



Head Office
Level 16, 70 Franklin Street
Adelaide 5000
South Australia
www.vuca.com.au

CANDIDATE BRIEFING DOCUMENT

CHIEF EXECUTIVE OFFICER

APRIL 2022



Table of Contents

Our Story	3
Our Mission	3
Message from our Chair	5
The Advertised Role	6
Position Description	7
Job Specification - Detail	8
Person Specification	11
Living & Working in Adelaide, South Australia	14
South Australia & Adelaide, Fast Facts	15
Contact Information	16
Important Information	16



Our Story

The Northern Adelaide Waste Management Authority (NAWMA) is a regional subsidiary formed under the Local Government Act (SA) 1999 to provide best practice waste management and resource recovery services. NAWMA receives and processes material for a range of clients including businesses, industry and regional SA councils with its predominant services being for its three (3) Constituent Councils:

- City of Salisbury
- City of Playford
- Town of Gawler

The local waste, recycling and resource recovery operations that NAWMA undertakes have significant environmental, economic, and social benefits for current and future generations. NAWMA represents not only excellence in environmental leadership, but testament to Councils working collaboratively as a Regional Waste Management Subsidiary to deliver economies of scale and efficiencies in service and infrastructure delivery.

NAWMA facilities and services include:

Coordination of three-bin kerbside collection services (general waste, household recycling and green organics) for more than 110, 000 residential properties in its three Constituent Council areas

- ▶ On-demand **hard waste collection service**
- ▶ Operation of two **Resource Recovery Centres** (Edinburgh North and Pooraka)
- ▶ Receiving and processing of municipal waste at its Edinburgh North Waste Processing Facility
- ▶ Operation of the **Uleybury landfill** (balefill)
- ▶ Operation of its 20 tonne/hr **Materials Recovery Facility**
- ▶ Facilitation of hazardous waste drop-off days
- ▶ Facilitation of **community engagement and education programs**

Increasingly NAWMA's focus is on developing strategies and processes to transition to circular economy operations. Activities demonstrating this include the Uleybury landfill gas extraction project.

Our Mission

To deliver world-class recycling and waste management services to our Constituent and client Councils.

Guiding Principles

Circular Economy

- ▶ Promote waste prevention, reduction and recycling
- ▶ Extract the maximum value out of discarded products and materials
- ▶ Ensure there are end markets for recovered materials

Support Local Jobs

NAWMA processes recyclables and waste locally to support and partner with our community, local businesses, and industry.

Cost Effectiveness

NAWMA achieves economies-of-scale.

Conserve Natural Resources

NAWMA minimises use of energy and water and maximises use of renewable energy.

Innovation

NAWMA runs state-of-the-art facilities and continually improves processes and services.

For more information visit www.nawma.sa.gov.au



Message from our Chair



“The Northern Adelaide Waste Management Authority (NAWMA) is a regional subsidiary formed under the Local Government Act (SA) 1999 to provide best practice waste management and resource recovery services.

NAWMA receives and processes material for a range of clients including businesses, industry and regional SA councils with its predominant services being for its three (3) Constituent Councils: City of Salisbury, City of Playford and Town of Gawler.

NAWMA also proudly services an additional 25 Metropolitan and Regional Councils across SA who utilise our state-of-the-art Materials Recovery Facility which ensures significant environmental, economic, and social benefits for current and future generations.

In addition, NAWMA has and will continue to undertake conceptual due diligence on landfill alternative options for the region to maintain control of red-lid bin waste management into the future, and integration with the broader sustainability agenda of the City of Salisbury, City of Playford and Town of Gawler

The NAWMA Board is now seeking a Chief Executive Officer (CEO) who will shape strategic thinking, achieve results, lead and manage a significant change agenda, and drive business excellence. Experience in the waste and or local government sectors will be highly regarded as will the demonstrated ability to develop strong relationships within NAWMA and externally with our owner Councils and communities and beyond.

We are looking forward to working with a strong, professional and passionate CEO with a focus on the future of waste in the region (and SA more widely), that we know NAWMA has a real and unique opportunity to influence. The CEO will be a person with strong values, transparency and integrity and impeccable interpersonal judgement.”

