



**CHIEF EXECUTIVE OFFICER**

**JOB & PERSON SPECIFICATION**

**MARCH 2022**



**cawra**

## Position Description - Chief Executive Officer

<b>Classification</b>	Fixed-Term Contract
<b>Term</b>	5-Year
<b>Reports To</b>	Chairperson of CAWRA
<b>Position Number</b>	-

### Central Adelaide Waste and Recycling Authority (CAWRA)

A joint initiative of the Cities of Charles Sturt and Port Adelaide Enfield, CAWRA is a local government regional subsidiary formed to actively support SA communities to recycle and enhance the circular economy.

Over time, CAWRA will lead, coordinate and manage all waste-related services for our constituent councils.

CAWRA's Materials Recovery Facility (MRF) receives, sorts and processes kerbside, recyclable material to be sold into the local market for remanufacturing. The MRF is operated under contract, with our operator on-selling the recycled materials into the commodities markets at the direction of CAWRA. The MRF utilises state of the art optical sorting technology to produce high quality, clean, low contamination commodities ideal for developing local markets. Its design future-proofs SA's kerbside recycling sector, while reducing fire risk.

Centrally located, it will be a 'destination of choice' for central metropolitan Adelaide recyclables. A dedicated education room and elongated viewing platform allows for safe, first-hand observation of the entire recycling process, supporting an education agenda to enhance confidence and understanding of recycling.

CAWRA, together with the constituent councils, works to support local businesses to recycle more materials here in South Australia and drive the circular economy. Our aim is to increase transparency and understanding of the processing of materials and support businesses through their product lifecycle from research and development, to providing quality, recycled commodity inputs that can then be used by our councils (and others), creating an end market that actively supports the purchase of recycled products. Our goal is to build the local circular economy by prioritising local markets for our materials.

## **Position Objective**

The Chief Executive Officer (CEO) is accountable to the Chairperson (and Board) for providing strategic, financial and operational leadership for the Central Adelaide Waste and Recycling Authority (CAWRA) subsidiary. They will work closely with the Board and key stakeholders and will oversee the contract responsible for managing the MRF daily operations and performance. A primary focus of the position is resource optimisation, waste reduction, and promotion and enhancement of the local, circular economy.

## **Reporting and Working Relationships**

The CEO is accountable to the Board for the enactment and execution of all Board decisions, and for the efficient and effective management of CAWRA.

The CEO also represents the interests of the constituent councils and the Board by:

- Ensuring that they are informed about emerging opportunities, trends, or issues in waste management; and
- Actively supporting the councils in achieving their objective of reducing and, to the extent possible, eliminating the exportation of recyclable waste by promoting the minimisation of waste and the recycling of recyclable materials in their respective geographical areas.

## **Special Conditions**

Some out of hours work and intrastate, interstate and/or overseas travel may be required. A flexible approach to hours of duty and taking of leave is essential.

## **Delegation of Authority**

1. Signing/entering into contracts and agreements.
2. Responsible for all matters relating to the appointment, remuneration and direction of staff.
3. Ensure that employees, in carrying out their duties, act in accordance with legislative requirements, safety expectations and established policies, procedures and delegations.
4. Handle industrial disputes, grievances and union issues.
5. Spend monies in accordance with approved delegations and budgets.

# Key Responsibilities

## 1. Strategic Management

- Preparation of a 3-year Business Plan linking the core business activities of CAWRA to strategic, operational, and organisational requirements to ensure the effective delivery of services and efficient use of resources. This will include developing supporting financial projections that set out the estimates of revenue and expenditure, as necessary for the period.
- Ongoing management of the Business Plan, including an annual review in consultation with the constituent councils, to maintain relevance and performance progress.
- Regular engagement with the Board to review the Central Adelaide Waste and Recycling Authority Charter 2019 to maintain its relevance.
- Pursuit of additional waste volume for processing through marketing and tender responses to maximise the facilities utilisation and cost effectiveness.
- Identification of business development opportunities across the waste, recycling and commodity streams to enhance the objectives of CAWRA and constituent councils.
- Collaboration with constituent councils to drive the creation of structures, agreements, and contractual relationships that develop a circular economy related to materials recovered from the MRF.

## 2. Financial Management

- Yearly submission of CAWRA's Annual Business Plan and Budget to each of the constituent councils (as required by the Act).
- Improve financial sustainability by improving waste management practices.
- Monitor income and expenditure against budgets, take corrective actions as required and report to the Board on any material budget deviations.
- Secure best value for waste management activities and services.
- Prepare the CAWRA Annual Report.

## 3. Resource Management

- Employ, remunerate and manage (including performance) CAWRA employees, within the budgetary parameters set by the Board and in accordance with the relevant industrial awards, standards and requirements appropriate to the position.
- Employ and/or engage professional advisors to CAWRA, subject to the endorsed budget.

## 4. Operational Management

- Oversee the Principle Contractor's effective and efficient management of operations at the MRF and pursuit of continuous improvement.
- Explore and implement technology to reduce disposal of waste to landfill.

