

Job and Person Specification

Title of Role:	Associate Director, Finance and Bonds	Classification:	SM1
Business Unit:	Consumer and Business Services	Division	Strategy, Corporate and Registry Services
Branch:	Finance and Bonds	Team:	Finance and Bonds

Primary Purpose

The Associate Director, Finance and Bonds provides senior strategic and operational leadership of CBS' finance and residential bonds functions and is accountable for effective financial management, bonds services, reporting and assurance arrangements. The role leads the Finance and Bonds Branch through managers and specialist teams to support lawful, transparent and sustainable delivery of CBS services.

The role operates at a strategic level across complex financial, regulatory and service delivery responsibilities, ensuring CBS has the financial controls, assurance settings and performance information needed to manage risk and meet public sector accountability requirements. This includes oversight of significant financial obligations as part of broader responsibility for prudent stewardship and organisational sustainability.

The Associate Director provides senior advice to the Commissioner, Assistant Commissioner and Executive on complex financial, risk and service delivery matters. The role translates financial, operational and performance information into strategic advice that supports sound decision-making, effective resource allocation, service improvement and confidence in CBS' administration of public resources.

The role sets branch direction for CBS financial management, budgeting, forecasting, reporting, accounts, residential bonds administration, customer service performance and continuous improvement. It uses financial, operational, customer and performance information to prioritise effort, manage risk, strengthen accountability and support evidence-based decision-making across CBS.

The role works collaboratively across CBS, AGD and external partners to maintain sound financial controls, reliable reporting, effective stakeholder relationships and accessible bonds services. Through disciplined financial stewardship, service improvement and branch leadership, the role supports public confidence in CBS's administration of funds and delivery of responsive services.

Job Environment

The Attorney-General's Department (AGD) is a key portfolio within the South Australian Government, employing more than 1,900 staff. AGD delivers high-level legal services and advice to Ministers and government agencies, provides specialist policy support, oversees regulation and compliance functions, and delivers essential services directly to the community.

CBS is a division of the AGD and is responsible for protecting consumers, supporting and regulating businesses and recording significant life events for South Australians. CBS is customer focused and flexible in its activities, providing accessible information and services.

All roles at CBS contribute to its vision of being a progressive, proactive and trusted regulator and custodian of key life events, and to its purpose of fostering a safe, fair and trusted marketplace and helping South Australians navigate key life events with confidence.

The Associate Director, Finance and Bonds operates within a complex financial, regulatory and service delivery environment, providing strategic leadership across finance, performance reporting and residential bonds administration functions. The role works collaboratively across the Executive to strengthen organisational performance, ensure sound financial stewardship, contribute to effective governance and risk



management practices, and enable informed, evidence-based decision-making in a dynamic public sector environment.

This role directly supports CBS' objective of helping South Australians navigate key life events with confidence through effective financial management, accountable stewardship of public funds and efficient administration of residential bonds services. It strengthens organisational sustainability, accountability and resilience, ensuring CBS is well positioned to deliver trusted regulation, responsive services and long-term value for the South Australian community.

Reporting Relationships

- Reports to the Assistant Commissioner, Strategy, Corporate and Registry Services.
- Directly leads the Manager, Finance and Manager, Residential Bonds, and has broader leadership accountability for the Residential Bonds and Finance teams.

Key Relationships/Interactions

- Commissioner, Assistant Commissioners, Associate Directors and senior leaders across CBS.
- Managers and employees across Finance, Bonds and Corporate Services functions.
- South Australian Treasury, Auditor-General's Department and relevant AGD corporate functions.
- Financial institutions, investment advisors and service providers.
- South Australian Civil and Administrative Tribunal (SACAT), South Australian Housing Trust and other relevant South Australian Government agencies.
- Industry bodies, community organisations and other external stakeholders.

Key Challenges

- Providing strategic leadership across finance and residential bonds administration while balancing operational service delivery, financial stewardship and organisational priorities.
- Managing complex financial obligations and residential bonds services while supporting appropriate accountability, compliance, assurance and risk management arrangements.
- Aligning financial management, performance reporting and residential bonds outcomes with Government, Departmental and CBS strategic objectives, including CBS' focus on supporting key life events.
- Providing authoritative advice where financial, operational, regulatory, stakeholder and reputational considerations must be balanced to support informed decision-making.
- Driving continuous improvement, service modernisation and organisational change while maintaining business continuity and customer service standards.
- Managing competing priorities, emerging risks and complex issues requiring sound judgement, strategic thinking and timely decision-making.
- Balancing customer, stakeholder, financial and regulatory requirements within a politically and publicly sensitive environment.
- Building and maintaining productive relationships with government agencies, financial institutions, service providers and other key stakeholders to achieve organisational objectives.

