



**Leading
Roles**

Executive • Management • Professional

Information Pack for the role of Manager Cleansing and Solid Waste

City of Hobart



City of **HOBART**

Applications close at 5pm on Friday 1 February 2019

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McRobies Waste Management Centre, City of Hobart

THE POSITION, OBJECTIVES AND KEY RESPONSIBILITIES

Manager Cleansing and Solid Waste - City of Hobart

Position Context

The City of Hobart is seeking an experienced waste management services professional to offer leadership to all facets of the strategy and operations of its Cleansing and Solid Waste Unit.

The portfolio has a skilled and established team, a well-funded programme, high standards of service, and this role will be key to achieving the City's ambitious goal of *Zero solid waste to Landfill by 2030*.

The City is well advanced to meet this initiative and is now turning to alternative technologies to achieve and meet the waste reduction targets.

The City is a sustainability-focused organisation with a strong emphasis on environmental values and acceptance of the need for action in the elected member group.

The key responsibilities:

- ▶ Cleansing and Solid Waste Policy – driving toward the City's 'Zero solid waste to landfill by 2030' target.
- ▶ Collection Services – managing an inhouse team delivering to the City's residential and commercial customers.
- ▶ Cleansing Services – managing very high standards of cleansing of the City's public toilets, CBD precinct and streets.
- ▶ Waste Management Centre – management of the City's McRobie's Gully waste recovery and disposal centre.
- ▶ Lead and mentor a large and diverse workforce, embedding the organisation's values with strong performance and high customer service standards.

Cleansing and Solid Waste Team

The Cleansing and Solid Waste Unit contains four programme areas;

- ▶ Cleansing Services
- ▶ Collections Services
- ▶ Waste Management Centre
- ▶ Policy and Strategy

Direct Reports:

Each programme area has a programme leader, all are well regarded in the organisation and capable leaders.

- ▶ The Programme Leaders are aged between 30's to early 50's.
- ▶ Some are more operational than others, and there is good depth in the team.

- ▶ Also, there are the following direct reports;
 - Compliance and Contracts Officer
 - Customer Engagement Officer
 - Waste Education Officer (Job Share)

Programme Area Teams and Functions:

Waste Management Centre

- ▶ The City has a well-structured, well managed and well-located Waste Management Centre, at its McRobies Gully site.
- ▶ Activities on-site include general waste disposal, green waste/organics disposal and resource recovery with a 3rd-party operated Tip Shop.
- ▶ The Waste Management Centre has a Programme Leader and a team of 5 staff

Collections Services

- ▶ The Collections Services team is an in-house delivered service that manages the kerbside waste and recycling and city litter bins collection services.
- ▶ Green Waste is collected by a 3rd party contractor.
- ▶ The Collections Services team includes a Programme Leader and a team of 12 staff.

Cleansing Services

- ▶ The Cleansing Services team manages all public toilet cleaning, graffiti and poster removal, CBD cleaning and Street Sweeping services.
 - the City is in the process of transferring a portion (around half) of the toilet cleaning services into a 3rd party managed contract.
 - Because of Hobart's status as a national capital and tourist centre, there is substantial interest in this area from the political and executive leadership groups.
 - The City has undertaken substantial fit out work for 40 toilet blocks in the City and is now undertaking upgrades to further 8 facilities.
 - The City has also developed a standardised fit-out for its toilet facilities.
 - "Keeping the City Clean" is a major responsibility of this Manager;
 - The Council's view is that "We are the Singapore of Australia" and presentation, cleanliness, hygiene and customer experience are a focus.
 - The Council is fanatical about presentation of the city
 - The City runs a range of innovative initiatives, and there is a high level of capital and operational investment in this programme area.
 - To be successful in this area, the Manager must share the Council's strong commitment and have an eye for detail.
 - The City has been actively and effectively managing graffiti, and there is a very low incidence in the public realm in the City.
 - The City maintains a team of 4 in this area.
- ▶ The Cleansing Services team includes a Programme Leader and a team of 20 staff.

Solid Waste Strategy and Projects

- ▶ The Solid Waste Strategy and Projects team develops policy, undertakes research and manages a programme of education and events to drive waste minimisation in the City.
- ▶ This team developed the council's *Waste Management Strategy 2015-2030* and oversees the 91 defined actions to reduce waste in Hobart

More detailed descriptions of each Programme Area are included as **Attachment 3 – Cleansing & Solid Waste Fact Sheets**.

