30 September 2016

Hon. Leon Bignell MP
Minister for Agriculture, Food and Fisheries
Minister for Forests

Hon. Geoff Brock MP
Minister for Regional Development

Hon. Ian Hunter MLC
Minister for Sustainability, Environment and Conservation

Dear Ministers,

I am pleased to present the PIRSA Annual Report for the year ended 30 June 2016. The report has been prepared under Part 3 Section 12(6) of the Public Sector Act 2009, in accordance with the Act’s accompanying regulations as well as the financial reporting requirements of the Public Finance and Audit Act 1987.

Yours sincerely

Scott Ashby
CHIEF EXECUTIVE
PRIMARY INDUSTRIES AND REGIONS SA
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Primary Industries and Regions SA (PIRSA) is a key economic development agency in the Government of South Australia, with responsibility for the prosperity of the state's primary industries and regions.

PIRSA assists the Minister for Agriculture, Food and Fisheries and Minister for Forests, the Hon. Leon Bignell MP, the Minister for Regional Development, the Hon. Geoff Brock MP, and the Minister for Sustainability, Environment and Conservation, the Hon. Ian Hunter MLC, in delivering the responsibilities associated with each of these portfolios.

Our priorities include leading the delivery of the State Government’s Premium Food and Wine Produced in our Clean Environment and Exported to the World economic priority, and improving economic and social outcomes for regional South Australia through the Charter for Stronger Regional Policy.

Our work is based on the five building blocks outlined in the PIRSA Corporate Plan:

- Build capability to ensure our regions consist of food, wine and fibre industries that are contemporary, efficient, competitive and resilient.
- Secure production to ensure that ready, reliable and sustainable resources are available for industry growth and development.
- Expand markets to ensure that South Australian food, wine and fibre products have unrestricted access to new and existing markets.
- Grow regions to ensure regional areas contribute to the economic strength and social fabric of South Australia.
- Perform well to ensure PIRSA is a modern, flexible and responsive organisation that values its people while delivering outcomes for South Australians.

Through these mechanisms PIRSA also achieves a wide range of goals and targets in South Australia’s Strategic Plan.

Details of what each of PIRSA’s divisions achieved during 2015–16 are contained in the ‘At a glance’ and ‘Performance summaries’ sections of this annual report.

Highlights from 2015–16 included:

- completing the three-year China Agribusiness Initiative and Action Plan to foster industry engagement and market access for South Australian business in Shandong, Hong Kong and other parts of China
- progressing the detailed planning of the Northern Adelaide Food Park
- launching AgInsight South Australia, which won the Australian Government ICT award for geospatial technology innovation, and the Premier’s iAward at the South Australian leg of the Australian Information Industry Association’s iAwards
- commencing construction of the National Sterile Insect Technology Facility at Port Augusta
• developing the Management Plan for Recreational Fishing in South Australia
• progressing a way forward for the Mid North Forests by leading the inter-agency evaluation panel assessing proposals received in the request for proposals phase of the Mid North Forests Future Strategy
• as part of the $265 million South Australian River Murray Sustainability Program funded by the Australian Government, continuing to deliver the $240 million Irrigation Industry Improvement Program, including contracting round two projects, completing round three application assessments, and returning 33 gigalitres of water to the Commonwealth
• supporting regional economic development through regional funding programs including the Regional Development Fund and the Jobs Accelerator Fund
• entering into a $50 million five-year bilateral agreement with the Grains Research and Development Corporation to secure the future of grains research in South Australia
• in partnership with Primary Producers SA and the Department of Planning, Transport and Infrastructure, implementing the outcomes and recommendations of the Improving Road Transport for Agriculture 90-day project
• implementing stage two of the Women Influencing Agribusiness and Regions Strategy, raising community, industry and government awareness of the important role women play in agribusiness and regions
• employing five Aboriginal employees from the First Steps Program through the PIRSA Aboriginal Engagement Strategy and PIRSA Aboriginal Employment Strategy.

PIRSA will continue to support the prosperity of the state’s primary industries and regions in 2016–17, with key actions for each division listed under ‘Future directions’ in the performance summaries.

As this report shows, PIRSA’s financial and prudential management, human resources management, and work health and safety and injury management continue to be first class, underpinning our ability to perform well.

Scott Ashby
Chief Executive
**OUR ROLE**

**Our purpose**
To assist primary industries and regions to grow, innovate and maximise their economic growth potential.

**Our role**
PIRSA leads the delivery of the South Australian Government’s Premium Food and Wine Produced in our Clean Environment and Exported to the World economic priority.

