



Government of South Australia  
Department of Primary Industries  
and Regions

# Corporate Plan 2023–2024

## Acknowledgement of Country

The Department of Primary Industries and Regions respects Aboriginal people as the state's first people and nations. We recognise Aboriginal people as traditional owners and occupants of South Australian land and waters. We pay our respects to Aboriginal cultures and to Elders past, present and emerging.



The Corporate Plan cover art by Ngarrindjeri artist, Jordan Lovegrove, is part of a broader piece which shows PIRSA and our central purpose: to advance the prosperity and sustainability of South Australia's primary industries and regional communities. PIRSA is represented by the large central meeting place, surrounded by our priorities, which are symbolised by the 'U' shaped people. The families and communities we help are represented by the dot pattern throughout the artwork. Our core business is shown by the different sections around the artwork. Our worksites across South Australia are represented by the smaller white meeting places.

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# From the Minister



Our primary industries and regional communities are vital to South Australia's prosperity.

Primary industries and agribusiness generated record-breaking revenue of \$17.3 billion in 2021-22. Additionally, our regions contributed \$36.5 billion to Gross Regional Product (GRP).

The Department of Primary Industries and Regions and the Government of South Australia are dedicated to serving our primary producers and regional communities partnering to maximise opportunities, improve market access, deliver better services and assist in recovery from adverse events. In line with our government's Economic Statement, we are committed to ensuring our primary industries and regional communities strive for a future which is smart, sustainable and inclusive.

In the year ahead we will continue to implement the \$8.8 million package to help our snapper stocks recover. An iconic and culturally significant species, of vital importance to all fishing sectors. Activities include the \$5 million snapper science program, co-funded by the Fisheries Research and Development Corporation (FRDC) and the release of up to 450,000 fingerlings into Spencer Gulf to support stock recovery.

Animal disease surveillance and biosecurity systems, including traceability compliance programs to underpin animal health assurances and product integrity, will be implemented to ensure our primary producers can maintain market access. This includes ongoing collaboration with the Australian Government and industry on the Sheep and Goats eID Implementation Project to support the sectors to comply with national traceability requirements by 1 January 2025.

We continue to undertake critical policy and legislative reform to ensure the legislation and principles that guide us are not only effective but are also underpinned by efficient and robust systems. This includes finalising the independent review of the cost recovery process for the seafood sector, delivery of the Veterinary Services Bill and introduction of a new Biosecurity Bill for South Australia.

The Government of South Australia will continue to collaborate with industry and other stakeholders to identify the current issues and challenges facing South Australia's transition to a green economy so that we can identify tangible actions and maximise opportunities for the state.

We will continue to support the operations of the Forestry Centre for Excellence at Mount Gambier, which incorporates the Australian Forest and Wood Innovations and other forestry funding streams and continue to promote the state government's Trees on Farms initiative. To ensure ongoing protection of the Green Triangle's forestry assets, we're also investing in upgrading seven Green Triangle fire towers with new technology.

To build resilience and preparedness to respond to and recover from adverse events we will continue to deliver recovery support services to regions affected by adverse events, including the River Murray flood, Cyclone Tiffany flood and 2019-20 Black Summer bushfires.

To ensure our regions have the infrastructure needed we will continue to work with the Australian Government and telecommunications providers to support initiatives and facilitate investment in digital connectivity in regional South Australia.

I am proud to be South Australia's Minister for Primary Industries and Regional Development and Minister for Forest Industries and to be working collaboratively with PIRSA, industry and our communities to advance the prosperity and sustainability of those industries and communities. I look forward to working with you on the activities in the coming year.

**Hon Clare Scriven MLC**  
Minister for Primary Industries  
and Regional Development  
Minister for Forest Industries

# From the Chief Executive



I am pleased to present the second Corporate Plan to be published since I commenced as Chief Executive, Department of Primary Industries and Regions in 2022.

Day-to-day, PIRSA staff across the state work tirelessly to advance the prosperity and sustainability of South Australia's primary industries and regional communities. I am consistently impressed by the dedication and professionalism of our staff. I strongly believe that clear priorities and direction will strengthen outcomes for the communities which we serve.

The 2023-24 Corporate Plan does just this, it sets the agenda for the department over the coming year, including our priority activities.

We remain committed to working collaboratively with industry and other stakeholders to build a common understanding of the priorities of our primary industries and regions in capitalising on the transition to a green economy. We will continue to leverage our industry strengths to be a partner of choice for our export markets, contributing to both our smart and sustainable economy ambitions.

The adoption of emerging innovative practices and technology continues to be a key driver in increasing the value of our primary industries and includes the ongoing promotion of AgTech, upgraded Vessel Monitoring System units for the Northern Zone Rock Lobster Fishery and Sardine Fishery, and important work such as the development of a sterile insect technology facility aimed at eradicating sheep blowfly on Kangaroo Island.

We will continue to support industry to build capability through the development of industry initiatives including a Riverland Wine Industry Blueprint to deliver positive responses to recent industry challenges, supporting Dairysafe to develop a new training program for the dairy processing industry and a Chicken Meat Industry Blueprint to develop a cohesive overarching plan for future growth. We are also working with the transport industry towards the development of a business case for the feasibility of a statewide network of truck washing and effluent facilities, as we consider practical and innovative ways to combat emerging biosecurity threats.

Biosecurity remains an ongoing and essential part of our core business. This includes rebuilding a further 400 kilometres of the 1,600 kilometre South Australian Dog Fence, to achieve 1,200 kilometres of rebuilt Dog Fence by June 2024. We will also implement the second year of priority pest eradication programs

including eradication of wild dogs from sheep country in South Australia, eradication of feral deer from agricultural regions of South Australia, and proof of freedom surveillance for feral pigs on Kangaroo Island. There is a continued focus on the eradication and management of fruit fly, as well as building resilience by expanding sterile fruit fly production capacity. We are also building capacity to respond to high level emergency animal disease (EAD) threats, such as foot and mouth disease, and enhancing surveillance systems to support early reporting of EAD.

We remain focused on collaboration with key stakeholders, including other state government departments such as the Department for Education and the South Australian Skills Commission to promote careers in agriculture, the Department for Environment and Water, as well as external stakeholders such as CSIRO, universities and research and development corporations to increase the productivity and adaptability of the state's primary industries through research.

