SOCIAL FUTURES

Annual report summary

2025-2026



"Rainbow Dragon" - Dash Nelson
finalist in ArtSpeak Studio Exhibition

WELCOME

A message from the chair & CEO

As we mark 50 years, it is good to reflect on how much has changed, as well as that which has not. Our services, reach and responsibilities have grown, but our commitment to people and communities remains as strong as ever. Listening, responding to changing needs and working alongside communities to make a practical difference contzinues to be central to our purpose..



Chris Leach

Chris Leach, Chair

We began in 1976 as the Richmond–Tweed Regional Council for Social Development, with a strong community development focus in the Northern Rivers. Since then, we have grown into a large multi-service organisation working across regional New South Wales and Queensland, supporting people across areas including housing, mental health, disability, employment, children and families. In 2016 we became Social Futures, reflecting how much our role and reach had grown.

Housing and homelessness was a major area of growth this year, with more temporary accommodation, new specialist homelessness support for women experiencing domestic and family violence, and Aboriginal people experiencing homelessness, alongside further progress on longer-term social and affordable housing. Since the end of the financial year, we have also achieved Tier 2 registration as a community housing provider.

We continued providing employment support through the addition of Inclusive Employment Australia, alongside our ongoing disability inclusion work. Brighter Beginnings strengthened our work with children and families. In mental health, Virtual Care Connect gave people a new way to access support online, while Side by Side and Pillars of Support helped us offer earlier, more flexible support.



Tony Davies

Tony Davies, CEO

One thing this year has reinforced for us is the importance of making support easier to access and more responsive to what people and communities need. We're giving people with lived experience a stronger say in our work, putting our new Innovate Reconciliation Action Plan into practice and continuing to make our services more culturally safe, inclusive and accessible. We continue to embrace technology and innovation to improve the way we work and deliver services, while ensuring quality, safety, privacy and trust remain central to our approach.

None of this happens without our people. Their knowledge, care and commitment make the difference every day. Award recognition during the year was a welcome acknowledgement of the people and culture behind our work. We are also grateful for the support of our funders, government and community partners.

As we look ahead, we want to keep growing in ways that respond to changing community needs, strengthen what we can offer and keep us connected to our values and regional roots.

View our current governance structure.

We acknowledge the Traditional Owners and Custodians of the land where we live and work and their continuing connection to land, water, sea and community. We pay respects to Australia's First Peoples, to their unique and diverse cultures, and to Elders past, present and future.

50 YEARS OF IMPACT

Empowering people to thrive

Social Futures is dedicated to achieving positive social change. We create inclusive communities and bridge the gap of social isolation. We connect people to the support they need, when they need it.

We work with communities, organisations and government across housing and homelessness, employment, children, youth and families, mental health and wellbeing, disability inclusion, sector support and seniors in community.

Our vision

Thriving people, strong communities



Our purpose

To achieve positive social change in our communities



Our people

By design, Social Futures is a diverse workplace where people feel genuinely valued, supported, and empowered to drive positive social change. We hold Great Workplace Accreditation; industry-leading gender pay equity with a 0% Gap; and thriving staff-led peer networks: Our Mob, Rainbow Group, Access and Inclusion Advisory Group, Peer Network. It's a culture our people actively choose to stay in.

429	20.5%	7.9%	11.4%	11.7%
Staff	People with disability (9.8%), or carers of	First Nations staff	LGBTIQSB+ staff	Culturally and linguistically diverse staff

IMPACT

Sammi steams ahead with Inclusive Employment Australia



Thirty-four-year-old Sammi is living life on her own terms. She recently moved into her own home in Dubbo, she has a job she loves, a growing list of skills, and a dream holiday to save for. Getting to this place, however, took courage, support and a belief in herself that she didn't always have.

Sammi lives with Autism and Cerebral Palsy and describes herself as a slow learner. "It takes me a while to learn a job," she says. "But I finally get there."

