Executive Job and Person Specification

Title of Role:	Director, Business Services	**Remuneration Level:**	SAES1
Business Unit:	Crown Solicitor's Office (CSO)	**Type of Appointment:**	Executive (up to 3 years)
Division:	Attorney Generals' Department	**Position Number:**	P28999
Approved by:	Lucinda Byers	**Approval Date:**	13/11/2026

Primary Purpose

The Director, Business Services provides strategic leadership of the Crown Solicitor's Office's (CSO's) corporate services, business operations and organisational performance functions. The role is responsible for ensuring the CSO has the people, systems, governance frameworks, financial resources and organisational capability required to deliver high-quality, timely and sustainable legal services to the Government of South Australia.

The Director is a key member of the CSO Senior Leadership Team and partners with the Crown Solicitor and Senior Leaders to shape organisational strategy, drive business improvement, manage risk, and support informed decision-making through high-quality analysis, reporting and advice. The role leads the delivery of contemporary, customer-focused and digitally enabled corporate services, and drives initiatives that strengthen organisational performance, workforce capability, operational efficiency and service excellence.

The Director has accountability for the strategic oversight of finance, people and culture, business systems, information management, governance, risk, business continuity and corporate reporting functions. The role fosters strong partnerships across the Crown Solicitor's Office, the Attorney Generals Department and broader government to ensure the CSO remains a modern, resilient and high-performing legal practice.

The Director leads the ongoing modernisation of corporate services through innovation, digital transformation, process improvement and the effective use of data to enhance organisational capability and service delivery.

Job Environment

The Crown Solicitor's Office is the South Australian Government's principal legal services provider and the State's largest legal practice, employing approximately 270 staff, including around 210 legal practitioners. The CSO provides high-quality legal advice, representation and legal services to Government across a diverse range of matters and jurisdictions

The CSO operates within a complex and dynamic environment characterised by changing government priorities, increasing service expectations, workforce challenges, and ongoing advances in technology and digital service delivery. The organisation manages an annual operating budget of approximately $40 million, funded through a combination of government appropriation, client-funded services and other intra-government funding arrangements.

The Business Services Section (BSS) is responsible for delivering integrated corporate and business support services to enable the effective operation of the CSO. This includes strategic and operational leadership across finance, workforce management, business systems, information management, procurement, governance, risk, business continuity, reporting and

organisational improvement. The Section also serves as a key liaison between the CSO and the Attorney Generals' Department's corporate functions and other central government stakeholders.

The Director, Business Services is a member of the CSO Senior Leadership Team and plays a critical role in shaping organisational strategy, supporting executive decision-making and ensuring the CSO remains a contemporary, resilient and high-performing legal practice. The role requires the ability to operate strategically and commercially while maintaining a strong focus on stakeholder engagement, organisational performance, cultural leadership, continuous improvement and the delivery of customer-focused corporate services.

The Director leads the ongoing modernisation of business operations through innovation, digital enablement, process improvement and the effective use of data, while ensuring strong governance, accountability and stewardship of public resources. The role is expected to identify and leverage opportunities for digital transformation, process automation, data-driven decision-making and service innovation to improve organisational capability and service delivery.

Reporting Relationships

- The Director, Business Services reports to and is accountable to the Crown Solicitor.
- The Director, Business Services works closely with the Special Counsel to the Crown Solicitor.

Key Relationships / Interactions

- Member of the CSO Senior Leadership Team.
- The Director has overall management responsibility for staff within BSS.
- The Director will work closely with the Crown Solicitor, the Senior Leadership Team, CSO Executives, Team Leaders and staff across the CSO, and AGD Executives (in particular the Executive Director, Finance People and Performance, Manager, Finance, Director ICT Services and Director Human Resources).
- The Director will work collaboratively with the Office of the Director of Public Prosecutions.
- The Director will represent the CSO on AGD and whole of Government initiatives, steering committees and working groups.
- The Director will establish and maintain effective and co-operative working relationships with key client contacts of the CSO.
- The Director will actively participate and maintain relationships in Australasian network of Government Law Practice Managers.

