Job and Person Specification

Title of Role:	Manager, Strategy, Insights and Communications	**Classification:**	ASO8
Business Unit:	Consumer and Business Services	**Division:**	Strategy, Corporate and Registry Services
Branch:	Strategy and Transformation	**Team:**	Strategy, Insight and Communications

Primary Purpose

The Manager, Strategy, Insights and Communications leads a CBS-wide specialist function that integrates strategic and operational intelligence, organisational insights and evaluation, strategic communications, education and prevention capability. The role provides strategic direction across these disciplines and brings together intelligence, organisational insights and communications capability to help Consumer and Business Services (CBS) identify and reduce harm, set priorities, understand cross-organisational trends and strengthen public confidence.

Operating in a complex, sensitive and evolving regulatory environment, the role provides high-level strategic and specialist advice to the Associate Director, Commissioner, Executive and senior leaders on regulatory risk, emerging issues, organisational insights, regulatory effectiveness, strategic communications and opportunities for intervention. The Manager leads advice on regulatory strategy and intervention design and brings together intelligence, organisational insights, communications expertise, community perspectives and operational experience to inform priorities, intervention options and coordinated organisational responses.

The position leads a multi-disciplinary team and is responsible for building organisational capability, fostering strategic partnerships and ensuring intelligence, insights, communications and prevention activities are informed by relevant information and analysis, lawful, proportionate and outcome focused. The role is also accountable for developing and coordinating integrated strategies that strengthen compliance, reduce consumer harm, enhance public confidence and support contemporary risk-based regulation.

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 Manager, Strategy, Insights and Communications operates across the breadth of CBS within a complex, sensitive and evolving regulatory environment. The role exercises significant independence, discretion and judgement under broad direction, while integrating diverse information and balancing operational, strategic, political, reputational and public interest considerations within the scope of the function.

The role directly supports CBS' strategic objectives by integrating intelligence, insights, communications and prevention capability to enable insight-led and community-responsive services, reduce harm and strengthen trusted regulation. It provides the Associate Director, Executive and senior leaders with information, insights and advice for decision-making and ensures public communications and prevention activity are aligned with identified risks and organisational priorities.

Reporting Relationships

- Reports to the Associate Director, Strategy and Transformation.
- Leads a specialist multi-disciplinary team.

Key Relationships/Interactions.

- Provides high-level specialist advice and recommendations to the Associate Director, Commissioner, Assistant Commissioners and senior leaders on regulatory risk, organisational insights, regulatory effectiveness, emerging issues, regulatory strategy and strategic communications.
- Partners across CBS to translate intelligence, data and organisational insights into strategic advice, operational priorities, effective communications, performance improvement and targeted interventions.
- Builds and maintains strategic relationships with regulators, law enforcement, central agencies and other partners to support information sharing and coordinated responses.
- Develops productive relationships with industry, media, consumer and community stakeholders to support awareness, compliance, prevention and public confidence.
- Represents CBS, as required, in senior forums on regulatory strategy, organisational insights, strategic communications, prevention and emerging regulatory risks.

Key Challenges

- Providing high-level specialist advice and recommendations to the Associate Director and Executive where information may be incomplete and complex operational, strategic, political, reputational and public interest considerations must be balanced.
- Integrating strategic intelligence, operational intelligence, organisational insights and evaluation, communications and prevention capabilities to provide coherent advice, inform priorities and support coordinated regulatory responses.
- Converting diverse and sometimes incomplete data, intelligence and stakeholder information into timely, actionable insights for strategic and operational decision-making.
- Balancing immediate operational, intelligence and communications demands with longer-term strategic analysis, organisational insights, proactive communications, prevention and capability development priorities.
- Leading and integrating a multi-disciplinary team with distinct professional capabilities, priorities and ways of working, while building a cohesive function focused on shared organisational and regulatory outcomes.

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

- 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, Strategy, Insights and Communications is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Operational Leadership and Performance	• Lead the integrated Strategy, Insights and Communications function by translating portfolio and CBS priorities into coordinated operational plans, work programs and performance expectations. • Lead and develop multidisciplinary specialists, building capability, professional judgement, accountability and effective collaboration across intelligence, insights, communications, education and prevention. • Allocate resources across competing priorities and urgent demands, balancing immediate operational support with longer-term analytical, prevention and organisational improvement work. • Monitor quality, timeliness, regulatory and organisational impact, data and information risks, and intervene where performance or priorities require adjustment. • Lead continuous improvement in the systems, standards, methods and partnerships that support an integrated, insight-led function.	• Functional plans, priorities and accountabilities are clear and aligned with portfolio and CBS objectives. • Multidisciplinary capability is effectively integrated and produces coherent, decision-useful outputs. • Resources are aligned to agreed priorities, emerging risks and organisational needs. • Quality, timeliness and impact are monitored and performance issues are addressed early. • Improvements strengthen the reliability, integration and organisational value of the function.
Strategy	• Lead and coordinate CBS strategic and business planning processes, working across the organisation to translate strategic direction and regulatory priorities into clear organisational plans and priorities. • Support the development, monitoring and review of CBS strategic and regulatory priorities, drawing together organisational insights, operational experience, community perspectives and relevant external information. • Provide strategic advice to the Associate Director, Commissioner and Executive on emerging organisational and regulatory issues, priorities and opportunities for intervention or improvement.	• Strategic and business planning processes are coordinated effectively and result in clear, coherent and actionable organisational priorities. • Strategic priorities are regularly reviewed and informed by relevant organisational, operational, community and external information. • Executive receives timely, high-quality strategic advice on emerging issues and organisational priorities.
Intelligence, Insights and Evaluation	• Set the direction for CBS strategic intelligence, operational intelligence, organisational insights and evaluation within the integrated specialist function. • Oversee strategic intelligence that identifies emerging risks, harms and regulatory priorities; operational	• Risks and trends are identified early. • High-quality advice informs executive and operational decisions.

