



**Westhaven**

Live how you choose.

# Recruitment of General Manager, Adult Services

Westhaven Introduction

Andrew Everett, Chief Executive Officer  
May 2025

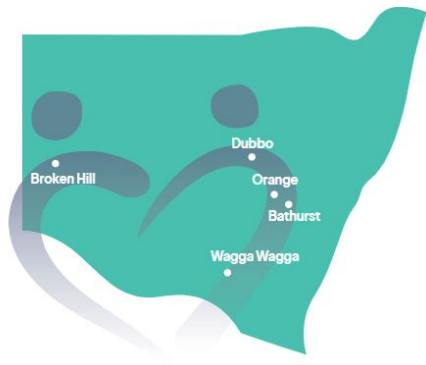


## Acknowledgement of Country

*We at Westhaven acknowledge First Nation peoples as the Traditional Owners, the Custodians of the land. We acknowledge the connection to land and waters, and as allies, we support their aspirations for Country. Westhaven is committed to reconciliation. We promote equity, provide education and opportunities, participate in culture, and partner with Community. **Reconciliation is all of our responsibility.***

# Westhaven Group Overview

An integrated NDIS registered disability service provider with a client first culture helping adults and children with a disability to *live how they choose*



Expanding our reach and services  
Embracing innovation and diversity  
Prioritising quality and compliance

1000+ employees  
118 assets managed  
[2024 Annual Report](#)



## NDIS Service Provider

With operations in Dubbo, Orange, Broken Hill, Wagga Wagga and Bathurst, Westhaven has been providing disability support services for over 60 years

- **Adult Disability Services**
- Child Disability Services
- Community programs
- Employment pathways
- Support Coordination
- Behaviour Support



## Property Maintenance

A tech savvy, solutions driven facilities and property manager, with a deep understanding of the needs of NDIS participants and children in care

- Property Maintenance
- Property search
- Property set up
- NDIS home modifications



## Social impact investment REIT

A steward of social impact investor capital transforming disability housing stock across regional NSW

- Investment Strategy
- Fund Management
- Investor Relations
- Property purchase, development and disposal



## NDIS Specialist Disability Accommodation

Partners with participants to match them with their lifelong safe and compliant home

- Tenancy Management
- Enabling tenant independence
- Providing safe and compliant homes

# Westhaven's strategy and vision are clear

Focus on quality growth, with our clients at the center to align mission & purpose



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**Aspiration:** Over the next few years towards 2027, we will expand our impact by sustainably growing our personalised, high quality and innovative services for people with disability to thrive and live life the way they choose.

## Our Impact

*Create sustained growth and impact for our stakeholders.*

**Grow** our impact by increasing the volume of services we deliver to enable people with disability to live life the way they choose. **Be** the provider of choice across the services we offer to make a difference in the lives of our clients.

**Maintain** cost discipline to ensure financial sustainability and invest in our future. Foster a strong ecosystem of funders, partners and collaborators.



To achieve our W27 aspiration, we have framed our strategy and objectives in four integrated pillars. Our overarching focus continues to be on quality growth, with our clients being the common thread that weaves our strategy together with our mission and purpose.

## Our Client Experience

*Provide an exceptional client experience that you can count on.*

**Be** known for high quality and safe services

**Increase** personalisation of service delivery for our clients

**Improve** our client outcomes

Elevate the client voice in Westhaven



## Our Culture

*Deliver on our purpose through learning and innovation.*

**Continue** to place clients at the centre of everything we do. **Build** a culture of leadership accountability and effectiveness. **Lead** with a digital first and data driven mindset. **Establish** Westhaven as a socially and environmentally responsible organisation.

## Our People

*Be the place you want to work*

**Empower** our frontline managers to be quality and value-aligned leaders. **Partner** with our clients to provide the right support, in the right place, at the right time.

**Enhance** the Westhaven employee experience.

**Celebrate** and nurture an inclusive, diverse and supportive workplace.

# Why our stakeholders choose Westhaven

The value we create for our stakeholders



Westhaven's purpose is to provide ways for participants, children and young people (CYP) with a wide range of disabilities to *live life the way they choose*.