PIRSA also leads and coordinates the state’s regional development agenda to improve economic and social outcomes for regional South Australia through the government’s Charter for Stronger Regional Policy.

PIRSA priorities include creating jobs and new opportunities for primary industries and regional South Australia; facilitating access to new and existing markets for South Australian agriculture, food and wine and forestry products; maintaining strong biosecurity systems and food safety standards; managing the use of the state’s aquatic resources; and providing world-leading applied research.

PIRSA develops and implements policies and programs at the state and national levels and takes responsibility for administering and enforcing legislation that underpins these priorities.

PIRSA engages with all levels of government, industry, academia and the broader community. This ensures we make good decisions, have clear and relevant policies, plan and implement effective programs, promote efficient and sustainable resource use, and broker shared responsibility.

**Our planning framework**
Our work is guided by government priorities, industry needs, global opportunities, our legislative and policy mandate, and community values and aspirations.

**Our values**
The South Australian public sector values guide our behaviours and practices and apply to all employees 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.
As at 30 June 2016, PIRSA was organised as outlined below:

**Agriculture Food and Wine** comprises the Industry Development Program, Market Development Program and Food Program. The division aims to grow the economic contribution of the agriculture, food and wine industries through the development and execution of a market-driven approach to industry. Strategies, policies and projects are developed and executed collaboratively with regions and industry and other government agencies to ensure the benefits are broadly implemented.

**Biosecurity SA** develops and implements policies, legislation, regulatory frameworks, and surveillance, preparedness and response programs. These protect the economy, environment, communities and human health from the negative impacts associated with the entry, establishment or spread of pests, diseases and contaminants. Biosecurity SA also has a food safety role in primary industry production.

**Corporate Services** provides business support services to PIRSA, including people, governance and assets, financial and prudential management, information and communication technology, and risk management and integrity.

**Fisheries and Aquaculture** is responsible for the ecologically sustainable development of the state’s aquatic resources. The division develops and implements policies, legislation and management frameworks and conducts education, monitoring and compliance programs to ensure the long-term sustainability of the aquatic environment and allow for the continued development and competitiveness of this vital primary industry.

**Forestry** leads the government’s efforts to develop and implement policy initiatives that aim to grow South Australia’s significant forest and wood products industry. The division works across PIRSA, government and industry to identify key strategic industry issues. Through this engagement and analysis, the division provides timely advice to the government and delivers key programs for the government.

**Regions SA** provides a cross-government and regionally focused approach to policies, strategies and programs, ensuring government policy promotes improved economic and social outcomes for regions. Regions SA works with regional communities, businesses and other spheres of government to advance regional priorities and deliver regional economic development activities.

**Rural Solutions SA** provides commercial services to private and public sector organisations in South Australia, nationally and internationally. It delivers agribusiness and environmental solutions to community, industry and government through partnerships, engagement and innovation. It is a key delivery agent for programs and projects for PIRSA with a focus on commercial services, major programs and regional customer service centres.

The **South Australian Research and Development Institute (SARDI)** delivers practical, industry-focused solutions to primary producers, commercial partners, aquatic and natural resources managers, and other bioscience partners. The research strives for positive ecological outcomes to conserve our marine, fresh water, soil and plant resources. SARDI scientists create opportunities for farmers, food producers and other industries such as fisheries and aquaculture to adapt to biosecurity, market access, climate variability, environmental challenges and other issues.
ORGANISATIONAL STRUCTURE

**Strategy and Engagement** shapes and drives the strategic positioning of PIRSA’s involvement in South Australian Government priorities. It leads and implements an action plan for the development of the Premium Food and Wine from our Clean Environment strategic priority, which now incorporates the government’s Premium Food and Wine Produced in our Clean Environment and Exported to the World economic priority.
ORGANISATIONAL CHART

PIRSA Executive
at 30 June 2016

Scott Ashby
Chief Executive

Jo Collins
Executive Director, Strategy and Engagement

Mehdi Doroudi
Deputy Chief Executive

Vacant
Deputy Chief Executive

Anna Gabrielli
Executive Director, Corporate Services

Alison Lloyd-Wright
Executive Director, Regions SA

Daniel Casement
Executive Director, Rural Solutions SA

Justin Ross
Director, Agriculture Food and Wine

Will Zacharin
Executive Director, Biosecurity SA

Peter Dietman
Director, Fisheries and Aquaculture Operations

Rob Robinson
Director, Forestry

Kathy Ophel-Keller
A/Executive Director, SARDI

Sean Sloan
Director, Fisheries and Aquaculture Policy
Agriculture, Food and Wine

• Progressed detailed planning for the Northern Adelaide Food Park.