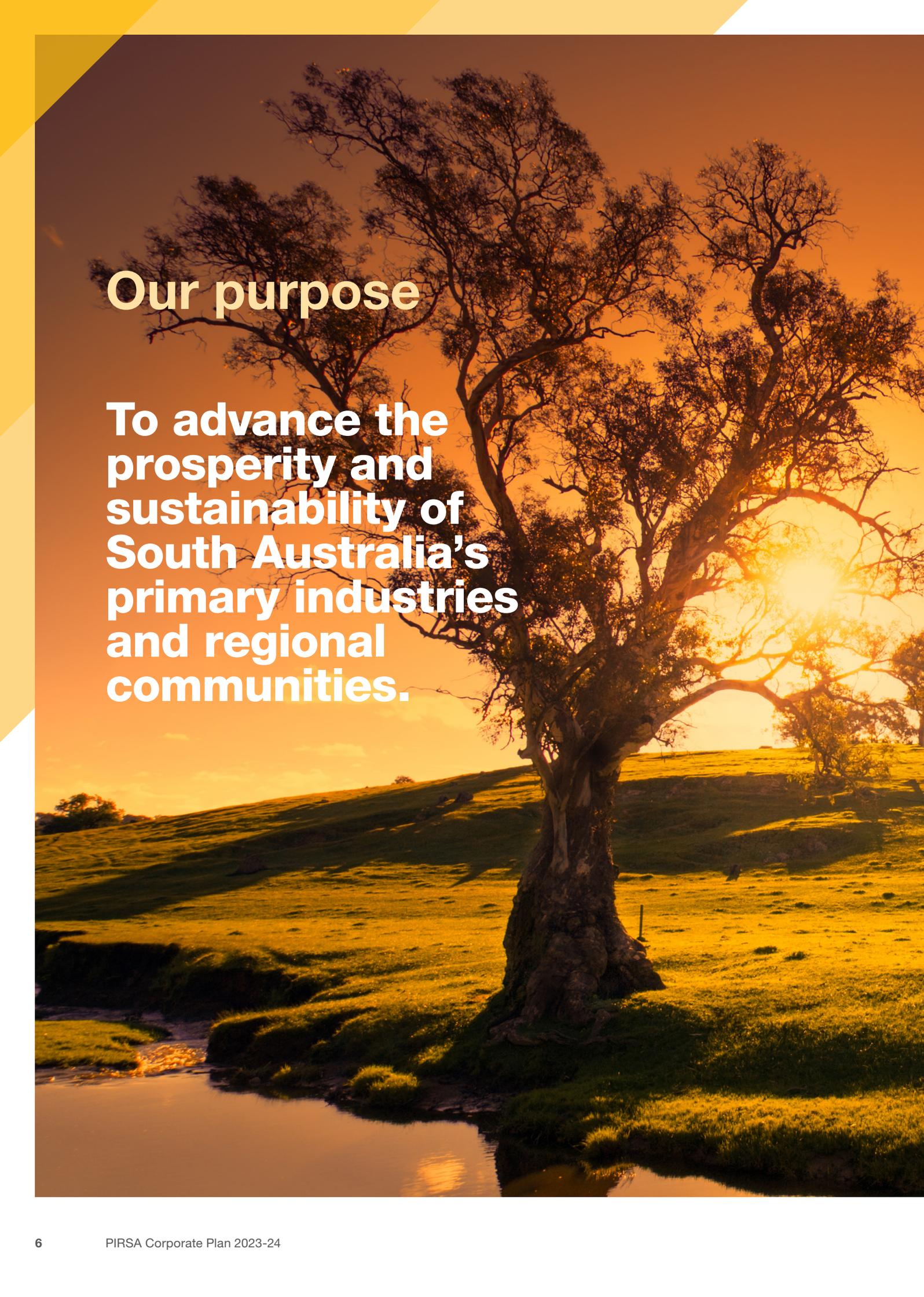
PIRSA remains committed to working with and partnering with First Nations peoples. In addition to, and as outlined in the PIRSA's Innovate Reconciliation Action Plan 2022-24, we will develop a program of activities for Aboriginal owned and operated businesses to take advantage of more economic opportunities, as well as continue to deliver the Aboriginal fisheries officer career pathway program.

None of this is possible without a modern, flexible and safe workplace, and healthy staff. To support a happy and healthy workforce we are implementing several strategies such as a new Work, Health and Safety and Injury Management Strategy and a Wellbeing Strategy. We will also transition out of our very successful PIRSA Refresh program and into an Employer of Choice program of activities. As part of our goals for the year ahead we will continue the multi-year program to reinforce PIRSA's cyber security in line with the South Australian Cyber Security Framework and will also be transitioning the agency to a new ICT service platform.

Of course, this barely scratches the surface of the multitude of projects, initiatives and work being undertaken by the dedicated and resourceful staff at PIRSA. I look forward to leading this critical work with you all and to the many achievements to come.

