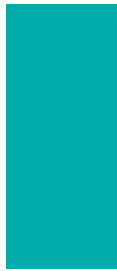


# ANNUAL REPORT

2013/14



# CONTENTS

<b>OUR MISSION, OUR VISION, THE BEDFORD VALUES</b> . . . 01	<b>ACTIVITIES</b> . . . . . 20
<b>A MESSAGE FROM OUR PATRON</b> . . . . . 02	PACKAGING . . . . . 22
<b>HIGHLIGHTS OF OUR YEAR</b> . . . . . 04	APG . . . . . 26
<b>CHAIRMAN'S FOREWORD</b> . . . . . 06	HOSPITALITY . . . . . 28
<b>CHIEF EXECUTIVE'S REPORT</b> . . . . . 08	MANUFACTURING . . . . . 32
<b>COMMUNITY ENGAGEMENT</b> . . . . . 12	REGIONAL SERVICES . . . . . 36
FUNDRAISING EVENTS AND ACTIVITIES . . . . . 12	TRAINING . . . . . 40
CELEBRATIONS AND PARTNERS . . . . . 13	RESIDENTIAL SERVICES . . . . . 42
VOLUNTEERS . . . . . 13	DAY OPTIONS . . . . . 44
FAMILY NETWORK . . . . . 15	<b>GOVERNANCE</b> . . . . . 46
ACHIEVEMENT AWARDS . . . . . 16	BOARD OF DIRECTORS . . . . . 46
YEARS OF SERVICE . . . . . 16	EXECUTIVE TEAM . . . . . 48
OUR AMBASSADORS . . . . . 17	BEDFORD FOUNDATION . . . . . 51
	CORPORATE GOVERNANCE STATEMENT . . . . . 52
	<b>SUMMARY FINANCIAL REPORT</b> . . . . . 54
	FINANCIAL COMMENTARY . . . . . 54
	AUDITOR'S LETTER . . . . . 60
	<b>THANK YOU</b> . . . . . IBC

## HONORARY LIFE MEMBERS

Mrs E R Atwell  
Ms A Bolkus  
Mr E M Byrt  
Mr B L Cornish OAM  
Mrs R Davison  
Mr R Domaschenz  
Mr M D Downer  
Mr J F Dunkley  
Mrs L Fuss  
Mrs S Hateley  
Mr R D Hill-Ling AO  
Mr M A Kinnaird AC †

Mrs B King  
Dr N H Kirby  
Mr D Knight  
Mrs S Kuchta  
Mr S Leibhardt  
Mr B P Martin AO  
Mrs J Martin †  
Mrs M D Marshall  
The Hon R G Matheson AM QC  
Mrs J MacFarlane  
Mrs B C Mudge  
Sister M O'Connell

Mr H D O'Connor AM  
Mrs H Pitt  
Mrs N Pullen  
Mrs T M Pye  
Mrs M Shannon AM OAM  
Mrs E Shaw  
Mr A Somerville  
Mrs J Von Stanke  
Mrs A Tiddy  
Mr J A Uhrig AC  
Mrs B E Worley AM †

# OUR VISION

The people trusted to change lives

# OUR MISSION

We are a trusted and sustainable business that changes the lives of people with disability by building their skills to participate in the community

# THE BEDFORD VALUES

We work harder

We care more

We are trustworthy, honest and authentic

We laugh often

We are a big family

We think and act commercially

We are resilient and flexible

We believe in real work and real experiences

We embrace diversity

We are always looking for a better way

We live for our customers

**We are Bedford**

# A MESSAGE FROM OUR PATRON



**I am pleased to contribute my warm congratulations to Bedford for another year of diverse support to South Australians with disability.**

In my final year as Governor of South Australia I have been delighted to attend both the Bedford Awards Day and the *Abilities for All* Graduation in July 2013. Both are truly heart warming events, showcasing the important role of Bedford in our community. The invaluable sense of pride and satisfaction was evident on the faces of so many graduands and award recipients, as well as the families and friends present in support.

I am buoyed to observe Bedford's stronger position over this financial period, a remarkable achievement and an indicator of the dedication Bedford has shown since 1945 to provide ongoing opportunities to people with disability in this state.

I wholeheartedly thank everyone who has supported Bedford over the past year; the vital, life changing services provided by Bedford across South Australia and indeed the country are profound and truly remarkable.

Please accept my best wishes for your continued ongoing success into the future.

A handwritten signature in black ink, appearing to read 'Kevin Scarce', with a stylized flourish at the end.

**Rear Admiral Kevin Scarce**  
AC CSC RANR  
Governor of South Australia

---

## **VICE PATRONS**

Mr R D Hill-Ling AO

The Hon R G Matheson AM QC

Mr J A Uhrig AC

---

**BEDFORD PEOPLE**  
**AMANDA-ROSE**  
**SCHIPPER**

"Bedford makes me happy. I work here four days a week and every day feels happy to me."



# HIGHLIGHTS OF OUR YEAR



## SANDSTORM

Bedford was thrilled to be chosen as the charity of choice for the City of Onkaparinga's major sand sculpture event 'Sandstorm' in November 2013.

**Image:** Channel 9's Brenton Ragless with Bedford volunteers – November 2013



## ACHIEVEMENT AWARDS

Bedford's exceptional employees were recognised for their hard work, commitment and success in five ceremonies across the nation.

**Image:** Award recipients and staff from Bedford's Silverwater site in NSW – May 2014



## GRADUATION

197 graduates attended the *Abilities for All* Graduation, receiving nationally accredited qualifications earned through Bedford Training.

**Image:** Channel Ten's Jane Reilly with *Abilities for All* graduates – July 2013



## CITY-BAY 2013

Over 200 people donned the orange to join in Adelaide's iconic annual fun run, raising greater awareness of Bedford activities over a hearty post-run breakfast.

**Image:** City-Bay volunteers – September 2013



### BEDFORD BIG BBQ

The flagship fundraising event returned to the revamped Adelaide Oval, offered a fun networking lunch with a difference.

**Image:** Rick Weaver, Mary Weaver, Andrew Weaver and Sally Powell – February 2014



### BEDFORD BIG BATTLE

Corporate Adelaide rallied together to attend our popular quiz night, battling for the winner's trophy and fundraising for the Bedford family.

**Image:** Big Battle attendees Watson Fitzgerald and Associates – October 2013



### BALYANA'S 40TH BIRTHDAY

Bedford's supported accommodation and conference centre turned 40 this year, commemorating its significant presence over the past four decades.

**Image:** Gough Whitlam officially opens Balyana – 31 March, 1974



### YEARS OF SERVICE

233 Bedford staff and employees were acknowledged for their dedication to Bedford on the International Day of People with Disability, 3 December 2013.

**Image:** Adelaide Crows player Richard Douglas with recipients of the 40 Years of Service award – December 2013

# CHAIRMAN'S FOREWORD



## I am honoured to present Bedford's 2013/14 Annual Report.

In my ten years as Chairman of this vital organisation, I have witnessed considerable growth and transformation, however the results achieved in this financial period represent one of the most gratifying and remarkable to date.

It is highly satisfying to report a dramatic improvement in Bedford's financial performance, with the posting of a modest surplus representing a two million dollar turnaround over the previous year.

We are always mindful that the financial security of Bedford has a real and tangible impact on the lives of the many people we support across South Australia and the nation. I am proud to note this fiscal recovery was undertaken while maintaining a true commitment to enhancing the lives of people with disability and was tackled Bedford-wide with focus, dedication and heart.

In July 2013, the executive team implemented a number of initiatives to reposition Bedford; enhancing the performance of the commercial businesses, dramatically reducing overheads and streamlining operating processes. The divestment of the Youth Services business and the sale of CareerSystems to Maxima consolidated both resources and our service provision into areas of core competency and were aligned to our broader objectives, including fiscal security.

The Board is confident these difficult decisions were made with great consideration and capability and have laid the foundation for a more sustainable business, demonstrated by the remarkable turnaround in financial performance. Crucially, Bedford is now better placed to deliver the best possible outcomes for people living with disability, their families, carers and indeed our community.

It is also pleasing to note a remarkable year for staff development, with some 3,000 hours of formal classroom training provided to Bedford's 250 staff and the implementation of a highly successful internal communications program, utilising more frequent and personalised reporting and new media platforms. The Board was pleased to observe a tangible improvement in staff morale, engagement and productivity over the period.

Exceptional Board developments include the formation of an NDIS Working Group, designed to ensure Bedford's evolution and ongoing success under the National Disability Insurance Scheme (NDIS) and the completion of a strategic planning session, in which a revised and contextual Strategic Plan focusing on positioning Bedford for the NDIS was created. In light of this revised strategic plan, it was decided the Residential and Property Committee and the Strategic Service Development Committee would be discontinued to accommodate the broader focus on NDIS preparation.

During the period, a strengthened relationship with South Australian disability service provider, Phoenix Society, was established; with a view to exploring the benefits that an enhanced partnership might offer in light of the impending NDIS. An independent Board review was also undertaken, assessing all aspects of the Board's performance, including Board governance, committee effectiveness, relationships with Bedford management and an evaluation of the Chairman and Directors. I am pleased to report positive and reassuring results were provided to us by this independent consultant.

I once again extend gratitude to the Federal Government for its essential and ongoing funding of our employment programs. Without this financial support Bedford would be unable to offer the vital and broad service provision our reputation is based on. I also wish to acknowledge

Senator Mitch Fifield for his commitment and support for the sector and progressing the much needed reforms offered through the NDIS.

The continued role of the State Government of South Australia in providing funding toward our Day Options and Accommodation Services and our *Abilities for All* training program is also acknowledged and applauded. We thank the Minister for Disabilities, Hon Tony Piccolo MP for his commitment to positive disability policy development in South Australia.

After seven years as our Patron, I thank His Excellency The Honourable Rear Admiral Kevin Scarce AC CSC RANR, Governor of South Australia, for his support and attendance at our Awards Day and Graduation ceremonies. The ongoing commitment shown to Bedford throughout this period as Governor has been very meaningful to all at Bedford, not least our employees, members, trainees and their families; we wish His Excellency great satisfaction in the next chapter of his life. We also welcome incoming Governor, His Excellency The Honourable Hieu Van Le AO and look forward to sharing our meaningful celebrations and inspirational stories of change.

