



Summer
Foundation

2024 – 2025

Annual Report





Shedshaker Brewing
CASTLEMAINE
REAL BEER MADE HERE



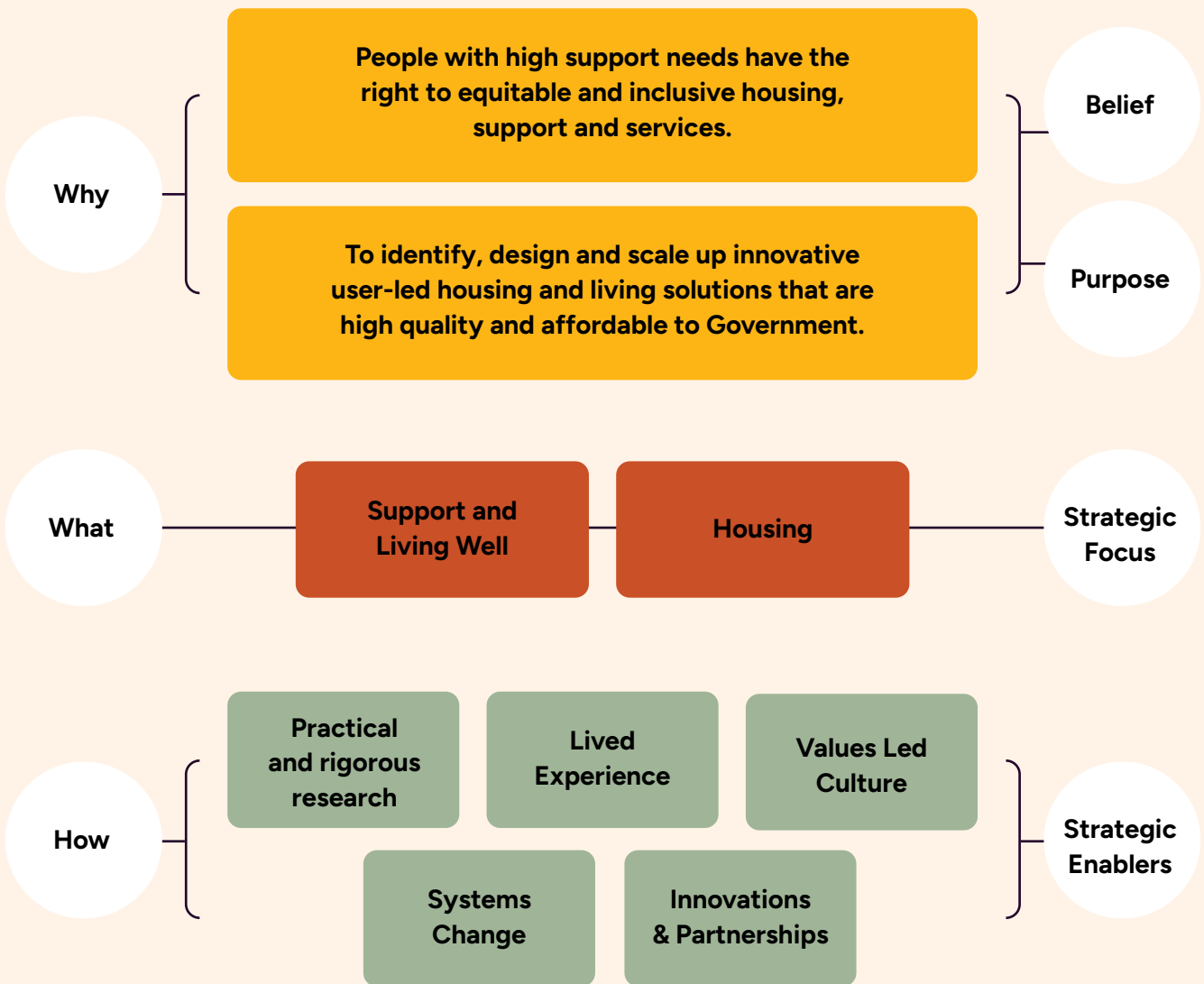
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Our mission and purpose

Our Strategic Framework





Our year at a glance

NOVEMBER 25th, 2024

The Australian Parliament passes the Aged Care Act 2024, which for the first time in history sets an age limit for people entering aged care. Australians under 65 will not be able to access residential aged care, except in limited circumstances. This represents the culmination of years of advocacy by the Summer Foundation and other organisations.

MARCH 28th, 2025

The first meeting of our new Innovation Council is held. The Innovation Council is the advisory body for innovation at the Summer Foundation. The Council prioritises ideas and advises on innovation initiatives and strategy.