Special Employment Conditions

- Some out of hours work is required.
- Interstate and intrastate travel including overnight absences.

AGD Conditions

- Effectively embed AGD People and Leadership Expectations into all actions, activities and work processes
- Participate in bi-annual Performance Development Plan (PDP)
- Proactively seek learning opportunities, including in the timely completion of all mandatory training requirements
- Comply with the Code of Ethics for the South Australian Public Sector, relevant legislation and AGD policies and procedures
- Employment is dependent upon a compliant National Police Certificate that the AGD finds satisfactory.



Diversity

The Attorney-General's Department values workplace diversity and is committed to providing an inclusive work environment where employees feel respected, valued and empowered to be themselves, we are also committed to reconciliation and strongly value First Nation's perspectives in the community and workplace.

Flexible Working Arrangement Options

The South Australian public sector promotes diversity and flexible ways of working including part-time. You are encouraged to discuss the flexible working arrangements for this role. Flexible working arrangement options for this role may include:

- Flexitime
- Part-time
- Compressed weeks
- Work from home arrangements

Responsibilities

This Job and Person Specification provides an indication of the type of duties you will be engaged to perform. You may be lawfully directed to perform any duties that a person with your qualifications, skills and abilities would reasonably be expected to perform. The Associate Director, Finance and Bonds is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Strategic Leadership and Branch Management	• Lead CBS finance and residential bonds functions, establishing strategic direction, priorities and executive accountabilities. • Translate Government, AGD and CBS priorities into practical branch plans that balance financial stewardship, compliance, service delivery, customer outcomes and improvement priorities. • Shape an integrated financial management and assurance framework that supports sound decision-making, financial sustainability, regulatory integrity and delivery of CBS priorities. • Determine branch-wide resource, workforce and capability priorities and direct specialist effort to material financial, service delivery, assurance and operational risks and opportunities. • Establish performance and assurance arrangements that provide the Executive with reliable visibility of financial performance, organisational risk, financial obligations and service delivery outcomes. • Contribute as a senior organisational leader to CBS strategy, executive decision-making, cross-functional integration and sustained organisational improvement.	• Branch direction, priorities and executive accountabilities are clear and aligned with CBS objectives. • Finance and residential bonds functions operate as an integrated branch. • Resources and specialist capability are directed to material risks, service demands, financial obligations and improvement priorities. • Executive receives timely, decision-useful information on financial performance, financial obligations, risk and service delivery outcomes. • Branch leadership strengthens accountability, financial sustainability and organisational performance across CBS.
Stakeholder Engagement and Influence	• Develop and maintain strategic relationships with Treasury, AGD corporate functions, the Auditor-General's Department, financial institutions, service providers, government agencies and other key stakeholders to support the achievement of CBS priorities.	• Strategic relationships are established and maintained with Treasury, AGD corporate functions, assurance stakeholders, financial



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	• Represent CBS on relevant forums, committees and working groups and contribute to whole-of-government initiatives relating to financial management, assurance and residential bonds administration. • Build collaborative partnerships that support innovation, service improvement and effective administration of finance and bonds functions. • Provide strategic leadership on sensitive, complex or high-profile stakeholder matters and resolve issues through effective consultation, negotiation and influence. • Promote confidence in CBS's financial stewardship, accountability arrangements and residential bonds services through transparent and effective stakeholder engagement.	institutions, service providers and relevant government agencies. • Stakeholder engagement supports organisational and Government objectives. • Partnerships contribute to improved business performance and customer outcomes. • Complex stakeholder matters are managed effectively and professionally. • CBS is represented effectively in relevant forums and external engagements.
Branch Planning, Performance and Improvement	• Lead branch planning, performance monitoring and continuous improvement activities across the Finance and Bonds Branch. • Align branch priorities, performance measures and improvement initiatives with Government, AGD and CBS objectives and enterprise planning settings led through CBS strategy and transformation arrangements. • Identify emerging issues, opportunities and risks and develop strategies that improve organisational performance, service delivery and customer outcomes. • Drive business improvement, service modernisation and transformation initiatives across finance and bonds functions. • Establish and monitor performance frameworks that support accountability, informed decision-making and continuous improvement. • Evaluate the effectiveness of programs, systems and processes and implement improvements in response to evidence, performance outcomes and changing organisational needs.	• Branch objectives and operational outcomes are achieved. • Performance information supports decision-making and organisational improvement. • Improvement initiatives deliver measurable organisational and customer benefits. • Service delivery performance and operational efficiency are enhanced. • Branch priorities remain aligned to organisational needs, financial stewardship and service outcomes.
Strategic Advice and Decision Support	• Provide authoritative advice to the Commissioner, Executive Leadership Team and senior stakeholders on complex financial, risk, operational and service delivery matters. • Identify and analyse emerging risks, issues, trends and opportunities affecting CBS and provide recommendations to support informed decision-making. • Lead the preparation of high-level reports, briefings, business cases, submissions and correspondence for Executive and Government consideration. • Drive evidence-based decision-making through analysis of financial, operational and performance information. • Appropriately escalate and manage significant risks, issues and opportunities..	• Advice is timely, accurate and supports informed decision-making. • Executive stakeholders receive high-quality strategic information and recommendations. • Risks and issues are proactively identified and managed. • Reports and submissions are delivered to a high standard.

