Tasmanian Industry Participation Plan

HT-2017 – Provision of General Maintenance Services to Homes Tasmania's Property Portfolio in Northern Tasmania

The Tasmanian Government is committed to maximising opportunities for local suppliers to compete for and win Government contracts. Suppliers/proponents are requested to prepare a Tasmanian Industry Participation Plan (TIPP):

- for all procurements with a value exceeding $5 million;
- for nominated procurements (at the discretion of the procuring Government entity) greater than $2 million and up to (and including) $5 million; and
- for private sector projects valued at over $5 million that receive support, including in-kind support, valued at or greater than $500 000 from the Government.

Guidance information:

- *Information provided in the Economic and Social Benefits Statement can be used as a basis for a TIPP.*
- *Where determined appropriate by the procuring/awarding entity, the supplier's obligations under a TIPP are to be captured in the contract and monitored as part of the contract performance.*

Procurement/Project details

Procurement/Project ID	HT-2017
Procurement/Project title	Provision of General Maintenance Services to Homes Tasmania's Property Portfolio in Northern Tasmania
Name of Responsible Agency/Entity	Homes Tasmania – Property Maintenance

Supplier details

Name of supplier	Lake Maintenance (TAS) Pty Ltd
Contact details for supplier	Name – Michael Shade Phone – 0448 032 306 Email – michaelshade@lakemaint.com.au

Are you a Tasmanian SME*? Do you employ Tasmanians?

Are you a Tasmanian SME?
Yes. We currently deliver services as an approved maintenance panel member for Homes Tasmania in the Southern Region. This engagement involves the delivery of responsive and planned maintenance works across residential properties in accordance with Homes Tasmania standards service timeframes and reporting requirements.

In addition, we provide maintenance services to elderly Tasmanian residents on behalf of KinCare Australia under the Commonwealth Home Support Programme (CHSP). These services support clients to remain living safely and independently in their homes and are delivered in line with CHSP quality governance and compliance obligations.

How many Tasmanian jobs will be supported by this procurement activity?
Based on forecast service volumes this procurement activity is expected to directly support approximately six full time Tasmanian roles within our organisation. In addition, we anticipate engaging more than 50 Tasmanian based subcontractors across a broad range of building and construction disciplines.

Many of these subcontractors directly employ local tradespeople as well as apprentices and trainees thereby extending employment outcomes beyond our immediate workforce. Further indirect employment will be supported through the sourcing of plant materials and services from local Tasmanian suppliers which will generate flow on benefits across the local economy and related sectors.

How many people do you employ in Tasmania?
We currently employ approximately five direct staff in Tasmania. We deliver services as an approved maintenance panel member for Homes Tasmania in the Southern Region and provide services on behalf of KinCare Australia under the Commonwealth Home Support Programme (CHSP). These CHSP services focus on planned gardening gutter cleaning and window cleaning to support elderly residents living independently.

To deliver these services we collaborate with approximately 50 primary Tasmanian subcontractors who collectively employ over 200 tradespeople and support staff. This model enables strong local participation while maintaining service coverage and flexibility.

We have also previously managed the Homes Tasmania General Maintenance Services Contract between 2014 and 2018. Should we be successful in securing the current General Maintenance Services Contract in Northern Tasmania, we will transition in accordance with our established Transition In Plan.

Our forward strategy is to leverage the local knowledge and delivery capability gained through our previous Homes Tasmania contract experience to further invest in Tasmania. This will include employing additional direct staff and engaging further local subcontractors thereby supporting ongoing job creation and broader economic growth across the Tasmanian community.

Provide an estimate of the number of labour hours worked by Tasmanian-based employees versus other employees.
Current number of hours worked by Tasmanian-based employees is approximately 8,600 hours per annum. If we win the above Contract, Tasmanian-based employees will contribute approximately 29,400 hours per year, while other employees will contribute around 6,500 hours per year.

Would any new Tasmanian jobs be created by the proposed contract - how many?
Yes.

