the Tasmanian government and the THA.

The marketing material and placement plan will be developed with a suitable media and placement company. This marketing and placement plan will be provided to the Department of State Growth for information ahead of the campaign commencing.

Outcomes

Educate people, especially young men, and make them aware of the potential devastating impacts of their actions and a reduction in harm as a consequence.

Regular social media posts promoting the education program.

The DGCP program has proven to be very effective at raising the awareness of the issue and its impacts and their current marketing collateral provides a very powerful message, to reinforce the need for people to consider their actions before making a terrible spilt second decision.

A full report of the campaign will be provided and accompany the Exit Report for the program and grant deed.

2.0 Timeline and Budget Breakdown

<i>Date</i>	<i>Detail</i>	<i>Cost</i>
	<i>Money Spent to date</i>	<i>\$9,680</i>
<i>August 2021</i>	<i>DGCW for production costs and advertising materials</i>	<i>\$37,000</i>
<i>Sep/Oct 2021</i>	<i>Engage media placement company to develop placement plan</i>	<i>\$5,000</i>
<i>Oct 2021</i>	<i>Associated costs to attend "An Evening With Danny Green" in Melbourne</i>	<i>\$5,000</i>
<i>End date TBD</i>	<i>Ongoing Media Campaign \$133,320 (which includes any in kind support)</i>	<i>\$133,320</i>
<i>Oct 2022</i>	<i>Table of 10 at "An Evening With Danny Green" and associated costs in Melbourne</i>	<i>\$10,000</i>
	TOTAL	\$200,000

Note:

- The Minister has been invited to speak at the "The Evening With Danny Green" in October.
- Special guests from Government will also be invited to attend "The Evening with Danny Green"
- Any unspent monies will be allocated into the media campaign.

From: s 36
Sent: Thursday, 26 August 2021 3:13 PM
To: s 36
Cc: 'Steve Old'; Allen, Jacqui
Subject: Cowards Punch Project Management Plan 2021
Attachments: DGCP PMP(V2).docx

H s 36

Thank you for sending through the revised management plan for the Cowards Punch initiative and apologies for the delay in providing feedback as requested.

We've discussed the management plan with Minister Courtney's office and they have asked whether the proposed timing should be reconsidered, given ongoing restrictions and lockdowns interstate – they are not sure it will have the cut through we want in light of other current issues. There is also concern that attending the planned Danny Green event in Melbourne at the moment might not be ideal and wondering whether a better option would be to hold the event in Tasmania to ensure greater PR for our campaign here amongst local media.

Regarding the campaign material, there is no need to include the Tasmanian Government logo, as to do so would require approval through the government media unit.

Are you able to please clarify whether the Tasmanian media campaign is solely being run as part of the national campaign, or whether it is filling gaps in the market not being covered by the national DGCP roll out?

The Minister's office have also confirmed that market research on behaviour change following the delivery of the campaign isn't required, but any unspent funds will need to be returned rather than reallocated to further media activities.

I have included Cowards Punch as an agenda item for the Steering Committee meeting next week, so this can be discussed further. In the interim, as always, don't hesitate to get in touch.

Regards,

s 36

s 36

Cultural and Tourism Development | Department of State Growth
Salamanca Building, 4 Salamanca Place, Hobart TAS 7000 | GPO Box 536, Hobart TAS 7001

s 36

www.stategrowth.tas.gov.au

NOTE: I do not work Tuesdays

DEPARTMENT OF STATE GROWTH COURAGE TO MAKE A DIFFERENCE THROUGH:



2021-2022 Coward's Punch Program

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- Any unspent monies will be allocated into the media campaign.

From: s 36
Sent: Wednesday, 28 April 2021 4:44 PM
To: s 36
Cc: s 36; Steve Old; Allen, Jacqui
Subject: RE: THA reporting

Follow Up Flag: Follow up
Flag Status: Completed

Hi s 36

After your discussions earlier with Steve, we will update the Online Gap Report.

