



**Bedford Group** 

Year in Review 2022/23

Supporting people with disability to live the life they choose.

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ON THE COVER: Bedford CEO, Myron Mann discussing 5-year strategy with employee, Lee





# Board and Committee Members

Richard Hockney, Chair
Janet Miller, Deputy Chair
Tim Covark
Paul Edginton
Jayson Gough
Matthew Hender
Wayne Lyons
Erin McCarthy
Prue Reid

#### **Sub Committees**

Culture, Renumeration and Nomination Committee Audit and Risk Committee Service Governance Committee Finance and Investment Committee

#### **Committee Members**

Ann-Marie Chamberlain

**Michael Francis** 

Juanita lelasi

Kate Ireland

David McGown

**David Sanders** 

Ian Stone

**Nicole Sykes** 

Mark Watson

Michaela Webster

Rebecca Wilson

# Chair and Chief Executive Officer Report

On behalf of Bedford's Board and Executive team, we are pleased to provide you with the 2022/23 Year in Review. Staying true to our purpose of supporting people with disability to live the life they choose, Bedford has embarked on its bold and contemporary strategy to create new pathways into different forms of employment and training programs. To do this, Bedford will make its biggest investment in its 78-year history.

We recognise that finding meaningful jobs in the community for people with disability is not always easy. In response to this, Bedford has established a portfolio of social enterprises which will operate across a range of industries. These enterprises will provide open employment and the opportunity to earn an award wage. Bedford's new Advisory service will support employees to transition, should they wish.

Bedford's first social enterprise opened in March 2023, known as Cultivate Food and Beverage. This purpose-built commercial kitchen is partnering with iconic SA food and beverage brands and providing people of all abilities hospitality jobs at award wages. A new construction and landscaping depot has been completed at Totness and will become the home of the second Bedford-backed social enterprise, GreenInc in FY24. GreenInc will service large scale construction and landscaping partners, while APG will continue to service our many gardening maintenance customers and provide supported employment.

To prepare for the launch of our third social enterprise, 53 supported employees at Panorama participated in an Open Employment trial within Bedford's manufacturing business. Successful participants will transition to the new enterprise in October 2023, to be known as Dovetail Advanced Manufacturing. Dovetail will be one of the founding operations at a state-of-the-art facility to be built in Salisbury by 2025, with joint venture partners Leyton Property and Leyton Funds. Co-located will be a second site for Cultivate Food and Beverage, with hospitality retail offerings.

Choice is core to Bedford's purpose when it comes to providing employment. For those who don't wish to transition into open employment, Bedford is looking at different business models that will offer meaningful supported employment within a range of industries. These workplaces will be contemporary, embrace technology and provide jobs of the future.

We believe our strategy is on track with what we expect the Commonwealth government to adopt from the recommendations included in the Disability Royal Commission report and the NDIS Review to be released later this calendar year. Bedford continue to work directly with the Government, in particular the Disability Employment Reform Team and advocacy groups such as the NDS and Alliance20 to ensure we have a voice in shaping the future.

Our learning and social programs continued to grow in FY23, with an additional Day Options site opening at Torrensville. A new Learning and Experiences Hub is also being built in Mount Gambier, in response to community need for more upskilling and pathways to employment for people with disability, in addition to rewarding social and community programs. We've had to make some hard decisions this financial year to advance our plan, and this meant closing down sites that were no longer fit for purpose, including Millicent, and the ageing site at Torrensville. We are pleased to report that employees have been successfully redeployed, retired, or supported into new services to continue their connection with Bedford.

In this first full fiscal year of our 5 Year Strategic Plan, Bedford reported total income of \$85.7M, a 5.5% increase on FY22. The group reported a loss for FY23 of \$3.2M, which represented a \$3.4M improvement on the FY22 result. Despite the loss, there was a positive cash generation of \$3.2M for the year.

Significant investment was made in restructuring the organisation to ensure we are positioned to deliver the 5 year forward strategy. The improvement in FY23 has been encouraging and the successful execution of our strategic plan will see Bedford return to a break-even position in FY24 and sustainable profits from FY25.

The disability sector remains under financial pressure and one of the key areas of the NDIS Review is sustainability of both NDIS and the provider organisations. Sector benchmarking continues to flag that over 70% of NDIS providers lost money in FY23.