This year we also thank Elizabeth Clare for her ten years of dedicated service to our Board. The significant contribution and commitment provided by Elizabeth is duly noted and will be sorely missed. We also say goodbye to Sascha Detmold Cox and offer thanks for providing nine years of direction and focus to our Foundation Board.

Faye Packham's unprecedented fundraising achievements through the Quilters Guild of South Australia's Mystery Quilt Challenge must also be acknowledged; for this and her commitment as a Bedford Ambassador we are truly grateful. We also give thanks to our other dedicated Ambassadors, Jane Reilly, Amanda Blair and Andrew Costello for their promotion of Bedford's activities and passionate dedication to our cause.

I also acknowledge and thank Phillip Speakman for his 14 years of valued contribution to our Corporate Governance Board and offer thanks to Dr Neil Kirby, Greg Carey and Barbara Smith for their longstanding input to the Strategic Service Development Committee.

It is with a heavy heart we farewell Honorary Life Member Barbara E Worley, who passed away in May 2014. Barbara's remarkable, unparalleled commitment to Bedford spanned 33 years, including 20 years on the Board, giving witness to four successive Chairmen. After her retirement in 2001, Barbara remained committed to Bedford and was a regular attendee and supporter of our functions and activities.

I thank all Board members and sub-committee members for their ongoing commitment and focus and extend congratulations to our executive team and indeed all Bedford staff, who have shown particular dedication to Bedford over the financial year.

Lastly, I sincerely thank Sally Powell for her remarkable drive, focus and dedication. The exceptional results over the period speak for themselves and I am confident Bedford will continue to prosper under her leadership.

We must never forget that our most valuable contributors and the reason for Bedford's longstanding continuation, are our employees, members, residents and trainees. The individual stories of achievement, growth and transformation continue to provide me with great satisfaction.



**Colin Dunsford AM**  
Chairman

# CHIEF EXECUTIVE'S REPORT



I undertake this report inspired by the daily stories of empowerment, fulfilment and growth I have enjoyed first-hand over the year.

I am also enthused by Bedford's enhanced financial position over the period, a position reaffirming the future of our important and diverse offering to the many people we reach. This sense of achievement is tangible across our businesses and services and is attributable to our core Bedford culture; based first and foremost in our passion for enhancing the lives of people with disability.

Bedford's significant and unprecedented deficit in the 2012/13 period, the product of a particularly challenging operating environment, necessitated the difficult course of assessing and implementing cost savings across the organisation. A major restructure of the business was announced in July 2013 to create a more streamlined model reflecting the economic climate and to ensure our sustainable long term future.

As well as the inevitable reduction of businesses and services operating at significant loss, we focused on streamlining administrative processes, increasing productivity, reducing waste and improving service delivery. We shaped a 'smarter and leaner' operation whilst maintaining our vital and irreplaceable core services in employment, training, accommodation and day options.

This belt-tightening practice was collectively embraced and I was truly inspired by the individual and team stories of adaptation that came to me first hand. It was therefore extremely rewarding to have posted a small surplus for this financial year, thanks to the hard work and commitment of our entire Bedford family.

## DISABILITY POLICY AND THE NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

Bedford has continued with its strong commitment to help shape and improve Government disability policy over the past year; contributing to the development and review of various Federal and State Government initiatives and engaging with members of parliament on the direction of disability policy under the evolving NDIS.

We welcomed the opportunity to provide personal tours to the Member for Frome, Mr Geoff Brock, the Member for Boothby, Dr Andrew Southcott and Senator Mitch Fifield, Assistant Minister for Social Services; as well as meeting the numerous Federal and State politicians attending our important Awards Day and Graduation celebrations.

The past year has seen the NDIS continue to be rolled out across Australia with an expansion of the number of sites trialling the NDIS from July 2014, while in South Australia the Scheme will extend its eligibility to include children aged up to 13 years old. By the time the NDIS is fully implemented, it is anticipated that 460,000 people with disability across Australia, including 33,000 in South Australia, will be participants. At the turn of the decade, the disability support and employment landscape will have been radically transformed.

Bedford remains proactive in extending our understanding of the NDIS; establishing an NDIS Working Group of the Board and senior executive personnel; promoting broad engagement towards our NDIS readiness within Bedford and a range of external stakeholders; and participating in various external forums, committees and reviews. We are determined to ensure the enrichment of our services to meet the needs of people with disability and maintain our reputation as industry leaders within the exciting and evolving NDIS framework.

## OPERATIONAL ACTIVITIES

Bedford remains the largest Australian Disability Enterprise in South Australia, supporting 1,300 people with disability, including the 835 people we support in employment, the 100 people in our four Day Options facilities across the state and some 160 people in supported accommodation. Bedford also provided nationally accredited training to nearly 197 external students with disability through our highly regarded *Abilities for All* training program.

Our varied businesses and services have a presence in five metropolitan sites across Adelaide; five regional centres across South Australia and in our Silverwater packaging facility in New South Wales. In addition, Bedford continues to offer substantial contracts to other Australian Disability Enterprises nationally, raising vital revenue and indirectly supporting many more people with disability across the nation.

Despite these numbers and our broad reach, we remain deeply committed to providing individualised service and opportunity; we recognise that every experience with disability is unique and personal and our emphasis is on providing tailored pathways toward independence and growth.

Our commercial businesses performed well over the period, recovering modestly from increasingly competitive market conditions. Our ready-to-assemble Bunnings range is now exported not only across Australia, but into New Zealand and our Packaging business reported record numbers of processed items for many global and iconic brands; enabling Bedford to offer greater employment opportunities for people with disability.

## EVENTS

Our Annual Awards Day and *Abilities for All* Graduations are the most important dates in the Bedford calendar; highlighting and celebrating the meaningful stories of growth and hard work amongst our trainees, employees and Day Options members. This year we held our first Awards Day in Silverwater NSW, as well as events in Adelaide, Millicent, Wallaroo and Port Lincoln.

We were very excited to return our Big BBQ to Adelaide Oval, offering our supporters a relaxed networking opportunity and raising vital funds. The Big Battle quiz night continues to grow in profile as an energetic, competitive corporate night out and both events contribute significant fundraising income as well as raising our profile.

Lottery buyers, bingo players and individual supporters continue to play their critical part in our fundraising. I once again give thanks to the many people who continue to attend and assist with our fundraising and promotional activities, especially our generous donors and event sponsors detailed in the Community Engagement pages of this report.

## THANK YOU

Bedford remains indebted to the many South Australian businesses, individuals, families and friends who support us so generously. Our volunteers, donors and sponsors, Family Network members, Honorary Life Members, Vice Patrons and business customers form the backbone of our operations and we remain very grateful for this support.

I extend gratitude once again to Chairman Colin Dunsford for his longstanding commitment and inspired leadership of our Board. Our dedicated Board members must also be thanked wholeheartedly for their support and guidance.

This year especially, I have been motivated and rewarded by the efforts and drive of our staff, who embraced our financial recovery with passion and provided their quiet support to our employees, members, residents and trainees with true commitment. I feel privileged to be able to guide this organisation with such a compassionate and focused team.

I am genuinely optimistic about the future of Bedford and remain firmly committed to supporting and enhancing the lives of people with disability in our evolving operating environment.



**Sally Powell**  
Chief Executive, Bedford





---

**BEDFORD PEOPLE**  
**GIUSEPPE PANCHO**

“I’ve been working at Bedford for 13 years. I worked in Packaging, now I’m in Furniture. I like both, I like the variety, you know. I’ve also lived at Balyana for ten years. Working here has improved my confidence and my ability.”

# COMMUNITY ENGAGEMENT

Without the generosity of our community, Bedford could not continue to provide employment, training, accommodation and life skills to the 1,500 people with disability we support across Australia.

## FUNDRAISING EVENTS AND ACTIVITIES

The newly formed Community Engagement team embraced the challenge of promoting Bedford while raising essential income for our non-funded services. As well as strengthening our existing event portfolio, new fundraising activities included Bedford's presence as the 'charity of choice' at the inaugural Sandstorm Sand Sculpture in November, exposing Bedford to more than 100,000 attendees over the ten day event. We extend thanks to the Onkaparinga City Council for this remarkable opportunity.

This year, the Bedford Big BBQ returned to the traditional venue of Adelaide Oval; offering more than 500 attendees the opportunity to network while learning more of Bedford's activities and raising crucial funds. The event exceeded fundraising expectations and would not have occurred without the generosity of our major sponsor NAB as well as Optus Business, The Good Guys Marion, Macquarie Private Wealth and Gallagher Bassett as well as the contributions of the many individuals who bought auction items or donated on the day. We thank once again our tireless Ambassador and MC, Amanda Blair, and enthusiastic auctioneer, Anthony Toop, for their participation in the event. We also thank Adelaide Oval, Scene Change and Pernod Ricard Winemakers for their generosity and support.

The Bedford Big Battle continued to grow in profile, with over 200 competitive corporate participants enjoying the vibrant quiz night at the National Wine Centre in October, 2013. Bedford thanks our vital and generous supporters including platinum sponsor Optus as well as the National Wine Centre, The Good Guys Marion, Phil Hoffmann Travel, Watson Fitzgerald, Samsung Communications, Scene Change and Macquarie Private Wealth. We give thanks to our auctioneer Tim Thredgold and our MC Andrew 'Cosi' Costello and also extend congratulations to Kelly & Co for their second consecutive win.

Bedford's four annual lotteries continue to supply a primary source of fundraising income while providing valuable employment to the courier team delivering tickets across Adelaide. We are indebted to Grahams Jewellers, Phil Hoffmann Travel, The Good Guys Marion, Shiels, Wallis Cinemas and Mt Lofty House for their important contribution to our prize pool.

The ever popular Bedford Bingo continues to contribute reliably to the fundraising mix, with game sessions running three nights a week to provide regular income and promote Bedford's activities and services to attendees.

