



Annual Report 2024

Acknowledgement of Country

We acknowledge the Whadjuk People of the Noongar Nation as the Traditional Owners of the land upon which we provide our services.

We pay our respects to Elders past, present and emerging, and extend these respects to First Nations people we work alongside.

Acknowledgement of lived experience

We acknowledge the lived experience of people with disability, their families and those who support them.

We recognise the strength, tenacity, and love that you draw upon in tackling injustices and working towards the good things of life.

From the Co-Chairpersons

The past year has been truly significant for Nulsen as we lead up to our 70th anniversary on 18 October 2024. Reaching this milestone is a reminder of our rich history, a hallmark of which is an unwavering dedication to improving the lives of people with disability while greatly contributing to a stronger disability sector in WA.

Since 1954, Nulsen in all its forms has been at the forefront of innovation and progress in the support for people with complex disability. There's much to admire about the incredible progress we've made and the lives we have enriched. Our commitment to excellence has never faltered, and we continue to look ahead with optimism and determination.

While this Annual Report does not include financial statements, as these are consolidated and reported by PeopleKind Group in their Annual Report for 2023-24, we would like to briefly address the financial challenges we have faced this year.

Navigating the complexities of the current economic environment, coupled with the pressures of the National Disability Insurance Scheme has not been easy. However, through careful financial management and a recovery budget, we are optimistic about our continued stability and growth in the coming year.

This year also saw Gordon Trewern announce his intention to retire. A respected leader who has contributed immensely to Nulsen over the years, Gordon's commitment to our values and vision has left an indelible mark on our organisation. We are deeply grateful for his service and on behalf of the Board and the entire Nulsen family, we extend our heartfelt thanks to Gordon for his dedication and leadership.

It's been pleasing to note the increased engagement with residents and their families in the past year. The Residents Cocktail Party in April was a particular highlight which provided the opportunity for residents, families and the Nulsen team to connect and have fun in a wonderful environment.

Family Forums returned to Nulsen in November 2023 and included presentations and break-out sessions to allow focussed discussions on what

matters most to families. Family Forums serve as important platforms for open dialogue and enable Caroline and her team to listen to the needs of our families and foster stronger partnerships. Two Family Forums are planned for the coming year, and we urge family members to attend where possible.

Nulsen's achievements this year would not have been possible without the support of several key stakeholders. We extend our gratitude to the PeopleKind Group Board as well as Gordon and his team for their ongoing guidance and partnership. We would also like to thank our fellow Nulsen Board members for their strategic expertise and dedication.

A special thank you goes to our CEO Caroline Watt and her teams, as well as the incredible people who provide direct care to residents. Thank you for going above and beyond to provide exceptional care and ensure that residents and families feel supported and valued.

As we move towards 2025, we remain focused on the future with optimism. We will continue to advocate for improvements within the NDIS and explore innovative ways to enhance our services. While challenges remain, particularly within the financial and regulatory landscapes, we are confident that the dedication of our team, the strength of our leadership, and the ongoing support of our community, Nulsen will continue to thrive.

It is with immense pride that we commend to you the Nulsen Annual Report for 2023-24.



Silvana Cappi
Co-Chairperson



Bernadette Celliers
Co-Chairperson

From the CEO

As we prepare for Nulsen's 70th anniversary in October 2024, I've had many moments of reflection on where we've been, and where we're going as an organisation. Digging through the archives and sharing stories for the latest version of our soon-to-be released history book has filled me with immense pride to be a part of Nulsen's legacy.

Our forthcoming anniversary not only marks seven decades of unwavering commitment to empowering people to live their best life, but it also highlights the countless lives that have been positively impacted along the way.

Throughout the years, Nulsen has continued to deftly evolve and adapt to social, political and sector changes while meeting the needs of our community. We honour the resilience and achievements of everyone who has walked this path with us, as well as the tireless efforts of our employees, families, and partners who have made our work possible.

In September 2023, the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission) released its Final Report putting forward 222 recommendations for change.

In July of 2024, the WA State Government released its response to the 132 recommendations applicable to WA, accepting in principle or in part 100 of the recommendations. We recognise the complex collaboration that will be required with the federal, state and territory governments and interjurisdictional groups, and we look forward to receiving an updated position in mid-2025.

A second large scale reform program was the Independent Review of the National Disability Insurance Scheme (NDIS Review), with the Final Report released on 7 December 2023. This review produced a further 26 recommendations with 139 actions as a blueprint to renew the NDIS system.