In March 2023, we welcomed three new Board members, Paul Edginton, Tim Covark and Wayne Lyons. They each bring important skills and expertise, together with unique lived experience of disability. Their inclusion provides added depth to our existing skills-based Board, and a strong representative voice for clients. To further add to the diversity of thought and knowledge, we appointed 11 new Committee members (listed on Page 3) across four Board Committees, which will provide best-practice governance, increased efficiencies, and successionplanning. The need for additional Executive leadership was identified in the areas of Finance and Marketing and we welcomed a new CFO and CMO in December 2022.

To all our employees, clients, staff, families, Ambassadors, supporters, and business partners, we want to say thank you for your important contribution and making the Bedford community so strong, inclusive and remarkable.

Myron Mann

**CEO** 

Nyvon AFLIO Richard Hockney

Chair





# 2022/23 Milestones



# The Bedford Community

Staff	
Metropolitan Adelaide and Regional South Australia	530
Cultivate Food and Beverage at Brooklyn Park	16

Supported Employees		
Metropolitan Adelaide		
Panorama, Gepps Cross, Elizabeth, Tonsley	712	
APG – Pooraka, Panorama, Lonsdale, Edinburgh	/12	
Regional South Australia		
Port Pirie, Kadina, Mount Gambier, Port Lincoln, Whyalla	129	

Day Options and Experience Clients		
Metropolitan Adelaide		
Day Options - Panorama, Torrensville	102	
Experiences – South and North West	168	
Regional South Australia		
Day Options and Experiences - Port Lincoln, Whyalla, Port Pirie, Wallaroo	168	

Residents	
Clapham (Balyana)	47







# Strategy Updates

### **Supported employment**

Bedford is committed to providing choice and pathways into different employment settings across the state. We recognise that open employment is not the preference for all employees and Bedford is committed to growing its business partnerships to ensure it provides a diverse range of jobs for people with disability. This could be within Bedford or as labour hire with groups of employees in the community.

It is evitable that change will occur in supported employment as a result of the Disability Royal Commission and NDIS Review. As the largest disability employer in South Australia, Bedford continues to work directly with the Government and Advocacy groups to have voice in the future of supported employment.

Moving forward, we are understanding the feasibility of different business models that will offer meaningful and contemporary roles in the future that meet jobseeker expectations.

### **Advisory Services**

To support the transition of employees into new workplaces or forms of employment, Bedford has established an Advisory Service. This Advisory Service is available for current employees and organisations who may want to inlcude Diversity and Inclusion Training to their wider workforce, or jobseekers outside of Bedford.

Whilst in its infancy, Bedford Job Coaches assisted two employees to successfully undertake an open employment trial with R.M. Williams. Job Coaches support employees with meeting the expectations and requirements of their new role, ensuring they are set up for success.

## **Social Enterprises**

In response to the lack of job opportunities for people with disability in the community, in FY23 Bedford created its own portfolio of social enterprises that offer open employment and award wages. Three enterprises have been identified in the first phase of Bedford's strategic plan and cover a range of diverse industries, each with their own identity and branding.



Learn more about this exciting enterprise

In March 2023, Cultivate Food and Beverage opened at a purpose-built commercial kitchen in Brooklyn Park. The enterprise also offers cold storage and a state-of-the-art culinary school that provides open employment and training in hospitality for more than 30 people. Cultivate has secured commercial partnerships with local and national producers and not-for-profits such as Foodbank SA to produce a range of quality food products.

The second enterprise GreenInc, a landscape construction company, will grow out of our own APG supported employment, planned for opening in October 2023. GreenInc will employ a minimum of 20% of people with disability on full award wages and offer a pathway into open employment for supported employees through APG.

In preparation for the launch of our third social enterprise, 53 supported employees at Panorama participated in an Open Employment trial within Bedford's manufacturing business. Successful participants will transition to Dovetail Advanced Manufacturing, the third Bedford-backed social enterprise in October 2023. Dovetail will be one of the founding operations at a state-of-the-art facility to be built in Salisbury by 2025 and will be co-located with a second site for Cultivate Food and Beverage.

### **Innovation, Research and Partnerships**

In May 2023, Bedford was successful in securing a grant through the Department of Agriculture, Fisheries and Forestry under the Accelerate Adoption of Wood Processing Innovation Program, to the value of \$3.14 million. The grant will fund new automated and innovative machinery at Bedford's Mount Gambier timber mill, and to facilitate further site upgrades such as a new Baghouse, that will enable operations to become a world-class advanced manufacturing timber facility, capable of providing globally competitive timber processing services.