JUNE 12th, 2025

A new multi-year research partnership is announced between La Trobe University and the Summer Foundation. The partnership with La Trobe University's School of Psychology and Public Health establishes the Summer Foundation Disability Research Centre at the University. This new partnership will help meet the critical knowledge needs of the NDIS reform agenda by understanding what works in driving better quality services and true innovation.

OCTOBER 17th, 2024

We held our Annual Public Forum and unveiled our bold new agenda: to identify, design and scale up big ideas to grow housing and support options for people with high support needs. The relaunch of the organisation also comes with a new-look brand.

DECEMBER 12th, 2024

We are awarded a grant through the NDIS Quality & Safeguards Commission's 'Support for NDIS Providers' program. The grant is for the development of a Housing and Living Index that will enable people with disability to make a more informed decision about housing options.

JUNE 3rd, 2025

We launch our first major policy report under our new mission Moving Out, Moving On: Beyond group homes for NDIS participants. The report finds increasing Individualised Living Arrangements for people with disability as an alternative to group homes could save the NDIS \$260 million over five years and deliver better outcomes.



Chair and CEO message

It has been a remarkable year for the Summer Foundation – our first under a bold new mission and vision. We've shifted from a focus on stopping younger people from entering residential aged care and helping them get out to a broader and more ambitious goal: identifying, designing, and scaling up big ideas that improve housing and living supports for the more than 40,000 people with disability with high support needs.



Andrew Hagger
Chair



Dr Di Winkler AM
CEO

“We learn by doing. There is no other way.”

— John Holt

The learning curve has been steep as we've sharpened our approach to our innovation agenda. This year, we have focused on four important topics that we think have potential to deliver strong progress against our new mission.

Those topics are:

Drop-in and On-call Supports: identifying and testing scalable, cost-effective models that enable NDIS participants to access flexible, responsive, and high-quality support in their home.

Shared Lives: expanding Individualised Living Arrangements, including host and homeshare arrangements, as an important part of a thriving market of housing and supports for NDIS participants.

Building Better Homes: re-energising the campaign to ensure the two remaining states (NSW and WA) adopt the Livable Housing Design Standard and ensure the proper implementation of the standards nationally, including public reporting.

Shared Support in Specialist Disability Accommodation (SDA) Apartments: redesigning shared support provided in SDA apartments that are co-located and integrated into mainstream developments to increase the quality and efficiency of support for tenants and the government.

You'll learn more about our innovation approach and our progress so far on page 8.

Now, more than ever, it's important that we have a high-quality evidence base about what works. That's why we were so excited to launch the new Summer Foundation Disability Research Centre at La Trobe University in June.

The new partnership will expand our research and grow inter-organisation staff placements, including PhD positions. The Centre will be led by a Summer Foundation Research Chair who will mentor early career researchers, lead grant applications and amplify thought leadership and innovation in housing and living already underway at Summer Foundation.

This new partnership will help meet the critical knowledge needs of the NDIS reform agenda by understanding what works in driving better quality services and true innovation.

Lived experience continues to be central to the Summer Foundation's work because it ensures everything we create is grounded in the real-world insights and aspirations of people with disability. While we began by elevating the voices of people with disability to raise awareness of younger people in residential aged care, we now embed the voices and perspectives of people with disability with high support needs in our innovation work.

This approach strengthens and sharpens our ability to develop and grow bold ideas – ensuring they're not only innovative, but practical, impactful and truly aligned with what people with disability want and need in their homes and lives.

You can learn more about how we do that on page 15. We also hear from Ben, who spent 28 years in a group home before moving into a housemate arrangement with Colleen. Now he gets up early every morning to watch the sun rise from the roof of his Melbourne apartment.

Ben's story really drives home why we need to continue working hard for change – so more people with disability can decide how they live in a place that feels like home.