By securing this contract we will generate significant local employment outcomes in Tasmania. Based on forecast volumes we estimate the creation of approximately 12 full time equivalent Tasmanian roles within

our direct workforce. In addition, we will engage more than 50 Tasmanian based subcontractors with an average workforce of three employees each resulting in an estimated 150 full time equivalent roles supported across the state.

This represents a substantial contribution to the local workforce and will deliver meaningful economic benefits to the Tasmanian economy. Beyond direct and subcontractor employment we will work closely with our subcontractors to actively recruit apprentices and trainees as part of service delivery. While the precise number of apprentices and trainees will be determined as the contract matures we expect this initiative to create several additional employment opportunities.

This approach supports workforce development strengthens local capability and demonstrates our ongoing commitment to building sustainable long term employment pathways within the Tasmanian community.

Please see Attachment 3 - LM-QEW-PLN National Apprenticeship Plan

If you are not a Tasmanian SME, will you be setting up a local Tasmanian office and employing local staff?
We currently operate a local office in Hobart and are already established in Tasmania. This office supports our delivery as an approved maintenance panel member for Homes Tasmania in the Southern Region and enables day to day coordination supervision and stakeholder engagement.

Where are the goods or services to be used in the contract sourced from?

Does your business provide all the goods and services identified in your submission?
No, our business does not provide all the goods and services identified in our submission. We will employ locally based subcontractors who will supply the required products and services for the relevant jobs. If we choose to employ Tasmanian tradespeople directly for specific tasks, we will procure and supply the necessary goods for those jobs.

If not, will the goods or services identified in your submission be provided by or sourced from Tasmanian SME's? If possible, provide a list.
Yes.
Where practicable we will prioritise sourcing goods and services from Northern Tasmanian SMEs. Our subcontractors will be encouraged to first engage local suppliers within Northern Tasmania to maximise regional economic participation. Where goods or services are not available locally suppliers elsewhere in Tasmania will be considered ahead of mainland Australian providers.

Where we require goods directly, we will source the goods from Tasmanian suppliers. Our initial market review has identified the following Northern Tasmanian suppliers and manufacturers that will be recommended to subcontractors. This list will be expanded through a structured local supplier engagement strategy should we be awarded the Contract.

1. Timber Products
   - Hazell Bros Building Supplies Launceston supplying structural and finishing timbers to the northern construction market
   - Britton Timbers Smithton specialising in Tasmanian hardwood products for residential and commercial applications

2. Roofing Materials
   - Stramit and BlueScope products supplied through Northern Tasmanian distributors including Launceston and Burnie trade outlets

- Tasmanian Slate St Marys supplying locally quarried slate suitable for roofing and architectural applications

3. Insulation Products
   - Tasman Insulation Derby manufacturing insulation products for residential and commercial use across Northern Tasmania
   - Fletcher Insulation products supplied through Launceston based trade distributors

4. Concrete Products
   - Shaw Contracting and Concrete Products Northern Tasmania supplying concrete pipes pits and civil concrete products

5. Building Blocks and Bricks
   - Launceston Brickworks manufacturing clay bricks for the Northern Tasmanian construction market
   - Adbri Masonry products supplied through Northern Tasmanian distributors

6. Paint and Coatings
   - Taubmans and Dulux products supplied through Launceston and Devonport trade centres supporting local retail and distribution employment

7. Doors and Windows
   - Norden Windows Launceston manufacturing aluminium and timber window and door systems
   - Aardvark Windows and Doors Northern Tasmania supplying energy efficient window and door solutions

8. Plumbing and Pipework Products
   - Iplex Pipelines Launceston manufacturing PVC pipe systems for plumbing and drainage applications

9. Glass Products
   - Clearview Glass Launceston supplying glazing and custom glass products
   - City Glass Northern Tasmania providing residential and commercial glazing solutions

This approach ensures strong alignment with Northern Tasmanian SMEs supports local supply chains and delivers measurable economic benefits to the region.

