

From: s47F
To: Minister Butler: s47E(d) @aph.gov.au
Subject: The Bedford Group SA
Date: Monday, 26 May 2025 10:33:14 AM

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Good Morning,

My name is s47F and my role at Bedford is the Head of Government and Strategic Relations. I am writing to you, as our colleague s47F met with the Minister last week, to discuss a number of matters in relation to the disability sector.

s47F has spoken to Bedford and from this discussion, we are writing to seek an urgent meeting as well with the Minister in relation to the disability sector in SA.

Bedford is Australia's second largest employer of people with disability, and SA's largest employer.

I am hoping that I could speak to the Minister's office to look at a meeting being arranged, without going into too much detail in this email, so that I can talk further about the need for the meeting.

I look forward to speaking to the Minister's office at your earliest convenience.

I can be reached on s47F

Kind regards

s47F

s47F

Head of Government and Strategic Relations

m s47F | t 08 8275 0211 | d 08 8275 0211

s47F @bedfordgroup.com.au

615 Goodwood Road, Panorama SA 5041 | PO Box 18, Melrose Park SA 5039



www.bedfordgroup.com.au



From: [Minister Butler](#)
To: [s47F @bedfordgroup.com.au](#)
Cc: [s47F @bedfordgroup.com.au](#); [Minister Butler DLO s47E\(d\) pm.gov.au](#); [s47E\(d\) @dss.gov.au](#)
Subject: Letter from the Minister for Health and Ageing, Disability and the National Disability Insurance Scheme [SEC=OFFICIAL]
Date: Wednesday, 23 July 2025 9:31:08 AM
Attachments: [Bedford Group.pdf](#)
[image004.jpg](#)

Mr [s47F](#)

Please find attached a letter from Minister Butler, on behalf of the Prime Minister.

[Office of the Hon Mark Butler MP](#)
[Minister for Health and Ageing](#)
[Minister for Disability and the National Disability Insurance Scheme](#)
[E: Minister.Butler@health.gov.au](#)

[PO Box 6022](#)

[Parliament House, Canberra ACT 2600](#)

The Department of Health, Disability and Ageing acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

This document has been released under
the Freedom of Information Act 1982 (Cth)
By the Disability and the National Disability Insurance Scheme

OFFICIAL



The Hon Mark Butler MP
Minister for Health and Ageing
Minister for Disability and the National Disability Insurance Scheme

s47F

Chief Executive Officer
Bedford Group
615 Goodwood Road
Panorama SA 5041

Dear s47F

I write in response to your letter of 18 July 2025 to the Prime Minister, the Hon Anthony Albanese MP, regarding financial difficulties of Bedford Group Ltd. As funding for National Disability Insurance Scheme (NDIS) participants falls within my portfolio responsibilities, the Prime Minister has asked me to reply on his behalf.

While I appreciate the information you have provided to the Australian and South Australian Governments to assist us understand Bedford's financial position, and the discussions you've had with officials from my department, the Australian Government considers there is insufficient information about Bedford's longer-term financial viability to enable Government intervention at this time.

I note your advice that based on Bedford's financial position the Board may resolve to appoint an administrator. Should this occur, the Australian Government expects all parties to make continuity of care and services their priority, especially for the people who rely on Bedford Group's services for their day-to-day care, support, and employment. To this end I have asked my Department to work with Bedford Group, the South Australian Government and any administrator in the interests of people with disability.

The senior officer responsible in my department is Mr Alexander Abel, Branch Manager, Markets and Workforce Policy, who can be contacted at s47F @dss.gov.au.

I have copied this letter to the Prime Minister, the Hon Anthony Albanese MP and the Minister for Social Services, the Hon Tanya Plibersek MP, given her lead role in the Commonwealth for supported employment policy matters.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'Mark Butler'.

Mark Butler

22 / 07 / 2025

From: [Minister Butler DLO](#)
To: s47F
Subject: RE: response to Minister Butler, letter dated 22 July 2025 in relation to Bedford Group Ltd. [SEC=OFFICIAL]
Date: Wednesday, 23 July 2025 3:01:51 PM
Attachments: [~WRD0003.jpg](#)
[image002.png](#)
[image003.png](#)
[image004.jpg](#)

Thank you s47F confirming receipt and replacement.
 Yindamara (respect),
 s47F,
 s47F(c)

If using assistive software, the message ends here. Email signature below.

s47F, s47E(c) (she/her)

Interim Departmental Liaison Officer – Disability and NDIS

The Department of Health, Disability and Ageing acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to all Elders both past and present.