Further, in March 2024, the Australian Government introduced changes to the NDIS Act 2013 through the National Disability Insurance Scheme Amendment (Getting the NDIS Back on Track),

based on key recommendations of the NDIS Review.

We've already seen efforts to simplify processes for participants, adjustments made to funding models, and reforms to quality and safeguards. Now, there's an increased focus on foundational supports and the intersection with the more complex supports the NDIS was originally conceived to provide.

The proposed reforms to the NDIS offer potential for improvement, but the lack of clarity on scope and implementation – coupled with an inherent complexity – highlight the need for a more inclusive and coordinated approach.

Nulsen published its Strategic Plan for 2024 to 2027 in June of this year. As a mature organisation, our focus remains on quality, financial sustainability and minimising risk.

Our Strategic Plan has four clear goals:

1. Refocusing on and strengthening our Culture at Nulsen (CAN Do project)
2. Continued implementation of the SDA Housing Strategy in partnership with preferred housing providers
3. Identification of processes for modernisation and digitisation
4. Further development of connections with community.

The CAN Do Committee remains committed to the seven themes identified in 2023 to enhance our culture. These are:

- Provide regular and authentic communication
- Bring back Social Role Valorisation training for everyone
- Ensure our leaders are visible, compassionate, and provide clear direction, allowing people to be their best
- Rebuild family connections
- Our standards are high – make sure everyone is clear, capable and motivated to uphold them
- Provide functional and efficient IT and systems
- Improve reward and recognition for all employees.

From the CEO

When we repeat the CAN Do annual survey later this year, we'll have more evidence of the impact the project is having on strengthening our culture. Ongoing feedback from our team is crucial, as we remain dedicated to fostering a positive, professional and inclusive culture at Nulsen.

We're now into our third year of supporting eligible residents to transition to Specialist Disability Accommodation (SDA) homes through our SDA Housing Strategy. In partnership with Sana Living and Nesti Housing, 12 new homes have been built and, by the end of this project, we expect to be providing SIL services at 70 homes across Perth.

I would like to extend my gratitude to our incredible support workers at Nulsen. Your unwavering dedication and compassion are the foundation of our success. Thank you for your hard work, respect and resilience in making a meaningful difference in the lives of the people we support.

To our Residential Services Managers and Accommodation Managers, thank you for your excellent leadership and courage as you oversee the day-to-day support of residents, our homes, and hundreds of employees across Nulsen.

Thank you to our Support Services and Specialist Services teams led by Executive Managers, Sharleen Chilvers and Linda Mercer. Your strategic vision and collaboration have been instrumental in navigating challenges and driving our mission forward this year.

I would also like to thank the central services teams at PeopleKind Group for your support in providing some of key services we need to operate effectively and efficiently.

And, of course, I must acknowledge the retirement of our Group CEO, Mr Gordon Trewern this year. Gordon served Nulsen tirelessly for 37 years, sharing his vision, passion, and commitment that shaped our services and transformed the lives of so many.

If I may speak on behalf of everyone at Nulsen, we thank Gordon for his remarkable contribution and for inspiring us all to strive for excellence.

Thank you to the Nulsen Board Co-Chairpersons Ms Bernadette Celliers and Ms Silvana Cappelletti for your support and guidance. Your commitment has been crucial in steering our organisation toward continued success.

As we celebrate 70 years of dedicated service, we reflect on the journey that has shaped our organisation into what it is today. Our success is built on the foundation of doing the right things for the people we support, and remaining steadfast in our commitment to innovation, compassion, and leadership.

We will continue to strive for excellence, not only by leading with purpose but by ensuring our actions always reflect our values. Together, we look forward to another 70 years of impactful service, with unwavering dedication to our community and a vision for an even brighter future.

Thank you for being part of the remarkable legacy that is Nulsen.



Caroline Watt
Chief Executive Officer





719

Total employees

220

Full time employees

259

Part time employees

240

Casual employees



63.2%

Female employees

36.7%

Male employees

0.13%

Non-binary/gender neutral employee



25

Student placement program
participants employed

Risk, Compliance & Governance²



40

Quality evaluations
completed for
accommodation services



2

Continuous
Improvement projects
underway



1

Internal
Quality Audits
completed

0

External
Quality Audits
completed

The NDIS Surveillance Audit took place in May 2023. The audit revealed that the services provided, and the skills of those delivering services, are of a high quality.

Consequently, all our services complied with all the NDIS standards.