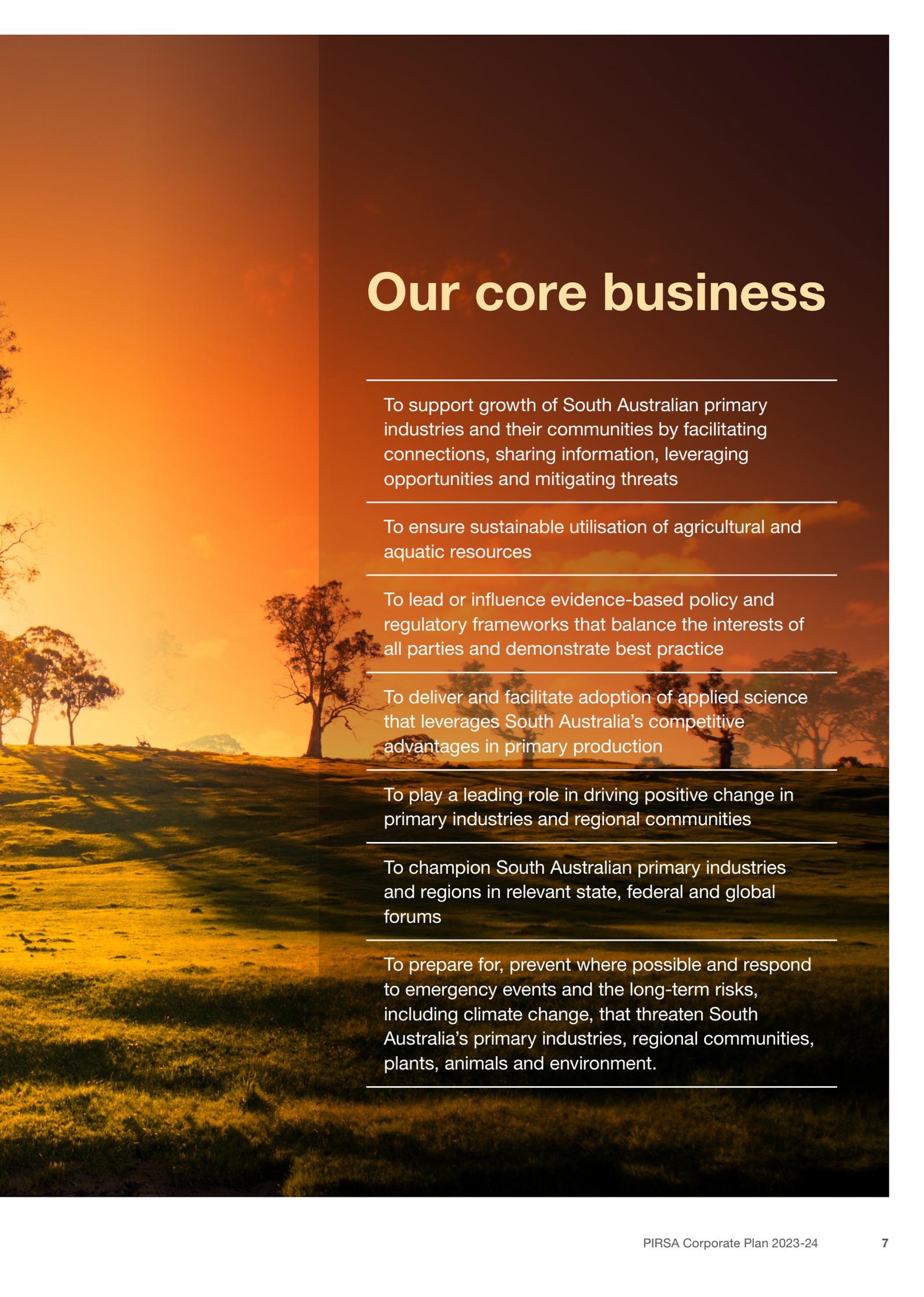
## **Professor Mehdi Doroudi PSM**

Chief Executive, Department of Primary Industries and Regions

A large, gnarled tree stands in a grassy field at sunset. The sun is low on the horizon, casting a warm, golden glow over the scene. The tree's branches are silhouetted against the bright sky. In the foreground, a river flows through the field, reflecting the light. The overall atmosphere is peaceful and natural.

# Our purpose

**To advance the prosperity and sustainability of South Australia's primary industries and regional communities.**



# Our core business

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To support growth of South Australian primary industries and their communities by facilitating connections, sharing information, leveraging opportunities and mitigating threats

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To ensure sustainable utilisation of agricultural and aquatic resources

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To lead or influence evidence-based policy and regulatory frameworks that balance the interests of all parties and demonstrate best practice

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To deliver and facilitate adoption of applied science that leverages South Australia's competitive advantages in primary production

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To play a leading role in driving positive change in primary industries and regional communities

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To champion South Australian primary industries and regions in relevant state, federal and global forums

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To prepare for, prevent where possible and respond to emergency events and the long-term risks, including climate change, that threaten South Australia's primary industries, regional communities, plants, animals and environment.

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# Our priorities

We will work with our industry and government partners to deliver on our purpose by focusing on six key priorities:



## Stimulate value growth

Grow the value of primary industries by leveraging government's cross-functional capabilities to pursue opportunities where South Australia has a competitive advantage



## Reset the operating environment

Remove barriers to economic growth of primary industries and the advancement of regions



## Sustain the resource

Protect and maximise primary industry resources through integration of targeted research, monitoring, policy and regulatory interventions



## Manage risk and recovery

Preparing for risks and being able to respond to and recover quickly from adverse events that impact economic growth and community wellbeing



## Enable regional growth

Support key regional development drivers



## Perform well

Perform as a modern, flexible and responsive organisation that values its partners and people

# Our planning framework

Our work is guided by government priorities, industry needs, global opportunities and our legislative and policy mandate.



## How we work



### People

- Inspiring leadership
- Adaptive, informed, trained and motivated
- Behaviours that reflect our values
- Evidence-based decision making
- A culture of responsive customer service
- Compelling communicators and catalysts of positive change
- A unified and collaborative team culture across all divisions of our agency



### Partnerships

- Strong connections and networks with primary industries, regional communities and their representative bodies
- Mutually beneficial working relationships with other state and Australian Government agencies
- Connections with local and national thought leaders and influencers in primary industries



### Systems

- Efficient and unified departmental operating systems and processes
- Streamlined licensing and compliance frameworks with enhanced online delivery
- Systems and technology that support high levels of customer service and responsiveness
- Technological innovation capabilities aligned with PIRSA's priorities

## South Australian Economic Statement

### Smart. Sustainable. Inclusive.

The Government of South Australia aims to:

#### Capitalise on the global green transition:

utilising South Australia's sustainability credentials and natural endowment to provide green energy, products and services to the world, contributing to both our smart and sustainable economy ambitions.

#### Be a partner of choice in an insecure world:

in an increasingly fragmented world, taking advantage of the relative security and stability of South Australia, as well as our industry strengths, to move our exports up the value chain to more complex products.

#### Build South Australia's talent:

to assist our transition to a smart, sustainable and inclusive economy, enabling South Australia to make the most of economic opportunities arising from the above two missions, while ensuring all South Australians can participate and enjoy a higher standard of living.

For more information visit [premier.sa.gov.au/south-australian-economic-statement](http://premier.sa.gov.au/south-australian-economic-statement).

# Our public sector purpose and values

The South Australian Public Sector Values guide our behaviours and practices and apply to all staff regardless of position, technical expertise or location.

These values reflect our focus on the ever-changing needs of South Australians and the place of government in helping to grow the state's prosperity and wellbeing.

## **Honesty and integrity**

We act truthfully, consistently and fairly

## **Collaboration and engagement**

We create solutions together

## **Professionalism**

We strive for excellence

## **Courage and tenacity**

We never give up

## **Respect**

We value every individual

## **Sustainability**

We work to get the best results for current and future generations of South Australians

## **Service**

We proudly serve the community and the Government of South Australia

## **Trust**

We have confidence in the ability of others



# Our strategic partnerships



## Community

Regional communities  
 Regional community groups and associations  
 Regional Development Australia  
 Regional statutory boards



## Government

Australian Government  
 Local government  
 Government of South Australia departments  
 Cross Border Commissioner  
 Interstate government agencies



## Research and Development

Ag Bureau SA  
 Ag Excellence Alliance  
 Animal welfare groups  
 Fisheries and aquaculture industry associations and bodies  
 Food South Australia  
 Forestry Industry Advisory Council of SA  
 ForestrySA  
 South Australian Forest Products Association



## Industry

Universities  
 CSIRO  
 Research and development corporations  
 Cooperative research centres  
 Government of South Australia research agencies  
 Technical, scientific, industry and commercial companies, organisations and associations

Primary industry sector associations and bodies  
 National Farmers' Federation  
 Primary Producers SA  
 Regional wine sector associations and organisations  
 South Australian Wine Industry Association  
 Technical, scientific, industry and commercial companies and organisations  
 Rural Business Support

# Primary industries and regions sector snapshot

## Headline indicators

### Primary industries

Primary industries and agribusiness revenue

**\$17.3 billion**

This indicator includes final sales from all agricultural primary production and associated processing.

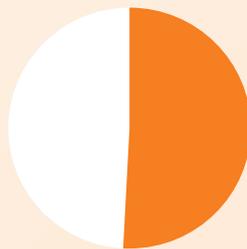


Contribution to Gross State Product (GSP), in terms of Industry Gross Value Added, from primary production activity (agriculture, forestry and fishing) in 2021-22

**\$7.6 billion**

Including

**51% of SA international merchandise exports**



**> 71,000 FTEs**

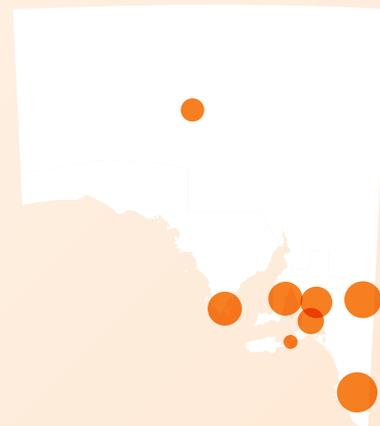
Total South Australian employment supported by primary production and agribusiness. The measure includes direct employment in primary production and associated processing, and employment down the supply chain (for example, transport and inputs).