[National Relay Service](#)



From: s47F

Sent: Wednesday, 23 July 2025 2:47 PM

To: Minister Butler

Cc: Minister Butler DLO s47E(d) @pm.gov.au; s47E(d) @dss.gov.au

Subject: [UNSCANNED CONTENT]RE: response to Minister Butler, letter dated 22 July 2025 in relation to Bedford Group Ltd.

Dear all,

An error in the previous letter - please delete and accept this letter.

Kind regards

s47F

From: s47F

Sent: Wednesday, 23 July 2025 11:41 AM

To: Minister Butler ; s47F

Cc: Minister Butler DLO s47E(d) @pm.gov.au; s47E(d) @dss.gov.au

Subject: response to Minister Butler, letter dated 22 July 2025 in relation to Bedford Group Ltd.

Good morning,

Please find a letter from Bedford CEO s47F and Bedford Board s47F to

Minister Butler, in response to the letter received this morning 23/7/25.

We look forward to your response.

Kind regards,

s47F

s22

s22



s47F

Head of Government and Strategic Relations

m s47F | t s47F | d s47F
s47F @bedfordgroup.com.au

615 Goodwood Road, Panorama SA 5041 | PO Box 18, Melrose Park SA 5039

www.bedfordgroup.com.au



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From: s47F
To: [REDACTED]
Subject: RE: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]
Date: Monday, 16 June 2025 2:02:15 PM

Hi s47F thanks for emailing me, how about we chat at 1.30PM

I will send a teams meeting request if that's ok.

Look forward to meeting you,

Kind regards

s47F

From: s47F@Health.gov.au>
Sent: Monday, 16 June 2025 1:19 PM
To: s47F@bedfordgroup.com.au>
Subject: RE: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]

This email was sent from outside the organisation – be cautious, particularly with links and attachments.

Hi s47F

I'm happy to chat – I have some time free between 1 and 3 tomorrow (Tuesday) if that suits you.

s47F

s47F

From: s47F@Health.gov.au>
Sent: Monday, 16 June 2025 1:46 PM
To: s47F@bedfordgroup.com.au>
Cc: s47F@Health.gov.au>
Subject: RE: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]

That may be useful. Have copied her into this response so you can connect as needed.

Ta

From: s47F@bedfordgroup.com.au>
Sent: Monday, 16 June 2025 1:39 PM
To: s47F@Health.gov.au>
Subject: RE: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]

Thanks s47F

Good to know

Do you want me to talk to s47F to provide a brief of where things are at before the meeting?

s47F

From: s47F <[REDACTED]@Health.gov.au>
Sent: Monday, 16 June 2025 1:06 PM
To: s47F <[REDACTED]@bedfordgroup.com.au>
Subject: RE: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]

This email was sent from outside the organisation – be cautious, particularly with links and attachments.

Thanks s47F He has been provided with the incoming letter and will again give to him on Wed at some point.

There is a small amount of buffer time generally provided should the meeting run later or other etc. He does have an adjacent commitment.

s47F from our office will also attend the meeting.

Cheers
s47F

From: s47F <[REDACTED]@bedfordgroup.com.au>
Sent: Monday, 16 June 2025 1:33 PM
To: s47F <[REDACTED]@Health.gov.au>
Subject: RE: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]

Hi s47F thanks for sending me an email, that's good, I've got a couple of questions,

You'll note we sent an original letter to Minister Butler, has the Minister read, or been briefed on that letter?

Is there any chance to push the meeting past half hour, as we've been in significant discussions with Dept Treasury and Finance and Human Services here in SA and this is a significant conversation with the Minister and we don't want to have to rush him.

But we are certainly able to meet at 10.45 am

Thank you

s47F

From: s47F <[REDACTED]@Health.gov.au>
Sent: Monday, 16 June 2025 1:00 PM

To: s47F [redacted] <[redacted]@bedfordgroup.com.au>
Subject: RE: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]

This email was sent from outside the organisation – be cautious, particularly with links and attachments.

Hi s47F [redacted]

Look forward to seeing you Thursday. Is that ok if we push the start time to 10.45AM if possible?

Thanks

s47F [redacted]

From: s47F [redacted] <[redacted]@bedfordgroup.com.au>
Sent: Wednesday, 11 June 2025 1:09 PM
To: s47F [redacted] <[redacted]@Health.gov.au>
Subject: RE: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]

Dear s47F [redacted]

Here are a range of stories that we celebrate at Bedford.

