

RESUME - GWEN HARPER, DipM

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I am a versatile, experienced project manager, marketer and trainer with a passion for the waste industry. I specialise in delivering complex projects with multiple stakeholders and in creating, implementing and reporting on both long- and short-term marketing strategies and communication campaigns.

I qualified as a Chartered Marketer (DipM MCIM) in 2002 and my early career focused on market research, sales and advertising. This background gave me a commercial, customer-centric focus and experience delivering tightly budgeted marketing strategies. A relocation from the UK to the USA provided me opportunities to apply my skills to environmental education and waste management; and I expanded into community-based social marketing when I returned to Australia.

I've been focused on community work since 2015 and am very experienced in delivering grant-funded and budget-driven projects that include meaningful and useful stakeholder engagement. I'm passionate about sustainable waste management and helping councils, industry and schools achieve their waste reduction targets.

Work Record

Apr 21 – current: Senior Waste and Environmental Consultant, JustWaste Consulting

Provide technical and environmental expertise in the planning and delivering of waste and environmental strategies, including marketing strategies focused on waste education and reduction campaigns. Responsible for project development, execution and tracking results for analysis and report writing. Role includes overseeing audits and interpreting primary and secondary market research data on waste stream analysis and worldwide innovation in the waste sector. Concurrently studying for a Grad Cert in Innovation for Sustainability at Monash University.

July 19 – Apr 21: Waste Services Project Officer (FOGO), Glenorchy City Council

Responsible for managing the introduction of a universal (mandatory) Food Organic Garden Organic collection service for the Glenorchy municipality (20k+ properties). Using the business case as a framework, I was responsible for all elements of project delivery – including writing the strategic marketing plan, coordinating staff and engaging a wide range of internal and external stakeholder groups.

Project was delivered on time and under budget. Highlights included:

- **Won the Environmental Leadership and Sustainability Award 2020** (Local Government Professionals Australia-Tasmanian division). Also recognised as a Semi-Finalist for the Sustainability Award 2020 (Tasmanian Community Achievement Awards).
- **Wrote & delivered the strategic marketing plan** – Developed and implemented a 4-stage marketing campaign using a combination of traditional media, social media, printed collateral, PR, direct mail and database marketing.

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- **Logistics** – supervised, coordinated or provided input on all operational elements of the project to facilitate a smooth operational transition to a third waste stream, including asset purchases, contractor supervision, data integration and the creation of an equitable FOGO Exemption process.
- **Stakeholder & Community Engagement** – Starting with a vocal and negative cross-section of the community, a 1200+ petition rejecting FOGO and two Council deputations. I developed a stakeholder register, an advocacy strategy, a volunteer task-force and a 3-tiered community engagement campaign to enlist support through education institutions, community groups and local events.
- **Websites, social media and databases** – sole responsibility for wastestartswithu.com.au website including content writing and results tracking; contributing editor to jacksonstanfill.com.au and GCC websites. Wrote the brief, reviewed proposals and contracted the web design agency to manage FOGO Exemption applications. Write regular 'waste education' updates and blog posts.
- **Tracking and reporting** – produced regular FOGO reports and recommendations based on key targets. FOGO volume in first three months from launch = high participation (1,558 tonnes) with an independent score of 4/5 for quality (very low contamination). Results reflect high community awareness and participation.

Aug 16 – Apr 19: Communications Officer, Volunteering Tasmania

Develop, implement and track all marketing strategy and communications, website management, PR & media activities to promote Volunteering Tasmania as the state's peak body; plus run key VT events and market research activities. Achievements included:

- **Strategic marketing campaigns** - developed and ran integrated marketing communications plan for the Tasmanian Volunteering Awards from 2016-2019, including bringing on sponsor Southern Cross Austereo for TV advertising, state-wide poster advertising, paid social media campaigns.
- **Media & Influencer engagement** - developed and maintained a comprehensive media, political and municipal contact strategy and database to increase media coverage and local government support.
- **Communications** – created a social media marketing strategy that increased audience engagement over 3yrs by 30%. Increased monthly eNews opening rates by 10% (Campaign Monitor software). Wrote media and website pieces from marketing research and reports.
- **Market Research** - increased stakeholder response to annual satisfaction survey by 350%
- **Volunteer Management** - coordinated, trained and developed a team of loyal volunteers to assist with marketing activities, including a UTAS Corporate Intern.