However, please note the comments in red below as they identify where we will provide a response and where the questions relate to an activity outside the reporting period.

We will update the report shortly.

Cheers

s 36

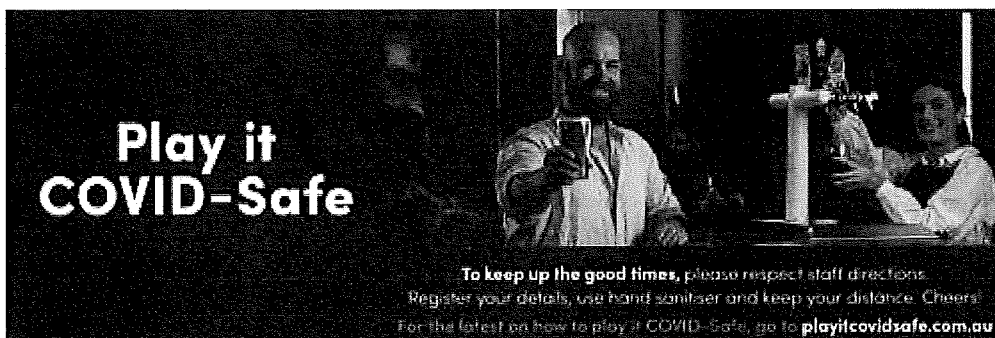
Please note I am in the office on Mondays, Tuesdays and Wednesdays.



The Tasmanian Hospitality Association is the peak industry body for hotels, accommodation, restaurants, cafes & catering and clubs in Tasmania.

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From: [REDACTED] s 36
Sent: Tuesday, 27 April 2021 2:11 PM
To: [REDACTED] s 36
Cc: [REDACTED] s 36; Steve Old [REDACTED] s 36; Allen, Jacqui
<Jacqui.Allen@stategrowth.tas.gov.au>
Subject: THA reporting
Importance: High

Hi [REDACTED] s 36

I understand there's been a bit of back and forth in relation to the information to be provided in order for the next contract payments to be made. [REDACTED] s 36 and I have gone through the latest report submitted and whilst there are significant improvements in the information provided on the KPIs that were deemed either not met or partially met across the three grant deeds, further information is still required before we can progress the payments.

Below is an outline of what is still required, and I have attached the current report for ease of reference. NB we are after **detailed information** rather than generic blanket statements. The inclusion of as much statistical information as possible is also welcomed.

Great Customer Experience

2.3) Continued Employment relations support

- Please provide examples of the types of support services provided e.g. advice provided on unfair dismissal, superannuation etc. We are after detail here so as to understand what has been delivered.

This matter was addressed in the report indicating that the ER officer provided assistance to the THA's ER manager during COVID. The issues at that time covered the full range of ER/IR issues during the lockdown and easing of restrictions, and the report will be updated to reflect this.

- Reporting stated that the review of the ER Officer role was "still required". What did the review show? e.g. were the services provided by the role undersubscribed, oversubscribed? Were changes to the current role deemed necessary? If so, what changes?

This matter was addressed and provided the Fair Work Commission investigation into Restaurants and IR payments as a key example. The report will be updated to provide more detail.

2.5) Redevelop Great Customer Experience Program concept

- Reporting stated that no modifications were made to the GCE program structure, delivery or content, simply a "more focused intelligence gathering capacity". Would you please explain what this means and provide detailed information in your response?

This statement essentially is saying that the lessons from COVID have been used to better focus the service provided as part of the GCE program and this will be revised in the report.

Strategic Plan and Workforce Development Program

2.2) Industry Development Plan initiatives

- Internet and mobile coverage – Reporting stated that you're currently waiting on a meeting with the Minister to determine priority areas however has the THA developed a project proposal that explores the issue and identifies potential ways to address the issues, even as background information for the pending meeting? What work has the THA completed in relation to this KPI?