Regular appeals retain their significant value in generating fundraising income throughout the year and we thank donors as well as the families who share their highly personal experiences with disability in this way. We remain truly grateful for the generosity of our many individual donors who contribute through donations and bequests. We also extend gratitude to Australian Executive Trustees for their ongoing support over the period.

- CHARITY OF CHOICE AT THE INAUGURAL 'SANDSTORM' SAND SCULPTURE EVENT
- 500 PEOPLE ATTENDED THE BEDFORD 'BIG BBQ' AT ADELAIDE OVAL
- BEDFORD 'BIG BATTLE' HELD AT THE NATIONAL WINE CENTRE, ATTRACTING 200 ATTENDEES
- BEDFORD LOTTERY CONTINUES AS A SUCCESSFUL SOURCE OF FUNDRAISING

## CELEBRATIONS AND PARTNERS

The annual Bedford Achievement Awards recognise the inspirational hard work and commitment of our employees and members and retain their importance as the highlight of the Bedford calendar. This year, celebrations were held in Adelaide, Wallaroo, Port Lincoln, Millicent and Silverwater, NSW; attracting over 1,000 employees, family members and community delegates to the five events.

Maxima's ongoing vital support as the Platinum sponsor is applauded as well as the commitment of Nyrstar, EPAC Salary Solutions, Jardine Lloyd Thompson, Carter Holt Harvey and Hafele. Without this crucial financial support these events could not take place and we remain especially grateful. Thanks also to event MC Jane Reilly for assistance at the Adelaide event, and for the many years of support at our various events.

The significant *Abilities for All* training program culminated in an on-site Graduation ceremony in July 2013, providing nationally accredited certificates to more than 197 graduates across the state. This unique training program could not be offered without the crucial support of the Department of State Development, which must be recognised for this ongoing commitment.

Nearly 200 energetic supporters formed 'Team Bedford' to run and walk the Sunday Mail City-Bay fun run in 2013. Many thanks to Transfield Services and NAB for their annual support with this event, enabling us to provide a hearty breakfast to participants as well as raise awareness of our activities.

The generosity and support provided by Vince Santoro of The Good Guys in Marion must once again be acknowledged. Bedford remains extremely grateful for the many years of donations, discounted prizes, direct financial support and event sponsorship. This important support enables Bedford to offer tangible opportunities to many people with disability as well as promote heightened awareness of disability issues within the community.

## VOLUNTEERS

We give thanks to the corporate and community partners who generously give their time. Volunteers from NAB, Deloitte, Westpac, Sacred Heart College and the Department for Communities and Social Inclusion join our packaging employees to assist for a day and are especially useful in our busy show bag period. We also thank NAB for their understated assistance at the Bedford Big BBQ, this annual contribution is much appreciated.

We remain indebted to the individual volunteers, family members and other discreet supporters of Bedford who contribute to our everyday functions and directly improve the lives of our employees, members and residents. It is this remarkable and inspiring community support that helps Bedford provide meaningful change to so many lives across our state and the nation.





## BEDFORD PEOPLE IAN AND BARBARA SMITH

“Bedford changes lives of families too. Happy employees equal happy families.”

### FAMILY NETWORK

Bedford’s Family Network is an active group of parents and carers who meet regularly to discover more about Bedford services and engage in discussion about issues that affect their family member’s lives. The dedicated group provide valued, constructive feedback and enjoy the opportunity to network with other parents over light refreshments provided and served by Bedford Hospitality.

Bedford encourages parents and carers to be involved and aims to provide relevant and varied guest speakers to keep the group abreast of new developments in the disability sector. We also believe it is essential that parents and carers dealing with similar problems have the opportunity to voice their concerns and discuss common issues, especially in light of the impending NDIS.

We thank all Family Network members for their commitment over the year and welcome the opportunity to grow and nurture this important contribution.

**OPPOSITE:** Faye Packham (left)

# COMMUNITY ENGAGEMENT

## ACHIEVEMENT AWARDS

The outstanding achievements of our employees were recognised and celebrated at the 2014 Achievement Awards in May.

These important events promote the significant contributions made across the Bedford community – with awards presented at five celebrations, including our first Silverwater, NSW event.

We congratulate all award winners and extend our appreciation for such hard work and dedication:

---

### MILLICENT

Kym Barrett  
Stan Bell  
Kandie Kirkland  
Ben Krause  
Alex McIntyre  
Wayne Neale  
Shaun Osmond  
Tim Payne  
Roslyn Pevitt  
Susan Uphill

---

### PORT LINCOLN

Kirsty Campbell  
Judy Everett  
Lyll Havelberg  
Rachael Hillier

---

### SILVERWATER

John Collits  
Heidi Smith  
Lynette Stenz

---

### WALLAROO

Michael Bak  
Annie Short  
Lisa Siebum  
Daniel Steele  
Cindy Taylor

---

### ADELAIDE

Christopher Barnett  
Martin Bradbury  
David Brooks  
Trevor Brown  
Jacqueline Childs  
David De Haas  
Angelo Ditroia  
Nick Fuller  
Jared Henneker  
James Hobbs  
Alice Kearvell  
Leon Michelsson  
Tim Miller  
Reno Montin  
David Parker  
Ben Pugh  
Lee Roberts  
Matthew Roodhouse  
John Saunders  
Rosanna Spyropoulos  
Shannon Tapscott  
Jason Thiele  
Robyn Thorn  
Michael Todd  
David Vollbrecht  
Joylene Walker  
David Waszeniuk  
Lynton Watkins  
Faye Webster  
Eleanor Wildy  
Ron Young  
Mentino Zeoli

## YEARS OF SERVICE

Bedford is proud to support an amazing team of long-serving and dedicated staff and employees.

On the International Day of People with Disability, we celebrated the exceptional efforts of our employees and recognised those with 5-40 Years of Service.

We thank all Years of Service recipients again for such commitment and dedication. Our 25, 30, 35 and 40 Years of Service recipients in 2013 were:

---

### 25 YEARS

Elaine Pragnell  
Kathleen Allison  
Franco Laurendi  
Tony Gargett  
Jeffrey Martin  
Joanne Russell  
Brett Strapps  
Julie Brooks  
Teresa Clapp  
June Solecki  
Arthur Ellul  
Vanessa Olley  
Jonathan Meinck

---

### 30 YEARS

Richard Kenny  
Andrew Bradshaw  
Martin Murray  
Roddy Scott  
Steve Jones

---

### 35 YEARS

John Hambly  
Eleanor Wildy

---

### 40 YEARS

Chistine Milde  
Rosemary Gargett  
Graham McGuire  
Peter McGuire  
Graham Crabb  
Brian Murphy  
Eddie Milde

## OUR AMBASSADORS

We remain indebted to the South Australian identities who volunteer their personal time to represent Bedford; promoting our services, the achievements of our people and actively fundraising on our behalf.



**Amanda Blair**

Amanda has strengthened her support for Bedford, helping out at as an MC at the Bedford Big BBQ, recording our numerous phone messages and actively promoting Bedford and greater disability awareness on social media.



**Andrew 'Cosi' Costello**

Cosi has been endorsing Bedford for nine years through his energetic and unique support at our events, including acting as our MC at the Bedford Big Battle in October 2013.



**Faye Packham**

Fundraiser extraordinaire Faye Packham's tireless co-ordination of the SA Quilters Guild 'Mystery Quilt Challenge' is incomparable. In her third year as a Bedford Ambassador, Faye is an active member of the Family Network and provides an important perspective as a parent to Bedford employee, Lauren.



**Jane Reilly**

Jane Reilly is greatly valued as an Ambassador for Bedford and has for many years volunteered her time to host our *Abilities for All* Graduation and the Adelaide Achievement Awards.

# COMMUNITY ENGAGEMENT



---

## BEDFORD PEOPLE AMANDA BLAIR

“Bedford is a place where good things happen. To me, Bedford is happiness and Bedford is humanity.”



# ACTIVITIES



THIS YEAR, BEDFORD **OFFERED EMPLOYMENT TO SOME 835 PEOPLE** WITH DISABILITY **ACROSS 13 SITES** INCLUDING ONE IN SILVERWATER, NSW.

WE PROVIDE EMPLOYMENT IN FIVE DISTINCT BUSINESSES: PACKAGING, MANUFACTURING, REGIONAL SERVICES, HOSPITALITY AND APG HORTICULTURE.



WE PROVIDED **NATIONALLY ACCREDITED TRAINING TO 197 STUDENTS** ACROSS THE STATE THROUGH *ABILITIES FOR ALL*.



DAY OPTIONS PROVIDED **LIFESTYLE DEVELOPMENT AND RECREATION TO ALMOST 100 PEOPLE** WITH HIGHER SUPPORT NEEDS.



BEDFORD'S **SUPPORTED ACCOMMODATION SERVICES PROVIDED A HOME TO OVER 160 PEOPLE** WITH DISABILITY ACROSS SOUTH AUSTRALIA.

NOTWITHSTANDING THESE SIGNIFICANT NUMBERS, BEDFORD REMAINS COMMITTED TO PROVIDING INDIVIDUALISED OPPORTUNITY AND SERVICE.

**WE UNDERSTAND THAT EVERY EXPERIENCE WITH DISABILITY IS UNIQUE AND PERSONAL – OUR EMPHASIS IS ON PROVIDING TAILORED PATHWAYS TOWARD INDEPENDENCE, WITHIN OUR BROAD SERVICE OFFERING.**



# ACTIVITIES PACKAGING

Bedford Packaging has established an outstanding reputation in commercial packaging and light assembly and boasts a prominent client base of national and international companies. Now employing more than 480 people with disability across South Australia and Australia, as well as 26 staff, Bedford Packaging receives consistently positive feedback about the meaningful value of the work provided to employees.

The committed team were proud to have achieved record sales and surplus over the financial year, generating some \$6M in annual sales as well as providing significant work to other Australian Disability Enterprises across the nation.

This year was the first full year of operations in Silverwater, NSW and the business continues to perform ahead of client expectations and financial forecasts. Bedford Packaging's contracts in bonded packaging and food processing experienced major growth, with continued capital investment enabling the completion of higher volume and more complex tasks.