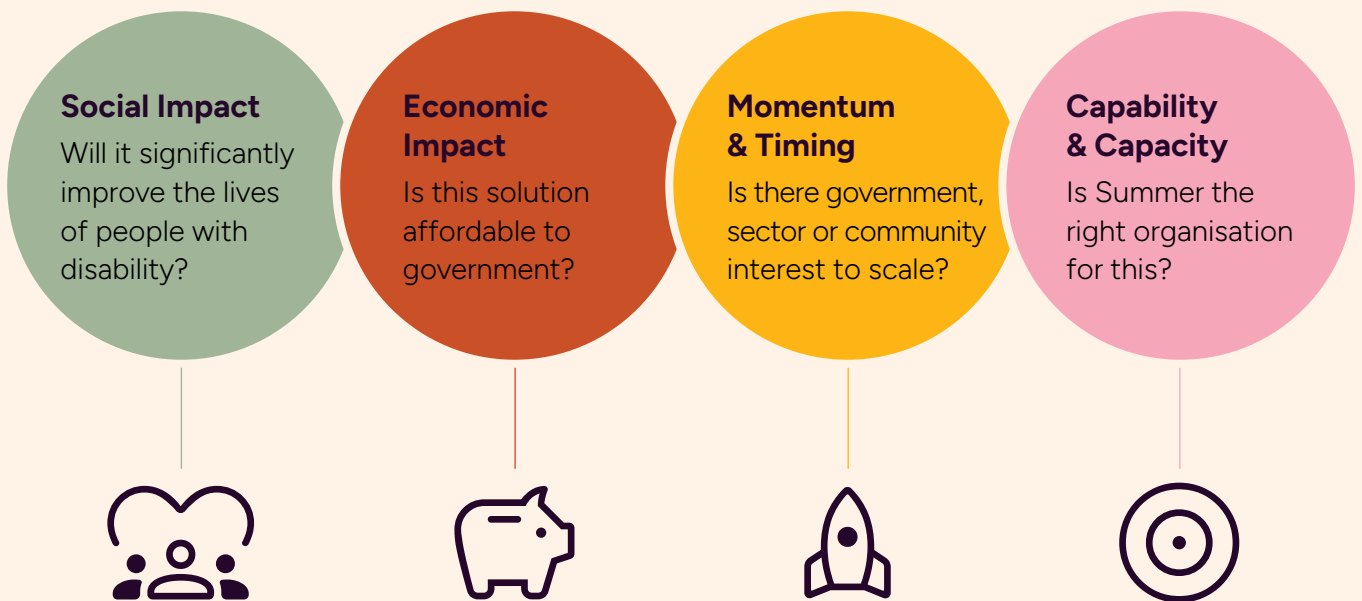


Our innovation focus areas

Our innovation work is currently focused on four topic areas or 'epics'. These are timely topics with a range of potential levers, partners and projects that work together to make meaningful progress. Each epic is underpinned by a strategy that sets out the key problem, barriers, program logic and opportunities.

Each strategy has a north star goal and an interim goal which is a tipping point for change. The decision-making on each strategy is supported by our Innovation Council. We validate assumptions and key ideas and then design, evaluate and work with partners to scale the best solutions.

When launching and assessing an epic, at each stage of the innovation funnel we consider many factors – but ultimately, we focus on four key questions to guide our investment decisions and set priorities.



Our current focus areas are:

- Drop-in and On-call Supports
- Shared Lives
- Building Better Homes
- Shared Support in SDA Apartments

Drop-in and On-call Supports



The opportunity

To broaden choice in disability support service offerings to deliver more flexibility in how support is delivered. There is a lack of timely, non-emergency assistance for NDIS participants which supports community living.

What we've done

- Partnered with 3 providers already delivering drop-in and on-call supports
- Validated that there is a sustainable and scalable operating model, with participants reporting the service gave them more independence and flexibility
- Identified opportunities for an NDIS enabling environment that would support drop-in and on-call supports.

What's next

- Design a service blueprint for drop-in and on-call supports
- Develop an investment case for a demonstration project
- Design policy and process settings that support drop-in and on-call supports.





Shared Lives



The opportunity

To expand Individualised Living Arrangements (ILAs) that have an ethos of shared lives as an important part of a thriving market of housing and supports for NDIS participants.

What we've done

- Published a policy report on growing ILAs, including a market scan, economic analysis and recommendations
- Released economic analysis of the cost drivers in Supported Independent Living and comparative costings of ILAs
- Commissioned research from the University of British Columbia to understand the Canadian experience of growing shared lives arrangements
- Established interest in our work within government and the sector
- Worked with KPMG to publish a paper advocating for a tax concession for live-in supporters
- Brought together the most experienced practitioners and thinkers in ILAs to design solutions and build momentum to grow ILAs at a Summit in Canberra in August.

What's next

Continuing to build momentum created through the Moving Out, Moving On report by progressing the recommendations including:

- Publish an environmental scan on safeguarding approaches in ILA, both nationally and internationally
- Publish a policy report on safeguarding ILAs in Australia
- Continue to work with government to create the policy environment so ILAs can grow – including what can be claimed from an NDIS plan, tax-concession for live-in supporters, and how ILA arrangements are regulated
- Design a program of initiatives that will help build the capacity of the workforce, participants and families to grow the number of high-quality ILAs across the country.