Before she connected with Social Futures' Inclusive Employment Australia (IEA) program, life looked different for Sammi. She lived on a farm outside Dubbo with her dad, where getting to appointments meant catching a ride on the local school bus. She was isolated, and she felt the people around her doubted what she could do.

"No one believed I could get a job because of my disability," Sammi says. "People would tell me that I wouldn't survive in a job. I didn't have a lot of support until I came to Social Futures.

Finding a job and the support to keep it

Sammi was determined to build a life of her own. "I didn't want to spend my whole life having other people do everything for me," she says.

Sammi applied for a job at KFC and was thrilled when she got it. But she soon discovered that landing a job and keeping it are two different things. Sammi realised she needed support with communicating her needs, so she reached out to Social Futures.

The team helped her find her feet at work and find confidence she didn't know she had. The team also works with employers to help them understand what adjustments can be made to support people with disability in the workplace.

> **"I just love all the support that Social Futures gives me, they've been able to listen... It's just like I have a Social Futures family."**

Working through challenges

The early days at KFC were challenging for Sammi. Because she has a hidden disability and appears confident and capable, people can often assume she doesn't need any extra help. Sammi also experiences anxiety and she found it difficult to advocate for herself. "I was scared to speak up before," she says.

Social Futures IEA Team Leader Terri-Lee Baker and the team worked closely with Sammi and her employer. They put workplace arrangements in place and made sure Sammi had a supervisor she felt comfortable with. They also helped managers and crew better understand Sammi's individual needs, so everyone knew how to help her succeed at work.

"The KFC team have been great to work with. They really wanted to learn and understand how best to work with Sammi so she can do her job well," said Terri-Lee.

The shift has been remarkable. "All we get is positive things from work," Terri-Lee says. Sammi now texts the team after every shift to share how her day went.

"In the last three or four months, she's actually saying, 'I'm so proud of myself. I can't believe how good I am.' She's never said that before," Terri-Lee says. "That actually brings tears to my eyes. I'm very proud of her."

BY THE NUMBERS

2025-26 Celebrating 50 years

32,029

People supported on their journey to inclusion, wellbeing and independence

111,803

Occasions of service

91.7%

Participants satisfied with the service provided by their program

74.7%

Participants reported a positive change in one or more life outcomes

4,958

Aboriginal and Torres Strait Islander participants supported across our footprint

20,739

People with disability supported across our footprint

95.7%

LAC participants reported successful connections to community and other government services

88%

Mental Health and Wellbeing participants reported an improvement in psychological distress

77%

Children, Youth and Families participants reported improvements in areas affecting their independence, participation sand wellbeing

94%

Accommodation Services participants reported improved satisfaction with major areas of their lives

FINANCIALS

Social Futures financial snapshot

FINANCIAL POSITION SUMMARY

Social Futures reported Total Comprehensive Income of $14.03 million for 2025–26. This result was influenced by a $3.12 million revaluation of property assets and capital project funding of $9.53 million recognised as income. The resulting completed building and works in progress have strengthened net assets and equity which now stands at $29.71 million. Restricted cash comprised of grants which have been recognised as income in advance of services being delivered are held in cash and term deposits.

After adjusting for material capital and timing effects, the underlying operating surplus was $1.39 million which is consistent with prior years. The growth in property assets supports our capacity to deliver services over the long term, while the adjusted result provides a clearer view of the year's ongoing operations.

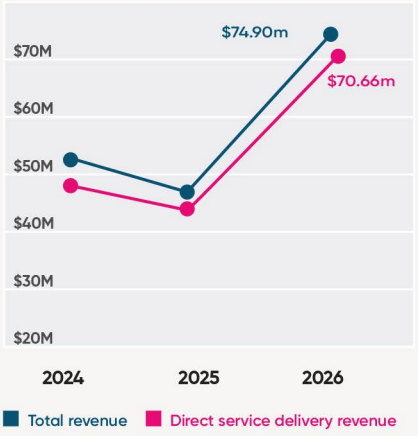
WHAT IS ADJUSTED EQUITY?