An advanced manufacturing partnership was formed with X Frame, a circular building system specifically designed for end-of-life deconstruction, reconfiguration and reuse. To form part of the Dovetail social enterprise in the future, the lightweight flat-pack timber framing system provides diversity in jobs and skill-building for employees, and opportunities to work across more of the manufacturing supply chain.

Bedford continues to actively develop mutually beneficial business partnerships that offer employees the chance to take transferable skills to organisations who have workforce shortages and want more inclusion and diversity in their workplace. Several partnerships are in discussion with South Australian businesses, which will be supported by Bedford Job Coaches.

In a showcase of true community partnerships, in April 2023, Bedford opened a larger aquaculture shed in Port Lincoln to further service the local seafood industry. Thanks to community generosity, the local Rotary Club, Port Lincoln Council, Bendigo Bank, the Sarin Family and other local groups and charities came together, raising more than \$140,000 to build the shed. The larger facilities allow for more jobs for people with disability in the local region.

In FY23, Bedford also invested in research with Flinders University to improve the health and wellbeing outcomes of people with disability using Virtual Reality (VR). Participants were encouraged to undertake regular physical exercise through a high-tech gaming program that builds positive exercise habits and reduces their increased risk of early-onset cardiovascular disease, stroke and heart attacks.



To measure the social impact of Bedford's strategy of providing open employment opportunities, we partnered with Flinders University. The study quantifies the positive social benefit of transitioning supported employees (under the NDIS model) into open employment (on a full wage) and identifies the real-world benefits of the social good attached to this transition for individuals, businesses, the community, and the wider economy. The Flinders model identified 14 different initiatives that have a positive social benefit creating a significant Social Return on Investment (SROI).

Bedford encourages all members of its community to stay active and social, both inside and outside of work and our programs. The Bedford Community League is Football SA's (Soccer) inclusive competition providing opportunities for athletes with a disability. As the major sponsor since 2019, Football SA and Bedford have worked closely to produce an inclusive community where people of all abilities can experience and explore their love of football through different programs, tournaments, and events such as the Phoenix Cup. Bedford is also the major sponsor of the Goodwood Saints Football (AFL) inclusive team, who are fully integrated into the club and enjoy use of club trainers and physios.

#### **Business Solutions**

As a diverse portfolio of businesses across the state, Bedford is well placed to provide solutions to a wide range of industries whether it be quality goods, services or labour. This year, Bedford has further recognised one of the strengths - its most important asset, our people, which has led to a re-imagined supported employment offering. Not only can we service our customer's business needs through goods and services, Bedford can also respond to workforce shortages with labour hire of our loyal and skilled workers.

As we create new social enterprises and invest in new sites and facilities, it has opened up opportunities for new business partnerships. Work continues to expand the understanding of the broad range of solutions that Bedford can offer, particularly with our previous customer base who may only know Bedford for packaging solutions.

We welcomed over 20 new partners across the group, including R.M. Williams, Tradeware and Forza Global and re-engaged supply to major organisations such as PepsiCo and Kimberley Clark Australia. We continue to work collaboratively with valued long-term partner, Bunnings, who released a new line of Bedford built furniture to the market this year.

Our sales function established a sales platform that meets current and emerging market demands, maintaining its average three-year customer sales satisfaction rating of 96%, implemented over 22 initiatives that improved sales effectiveness, secured over 15 customer testimonials and seven expressions of interest in co-branding. Bedford aims to facilitate solid growth in sales, mission capacity and financial sustainability in FY23/24.

## **Day Options and Experiences**

Bedford Day Options and Experiences programs expanded their operations this year, with the opening of a new Day Options service at Torrensville, allowing options for alternate services in the western area following the closure of our Torrensville worksite. A new Learning and Experiences Hub is also in construction at Mt Gambier, co-located with the timber mill and will offer skill-building for home, independence and to become job-ready.

The programs maintained strong partnerships with community organisations such as RSPCA, Meals on Wheels (in regions) and CirKidz. Our most popular partnership over the summer months was with Surf Life Saving SA (SLS SA). The team worked with SLS SA to develop a purpose fit program to support clients to get out on the water and learn about water safety, providing them with confidence when they head to the beach. Clients fully immersed themselves in this inclusive experience that any other member of the community would receive if they joined a SLS program.