### Regions

Contribution to Gross Regional Product (GRP)

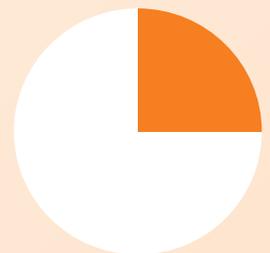
**\$36.5 billion**

This indicator provides the economic value that is added by all industries in regional South Australia.



Regional employment accounts for

**25% of total SA employment**



Regional businesses account for

**30% of total SA businesses**





# Key highlights

## 2022-2023



## Stimulate value growth

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Grow the value of primary industries by leveraging government's cross-functional capabilities to pursue opportunities where South Australia has a competitive advantage

- Provided support and facilitated the development of the new seaweed aquaculture sector, including establishing a seaweed hatchery at West Beach to propagate commercially important seaweed species.
- Assisted and supported the seafood sector in establishing a peak state industry body, Seafood Industry South Australia.
- Coordinated strategic engagement with Primary Producers SA, through the delivery of quarterly meetings which enabled collaboration on key policy issues and the development of shared priorities to support the growth of the state's primary industries.
- Coordinated strategic input and involvement in key state and federal government committees and forums to facilitate collaboration with other jurisdictions and to leverage opportunities for South Australia.
- Coordinated strategic engagement with the South Australian Wine Industry Association through the delivery of quarterly meetings.
- Participated in the Great Wine Capitals Global Network and led South Australia's program activities.
- Sponsored and supported the Regional Showcase and Ag Town of the Year.
- Promoted and delivered evokeAG and complimentary side program.
- Developed and implemented a refreshed Food, Wine and Agribusiness Ambassador program.
- Formed a Steering Committee to progress the accommodation requirements of a Centre of Excellence for Forest Research and Development in Mount Gambier, which will form part of the Mount Gambier Education and Training Precinct.
- The Trees on Farms Report was noted and approved by the Minister for Forest Industries.
- Undertook the initial release of sterile sheep blowfly on Kangaroo Island.
- Finalised the Red Meat and Wool Growth Program including reporting on all monitoring and evaluation outcomes.
- Launched the Kangaroo Island AgTech Program to improve the productivity and profitability of primary producers in the island's agricultural sector.
- Conducted research to support the development of a plant-based protein industry in South Australia.
- Supported wine industry product and market diversification with investment in a No and Low (NOLO) Alcohol Wine trial scale research facility at the University of Adelaide Waite Campus.

## Reset the operating environment

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### Remove barriers to economic growth of primary industries and the advancement of regions

- Implemented a range of red tape reduction measures that increased business efficiencies as part of the reformed Marine Scalefish Fishery.
- Commenced a review of the cost recovery model used for the commercial seafood (fisheries and aquaculture) sectors.
- Implemented the Aquaculture (Standard Lease and Licence Conditions) Policy 2022.
- Completed the design of electronic catch and disposal records for all quota-based fisheries to improve the management and monitoring of South Australia's aquatic resources.
- Progressed the development of a new Biosecurity Act for South Australia to develop a modern and consistent framework for the state's biosecurity systems.
- Supported the establishment of a Cross Border Commissioner, including the development of new legislation.
- Drafted and consulted on a Veterinary Services Bill to deliver legislation that aligns with the contemporary nature of the profession and meets the standard by users and providers of veterinary services.
- Worked with industry, the Department for Education and the South Australian Skills Commission to promote careers in agriculture and regions including supporting the development of a plan to connect schools to primary industries.
- Amended the *Livestock Act 1997* to strengthen South Australia's ability to respond swiftly to an emergency animal disease outbreak.
- Delivered the annual Primary Industries Scorecard.
- Supported the delivery of Phase 2 and 3 of the Australian Agrifood Data Exchange Project.
- Developed and submitted a Forest Products Domestic Manufacturing and Infrastructure Masterplan to the Minister for Forest Industries for consideration.
- Evaluated animal welfare, productivity and profitability outcomes associated with use of virtual fencing for cattle.

## Sustain the resource

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### Protect and maximise primary industry resources through integration of targeted research, monitoring, policy and regulatory interventions

- Implemented arrangements for quota under-catch and over-catch for commercial fisheries managed through individually transferable quota.
- Implemented new management plans for the South Australian commercial Gulf St Vincent prawn fishery and the South Australian charter boat fishery and completed the public consultation process for the sardine fishery management plan.
- Implemented long-term management arrangements to protect the iconic giant Australian cuttlefish.
- Implemented appropriate management arrangements for snapper in the closed areas of the gulfs and west coast.
- Progressed actions assigned to PIRSA in South Australia's Climate Change Action Plan.
- Finalised South Australia's Carbon Farming Roadmap in partnership with the Department for Environment and Water.
- Maintained market access through the implementation of animal disease surveillance systems and traceability compliance programs to underpin animal health assurances and product integrity.
- Delivered industry funded disease management programs for the South Australian sheep and cattle industries, covering footrot and lice in sheep and Johne's disease in cattle and sheep.
- Delivered the lens snail eradication program in partnership with Grains Producers SA to eradicate the pest from four sites in Largs North.
- Commenced the Priority Weeds Program to support South Australian croppers and graziers to prioritise and undertake weed control activities.
- Delivered engagement and capacity building activities with Aboriginal communities to support their management of Weeds of National Significance and other pest weeds on Aboriginal managed lands in South Australia.
- Applied appropriate measures in the Riverland to support production, market access and eradication of fruit fly.
- Completed the design of electronic catch and disposal records for all quota-based fisheries to improve the management and monitoring of South Australia's aquatic resources.
- Investigated agronomic practices to improve drought resilience for broadacre farming systems.
- Delivered a major refresh for key PIRSA applications including PIRSA's regulatory system PIIMS and our geospatial platform to ensure the technology platform remains current and supported.
- Maintained the South Australian Dog Fence through coordination of all on-ground activities of PIRSA's \$25 million Dog Fence Rebuild Project and the ongoing maintenance of the 2,150 kilometre South Australian Dog Fence which continues to support the \$1.3 billion sheep industry in South Australia.
- Identified, built and deployed a prototype fruit fly detections and diagnostic dashboard which accurately captures all fruit fly monitoring activity in a digital framework so that samples are accurately and confidently tracked through to formal diagnosis.