Key Challenges

- Balancing competing operational priorities with the need to deliver long-term strategic, organisational and cultural outcomes.
- Identifying emerging opportunities, risks and challenges facing the CSO and leading the development and implementation of practical and sustainable solutions.
- Ensuring the ongoing financial sustainability of the CSO within a complex funding environment while supporting organisational growth, service delivery and government priorities.
- Driving organisational performance, innovation and digital transformation, including evaluating emerging technologies and identifying opportunities to improve service delivery, decision-making and operational efficiency.
- Ensuring robust governance, risk management, information management and compliance frameworks are maintained.
- Influencing and delivering outcomes across organisational boundaries, including within the CSO, AGD and broader government, where responsibility and accountability may be shared.
- Building strong relationships and fostering effective collaboration between legal and non-legal professionals to support a high-performing and inclusive organisational culture.
- Leading organisational and cultural change in a manner that maintains engagement,

capability and service continuity.

Special Employment Conditions

- Upholding the CSO Leadership Expectations and ensuring direct reports adhere to same.
- Out of hours work may be required.
- Interstate and intrastate travel may be a requirement of this role.
- Must be eligible to work in Australia.

AGD Conditions

- Engaged participation in regular performance review and development;
- Actively participate in 360 and other informal surveys conducted to obtain feedback on performance as required from time to time;
- Actively participate in all mandatory training requirements;
- Abide by the standards in the Code of Ethics for the South Australian Public Sector (the Code), relevant legislation and AGD and CSO policies and procedures; and
- Employment is dependent upon a National Police Certificate clearance that the AGD finds satisfactory.

Flexible Working Arrangement Options

- Work from home and other flexible working arrangement options are available in this role.

- **Responsibilities**

This Executive Job and Person Specification is not exhaustive and describes the type and nature of duties you may be required to perform. The Executive may be required to perform any duties commensurate with their classification level, skills, experience and qualifications.

The Director, Business Services is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Strategic and operational leadership	• Provide high level advice and briefings to the Crown Solicitor and CSO Senior Leadership Team • Initiate, lead, and implement the CSO's strategic and business planning functions • Manage, monitor and report on the CSO's performance • Advise the Crown Solicitor and the CSO Senior Leadership Team by identifying and mitigating operational and strategic risks. Includes oversight of CSO's Risk Register and Business Continuity Program • Act as a conduit between different areas of the CSO, and between CSO and AGD corporate areas such as HR, Finance and IT or between CSO and other areas of Government • Facilitate communication between legal operations and business functions • Provide strategic leadership and management of all Business Support functions • Leading cultural and operational change initiatives effectively • Setting and overseeing CSO's policies and procedures	• Advice and briefings timely correct and relevant • Strategic and Business plans developed, and progressed within the CSO • Data to support decision making is available in a timely manner to the Senior Leadership Team • The Crown Solicitor and Senior Leadership Team are aware of all potential and real risks and suitable ways to mitigate these • Risk register up-to-date and accessible by those that require it • Business Continuity Plan is up-to-date, tested and understood and accessible by those that require it • Strategic priorities are effectively implemented and monitored • Organisational risks are identified early and appropriately mitigated • Senior Leadership Team is supported by timely, accurate and strategic advice • Policy and governance frameworks are fit for purpose