Provide an estimate of the value of locally sourced goods and services versus imported.
We estimate that approximately 85-95% of the total value of goods and services in our submission will be sourced locally from Tasmanian businesses. The remaining 5% may likely be imported, particularly for specialised items or those that are not locally manufactured. However, we aim to keep the proportion of locally sourced goods and services as high as possible, reflecting our commitment to supporting the Tasmanian economy.

Outline how your submission will incorporate local products, services and capabilities.
Our submission places a strong emphasis on incorporating local products, services, and capabilities in the following ways:

1. **Sourcing Materials Locally:**
   We will prioritise the purchase of materials from Tasmanian suppliers who provide employment opportunities for Tasmanians. This approach not only supports local businesses but also minimises the environmental impact by reducing transportation distances and promoting a sustainable, efficient supply chain.

2. **Engaging Local Subcontractors:**
   We will employ local subcontractors for the delivery of works throughout the contract. These subcontractors typically source materials from nearby suppliers, ensuring that spending remains

within Tasmania and contributes directly to the local economy. This approach fosters strong ties within the contract areas, stimulating regional growth.

3. **Collaborating with Local SMEs:**
   We are committed to working closely with Tasmanian SME's for additional goods and services required during the contract. By forging partnerships with local manufacturers and service providers, we ensure that the economic benefits stay within Tasmania. Furthermore, we will collaborate with suppliers to negotiate bulk discounts for our subcontractors, optimising value while supporting local businesses.

4. **Hiring Apprentices and Trainees Locally:**
   In addition to creating 12 new full-time positions in Tasmania, we will encourage our subcontractors to create further opportunities for apprentices and trainees. This will play a pivotal role in developing the local workforce and ensuring long-term job creation within Tasmania's building and construction sectors. Please see Attachment 3 - LM-QEW-PLN National Apprenticeship Plan

5. **Working with Homes Tasmania to Evaluate Product Specifications:**
   We will actively collaborate with Homes Tasmania to assess product specifications and ensure that locally sourced products are included in the specifications list. This will provide subcontractors with confidence that the locally supplied materials are approved and suitable for the project, further ensuring consistency and quality in line with Homes Tasmania's standards.

By embedding these strategies into our approach, we aim to make a positive contribution to Tasmania's economy, support local businesses, and create sustainable employment opportunities, while delivering high-quality outcomes for the project.

Opportunity for Tasmanian SME* involvement

Will you source components of your offer from other Tasmanian SMEs or sub-contractors? If possible, provide details.

Yes, we are committed to sourcing a significant portion of our offer from local Tasmanian SME's and subcontractors. By prioritising local procurement, we aim to support the Tasmanian economy while reducing environmental impacts. For example, we will source materials components listed earlier such as timber, painting, glazing and other essential materials from Tasmanian suppliers.

We will also engage local subcontractors for specific services, including plumbing, carpentry, electrical services, and other trades, ensuring that the goods and services required for the contract are sourced locally wherever possible.

Additionally, we will actively seek out local manufacturers for custom or specialised components such as glazing to ensure that the materials used are both locally produced and of the highest quality.

How will you identify and engage with sub-contractors or other Tasmanian SMEs to deliver the contract? Will you use existing supply chains or advertise sub-contracting or supply opportunities? Will you liaise with local industry groups?

Lake Maintenance is committed to maximising the involvement of local subcontractors and SMEs in the delivery of this contract. With extensive experience in maintaining social housing across Australia, we have a deep understanding of the maintenance requirements, and the types of works involved. Our approach focuses on identifying and engaging the most qualified local subcontractors to ensure high-quality service delivery, support the local economy, and foster long-term business growth in Tasmania.

1. Identification of Local SMEs and Subcontractor Opportunities

Targeted Advertising and Outreach:

We will actively promote subcontracting and supply opportunities through various channels, including:

- Print media, both local and regional
- Major recruitment networks
- Regional newspapers
- Web and social media platforms
- Communication with trade materials suppliers
- Trade group and industry association dissemination
- Open information forums within local communities, detailing our service delivery and procurement procedures

Collaborating with Industry Associations:

We will work closely with local industry groups, chambers of commerce, and trade unions to identify qualified subcontractors and suppliers. This partnership helps us stay informed about local trends, regulations, and workforce development opportunities.