Project Opportunities:

The City is undertaking some major projects in the Cleansing and Solid Waste area, focusing on its commitment to achieving its *Zero solid waste to Landfill by 2030* commitment.

Project opportunities include;

- ▶ Implementation of FOGO (Food and Organics) Collections,
 - This implementation will be transformative and will require a large programme of reorganisation and reorientation of existing waste services.
- ▶ Underground Waste Compactor, Kemp Street.
 - The City has just let a \$700k contract to reduce the use of 240L and 660L bins in the city’s streets, replacing them with an underground compacting waste management system.
 - A key role for the new Manager will be implementing the use of underground compactors, and the next generation of waste and recycling in the city, and marketing and managing the change project with the City’s commercial waste customers.
- ▶ Recycling
 - The City has a contract with SKM who operate the City’s materials recovery facility.
 - Glass is dealt with locally, and entirely reused in Tasmania.
 - The City is working on downstream uses for other recycled materials generated from its recycling collection programme.
 - The City achieves a 4% contamination level and produces high quality streams of recycled materials.

Cleansing and Solid Waste Unit Budget:

The Cleansing and Solid Waste Unit has well-funded capital and operational budgets, broken down as follows;

Operating Budget

▶ City Cleansing	\$3.064M
▶ Solid Waste Strategy and Projects	\$1.259M
▶ Solid Waste Operations and Maintenance	\$4.290M
▶ McRobie’s Gully WMC Operations	\$1.828M

Capital Budget

▶ Capital Budget	\$3M
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Qualifications and Experience:

- Relevant tertiary qualifications in a Waste Management related discipline are essential.
- Business Management qualifications, or post-graduate qualifications in fields such as Project Management or other related disciplines will be well regarded

There are significant policy, planning, programme and project management and business analysis skills required in this position, and experience or qualifications in these areas will be highly regarded.

This is an outstanding opportunity for a senior Waste Management professional to assume leadership of a diverse and interesting portfolio providing essential services in one of Australia's most attractive and culturally significant cities.

Further information about the role can be found at **Attachment 1 – Position Description, Attachment 2 – Organisational Chart** and **Attachment 3 – Cleansing and Solid Waste Fact Sheets**.



Waste Management Centre Composting, City of Hobart

ABOUT COUNCIL

The City of Hobart is a local government area of Tasmania, Australia. It is one of five local government areas covering the metropolitan area of the state capital covers only a small section of the City's 200,000 population. With over 50,000 people,^[1] it is the third most populated council in Tasmania. The present municipal council was created in 1852 by act of parliament, with the city mayor raised to Lord Mayor in 1934.

Council's website

<https://www.hobartcity.com.au/Home>

Alderman Profiles

<https://www.hobartcity.com.au/Council/Aldermen/Current-Aldermen>

Executive Leadership Team

<https://www.hobartcity.com.au/Council/About-Council/Council-administrative-structure>

Council's Policies and Publications

<https://www.hobartcity.com.au/Council/Strategies-and-plans>

Regional Features and Attractions

<https://www.discovertasmania.com.au>

THE CITY OF HOBART REGION

Hobart offers a contrasting blend of heritage, scenery and culture, with world class activities and attractions nearby. Nestled amongst the foothills of Mt Wellington, Hobart combines heritage charm with a modern lifestyle in a setting of exceptional beauty. It's no wonder Lonely Planet has called Hobart one of the top ten spots to visit in the world right now.



Hobart is Tasmania's capital city and the second oldest capital in Australia, after Sydney. Located at the entrance to the Derwent River, its well-preserved surrounding bushland reaches close to the city centre and beaches line the shores of the river and estuary beyond.

With its captivating history, picturesque waterways, rugged mountains and gourmet experiences, the city has something for everyone. Award-winning restaurants offer fine dining experiences using the best Tasmanian produce recognised by the world's best chefs, while on the waterfront punts and fishmongers sell the freshest seafood straight from the Southern Ocean.