We help people with disability in **Regional NSW** live their best life with industry leading **housing**, meaningful **employment** and connection to **community**.

The impact we achieve, the client experience we deliver, our dynamic people and leaders and our innovative, digitally-minded culture is why our clients and staff choose us.

## Clients

We provide client-centric, high quality programs and activities that provide whole of life support for our participants/CYP, including offering houses that are homes, enabling choice and control and supporting our clients to *live life the way they choose*.

## Staff & Board

We are driven by a **social purpose** to enable our clients to *live life the way they choose*. Our leaders and teams are committed to developing a positive, diverse and **innovative culture** that supports our teams to meet their potential, and uses **leading practice data and technology-enabled solutions** to drive better outcomes for our clients and increase organisational efficiency.

## Community & Sector

We are embedded in our community as a local employer, and by building an inclusive community for our participants/CYP to *live life the way they choose* through **partnerships, collaboration** and **engagement** with families, service providers and community partners.

## Funders & Government

We are a portfolio of brands that offer an innovative and **sector leading** approach to service delivery, with a deep understanding of the sector and key capabilities that enable our participants/CYP to *live life the way they choose*. Our approach creates a **diversified revenue stream** that allows us to grow sustainably and support more people with disability to have a house that is a home.

# Live how you choose



# ‘The Westhaven Way’

Sustaining our competitive position in the market

## **Our Client-centric Mission and Purpose**

- We have a clear mission and purpose that drives our culture to place clients at the centre of everything we do.

## **Our Brand and Reputation**

- We focus on delivering quality and innovative services to continue to build our brand and generate growth Momentum.

## **Our Diversified Offering**

- We deliver a broad mix of services across Disability, Children services and Property sectors which generates diversified revenue streams. This approach enables Westhaven to adapt to the changing commercial and funding landscape.

## **Our Financial Discipline**

- We will continue to generate a 2–3% pa investible surplus to ensure we invest in transformation and strategic initiatives (the fuel of our innovation engine).

## **Our Growth Mindset**

- We will seek out growth opportunities aligned to our risk appetite and core capabilities (e.g. acquiring services from exiting providers and new contracts in new adjacent locations).

## **Our Innovative Culture**

- We will continue to deliver sector leading innovations by building on our track record and culture of successful investments (e.g. property, governance, digital) in key domains (e.g. employee L&D, quality, service personalisation).

## **Our Strong Partnerships**

- We will foster a strong ecosystem of funders, partners and collaborators to ensure we focus on building on our strengths whilst leveraging others to deliver the highest quality of care for our clients.



# Westhaven Leadership Team

Focus on quality growth, with our clients at the center to align mission and purpose



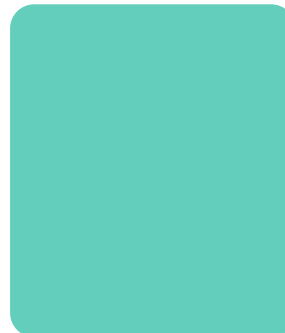
Chief Executive Officer (CEO)  
**Andrew Everett**



Executive Assistant to CEO  
**Karen Meredith**



GM of Childrens Services  
**Midhun Francis**



GM of Adult Disability Services



GM of Excelsior Housing Services  
**Andrew Pansini**



Director of People & Culture  
**Kylie Peacock**



Chief Financial Officer (CFO)  
**Peter Jones**



GM of Corporate Services  
**Lynda Haksteeg**



Director of IT & Digital  
**Ben Camilleri**



GM of Zapti  
**Brandan Weeks**

# Contacts

## and Living in Orange or Dubbo



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0499 384 205



[Living in Orange](#)

[Living in Dubbo](#)





## Westhaven Ltd

Our Vision – **Live how you choose**

<b>Position Title</b>	General Manager Adult Disability Services	<b>Reports to</b>	Chief Executive Officer		
<b>Number of Direct Reports</b> <b>Number of Indirect Reports</b>	6 plus 320 headcount (excluding casual workforce)	<b>Position Location</b>	Orange or Dubbo, NSW	<b>Version</b>	3, May 2025
<b>Operating Environment</b>	Dubbo, Orange, Bathurst, Wagga Wagga and Broken Hill	<b>Revenue and Cost</b>	\$40 million plus (full profit and loss accountability)		

### Purpose of the position

The General Manager, Adult Services role provides strategic leadership and operational oversight for all adult disability programs. It drives high-quality, person-centered support, ensuring sustainable operations and seizing growth opportunities across regional New South Wales.

