Job and Person Specification

Title of Role:	Manager, Liquor and Gaming	**Classification:**	ASO7
Business Unit:	Consumer and Business Services	**Division:**	Licensing, Regulatory Policy and Legislative Reform
Branch;	Licensing	**Team:**	Liquor Licensing

Primary Purpose

The Manager, Liquor and Gaming leads liquor and gaming licensing services and is accountable for the lawful, timely and consistent administration of licensing applications and related statutory functions.

The role leads the Team Leader, Liquor and Gaming and Lead Officers Short-Term Licensing, oversees team performance and decision quality, exercises significant delegated authority and provides authoritative advice on complex, sensitive or high-profile licensing matters involving community safety, regulatory integrity and the public interest.

The role translates legislative reform, organisational priorities and emerging risks into effective operational arrangements, using performance information, stakeholder insights and continuous improvement initiatives to strengthen regulatory integrity, industry confidence and the delivery of trusted licensing 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 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 Manager, Liquor and Gaming operates under broad direction within a complex statutory, policy and service environment. The role leads an operational function, exercises significant delegated authority, provides authoritative advice on complex or sensitive licensing matters, and translates legislative reform, organisational priorities and emerging risks into effective operational arrangements.

The role supports CBS strategic objectives by strengthening regulatory integrity, delivering accessible and trusted licensing services, improving organisational capability and ensuring licensing decisions are risk-aware, evidence-based and consistent with the public interest.

Reporting Relationships

- Reports to the Associate Director, Licensing.
- Directly manages the Team Leader, Liquor and Gaming and the Lead Officers, Short-Term Licensing, and is accountable for the performance of the Liquor and Gaming team.

Key Relationships/Interactions

- Team members and other staff across the Licensing branch.
- Managers, Team Leaders and employees across CBS more broadly.

- Licensees, applicants, industry bodies, legal representatives, councils, South Australia Police and other government agencies.

Key Challenges

- Leading a high-volume statutory service while maintaining decision quality, consistency and procedural fairness.
- Managing complex, sensitive or high-profile licensing matters involving competing stakeholder and public-interest considerations.
- Implementing legislative, policy, system and operating-model change without disrupting essential services.

Special Employment Conditions (if relevant)

- 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 Manager Liquor and Gaming is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Operational Leadership and Performance	• Lead the liquor and gaming licensing function by translating portfolio priorities into operational plans, service standards, work programs and clear accountabilities. • Lead and develop Team Leaders and senior staff, building capability, professional judgement, accountability and consistent regulatory practice across the function. • Plan and deploy resources in response to demand, statutory priorities and regulatory risk, and maintain	• Operational plans, priorities and accountabilities are clear and aligned with portfolio objectives. • Leaders and staff demonstrate the capability and judgement required for consistent, high-quality licensing administration.

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	effective workforce, succession and capability arrangements. • Monitor workload, timeliness, decision quality, customer experience and regulatory outcomes and intervene where performance, risk or service continuity requires attention. • Lead operational improvement and collaboration across Licensing and other CBS functions to strengthen service delivery and regulatory outcomes.	• Resources and workforce capability are aligned to demand, statutory priorities and risk. • Performance issues and emerging pressures are identified early and addressed effectively. • Operational improvements deliver measurable and sustained benefits.
Statutory decision-making and assurance	• Exercise delegated powers and determine complex, sensitive or significant licensing matters in accordance with legislation, policy, evidence and procedural fairness. • Establish proportionate quality assurance, escalation and review arrangements for delegated decisions and recommendations. • Provide authoritative interpretation and advice on complex operational issues and ensure reasons for decisions are clear and defensible.	• Decisions are lawful, consistent, timely and withstand internal or external scrutiny. • Delegations are supported by effective assurance and escalation controls. • Complex matters are resolved with clear, evidence-based advice.
Regulatory strategy and improvement	• Translate legislative reform, strategic priorities, intelligence and emerging risks into operational plans, procedures and service improvements. • Lead process, policy and system improvements that strengthen efficiency, consistency, transparency and customer experience. • Use data and operational insight to identify systemic issues, capability gaps and opportunities for prevention or broader regulatory response.	• Operational practice remains current and aligned with reform and strategic priorities. • Improvements deliver measurable gains in quality, timeliness or service accessibility. • Emerging risks and systemic issues are escalated and acted on appropriately.
Stakeholder and executive advice	• Provide concise, well-researched advice and briefings to the Associate Director, Commissioner and executive on licensing operations, risks and significant matters. • Lead engagement with industry, legal practitioners, councils, police and other agencies on complex or strategic issues. • Oversee high-quality responses to ministerial, commissioner, media and other sensitive correspondence relating to the function.	• Senior decision-makers receive timely, accurate and actionable advice. • Stakeholder engagement supports effective administration and regulatory confidence. • Sensitive correspondence is accurate, coordinated and completed within required timeframes.
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	• Feedback on performance from direct reports, peers and leaders is positive. • Regular one on one meetings with direct reports are conducted.

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	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.	• 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 ability to lead and manage a complex operational regulatory function, establish clear priorities and build a constructive, accountable workplace culture. • Extensive experience interpreting and applying legislation and exercising or assuring significant delegated decision-making in complex or sensitive matters. • High-level analytical, problem-solving and risk-management skills, including the ability to translate strategy, reform and emerging issues into practical operational responses. • Demonstrated ability to manage service performance, workforce capability, quality assurance and continuous improvement in a high-volume environment. • Highly developed written, verbal, negotiation and stakeholder-management skills, including experience providing concise advice and briefings to senior leaders.
Desirable	• Tertiary qualification in law, regulation, management, public administration or a related discipline. • Knowledge of liquor and gaming legislation and licensing practices 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 Manager Liquor and Gaming role. 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
Promotes Strategic Thinking and Change	• **Actively promotes goals and strategic direction** • Translates strategies and goals into achievable plans • Ensures work goals are linked to the bigger picture • Adopts and manages a balanced approach to risk aversion and risk taking • Considers the broader political environment and context when decision making • Sets aside time to engage in forward planning for his/her area of responsibility • **Drives effective change** • Promotes creative and innovative thinking
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**
Delivers Business Excellence	• Identifies trends, potential problems and opportunities and incorporates into plans • Identifies and manages capability and expertise of the workgroup to achieve outcomes • Promotes and ensures a strong focus on internal and external customer service • Effectively manages and coordinates resources for optimal outcomes. • Promotes a culture of financial responsibility, accountability and awareness • Sets clear performance standards that are linked to business unit outcomes. • Effectively manages their own, individual and team performance and contribute to the business unit • **Provides clear, honest and timely feedback, including addressing non-performance promptly and recognising high performance** • Provides leadership and support for those they manage in dealing with staff performance
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 • Actively **listens and communicates in a clear and concise manner** • Identifies opportunities to negotiate for improved outcomes
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