People and culture	• Provide high level advice and assistance to the Crown Solicitor, Assistant Crown Solicitors and Executive Solicitors in relation to more complex employment appointments, contracts and performance management of staff, including Executives • Lead effective communication and relevant collaboration among the CSO Executive and its legal and non-legal staff • Represent the CSO in negotiations, cross-agency initiatives and strategic forums, influencing outcomes that support the objectives of the CSO and broader Attorney-General's Department • Lead and actively manage the staff of BSS including oversight of performance reviews and development for all Business Services staff • Lead workforce planning initiatives to ensure the CSO has the capability, capacity and succession planning required to meet current and future service demands • Oversees the co-ordination of non-legal training and development across the CSO • Strategic oversight of CSO's recruitment processes • Strategic oversight of CSO's Wellbeing and WHS Program	• Performance management processes are followed and Assistant Crown Solicitors and Executive Solicitors are assisted (where required) with strategies so non-performance across the office is effectively managed • Recruitment and selection processes are fair, equitable, and timely • Performance reviews for Business Services staff have 100% completion rate, wherever possible • Systems in place including regular reporting to CSO Senior Leadership Team to ensure performance reviews for all CSO staff have as high completion rate as is possible • Staff development is ongoing and staff are highly skilled and meet performance indicators • Workforce plans support current and future organisational needs • Critical workforce risks and capability gaps are identified and addressed • Leadership capability and succession planning initiatives are implemented • Employee wellbeing framework is actively supported and monitored

Financial management	• Develop and implement strategies to support the long-term financial sustainability of the CSO • Manage a complex and unique (currently approximately $40M) budget requiring a sophisticated understanding of the funding models applied and the factors influencing CSO's funding arrangements • Monitor and regularly report to the Crown Solicitor and the CSO Executive on the financial position of the CSO • Foster, develop and maintain a working relationship with AGD Finance including the Executive Director • Review and negotiate financial arrangements with CSO clients and or AGD finance for specified projects, dedicated legal resources and cabinet funding. • Develop cost saving options or measures to enable the CSO to comply with its budgetary savings targets • Responsible for CSO's response to Parliamentary oversight in the form of briefings for Estimates • Prepare and provide information and ensure CSO provides all reports requested by AGD / Government in a timely manner • Provide strategic oversight of the CSO's billing and revenue management systems, ensuring they support organisational performance, financial sustainability and client service delivery. • Ensure financial compliance across the legal office.	• CSO expenditure managed within budget • Crown Solicitor and Executives aware of financial position and budget • Cost saving options viable and implemented • Funding bids professional and accurate • Reports accurate and timely • Billing system accurate and up-to-date • CSO complies with Auditor-General requirements • Financial sustainability strategies are developed and implemented • Revenue, expenditure and cost recovery arrangements support long-term organisational objectives • Financial risks are identified and managed proactively

Organisational Performance	• Lead initiatives that improve the efficiency, sustainability and future capability of the CSO, including the adoption of contemporary legal operations practices, technologies and service delivery models • Lead the identification, evaluation and implementation of digital solutions, emerging technologies and innovation opportunities that improve organisational capability, service delivery and operational performance, while ensuring associated risks are effectively managed • Identify, initiate and oversee strategic projects and business improvement initiatives that support the achievement of organisational objectives • Provide strategic direction for the optimisation, governance and future development of LawMaster and other key business systems to support operational effectiveness and informed decision making • Establish and oversee organisational performance metrics, analytics and reporting that support evidence-based decision making, strategic planning and continuous improvement • Ensure organisational resilience through effective business continuity, emergency management and operational preparedness arrangements • Provide leadership in information governance, privacy, records management, data security and information lifecycle management to ensure compliance with legislative and organisational requirements • Act as a strategic conduit between legal practitioners and business operations, fostering collaboration and ensuring operational services effectively support legal practice outcomes	• Strategic business improvement and transformation initiatives are successfully implemented and achieve intended outcomes • Organisational performance data and reporting support evidence-based decision making by the Crown Solicitor and Senior Leadership Team • Business systems remain reliable, secure, fit for purpose and aligned to organisational requirements • Opportunities for innovation, digital transformation and process improvement are identified, evaluated and implemented where appropriate • Information governance, privacy, records management and data security obligations are effectively managed • Organisational resilience and business continuity arrangements are maintained, tested and periodically reviewed • Stakeholder feedback indicates business services functions are responsive, effective and support the achievement of organisational objectives • Corporate reporting is accurate, timely and supports legislative and organisational requirements