This may assist with understanding Bedford more prior to our meeting.

Bedford has both traditional services (more likely known as supported employment), underpinned by the NDIS and also social enterprises, which are inclusive employment spaces, where people from supported employment have moved and transition to award wages, working along side others, who may have barriers to employment. We have three social enterprises, - Green Inc – landscape construction; people can move from Adelaide Property and Gardens (a supported employment environment) to GreenInc. Dovetail - advanced manufacturing, people can move from Bedford's traditional manufacturing environment to Dovetail. Cultivate – award wage paid where contracts from areas such as Defence, Foodland, Aldi, and Coles – food is made and contracted to these businesses.

We have many supported employment environments, from a laundry at Lonsdale, manufacturing at Reynella, Panorama, Hospitality at Panorama, recycling at Ottoway and regional sites as well.

Bedford has 22 sites as far north as Port Lincoln and as far south as a timber mill at Mt Gambier.

Please see some of our stories below:

This is one of our supported employees who has moved to “open” employment from Adelaide Property and Gardens and moved to Green Inc.

[Meet Lynton from GreenInc](#)

This is Dovetail, the start of the new site at Salisbury which we've just taken over, it is being commissioned at the moment.

[Salisbury Advanced Manufacturing and Retail Hub site tour April 2024](#)

This is Cultivate, which employs people with disability and people with barriers to employment.

Recently Minister Rishworth as Min for Social Services awarded Bedford a \$1.089 m grant as a structural adjustment fund to evolve supported employment for up to 70 people.

[Cultivate - Launch Video](#)

An upcoming event with our recycling team at ERA (Electronic Recycling Australia)

[General Manager of Ottoway Recycling Hub, Graham Hartland discusses e-waste and mattress recycling. - YouTube](#)

Bedford's recent gala on May 3

[Bedford Gala 2025 - Celebrating 80 Years of Opportunities](#)

Finally, Bedford's 80 years of opportunities celebrated this entire year.

[Bedford: 80 Years of Opportunities](#)

Kind regards,

s47F

From: s47F <[REDACTED]@Health.gov.au>
Sent: Wednesday, 4 June 2025 3:11 PM
To: s47F <[REDACTED]@bedfordgroup.com.au>
Subject: RE: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]

This email was sent from outside the organisation – be cautious, particularly with links and attachments.

Thanks – invitation on way shortly. Sure re info. Happy to relay that to the Minister.

s47F

From: s47F <[REDACTED]@bedfordgroup.com.au>
Sent: Wednesday, 4 June 2025 3:29 PM
To: s47F <[REDACTED]@Health.gov.au>
Subject: Re: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]

Dear s47F

With many thanks , we appreciate your correspondence.

Please note we will take the date of the 19th and in attendance will be s47F - Bedford CEO and myself Head of Government and Strategic Relations.

If you would like more detail on Bedford prior to the meeting I can send through some collateral of what we do to help the Minister understand Bedford's work and achievements.

If you send the meeting request to me I will ensure it's attended to.

If you need to speak to me directly please don't hesitate to call on s47F

Kind regards

s47F

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From: s47F <[@Health.gov.au](mailto: @Health.gov.au)>
Sent: Wednesday, June 4, 2025 2:40:15 PM
To: s47F <[@bedfordgroup.com.au](mailto: @bedfordgroup.com.au)>
Subject: Response | The Bedford Group SA (email 3) [SEC=OFFICIAL]

This email was sent from outside the organisation – be cautious, particularly with links and attachments.

Dear s47F

Nick Martin has passed on your email below to me. Appreciate you have been in touch with our office following our initial meeting with s47F in Canberra.

Thank you for your patience. There has been a significant amount of increased correspondence following the adjustment of portfolios which requires consideration.

Happy to accommodate the request below and facilitate a meeting.

Couple of option below to consider – please advise which of these suits and can confirm. Can you also advise who will be in attendance from your end?

- 19 June - 10.30AM SA time | CBD offices
- 26 June - 2PM SA time | Port Adelaide office

Confirming receipt of your letter as well.

Kind regards

s47F

From: s47F <[REDACTED]@bedfordgroup.com.au>
Sent: Friday, 30 May 2025 4:52 PM
To: MARTIN, Nick <Nick.MARTIN@Health.gov.au>
Subject: [UNSCANNED CONTENT]FW: The Bedford Group SA (email 3)
Importance: High


Hello Nick,

My name is s47F and I'm the Head of Government and Strategic Relations at Bedford in SA.