Our much publicised role in packing show bags for the Royal Adelaide Show was enjoyed by many employees who regard this activity as an annual highlight and enabled the packing of more than 280,000 high profile show bags.

Bedford Packaging has earned the commitment of many long term and valued customers, resulting in unprecedented financial and employment results for the period; including the surpassing of budget forecasts and the greater employment provision to people with disability in our community.

**BELOW:** (Left to right) Ashlee Clinch, Peta Harding, Gemma Partridge, Kiki MacHairas and Nicole Harvey





---

**BEDFORD PEOPLE**  
**NICHOLE STOPPEL**

"I've been at Bedford 11 years and my mum has been working here for 24 years. I'm passionate about it - helping employees achieve their goals, providing training, support and hoping to make a difference through everyday skills. And it's fun, every day is different. On a personal level I love making the most of life - jumping out of planes, getting tattoos, painting ...just living life."

---

## **BEDFORD PEOPLE TYLOR KING**

### **What's your proudest moment?**

"I have two. The first was leaving school. I was harassed each and every day because of my disability and so I left. That was at the end of year ten. The second was getting a job here. I'd looked at other places and I got TAFE certificates in retail but they mean diddly squat if you're not working. I knew I had to get a job and start earning real money and I was really proud the day I started."

### **Who is someone who inspires you?**

"My Dad. He's taught me that you only get one life and you have to push on every day and make the most of it. My quote for you is a simple one - 'Kings never give up!'"





# ACTIVITIES

## APG

Bedford's landscaping and horticultural maintenance service, Adelaide Property and Gardens (APG) employs 143 people with disability across metropolitan Adelaide, Mount Gambier, Millicent, Port Lincoln, Port Pirie and Kadina.

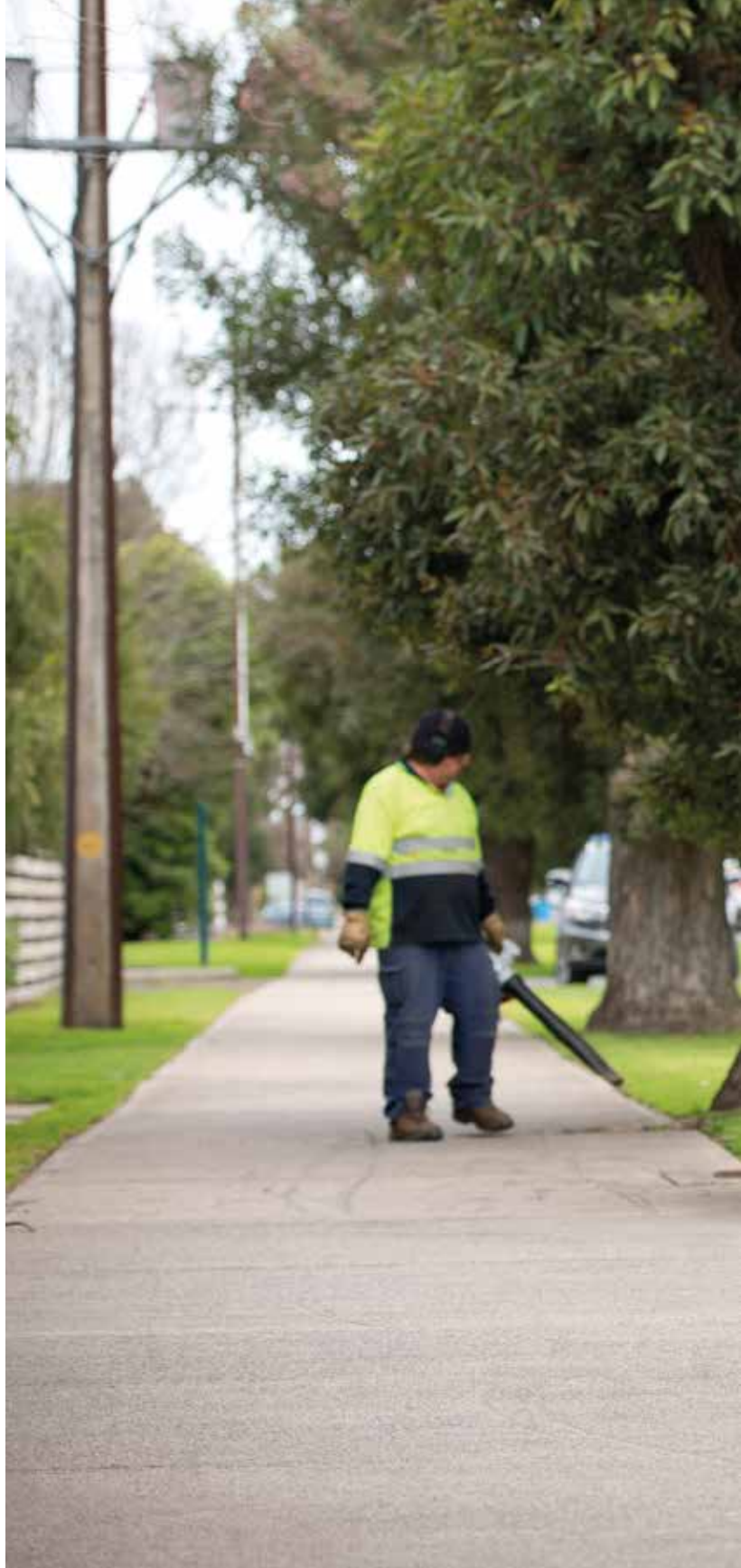
Highlights for the year included the second successive nomination for the Best Playford Alive Contractor and the completion of numerous open space landscapes across Adelaide, including playgrounds, shelters and communal BBQ areas.

Our newly established depot in Edinburgh continues to grow in capacity and capability, offering more training, work experience and employment to the northern suburbs. Adelaide Property and Gardens also continued to expand its employment and service offering in Victor Harbor and the Adelaide Hills.

APG has maintained its notable portfolio of clients including developers, councils, government and businesses across the metropolitan region. A third consecutive indigenous training program was also offered at the CIC property development at Lightsview.

APG staff remain proud of the tangible growth and development of employees, who receive ongoing training to gain valuable vocational skills for life.

**OPPOSITE:** (Left to right)  
Stan Bell, Rick Frahn, Anthony Stafford





# ACTIVITIES

## HOSPITALITY

Providing employment to 40 people with disability, Bedford Hospitality offers an impressive catering service run from its commercial kitchens in Clapham and Panorama, as well as two business based cafés in Thebarton and Brompton.

The Clapham kitchen provides daily hospitality services for the Balyana residential facility as well as catering and service to the on-site Conference Centre. Employees based at the Panorama kitchen provide meals and light refreshment for some 450 people on-site as well as running a highly successful mobile catering service, delivering across Adelaide to conferences and corporate functions.

Employees are receiving enhanced, specialised training under the direction of two qualified chefs, who provide hands-on instruction and skill development to employees, and maintain HACCP accreditation requirements.

The establishment of an espresso coffee service at Panorama resulted in the training of six employees as baristas and enabled the subsequent expansion into the Coca Cola factory café in Thebarton.

Noteworthy highlights for the mobile catering division included the transition into catering for large scale events and the provision of hospitality service at functions, complementing the popular light meal and finger food offering. In addition, Bedford Hospitality employees this year served at the Bedford Big BBQ for the first time, gaining valuable, transferable skills as well as confidence.

Bedford Hospitality has established a loyal client base including city councils, businesses, government departments and the 12 funeral homes across Adelaide who have raised incredible demand for the popular 'Bedford Bikkies', purchasing some two tonnes of the handmade biscuits over the period.

### BEDFORD PEOPLE

#### LAUREN ANDREWS

"I'm just happy cooking at the moment. I really enjoy it and like to do a bit of everything. My goal is to get a hospitality apprenticeship. It takes five years but I'm determined - it's the one thing I'm good at."



### BEDFORD PEOPLE

#### JULIE OUSTON

"One of my goals was to learn how to pipe the biscuit mixture – and today, this morning, I did it!"





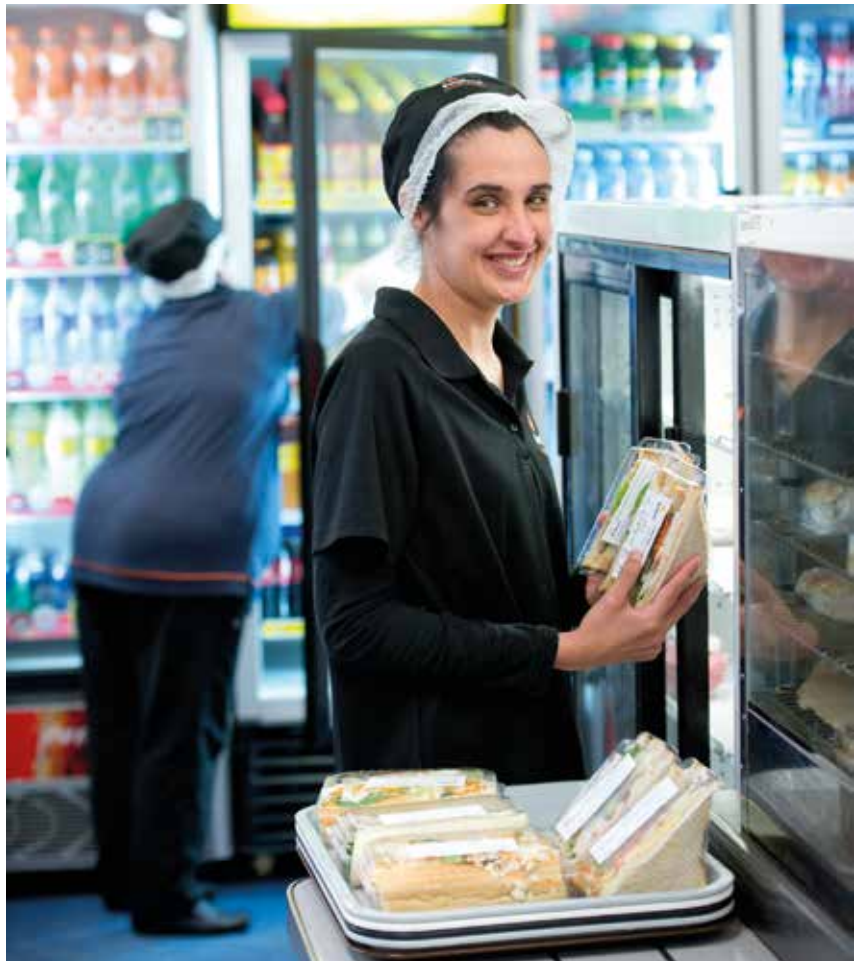
---

**BEDFORD PEOPLE**  
**MIKE SUTER**

**How has working at Bedford been for you?**

"I started living at Balyana on the 8th of June 2002, and working at Bedford a bit before, so I've been here 12 years. Working here has built my confidence and really brought me out into the open. I love being more independent and I've got a really good social life, thanks to all my friends through work."