Building Better Homes



The opportunity

To ensure nationally consistent adoption and implementation of mandatory accessibility standards in the National Construction Code.

What we've done

- All states and territories, except NSW and WA, have adopted the Livable Housing Design Standard
- Seventy organisations have signed up to be part of the Building Better Homes campaign to advocate for national adoption and consistent implementation of the standards.

What's next

- Commissioning research into how jurisdictions are implementing the standards while continuing to achieve housing supply targets
- Building support in NSW and WA for those jurisdictions to adopt the standards
- Policy development around compliance and implementation of the standards.

Shared Support in SDA Apartments



The opportunity

To redesign how shared support is provided in SDA apartments to increase the quality and efficiency of support for tenants and the government.

What we've done

- Completed a market scan to understand scale of support delivered today
- Mapped participant pain points across housing journey
- Engaged service providers to understand challenges in delivering a high quality, viable service.

What's next

- Identify participant barriers to improve the tenant experience of using on-site support and the value they receive from it
- Partner with service providers to identify opportunities to improve tenant and support worker experience
- Operational analysis to identify opportunities to improve efficiency and effectiveness of service delivery.



Our research highlights

Revisiting Testimonies from the Disability Royal Commission

In 2025, the Summer Foundation and La Trobe University published a study in the *Australian Journal of Social Issues* analysing 485 submissions to the Disability Royal Commission (DRC) that focused on housing. Drawn from a broader set of 1,586 de-identified narratives and transcripts from 33 public hearings – including one specifically addressing group homes – the submissions paint a stark picture of Australia’s ongoing failure to provide safe, appropriate housing for people with disability.

The study revealed consistent themes in the lived experiences of people with complex disabilities and their supporters: limited housing choices, insecure tenancies and exclusion from decisions about where and how they would like to live.

Despite years of advocacy and the clear findings of the Royal Commission, many people with disability remain stuck in group homes, aged care, or with elderly parents— not by choice, but because no suitable alternatives exist. More than two years after the Commission’s recommendation to phase out group homes in fifteen years, there has been no plan or progress on the issue.

These findings reinforce the urgent need for user-led housing and support models that respect the rights and preferences of people with disability. Most critically, the study highlights the lack of meaningful government action to implement Recommendation 7.42 of the DRC, which calls for increased access to alternative housing options. While the Commission made clear what needs to change, the government’s continued inaction leaves people with disability trapped in the same cycle of neglect the Royal Commission sought to end.

Hurry Up and Get Me out of Here

The Summer Foundation’s study *Hurry Up and Get Me Out of Here* highlights the gap between Australia’s policy goal – that no one under 65 should live in residential aged care – and the structural and funding barriers that continue to keep people there. The research involved interviews with nine people with disability and six of their close supporters, exploring the types of homes people want and need, and what helps or hinders their ability to secure suitable housing, funding, and support to move out of aged care.

Despite access to NDIS funding, participants faced challenges such as difficulty securing the right funding category or amount, mismatches between available housing and personal preferences, and a lack of suitable housing options. As a result, many people described feeling “stuck”, isolated, and limited in their choices and wellbeing. The study also found that apparent reductions in the number of younger people in aged care often reflect deaths or ageing out, rather than successful moves into better housing.

The authors call for more responsive and individualised housing solutions, stronger support to navigate the NDIS and aged care systems, a skilled workforce to facilitate “exit” transitions, and better data to guide policy.

These findings are particularly timely as the new Aged Care Act, implemented in November 2025, will set a minimum age for Australians entering aged care.

Understanding Participant Perspectives on the NDIS

This paper, published in the *Journal for Brain Impairment*, looked at the experiences of adults with complex disabilities using the NDIS. The researchers interviewed 13 people to understand how the NDIS affects their daily lives. Participants said the NDIS helped them access supports that improved independence, mobility, and social participation. However, many found it hard to navigate the system, especially arranging the right type and amount of funding, dealing with delayed plan approvals, and managing complex paperwork. Some participants felt frustrated, anxious, or mistrustful of the system when their needs were not met. Support from family, friends, or other supporters was crucial in helping people get the services they needed. The study shows that while the NDIS can bring significant benefits, navigating the system remains challenging for people with complex needs and reforms should involve people with lived experience to make the NDIS fairer and easier to understand.

Understanding Long-term Outcomes of Moving into new Disability Housing

La Trobe University, the Summer Foundation and the University of Queensland are leading a longitudinal study to explore the experiences, outcomes, and economic impact of people with disability moving into SDA. This study provides crucial data about the impact of SDA. Without knowing what works and what doesn't, there's a risk that Australia will develop SDA that isn't fit for purpose.

