nulsen

Nulsen Disability Services

Annual Report 2026

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 Chair

Bernadette Celliers

On behalf of the Board, I am pleased to present Nulsen's Annual Report for 2025-26. This has been a year of meaningful progress and significant transition. Throughout it all, Nulsen has remained focused on its purpose: empowering people to live their best lives and helping create a community where everyone belongs and feels connected.

At the heart of this report are the people we support, together with their families, guardians and support networks. Your experiences, expectations and advocacy continue to shape Nulsen. The Board's role is to ensure the organisation remains strong, sustainable and true to its values, while upholding the rights, dignity, choices and aspirations of every person.

This year marks the conclusion of an important chapter in Nulsen's history. Caroline Watt served as Chief Executive Officer throughout the reporting period and her contribution deserves special recognition. Her deep organisational knowledge, commitment to the people Nulsen supports and stewardship through a period of significant change helped strengthen safeguarding, advance major operational and digital initiatives and position Nulsen for the future.

The Board sincerely thanks Caroline for her leadership, service and advocacy. Her influence is reflected not only in strategies and systems, but in Nulsen's enduring commitment to genuine homes, strong relationships, ethical decision-making and the good things of life for people with disability. We wish her every success for the future.

The Board also acknowledges Sharleen Chilvers and Ron Regan for their leadership and support during the transition period and thanks the Executive and broader Nulsen team for maintaining stability and continuity for residents, families and employees.

We welcomed Justin O'Meara Smith as Chief Executive Officer on 20th July 2026. While his appointment occurred after the reporting period, his early focus on listening, learning and relationship-building provides a strong foundation for Nulsen's next chapter.

The Board is particularly proud of the work of the Nulsen Safeguarding Committee. During the year, the Committee continued to strengthen safeguarding across the organisation, recognising that safeguarding is reflected not only in policies and compliance, but in everyday decisions,

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relationships and respect for each person's home and life. I thank Committee members, employees, residents, families and contributors who have supported this important work.

The disability sector continues to experience significant reform, including changes to NDIS policy and pricing, new Supported Independent Living Practice Standards, increasing regulatory expectations, workforce pressures and housing challenges. These changes require strong governance, financial resilience, evidence of quality and a willingness to adapt without compromising rights or values.

Nulsen has continued to engage constructively with these developments through advocacy, sector leadership and partnership. The Board has endorsed a strategic direction centred on quality, safeguarding, workforce capability, financial strength, innovation, partnerships and measurable community impact, providing a clear platform for renewal and growth while remaining true to the principles that have guided Nulsen for more than seventy years.

I would also like to acknowledge the valuable support and leadership provided by PeopleKind Group throughout the year. Through shared expertise, governance oversight, strategic guidance and corporate support services, PeopleKind Group has enabled Nulsen to remain focused on delivering high-quality, person-centred services while navigating a changing sector environment. I thank the PeopleKind Group Board, Executive and support teams for their ongoing commitment to Nulsen and the people we support.

Finally, I extend my sincere thanks to Nulsen's residents, families, guardians, Life Members, employees, partners and supporters, and to my fellow Directors for their diligence and commitment. The achievements reflected in this report have been made possible through the collective efforts of many people united by a belief that every person deserves dignity, belonging, meaningful relationships and the opportunity to live a good life.

Bernadette Celliers
Chair, Nulsen

From the CEO

Justin O'Meara Smith

It is a privilege to contribute this report as Chief Executive Officer of Nulsen Disability Services. I commenced on 20th July 2026, shortly after the close of the 2025-26 reporting period. Accordingly, the achievements described in this report belong to the residents, families, employees, leaders and partners who shaped and delivered the year, under the leadership of Caroline Watt.

I want to begin by acknowledging Caroline's significant contribution. Her long association with Nulsen, organisational knowledge and unwavering focus on the people we support helped guide the organisation through a demanding period of sector change. Caroline's leadership is evident in the strength of Nulsen's safeguarding approach, the strategic work completed during the year and the commitment to preserving the values, relationships and practices that make Nulsen unique. I thank Caroline for her service and for the solid and values-based foundations she has helped establish for the future.