There appears to have been some misunderstanding. The THA is not in a position to put forward a proposal. The THA has raised the issue of poor internet and mobile phone coverage in specified areas but it is a matter for the government and the carriers to determine what measures can be put in place and what funding applications are lodged under the Black Spot program. As noted previously we are waiting on the meeting with the Minister to determine the priorities and progress this.

- Best practice in the hospitality industry – Please name the “initiatives under review”. NB these KPIs are for the **current** THA funding, and are not related to “government initiatives arising from the current state election”.

This online report will be updated to address this.

- Adoption of modern technology – will the review be ready for publication by 30 June 2021?

The online report will be updated to address this.

2.3) Mental Health Program

- The Project Management Plan for the 2020-21 year stated the following:

Program Delivery. *This project is being progress in two stages. The first is to develop online resources that guide people in the industry, to help them identify the resources they may need. Stage 2 will involve developing some Tasmanian specific collateral (eg videos with Tasmanian business owners and operators and their staff) so they Tasmanians can hear first-hand how other sin the industry how they are managing their own issues with mental health and well-being. The THA will also undertake a pilot trial with a Tasmanian venue to look at the benefits of venues undertaking mental health first aid training and the benefits this represents to their venue.*

Resource Needs: *Consultant to assist in developing the on-line resource.*

Timing: *This project is already underway and stage one is expected to be completed in September 2020, with stage two due to be completed in December 2020. The pilot trial of the mental health first aid training is expected to be completed by August 2020.*

The GAP reporting stated that the “pilot mentoring program and its outcomes are now the subject of a separate grant deed and its requirements”. However, the pilot trial for undertaking mental health first aid training is subject to the Strategic Plan and Workforce Development grant deed. Please provide results of the trial including the venue, number of staff that undertook the training and benefits gained by the venue. Again, we’re looking for detailed information.

The pilot was conducted and details of the report will be updated to address this and the feedback from the participants.

2.11) Best practice innovation

- Scan of technology – progressed and nearly completed (this is acceptable)
- Review of international legislation, training and service organisations – did not happen due to COVID. What is proposed in place of this KPI? No alternatives were proposed, the report states that the initiative will be recommenced as soon as COVID permits. We have feedback the=at they are keen to engage with us but when they are in more of a position to do so.
- Better business marketing guide – the GAP report mentioned that the focus will now be on supporting venues in rebuilding their businesses. Please provide details of this revised KPI. A new KPI is still to be developed and had not been developed during the reporting period.

2.12) Showcasing Tasmanian Produce

- Performance indicator was two regional events. It is noted that COVID has prevented opportunities to host events. The GAP report stated that “planning has commenced to promote Tasmanian produce as part of the upcoming state hospitality industry awards for excellence in May 2021”. Please explain how Tasmanian produce will be promoted at the state awards in lieu of two regional events. Again, we’re looking for detailed information rather than a generic blanket statement. The means for promoting produce at these events had not been determined during the reporting period and are still being formulated for the national conference. For your information the State Awards FYI have been moved to 28th June. We are working with suppliers such as Tassal to promote local produce on the plates for the night. As per state awards, we will be working with local suppliers to be involved in the national awards with their produce, to showcase to the national hospitality businesses that will be here.

2.16) Strategic partnerships and engagement

- In response to “Did any other activities take place with other state, national or other international hospitality organisations?” you have said, “yes”. The only reason we hit the “yes” button it because this allowed us to details re: NZ relationship etc. Please detail these activities – what is included in the MoU with Hospitality NZ? What other activities have taken place with other state, national or other international hospitality organisations? Again, we’re looking for detailed information rather than generic blanket statements. The MOU had not been agreed during the reporting period. However, while this is a confidential document between the two associations we will update the report to indicate the sort of initiatives being considered (eg joint strategies to access chefs, workforce development strategies, sharing of information etc).

Clubs Tasmania Program

2.2) Capacity building

- Will the Clubs kit be distributed in hard copy format in the period Jan-June 2021? If so, how many copies will be printed and distributed?

This will be updated in the report.