Brian Cunningham
Chair

The Advertised Role

CHIEF EXECUTIVE OFFICER

- Infrastructure of Global significance
- Community, sustainability, environment

The Northern Adelaide Waste Management Authority, NAWMA <https://www.nawma.sa.gov.au/> presents you with an outstanding opportunity to lead, shape and influence waste management and resource recovery services and infrastructure of global significance, positively impacting communities, sustainability, and the environment.

NAWMA delivers world-class recycling and waste management services to its Constituent Councils: City of Salisbury, City of Playford and Town of Gawler. NAWMA's Uleybury Balefill and Renewable Energy Park is the first combined solar – landfill gas farm of its type in Australia and continues to generate power using over 11,000 solar panels and gas extracted from 18 vertical wells.

NAWMA is now seeking a new CEO to build on NAWMA's achievements, continuing to lead and define the future of waste disposal. Reporting to the NAWMA Board the CEO is accountable for leading, advising, and implementing Authority strategies, policies and decisions, managing the various functions and activities of the Authority across three Council areas, overseeing business growth, service delivery, finances, assets, human resources, communications and major projects and leading the response to external challenges.

The CEO will lead conceptual due diligence on landfill alternative options for the region which will integrate with the broader sustainability agenda of the City of Salisbury, City of Playford and Town of Gawler.

Proven leadership of a service organisation and a strong background within and understanding of the local government landscape will be well regarded. You will provide strong and clear values-based leadership with the ability to build capacity and capability and a culture where innovation is nurtured and supported and where employees feel empowered and motivated.

The ability to think strategically combined with commercial acumen, negotiation, contract management and program management skills is essential as are your highly developed communication skills and the ability to build genuine relationships with a collaborative mindset.

As the successful candidate, you will be results focused and consultative leader in the field of waste management services who demonstrates sound judgement and has successfully led complex community-responsive organisations. Tertiary and post graduate qualifications in an appropriate discipline are highly desirable.

For details of the Position Description visit www.vuca.com.au and click on the Services & Products tab. For further enquiries, contact VUCA Senior Associate, Mr. Paul Bell on 0412 552 302 for a confidential discussion during business hours. **Please forward your letter of application and CV in MS Word format to nawma@vuca.com.au by COB 8th May 2022.**

POSITION DESCRIPTION

Position:	Chief Executive Officer (CEO)
Reports to:	Chair
Employment Status:	Fixed Term Contract (3 -5 Years)

BROAD SCOPE

The Chief Executive Officer (CEO) is responsible to the Authority for leading, advising, and implementing Authority strategies, policies and decisions, managing the various functions and activities of the Authority across three Council areas, overseeing business growth, service delivery, finances, assets, human resources, communications and major projects and leading the response to external challenges.

PRIME RESPONSIBILITIES

- working closely with the Authority and Senior Management Team to craft, communicate and implement the overall strategic and business plans for the organisation in the context of an increasingly complex external environment;
- ensuring that all Authority policies and decisions are implemented and reasonable action is taken in a timely and effective manner to meet the licence and statutory requirements of relevant legislation and agreed policies of Authority;
- assisting and advising the Chair and Authority in developing initiatives for the community benefit and the organisation's sustainability; guiding the exploration and implementation of such initiatives;
- ensuring that the Authority's human, physical and financial resources are effectively managed and services are provided efficiently and in a manner which meets customer needs and Authority requirements;
- working effectively with the Chair to promote the Authority and its activities to the broader community in a positive manner;
- influencing the policy agenda of government in line with the Authority's interests and the evolving issues of the sector
- provides reports to the Board and Audit Committee on Strategic Risk Analysis and Workplace Health Safety Management.