The completion of the organisation-wide rollout of Lumary was a major achievement. The implementation has moved Nulsen towards a contemporary client management system across all homes. This creates a stronger platform for consistent information, person-centred planning, clinical recording, oversight and continuous improvement.

Nulsen's housing and vacancy work also remained a significant priority. During the year, the organisation actively managed vacancies, progressed new Specialist Disability Accommodation opportunities and prepared for further resident transitions.

Compatibility, resident choice, support needs, home environment and long-term sustainability must all be carefully balanced. The groundwork undertaken during the year has positioned Nulsen to continue improving occupancy while pursuing contemporary Home and Living opportunities.

The 2026 Residents' Cocktail Party was another highlight and was my first interaction with the people and families we support. It brought residents, families, support workers, employees and the Nulsen Board together in a celebration of connection, belonging and community. Events such as this are not separate from our purpose. They are one of the ways Nulsen recognises relationships, creates valued experiences and supports people to participate fully in the life of their community.

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We were also proud to see Nulsen employees recognised through nominations in the WA Disability Support Awards. These nominations reflect the expertise, commitment and leadership found across the organisation, and the contribution employees make every day to the lives of the people we support.

One of Nulsen's greatest strengths is its understanding that quality cannot be reduced to compliance alone. Strong systems, evidence and accountability are essential, but quality is also experienced in the ordinary moments of daily life: whether a house feels like a home, whether a person is known, whether language is respectful, whether choices are supported and whether decisions are guided by dignity and the least restrictive approach.

The Safeguarding Committee has continued to translate this philosophy into practical action through the Nulsen Safeguarding Register. Its work preserves organisational knowledge while testing whether safeguards remain relevant, visible and embedded in practice.

The new NDIS Supported Independent Living Practice Standards, effective from 1st July 2026, place increased emphasis on supported decision-making, safeguarding, practice governance and the separation and coordination of tenancy, housing and support arrangements. While they commenced after the reporting period, they reflect the direction of sector reform that Nulsen prepared for during 2025-26. Our strategic focus on evidence-based quality, participant voice and strong governance positions us well, while also requiring continued discipline and investment.

As outlined by our Chair, the broader operating environment remains challenging. Changes with significant reductions in community participation and capacity-building supports have the potential to alter how people access services and meaningfully engage with the community in which they live. It will require innovation and leadership for Nulsen to continue to support our residents and establish high quality and sustainable models of support.

Nulsen will continue to engage actively in sector advocacy and policy discussions. My roles as Chair of National Disability Services WA and as National Board Director provide opportunities to hear directly from providers, contribute to collective advocacy and maintain close awareness of emerging risks and reforms and help Nulsen to contribute to individual and systemic leadership. This engagement will support Nulsen to anticipate change, strengthen relationships with government and sector partners, and advocate for settings that are fair, sustainable and centred on people with disability.

A major body of work during the year was the development of Nulsen's strategic direction to 2030. The strategy recognises the need to strengthen our foundations while preparing for renewal. It prioritises demonstrable quality, workforce capability and culture, financial strength,

process modernisation and digitisation, innovation, brand positioning, partnerships and measurable community impact.

This direction is ambitious but practical. It asks Nulsen to show evidence of the outcomes we deliver, improve the systems that support employees, diversify revenue, develop new partnerships and use technology responsibly. It also reinforces that growth must be aligned with our purpose and must improve opportunities and outcomes for people. Over the coming years we will see Nulsen maintain our quality Supported Independent Living services and introduce new and innovative approaches to Home and Living, to help people to live and thrive in a home and community of their choice.

Nulsen's relationship with PeopleKind Group will be important in delivering this work. The people and leaders across PeopleKind and our subsidiaries are similarly values aligned and their support and collegiality makes Nulsen stronger. Access to shared expertise, systems and collaboration across the Group can enhance our capability and reduces duplication. I have appreciated the welcome and support received from colleagues and I look forward to meaningfully contributing to Group-wide collaboration while championing Nulsen's distinctive expertise, culture and strategic priorities.