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	intelligence that supports targeting, compliance and investigations; and cross-organisational analysis that identifies material trends, emerging pressures and strategic implications. • Integrate intelligence, operational information, organisational data and external data to inform advice on regulatory priorities, operational planning, compliance and enforcement activity and broader organisational decisions. • Support business areas to interpret performance information where specialist analytical input is required • Lead cross-organisational analysis and evaluation of regulatory priorities and significant interventions to identify outcomes, lessons and implications for future regulatory decision-making. • Establish standards and quality controls for analytical, intelligence and evaluation products within the function. • Provide high-level specialist advice and recommendations to the Associate Director, Commissioner and Executive on regulatory risk, intelligence findings, cross-organisational trends, data limitations and potential strategic responses. • Coordinate the intelligence and information base for regulatory priority setting and support measures to assess the impact of major priorities and interventions. • Ensure intelligence and information are collected, managed, quality assured and disseminated lawfully, securely and appropriately.	• Cross-organisational insights identify material strategic implications without duplicating business-unit performance analysis or routine reporting. • Intelligence and evaluation support targeted regulatory activity, priority review and continuous improvement.
Communications, Prevention and Education	• Set the strategic direction, planning and coordination of CBS communications, education and prevention activity, ensuring effort is aligned with identified risks and organisational priorities. • Provide high-level specialist advice and recommendations to the Associate Director, Commissioner and Executive on communication strategy, emerging issues, reputational risk and appropriate public responses. • Oversee proactive and reactive communications, campaigns, media responses, public warnings, stakeholder communications and public information products. • Use intelligence, organisational insights, community feedback and operational experience to identify emerging issues, understand causes of harm and inform communication, education and prevention responses. • Develop and coordinate targeted education and prevention strategies that complement compliance, conciliation, investigation and enforcement activity. • Build strategic relationships with regulators, government, industry, consumer and community stakeholders and represent CBS in senior external forums as required. • Evaluate the effectiveness of communications, education and prevention activity and adjust	• Communications are timely, accurate and aligned with CBS strategic priorities and community needs. • Prevention and education activity is targeted and evaluated. • Executive receives high-quality strategic communications advice. • Strong stakeholder relationships support coordinated outcomes.

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	approaches in response to outcomes, insights and evaluation findings.	
Governance and Continuous Improvement	• Maintain proportionate governance, quality assurance and prioritisation arrangements across intelligence, organisational insights and evaluation, communications and prevention functions. • Ensure compliance with relevant legislative, privacy, information management, security, accessibility and policy requirements. • Lead improvements to systems, processes, data quality and capability that strengthen the integration and impact of the function. • Promote contemporary, ethical and analytically rigorous regulatory practice.	• Effective governance and quality controls maintained. • Compliance obligations met. • Capability and process improvements delivered.
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	• Proven ability to lead and integrate multi-disciplinary specialist functions, establish functional direction and contribute to organisation-wide outcomes. • Demonstrated ability to provide high-level strategic and specialist advice to senior and executive leaders in complex, sensitive and politically aware environments.

	• Extensive experience in one or more of strategy, intelligence, organisational insights and evaluation, strategic communications, education, prevention or a comparable field, together with the ability to lead and integrate work across related disciplines. • Demonstrated ability to draw together complex qualitative and quantitative information, professional expertise and stakeholder perspectives to identify material risks, trends and opportunities and develop clear, decision-useful advice. • Sound understanding of contemporary risk-based and outcomes-focused approaches, including the role of intelligence, communications, education and prevention in informing organisational and regulatory responses. • Demonstrated ability to provide strategic direction and quality assurance for complex specialist work, including work outside the applicant's principal area of professional expertise. • Demonstrated ability to incorporate strategic communications considerations into advice on sensitive, high-profile or rapidly evolving issues and support coordinated organisational responses. • Demonstrated experience developing, commissioning or overseeing communications, education, prevention or intervention initiatives informed by intelligence, organisational insights, community feedback or operational experience, and assessing their effectiveness. • Highly developed judgement, political awareness, written communication, negotiation and stakeholder influence skills. • Proven ability to manage competing priorities, allocate resources and deliver results under broad direction.
Desirable	• Relevant tertiary qualifications in intelligence, law, public administration, policy, communications, data analytics or a related discipline. • Experience in a public sector, regulatory or comparable statutory environment. • Knowledge of consumer protection, licensing, compliance and enforcement or business regulation environments. • Knowledge of intelligence methodologies and intelligence-led regulatory practice.

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 Strategy, Insights and Communications 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
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