KEY RESULT AREAS and CURRENT PRIORITIES

- HUMAN RESOURCE MANAGEMENT
- STRATEGIC PLANNING
- STAKEHOLDER RELATIONSHIP MANAGEMENT
- MAJOR PROJECTS AND INNOVATION
- FINANCIAL & ASSET MANAGEMENT

JOB SPECIFICATION - DETAIL

HUMAN RESOURCE MANAGEMENT

- leading, developing, motivating and managing the human resources of the organisation;
- regularly reviewing the organisational structure to ensure it is flexible and appropriate;
- ensuring contemporary HR practices are in place for effective, compliant management of recruitment, retention and development of the workforce and key personnel for optimal business continuity;
- as the Responsible Officer, taking reasonable steps to ensure the Authority complies with all its obligations under the Work Health, Safety Act (SA) 2012 regulations and relevant employment legislation to ensure a safe and positive working environment;
- ensuring adequate people risks assessment and management, to safeguard the organisation;
- monitoring and proactively managing staff turnover;
- creating a positive and productive workplace culture.

STRATEGIC PLANNING

- working closely with Authority to ensure strategic and business plans are prepared, implemented and achieved, including the development of long-term asset management and financial management plans
- effectively communicating the Authority vision and strategy to all key stakeholders;
- ensuring business plans achieve environmentally sustainable operations to cater for expected regional growth in the community;
- effectively consulting constituent Councils, key private and public stakeholders and the community in the development of strategic and business plans;
- maintaining and reporting a continuous review of the Authority's progress in attaining the Objectives and Priorities of the Waste Management Strategy.

STAKEHOLDER RELATIONSHIP MANAGEMENT

- developing and maintaining a positive working relationship with the Chair and all Board Members;
- ensuring an effective and contemporary governance structure is in place;
- ensuring effective communication and working relationships exist between the Authority and the Constituent Councils at all levels;
- providing an overview of the various operational areas of the Authority and reporting to the Authority and its committees on a regular and formal basis regarding the progress of the Authority's operations;
- ensuring client service contracts are achieved;
- ensuring residents of the Town of Gawler, City of Salisbury and the City of Playford best interests are reasonably served and prioritised at all times;
- liaising with Government organisations, community organisations, business groups and regional interests, as necessary for the achievement of the Authority's objectives;
- responding and initiating media coverage to position the organisation as a progressive, influential and responsive entity;
- representing the Authority at appropriate events to maintain and enhance the Authority's public profile within the community and amongst stakeholders;
- ensuring Authority activities and initiatives are proactively promoted and communicated to build the customer base and service uptake in line with targets;
- proactively championing and developing a strong customer service focus for the organisation.

MAJOR PROJECTS and INNOVATION

- supporting innovation and best practices through suitable global and national research and advice to the Authority to inform its future planning;
- exploring major innovations that have the capacity to be game-changers for the regional community, scoping them collaboratively with the Board, key stakeholders and sector experts to inform feasibility studies and leading/connecting the various complex components of those studies
- leading change initiatives in the service mix and supporting infrastructure to ensure goals for community service provision, environmental compliance and sustainability, and financial performance, are achieved in balance with other organisational goals;

- ensuring major projects are planned and are completed in line with agreed quality, time and budgetary parameters, and project status is regularly monitored and communicated;
- ensuring improved productivity and quality by regular reviewing customer feedback, existing policies, authorities, controls, performance indicators, workplace agreements, delegations, authorities and systems;
- improving performance of the Authority by proactively embracing best practice and continuous improvement initiatives;
- managing the Authority's resources and operations in an efficient and effective manner including the development and maintenance of a "contestability" philosophy in regard to both internal and external service provision.

FINANCIAL & ASSET MANAGEMENT

- making all reasonable efforts to ensure achievement of long term financial and asset management plans and the targets they contain;
- completing the annual budgeting process in close consultation with the Senior Management Team;
- ensuring sound fiscal management including budget management, collection and revenue management, and cash flow monitoring;
- ensuring the Authority is provided with timely and accurate financial reports to aid key decision making;
- ensuring the financial systems architecture, systems and processes are fit for current and future purposes and that technology is effectively utilised;
- ensuring strong and well researched business cases are prepared to support proposed initiatives and major projects;
- ensuring efficient utilisation of the Authority's funds and assets;
- ensuring all commercial activities of the Authority have clearly defined financial goals (including rate of return on assets) are in line with stated community service obligations and agreed strategic directions;
- ensure the efficient and effective monitoring and management of the Authority's performance against all agreed financial ratios;
- maximising the grants and subsidies available to the Authority and the broader community.