Since joining Nulsen, I have been struck by the depth of connection between residents, families and employees, and by the pride people take in the organisation's history and purpose. I thank the Board, leadership team and employees for their work throughout 2025-26, and for the openness and support extended to me as I commenced.

Most importantly, I thank our staff and the people Nulsen supports, together with their families and guardians. Your voices, experiences and aspirations must remain central to our capability and decisions. My commitment is to listen carefully, protect what is special about Nulsen and work with you to build a vibrant workplace and strong, sustainable and future-focused organisation. I have enjoyed the warm welcome and getting to know our people and their stories.

The sector will continue to change, but Nulsen enters its next chapter with strong foundations, a clear purpose that is deeply rooted in our proud heritage and people who care deeply about doing what is right. I look forward to building on the work of current and past leaders, and to shaping the future together.

Justin O'Meara Smith
Chief Executive Officer

People & Culture

729
Total employees

229
Full time employees

263
Part time employees

237
Casual employees

61%
Female employees

38%
Male employees

<1%
Non-binary/gender neutral employees

11
People employed from the Student placement program

Risk, Compliance & Governance

55

Quality evaluations completed for accommodation services

11

Continuous Improvement projects underway

22

Internal Quality Audits completed

87

Feedback & complaints received

2

Compliments received

99%

Feedback & complaints resolved

Marketing & Engagement

90,431

Website sessions

68,519

New website users

2,149,803

Social media reach

2,823,124

Social media impressions

480

Attendees brought together at the 2026 Residents' Cocktail Party for a memorable celebration.

854+

Quality leads generated through integrated marketing strategy and campaigns.

This includes brand awareness and visibility campaigns.