**BELOW:** Janelle Pearson



# ACTIVITIES

## MANUFACTURING

Bedford Manufacturing provides diverse work and support for over 200 people with disability in South Australia, from the South East to Panorama through to Kadina and Port Pirie.

Bedford Manufacturing in the South East produces processed timber products in the form of pickets, floorboards, cleats and bearers as well as novelty wine boxes to the wine regions of Australia. In Panorama, the team provides cut-to-size board and produces an established ready-to-assemble furniture range to the kitchen and robe market via Bunnings and other established retailers. In Kadina and Port Pirie, the team provide promotional lines to Bunnings in the form of outside furniture, billy carts and activity kits and also support Nyrstar in the cleaning of respirators used in their facilities.

Highlights for Bedford Manufacturing over the period include record national sales through Bunnings outlets, the introduction of additional and extended lines into Bunnings and the exciting launch of furniture products into the New Zealand market.

Bedford Manufacturing also experienced strong sales growth in the northern region, driven by greater demand for the Outback Barbecue product range, vegetable planters and billy carts. Increased demand for Timberlink products in the South East also led to growth, as did wine box sales resulting from good harvests in the Coonawarra.

---

### BEDFORD PEOPLE

#### SAMUEL TOOP (right)

“What am I proud of? I’m proud of everything! ...I’m really proud of my nephews and niece. I’m an uncle three times over and it’s the best.

“I’m happiest when I go out with my group. Some of my mates are from outside work, but most work here. We have a laugh.”

**OPPOSITE:** Peter Ignacionek (left)







**BEDFORD PEOPLE  
BENJAMIN KRAUSE**

“The simple fact I have a job, a real job, *that* makes me proud of myself.”



**RIGHT:** John Nikias  
**BELOW:** Kym Barrett



# ACTIVITIES

## REGIONAL SERVICES

In addition to regional manufacturing activities, Bedford continues to operate a number of smaller enterprises employing people with disability in varied businesses across the state, including Port Lincoln, Millicent and Mount Gambier.

In Port Lincoln, the team has established a number of local services including the provision of grounds maintenance, landscaping, general cleaning, car cleaning and packaging to the local community. The team celebrated a number of achievements over the year; most notably the enhanced financial success of being ahead of budget and achieving a modest but important surplus.

In addition, the Port Lincoln team became the preferred contractor to local employer Keith Daniels Homes and was nominated to complete all cleaning and gardening work for the South Australian Housing Trust in Port Lincoln. Car cleaning services also continued to grow, providing valuable opportunities for employees to learn new skills.

In Mount Gambier, Bedford continues to employ and train people with disability in commercial cleaning and horticultural services. The Millicent team has maintained its offering in horticultural, maintenance, commercial laundering and a public laundromat facility. A structural change in the business resulted in enhanced financial results and the team was also successful in growing the customer base of the commercial laundry.



**TOP:** Nikita Praolini  
**BOTTOM:** Shaun Osmond



---

**BEDFORD PEOPLE**  
**BRETT DAVY**

"My aim is to grow my window cleaning business. I have 25 business customers here in Millicent, plus private houses. I've been working toward this for three years and I've got one employee. It will grow. At the same time I work here in the laundry. I enjoy it, it keeps me focused."



## BEDFORD PEOPLE PATRICK GOLDING

"I work as a Personnel Officer for Bedford Mount Gambier. I support the employees with day to day concerns; looking after recruitment, training plans, work experience and I also keep advocates up to date. I am a first aider, a relief fork-lift driver and jack of all trades if needed.

Joining Bedford has given me a whole new perspective on what it means to be part of the Bedford family.

Bedford does so much more than offer employment. Whether it is a social, personal, or employment concern, Bedford is there for all employees in times of need. I have become a part of a large family that cares."



**LEFT:** Paul Manfrin  
**RIGHT:** Steven Crack



# ACTIVITIES TRAINING

As a Registered Training Organisation, Bedford Training delivers nationally accredited training to jobseekers, employees, staff and members of the community.

The external training scope includes the outstanding *Abilities for All* program, which this year provided certificate level qualifications to some 197 students. Bedford Training remained proud to observe the transformational nature of these studies, with the majority of students going on to further study, taking up volunteer work or entering employment.

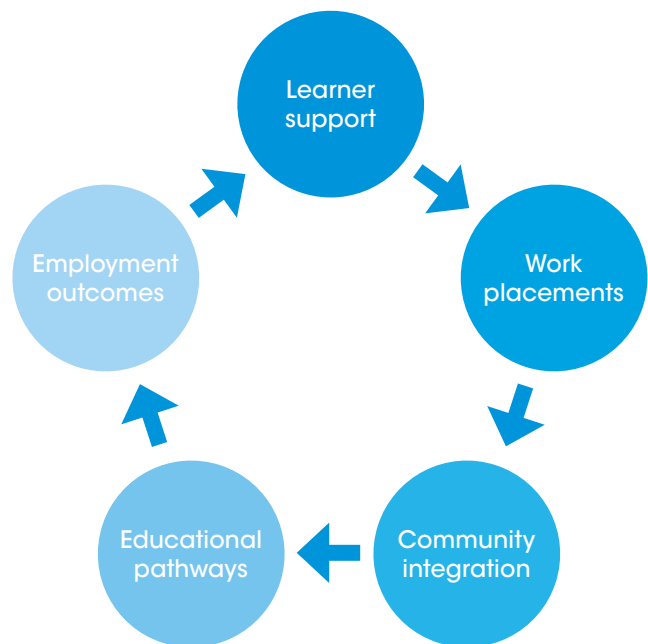
Run in collaboration with the Department of State Development as well as local community centres, the *Abilities for All* program targets jobseekers with disability who experience multiple barriers to community involvement, education and employment. We offer all courses in a unique supported learning model, boasting completion rates well above the national average.

Bedford Training has also successfully integrated the *Skills for All* program into our existing offering to enhance the tailored learning experience and ensure the greatest chance of success for our students. *Skills for All* is a State Government funded training initiative that encourages students to enter and complete training as well as find employment at no cost or significantly reduced fees.

Over the year Bedford Training delivered 3,000 hours of formal classroom training to Bedford's 250 staff, an indication of Bedford's ongoing and notable commitment to staff development and quality service provision.

## BEDFORD PEOPLE GEORGIANNA KWONG

"My biggest goal is to work here a long, long time. Working at Bedford means being with my friends."





# ACTIVITIES

## RESIDENTIAL SERVICES

Bedford offers community based residential services to meet the needs of people with disability across South Australia. Bedford's supported residential centre, Balyana, offers support to almost 80 people with disability in on-site independent housing and semi-furnished private rooms.

Bedford provides further independent living options to an additional 80 people through Community Housing, the Housing Association and the now completed Homes for 100 program.

In March, 2014, Balyana celebrated 40 years of providing independent living support to people with disability, culminating in an especially eventful year including a major restructure of staff rosters, the creation of two new staff roles and the implementation of a new treatment room and medication management system.

The roster restructure was conducted to further align the service with resident support needs and the new Enterprise Agreement, while the new treatment room and medication system were completed and implemented in May after extensive staff training. This revised system has provided Balyana with a more user friendly and efficient method of managing the complex task of administering medication and maintaining medical records.

The Residential Services team were also highly satisfied to have seen Balyana pass the Australian Service Excellence Standards audit; with positive feedback received about the high standard of service delivery provided to residents and community tenants.

### BEDFORD PEOPLE

#### JACINTA LINDNER

"I know what I want to see in the future, not only for me but for all my mates with disabilities. I want to make enough money to leave a large will for a children's hospital to help cure disabilities, or to help children cope better. I want to help improve the lives of all people with disabilities."



# ACTIVITIES

## DAY OPTIONS

Bedford's Day Options service provides stimulating and tailored developmental, recreational and leisure activities for 100 people with moderate to high support needs. Located in Adelaide, Port Pirie, Port Lincoln and Wallaroo, the programs promote independence and life skills in a nurturing environment, while also providing essential respite to family and carers.

Earlier this year, members from Millicent Day Options were transitioned into local provider, CLASS, in a very successful process that has improved opportunities for members and the local community.

In Adelaide, Day Options increased both member and staff numbers and implemented many positive changes to activity programs, including a more prominent pet therapy program and an enhanced internal environment offering greater stimulation and comfort. In March of this year Adelaide Day Options were also successful in gaining re-accreditation with the Australian Service Excellence Standards.

Port Pirie Day Options members and staff worked together to rejuvenate the rear yard, using recycled products to create a flower, herb and vegetable garden, used in the centre's cooking program. The Lions Club of Port Pirie generously assisted and also donated toward the purchase of chairs for the centre, which were utilised at a combined Awards Night and end of year celebration.

In Wallaroo, the Day Options service also benefited from an upgraded garden, with members actively involved in the planning and implementing process and enjoying the fruits of their labours in their cooking program. The community access program extended activities to include outdoor gym activities and assisting local business with a modest gardening service, resulting in a more diverse offering to members.