Engagement with Existing Subcontractors:

Subcontractors currently working with the incumbent Head Contractor will be considered if they meet our stringent vetting requirements. We will also engage with other local SMEs who demonstrate a commitment to quality, diversity, and social responsibility.

Community Engagement:

We will foster community engagement by prioritising subcontractors who are dedicated to hiring local apprentices, trainees, individuals from underrepresented groups, and long-term unemployed individuals, in line with our social obligation commitments.

2. Subcontractor Vetting and Onboarding Process

i. **Vetting and Onboarding:**

All subcontractors will undergo a comprehensive vetting process, which includes:

- Background checks
- Licensing verification
- Insurance confirmation
- Compliance with all safety and contractual requirements

This process ensures that we engage only the most qualified subcontractors capable of meeting the high standards of the contract.

ii. **Training and Integration:**

Subcontractors will receive tailored training that addresses the specific needs of the social housing sector, including:

- Disability awareness
- Cultural inclusion
- Tenant engagement
- Workplace safety

This training ensures that all subcontractors are well-prepared to meet the expectations of Homes Tasmania and deliver a smooth, efficient service.

3. Collaboration with Local Industry Groups

a. **Engagement with Local Industry Associations:**
By liaising with local industry associations, chambers of commerce, and trade unions, we will identify and engage qualified subcontractors and suppliers. This ensures we stay informed about industry developments, regulatory changes, and workforce opportunities.

b. **Building Long-Term Partnerships:**
We aim to establish lasting relationships with local SMEs to create a sustainable and resilient supply chain. These partnerships will improve project coordination, communication, and operational efficiency, benefiting both the local economy and workforce.

c. **Supporting Local Capacity Building:**
Through continuous collaboration with industry groups, we will identify areas for additional training or capacity building. By addressing skills gaps, we can strengthen the local workforce and ensure that subcontractors are equipped to meet the contract's high standards.

d. **Feedback Loops and Continuous Improvement:**
Insights gained from our engagement with local industry groups will help us continuously refine and improve our subcontractor engagement processes. We will adapt to the evolving needs of the local industry while ensuring that the project meets the highest standards of service delivery.

e. **Advertising Subcontracting and Supply Opportunities:**
We will advertise all subcontracting and supply opportunities on local platforms, job boards, and community networks to ensure visibility and encourage local participation. This approach broadens our pool of qualified subcontractors and suppliers and increases local business opportunities.

4. Building a High-Performing Team

- **Developing a Skilled Workforce:**
By engaging with local SMEs and providing ongoing training, we will develop a high-performing team that is committed to delivering exceptional service. This approach not only meets the immediate needs of the contract but also helps build long-term local capabilities, ensuring the success of the contract and contributing to the growth of Tasmania's workforce.

- **Ongoing Monitoring and Evaluation:**
We will continuously monitor the performance of subcontractors and suppliers to ensure compliance with financial, quality, and social standards. Subcontractors who demonstrate excellence in community participation and employment practices will be prioritised for future project opportunities.

Through these comprehensive efforts, Lake Maintenance will not only deliver exceptional services but also create a positive and lasting impact on the Tasmanian economy. By prioritising local engagement, fostering SME growth, and promoting workforce development, we are committed to delivering the highest quality service while strengthening Tasmania's local businesses and communities.

Are there opportunities to transfer skills to a Tasmanian SME or sub-contractor?

Yes, there are several opportunities to transfer skills to a Tasmanian SME or sub-contractor. We are committed to fostering skill transfer and capacity building within Tasmanian SMEs and subcontractors. As part of our recruitment and subcontracting process, we will prioritise engaging subcontractors and tradespeople who are eager to collaborate, learn, and share knowledge. Through mentoring, apprenticeships, and formal training programs, we will actively encourage the transfer of specialised skills, especially in areas that require specific expertise or those looking to expand their capabilities.