Our services

60
Residential homes

24
Specialist Disability Accommodation (SDA) homes

36
Non-SDA homes

186
Supported Independent Living (SIL) participants

2
In-home NDIS participants

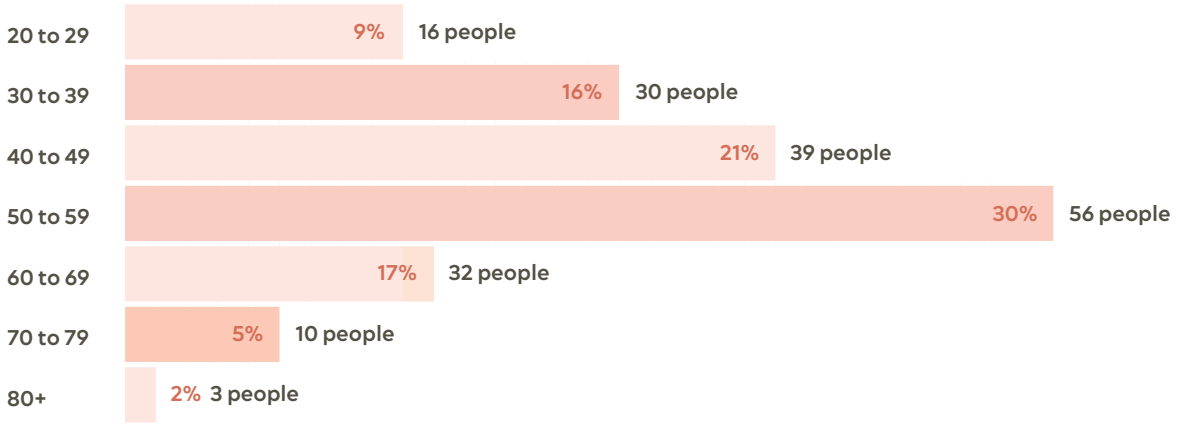
179
NDIS funded SIL participants

1
CoS-A funded participants

1
Insurance funded participants

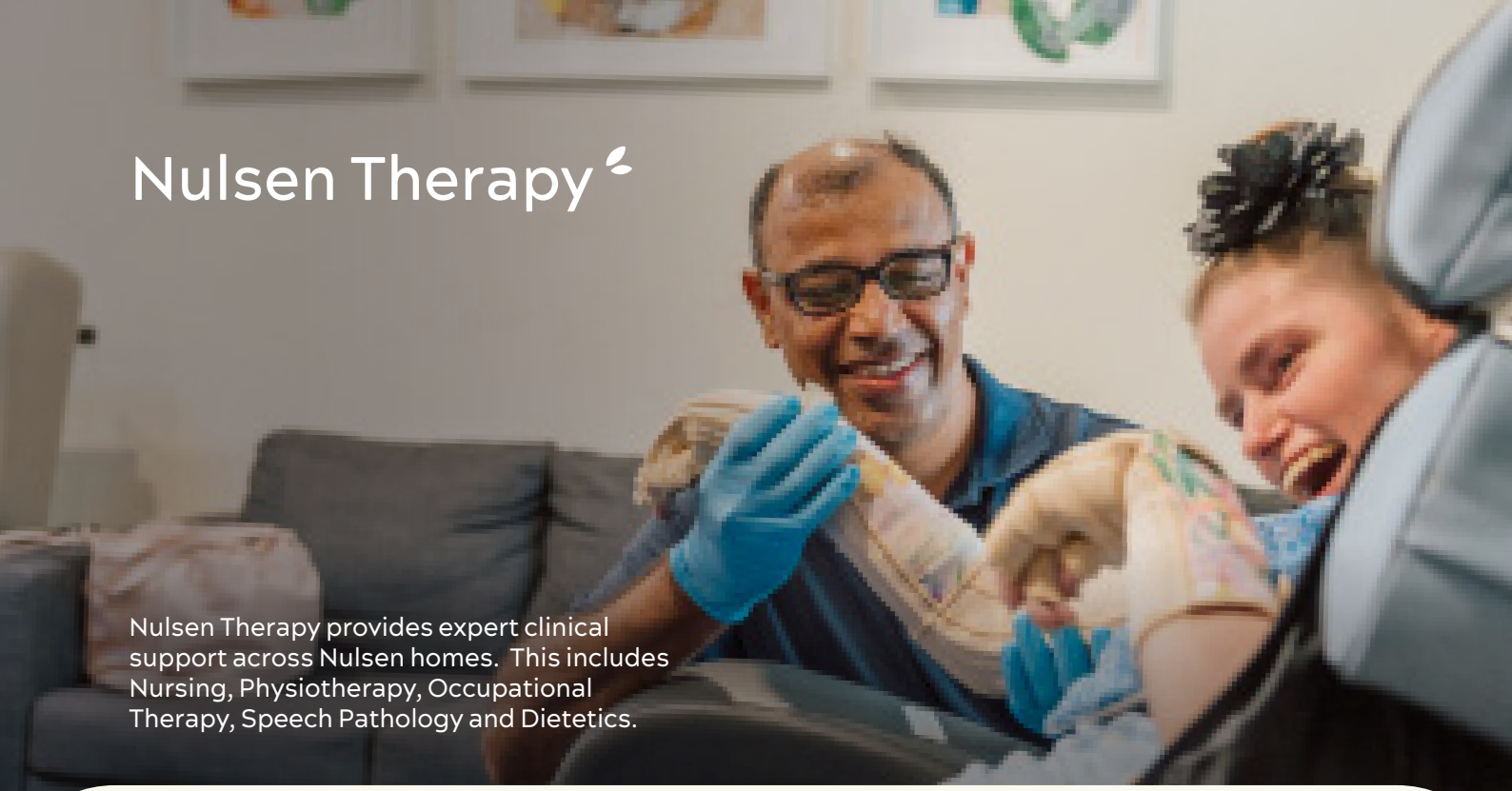
6
DSOA funded participants

Age breakdown of people using our services



820,445
Total hours worked by Nulsen employees

765,500
Total hours of direct care



Nulsen Therapy

Nulsen Therapy 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

194
People received Nulsen Therapy services

174
People received NDIS funded services

171
Nulsen residents received services

23
People living in the community received services

11,616
Hours of service provided by Nulsen therapists

2,754
Hours of service provided by Nulsen nurses

Nulsen Disability Services

Empowering people to live their best life.

nulsen

nulsen | 70 YEARS

Nulsen Disability Services ABN 43 130 353 890
28 Burton Street, Cannington, Western Australia 6107
T (08) 6253 4700 **E** care@nulsen.org.au
nulsen.org.au