Metro programs also started attending Bradley Battens fun, friendship and fitness program. This is a fitness group developed and run by Bradley who has an intellectual disability himself and has developed the program to support others living with disability to improve their fine and gross motor skills through a fun and supportive environment.



#### Year in Review 2022/23



In February, Wallaroo Day Options formed a new partnership with the local bowls and croquet club where bowling staff run instructional sessions to increase skills, so clients can play competitive bowls and croquet in the community.

The Repurpose + Reimagine SALA Gallery was the biggest Bedford has held to date. In 2022, the exhibition was open for multiple days for the first time, with the Jackson Square venue space generously provided at no cost. Artworks from a range of media, from decoupage furniture to photography and acrylic artworks, were all on show over the 3-day open gallery. The annual Closing Night Celebration

was held for the contributing artists and their support networks to celebrate their achievements. A total of 22 artwork pieces sold on the evening and around \$600 worth of microenterprise items sold. A highlight was the addition of an award ceremony. Congratulations to Eloise Godfrey for winning the Butterfly Award, which recognised an artist who has gone above and beyond in their contributions to the SALA exhibition. Laura Thatcher, Eloise Godfrey, Reagan Connor & Liam Rankin took home the Group award, which recognised fantastic collaboration between a team to create a masterpiece that embodies the theme of the SALA exhibition.

#### **Residential Services**

Balyana, the home of Bedford's residential community located in the leafy suburb of Clapham, were honoured to receive the 2022 Enablement Award for Most Outstanding Supported Independent Living (SIL) Provider in South Australia this year. The Bedford Lotteries and Fundraising team relocated their base from the Torrensville site to Balyana, joining the 48 residents and 43 staff and adding to the strong sense of community that Balyana has always enjoyed.

# **Quality and Safeguarding**

Three external audits were conducted and passed this year with the highest compliance ratings. These include a Food Safety audit of the Panorama Packaging business unit ensuring customers can rely upon the highest standards for their food packaging needs. Kosher Certification was also attained.

Panorama and Elizabeth Hospitality Café Food Safety Plans underwent a successful stage 2 HACCP Audit. Upon completion, the auditor mentioned that employee knowledge of the plan was of a high standard and reflective of the effort dedicated to the food safety culture training at Bedford.

Hazard Identification Reporting has increased at all Bedford locations this year, resulting in a direct decrease in lost time due to injury or for medical reasons. Consultations about Worker Wellness Training with Gallagher Bassett inhouse psychologists were also undertaken, and a plan for Self-Care Wellness Awareness training for all workers will commence early next financial year.

The Safeguarding Team onboarded a Restrictive Practice Officer to oversee Bedford's Restrictive Practice Framework, which includes the mandatory role of an Authorised Program Officer. The team has continued to excel in maintaining strong relationships with the NDIS Quality and Safeguards Commission and sector stakeholders whilst also building on internal relationships by enhancing safeguarding practices. Bedford successfully passed the mandatory NDIS audit affirming Bedford's commitment to the highest standards of person-centred services and support.

# **Community Engagement**

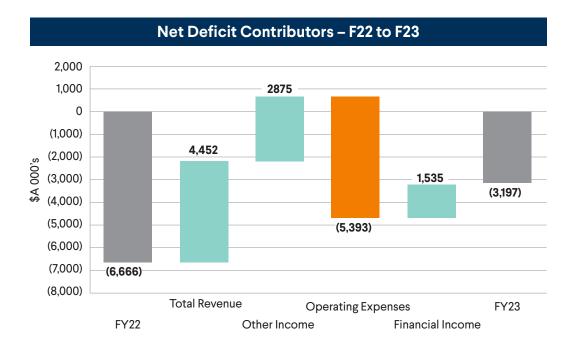
As part of Bedford's client engagement strategy, we established a Client Reference Committee (CRC). This was formed as a partnership with Our Voice SA through Purple Orange. Chaired by an external representative, the CRC supports a two-way communication channel between Bedford and Clients. Bedford will work closely with the eight appointed CRC members to build greater understanding and participation, to better shape decisions and work towards a common goal of achieving positive outcomes for Clients.

Over the next twelve months, the CRC will participate in a series of six capacity-building and advocacy workshops, along with five meetings. Our Voice SA has assigned a Project Leader, Project Officer, and Peer Mentor (a mentor with intellectual disability) to support the CRC. In addition, the Chief Operating Officer Bedford Services and Advisory and General Manager Client Engagement are actively involved in the committee's activities.