## Manage risk and recovery

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### Preparing for risks and being able to respond to and recover quickly from adverse events that impact economic growth and community wellbeing

- Supported aquaculture production and growth through aquatic animal health regulation, including ensuring access to safe and effective veterinary medicines.
- Implemented long-term recreational fishing management arrangements in Port Pirie to provide support for public health measures.
- Reopened Goolwa Beach to the recreational take of pipis following the detection of *E. coli* and the extension of the fishing season.
- Finalised funding arrangements for new technology to replace selected fire towers to detect fire; and ensured existing fire towers are serviceable.
- Partnered with the livestock industry on emergency animal disease preparedness and surveillance projects, including for emerging high-level threats of foot and mouth disease, lumpy skin disease and African swine fever.
- Transitioned from an emergency response to a surveillance management program for Japanese encephalitis.
- Conducted effective surveillance systems to underpin the early reporting of emergency animal diseases and alert phase responses.
- Enhanced epidemiological capability and capacity through recruitment and development of the Epidemiology and Risk team within the Animal Biosecurity branch.
- Implemented plant pest and disease surveillance programs to provide early detection of incursions and market assurance of freedom.
- Undertook surveillance, planning and preparation to respond to possible pest threats by implementing a border surveillance program in partnership with the Australian Government and the Grains Farm Biosecurity Program in partnership with Plant Health Australia.
- Rebuilt 400 kilometres of the 1,600 kilometre South Australian Dog Fence which continues to protect the \$1.3 billion South Australian sheep industry.
- Supported livestock farmers and pastoralists in drought affected areas through the delivery of bounty programs for wild dogs and foxes.
- Successfully implemented a program to eradicate feral pigs from Kangaroo Island.
- Implemented a program to eradicate wild dogs to protect the South Australian sheep industry.
- Implemented the Feral Deer Eradication Program prioritising the regions of the Limestone Coast, Northern and Yorke and Fleurieu Peninsula by removing a total of almost 8,000 feral deer.
- Continued to deliver a visible and effective compliance and enforcement presence for fruit fly.
- Delivered the final year of bushfire recovery programs, including the Local Economic Recovery projects.
- Delivered drought resilience programs, including the second year of the Australian Government's Future Drought Fund Farm Business Resilience Program, Regional Drought Resilience Planning Program and the SA Drought Hub.
- Delivered recovery support services to regions affected by adverse events, including flood, hailstorm and bushfire.
- Provided support services to regions affected by adverse events and hardship, including the Family and Business Support program, and partnered with Rural Business Support to ensure the Rural Financial Counselling Service is available to producers.





## Enable regional growth

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### Support key regional development drivers

- Finalised the review of the Aquaculture (Zones-Lower Eyre Peninsula) Policy 2013.
- Reviewed and commenced regulatory amendments to enable the implementation of the *Aquaculture (Tourism Development) Amendment Act 2021*.
- Continued delivering the state-wide Aboriginal fishing and aquaculture career pathway program.
- Finalised the project assessing the Point Pearce farm agricultural potential and engaged on future opportunities for the farm.
- Delivered, monitored and reported on PIRSA's commitment to the South Australian Implementation Plan for the National Agreement on Closing the Gap.
- Developed and promoted agribusiness careers, economic opportunities and regional development.
- Briefed the Minister for Forest Industries on the feasibility of incentives for local timber processors.
- Partnered with local council to implement a backyard tree removal pilot program in the Riverland with over 100 backyard fruit trees removed.
- Continued to support initiatives that enable regional industries, grow jobs, and strengthen regional communities through funding for regional growth and enhanced liveability, including the design and launch of the new Thriving Regions Fund.
- Continued to support improvements to digital connectivity in regions through Mobile Black Spot funding, leveraging Australian Government programs, and identifying evidence-based priorities for investment.
- Supported Regional Development Australia to ensure delivery of their projects and programs that provide economic opportunities in regions, including partnering in the delivery of the Regional Leadership Development Program.
- Our Regional Coordinators fostered and supported regional projects enabling new economic opportunities and building and strengthening regional communities.



## Perform well

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### Perform as a modern, flexible and responsive organisation that values its partners and people

- Assisted in establishing RecFish SA as the peak representative body for recreational fishing.
- Released the South Australian recreational fishing catch and effort data.
- Commenced a review of Primary Industry Funding Schemes administration and identified a range of efficiencies for the fund operations.
- Hosted the 2023 annual Primary Industries and Regions Forum with over 130 industry and government participants focused on the transition to a green economy.
- Developed and reported on 28 activities arising from the 2022 industry forum in the 2022 Primary Industries and Regions Forum Action Plan.
- Provided leadership, coordination and oversight of our Reconciliation Working Group. Developed, launched and implemented the Reconciliation Action Plan 2022-24.
- Established the expanded Forest Industries Advisory Council of South Australia with key performance indicators and new Terms of Reference.
- Completed the annual assessment of OneFortyOne Plantation's lease.
- Ensured work, health and safety principles align to our strategic priorities.
- Developed an implementation process for structural changes aligning to the way our priorities are delivered.
- Review of the Managers' Toolkit to support improved leadership capability.
- Improved the financial capability across PIRSA through efficient planning and process improvement.
- Continued the multi-year program to reinforce PIRSA's cyber security in line with the South Australian Cyber Security Framework.
- Implemented the PIRSA Refresh Program.
- Reviewed onboarding and offboarding processes.
- Reviewed and improved recruitment processes.
- Launched the SARDI Strategic Plan for 2023-28.
- Delivered new audio-visual technology that enables an improved meeting room experience in PIRSA offices at West Beach and Adelaide.

# Our priority activities 2023-2024



# Stimulate value growth

Grow the value of primary industries by leveraging government's cross-functional capabilities to pursue opportunities where South Australia has a competitive advantage



Priority	Actions	Lead division and division partners
<b>1.1 Provide industry access to research, development and adoption support</b>	Support the operations of the Forestry Centre for Excellence in Mount Gambier incorporating the Australia Forest and Wood Innovations and other forestry funding streams	Industry, Strategy and Partnerships
	Support AgTech adoption through demonstration farms, case studies, workshops and field days	Major Programs
	Support sheep and wool producers to enhance their capabilities, skills and knowledge through Sheep Connect SA	Major Programs
	Enhance adoption of relevant SARDI research including capitalising on the Drought Hub arrangements	SARDI Major Programs
	Investigate the development of a targeted agronomy research and adoption partnership with the private agronomy sector	SARDI Major Programs
	Develop a broadacre carbon and climate change science and adoption initiative for consideration of funding partners	SARDI
<b>1.2 Drive adoption of emerging innovative production practices and technologies</b>	Implement upgraded Vessel Monitoring System (VMS) units for the Northern Zone Rock Lobster Fishery and Sardine Fishery	Fisheries and Aquaculture
	Identify and implement opportunities to enhance corporate systems and processes	Corporate Services
	Increase awareness and adoption of technology solutions for producers through the AgTech Program	Major Programs
	Assist Tier 2 meat export processors to implement a new visual assessment system to improve efficiency and reduce costs associated with meat hygiene inspections	SARDI
	Oversee adoption of innovative in-field treatments for fruit fly by horticultural growers in the Riverland	Biosecurity
	Adopt innovative and humane techniques across government programs for the eradication of pest animal species	Biosecurity
<b>1.3 Support industry to grow the value of primary industry products through the supply chain</b>	Facilitate the development of the new seaweed aquaculture industry	Fisheries and Aquaculture
	Support delivery of strategic projects and programs to develop, enhance and improve the wine industry's capacity and business capability, which will build efficiency, effectiveness and profitability through management of Project 250	Industry, Strategy and Partnerships
	Support development of a South Australian value-added plant-based food sector	SARDI