This role embodies Westhaven's mission and values, focusing on meaningful outcomes and a positive experience for both participants and employees. With a focus on fostering continuous improvement, championing an inclusive environment, and as a pivotal member of a high-performing executive team, the General Manager, Adult Services is instrumental in shaping Westhaven's future success.

## Decision making

The General Manager, Adult Disability Services, exercises significant decision-making authority across:

- **Service Delivery and Business Operations:** Making significant decisions ensuring best practices in providing person-centred care and support to adults with a range of disabilities, encompassing physical, intellectual, and psychosocial needs are achieved.
- **Financial Management (Full Profit and Loss Accountability):** Making critical decisions regarding budget allocation, revenue generation, cost control and financial performance to ensure the financial sustainability of Adult Disability Services.
- **Audit and Compliance:** Directing decisions related to adherence to regulatory requirements, internal policies and quality standards; ensuring robust audit processes and a culture of compliance.
- **Risk Management:** Identifying, assessing and deciding on strategies to mitigate operational, financial, and reputational risks to safeguard the well-being of participants and the organisation.
- **Business Development:** Evaluating and deciding on new business opportunities, partnerships and service expansions to achieve sustainable growth in alignment with strategic objectives.
- **People Management:** Making key decisions related to staffing, team structure, performance management and professional development to foster a high-performing and engaged workforce.

All decision-making will be firmly grounded in Westhaven's policies and directly contribute to the achievement of the strategic objectives outlined in W27 (Westhaven's Strategic Plan 2027) ultimately focused on delivering quality outcomes for people with a disability.

Key Responsibilities	
<i>Team Leadership and Management</i>	<ul style="list-style-type: none"> <li>• Provide direction and leadership to the Adult Services Team ensuring alignment to the strategic and operational objectives and how they translate to effective service delivery.</li> </ul>

	<ul style="list-style-type: none"> <li>• Maximise performance of employees through an on-going commitment to excellence through high quality training; and improve financial effectiveness of Westhaven's services.</li> <li>• Lead performance management by mentoring leaders in conducting regular reviews, and providing learning opportunities aligned with strategic goals.</li> <li>• Champion workplace diversity initiatives and foster a positive, inclusive team environment.</li> </ul>
<i>Financial Performance</i>	<ul style="list-style-type: none"> <li>• Accountable to deliver the financial result against the approved budget.</li> <li>• Pursue and identify growth and opportunities in line with the approved budget and strategic growth plan of the organisation.</li> <li>• Achieve and maintain accreditation/best practice through the preparation of, and participation in internal and external audits.</li> <li>• Pursue opportunities to achieve efficiencies of service</li> <li>• In consultation with the Chief Financial Officer (CFO), develop, implement, manage and regularly review the Adult Services budget in line with Westhaven's Strategic Plan.</li> </ul>
<i>Business Management</i>	<ul style="list-style-type: none"> <li>• Monitor and review risk issues, including coaching and development of team strategies and practices to mitigate operational risk.</li> <li>• Develop and maintain sound relationships with key internal and external stakeholders, enabling sustained growth of Westhaven services.</li> <li>• Lead continuous quality improvement and compliance frameworks to the preparation, communication and execution of operating objectives, plans and programs.</li> <li>• Actively participate in, understand and lead the deployment of the organisation's strategic and operational plans.</li> <li>• Support the CEO in formal strategic discussions with the Board and leadership team about services for adults living with a disability.</li> </ul>

*Governance and Compliance*

- Lead the effective management of disability compliance requirements.
- Effective and timely communication with regulators.
- Manage risk and compliance across all operational areas.
- Review and maintain all required policies, procedures, registers, and documentation.
- Ensure active participation in workplace safety, including the reporting of incidents and hazards.