Bedford Community Connect meetings continue to offer an important forum to engage with and inform our community on sector updates, strategic plan progress, Bedford's change program in response to our external environment, as well as provide a valuable networking time. The Executive Leadership travelled to all regionals sites to ensure our entire community is connected and informed.

# Financial Summary

Profit & Loss (\$A000's)	FY23	FY22
Total Revenue	85,672	81,220
Other Income	3,460	585
Operating Expenses	94,065	88,672
Operating Deficit	(4,933)	(6,867)
Financial Income	1,736	201
Net Deficit	(3,197)	(6,666)



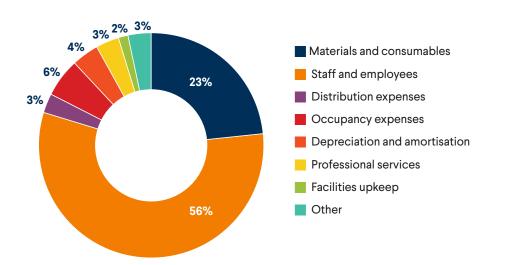




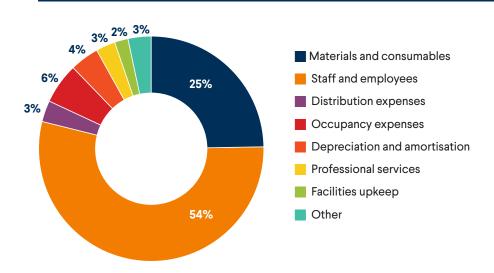


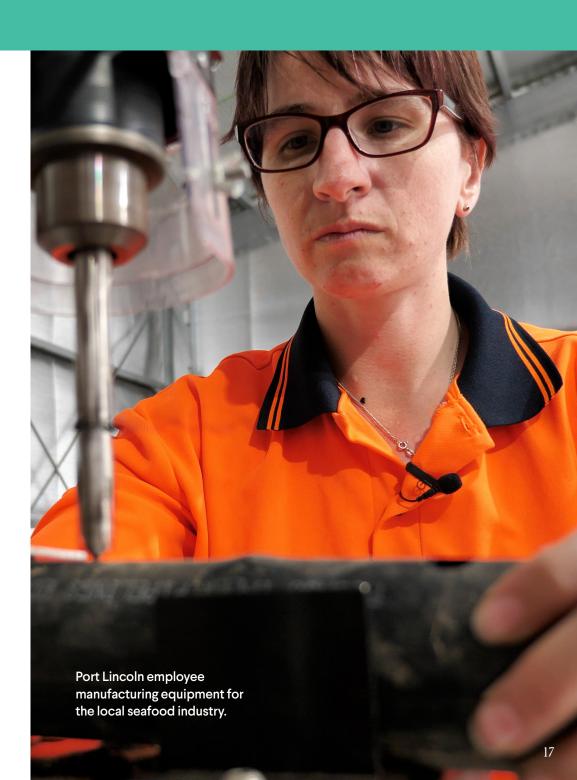


### **Operating Expenses FY23**



### **Operating Expenses FY22**





Balance Sheet (\$A000's)	FY23	FY22
Total Assets	76,489	70,854
Total Liabilities	26,426	18,165
Net Assets	50,063	52,689
Reserves	14,632	13,777
Accumulated Funds	35,431	38,912
Total Equity	50,063	52,689

\$32.9m FY22 - \$28.6m Property, Plant & Equipment Asset Growth & Redeployment 15%