Priority	Actions	Lead division and division partners
<b>1.4 Support industry to build capability to undertake activities that support and develop the sector and meet new industry challenges</b>	Support the new peak body, Seafood Industry South Australia	Fisheries and Aquaculture
	Support development of industry blueprints, including a Riverland Wine Industry Blueprint and Chicken Meat Industry Blueprint	Industry, Strategy and Partnerships
	Coordinate strategic engagement with key industry organisations, including meeting quarterly with Primary Producers SA, the wine industry and the South Australian Chicken Meat Council	Industry, Strategy and Partnerships
	Work with industry to identify and develop at least three funding proposals to accelerate the growth and economic contribution of primary industries and agribusinesses	Industry, Strategy and Partnerships Major Programs
	Support collaboration on key policy issues and develop shared priorities to support the growth of the state's primary industries through management of the funding agreement with Primary Producers SA	Industry, Strategy and Partnerships
	Promote the economic and environmental benefits of trees on farms	Industry, Strategy and Partnerships
	Establish three operational at-sea seaweed cultivation trial sites in regional South Australia	SARDI
	Deliver the Sheep and Goats eID Implementation Project to support the sectors to comply with national traceability requirements by 1 January 2025	Major Programs Biosecurity
<b>1.5 Champion South Australian primary industries and regions in local, national and global forums</b>	Coordinate strategic input and involvement in key state and Australian government committees and forums to facilitate collaboration with other jurisdictions and to leverage opportunities for South Australia	Industry, Strategy and Partnerships
	Participate in the Great Wine Capitals Global Network and lead South Australia's program of activities	Industry, Strategy and Partnerships
	Sponsor and support the Regional Showcase and Ag Town of the Year	Industry, Strategy and Partnerships
	Deliver a refreshed Food, Wine and Agribusiness Ambassador program	Industry, Strategy and Partnerships
	Attend the Australian Government Regional Deputy Senior Officials Meeting, and Regional Connectivity forums influencing policy and programs for the benefit of regional businesses, industries and communities in South Australia	Regions
	Champion South Australian primary industries by leading state and national pest animal and weed control programs	Biosecurity
<b>1.6 Support businesses and communities to leverage agritourism and nature-based tourism opportunities.</b>	Support the South Australian Tourism Commission with implementation of the SA Agritourism Sector Plan 2025	Regions Industry, Strategy and Partnerships

# Reset the operating environment

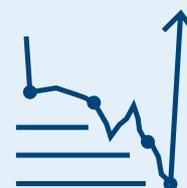
Remove barriers to economic growth of primary industries and the advancement of regions



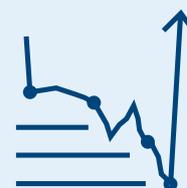
Priority	Actions	Lead division and division partners
<b>2.1 Ensure policy and legislation are fit-for-purpose and underpinned by efficient systems</b>	Complete the independent review of the cost recovery process for the seafood sector	Fisheries and Aquaculture
	Deliver a Veterinary Services Bill for South Australia that aligns with the contemporary nature of the profession and meets the standards expected by users and providers of veterinary services	Industry, Strategy and Partnerships Biosecurity
	Progress the development of a new Biosecurity Act for South Australia to develop a modern and consistent framework for the state's biosecurity systems	Industry, Strategy and Partnerships Biosecurity
	Implement identified improvements to the administration of the Primary Industry Funding Schemes	Industry, Strategy and Partnerships
	Engage with state and Australian agencies on climate change and drought policy	Major Programs Industry, Strategy and Partnerships
	Review of South Australia's Biosecurity Policy 2020- 2023	Biosecurity
	Develop legislation to support the national Horticulture Standards	Biosecurity
<b>2.2 With industry, develop and support plans and programs that enhance growth</b>	Implement commercial fisheries electronic Periodic Catch recording system ('elogbooks')	Fisheries and Aquaculture
	Support the implementation of a Forest Products Domestic Manufacturing and Infrastructure Masterplan	Industry, Strategy and Partnerships
<b>2.3 Benchmark and analyse performance to inform decisions</b>	Deliver the annual Primary Industries Scorecard	Industry, Strategy and Partnerships
	Deliver six seasonal crop and pasture reports	Industry, Strategy and Partnerships
	Work with AUSVEG SA to deliver a Horticulture State of the Industry Report	Industry, Strategy and Partnerships
	Evaluate animal welfare, productivity and profitability outcomes associated with use of virtual fencing for cattle	SARDI
<b>2.4 Address barriers to growth where lead responsibility sits with other government portfolios such as infrastructure, water, labour, skills, connectivity, accommodation, investment attraction and trade development</b>	Work with industry, Department for Education and the South Australian Skills Commission to promote careers in agriculture	Industry, Strategy and Partnerships
	Support Dairysafe to deliver a Dairy Safety training solution	Industry, Strategy and Partnerships
	Develop a strategic infrastructure assets and property roadmap	Corporate Services
	Work with the Department for Environment and Water on the delivery of the National Water Grid Authority project development and implementation	Major Programs
	Provide regional intelligence and best practice regional development policy advice through input to government policies and programs, including participation in regions at workshops, forums and consultation events	Regions

# Sustain the resource

Protect and maximise primary industry resources through integration of targeted research, monitoring, policy and regulatory interventions



Priority	Actions	Lead division and division partners
<b>3.1 Ensure robust biosecurity measures and strong product integrity systems are in place and are effective</b>	Continue Pacific oyster mortality syndrome (POMS) monitoring and surveillance across the marine waters of South Australia	Fisheries and Aquaculture
	Support the South Australian sheep industry to review the Footrot Management Program	Biosecurity
	Maintain market access through the implementation of animal disease surveillance and biosecurity systems including traceability compliance programs to underpin animal health assurances and product integrity	Biosecurity
	Maintain market access through the implementation of a robust accreditation and audit program to underpin biosecurity certification for the horticulture and nursery industries	Biosecurity
	Conduct industry funded disease management programs for the South Australian sheep industry; covering footrot and lice in sheep	Biosecurity
	Assist industry to manage endemic diseases through enhanced biosecurity practices using the One Biosecurity portal	Biosecurity
	Build resilience to fruit fly by expanding sterile fruit fly production capacity	Biosecurity
	Rebuild a further 400 kilometres of the 1,600 kilometre South Australian Dog Fence, to achieve 1,200 kilometres of rebuilt fence by June 2024	Biosecurity
	Deploy a new fruit fly detections and diagnostic dashboard which accurately captures all fruit fly monitoring activity in a digital framework so that samples are accurately and confidently tracked through to formal diagnosis	Biosecurity
	Deliver the first year of a 2-year project to deploy a new national e-certification system for fruit, vegetables and plant products destined for interstate trade	Biosecurity
Contribute to national traceability initiatives including electronic identification in farmed sheep and goats and the development of a Plant Property Identification System	Biosecurity	