National Experience Skill Transfer:
Drawing from our national experience across Western Australia, New South Wales, South Australia, Queensland, and Victoria, we will leverage the skills and knowledge gained from managing similar contracts to introduce efficient management processes that will benefit Tasmanian SMEs and subcontractors. These management strategies and best practices, honed over years of delivering quality service in diverse regions, will be shared to improve local capabilities, enhance efficiency, and foster a culture of continuous improvement.

Hands-On Training:
We plan to offer hands-on training opportunities for apprentices and trainees, in partnership with our subcontractors, giving them the chance to learn directly from experienced professionals. By creating an environment that prioritises skill sharing and development, we aim to contribute to the growth of local businesses and strengthen the overall workforce in Tasmania's building and construction sectors.

Onboarding and Training
Effective onboarding and training are crucial for ensuring that all subcontractors and staff are prepared for the demands of the project and adhere to both Lake Maintenance's high standards and the specific requirements of Homes Tasmania.

Our training approach includes:

1. **Induction and Training Plans:**
   A comprehensive induction process will be developed, covering key contract-specific requirements, operational procedures, and health and safety protocols. This ensures that all team members are aligned with project expectations from day one.

2. **Competency-Based Programs:**
   Subcontractors and staff will undergo competency-based training, which includes case studies, lessons learned, and industry-specific scenarios relevant to social housing. This will ensure that both new and existing subcontractors are equipped with the knowledge and skills needed to deliver quality results.

3. **Ongoing Support:**
   To ensure continuous improvement, we will provide ongoing support through regular performance reviews, coaching, and refresher training. This will help subcontractors stay up-to-date with changes in procedures, regulations, or contract requirements.

4. **Skill Transfer:**
   By transferring these valuable skills and knowledge gained from our national experience to Tasmania, we are committed to creating a positive, collaborative environment where local SMEs and subcontractors are empowered to grow, thrive, and succeed.

Promoting Apprenticeships and Training Opportunities
Lake Maintenance is committed to fostering workforce development, with a strong focus on apprenticeships and traineeships. Drawing from our national experience across WA, NSW, SA, QLD, and VIC, we will continue to offer valuable training and employment opportunities in Tasmania. This will include apprenticeships, traineeships, and targeted opportunities for Indigenous workers, aiming to provide job-ready skills in the social housing maintenance sector. We will prioritise subcontractors who are committed to employing apprentices and trainees, especially those focused on underrepresented groups.

Through collaboration with subcontractors and employment service providers, we will create clear pathways for apprentices and trainees, ensuring they receive the necessary training to succeed. Additionally, we will provide support to subcontractors who employ apprentices, helping them improve their training programs and operating efficiency. Our approach will include recruiting apprentices through various channels, such as subcontractor websites, local schools, recruitment agencies, and media outlets, ensuring a diverse and skilled workforce for the duration of the contract.

By transferring these valuable skills and knowledge gained from our national experience to Tasmania, we are committed to creating a positive, collaborative environment where local SMEs and subcontractors are empowered to grow, thrive, and succeed. Please see Attachment 3 - LM-QEW-PLN National Apprenticeship Plan

Broader social and economic opportunities

Are there any other benefits that your organisation or this specific contract will provide to the Tasmanian economy?

Driving Economic Growth in Tasmania:

Lake Maintenance has the capability to deliver significant and far-reaching benefits to Tasmania's economy through this General Maintenance Services Contract. In addition to directly creating new full-time positions, we will engage over 100 local subcontractors, contributing to a robust network of suppliers and service providers across the state.

This approach not only strengthens Tasmania's supply chains but also helps stimulate local economic growth. By prioritising the sourcing of materials and products locally, we reduce reliance on imports and directly support Tasmanian businesses. These long-term partnerships will ensure that the benefits of this contract extend well beyond its completion, fostering growth within the building and construction sectors.