PERSON SPECIFICATION

QUALIFICATIONS

- Tertiary and post graduate qualifications in an appropriate discipline are highly desirable;
- Active professional development in technical, leadership and management skills is expected.

EXPERIENCE & KNOWLEDGE

- Extensive experience in the management of a waste management service organisation;
- Extensive experience in the supervision and management of strategy, staff, assets and finances;
- The appointee should ideally have a sound knowledge in the following areas:
 - contemporary management practices and principles;
 - leading change and innovation;
 - business development;
 - project management applications;
 - Government protocols and networks;
 - policy development techniques;
 - governance including meeting procedures;
 - Local Government Act;
 - Waste Management operations;
 - information and communications technologies including social media;
 - communications, public relations, media liaison and marketing;
 - industrial relations and dealing with unions;
 - Work Health and Safety legislation.

PERSONAL LEADERSHIP QUALITIES (modified and updated from LGMA Executive Capabilities)

Core Leadership Competencies	Descriptions and Elements
1. Creates Vision and Gives Direction	Leads the development of a vision, mission and values of the organisation; translates them into effective strategies and goals for the organisation
	Inspires and influences others to assume ownership of the organisation's goals
	Displays strategic thinking and planning to ensure the organisation moves towards its purpose and goals
	Demonstrates adaptive leadership and thinking ability, tools and techniques to facilitate direction in an increasing complex environment
	Acts decisively in a complex environment of ambiguity and multiple stakeholders
	Manages change – Initiates, develops, coordinates and evaluates change management strategies to successfully bring about change in the organisation and sector
	Embeds ethical practices – Embeds ethical practices into the organisation's culture and processes
	Contributes to the vision and strategy of the sector in its management of waste and development of the circular economy
2. Develops People	Builds competence – Improves the skills and effectiveness of staff through employing a range of development strategies
	Motivates staff towards achieving quality results
	Empowers people to achieve or exceed organisation's goals by delegating sufficient authority, responsibility and accountability and by providing support
	Fosters – Contributes to the development of stakeholders external to the organisation
	Builds competence of Board/elected members – Improves the knowledge and skills of elected members through advice and education
3. Manages resources and risk	Plans and effectively manages organizational resources
	Seeks and promotes innovation – Proactively identifies opportunities for improvement to optimize efficiencies, reduce impacts and improve outcomes for the Constituent Councils and environment
	Ensures Compliance – Abides by the laws, regulations and policies determining public sector and local government sector activities
	Ensures risk assessments are maintained related to WHS and all other areas of compliance and manages the risks identified
4. Promotes and Achieves Quality Outcomes	Establishes high quality product and customer service standards
	Promotes and monitors standards and continuous improvement to achieve highest quality product or service
	Seeks to role model to the sector an organisational focus on accountability for sustainability and innovation, to advance development of the circular economy
	Demonstrates agility in organizational responses to a dynamic global sector, its markets and its regulation
	Evaluates the outcomes achieved against set standards, identifies learnings and implements improvements required

	Establishes organisational structures, business plans and procedures that support the Authority's service quality strategies
Core Leadership Competencies	Descriptions and Elements
5. Understands and Manages Relationships	Develops and maintains positive and beneficial relationships with relevant networks within and outside the Local Government sector
	Promotes and presents a positive image and profile of the organisation
	Influences – Develops and maintains positive working relationships with leaders within and outside the local government sector to achieve organisational and sector outcomes
	Facilitates thought leadership among sector colleagues and executive levels of Constituent and partner Councils, to advance the sector and build capacity for strategic actions
	Is politically savvy – Approaches all situations with a clear perception of the political context and reality
	Builds and leads a positive, diverse and productive organisation effectively
	Effectively identifies and manages conflict and potential sources of conflict or staff dissatisfaction
	Ensures the involvement of the community in communicating with and influencing the Authority
	Fosters relationships with elected members based on partnerships and a team approach
	Is inclusive – Leads the organisation in providing services equitably and appropriately with respect for the diversity of groups in the primary customer community.
6. Self-Awareness and Self-Management	Is a lifelong learner –Open to feedback and acts on it
	Shows awareness of own strengths and areas for development
	Models and promotes appropriate social, ethical and organisational standards in all interactions
	Self-motivated to achieve
	Values well-being – Values the well-being of self and others through managing work-life balance

Living & Working in Adelaide, South Australia

Adelaide is one of the most liveable cities on the planet. It is well known for its arts festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kurna people and has a strong indigenous culture today.