A team of 10 partners, including researchers, government, and industry professionals, are working together on this national study. This research is funded by the Australian Research Council (ARC) and uses the Home and Living Outcomes Framework. With recruitment support from the National Disability Insurance Agency, as well as several housing and service providers, the study aims to recruit 250 participants moving into a range of SDA dwelling types.

8

studies published.



1

new grant awarded.



4

PhD students currently supervised.



This year, early findings were presented at two international neuropsychology conferences, a national industry conference, and to government stakeholders. The presentations highlighted the significant transition involved in moving into SDA apartments, the positive changes in tenants' well-being and community integration after the move, and the importance of well-designed apartments in supporting independence and a sense of control at home.

One aspect of this research focuses on the perspectives of family members. A recently published qualitative study identified two central themes: care transition and relational transition. Family members who supported individuals with neurological disabilities and complex needs during their transition from group homes, aged care, or family residences into SDA apartments described the emotional and practical challenges of shifting from primary caregivers to supporters of formal care teams.

These challenges included the complexities of training and trusting new support staff. The relational transition involved redefining relationships, managing concerns about independence and safety, and navigating emotional adjustments as their loved ones moved toward greater autonomy. Findings from this study underscore the importance of proactive planning, emotional support, and tools to empower both people with disability and their families during this significant life change.

Jill's story

Jill is an accomplished ex-nurse who has an Order of Australia medal and has travelled to 60 countries. Jill has MS and lives at home, where she is supported by her family and Nightlife, a service that provides drop-in and on-call supports. Nightlife is one of our partners in exploring how we might make drop-in and on-call supports available to more people with disability.

Hi Jill! Tell us a little bit about yourself.

I live in Melbourne and I have lived with MS for over forty years. I am married and have very good family and friends and three gorgeous grandchildren. I enjoy social activities and meeting up with friends a couple of times a week to play bridge. I've had a full life – I was a nurse, I've travelled extensively and have been to about 60 countries. I have an Order of Australia medal, and started a fundraiser for MS research called 'Cure MS'. This was when the MS Society didn't have a research arm.



We'd like to ask you about Nightlife, a drop-in and on-call support service that you're both a service user and a director of the board for. Firstly, how long have you been a service user of Nightlife?

I have been using Nightlife for about 8 years.

Why do you think it is important that a service like Nightlife exists?

Most services work 9–5, or 7–5, and there's not a lot that could come at 11 o'clock at night and put you to bed. Nightlife was started by two people who were having trouble with this night time routine. They fashioned this service to suit this need, which makes it a very unique and person-centred service.

From a funding point of view, it lets you have the support just for the time you need – not just sitting around for an extra hour. For example, it might not take two hours to go to bed; it might only take half an hour.

What difference has Nightlife made to your life?

The Nightlife support workers are all very professional and it's so lovely having nice, happy people come in and help you. It's a big organisation but they'll ring you even if they're going to be five minutes late.

It's so good having experienced carers who know you come into your home and only need to stay for as long as you need them. The flexibility makes a huge difference. We might decide to go out, so if I ring a day before and say "Oh look, we're going out tonight, please come at 11.30pm instead", they're very accommodating. There's also the flexibility of being able to have on-call support if I'm unwell or needing something overnight.

There's the peace of mind that I can organise my life around my vision.



Our people

Lived experience has always been at the heart of Summer Foundation's work. As we advance our innovation agenda, we work side-by-side with people with disability, ensuring their voices and perspectives shape every step. Our lived experience work includes **co-design, engagement, and illustration, presentations and media.**

Co-design

Partnering with people with disability to shape user-led solutions

Feedback in Supported Accommodation Resources (FISAR)

In early 2025 we delivered FISAR in partnership with the Housing Hub. This was a two-year project funded by the NDIS Quality and Safeguards Commission. We worked closely with people with disability, their supporters, and housing and support providers to co-design and co-create a set of resources for people living in SDA. The resources aim to provide good, clear information to help participants and providers alike navigate SDA and shared support arrangements.

There have been nearly 15,000 views of the [FISAR website](#) and 8000 active users. The workshop and webinar pages have drawn nearly 5000 views, and over 4000 active users.

The La Trobe University and Summer Foundation Research Partnership is evaluating the usability, feasibility, effectiveness and reach of the resources.

"Blindfold' | Sijan's story of change

Sijan lives in SDA and was one of the FISAR co-design participants. He shares his experience of the co-design process and the impact the FISAR resources have had in his own life.

