

Job and Person Specification

Title of Role:	Associate Director, Regulatory Policy and Legislative Reform	Classification:	SM1
Business Unit:	Consumer and Business Services	Division:	Licensing, Regulatory Policy and Legislative Reform
Branch:	Regulatory Policy and Legislative Reform	Team:	Regulatory Policy and Legislative Reform

Primary Purpose

The Associate Director, Regulatory Policy and Legislative Reform provides strategic leadership of CBS's regulatory policy, high-level advisory and legislative reform functions and is accountable for ensuring these specialist functions support CBS to operate as a progressive, proactive and trusted regulator. The role leads a specialist branch through senior managers and branch governance arrangements, ensuring policy advice, Ministerial and executive briefing, correspondence coordination and legislative reform activity are integrated, evidence-informed and aligned to government, AGD and CBS strategic priorities.

The role sets branch direction, operating priorities, governance expectations and quality standards for two specialist functions: regulatory policy and advice, including high-level correspondence, briefings, sensitive enquiries and Ministerial support; and legislative reform, including the development, coordination and implementation of agreed reform priorities across CBS's broad regulatory remit.

As a senior member of CBS leadership, the Associate Director provides authoritative and frank advice to the Commissioner, Assistant Commissioner and Executive on complex policy, legislative, regulatory and advisory matters. The role ensures advice and reform activity are legally and operationally sound, politically aware, coordinated across CBS, and capable of supporting effective statutory decision-making, service delivery, regulatory practice and public confidence.

The Associate Director uses regulatory intelligence, operational evidence, stakeholder insight and recurring themes from correspondence, briefings and reform activity to focus effort, allocate resources, identify emerging risks and drive improvements in policy quality, legislative outcomes, regulatory effectiveness and branch performance.

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 focussed 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, Regulatory Policy and Legislative Reform operates across a complex statutory, policy, regulatory and public sector environment spanning CBS' regulatory responsibilities. The role works under broad executive direction and exercises considerable independence, judgement and influence in balancing legislative obligations, policy intent, operational impacts, stakeholder expectations, regulatory risk, Government priorities and public interest considerations.



The role contributes directly to the CBS Strategic Plan by strengthening governance, accountability and assurance in regulatory policy advice and legislative reform, enabling modern and consistent ways of working across CBS, and using evidence, data, operational intelligence and stakeholder insights to support fair, transparent and proportionate regulation. The role shapes branch priorities, methods and governance required to deliver advice and reform that are practical, timely, defensible and aligned to strategic, regulatory and service delivery objectives.

Reporting Relationships

- Reports to the Assistant Commissioner, Licensing, Regulatory Policy and Legislative Reform.
- Leads the Regulatory Policy and Advice team and the Legislative Reform team through direct leadership of senior managers and specialist policy, advisory and reform staff.

Key Relationships/Interactions

- Commissioner, Assistant Commissioners. Associate Directors and senior leaders across CBS.
- Attorney-General's Department executives, legal, policy, Cabinet, parliamentary counsel and Ministerial liaison functions.
- Ministerial offices, central agencies, other government departments and national regulatory and policy forums.
- Industry, consumer, community and professional stakeholders affected by CBS regulatory policy and legislative reform activity.

Key Challenges

- Leading specialist policy and legislative reform delivery across a broad and diverse regulatory portfolio while balancing government priorities, operational impacts, stakeholder expectations and statutory obligations.
- Providing timely, practical and defensible advice in an environment of ambiguity, public interest, competing views and changing regulatory risk.
- Ensuring legislative reform activity is effectively prioritised, coordinated and implemented across CBS so that policy intent can be translated into clear, workable regulatory practice.
- Maintaining strategic oversight of high-volume, urgent and sensitive correspondence and briefing activity while ensuring recurring themes and systemic issues inform regulatory policy, legislative reform, operational improvement and prevention priorities.
- Maintaining effective governance, assurance and cross-CBS coordination so that policy advice, correspondence, briefing and legislative reform activity is consistent, defensible and aligned with regulatory, operational and service delivery 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, Regulatory Policy and Legislative Reform is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Strategic Leadership and Branch Management	• Lead the Regulatory Policy and Legislative Reform branch and establish branch direction, priorities, governance settings and executive accountabilities across regulatory policy advice, Ministerial and executive briefing, correspondence coordination and legislative reform functions. • Translate Government, AGD and CBS priorities into a business unit plan and delivery agenda that balances policy, legislative, advisory, regulatory risk, stakeholder and operational implementation priorities. • Determine the strategic allocation of resources, specialist capability and senior manager responsibilities across competing reform priorities, advisory demands, emerging risks and executive requirements. • Contribute as a senior organisational leader to CBS strategy, executive decision-making, cross-functional integration and sustained organisational improvement.	• Branch plans, priorities and executive accountabilities are clear and aligned with CBS objectives. • Resources and specialist capability are directed to priority policy, advisory, reform and regulatory outcomes. • The branch supports contemporary, coordinated and effective regulation across CBS.
Regulatory Policy Advice and Systemic Issues	• Provide senior leadership of regulatory policy advice, Ministerial and executive correspondence, parliamentary and executive briefing, sensitive enquiry coordination and advisory systems that support informed decision-making across CBS. • Establish expectations, standards and escalation pathways that support accurate, timely, defensible and appropriately framed advice on complex, sensitive or high-profile regulatory matters. • Deliver advice that is informed by legislation, regulatory risk, operational evidence, stakeholder impacts, records, systems and the needs of consumers, businesses and regulated industries. • Use insights from correspondence, briefings, stakeholder matters, operational issues and emerging risks to identify systemic issues and shape policy, legislative, prevention, communication or service improvement responses.	• Advice, correspondence and briefing systems support accurate, timely and defensible executive, Ministerial and parliamentary decision-making. • Significant regulatory matters are identified, escalated and supported by clear options and risk-based recommendations. • Recurring themes and systemic issues inform policy, reform, prevention and service improvement priorities.
Legislative Reform, Implementation and Modernisation	• Lead and coordinate the branch's delivery of CBS legislative and policy reform priorities, including reforms that affect regulatory powers, obligations, services, stakeholder impacts and operational practice.	• Reform priorities, milestones, risks and dependencies are visible, governed and actively managed.



Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	• Coordinate and oversee the legislative reform pipeline, including policy approvals, consultation, drafting instructions, Cabinet and Parliamentary processes, implementation planning and post-implementation review. • Lead the development of policy options, policy positions and implementation approaches that translate government priorities, operational evidence and stakeholder insights into practical reform outcomes. • Partner with legal, operational, compliance, communications, digital and service delivery functions to shape agreed reforms and support modern regulatory practice across CBS.	• Reform proposals reflect policy intent, operational evidence, stakeholder impacts and implementation considerations. • Legislative and policy reforms support modern, practical and sustainable regulatory practice.
Stakeholder Engagement and Influence	• Develop and maintain strategic relationships with AGD, central agencies, Ministerial offices, government partners, industry, consumer, community and professional stakeholders relevant to regulatory policy and legislative reform. • Lead engagement on complex, sensitive or high-profile policy, regulatory and reform matters that may impact Government, industry, consumers, businesses or the broader community. • Influence policy development, legislative reform and regulatory improvement through effective consultation, negotiation, collaboration and representation in senior forums. • Represent CBS in state, national and whole-of-government forums, ensuring CBS positions are clear, evidence-based and aligned with strategic and regulatory objectives. • Promote confidence in CBS's regulatory policy, advice and reform functions through credible, transparent and constructive engagement.	• Strategic stakeholder relationships and partnerships are established, maintained and strengthened. • CBS positions are represented with authority and credibility in relevant government, industry and regulatory forums. • Stakeholder engagement supports policy development, legislative reform, regulatory improvement and implementation outcomes.
Performance, Governance and Assurance	• Set branch performance expectations and oversee branch planning, workforce planning, resource management, prioritisation, risk management and continuous improvement. • Establish and maintain governance, assurance, reporting and quality control arrangements that support transparent priorities, accountable delivery and timely escalation of significant risks or issues. • Use workload, performance, risk, stakeholder and operational information to prioritise effort, improve coordination and strengthen policy, advice and reform outcomes. • Build leadership, policy, advisory and legislative reform capability across the branch and hold senior managers accountable for effective leadership, delivery, quality assurance and staff development. • Drive coordinated ways of working across CBS that reduce duplication, improve timeliness and support consistent, practical and defensible regulatory outcomes.	• Branch performance, resources, risks and priorities are actively managed, visible and reported. • Governance and assurance arrangements support quality, accountability, escalation and continuous improvement. • Senior managers are clear on expectations, accountabilities and delivery priorities.

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	• Extensive senior management experience across complex policy, legislative reform, regulatory advisory or comparable public sector functions, including leading specialist teams through senior managers. • Proven ability to set branch direction, integrate policy, advisory and reform functions, and deliver cross-functional outcomes in a complex regulatory environment. • Demonstrated ability to provide authoritative advice to senior and executive leaders on complex, sensitive and high-impact policy, legislative, regulatory, correspondence or briefing matters. • Demonstrated ability to establish governance, assurance, quality control and escalation arrangements that support timely, defensible and accountable advice, reform and regulatory outcomes. • Demonstrated ability to integrate complex information, identify material risks, trends and opportunities, and translate evidence into clear priorities and practical recommendations. • Demonstrated experience leading or coordinating significant legislative, policy, regulatory reform or service improvement initiatives, including managing competing priorities, dependencies, resources and delivery risks. • Strong understanding of contemporary regulatory practice, public sector policy development, Cabinet, Ministerial, parliamentary and legislative reform processes.
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	• Highly developed judgement, political awareness, written and verbal communication, negotiation and stakeholder influence skills. • Proven ability to lead through organisational, legislative and regulatory change, build constructive culture and develop capable, accountable leaders and specialist teams.
Desirable	• Tertiary qualifications in law, public policy, regulation, public administration, management or a related discipline. • Senior experience in regulatory policy, legislative reform, public administration or comparable high-level advisory environments. • Experience contributing to Cabinet, legislative, regulatory or whole-of-government reform processes. • Knowledge of the legislative and regulatory functions administered by CBS.

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 Regulatory Policy and Legislative Reform. 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