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	Develop strategic recommendations that strengthen organisational performance, financial sustainability and service delivery outcomes.	Decisions are supported by reliable evidence and analysis.
Financial Management and Assurance	- Lead the strategic management of CBS financial resources, ensuring sound financial stewardship, accountability and long-term sustainability. - Oversee budgeting, financial planning, forecasting, reporting and resource allocation frameworks across CBS. - Provide strategic oversight of significant financial obligations and financial assets administered by CBS. - Deliver and monitor financial controls, risk management, audit and assurance arrangements that support compliance, organisational performance and effective decision-making. - Monitor financial performance and provide strategic advice on emerging risks, opportunities and financial sustainability. - Deliver compliance with Treasurer's Instructions, financial legislation, policy requirements and relevant accountability obligations. - Oversee procurement, contract management and assurance activities within the portfolio.	- Financial management and reporting obligations are achieved. - Financial resources and significant financial obligations are managed effectively and in accordance with legislative requirements. - Financial controls, assurance and compliance arrangements operate effectively. - Financial risks are identified and appropriately managed. - Executive receives reliable information regarding financial performance and sustainability.
Residential Bonds Administration and Service Delivery	- Provide strategic leadership and oversight of residential bonds administration and service delivery. - Administer residential bonds services effectively, efficiently and in accordance with legislative, policy and operational requirements. - Monitor service delivery performance and implement strategies that improve customer outcomes and operational effectiveness. - Establish risk management, assurance and performance arrangements that support effective residential bonds administration. - Lead service modernisation, process improvement and system enhancement initiatives relating to residential bonds services. - Identify emerging trends, risks and opportunities impacting residential bonds administration and implement strategies to support sustainable service delivery. - Effectively lead the administrative team and processes for residential bonds to deliver public confidence and support stakeholder and customer needs.	- Residential bonds services operate efficiently, effectively and in accordance with legislative requirements. - Customer outcomes and service experience are maintained or enhanced. - Risk management, assurance and performance arrangements support effective service delivery. - Service delivery targets and performance standards are achieved. - Modernisation and improvement initiatives deliver measurable outcomes. - Stakeholder confidence in bonds services is maintained.



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Drive Culture	• Role model constructive behaviours in line with AGD's leadership expectations of self-awareness, building trust, and building teams. • Actively seek feedback and engage in critical self-reflection. • Establish and maintain effective relationships with employees including being approachable, providing role clarity, guidance on work-related matters and managing conflict where necessary. • Proactively build the capability of employees by supporting learning opportunities and providing regular feedback on performance. • Proactively manage operational leadership requirements such as leave requests, timewise entries and conduct recruitment processes where necessary. • Identify and undertake personal professional development in the area of leadership. • Proactively safeguard the health and wellbeing of staff by ensuring safe work practices are undertaken by self and others in the workplace. • Embrace and encourage diversity and cultural differences in the workplace.	• Feedback on performance from direct reports, peers and leaders is positive. • Regular one on one meetings with direct reports are conducted. • Performance issues, both technical and behavioural, are addressed in a timely and effective manner. • Professional Development Plans for direct reports are completed in a timely fashion. • Regular leadership development is undertaken. • Proactive measures are undertaken to adhere to and prevent injuries. • Work practices are safe and Work Health and Safety legislation, policies and procedures are implemented. • Individual differences are encouraged and accommodated in the workplace.