Port Lincoln Day Options enjoyed a busy and exciting year with new staff and members enhancing the growing team. The revitalised activity program now incorporates regular cooking, exercise groups and a community learning program. As has been a focus in other Day Options facilities, the Port Lincoln centre benefited from rejuvenation over the year, with the creation of a user-friendly vertical garden from 'found resources'. Significant highlights for the year were the addition of a new eight-seater van, which has tangibly increased member opportunities for community based activities and the donation of an interactive smart board which has given members the opportunity to improve their IT skills and to access information in a more user friendly format.





---

**BEDFORD PEOPLE**  
**WAYNE MCGRATH**

**What's your idea of fun?**

"Having an iced coffee.  
Going to the beach.  
Getting a foot massage."

**What are you most  
passionate about?**

"Sausages with tomato sauce!"

# GOVERNANCE

## BOARD OF DIRECTORS

The Bedford Board of Directors consists of a respected team of business and community leaders, committed to the principles of corporate governance, self regulation and best practice in all areas.



### **Colin Dunsford AM**

Chairman

**Chair, Ernst & Young South Australia**

**Bedford Committees:** Chair, Corporate Governance, Remuneration; Investment

**Other:** Chairman, Independent Gaming Corporation; Chairman, Leaders Institute of South Australia; Chairman, Adelaide Symphony Orchestra; Chairman, Audit Committee for the Department of State Development; Chairman, Risk Management and Audit Committee, SA Health; Chairman, Aboriginal Foundation of South Australia; Board Member, Peter Couche Foundation; Member, Finance Committee of University of Adelaide; Ernst & Young, SA Advisory Board; Fellow, Institute of Chartered Accountants in Australia; Australian Institute of Company Directors; Bachelor of Economics



### **Ray Grigg**

Deputy Chairman

**Consultant, Chairman & Non-Executive Director**

**Bedford Committees:** Audit & Risk Management, Corporate Governance, Remuneration

Director, Royal Australian Automobile Association (RAA) of SA and RAA Insurance; Honorary Member, Federation International de Automobiles; Fellow, Institute of Company Directors; Society of Engineers International/Australasia; Institute of Management



### **Elizabeth Clare**

Consultant

**Bedford Committees:** Chair, Residential & Property; Strategic Service Development (both discontinued May 2014)

**Other:** Board Member, RSL Care SA; Member, Prominent Alumni University of South Australia; Graduate Diploma in Communications (Public Relations); Graduate Certificate in Management

(Retired Oct 2013)



**Teresa Colliver**

**Financial and Commercial General Manager, Adtrans National Truck Division**

**Bedford Committees:** Chair, Audit & Risk Management; Investment

**Other:** Fellow, CPA Australia; Member of the Australian Institute of Company Directors; Bachelor of Business (Accountancy)



**Greg Connor**

**Consultant and CEO, AIM SA**

**Bedford Committees:** Chair, NDIS Working Party (Established May 2014); Chair, Strategic Service Development (discontinued May 2014); Investment

**Other:** Senior Fellow, Financial Services Institute of Australia; Fellow, Australian Institute of Company Directors; Fellow and Life Member, AIM SA; Board Member, National Pharmacies; Chair, Audit and Clinical Risk Committee, Women and Childrens' Health Network; Chair, Audit Committee, City of Marion; Member, Audit Committee, Southern Waste Resource Authority; Graduate Diploma in Business Administration; Bachelor of Education



**Andy Ford**

**Bedford Committees:** Housing Association; Residential & Property (discontinued May 2014)

**Other:** Director, South Australian Motor Sport Board; Bachelor of Architecture



**Stephen Hains**

**Bedford Committees:** Audit & Risk Management Committee; Residential & Property (discontinued May 2014)

**Other:** Council Member, Flinders University; Chair, Centennial Park Cemetery Authority; Chair, Stormwater Management Authority; Member, Expert Panel on Planning Reform; Chair, Northern Adelaide Health Network Governing Council; Member, LGA Governance Panel; Director, Government and Stakeholder Relations, Concordia Land Management; Chair, Clare and Gilbert Valleys Development Assessment Panel; Chair, Adelaide Hills Council Development Assessment Panel; Fellow, Australian Institute of Company Directors; Life Fellow, Australian Planning Institute; Fellow, Local Government Managers Association; Honorary Fellow, University of South Australia; Life Member, International City Management Association; Master of Philosophy in Urban Design and Regional Planning; Grad Dip in Local Government Management; Bachelor of Arts (Hons) – Economics



**Richard Hockney**

**Director, Richard Hockney & Associates and General Manager Corporate Development, SMSF Professionals Association of Australia**

**Bedford Committees:** Chair, Bedford Foundation

**Other:** Chairman of Regional Council, Finsia; Regional Councillor, CEDA; Deputy Chair, PAC; Various Private Company Advisory Boards; Advanced Management Program, Harvard Business School; Graduate Diploma in Applied Finance & Investment; Bachelor of Business



**Mal Hyde AO APM OSTJ**

**Consultant**

**Bedford Committees:** NDIS Working Party (established May 2014)

**Other:** Board Member, St John Ambulance South Australia; Leaders Institute South Australia; Member, ANZAC Commemoration Council; University of South Australia Business School Advisory Council; Australian Police Medal Recipient; Order of St John; Fellow, Australian Institute of Company Directors; Institute of Public Administration Australia; Master of Business Administration; Bachelor of Law (Hons)

# GOVERNANCE EXECUTIVE TEAM



**Sally Powell**  
Chief Executive

Member, NDS SA State Committee; Member; NDS Costing and Pricing Framework Project Reference Group; Member, Westminster Council; Graduate Diploma in Human Resource Management; Bachelor of Arts (Psychology); Certified Professional, Australia HR Institute



**Steve Jones**  
Chief Operating Officer

Member, Urban Development Institute of Australia (SA); Member, Goods and Services Advisory Panel, Office of the Industry Advocate; Member, Northern Economic Leaders NEL; Master of Business Administration



**Phil Farrow**  
Executive Manager Sector Engagement  
& Service Quality

Fellow, Australian Human Resources Institute; Member, NDS National ADE, NDS SA Employment Services and NDS SA Government Relations Committees; Associate Diploma in Personnel and Industrial Relations; Diploma of Quality Auditing; Graduate Diploma in Further Education



**Tom Sexton**  
Chief Financial Officer

Member, Institute of Chartered Accountants Australia; Bachelor of Accountancy; Master of Business Administration



---

**BEDFORD PEOPLE**  
**DAVID STEVENS**

"I drove to work for the first time today. I got my L's through Bedford and it took a while, but I'm really proud to be a full licensed driver now. It means I can help mum with the shopping and I can drive myself to my ten pin bowling on Saturdays and Sundays. It's changed my life."

---

**BEDFORD PEOPLE**  
**KYMBERLY TUTTY**

"I started working at Bedford when I was just 17, and have been here 24 years. I had some wishes before then - to move out of home and get a job, and I've managed both in my time here.

I work as an Accounts Assistant, I've completed Certificates II and III in Small Business and I've built up a really good variety of skills; I'm really proud of my achievements at Bedford.

I like to think that whether they are colleagues I see every day or new people I meet, each person has left a lasting impression on me. Definitely one of the best things about working here is the people."



# GOVERNANCE BEDFORD FOUNDATION



## **Richard Hockney**

**Chairman**

**Director, Richard Hockney & Associates and General Manager Corporate Development, SMSF Professionals Association of Australia**

Chairman of Regional Council, Finsia; Regional Councillor, CEDA; Deputy Chair, PAC; Various Private Company Advisory Boards; Advanced Management Program, Harvard Business School; Graduate Diploma in Applied Finance & Investment; Bachelor of Business



## **Marc Allgrove**

**Director - Allgrove P/L**

Partner, Evans & Ayers Wine Business Consultancy; Director, Local Government Procurement Authority Board; Phylloxera and Grape Industry Board of South Australia; Member, Oliver's Taranga Advisory Board; Deputy Chair, Contemporary Collectors Art Gallery of SA; Fleurieu Art Prize Board; Winemakers Federation of Australia Future Leaders Committee; Australian Institute of Company Directors; Industry Leaders Fund Scholar Network Committee; Bachelor of Economics



## **Sascha Detmold Cox**

**Executive General Manager – Asia/Middle East/America/ Europe, Detmold Group**

Director, Detmold Group; Board Member, Mind Australia; Bachelor of Business (Marketing)

(Retired Jan 2014)



## **Jill Hains**

Member, Archbishop's Appeal Committee, Anglicare; Bachelor of Education (Hons)



## **Sam Hayes**

**Managing Director, Cornerstone Stud;**

Member, Young Presidents Organisation Inc.; Bachelor of Agricultural Business



## **Stephanie Knobben**

**Chief Operations Officer, Shiels Jewellers**

Board Member Shiels Jewellers; Member, Australian Institute of Company Directors; Graduate of the Australian Institute of Company Directors



## **Paulette Kolarz**

**Managing Director, BespokeHR Pty Ltd**

Telstra Business Women, 2008; SA PricewaterhouseCoopers Young Business Women, 2008 SA Hudson Private and Corporate Award Winner; Associate Diploma in Human Resources & Industrial Relations; Bachelor of Management (Hons)



## **Yvonne Martin-Clark**

**Manager, Events and Stakeholder Engagement, Health Workforce Australia**

Member, Catherine House Trust; Graduate Member, Australian Institute of Company Directors; Master of Marketing



## **Andrew O'Connor**

**Managing Director, O'Connors**

Director, Tinmen SA Pty Ltd, Director Yorke Peninsula Building Services Pty Ltd. Vice President SARRC; Member, Institution of Engineers Australia; Master of Business Administration; Bachelor of Engineering (Mechanical); Chartered Professional Engineer



## **Darren Thomas**

**Chief Executive Officer, T & R Group**

Board Member, T&R Murray Bridge, Lobethal Australia, Lobethal Food Processors, T&R Cattle Co., T&R WA, First Tuesday Racing; Committee; Member, Australian Meat Industry; Member, Economic Development Board; Member, SAROA; Member, SA Beef Industry Ministerial Advisory Board, Australian Institute of Company Directors; Master of Business Administration; Bachelor of Accounting

# GOVERNANCE

## CORPORATE GOVERNANCE STATEMENT

**The Bedford Board is committed to the principles of corporate governance in terms of responsibility, self-regulation, prudent management of funds and commitment to 'best practice' in all areas. The Board's commitment to good governance is evidenced through the Bedford Group Inc. Corporate Governance Charter. This Charter is to be read in conjunction with the 'Rules of Bedford Group Inc.' which state the legal capacity and powers of Bedford as an incorporated body.**

The Corporate Governance Charter details the various roles and responsibilities of the Bedford Board and Senior Management, as well as a Code of Conduct which is to be observed by all Officers of Bedford. The Committee of the Bedford Foundation also adheres to the standards pre-scribed in the Charter.