\$24.8m FY22-\$23.2m Investment Fund Strong growth in FY23
6.9%

\$8.2m
FY22 - \$2.9m

Lease Liabilities 183%
Sale and Leaseback of Properties

\$6.0m
FY22 - \$2.7m

Cash & Equivalents
NDIS Debtor Collection and WC Management

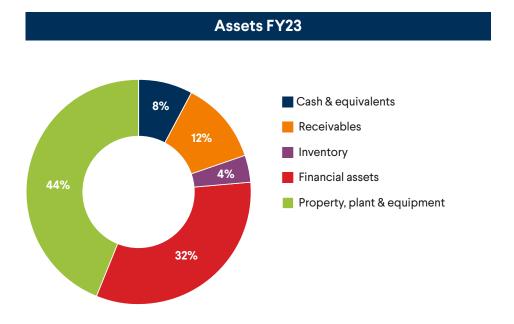
122%

\$8.7m

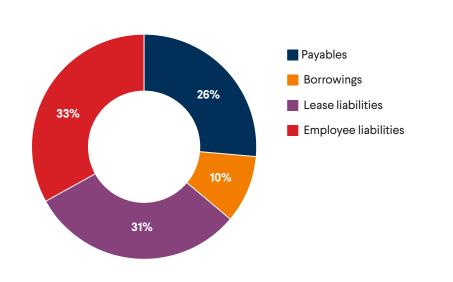
FY22 - \$7.2m

Employee Liabilities

Ageing Workforce and Wage Increases



#### **Liabilities FY22**



Cash Flow (\$A000's)	FY23	FY22
Net Cash from Operations	2,675	(4,916)
Net Cash from Investing	1,788	4,549
Net Cash from Financing	(1,209)	888
Net Cash Flow	3,254	521
Opening Cash and Equivalents	2,714	2,193
Closing Cash and Equivalents	5,968	2,714

\$2.7m
FY22 - (\$4.9m)
Cash from Operations
NDIS Debtor Collection and
WC Management

55%

\$6.7m
FY22 - \$4.8m

Property Sale Proceeds
Redeployment of Assets
per Strategic Plan

39.6%

A full version of our detailed audited financial statements for the year ended 30 June 2023 will be available at <a href="mailto:acnc.gov.au">acnc.gov.au</a>

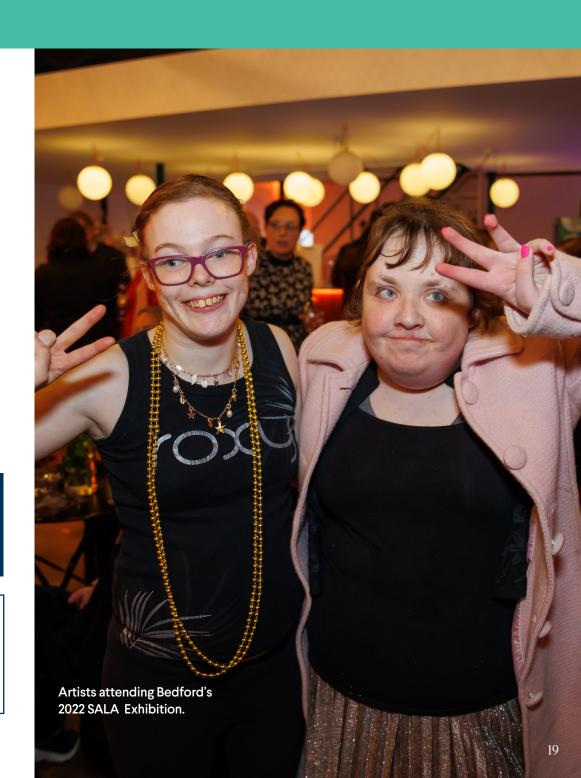
\$5.2m
FY22 - \$2.9m
Capital Expenditure
First Stages of 5 Year Plan
79%

\$1.3m
FY22-\$1.1m

Dividends and Interest on Investments

18.2%

on Investments
Strong Investment Fund Performance



# Ambassadors & Life Members



# **Kim Syrus**

From cookbooks to landscaping projects, the host of Channel Nine's Outdoors Indoors, Kim Syrus (pictured left) has filmed and featured Bedford several times, helping to spread the word about the great work of Bedford employees and staff.

Our affable APG Ambassador has also MC'd events and often drops in to our sites to visit our clients, share stories and a laugh.

### **Tom Doedee**

Not only a talented AFL footballer, Tom Doedee (pictured right) is a much loved 'hero' when he visits Bedford. This year he kindly launched Bedford's Gather Round competition with employees and staff.

As a Bedford ambassador, Tom has spoken to many employees about the importance of life goals over the years and has had an incredible impact. His commitment has been officially recognised by the Adelaide Football Club with a Crows Children's Foundation Community Leadership Award.