I've left a text for you and just giving you some further detail.

Without going into too much detail, we've been contacting Min Butler's office since last Monday (26/5).

s47G(1)(a)



s47F has advised us that he knows you due to a current working matter.

Nick, I am hoping that we can speak to you at your earliest convenience, it is an important conversation that we feel the Minister needs to be aware of the sector challenges but also opportunities.

As we closely come to the NDIS Price guide release, and to the above matters, we do hope that we can find a suitable time very soon, to talk about this email and our letter.

Kind regards

s47F

From: s47F
Sent: Tuesday, 27 May 2025 2:07 PM
To: minister.butler@health.gov.au, s47E(d) aph.gov.au
Subject: The Bedford Group SA (email 2)
Importance: High

Good afternoon,

My name is s47F and I'm the Head of Government and Strategic Relations at Bedford in SA.

I sent the below email yesterday and have tried to contact the s47F number and the recording says that the phone message box is full, therefore it couldn't take my call.

I have a letter from Bedford's CEO s47F explaining our need to urgently meet with the Minister.

This is taken from the meeting that the Minister had with the s47F, a colleague of Bedford's and Alliance 20, to which Bedford leads the employment portfolio.

I am hoping that someone from the office can contact me at your earliest convenience as the matter is quite important for discussion as early as possible.

Bedford's CEO and I are able to travel to visit the Minister and others at a time that suits conveniently.

We understand the challenge of such a large portfolio; however, time is important given budgetary discussions as outlined in the letter.

Thank you for taking the time to read this and we look forward to hearing from you, I can be reached on s47F

Kind regards

s47F

From: s47F

Sent: Monday, 26 May 2025 10:02 AM

To: minister.butler@health.gov.au; s47E(d) @aph.gov.au

Subject: The Bedford Group SA

Good Morning,

My name is s47F and my role at Bedford is the Head of Government and Strategic Relations.

I am writing to you, as our colleague s47F met with the Minister last week, to discuss a number of matters in relation to the disability sector.

s47F has spoken to Bedford and from this discussion, we are writing to seek an urgent meeting as well with the Minister in relation to the disability sector in SA.

Bedford is Australia's second largest employer of people with disability, and SA's largest employer.

I am hoping that I could speak to the Minister's office to look at a meeting being arranged, without going into too much detail in this email, so that I can talk further about the need for the meeting.

I look forward to speaking to the Minister's office at your earliest convenience.

I can be reached on s47F

Kind regards

s47F

s47F

Head of Government and Strategic Relations



m s47F | t 08 8275 0211 | d 08 8275 0211

s47F @bedfordgroup.com.au

615 Goodwood Road, Panorama SA 5041 | PO Box 18, Melrose Park SA 5039

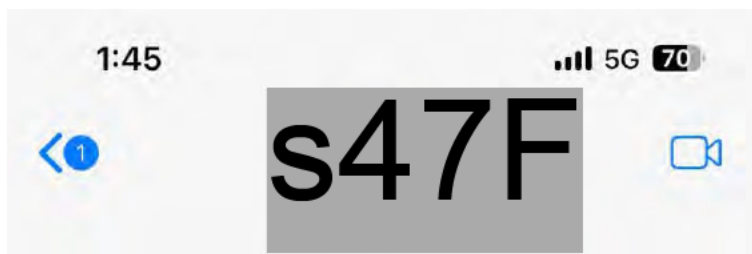
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By the Disability and the National Disability Insurance Scheme



iMessage
Thu, 19 Jun at 11:09 am

Hi s47F
s47F and I are in the lobby
s47F

Coming

Thu, 19 Jun at 12:45 pm

s47F
Are you ok if I make contact
directly with Alex I have worked
with him before and we probably
want to get moving asap on
what's required
Thanks s47F