Compliance	• Obligations under the Public Finance and Audit Act 1987, Public Sector Act 2009 and Public Sector (Honesty and Accountability) Act 1995 are satisfied • Pro-actively safeguarding the health and wellbeing of staff by ensuring safe work practices are undertaken by self and others in the workplace • Embracing and contributing towards diversity and cultural differences in the workplace • Keep accurate and complete records of business activities in accordance with the State Records Act 1997 • Ensure compliance with financial, human resource, work health and safety, procurement and information technology requirements	• CSO maintains compliance with legislative, policy and regulatory requirements • Internal and external audit findings are effectively addressed • Appropriate governance and assurance mechanisms are in place and operating effectively
Drive Culture	• Embrace and contribute towards diversity and cultural differences in the workplace • Supporting a culture that reflects the workplace as pleasurable, productive and satisfying for employees • Supporting a culture that encourages the development of high performance and also the proper and appropriate management of poor performance for all staff including by promoting a culture of regular feedback • Supporting a culture of developing managers and management within the CSO • Supporting a culture that reflects the need for the CSO to achieve its revenue and expenditure budget	• Individual differences are encouraged and accommodated in the workplace • Pro-active measures are undertaken to adhere to and prevent injuries • Respectful behaviour observed when faced with diversity/differences in opinion

Technical Expertise

Qualifications, Skills, Knowledge and Experience relevant to the role

Technical Expertise (Essential)	• Tertiary qualification, or equivalent, in management, business, commerce or related discipline. • Significant experience in the effective management of budgets, including complex revenue models, budget setting and monitoring and management of billing systems in a government legal environment. • Experience leading organisational transformation and change. • Experience using data and performance information to drive decision making. • Experience leading corporate services functions in a complex organisation. • Experience in managing organisational performance, risk and business continuity.
Leadership and people management skills	• Ability to work collaboratively with diverse teams including facilitating communication and collaboration between different areas. • Understanding, modelling, and promoting the AGD and CSO Leadership Expectations. • Experience leading high performing teams. Significant experience in performance management, recruitment and staff development. • Understanding, modelling, and promoting the highest standards of professionalism, integrity and behaviour including the CSO Behaviours.
Technical Expertise (Desirable)	• Experience within a legal, justice or professional services environment. • Experience overseeing enterprise systems and digital transformation. • Knowledge of the principles and practice of the WHS Act 2012, Equal Opportunity, the PS Act 2009, employee conduct standards and diversity appropriate to the requirements of the position.

Behavioural Capabilities

Descriptors below detail the behavioural skills and capabilities required for performance in the Director, Business Services. In this table the KEY behaviours for this role have been selected from the larger number of relevant behaviours for each element of AGD's Performance Matrix. This broader group of behaviours are applicable to your ongoing success in the role.

Behaviours critical to the role are highlighted in bold.

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 Results	• **Brings together concepts and ideas into clear strategies and translates them into concrete implementation plans** • Creates a shared sense of purpose towards achieving goals • **Holds self and others accountable for quality, timely and cost effective results** • **Makes well informed effective and timely decisions even when information is incomplete and ambiguous** • Makes complex decisions that require a high degree of judgement • Monitors performance and drives 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.
Forges Relationships and Engages Others	• Effectively advocates for the agency and the public sector in public and government forums • **Constructively manages and resolves conflict within and across areas**. • Holds a clear understanding of the political context and acts accordingly • Adopts and promotes a collaborative approach when working with internal or external stakeholders • **Builds extensive effective working relationships, networks and partnerships** • **Models and promotes sharing of information and knowledge** • Adapts approach and communication style to suit the situation and audience • Utilises effective negotiation techniques to achieve mutually beneficial solutions • **Actively listens and communicates in a clear, concise and diplomatic manner**

Acknowledged by occupant	_____ (Print name)	_____ (Signature)	____/__/____
Acknowledged by line manager	_____ (Print name)	_____ (Signature & title)	/__/ ____