July 15 – Jun 16: Project Manager – Jordan River Services (Gagebrook Neighbourhood House)

Project Manager responsible for \$300k Primary Health Tasmania grant, four staff and 10+ volunteers. Project was to run 'Waterbridge Food Co-op', a retail pantry, two community cooking programs and a community-based food production garden. Key outcomes were to increase health awareness, healthy eating and community cohesion. I was the 3rd person employed as project manager on 2yr grant, both previous incumbents walked away from the role.

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Project Manager – Jordan River Services contd.

- Turned around the sales to make the co-op profitable, raised staff motivation, engaged and trained more volunteers, increased community engagement and met grant outcomes.
- Ran a multi-targeted fundraising and media campaign that solicited state and local government, private enterprise and public donations that covered project operating costs for 12 months following the end of my role and the grant funding.

Aug 08- July 15: *Career break/part time work due to two small children.*

May 06-Aug 08: Recycling Coordinator, Arlington Independent School District, Texas

Project Manager responsible for creating synergistic, sustainable recycling programs across 74 campuses (63k students) and their communities. Initially contracted through a \$118k government grant to rejuvenate the paper recycling program; then wrote and won another \$197k grant to start a co-mingled recycling program titled "From Trash to Cash", which turned a waste disposal cost into a commercially viable income stream.

- **Results** - paper recycling program volumes doubled in the first year, in the second year the school district came 3rd in a USA-wide Abitibi (recycling vendor) paper recycling competition.
- **Community Liaison** - Recruited a steering group committee and teacher-led 'green teams' in every school.
- **Stakeholder Reporting** - Created metrics to track recycling results and wrote accountability reports on recycling volumes vs. marketing activity spend.
- **Communications** - created an extensive, 2-year integrated communication campaign, including TV, internet, intranet, printed literature, competitions, posters, events and presentations.

May 05-May 06: Education Coordinator; Texas Discovery Gardens (non-profit orgn)

Responsible for marketing educational programs to schools, potential sponsors and volunteers. Role included recruiting, training and managing volunteers; developing, promoting and running teacher training workshops and public events, and leading student science education field trips (annual visitation 10k students/year).

Roles prior to May 2005 listed on [LinkedIn](#) and include employment as a Marketing Research Executive, Advertising Executive, Account Manager for United Distillers and Marketing Account Manager for Public Relations firm Anderson Soames.

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Relevant Training & Certifications

2019	Code of Ethics for Local Government, Integrity Commission
2019	Project Management Essentials, Leftfield Project Management Solutions
2018	Project Management Masterclass, Institute of Project Management
2018	Developing a Social Media Strategy, Kingthing Marketing workshop
2018	Preventing a Social Media Trainwreck, LGAT webinar
2017	Organisation Review – Protecting Yr Orgns Reputation, ProBono Aus webinar
2017	Social Enterprise Masterclass – Red Cross 2 day workshop
2016	26/TEN two day workshop, LINC Tasmania
2016	Bridges out of Poverty – Primary Health Tasmania 2 day workshop
2015	Racial Inequality Awareness training - UTAS
2015	Mental Health First Aid Certificate - UTAS
2012-13	Collect Waste and Recyclables (Cert III); Implement Strategies to Minimalise Waste; Operate Waste Transfer, Collection Station or Landfill (both Cert IV), Tasmanian Polytechnic
2001	Market Research Society's Summer School graduate

Education Qualifications

2021	Graduate Certificate of Innovation for Sustainability (currently studying)
2021	Applying Behavioural Science to Create Change – Monash Uni Micro-credential
2019	CertIV in Training and Assessment with SAIT
2003 - 2004	MSc Marketing Research Degree; University of Glamorgan, Wales. Dissertation = Evaluating Communication Effectiveness in Increasing Recycling Behaviour. Coursework, Literature Review and focus groups completed but dissertation not submitted due to relocation to USA.
1998 - 2002	Post-Grad Diploma + Chartered Marketer; Chartered Institute of Marketing (UK):
1987 - 1988	Higher School Certificate; Rosny College, Tasmania

Volunteer & Community Involvement

- Scouts Tasmania Youth Leader, Board Member Recycling Committee, Board Member Marketing Committee (4yrs, ongoing)
- Member of Derwent Hockey team (8yrs)
- Brighton Lions, Committee Member, Treasurer (2yrs)
- Volunteer running early literacy programs at Bridgewater Library and Tagari Lia Community Centre (5yrs)
- Workshop author and presenter for LLN skill development for Bridgewater LINC

Referees

Alex Woodward, Manager Infrastructure & Works, Glenorchy Council, 0400 521 242
Veney Hiller, Deputy CEO Volunteering Tasmania, 0415 236 934
Helen Manser OAM, Manager Jordan River Services, 6263 6097