Priority	Actions	Lead division and division partners
<b>3.2 Protect, manage, use and enable the ecologically sustainable development of South Australia's agricultural and aquatic resources</b>	Review the Blue Crab Fishery Management Plan and Recreational Fishing Management Plan	Fisheries and Aquaculture
	Implement the new Sardine Fishery Management Plan	Fisheries and Aquaculture
	Implement recreational fishing arrangements to mitigate dolphin interactions in the Adelaide Dolphin Sanctuary	Fisheries and Aquaculture
	Develop science to support the future management and rebuild of the South Australian snapper fishery	Fisheries and Aquaculture
	Develop a shark and ray discussion paper to lead to the species sustainable use and protection	Fisheries and Aquaculture
	Release up to 450,000 snapper fingerlings into Spencer Gulf to support stock recovery	SARDI
	Restore up to 20 hectares of lost seagrass in Gulf St Vincent	SARDI
	Develop and deliver a program to progress priority actions in the National Soil Action Plan	Major Programs SARDI
<b>3.3 Support industry to effectively adapt to a changing climate</b>	Coordinate a Climate Change Working Group and input into actions assigned to PIRSA in South Australia's Climate Change Action Plan	Major Programs
	Implement South Australia's Carbon Farming Roadmap in partnership with the Department for Environment and Water	Major Programs
	Identify and deliver initiatives which support adaptation to climate change and the adoption of carbon mitigation technologies and practices which lower emissions across the value chain	Major Programs Industry, Strategy and Partnerships
	Undertake research to inform and support industry to adapt to a changing climate	SARDI
	Deliver the Growing Carbon Farming Pilot and extend outcomes	Major Programs
<b>3.4 Continue research and monitoring programs to sustain and maximise production, balancing the interests of commercial, recreational and Aboriginal stakeholder groups</b>	Develop science to support the future management and rebuild of the South Australian snapper fishery	SARDI

# Manage risk and recovery

Preparing for risks and being able to respond and recover quickly from adverse events that impact economic growth and community wellbeing



Priority	Actions	Lead division and division partners
<b>4.1 Minimise risks to production and export market access</b>	Support Livestock SA to deliver a business case for livestock truck wash facilities	Industry, Strategy and Partnerships Biosecurity
	Implement the Cyclone Tiffany Recovery Program to finalise the repairs to the Dog Fence and to support producers on Eyre Peninsula with pest and weed control	Biosecurity
	Apply appropriate measures to manage the risk of introduction of marine pests and disease through biofouling of vessels in state waters, particularly in relation to in-water cleaning	Biosecurity
	Implement effective surveillance systems to underpin the early reporting of emergency animal diseases and alert phase responses	Biosecurity
	Contribute to the development of a national plant traceability scheme	Biosecurity
	Implement a program of release of sterile sheep blowfly on Kangaroo Island	SARDI
	Implement the National Plant Health Surveillance Program in South Australia to ensure that plant pest risks are identified before they establish and negatively impact production or market access	Biosecurity
	Implement a robust market access assurance program to enable interstate trade for plant industries	Biosecurity



Priority	Actions	Lead division and division partners
<b>4.2 Build resilience and preparedness to respond and recover from adverse events</b>	Implement the second year of priority pest eradication programs including eradication of wild dogs from sheep country and feral deer from agricultural regions of South Australia, and proof of freedom surveillance for feral pigs on Kangaroo Island	Biosecurity
	Implement the second year of the Priority Weeds Program to support South Australian croppers and graziers to prioritise and undertake weed control activities	Biosecurity
	Deliver the Fruit Fly Emergency Response Program, in response to outbreaks of Queensland fruit fly in the Riverland	Biosecurity
	Build capability and capacity to respond to high-level emergency animal disease (EAD) threats such as foot and mouth disease, lumpy skin disease, African swine fever and highly pathogenic avian influenza	Biosecurity
	Build epidemiological capability to underpin preparedness and response activities for emergency animal diseases	Biosecurity
	Ensure capacity to rear out sterile fruit flies in response to fruit fly outbreaks	Biosecurity
	Continue to build PIRSA's emergency preparedness and response capability including ongoing collaboration across the Government of South Australia	Biosecurity Corporate Services
	Deliver recovery support services to regions affected by adverse events, such as the River Murray flood, Cyclone Tiffany flood and 2019-20 Black Summer bushfires	Major Programs
	Provide support services to regions affected by adverse events and hardship, including the Family and Business Support program, and partner with Rural Business Support to ensure the Rural Financial Counselling Service is available to producers	Major Programs
	Deliver resilience building programs as funded, including the Australian Government's Future Drought Fund Farm Business Resilience Program, Regional Drought Resilience Planning Program and the SA Drought Hub and Disaster Risk Reduction Grant preparing primary industries for the impacts of compounding and complex disasters	Major Programs
<b>4.3 Deliver new technologies to provide surveillance for emerging pest and disease threats, and fire detection</b>	Support industry to implement new fire detection technology while ensuring fire towers are serviceable	Major Programs
	Commence establishment of an Advanced Biosecurity Surveillance Research Centre with the University of Adelaide	SARDI

# Enable regional growth

Support key regional development drivers



Priority	Actions	Lead division and division partners
<b>5.1 Take a leadership role in establishing and actioning policies, frameworks and partnerships that enable regional development</b>	Continue to foster and support regional projects enabling new economic opportunities and building and strengthening regional communities through PIRSA's Regional Coordinators	Regions
	Continue to deliver the new direction of investment through the Thriving Regions Fund with the aim of achieving thriving and resilient regional communities with improved quality of life, diverse leadership, place-based programs, attracting and retaining a skilled workforce, and capitalising on growth potential	Regions
	Continue to work with the Australian Government and telecommunications providers to support initiatives and facilitate investment in digital connectivity in regional South Australia	Regions
<b>5.2 Support economic development and local employment in regions</b>	Continue delivering the state-wide Aboriginal fisheries officer career pathway program	Fisheries and Aquaculture
	Develop a program of priority activities to create economic participation opportunities for Aboriginal businesses or industries in South Australia	Industry, Strategy and Partnerships
	Provide advice and assistance to connect at least five Aboriginal businesses, communities and organisations to government services or industry organisations to take advantage of new economic opportunities	Industry, Strategy and Partnerships
	Implement the recommendations of the Coordinated Capacity Building for Aboriginal Land Managers to Control Weeds of National Significance and Other High Priority Established Weeds project, through development and delivery of training programs to create opportunities for Aboriginal land managers to be upskilled in weed management, aligning biosecurity outcomes with local community needs	Biosecurity
	Continue to support the work of the Regional Development Australia associations to deliver their place-based project and programs, highlight investment opportunities and priorities in region, and partner in delivery of the Regional Leadership Development Program	Regions