Fostering Diversity and Inclusive Employment:

Lake Maintenance is dedicated to promoting diversity and inclusion through our Reconciliation Action Plan (RAP) and a suite of policies, including our Cultural Inclusion Plan, Disability Action Plan, and Indigenous Employment & Enterprise Plan. These initiatives will ensure that disadvantaged groups, including Indigenous Tasmanians, benefit from fair employment opportunities.

We will work closely with social enterprises and local employment service providers to support the creation of pathways for these groups, empowering them with skills and long-term employment prospects. Our approach aligns with Tasmania's vision for a more inclusive workforce and will contribute to reducing unemployment rates in the state.

Promoting Sustainability and Environmental Responsibility:

Lake Maintenance is committed to introducing environmentally sustainable practices that will have a lasting positive impact on Tasmania's environment. Through energy-efficient measures, such as the use of energy-efficient materials and appliances, we will reduce energy consumption across all projects.

We will also implement responsible water management and waste minimisation practices to ensure ecologically responsible operations. Our green initiatives include the sourcing of sustainably produced materials and adherence to waste management protocols that reduce our overall environmental impact.

To further support sustainability, we will reduce the carbon footprint of our operations by encouraging local staff and subcontractors, minimising travel requirements. Additionally, we will utilise innovative technologies such as 3D Virtual Tour Inspections to reduce the need for physical site visits, helping to cut emissions and enhance operational efficiency. These efforts will contribute significantly to improving environmental responsibility across the project and aligning with Tasmania's sustainability goals.

Skills Development and Training Opportunities:

Lake Maintenance is dedicated to developing the local workforce by creating apprenticeship and traineeship opportunities. We plan to employ at least 10 apprentices across various trades, including

carpentry, plumbing, and general maintenance, with a focus on employing individuals from underrepresented groups, including Indigenous Tasmanians.

By partnering with local employment providers and educational institutions, we will ensure that these apprentices and trainees are fully equipped with the skills required for long-term success in the building and construction industries.

Through our Apprenticeship and Employment Strategy, we will also prioritise subcontractors who are committed to employing and training apprentices, ensuring that skills development is a core part of the contract. Our commitment to creating job-ready professionals will help bridge the skills gap and provide disadvantaged groups with valuable career pathways.

Supporting the Community and Giving Back:
Beyond our business operations, Lake Maintenance is deeply committed to supporting the Tasmanian community through sponsorship, volunteering, and in-kind contributions. We recognise the importance of connecting with the local community and contributing to projects that benefit the wider public. Whether through supporting local events or contributing to charitable causes, we will ensure that our involvement goes beyond business as usual and strengthens our relationship with the Tasmanian community.

Our efforts to promote sustainability, create employment opportunities, and give back to the community demonstrate our long-term commitment to making a positive impact in Tasmania, ensuring that the benefits of this contract extend far beyond the workplace.

Will this contract lead to new skills or expertise being developed within Tasmania?
This contract will provide significant opportunities for skills development within Tasmania, leading to both immediate and long-term benefits for the local workforce. We are committed to developing and enhancing the skill sets of Tasmanian subcontractors, tradespeople, and employees through targeted training, mentorship, and knowledge transfer.

Opportunities for Skill Development:
- The contract will provide significant opportunities for the local workforce to gain new skills and enhance their capabilities.
- We will focus on subcontractors who are committed to continuous training and skill development.

Transfer of Knowledge & Best Practices:
- Tasmanian subcontractors will benefit from the transfer of knowledge and expertise gained from managing successful contracts across NSW, SA, QLD, and VIC.
- Our existing teams will share industry best practices and standards with Tasmanian businesses.

Targeted Training Programs:
- Structured training will be implemented to develop specialised skills tailored to the social housing maintenance sector.
- Emphasis on disability awareness, cultural inclusion, and tenant engagement to ensure a well-rounded and community-focused workforce.

Asset Management Skills:
- Local subcontractors will gain expertise in managing the lifecycle of public housing assets, improving operational efficiency and effectiveness in service delivery.