86

Feedback & complaints
received

91%

Feedback & complaints
resolved

5

Compliments
received

Marketing & Engagement



73,781

Overall website sessions



46,609

Overall website new users

2,669,327

Total social media engagement

2,568,272

Facebook

52,558

LinkedIn

48,497

Instagram

411,077

Total social media reach

376,018

Facebook

26,937

LinkedIn

8,122

Instagram

15,187

Total social media impressions

5,353

Facebook

8,250

LinkedIn

1,584

Instagram



Nulsen Youth Patron Program

Since 2006, the Nulsen Youth Patron Program has fostered youth leadership and self-development for hundreds of young people. This one-of-a-kind program builds awareness of disability and encourages young adults to actively engage with people with disability and contribute to their quality of life.



36

Nulsen Youth Patron
Program (NYPP)
participants



1,114

Total hours of service by
Nulsen Youth Patrons
(30.95hrs per person)



Our services

60

Locations across
Western Australia

193

Supported Independent Living
(SIL) participants

176

NDIS funded SIL

2

CoS funded

3

Insurance funded

9

DSOA funded

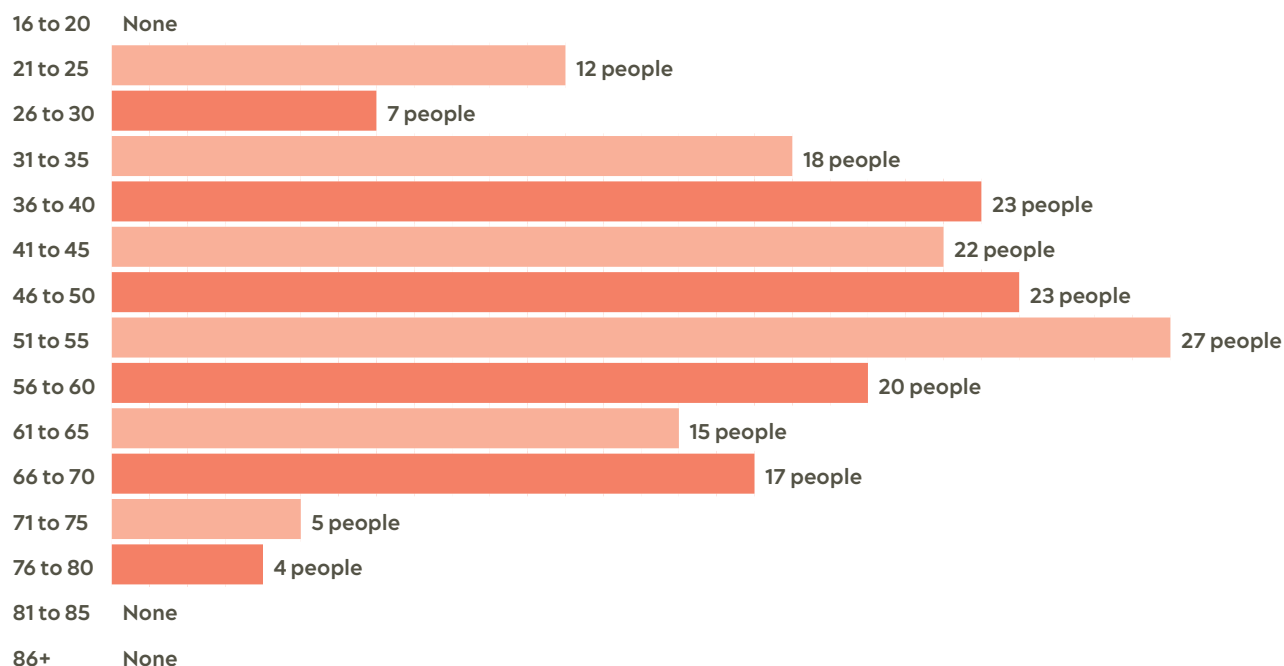
3

NDIS funded in
home support

16

Plan Management
service users

Age breakdown of people using our services



814,685

Total hours worked by
Nulsen employees



720,266

Total hours of direct care

*The Community Aids and Equipment Program (CAEP) has largely been replaced by the NDIS.

Nulsen Specialist Services

The Nulsen Specialist Services team provides expert clinical support across Nulsen homes. This includes Nursing, Physiotherapy, Occupational Therapy, Speech Pathology and Dietetics.

18

Total clinicians

15

Nulsen therapists

3

Nulsen nurses

229

People received a Nulsen Specialist Services

203

People received NDIS funded services

194

Nulsen residents received services

35

People living in the community received services

11,811

Hours of service provided by Nulsen therapists

2,546

Hours of service provided by Nulsen nurses





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