**Knowledge, Skills, Experience and Compliance**

**Knowledge**

- Knowledge of best practices in providing person-centred care and support to adults with a range of disabilities, encompassing physical, intellectual, and psychosocial needs.
- Knowledge of the financial drivers and constraints to deliver a result in the NDIS ecosystem.
- Analytical thinking and data analysis - understands the operating environment and makes decisions based on fact-based analysis.
- In-depth strategic understanding of National Disability Insurance Agency (NDIA) framework, funding governance, risk and compliance requirements.
- Understanding of the relevant legislative requirements.

**Skills**

- Demonstrated understanding of the National Disability Insurance Scheme (NDIS) framework, funding models, and quality standards.
- Strong business development skills to identify and capitalise on opportunities for sustainable growth within the NDIS landscape.
- Exceptional presentation and communication abilities to effectively articulate the vision and value proposition of Westhaven's Adult Disability Services to a range of stakeholders
- Strong influencing skills to build consensus and drive strategic initiatives.



- Proven ability to lead, mentor and develop high-performing teams within an NDIS context; fostering a positive and collaborative work environment that promotes a culture of excellence, continuous improvement and person-centered support.
- Capacity to translate Westhaven's strategic objectives (W27) into actionable plans for the Adult Disability Services, with a strong focus on achieving measurable and positive outcomes for participants while ensuring financial sustainability and quality service delivery.
- Excellent interpersonal skills to build and maintain strong relationships with key stakeholders, including participants, families, the NDIA, other service providers, and potential business partners, to enhance service delivery and explore collaborative opportunities.

### Experience

- Proven track record in management and leadership within the community or public sector, with significant service delivery experience.
- Advanced leadership skills and management through performance frameworks with a proven record of successful staff management.
- Demonstrated effective communications, with the ability to collaborate across the organisation to influence change.
- Demonstrated business improvement focus through the adoption of innovative systems and processes through the use of technology.

### Compliance

- Current valid NSW Driver's licence.
- Obtain and maintain a current paid Working with Children Check (WWCC).
- Obtain and maintain a valid National Disability Insurance Scheme Workers Check (NDISWC).


### Key Challenges

- Join a high performing leadership team with an existing strategy underway.
- Lead and foster a positive workplace culture with an emphasis on psychosocial safety.
- Adapt to and contribute to Westhaven's culture of innovation.

- Navigate and adapt to the evolving NDIS regulatory landscape.

### NDIS Workforce Capability Framework

- The NDIS Workforce Capability Framework describes the attitudes, skills and knowledge expected of all workers funded under the NDIS. It gives clear, practical examples and establishes a shared language of 'what good looks like' for participants when they receive NDIS services and support.
- The Framework translates the NDIS Commission's principles, Practice Standards and Code of Conduct into clear and observable behaviours that service providers and workers should demonstrate when delivering services to people with disability.
- All Westhaven employees are encouraged to review the [NDIS Workforce Capability Framework](#) for a full list of capabilities and the descriptors relevant to their role.

NDIS Workforce Capability Framework		Supervision and Frontline Management
Capability Group	Capability Name and Description	
 <p><b>Manage, supervise and coach others</b></p>	<p><b>Model and reinforce values in organisational culture and practice</b></p> <ul style="list-style-type: none"> <li>• Support and model a culture that promotes the principles of the NDIS, such as upholding rights, celebrating diversity and respecting the voice of those with lived experience.</li> </ul> <p><b>Promote quality through consistent good practice</b></p> <ul style="list-style-type: none"> <li>• Set clear expectations of what best practice looks like, provide access to support and coaching, and develop worker awareness and capabilities to deliver quality support and services.</li> </ul> <p><b>Support health and manage risk</b></p> <ul style="list-style-type: none"> <li>• Implement policies, procedures and systems for effective health and risk management so that</li> </ul>	

workers know their roles and responsibilities, look out for their own safety, and balance dignity of risk with duty of care when supporting participants.

**Foster and develop a capable workforce**

- Support workers to understand capability expectations at different levels, provide constructive feedback, and create informal and formal opportunities for them to develop their capabilities and build a career.