### **Honorary Life Members**

Mrs R Davison

Miss G Dickson

Mr R Domaschenz

Mr C Dunsford AM

Mrs L Fuss

Mr JC Goodall

Mrs S Hateley

Mrs A Heyworth

Mr KF Kelly AM

Dr NH Kirby

Our Honorary Life Members have all provided exceptional service to Bedford and the disability community in their own special way, but with the common theme of passion and dedication. We thank all of our Life Members for their valued contributions.

Mrs ER Atwell Mr D and Mrs J Knight Mr KC Rogers OAM Mr S and Mrs ED Mrs D Shaw Dr G Bethune Kosmala OAM Dr AB Black OAM Mr A Somerville Mrs S Kuchta Ms A Bolkus and Mr RJ Styling Mr M Dwyer Mr S Liebhardt **AFSM OAM** Mrs CM Brown Mrs J MacFarlane Mr I Terry and Mrs M Terry Mr M Makrid Ms VK Bryant Mr JA Uhrig AC Mr EM Byrt Mr BP Martin AO and Mrs J Von Stanke Mrs M Martin Mr M Chappel Mr PG White

The Hon RG Matheson

AM KC

Mrs BD Morish

Sr M O'Connell

Mrs R and

Mr HD O'Connor AM

Mrs Faye Packham

Mrs H Pitt

Mrs N Pullen

Mrs TM Pye

Mr T Robins OAM

Mrs M Shannon AM OAM \*

Mrs BC Mudge \*

Mrs F Whyte

Mrs A Tiddy \*

\* Member deceased

# Supporters and Fundraising

We extend our gratitude to all those who supported Bedford with either financial or in-kind donations, particular those who bequeathed gifts in wills and major donations. These generous donations help us to deliver our purpose of supporting people with disability to live the life they choose. As a registered charity, Bedford is committed to using donations from our supporters responsibly and ethically.

We also respect the request of donors who do not wish for their donations to be publicly disclosed.

In FY23, Bedford undertook a range of fundraising initiatives:

#### Lotteries

Bedford Lotteries continue to raise much-needed money to support people with disability in the areas that the NDIS does not fund. It's a fantastic activity for all involved. Kerry, winner of a lovely new first-prize Corolla in the end of financial year lottery this year, said "I'll keep buying tickets because I want to support the great work Bedford do."

### **Charity Partnerships**

As a valued supporter for nearly 20 years, Drakes Supermarkets kindly donated more than \$28,500 as part of the Drakes Charity Show Bag initiative in 2022. Not only does this partnership give valuable funds back to the local disability community, it also provides jobs for Bedford employees when packing the bags.

This year, Bedford partnered with Direct Collect, a social enterprise that is recycling for good causes. Their bin collection service provides homes and businesses with a dedicated light blue bin to pop your 10 cent refundable bottles, cans and containers into. Bedford can be nominated as the charity to receive the funds. Enviro and Social Good!





Above: Bedford was one of five charity partners sharing over \$142,000 from the 2022 Drakes Charity Showbag initiative.
Left: Direct Collect driver.

## **Appeals**

Acknowledgement and thanks to supporters of our bi-annual Appeals, which contributed to providing specialist trainers and facilitators for Bedford's Day Options and Experiences programs and regional site upgrades this year.



THE GENEROSITY OF
THOSE WHO ATTENDED
WILL HELP BEDFORD
OFFER OPPORTUNITIES
AND CHOICE FOR PEOPLE
WITH DISABILITY TO
REACH THEIR GOALS
AND GAIN INCREASED
INDEPENDENCE

- Myron Mann Bedford CEO

### **Bedford Gala**

More than 500 people were dazzled by a spectacular light show at Bedford's 'Future is Bright' Gala Evening – a brand new dedicated fundraising event for Bedford in 2023. Held at the Adelaide Convention Centre, the event was hosted and DJ'd by the hilarious 'Berlin boy wonder', Hans, and featured live music from South Australian indie pop band, Bermuda Bay – the vibrancy and energy signalling a new era for Bedford.

Guests entered the venue through a light tunnel, were seated beneath a circle of neon lights and were treated to a unique and immersive light photography experience.

The theme of the evening centred around the light spectrum and how individual beams make up all the colours of the rainbow, representing the diversity within the Bedford community. Several Bedford employees and clients told their powerful stories awash in rainbow colours. Funds were raised to support more jobs, opportunities, and a beaming future for people with a disability in SA.

We look forward to the next Gala in May 2024!





### **Bedford Phoenix Inc**

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ABN: 24 839 364 005

# Connect with us











blendcreative.com.au