Enjoy the contrast of elegant heritage sandstone alongside modern architecture. Explore Salamanca Place, a short walk from the waterfront, with its galleries, theatres, craft shops and restaurants in 1830s Georgian warehouses and on Saturdays enjoy the food and entertainment of [Salamanca Market](#), Australia's best outdoor market.

Take a walk along Hobart's iconic waterfront, explore the [Tasmanian Museum and Art Gallery](#) or take a ferry up river to [MONA](#) for an out-of-this-world modern art experience.

It's easy to fall for the many charms of this quietly buzzing city that hits fever pitch at festival time.

Industry	Number of businesses 2016
Transport, postal and warehousing	186
Administrative and support services	183
Wholesale trade	162
Arts and recreation services	101
Education and training	83
Information, media and telecommunications	53
Mining	6
Public administration and safety	21
Electricity, gas, water and waste services	10
Not classified	64
Total	5980

Hobart's economic profile

The following data provides a snapshot of key characteristics of Hobart, including resident population, working population, employment, business, housing, office accommodation, education and tourism.

Population [i]	
Hobart population	50,439
Greater Hobart population	222,356
Tasmania population	509,965

Resident population [ii]	
Median age	39 years
Median weekly individual income	\$718

Rates [iii]	
Total number of rateable properties	24,297
Number of residential rateable properties	20,926

Working population [v]	
Number of people who work in Hobart	51,337

Tourism [vi]	
Total visitors to Tasmania	1,236,400
Number of visitors to Hobart	894,277
Average stay in Hobart	4.3 nights
Average spend per person	\$1,734
Cruise ship passengers and crew to Hobart (in addition to visitor numbers above) [vii]	143,989

Education	
Number of students studying in Hobart [viii]	33,266
Number of international students [ix]	5,202

City of Hobart Waste Management Strategy 2015 - 2030

The City of Hobart Waste Management Strategy 2015-2030 aims to achieve zero waste to the Hobart Landfill by 2030 and includes over 90 actions across a range of areas such as organic waste, education, and litter. The City is committed to implementing this strategy over the coming years and will be providing programmes to increase recycling and reduce waste disposal.

The Strategy contains 91 actions and identifies 8 key focus areas:

- Advocating for Change
- Finance
- Education and Engagement
- Organics
- Litter and Illegal Dumping
- Inert Waste
- City Waste and Innovation

- Programs and Services

Progress So Far

As at August 2017, there have been 29 actions completed in the first year of the Strategy's implementation, at a cost of approximately \$180,000 excluding the cost of the kerbside green waste service. Actions have been undertaken across all of the 8 Key Focus Areas, and major achievements include

- Introduction of a kerbside green waste collection service;
- Appointment of a Waste Education Officer;
- Development of a Good Neighbour Agreement;
- Secured approvals to operate the landfill until 2030;
- Improved recycling arrangements and economics for items such as tyres, concrete and steel;
- Increased the capacity of the recycling centre through additional pavement areas;
- Provision of home composting education workshops;
- Improved signage and branding at the Taste of Tasmanian and employment of waste educators, and branding on collections services fleet, and creation of a 'Towards Zero Waste' brand.

In addition to the more tangible items, there have been actions completed that are less visible, such as:

- lobbying the State Government for a Container Deposit Scheme,
- input into the regional submission lodged by the Local Government Association of Tasmania to the State Government to inform the new Tasmanian Waste and Resource Management Strategy,
- development of a landfill cost model, and
- a technological review and options analysis into the organics recycling facility at the McRobies Gully Waste Management Centre.

Other actions being currently progressed include:

- Developing improved systems for multi tenement waste and recycling services;
- An improved e-waste recycling agreement including assurances of 'end of life' recycling processes;
- Provision of re-usable coffee cups for City staff;
- Significantly improving the information on the City's website;
- Placement of a 'Recycling Station' at the Council Centre for items such as batteries, light globes, x-rays, toner cartridges, and other hard to recycle household items.



Green Waste Mulch, City of Hobart

RECRUITMENT PROCESS

How to Apply

Please submit your application via the Leading Roles website: <https://www.leadingroles.com.au>.

Please upload:

- A covering letter addressing the *Position, its Opportunities and Challenges* section of this information pack.
- Your CV, preferably in Microsoft Word or PDF format.