Cutting-Edge Technology:
- 3D Virtual Tour technology will be introduced, providing subcontractors with the opportunity to work with innovative tools that contribute to efficiency, cost-saving, and sustainability.

Support for Long-Term Unemployed:

- We will engage with local employment services to provide opportunities for the long-term unemployed.
- Training and on-the-job experience will be provided to help individuals from disadvantaged backgrounds build career paths in the construction and maintenance sectors.

Building a Stronger Local Workforce:

- These efforts will foster a more inclusive workforce, reducing unemployment and creating long-term career opportunities in Tasmania's building and construction industries.

Through these initiatives, we are confident that the contract will significantly enhance the skill sets and expertise of Tasmania's workforce, contributing to both immediate and long-term economic benefits.

Will trainees or apprentices be appointed? If yes, how many and in which profession?

Yes, traineeships and apprenticeships will be an integral part of our workforce strategy. In line with our National Apprenticeship Plan we aim to create apprenticeship opportunities in various fields, including carpentry, plumbing and electrical work.

We will work closely with our subcontractors to create pathways for at least 10 apprentices and trainees annually. These apprenticeships will receive valuable hands-on experience, ensuring that young people and underrepresented groups gain the practical skills necessary for long-term employment in the trades sector. We will further ensure that a portion of these positions are reserved for individuals from disadvantaged backgrounds, including Indigenous Australians.

Please see Attachment 3 - LM-QEW-PLN National Apprenticeship Plan

Does your organisation provide opportunities for pathways to employment for disadvantaged Tasmanians?

Lake Maintenance is dedicated to supporting disadvantaged Tasmanians by providing clear pathways to employment. We will partner with local employment services and community organisations to target individuals who face barriers to employment, including those from Indigenous backgrounds, long-term unemployed, and other marginalised groups. We will actively engage with these communities through local job fairs, training workshops, and outreach programs, offering apprenticeships and traineeships to help individuals develop the skills they need for sustainable employment. By prioritising diversity and inclusion in our recruitment process, we will ensure that opportunities are accessible to all.

Do you support the Tasmanian community, for example through formal support, sponsorship, volunteering or in-kind support?

Lake Maintenance is committed to giving back to the communities we operate in. In addition to our focus on local employment, we support the Tasmanian community through various forms of engagement. This includes sponsorship of local events, volunteering initiatives, and in-kind support for local causes. We believe in building strong community relationships and will continue to foster these ties throughout the duration of the contract. Our community-focused approach ensures that we are not just working within Tasmania but are actively contributing to its social and economic well-being. Whether through local charity partnerships, sponsoring local events, or supporting environmental initiatives, Lake Maintenance aims to leave a positive and lasting impact on Tasmania's communities.

By aligning with local SMEs, creating sustainable employment pathways, and prioritising community engagement, Lake Maintenance will help drive long-term positive outcomes for Tasmania's workforce and economy.

Local innovative solutions

Does your submission involve adding value to imported goods or services through local development or innovation?
No

Is your organisation developing strategies to provide goods or services to the Tasmanian economy that have historically been imported from interstate or overseas?
No.

Does your organisation offer any innovative solutions that might benefit the broader Tasmanian community and economy? Provide details.
Yes. At Lake Maintenance, we continuously strive to introduce innovative solutions that drive cost efficiency, sustainability, and improved service delivery for our clients. Through the development and implementation of advanced technologies and processes, we aim to streamline maintenance operations, reduce environmental impact, and enhance the overall customer experience. If successful, we will introduce key innovations and value-added opportunities to the Homes Tasmania General Maintenance Services Contract. Please see Attachment 14 - Innovation & Value-Added Opportunities

Completed and endorsed	Michael Shade Business Development Manager ..... (Name and position – print) Lake Maintenance (ACT) Pty Ltd ..... (Supplier name) [redacted] ..... (Signature) 22/04/2026 (Date)

*A Tasmanian SME is a Tasmanian business employing less than 200 people