Adjusted equity is a supplementary measure that helps explain Social Futures' financial position alongside the equity reported in its financial statements. It adjusts for material amounts arising from the timing of grant recognition so readers can distinguish resources supporting ongoing operations from the value held in cash and term deposits to deliver future services.

The adjusted equity position has increased from $11.42 million to $25.55 million. Adjusted equity does not replace reported equity or represent cash available to spend; the adjustments should be read in conjunction with the financial statements and their notes.

Total revenue

$74.90 million



Surplus/deficit

$1.39 million*

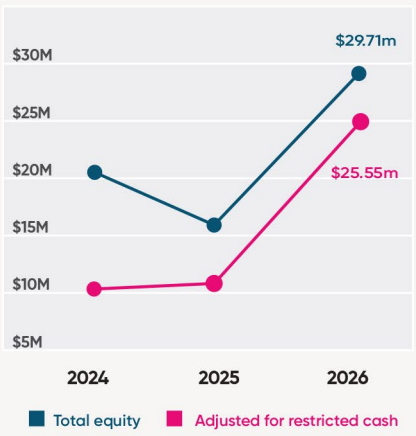
*Adjusted operating surplus



Net equity

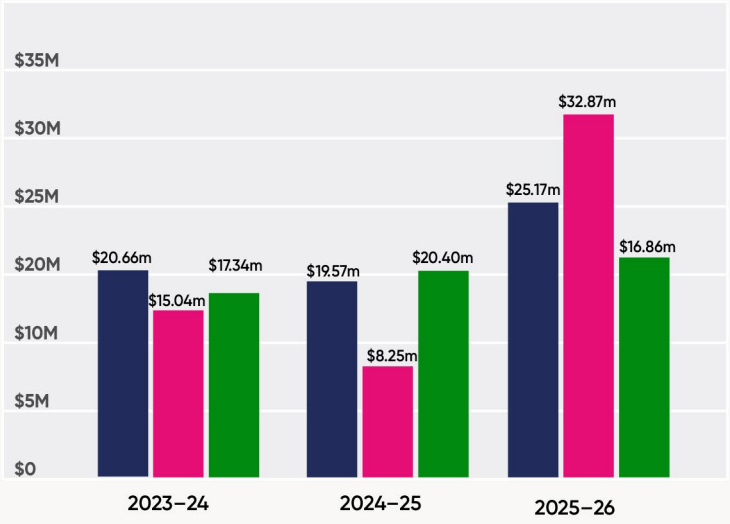
$25.55 million*

*Adjusted net equity



FINANCIALS

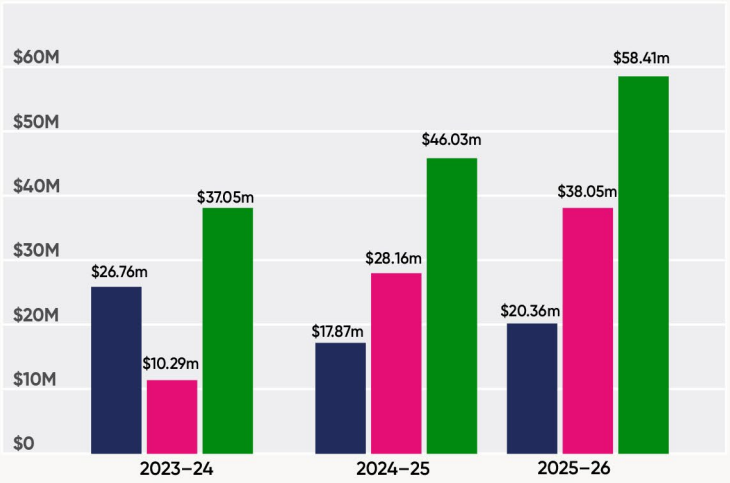
Funding source



Our funding has grown, with increased investment from state and federal governments.