Having a disability is like having a part-time job that you didn't sign up for. In the past, one of the most challenging aspects of this job had been self-advocacy. I often lacked confidence that I truly knew my rights nor a means to assert them. Before the FISAR project, I engaged in this task like someone stumbling around blindfolded.

Participating in the FISAR project allowed me to finally take my blindfold off. Through the task-oriented group discussions with other people with disabilities, I gained much deeper knowledge of my rights and confidence in myself to advocate for them. Through the resources we developed, I attained practical tools to exercise my autonomy.

Until recently, the automatic balcony door in my apartment had been broken for about 4 months, despite my repeated complaints. The FISAR tools empowered me with the direction, knowledge and confidence I needed to address this issue myself. I talked to each person in the chart up to the maintenance person, armed with the knowledge that my needs matter and the confidence to assert them. As a result, I could finally move freely in my home.

Engagement

Working with people with disability during a project's discovery phase to ensure their knowledge and experience guide project design

Drop-in and On-call Supports

Working with people with disability has been essential to shaping the development of a drop-in and on-call support model.

Through one-on-one interviews with nine current service users, we explored key assumptions around what people with disability value in support and how flexible models impact their daily lives. These participants – already engaged in using flexible support services – shared rich insights about how this model supports their independence, replaces reliance on informal care, and gives them greater control over how and when support is delivered. Their lived experience has challenged and validated our early assumptions and helped clarify what matters most.

Participants described how drop-in and on-call services provide essential support that enables independence.

Many shared that being able to book short shifts or request on-call assistance gave them the freedom to go about their lives without being tethered to longer, fixed shifts of disability support. Instead of planning everything around care, participants could plan care around life. This flexibility meant being able to spontaneously go out, come home late, or make last-minute changes. Importantly, it also enabled people to live safely on their own without 24/7 in-person support, knowing someone would be available when needed.

One participant described how this model made it possible to maintain work and family life, adding:

“It actually gives me more independence with my wife, so that I feel like I’m actually adding value rather than just being a burden.”

The views and experiences of people with disability have helped us understand what a best-in-class drop-in and on-call support model could look like – from the features users value most (e.g. shift flexibility, trained staff, short booking windows) to the systems that support it (e.g. text alerts, on-call phone lines, user-friendly apps).

Importantly, this early engagement has validated the value proposition for many users while revealing where access gaps remain – such as geographic availability or integration with other forms of support. The next phase will involve engaging with people who are not yet using this model to understand adoption barriers, and exploring how technology can further improve the experience.

Illustration, presentations and media

Creating opportunities for people with disability to share their stories and perspectives via the Summer Foundation's communication platforms and the media

Summer Foundation Innovation Council

The Summer Foundation's Innovation Council is the advisory body for innovation at the Summer Foundation, charged with reviewing the epic strategies and epic progress. There are two Lived Experience Contributors on the Innovation Council, representing 40% of Council members. Following an expression of interest (EOI) process resulting in 25 EOIs, we engaged Jono Bredin and Tamara Baksheev to join the council on a 12-month appointment.

Jono and Tamara have played a critical role in shaping the direction of the Innovation Council by bringing lived experience perspectives into strategy discussions, ensuring that voices of people with disability are central to decisions about innovation and investment.

"I joined the Summer Foundation's Innovation Council because the Australian disability sector is long overdue for change. The status quo has been in place for too long and too often prevents people with disability from living life on their own terms. I'm proud to be part of a team committed to transforming systems so people can live with greater freedom and a better quality of life."

– Jono Bredin

"I really enjoyed the collaborative nature of the discussions we had during the meetings and parsing out or elaborating in greater detail the issues raised in the evaluations."

– Tamara Baksheev

Our Lived Experience Contributors have also shared their stories, supporting the Summer Foundation's mission through a diverse range of opportunities and outlets.

This included live and pre-filmed appearances at our Annual Public Forum in 2024, a presentation to Queensland service providers, several appearances in TV programs and newspapers including ABC News, Four Corners and the Herald Sun, and a number of Summer Uni (internal) webinars.



Lived Experience contributor Bruce Camplin on a Four Corners episode about SDA.

Reasonable and Necessary Podcast with Dr George Taleporos



The Summer Foundation's *Reasonable & Necessary* podcast continues to lead the conversation on the NDIS, offering in-depth interviews with senior government officials, ministers and thought-leaders in disability policy. Hosted by Dr. George Taleporos, the podcast has maintained its status as the premier platform for unpacking the complexities of the NDIS through honest, accessible dialogue. Each episode tackles critical issues that affect people with disability, families, and professionals navigating the scheme, with a focus on human rights, choice, and control.