LIFESTYLE

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an hour drive from the City Centre. You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15 minute drives from the City and offer **cosmopolitan hearts with retail and dining opportunities**. Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to Dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living. The Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has in recent years consistently ranked 5th in the world. The Property Council of Australia undertakes its own annual survey on liveability of Australia's top 10 biggest cities. In this

survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities. The Mercer Quality of Living Survey compares global cities and is primarily used to inform multi-national companies regarding optimal office locations and employee conditions. Adelaide was most recently listed as 29th in the World and has consistently ranked highly in this survey. Mercer's Cost of Living Report measures the comparative cost of over 100 items and Adelaide continues to outperform other Australian Capital Cities in this report

REGIONAL EXPERIENCE:

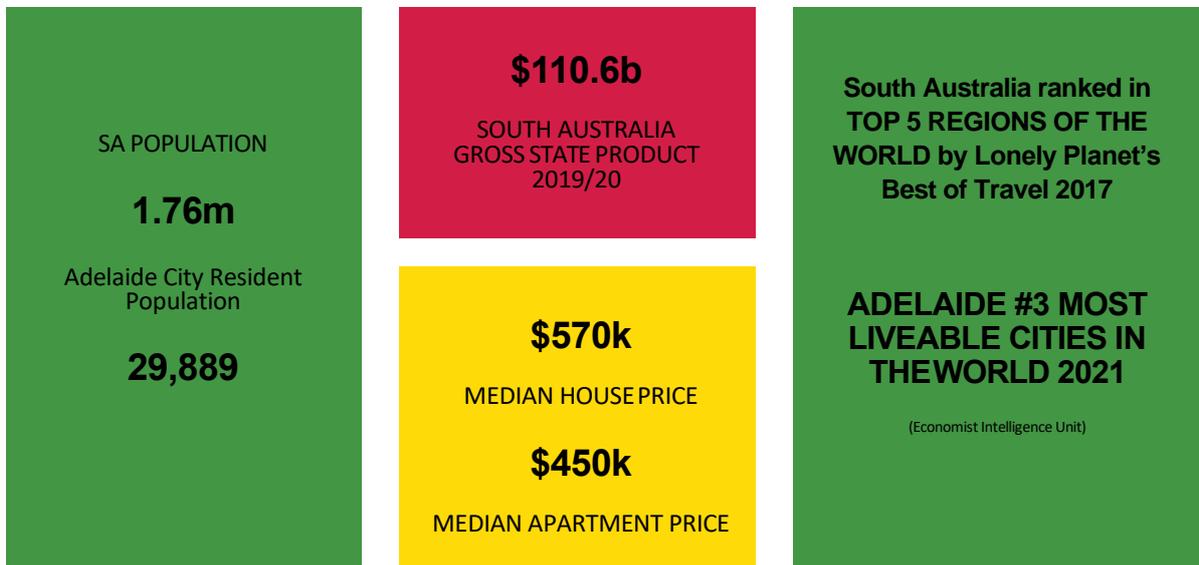
The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.

Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds - the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.

South Australia & Adelaide, Fast Facts



One of the world's most liveable cities

Adelaide offers a relaxed, easy-going lifestyle, and is rated as the world's 3rd most liveable city in the world (Economist Intelligence Unit). It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world's regions.

Australia's most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 21% more to live in Melbourne and 23% more to live in Sydney than Adelaide. Adelaide is around 4% cheaper than Brisbane and Perth (2016 Economist Intelligence Unit), meaning you will have more money to discover Australia during your weekends and holidays.



Contact Information

For a confidential discussion regarding the Chief Executive Officer position, please contact VUCA Senior Associate, Mr Paul Bell on 0412 552 302 during business hours.

Applications, including your current CV and a letter of introduction are to be forwarded in Word format to nawma@vuca.com.au

Applications close Sunday 8th May 2022.

Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.