# Perform well

As a modern, flexible and responsive organisation that values its partners and people



Priority	Actions	Lead division and division partners
<b>6.1 Provide efficient, responsive and reliable services to our customers</b>	Develop a business case for the redevelopment of PIRSA's Struan facility	Corporate Services
	Finalise an agreed Digital Roadmap and seek opportunity to secure funding sources to implement	Corporate Services
	Provide a first point of contact for regional communities and industry, through the provision of front-line services, across South Australian regions	Regions
	Develop a customer service charter to provide responsive and reliable customer service and advice to producers	Biosecurity
<b>6.2 Engage and communicate well with our stakeholders and staff</b>	Host the annual Primary Industries and Regions Forum	Industry, Strategy and Partnerships
	Develop and implement the 2023 Primary Industries and Regions Forum Action Plan	Industry, Strategy and Partnerships
	Support the Forest Industries Advisory Council of South Australia	Industry, Strategy and Partnerships
	Implement an Employer of Choice Strategy	Corporate Services
	Deliver assistance to enable regional communities to access current information and carry out PIRSA related transactional services	Regions
	Host an annual PIRSA Staff Forum	Industry, Strategy and Partnerships Corporate Services
<b>6.3 Lift capability in our people, processes and systems</b>	Ensure financial management and procurement processes deliver optimal resource allocation decisions	Corporate Services
	Develop a business case for an agency-wide rollout of a Governance Risk Compliance (GRC) solution	Corporate Services
	Complete and commence implementation of succession planning across SARDI	SARDI
	Provide access to scientific and technical development opportunities to staff	SARDI
<b>6.4 Ensure good governance practices are in place</b>	Establish an Allocation Review Committee to assess catch shares among the fishing sectors	Fisheries and Aquaculture
	Monitor OneFortyOne Plantation's compliance with its lease of the government's plantations in the Green Triangle	Industry, Strategy and Partnerships
	Embed onboarding and offboarding efficiencies and process improvements	All divisions
	Launch and implement the PIRSA Reconciliation Action Plan 2022-2024	Corporate Services Industry, Strategy and Partnerships Reconciliation Working Group

# Work Health Safety and Injury Management Strategic Plan 2023-2025

## Inspiring leadership

Leading and influencing safety and wellbeing, evidence-based decision making through compelling communication and supporting positive change.

### Success

1. Safety leadership is actively seen in the workplace.
2. Staff feel supported and highly rate safety consideration is demonstrated by their leaders.
3. Leaders make evidence-based decisions from assessment of hazards and risks.

### Strategies

- Prioritise safety, wellbeing, and injury management in governance committees and all management meetings as standing agenda items, in workforce planning and initiatives.
- Deliver on Leadership and Commitment to Health and Safety Action Plan OCPSE – 2022 Risk Base Audit (RBA) response.
- Select and implement tool(s) to facilitate WHS leadership behaviours that reflect our values.
- Promote a unified team approach and culture of responsive customer service.
- Support workers to stay safe at work.
- Support injured worker recovery and remaining at work or return to safe and sustainable work.

## Wellbeing and engagement

Perform as a modern, flexible and responsive organisation that values its partners and people.

### Success

1. Staff recognise our organisational culture promotes safety and wellbeing.
2. Staff feel supported in practically managing psychological risks in the workplace.
3. Risk controls account for psychosocial hazards and risks, particularly those impacting on the return to work of injured staff.

### Strategies

- Implement PIRSA's Mental Health and Wellbeing Plan 2023 – 2025.
- Deliver wellbeing initiatives.
- Deliver the Employee Assistance Program.
- Upskill staff in psychological health through relevant mix of face to face and online training.
- Develop and implement specialised risk base approach for high risk occupations.
- WHS and IM support in People Capability Strategy.
- Improve WHS and IM components in onboarding and offboarding processes.

## Purpose

Advance the prosperity and sustainability of South Australia's primary industries and regional communities.

## Mission

Safety and wellbeing enables all PIRSA staff to fulfil their roles: stimulating the value growth of South Australia's primary industries while protecting and sustaining the resources that underpin them, and thereby building stronger regional communities.

### Risk management

Preparing for risks and being able to respond and recover quickly from adverse events.

#### Success

1. PIRSA systematically identifies and manages risks in the workplace.
2. Regular reviews are undertaken to ensure risk control measures remain effective.
3. Risks controls are actively and effectively managed in emergency management phases of prevention, preparedness, response, and recovery.

#### Strategies

- Develop WHS and IM capability for all staff levels.
- Contribute to the delivery of the agency's priorities through efficient risk assessments.
- Implement and maintain Site Safety Management Plans (SSMP).
- Promote effective technology risk controls for high-risk groups in remote and isolated work following PIRSA Refresh commitment to have regular/frequent executive presence in regions to engage with and support staff.
- Ensure safe and responsible contractor management.
- Embed WHS in emergency management and recovery.
- Train all relevant staff in government safety and incident investigation.

### Refresh contemporary approaches to safety and wellbeing

Develop partnerships with staff to ensure we have the mechanisms in place to perform well.

#### Success

1. WHS and IM achievements are recognised and celebrated.
2. Collaborative partnerships are made to perform well.
3. Risk registers are regularly reviewed to ensure effective risk controls are in place.

#### Strategies

- Promote WHS achievements through PIRSA's reward and recognition program.
- Ensure avenues for Chief Executive and leaders to connect regularly with staff on delivering safe and healthy workplaces.
- Ensure good governance that addresses risk and enables efficient operations (PIRSA Refresh).
- Leadership is committed to build better customer service capability across the agency supported by skilled and resourced WHS and IM team.

# Our legislation

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*Agricultural and Veterinary Products (Control of Use) Act 2002 Aquaculture Act 2001*

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*Biological Control Act 1986*

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*Cross Border Commissioner Act 2022*

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*Dog Fence Act 1946*

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*Fisheries Management Act 2007*

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*Forest Property Act 2000*

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*Forestry Act 1950*

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*Genetically Modified Crops Management Act 2004*

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*Impounding Act 1920*

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*Industrial Hemp Act 2017*

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*Livestock Act 1997*

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*Local Government (Forestry Reserves) Act 1944*

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*Phylloxera and Grape Industry Act 1995*

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*Plant Health Act 2009*

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*Primary Industry Funding Schemes Act 1998*

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*Primary Produce (Food Safety Schemes) Act 2004*

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*Primary Producers Emergency Assistance Act 1967*

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*Rural Industry Adjustment and Development Act 1985*

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*South Australian Forestry Corporation Act 2000 Veterinary Practice Act 2003*

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*Rural Industry Adjustment and Development Act 1985*

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*South Australian Forestry Corporation Act 2000*

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*Veterinary Practice Act 2003*

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*Wine Grapes Industry Act 1991*

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# Our offices

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## Other PIRSA facilities

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