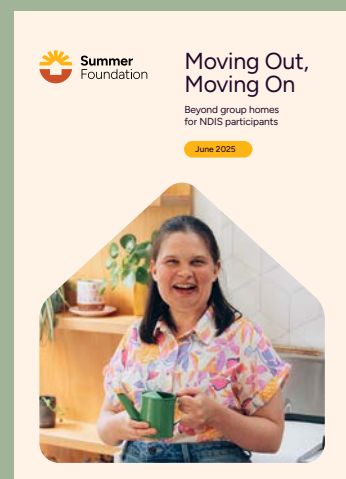
This year, the podcast featured several high-profile and influential guests, Disability Discrimination Commissioner Rosemary Kayess, NDIS Quality and Safeguards Commission CEO Louise Glanville and Associate Commissioner Natalie Wade and NDIA CEO Rebecca Falkingham. These conversations provided listeners with insights into proposed reforms, policy shifts, and the future direction of the scheme.

With more than 40,000 plays last year and a growing national audience, *Reasonable & Necessary* has solidified its role as a trusted source of NDIS information and advocacy. The podcast not only supports informed decision-making but also amplifies the voices of people with disability in the national conversation. Its continued success reflects the Summer Foundation's commitment to systems change and improving the NDIS for everyone who relies on it.

Moving Out, Moving On report: Beyond group homes for NDIS participants

The *Moving Out, Moving On: Beyond group homes for NDIS participants* was the first major policy report published under our new mission. The report included a scan of the number and different types of Individualised Living Arrangements (ILAs) being supported by providers in Australia, independent economic analysis which showed ILAs are more cost effective than group homes with 1:3 shared support, and recommendations to help more people benefit from ILAs.

The report has been used to support engagement with Government about the policy and practice changes that would support the growth of ILAs. We secured separate briefings with Ministers Mark Butler and Jenny McAllister, resulting in follow-up meetings and a visit with a participant living in a housemate arrangement. Our August ILA Summit brought together 45 in-person experts and over 65 online attendees, featured international keynote speaker Ewan King (CEO of Shared Lived Plus UK), and the launch of a KPMG paper recommending a tax concession for live-in supporters. The report's release drove a 48% increase in website traffic and exceeded engagement targets across all communications channels, with over 36,000 impressions and 328 report downloads.



Pete's story



Pete is in his early 40s and has an ILA which helps him maintain his independence. He has a team of “mentors” (support workers) who support Pete for a number of hours each day with things like work, grocery shopping and making appointments. He is also supported by a financial administrator who helps him manage his money. As part of his ILA, Peter also has a housemate, Simon, who provides companionship, guidance and a positive example.

Pete and Simon have been living together for nearly a decade, since Simon was a university student.

“I’d been living with another guy for three years, when the My Place coordinator got in touch and said this guy Peter was looking for a housemate and thought I’d be a good fit. The rest is history.”

Pete and Simon are housemates living in a villa (townhouse) in Osborne Park, Perth. It’s a private rental they chose together, after starting their journey in social housing. As part of Pete’s ILA, Simon’s rent is paid by My Place.

In return, Simon provides the companionship and positive example that Pete needs to stay on track. Since living with Simon, Pete has proudly started both a car-washing and gardening business, become better with his money, cut back on his Xbox gaming and developed a more consistent personal routine.

“Overall, I think Pete sees me as an older brother. He just kind of feels more like he’s accountable to me. Like he cares what I think.”

Each day, Pete and Simon do their own thing but come together over shared passions – such as The Walking Dead, basketball and AFL.

“Pete’s a big Geelong Cats fan and I go for Collingwood and we really lean into that. It gets us going during the week and always gives us something to look forward to. I play the song for my team the day before and he’ll fight back and put his song on even louder. We get hyped up.”

The pair have struck up a genuine friendship over the years and would hang out even if they didn’t live together.

The respect is mutual. For Pete, Simon’s presence has improved Pete’s self-confidence and made him feel like he belongs. “We’re pretty well known in Osborne Park when we walk around. The coffee shop knows we’re housemates, and that makes Pete feel like he matters – like he’s not some stranger who doesn’t fit in.”

Pete also plays a significant role for Simon, whose family have gradually drifted away from Perth. “He’s just a good person. A happy, positive person and I like living with a happy, positive person.”

Pete grew up in the foster care system before moving into social housing on his own. Being able to come home to a housemate like Simon has brought valuable stability into his life.

“I like coming home to a home where someone else is there instead of it being by myself,” Pete says.

Pete and Simon continue to take it day by day but plan to live with each other for the foreseeable future or until “he gets sick of me one day,” Simon says.