Recruitment Process timeframes

<i>Application Period:</i>	Tuesday 8 January – Friday 1 February 2019
<i>Closing date for Applications:</i>	5pm on Friday 1 February 2019
<i>Initial Assessment:</i>	4-8 February 2019
<i>Council Interviews:</i>	Week commencing 18 February 2019

**Note these timeframes are indicative only and may change subject to the outcomes of the recruitment process, council representative and candidate availability.*

Assessing Applications

Initial interviews

Leading Roles will review all applications received and identify suitable candidates to conduct initial interviews with. These interviews will be conducted by Leading Roles via an online web conference or by telephone.

Shortlisting and Council Interviews

The City will determine a shortlist of suitable candidates, and will arrange interviews with the City's interview panel, depending on candidate and City staff availability. The interview panel will likely consist of the Deputy General Manager, the Divisional Director Parks and City Amenity and the Manager People & Capability. The City may elect to include a non-voting panel member for assessment of technical competency.

The City may require their preferred candidates to undergo psychometric assessment to assist in understanding the candidate's fit for the role and organisation, working preferences and attributes. Following selection of a preferred candidate Council may require a number of further checks including reference checks, criminal history checks to ensure Working with Vulnerable People certification, and medical assessments.

You must be an Australian Citizen or hold the appropriate visa to work in Australia to apply for this role. Leading Roles will undertake checks to confirm your right to work in Australia at offer stage.

Privacy Information: *Leading Roles is collecting your personal information in accordance with the Information Privacy Act for the purpose of assessing your skills and experience against the position requirements. The information you provide in your application will only be used by employees of Leading Roles. Your information will be provided to authorised Council Officers, including Human Resources and the relevant selection panel members. But it will not be given to any other person or agency unless you have given us permission or we are required by law.*

CONTACT



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ATTACHMENT 1 – POSITION DESCRIPTION

MANAGER CLEANSING AND SOLID WASTE

POSITION DETAILS

POSITION NO:	3236.01	UNIT:	Cleansing & Solid Waste
EMPLOYMENT STATUS:	Contract	LOCATION:	Cleary's Gates Depot
DIVISION:	Parks and City Amenity	CLASSIFICATION:	MO Level 6

OBJECTIVES

MISSION STATEMENT

Our mission is to ensure good governance of our capital City.

DIVISION OBJECTIVE

The Parks and City Amenity Division incorporates the Parks and Recreation Unit, the Open Space Group (including the Bushland Reserves Unit and the Open Space Planning Team), the Cleansing and Solid Waste Unit, the Fleet and Support Services Unit and The Doone Kennedy Hobart Aquatic Centre.

These units have responsibility for a wide range of function areas, including: parks and reserves management; bushland management; open space planning; cleansing and solid waste management; fleet, fabrication and depot support management; and the management of The Doone Kennedy Hobart Aquatic Centre.

The principal purpose of the Division is to provide a high standard of excellence in respect of these functions, in our approach to customers and in the management of community assets.

POSITION OBJECTIVE

The Manager Cleansing and Solid Waste will be responsible for providing vision, leadership, and strategic direction for the Cleansing & Solid Waste Unit. The role will have a direct hands-on approach in the delivery and performance reporting of a range of services provided by the Unit. This role will lead and model a strong commitment to customer service that is consistent with the City's Customer Service Charter.

KEY FUNCTIONS AND RESPONSIBILITIES

- Overall responsibility for:
 - The delivery of high quality services to internal and external customers.