2.4) Mental Health and wellbeing awareness

- The responses here are a little confusing. It says that presentations on mental health were not conducted at the forums and an alternative approach was adopted but then it says that the THA’s mental health resources were detailed and discussed at the 20 Club forums. If the presentations were not delivered, why was this the case, and if an alternative approach was adopted, what was this?

This will be clarified in the report.

The above should provide sufficient detail about the minimum required information that remains outstanding. Zara is back in the office tomorrow and will ensure that the form is available for you to edit and resubmit with this information (if the form is not already available).

As you are aware, we are moving towards managing all grant deeds using the SmartyGrants system. As such, we welcome any feedback in relation to the reporting template. We’re keen to get it right to streamline the process and make it as easy as possible going forward.

Many thanks,

s 36

s 36

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Salamanca Building, 4 Salamanca Place, Hobart TAS 7000 | GPO Box 536, Hobart TAS 7001

s 36

www.stategrowth.tas.gov.au

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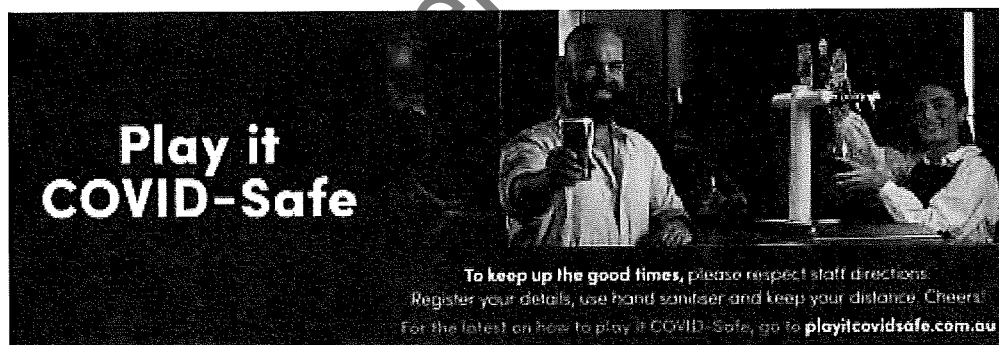
s 36
Project Manager Industry Development
p: **s 36**
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From: **s 36**
Sent: Tuesday, 27 April 2021 2:11 PM
To: **s 36**
Cc: **s 36** Steve Old **s 36** Allen, Jacqui
<Jacqui.Allen@stategrowth.tas.gov.au>
Subject: THA reporting
Importance: High

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Resource Needs: Consultant to assist in developing the on-line resource.

Timing: This project is already underway and stage one is expected to be completed in September 2020, with stage two due to be completed in December 2020. The pilot trial of the mental health first aid training is expected to be completed by August 2020.

The GAP reporting stated that the “pilot mentoring program and its outcomes are now the subject of a separate grant deed and its requirements”. However, the pilot trial for undertaking mental health first aid training is subject to the Strategic Plan and Workforce Development grant deed. Please provide results of the trial including the venue, number of staff that undertook the training and benefits gained by the venue. Again, we’re looking for detailed information.

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March 2021 Progress Report - Clubs Tasmania Program