Federal State Other

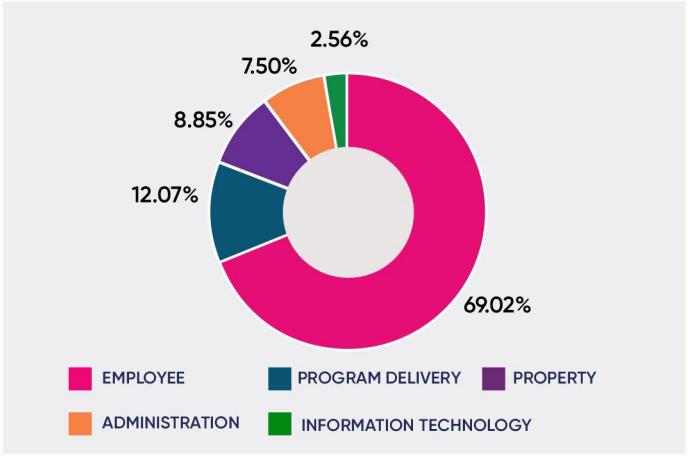
Assets



We are investing in the delivery of housing solutions for our communities.

CURRENT ASSETS NON CURRENT ASSETS

Expenses



Our people and our program delivery are how we deliver Positive Social Change.

SOCIAL FUTURES

Positive Social Change

Inclusion is about the actions we take every day. We welcome, support, and celebrate diversity.

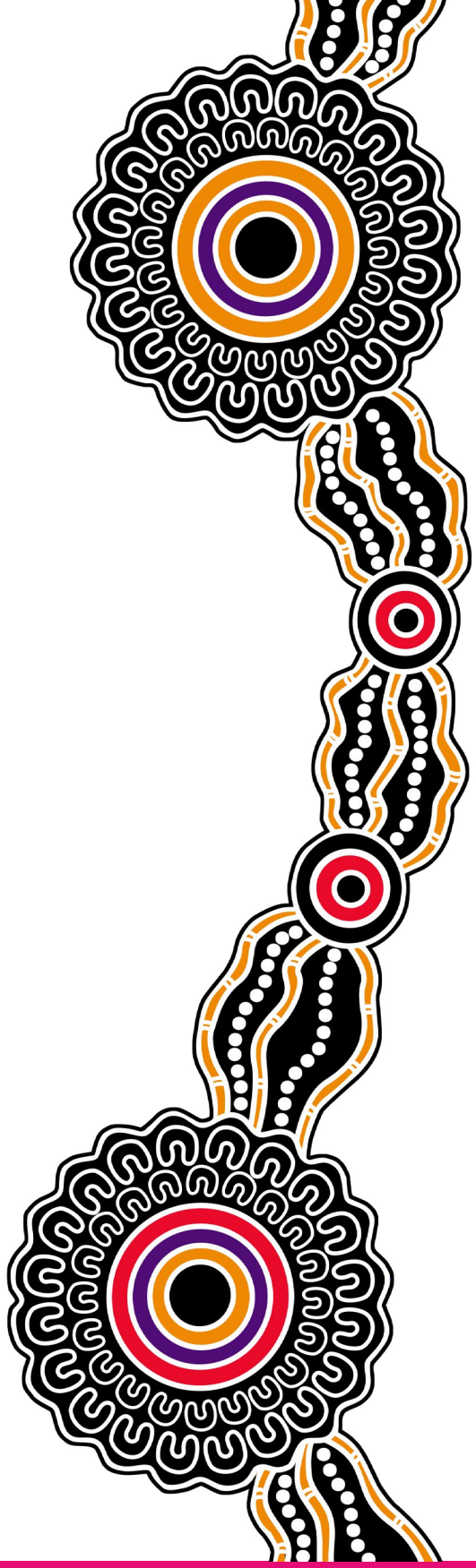
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