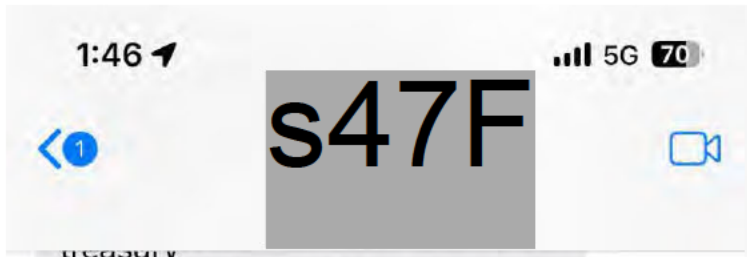
Mon, 23 Jun at 4:39 pm

Hi s47F
Just giving you an update
We've met with Alex Abel twice
I had put state dtf people in touch
with him
He was trying to speak to federal
treasury

s47G

+ iMessage

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treasury
s47G

Will keep you updated

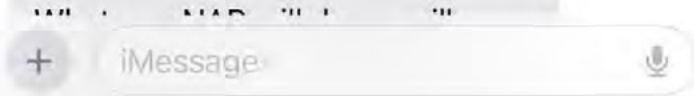
s47F

Fri, 27 Jun at 4:08 pm

Hi **s47F**

Just wanting to give you another update to Bedford.

s47G



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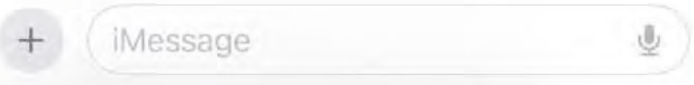
s47G

Kind regards s47F

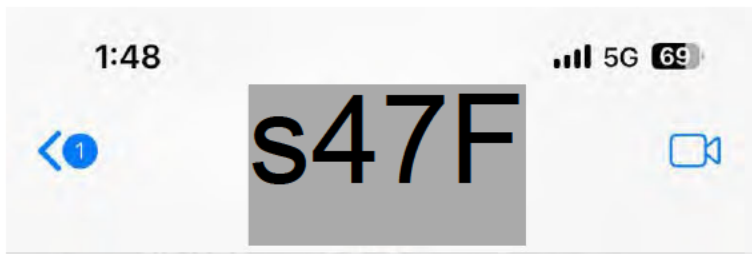
Hi s47F s47G hasn't call me. Maybe they spoke to SA govt? I've been chatting with Alex Abel and SA Treasurer's office - they have been keeping me updated.

Thanks s47F
Appreciated
So
Many conversations!
If you need any more from us
don't hesitate

s47F



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Hi s47F, sorry to bother you I know you are busy. As you know we are working with the state Gov on the



I'm just trying to align all the stakeholders

Thanks

s47F

Alex is your best point of contact. He can talk to others in the commonwealth if required. That way we can make sure all advice is joined up and consistent.

Read 2/7/2025

Great



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From: s47F
To: s47E(d) @aph.gov.au; s47E(d) @aph.gov.au; s47F ABEL, Alexander
Subject: [UNSCANNED CONTENT]finalisation of formal arrangement to support Bedford
Date: Tuesday, 15 July 2025 5:07:50 PM
Attachments: [Letter to Premier - Final.pdf](#)
[14Jul25 Board Resolution.pdf](#)

Dear Minister Butler, s47F and Alex,

Bedford has been diligently working with the Department of Finance and Treasury in South Australia, as well as with your office and with Alex Abel recently in regards to the current liquidity matter that is affecting Bedford.

We thank you for your support for Bedford.

Whilst Bedford has received verbal confirmation of an amount of funding to support operations, we continue to wait for formal confirmation of the arrangement to support Bedford.

Please note the letter to the Premier of South Australia and Bedford Board resolution which will see Bedford needing to make a very important decision about Bedford's future this week, should the formal arrangement and associated details not become available to Bedford within this time frame.

We wanted to make you aware of the correspondence to the Premier of South Australia.

With kind regards,

s47F

s47F

Head of Government and Strategic Relations

m s47F | t s47F | d s47F
s47F @bedfordgroup.com.au
615 Goodwood Road, Panorama SA 5041 | PO Box 18, Melrose Park SA 5039



www.bedfordgroup.com.au



From: s47F
To: [REDACTED]
Subject: Bedford update
Date: Friday, 27 June 2025 8:32:50 AM

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Hi s47F [REDACTED]

I hope you are well and the ndis learning curve is probably keeping you very busy.

I just wanted to give you an update of where Bedford are at.

Since meeting with Minister Butler, we have been talking to Alex Abel.

We met with DTF in SA earlier this week and have expected a letter which outlines next steps - however we were meant to receive that letter earlier this week - directed to Bedford's Board Chair and we've not received it, this makes it extremely difficult to know how quickly revisions need to be made.

A significant Board meeting is being held this morning at Bedford which may see us needing to suspend or end services without knowing what is the support (if any) from government.

The Bedford board has appointed an independent adviser to assist them in making decisions to support the next steps.