The Board consists of up to 10 elected members, all of whom are non-executive and volunteer their services. Members are elected to provide an appropriate mix of skills and experience and retire according to the Rules of the Association. The Board is responsible for setting strategic direction for the organisation, accepting budgets and monitoring achievement of objectives and goals.

Responsibility for the daily running of the association is delegated to the Chief Executive, who reports directly and regularly to the Board.

Subcommittees assist the Board to perform its duties. Membership of these subcommittees is reviewed annually and upon retirement of Directors. The memberships shown on page 46-47 of this Report reflect those at 30 June 2014.

The subcommittees include *Corporate Governance, Remuneration, Audit & Risk Management, Investment, Residential & Property, and Strategic Service Development*. Board Members represent an integral part of each of these committees, with the remaining members comprising past Board Members, representatives of Bedford Management and external representatives as and when required.

The *Corporate Governance Committee* ensures that internal and external relationships are effectively managed and that sound governance principles are applied to all facets of Bedford's operations.

Functions of this Committee include:

- Considering and recommending changes to Board membership in line with the Rules of the Association, ensuring an effective and appropriate mix of skills.
- Establishing and monitoring of procedures to protect the organisation's ethical standards.

The *Remuneration Committee's* role is to oversee and approve the organisation's remuneration policies and practices.

The role of the *Audit and Management Committee* is to assist the Board in fulfilling its oversight responsibilities for the financial reporting process, risk management functions, the system of internal control, the audit process, and the organisations process for monitoring compliance with laws and regulations and the code of conduct.

The *Investment Committee's* role is to invest and manage funds, in line with established policies and guidelines, to secure Bedford's operations for future generations of people with disability.

The *Residential & Property Committee's* role is to recommend property holdings that maximise the economic, employment and accommodation goals of the organisation. Three members of this Committee also act as Bedford's representatives on the 'Homes for 100' program committee. This committee was discontinued in May 14.

The *Strategic Service Development Committee* aims to ensure that Bedford continually improves its services to people with disability or disadvantage, support staff employed by the organisation and external stakeholders. This committee was discontinued in May 14.

The role of the *NDIS Working Group* is to ensure that Bedford is prepared for the introduction of the National Disability Insurance Scheme. The NDIS working Group was established in May 2014 to develop and monitor a strategic direction for Bedford as it prepares itself for the NDIS.

---

### ETHICAL STANDARDS

Bedford is committed to maintaining the highest ethical standards. The Board and Management also demonstrate a strong commitment to the health and safety of employees and the wider community, as well as social equity, quality and environmentally sound work practices. All Board members, staff and employees of the Association are expected to act, at all times, with the utmost integrity to enhance the reputation and performance of the organisation.

---

### ENVIRONMENTAL POLICY STATEMENT

Bedford cares for the environment and strives for continual improvement in environmental practices. The Environmental Committee meets regularly to ensure that the organisation is aware of and compliant with legislative requirements and ethical responsibilities in this area.

---

### PRIVACY POLICY STATEMENT

Bedford values support from the community and is committed to ensuring the privacy of the personal information that is entrusted to the organisation. The respect for privacy forms part of the ongoing trust the organisation wishes to maintain with stakeholders.

# SUMMARY FINANCIAL REPORT

## FOR THE YEAR ENDED 30 JUNE 2014

The financial statements and other specific disclosures are extracts derived from the Group's full financial report for the financial year. Other information included in the summary financial report is consistent with the Group's full financial report.

The summary financial report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the Group as the full financial report.

<b>REVENUE FROM ALL SOURCES</b>					
	2010	2011	2012	2013	2014
	(\$'000s)	(\$'000s)	(\$'000s)	(\$'000s)	(\$'000s)
Sales	31,815 *	31,178	32,988	33,674	<b>35,567</b>
Fundraising & Investments	5,340	6,626	4,586	3,822	<b>3,571</b>
Fee for Service - Government Grants	12,210	14,462	14,722	9,684	<b>10,141</b>
Revenue from Discontinued Operations (Fee for Service)	-	-	-	3,758	<b>1,911</b>
Total	49,365	52,266	52,296	50,939	<b>51,190</b>

\* Sales include gain on acquisition of the Heritage business of \$3,734,209.

# SUMMARY FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2014

## COMMENTARY ON BEDFORD'S FINANCIAL STATEMENTS FOR 2014

The following details are provided to better assist the interpretation of the financial accounts. Please note, additional financial information can be obtained from the full financial report, which is available, free of charge, on request from the Association.

The 2014 financial year was a significant period for the Bedford Group, reporting an annual profit of \$150K. This represents a \$2.2M annual improvement in financial performance, the result of a continuing focus on business improvement and cost saving initiatives, in addition to transitioning out of several under performing businesses.

One of the successes of the year was the expansion into New Zealand, through the sale and distribution of furniture products into the Bunnings NZ network. This opportunity was the result of our long standing relationship with Bunnings and our commitment to work with our customers to deliver optimal business outcomes.

Annual revenue from furniture sales increased significantly, due to the introduction of the HMR (high moisture resistant), Modular and Wardrobe Solutions ranges through our Panorama operations. Timber processing activity in the South East region also increased, with higher volumes and new customers. In addition, promotional line sales of BBQ's, planter boxes and billy-carts increased sales in the Northern Region.

Furthermore, 2014 was the first full year of activity for our Packaging site in Silverwater, New South Wales. The level of activity at this site exceeded expectations and has contributed to annual increase in Packaging sales. Maintaining a dedicated presence on the east coast has enabled the Packaging business to continue building strong relationships with existing strategic customers, whilst also developing new relationships, to further consolidate our position in the market.

Cost reduction initiatives implemented during the year had a significant impact on the improved financial performance of the Group. The corporate restructure announced in July 2013, together with a reduction in discretionary spending, reduced annual overheads by more than \$0.5M. These reductions were necessary to bring the organisation back to a more sustainable financial position. Importantly, by focussing the cost reductions on overheads, front line services to our employees, members and residents were not impacted.

From 1 July 2013, Bedford entered WorkCover's Retro Paid Loss (RPL) scheme, having previously participated in the Experience Rating System. The new RPL system provides employers greater opportunity to benefit from improved workplace health and safety practices, by rewarding effective injury management and return to work outcomes. Bedford's participation in the scheme has greatly improved the safety culture within the business, while also providing financial incentives which can be re-invested in injury prevention programs.

During the year, Bedford divested a number of smaller businesses, including Millicent Day Options and its Youth Services division. With improved outcomes for participants expected from localised service providers, the Millicent Day Options business was transferred to CLASS.

In March 2014, Bedford's open employment service, CareerSystems, was divested to Maxima, and a strategic partnership was formed. As a long established participant in the open employment market, Maxima was ideally placed to provide specialised services in this market segment. The long standing relationship between the two organisations facilitated the business transmission, ensuring participants have continuing service delivery, as they seek opportunities in the open employment market.

As a consequence of the CareerSystems divestment, Government funding levels for the organisation decreased during 2014. However, it was pleasing to see this financial impact was partially mitigated by indexation increases in other programs.

The Group's significant turnaround in financial performance during the year, reflects a considered and well executed strategy, in response to a changing market. The dedication and commitment of the many employees, staff and other key stakeholders has been pivotal in achieving such success. Returning the organisation to surplus, whilst improving the asset base, positions the organisation well, as we continue to prepare for the NDIS and further consolidate our position in the disability sector.

On 15 September 2014, Bedford Group Incorporated and Phoenix Society Incorporated announced a proposed amalgamation of the two Associations. The proposed amalgamation is subject to approval from the respective members, the Federal Government and the South Australian Office of Consumer and Business Affairs. Subject to the granting of the necessary approvals, the amalgamation is anticipated to be effective from 1 January 2015.

# SUMMARY FINANCIAL REPORT

## FOR THE YEAR ENDED 30 JUNE 2014

### STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME

	2014	2013
	\$	\$
Continuing Operations		
Revenue from sale of goods	16,002,710	14,388,913
Revenue from rendering of services	19,471,595	19,069,874
Revenue from fundraising and lotteries	2,164,710	2,251,845
Revenue from bequests	325,678	329,028
Total revenue	37,964,693	36,039,660
Other income		
Gain on sale of property, plant and vehicles	24,822	72,783
Fee for Service - Federal and State grants	10,141,433	9,684,186
Other income	67,410	142,615
Total other income	10,233,665	9,899,584
Expenses		
Materials and consumables used	(14,968,615)	(13,873,397)
Staff and employee expenses	(22,754,314)	(22,340,147)
Depreciation expense	(2,182,353)	(2,459,912)
Distribution expense	(2,711,719)	(2,467,803)
Occupancy, IT, building and plant maintenance	(3,734,533)	(4,309,346)
Other expenses	(2,792,970)	(3,432,402)
Total expenses	(49,144,504)	(48,883,007)
Results from operating activities	(946,146)	(2,943,763)
Financial income	1,080,254	1,240,992
Financial expenses	(21,329)	(34,986)
Net financial income	1,058,925	1,206,006
<b>Profit / (Loss) for the year of continuing operations</b>	<b>112,779</b>	<b>(1,737,757)</b>
Discontinuing Operations		
Net Profit/(Loss) for the year from Discontinuing Operations	37,334	(303,381)
<b>Profit / (Loss) for the year</b>	<b>150,113</b>	<b>(2,041,138)</b>
Other Comprehensive Income		
Net change in fair value of financial assets classified as fair value through other comprehensive income	1,354,895	2,121,470
<b>Other comprehensive income for the period</b>	<b>1,354,895</b>	<b>2,121,470</b>
<b>Total comprehensive income for the period</b>	<b>1,505,008</b>	<b>80,332</b>

The notes on page 59 are an integral part of these consolidated financial statements.