- The financial, human and physical resource planning and management to meet the requirements of the Unit.
- Efficient and effective operation of the McRobies Gully Waste Management Centre.
- Management of effective waste minimisation programs.
 - Hands on management to ensure the delivery of the efficient and effective kerbside collection of solid waste, recyclables and green waste.
 - Delivery of efficient and effective toilet and street cleansing services throughout the City.
 - Provision of a high level of contemporary human resource management practices including the ability to lead, communicate with, motivate and directly manage Unit members and contractors.
- Be responsive to enquiries received from Aldermen, Council Management and other stakeholders, represent and actively promote the Unit and the Council.
- Manage all Unit related physical assets to ensure optimum condition and asset life.
- Prepare cost benefit analysis associated with the models available for the delivery of services provided by the Unit and undertake financial analysis to establish Unit costings, the cost of production of various processes and activities and develop the fees and charges for the Unit
- Identify, implement and monitor benchmarking of the services re-delivered by the Unit with other service providers and the resultant development of a range of financial strategies to ensure optimal cost efficiencies.
- Undertake the preparation, management and reporting associated with operational and capital budgets and Unit Plans and provide expert technical information to assist with the development and maintenance of the Council's Strategic and Corporate Plans.
- Undertake the identification, implementation and promotion of commercial activities undertaken within the Unit.
- Prepare and manage contracts, develop operation manuals and project agreements and maintain and document ongoing delivery of services at agreed levels.
- Identify and implement opportunities to improve the quality, effectiveness and efficiency of services provided by the Unit and take a lead role in relation to sharing of services with other Councils.
- Manage a range of specific projects and activities associated with the Unit.
- Take an active approach to ensure Work Health and Safety Legislation and Policies of the Council are embraced, including the monitoring of health and safety performance within area of responsibility and the initiation of actions to continuously improve workplace health and safety outcomes.

Work Health & Safety: To take reasonable care that your acts or omissions do not adversely affect the health and safety of yourself or others in the workplace, to comply with any reasonable instructions given to you by the Council and to comply with the requirements of any and all WHS policies and procedures.

To implement the Council's WHS Management System, to ensure that the work for which you are responsible is carried out in accordance with this System and the WHS legislation and to provide appropriate WHS information, instruction, training and supervision to workers for whom you are accountable.

Note: *Whilst the key functions and responsibilities for the role are set out above, the Council may direct an employee to carry out such duties or tasks as are within the limits of the employee's skill, competence and training.*

ORGANISATIONAL RELATIONSHIPS

REPORTING RELATIONSHIPS

1. INTERNAL

The Manager Cleansing and Solid Waste reports to the Director Parks and City Amenity.

The Manager Cleansing and Solid Waste will liaise with other Managers through membership of the Divisional management team, employees within the Parks and City Amenity Division and other employees as required.

2. EXTERNAL

The Manager will undertake liaison with representatives of external clients, local authorities, state and federal government tribunals/boards and industry on matters of legislation, policy, practices and programs applicable to the activities carried out by the Unit.

3. DIRECT REPORTS

The Manager Cleansing and Solid Waste has the following reports: Cleansing & Solid Waste Policy Coordinator, Program Leader Cleansing Services, Program Leader McRobies Gully Waste Management Centre, Cleansing & Solid Waste Compliance Officer, Customer Liaison Officers, Cleansing and Solid Waste Audit Officer, Program Leader Collection Services and Waste Education Officer.

4. INDIRECT REPORT

Contractors.

BUDGET RESPONSIBILITIES

1. CAPITAL

\$3M annually

2. OPERATIONAL

\$10M annually

SELECTION CRITERIA

1. Degree in Solid Waste Management or a relevant discipline coupled with a broad range of professional, technical and specialist skills and experience obtained through a diverse range of relevant employment, including at a senior management level.
2. Demonstrated ability to manage financial resources and a demonstrated understanding of and commitment to Environmental Management System principles.
3. Demonstrated ability to provide direction, leadership, development and performance management of employees and foster a positive team environment.

4. Demonstrated knowledge and/or experience with the provision of municipal cleansing and solid waste management operations and experience in preparing and managing waste management (and waste minimisation) programs
5. Demonstrated ability to lead and manage multi-discipline projects or service delivery programs.
6. Demonstrated knowledge of risk management and experience working in a quality assurance framework coupled with an ability to implement WHS programs.
7. Experience solving complex policy, technical, financial and management problems, including the ability to think and act flexibly and identify and resolve issues.
8. Highly developed verbal communication and negotiation skills, with an ability to lead engaging and informative presentations and discussions.
9. Highly developed skills to prepare written reports and discussion papers for senior management and the Council including policies, practices, strategic and business plans.
10. Current Drivers Licence, Working with Children Check and Police Check.

Desirable

- Knowledge and understanding of the Tasmanian Environmental Management and Pollution Control Act 1994 (EMPCA), particularly with regard to the operations and management of refuse disposal sites and hazardous waste issues.
- Qualification or Experience associated with contract development and management.