Program/Project	Activities completed in the Reporting Period	Outcomes	Planned Activities Next Quarter (to be reported on at next Steering Committee meeting)
Delivery of Regional Club Forums Thirteen (13) forums held during the year on a range of issues focussed on rebuilding Tasmania's sporting and community clubs sector.	<ul style="list-style-type: none"> 20 community club forums attended by 213 clubs delivered in regions across the state up to December 2020. Evaluation forms completed and feedback reviewed. A comprehensive review of forums delivered has been completed. 	Regional forums highlighted key issues (infrastructure, profitability, energy costs, training for volunteers and boards and rising costs). Feedback from 2020 forums indicated additional support required for Ticket to Play program. Feedback from forums identified reward, recognition and retention of volunteers, as key issues for community club industry.	<ul style="list-style-type: none"> 8 forums to be delivered in 2021
Capacity building (Clubs kit, online resources, key initiatives) RSL and Community clubs kit available online in e-reader format and distributed in hard copy form by 31 December 2020	<ul style="list-style-type: none"> Fact Sheet loaded to website. Research conducted to identify grants. Grants Fact Sheet reviewed, updated and loaded to webpage.. Grant funding campaigns promoted across digital platforms. Grants webinar created in 	More than 780 clubs received information on available grants. 26 clubs successful in small grants round of Improving the Playing Field. Wide range of advice provided to community clubs on wages, contracts and IR support.	<ul style="list-style-type: none"> Electronic copy of Grants Fact Sheet reviewed. Content for 2021 regional forums reviewed and refined. Continue to work closely with Communities, Sport and Recreation Tasmania around GOVERNANCE. Liaise with Tas Leaders Program

Program/Project	Activities completed in the Reporting Period	Outcomes	Planned Activities Next Quarter (to be reported on at next Steering Committee meeting)
	<p>partnership with CSR and TCF and loaded to digital platforms.</p> <ul style="list-style-type: none"> Email campaigns sent to community clubs for specific grant funding rounds. 		<p>around application to TCF re ILEAD program for community club industry.</p> <ul style="list-style-type: none"> Liaise internally with THA workforce development team, around how we can work together to increase employment in the community club sector. Continue consultation with Volunteering Tasmania.
<p>Revised RSL & Community Clubs Kit</p> <p>Approximately 674 Clubs to benefit from the revised kit.</p>	<ul style="list-style-type: none"> Clubs kit converted to e-reader from 2021. Review meetings held with key stakeholders who contributed to 2019 kits. Stakeholder content updated. Content list reviewed, mapped and updated. One page IR page included as part of community clubs information kit. 	<p>The distribution of the new e-reader form of the updated kit will be measured once loaded onto the website.</p> <p>Together with the kit being presented at the RSL state conference in May 2021, the target of 38 clubs is expected to be met and exceeded.</p>	<ul style="list-style-type: none"> Launch e-reader. Updated kit presented at the RSL state conference in May 2021. Seek feedback at club forums on e-reader benefits. Measure number of downloads for 2021 e-reader. Review e-reader at club forums in 2021

Program/Project	Activities completed in the Reporting Period	Outcomes	Planned Activities Next Quarter (to be reported on at next Steering Committee meeting)
	<ul style="list-style-type: none"> Review and update e-reader when required with key stakeholders. Approval sought from stakeholders, prior to launch. 		
Mental Health and Wellbeing awareness <i>Thirteen (13) mental health and well-being information sessions at the forums.</i>	<ul style="list-style-type: none"> Formal presentations on mental health were not conducted at the forums. An alternative approach was adopted to promote the THA's web-based mental health resources to the community and sporting club sector, increasing the reach and benefits. This was particularly important during the first half of 2020/2021 as clubs struggled to meet the challenges of the Coronavirus pandemic. 	<p>The THA's mental health resources have been designed to assist venues and facility managers and their staff to navigate their way through what can be an overwhelming amount of information and resources.</p> <p>In particular the resources guide managers and their staff in understanding what is mental health, how to assist their staff and themselves if they need support, and how to create a mentally healthy workplace.</p>	<ul style="list-style-type: none"> Mental Health to be included as a key theme as part of the 2021 conference. Mental health information will be included as part of scheduled 2021 clubs forums.
THRIVE (Club Accreditation Program) <i>Program up and running by 30 June 2021</i>	<ul style="list-style-type: none"> Consultation with State Sporting Organisations and Community Sport and Recreation to commence in the first quarter of 2021. This will include course outline, content, collateral and delivery model. 	<p>Once launched, a strategy to help community clubs remain viable and sustainable.</p> <p>Clubs will then progress through the six modules and receive non-accredited recognition/certification when the course is completed.</p>	<ul style="list-style-type: none"> Course delivery model in place and course content completed 30 June 2021.