- Conduct all activities in compliance with all regulatory requirements and in a manner that minimises risk to the constituent councils.
- Ensure the application of financial, physical and human resources in an efficient manner to improve operational and financial effectiveness.
- Evaluate CAWRA's financial, operational, and marketing structures to plan for continual improvements to increase volume to MRF capacity and maximise operating efficiencies.
- Store all records appropriately and ensure compliance with laws and regulations is regularly monitored.
- Negotiate and enter into contract arrangements for waste services.
- Adhere to the Central Adelaide Waste and Recycling Authority Charter 2019.
- Develop service agreements with subsidiary councils for a variety of waste services on behalf of the constituent councils.
- Build circular economy principles into the MRF operations.

#### **5. External Relationships**

- Develop and nurture productive relationships with local, state and federal government departments and agencies to benefit CAWRA.
- Engage with other key stakeholders in relation to the waste management industry.
- Influence across multiple sectors with the aim to achieve desired results.

#### **6. Safety and Return to Work**

- Strategic leadership and direction of the implementation of the WHS Management Systems.
- Ensure appropriate policies, procedures and work practices are in place and adhered to, to protect all employees and stakeholders from any potential health or safety hazard associated with any of CAWRA's activities, programs or projects.
- Oversee the investigation and resolution of high-risk incident and hazard reports.
- Ensure programs are in place to support the rehabilitation of injured workers and their safe return to work in accordance with the service standards set out in the Return to Work Act 2014 and in partnership with the Local Government Association Mutual Liability Scheme.

### **Deliverable Outcomes**

- Develop high quality strategic plans and ensure alignment with the Board's objectives.
- Develop Key Performance Indicators based on strategic direction for Board approval, and subsequently monitor performance and deliver progress reports to the Board.
- Make high-level investment and growth decisions.

- Build trusting relations with the Board, key partners and stakeholders.
- Manage and monitor the budget and financial activities.
- Comply with all legal and regulatory requirements.
- Oversee all operations and business activities to ensure they produce the desired results.
- Appropriate systems and practices are implemented to create efficiencies.
- A child safe environment is maintained and promoted.
- Other reasonable duties as required are undertaken.

## Experience

- Development, planning, and implementation of successful strategies and business plans.
- Governance, finance, and human resources management.
- Engagement and collaboration with government agencies and stakeholders.
- Securing state and federal funding partners or opportunities.
- Background in, or understanding of, the waste, recycling and recycled product industries.
- Working in a political environment at a council, state and/or federal level.
- Working in a commercial environment inclusive of contract management, budgeting, and business management.
- Previous experience working in a subsidiary is highly desirable.

## Knowledge

- Advanced knowledge of principals relating to environmental and resource recovery.
- Understanding of regional subsidiaries and the local government environment.
- Advanced understanding of contract law and standards, risk management, and the probity requirements of public sector procurement.
- A sound grasp of business and financial management principles with an emphasis on best practice and continuous improvement techniques to optimise opportunities for efficiency.
- A strong understanding of governance requirements relating to a subsidiary is highly desirable.

## Personal Attributes

### 1. Essential Behaviours & Characteristics

- Thinks and acts strategically.
- Demonstrates leadership and vision, along with a collaborative management style that is approachable and available.
- Demonstrates impeccable integrity, principles and ethical standards.
- People-centric with a passion for serving the community.

- Demonstrates empathy for others and treats all colleagues professionally, with dignity and respect.
- High level of self-awareness. Remains calm and resilient despite pressures. In particular, understands own leadership style and preference and how to manage this appropriately so as not to impact negatively on others.
- Actively seeks out and is receptive to new ideas and differing perceptions and points of view.
- Flexible and adapts easily and willingly to new situations and/or change.
- Passionate about continuous learning and development for self and others.
- Places the needs of the organisation above own interests and/or affiliations.
- Exercises sound judgement. Decision-making is based on reasoned and researched information.
- Sets clear and reasonable tasks and deadlines and supports staff to achieve them.
- Builds a culture within the organisation that has a 'Member First' approach.

## 2. Skills

- Strong leadership capability and the ability to think strategically.
- Excellent interpersonal skills with a proven ability to establish and build effective working relationships and consult, seek feedback, share opinions, influence and negotiate across businesses, government agencies, stakeholders, and within the community.
- Able to communicate effectively at all levels and confident in public speaking.
- A strong collaborative style with a solution focused approach.
- Commercial understanding and savvy.
- High level contract management and negotiation skills.
- Ability to continually drive results.
- Innovative thinking and courage to try new ideas.

## Essential Qualifications

- Tertiary Qualifications in a relevant field.
- Senior Management/Executive level experience.
- Current Driver's License is essential.



## HOW TO APPLY

Applications should be addressed to Andrew Reed and Justin Hinora. Please visit [henderconsulting.com.au](http://henderconsulting.com.au) to apply.

For a confidential discussion, please call (08) 8100 8849.

### **Please Note**

Your application will be automatically acknowledged by a return email.