We will let s47F [REDACTED] know today the outcome of the Board meeting and also keep you informed.

Kind regards

s47F [REDACTED]

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s47F [REDACTED]

Head of Government and Strategic Relations

m[s47F] | t[s47F] | d[s47F]

s47F@bedfordgroup.com.au

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From: s47F
To: [REDACTED]
Subject: [UNSCANNED CONTENT]FW: Bedford discussion on 19 June 2025 with associated documents
Date: Thursday, 19 June 2025 6:15:52 PM
Attachments: s47G(1)(a)

Hi s47F just to keep you in the loop, we've just met with Alex Abel and Alex Buckley.

We've given them a range of information to support the discussions we had.

Next steps are for me to introduce Alex A to our DTF counterpart – s47F

If you need anything please don't hesitate to reach out.

Kind regards,

s47F

From: s47F
Sent: Thursday, 19 June 2025 5:36 PM
To: ABEL, Alexander s47E(c), s47F@dss.gov.au>; BUCKLEY, Alex s47E(c), s47F@dss.gov.au>
Subject: Bedford discussion on 19 June 2025 with associated documents

Hi Alex and Alex,

s22

s22

s22

I'll be in touch more tomorrow.

Kind regards

s47F

s47F

Head of Government and Strategic Relations

m s47F | t s47F | d s47F
s47F @bedfordgroup.com.au
615 Goodwood Road, Panorama SA 5041 | PO Box 18, Melrose Park SA 5039



www.bedfordgroup.com.au



From: s47F
To: [ABEL, Alexander](#)
Cc: s47F
Subject: RE: Bedford [SEC=OFFICIAL]
Date: Thursday, 19 June 2025 2:30:47 PM

Hi Alex,

Thank you for coming back to me so quickly.

I'll set a teams meeting up for this afternoon as noted re time below.

This meeting will have s47F; you and I involved in the first instance.

Many thanks

s47F

From: ABEL, Alexander s47E(c), s47F @dss.gov.au>
Sent: Thursday, 19 June 2025 1:55 PM
To: s47F @bedfordgroup.com.au>
Cc: s47F @health.gov.au>
Subject: RE: Bedford [SEC=OFFICIAL]

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Good afternoon s47F
Thanks for reaching out.
I'm happy to meet this afternoon after 5pm (4.30 Adelaide time) or any time tomorrow after 10:30am.
If you let me know a time that works I'll send out a meeting invite with dial in details.

As a first step it would be good to understand the financial needs and timing.

Happy to discuss,
Alex

Alexander Abel (he/him)
Branch Manager, Markets and Workforce Policy Branch
Department of Social Services
E: s47E(c), s47F @dss.gov.au **M:** s47F, s47E(c)

From: s47F [redacted] <[redacted]@bedfordgroup.com.au>
Sent: Thursday, 19 June 2025 1:08 PM
To: ABEL, Alexander s47E(c), s47F [redacted] <[redacted]@dss.gov.au>
Cc: s47F [redacted] <[redacted]@health.gov.au>
Subject: Bedford

s47G(1)(a)



Are you able to meet with us urgently?

Many thanks

s47F [redacted]

s47F [redacted]

Head of Government and Strategic Relations

m s47F [redacted] | t s47F [redacted] | c s47F [redacted]
s47F [redacted] <[redacted]@bedfordgroup.com.au>

615 Goodwood Road, Panorama SA 5041 | PO Box 18, Melrose Park SA 5039

www.bedfordgroup.com.au

[redacted]

[redacted]

From: s47F
To:
Subject: Re: Bedford
Date: Tuesday, 17 June 2025 6:36:22 PM

Thanks s47F - looking forward to seeing you on Thursday

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From: s47F @bedfordgroup.com.au>
Sent: Tuesday, June 17, 2025 2:40:48 PM
To: s47F @Health.gov.au>
Subject: Bedford

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Hi s47F

Thanks so much for letting me talk, as I said, let's find more time to support you in getting to understand the NDIS and how Providers work.

In the meantime, this is the letter that was sent to Min Butler's office from the NDS (National Disability Services) ; Ability First and Alliance 20.

Please contact me on s47F any time you need.

Kind regards,

s47F

s47F

Head of Government and Strategic Relations

m s47F | t s47F | d s47F
s47F @bedfordgroup.com.au
615 Goodwood Road, Panorama SA 5041 | PO Box 18, Melrose Park SA 5039



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