Having grown up around people with a disability, Simon approached living with Pete with an open mind and encourages other people to do the same.

“Dip your toes in, meet a couple of times. You’ve just got to develop trust. Once you trust each other all the rest will figure itself out.”



Looking forward

Looking ahead, the Summer Foundation is helping to drive both policy change and innovative approaches to housing and support. The disability policy environment continues to evolve, with Ministers Mark Butler and Jenny McAllister stepping into key roles and the creation of the new Department of Health, Disability and Ageing signalling a more integrated and focused policy direction. We anticipate a year of significant reform, including in housing and living supports. Our role in shaping, informing, and responding to reform has never been more critical.

However, as governments move to reform the NDIS and broader disability support systems, there is a risk that these efforts may reinforce the status quo – propping up outdated or ineffective service models rather than driving the innovation needed to truly transform lives. Reform is not the same as reinvention.

Without a bold vision and a commitment to redesigning systems from the ground up, we risk making incremental adjustments to structures that are fundamentally unfit for purpose.

That's why our innovation agenda is critical – it's designed not to work around failing systems, but to reimagine and replace them. By aligning our innovation work with the evolving policy landscape, we are taking a proactive role in shaping what the future of disability support in housing and living can and should look like.

The Summer Foundation is undergoing a bold internal transformation, driven by an ambitious innovation agenda that matches the scale of the challenges we aim to solve. In many ways, we are building the road as we walk it – moving quickly, learning by doing, and embracing the discomfort that comes with deep systems change. In the coming year, several of our Epics will move into the design or demonstration phase, taking real steps toward large-scale, lasting change. As we move from exploration to demonstration, we will be focused on validating ideas in the real world and laying the foundations for scalable impact.

This next phase of innovation will be guided by discipline, urgency and a deep commitment to outcomes.

We know that solving systemic challenges requires more than good ideas – it requires practical solutions, sustainable business models, and the willingness to test, adapt, and persevere. Many of the solutions we develop will need to be adopted by the market, funded through NDIS plans, and chosen by participants. That means designing with both users and systems in mind, ensuring we're solving for both individual experience and structural effectiveness.

In 2024, we made important progress in recruiting the right talent to drive our strategy. Our challenge in 2025 is not just to think differently, it's to work differently. We are moving away from abstract planning and toward disciplined execution. The Summer Foundation will continue to embed a bias for action across teams, pushing ourselves to be more tenacious and more focused on learning through doing.

Ultimately, this next chapter is about delivering innovation that sticks. That means showing – not just telling – how we innovate, sharing what we learn, and being transparent about our wins and our missteps. It also means resisting the urge to perfect frameworks before we've tested ideas. Only once we've delivered innovation that works in practice will we invest in the infrastructure needed to scale it with confidence and consistency.

The road ahead is complex, but the opportunity is clear: to create a disability system that is more inclusive, more responsive, and more sustainable.

With deep policy change on the horizon and a new innovation engine inside the organisation, the Summer Foundation is well-positioned to shape what comes next, not just react to it. In everything we do, we remain focused on the people who matter most: people with disability with high support needs, and the systems that are meant to enable and empower them.





Financial overview

This profit and loss statement provides a summary of our financial performance for the year. The Summer Foundation's full audited financial statements are available on our website.

PROFIT AND LOSS	Consolidated	
	2025	2024
	\$'000	\$'000
Revenue	14,858	13,411
Operating expenses	(10,312)	(8,923)
Depreciation	(272)	(266)
Finance costs	(32)	(45)
Surplus from continuing operations	4,242	4,177
Income tax	0	0
Discontinued operations	(379)	(73)
Comprehensive surplus	3,863	4,104

BALANCE SHEET	Consolidated	
	2025	2024
	\$'000	\$'000
Assets		
Cash and cash equivalents	11,655	11,632
Trade and other receivables	25	126
Fixed assets	129	373
Right-of-use assets	380	565
Other assets	3,354	408
Total assets	15,543	13,104
Liabilities		
Trade and other payables	565	565
Lease liabilities	445	628
Employee benefits	681	1,233
Deferred revenue	0	688
Total liabilities	1,691	3,114
Accumulated funds	13,852	9,990
Total equity	13,852	9,990

CASH FLOW STATEMENT	Consolidated	
	2025	2024
	\$'000	\$'000
Opening cash balance	11,632	7,263
Cashflows from operating activities	4,420	4,730
Cashflows from investing activities	(3,988)	(355)
Cashflows from financing activities	(7)	(6)
Derecognition of subsidiary cash balance	(403)	0
Closing cash balance	11,654	11,632



Summer
Foundation