Capabilities relevant to the role (Qualifications, Skills, Knowledge and Experience)

Essential	• Demonstrated senior leadership experience across finance, residential bonds, corporate services or comparable public sector functions through managers and specialist teams. • Extensive experience in financial stewardship, financial management, budgeting, reporting, forecasting, assurance, audit, risk, resource management and oversight of significant financial obligations, financial assets or statutory funds in an accountable environment. • Proven ability to provide senior advice on complex financial, operational, service delivery, risk and stakeholder matters, including the ability to integrate financial, operational, customer and performance information into practical recommendations. • Demonstrated ability to develop, implement and continually improve financial management, reporting, assurance, service delivery, performance, systems or organisational improvement frameworks while maintaining business continuity, financial control and service standards. • Highly developed communication, negotiation and stakeholder skills, including the ability to build productive relationships across government, assurance, customer and service delivery environments. • Demonstrated ability to lead through managers, set strategic direction, establish clear accountabilities, build capability and foster a constructive workplace culture.
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	• Demonstrated commitment to ethical leadership, public sector values, inclusion, wellbeing, accountability and continuous improvement. • Experience operating effectively in a complex, publicly accountable environment requiring sound judgement, discretion and the balancing of financial, operational, customer and reputational considerations.
Desirable	• Tertiary qualification and/or professional membership or accreditation in finance, accounting, commerce, economics, business, management, public administration, risk management, auditing, leadership or a related discipline. • Knowledge of South Australian Government financial management, procurement, audit, assurance, accountability, regulatory or complex service delivery frameworks.

Behavioural Capabilities and AGD People Expectations

The AGD Performance Matrix describes the behaviours expected of AGD employees across various levels in the Department. All employees are expected to behave in accordance with the AGD People Expectations of being self-aware, building trust and building teams. Descriptors below detail the behavioural capabilities required for performance in the Associate Director, Finance and Bonds. KEY behaviours for this role are listed with the critical behaviours highlighted in **bold**. This broader group of behaviours are applicable to your ongoing success in the role.

	Strategic Focus	Results Orientation	Service Delivery Excellence	Relationship Management	Professional Approach and Drive
Strategic	Shapes Strategic Thinking and Change	Achieves Organisational Results	Drives Business Excellence	Forges Relationships and Engages Others	Exemplifies Personal Drive and Professionalism
Tactical	Promotes Strategic Thinking and Change	Achieves Team Results	Delivers Business Excellence	Establish Relationships and Engages Others	Models Personal Drive and Professionalism
Operational	Supports Strategic Direction	Achieves and Monitors Own Results	Supports Service Delivery Excellence	Fosters Working Relationships	Supports Personal Drive and Professionalism
Foundational	Understands the Strategic Direction	Achieves Individual Results	Contributes to Service Delivery Excellence	Maintains Working Relationships	Demonstrates Personal Drive and Professionalism

Element	Behaviours
Shapes Strategic Thinking and Change	• Aligns strategies with the South Australian Government and Department's strategic plans • Continually reviews goals and plans to reflect changing priorities or conditions • Anticipates risks and manages these accordingly • Operates within a whole of government context and considers multiple perspectives and agendas • Seeks to gather and understand all critical information when planning and making decisions • Demonstrates effective and consistent decision making in an environment of ongoing change and uncertainty • Champions new initiatives and stimulates change
Achieves Team Results	• Provides clear direction on how to achieve outcomes • Develops plans with clear outcomes and supports others to achieve these • Is accountable for the delivery of quality, timely and cost effective results • Critically evaluates the problem in its entirety before identifying and implementing best possible solution • Confidently makes decisions showing good judgement • Effectively prioritises and re-negotiates tasks as needed • Reviews performance and seeks opportunities to implement continuous improvement
Drives Business Excellence	• Anticipates and plans for future events, trends, problems and opportunities • Builds and manages capability and expertise of the workforce to achieve organisational goals • Models and promotes a customer service ethos • Astutely allocates resources for optimal short and long term outcomes. • Models a culture of financial responsibility, accountability and awareness • Sets clear performance standards that are linked to organisational outcomes.



	• Develops the ability of others to effectively manage their own, individual and team performance and contribute to the organisation • Promotes continuous learning and the development of others to achieve maximum individual and organisational potential.
Establish Relationships and Engages Others	• Represents the agency and public sector effectively in public and government forums • Effectively identifies, manages and resolves conflict • Maintains awareness of the political context and acts accordingly • Develops effective working relationships and internal and external networks • Appropriately identifies and collaborates with relevant stakeholders • Shares information and knowledge • Tailors approach and communication style to suit the situation and audience • Identifies opportunities to negotiate for improved outcomes • Actively listens and communicates in a clear and concise manner
Promotes Personal Drive and Professionalism	• Builds a culture of respect and high ethical standards • Promotes diversity and uses this to enhance outcomes • Demonstrates and promotes professionalism and confidentiality when dealing with sensitive issues • Willing to put own views forward and challenges opposing views in a respectful manner • Identifies and considers risk in decision making • Remains positive and recovers quickly from setbacks • Promotes adaptability in dealing with change • Seeks opportunities to strengthen areas for development • Seeks feedback on performance and engages in self reflection • Promotes a high standard of wellbeing for self and others