# SUMMARY FINANCIAL REPORT

## FOR THE YEAR ENDED 30 JUNE 2014

### STATEMENT OF FINANCIAL POSITION

	2014	2013
	\$	\$
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	2,711,676	1,991,882
Trade and other receivables	6,090,597	5,180,217
Inventories	2,890,805	2,458,547
Financial assets	6,362,331	5,289,146
Intercompany receivable	0	0
<b>Total current assets</b>	<b>18,055,409</b>	14,919,792
<b>Non-current assets</b>		
Financial assets	13,923,284	13,345,797
Property, plant and vehicles	19,139,559	20,917,046
<b>Total non-current assets</b>	<b>33,062,843</b>	34,262,843
<b>Total assets</b>	<b>51,118,252</b>	49,182,635
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Trade and other payables	4,006,214	3,355,740
Employee benefits	2,913,247	3,028,518
Lease liability	244,089	314,079
<b>Total current liabilities</b>	<b>7,163,550</b>	6,698,337
<b>Non-current liabilities</b>		
Employee benefits	1,193,567	1,112,389
Lease liability	98,619	214,401
<b>Total non-current liabilities</b>	<b>1,292,186</b>	1,326,790
<b>Total liabilities</b>	<b>8,455,736</b>	8,025,127
<b>Net assets</b>	<b>42,662,516</b>	41,157,508
<b>EQUITY</b>		
<b>Association funds</b>		
Reserves	3,354,328	1,999,433
Accumulated funds	39,308,188	39,158,075
<b>Total equity</b>	<b>42,662,516</b>	41,157,508

The notes on page 59 are an integral part of these consolidated financial statements.

# SUMMARY FINANCIAL REPORT

## FOR THE YEAR ENDED 30 JUNE 2014

### STATEMENT OF CHANGES IN EQUITY

	Fair Value Reserve	Accumulated Funds	Total Equity
	\$	\$	\$
Balance as at 1 July 2012	(122,037)	41,199,213	41,077,176
<b>Total Comprehensive income for the period</b>			
Loss for the year	-	(2,041,138)	(2,041,138)
Other comprehensive income			
Net change in fair value of financial assets classified as fair value through other comprehensive income	2,121,470	-	2,121,470
<b>Balance as at 30 June 2013</b>	<b>1,999,433</b>	<b>39,158,075</b>	<b>41,157,508</b>
Balance as at 1 July 2013	1,999,433	39,158,075	41,157,508
<b>Total Comprehensive income for the period</b>			
Loss for the year	-	150,113	150,113
Other comprehensive income			
Net change in fair value of financial assets classified as fair value through other comprehensive income	1,354,895	-	1,354,895
<b>Balance as at 30 June 2014</b>	<b>3,354,328</b>	<b>39,308,188</b>	<b>42,662,516</b>

The notes on page 59 are an integral part of these consolidated financial statements.

# SUMMARY FINANCIAL REPORT

## FOR THE YEAR ENDED 30 JUNE 2014

### STATEMENT OF CASH FLOWS

	2014	2013
	\$	\$
<b>Cash flows from operating activities</b>		
Cash receipts in the course of trading operations	40,515,009	40,981,843
Cash payments in the course of trading operations	(53,457,429)	(59,008,474)
Net cash available/(used) in the course of trading operations	(12,942,420)	(18,026,631)
Fee for Service - Federal and State grants	13,258,105	14,786,727
Bequests	325,678	329,028
<b>Net cash (used in)/from operating activities</b>	<b>641,363</b>	<b>(2,910,876)</b>
<b>Cash flows from investing activities</b>		
Dividends received	679,315	698,294
Interest received	226,576	273,654
Imputation credits received	165,206	374,410
Proceeds from sale of shares/redemption financial assets	1,610,482	2,468,631
Proceeds from sale of property, plant and vehicles	220,841	571,105
Payments for property, plant and vehicles	(572,456)	(593,765)
Acquisition of financial assets	(1,906,259)	(1,001,772)
<b>Net cash from/(used in) investing activities</b>	<b>423,705</b>	<b>2,790,558</b>
<b>Cash flows from financing activities</b>		
Finance lease payments	(323,945)	(315,970)
Interest paid	(21,329)	(34,986)
<b>Net cash from/(used in) financing activities</b>	<b>(345,274)</b>	<b>(350,956)</b>
Net increase/(decrease) in cash and cash equivalents	719,794	(471,274)
Cash and cash equivalents at 1 July	1,991,882	2,463,156
<b>Cash and cash equivalents at 30 June</b>	<b>2,711,676</b>	<b>1,991,882</b>

The notes on page 59 are an integral part of these consolidated financial statements.

# SUMMARY FINANCIAL REPORT

## FOR THE YEAR ENDED 30 JUNE 2014

### NOTES TO THE FINANCIAL STATEMENTS

#### BASIS OF PREPARATION OF SUMMARY FINANCIAL REPORT

The summary financial report has been prepared based on the Group's full financial reports. Other information included in the summary financial report is consistent with the Group's full financial report. The summary financial report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the Group as the full financial report.

The financial report is prepared on the historical cost basis except that financial instruments classified as available-for-sale are stated at their fair value.

A full description of the accounting policies adopted by the Group may be found in the Group's full financial report.

The presentation currency is Australian dollars.

#### COMPARATIVE FIGURES

Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year figures.

#### STATEMENT BY THE BOARD

In the opinion of the Board of Bedford Group Incorporated, the attached summary financial report for the financial year ended 30 June 2014 set out on pages 53-59 has been derived from or is consistent with the full financial report for the financial year.

Dated at Adelaide this 2nd day of October 2014

Signed in accordance with a resolution of the Board.



**C W Dunsford AM**  
Chairman

**R G Grigg**  
Deputy Chairman

*The notes on page 59 are an integral part of these consolidated financial statements.*

# AUDITOR'S LETTER

## FOR THE YEAR ENDED 30 JUNE 2014



### Report of the independent auditor on the summary financial statements to the members of Bedford Group Incorporated

The accompanying summary financial statements, which comprises the summary statement of financial position as at 30 June 2014, the summary statement of profit or loss and other comprehensive income, summary statement of changes in equity and summary statement of cash flows for the year then ended, related notes 1 and 2 and the directors' declaration are derived from the audited financial report of Bedford Group Incorporated for the year ended 30 June 2014. We expressed an unmodified auditor's opinion on that financial report in our report dated 2 October 2014.

The summary financial statements do not contain all the disclosures required by the Australian Accounting Standards. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of Bedford Group Incorporated.

#### *Directors' responsibility for the summary financial statements*

The directors are responsible for the preparation of a summary of the audited financial report on the basis described in Note 1.

#### *Auditor's responsibility*

Our responsibility is to express an opinion on the summary financial statements derived from the audited financial report of Bedford Group Incorporated based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

#### *Auditor's opinion*

In our opinion, the summary financial statements derived from the audited financial report of Bedford Group Incorporated for the year ended 30 June 2014 are consistent, in all material respects, with that audited financial report, on the basis described in Note 1.

KPMG

KPMG

Paul Cenko  
Partner

Adelaide

2 October 2014

KPMG, an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.

Liability limited by a scheme approved under Professional Standards Legislation.

# Thank You

## SPONSORS

Adelaide Oval  
Carter Holt Harvey  
Epac Salary Solutions  
Gallagher Bassett  
Hafele  
Jardine Lloyd Thompson  
Macquarie Private Wealth  
Maxima  
NAB  
Nyrstar  
Optus Business  
Pernod Ricard Wines  
Phil Hoffman Travel  
Samsung Communications  
Scene Change  
The Good Guys Marion  
The National Wine Centre of Australia  
Transfield Services  
Watson Fitzgerald

## BEQUESTS

Frances Daniels  
H Noske  
Heather Graham  
Janette Ailion  
Jean Guiver  
John Hindes  
M Stone  
Margaret Angove  
Stella Raymond  
Sue Stevens  
Terence Wollaston

## SUPPORTERS

Andrew Toop  
Aussiefast  
Australian Executor Trustees  
Big A Op Shop  
BL Shipway  
Bunnings  
Camerons Transport  
Carter Holt Harvey  
Clean Advice  
Compliant Fire  
Department for Communities  
& Social Inclusion  
Department of State Development  
Department for Further Education,  
Employment & Workplace  
Relations (Commonwealth)  
DK Quarries  
Elizabeth Civic Centre  
Ernst & Young  
Faye Packham  
Foodbank  
Foodland  
Gabbetts Machinery  
Gallagher Bassett  
Grahams Jewellers  
Harris Scarfe  
HESTA  
Hove Arts and Craft  
Kensington Financial Services  
Kuhne Nagel  
Laminex  
Le Fevre Community Stadium  
Leader Distributors  
LeMessurier  
Lincoln Tree Control  
Meals on Wheels SA  
Minter Ellison  
Mitcham City Council  
Mordangood Maintenance  
Mt Lofly House  
Port Lincoln City Council  
Port Lincoln Health Service  
Port Lincoln Lions Club  
Quilters Guild of SA  
Repatriation General Hospital  
Rotary Club of Adelaide  
Rotary Club of Mitcham  
Sarin Group Properties  
Shiels Jewellers  
Taperoo Community Centre  
The Copper Coast Council  
The Willis Group  
Therapeutic Dog Services Inc.  
Toop & Toop Real Estate  
Wallis Cinema  
Woodcroft Morphett Vale  
Neighborhood Centre



[facebook.com/BedfordGroup](https://facebook.com/BedfordGroup)

[twitter.com/BedfordGroup](https://twitter.com/BedfordGroup)

[youtube.com/ThisIsBedfordGroup](https://youtube.com/ThisIsBedfordGroup)

1300 300 023

[bedfordgroup.com.au](https://bedfordgroup.com.au)