• Completed the research phase of the Functional and Luxury Food Value Chains Project.

• Completed stage one of the South Australian Food Innovation Centre – to establish the centre as a strategic partnership through a memorandum of understanding between the foundation partners.

• Completed the three-year China Agribusiness Initiative and Action Plan to foster industry engagement and market access for South Australian business in Shandong, Fujian, Hong Kong and other parts of China.

• Launched the award-winning AgInsight South Australia, the multi-platform website portal that delivers comprehensive agricultural and economic data and an interactive mapping function, designed to help investment planning in agribusiness.

• Supported the development and implementation of the South Australian Sheep Industry Blueprint – 2015 to 2020 and Beyond with Livestock SA, the SA Sheep Advisory Group and the University of Adelaide.

Biosecurity SA

• Commenced construction of the National Sterile Insect Technology Facility at Port Augusta.

• Deployed the new MAX emergency response platform, which was used during the Pacific Oyster mortality syndrome incident.

• Delivered relief and recovery services to livestock properties affected by the Pinery bushfire.

• Successfully deployed the giant pine scale eradication response in South Australia.

• Successfully deployed the largest fruit fly response for 14 years in metropolitan Adelaide to eradicate separate incursions of Mediterranean fruit fly in inner southern suburbs.

Corporate Services

• Published PIRSA’s Digital Business Strategy.

• Assisted in the delivery of regional financial support programs, including the SA River Murray Sustainability Program and regional grant programs.

• Employed five Aboriginal employees from the First Steps Program through the PIRSA Aboriginal Engagement Strategy and PIRSA Aboriginal Employment Strategy.
Fisheries and Aquaculture

• Developed the Management Plan for Recreational Fishing in South Australia.
• Developed an artificial reef trial project to provide improved opportunities for recreational fishers.
• Undertook a review of the King George Whiting Fishery to take account of stock assessment outcomes.
• Implemented the outcomes of the review of the Aquaculture Regulations 2005, including updates to administrative processes, and improvements to navigational and infrastructure marking and environmental monitoring.

Forestry

• Progressed a way forward for the Mid North Forests by leading the inter-agency evaluation panel assessing proposals received in the request for proposals phase of the Mid North Forests Future Strategy.
• Led the transfer of forest management services and South Australian Forestry Corporation (ForestrySA) employees to OneFortyOne Plantations, while maintaining contract requirements.
• Progressed the South East Forestry Partnership Program, which supports investment in the forestry sector in the south east of South Australia.

Regions SA

• Supported regional economic development throughout South Australia through regional funding programs including the Regional Development Fund and the Jobs Accelerator Fund.
• Supported and facilitated visits by the Minister for Regional Development to the regions, providing a valuable opportunity for direct contact between the Minister and regional communities.
• Worked closely with the Department of the Premier and Cabinet in the planning and execution of three Country Cabinet events: Barossa, Light and Lower North (October 2015), Limestone Coast (November 2015) and Far North (February 2016).
• Collaborated with the Department of State Development in the delivery of the second Regional Summit in Mount Gambier on 31 May 2016.
**AT A GLANCE**

**Rural Solutions SA**

- In addition to listing of the Northern Adelaide Irrigation Scheme (NAIS) on Infrastructure Australia’s priority list, a commitment from the Australian Government for $3.7 million of National Water Infrastructure Development Funds was secured to undertake feasibility studies and develop business cases for NAIS and the Northern Reservoirs Project.

- The three New Horizons soil improvement sites demonstrated increased yields of 70% to 200%, with the program having the potential to increase the value of broadacre crop and livestock pasture production across the state.

- As part of the $265 million South Australian River Murray Sustainability Program (SARMS) funded by the Australian Government, continued to deliver the $240 million Irrigation Industry Improvement Program, including contracting round two projects, completing round three application assessments, and returning 33 gigalitres of water to the Commonwealth.

- Also as part of SARMS, commenced the redevelopment of the Loxton Research Centre to support regional development.

**SARDI**

- Entered into a $50 million five-year bilateral agreement with the Grains Research and Development Corporation (GRDC) to secure the future of grains research in South Australia. This consists of a $25 million cash investment from GRDC and $25 million in-kind support from SARDI. This co-investment will be committed to key programs of state and national importance – farming system for low to medium rainfall areas, crop protection and crop improvement.

- Led the Informing Spatial and Temporal Management of the South Australian Northern Zone Southern Rock Lobster Fishery project. Funded by the Fisheries Research and Development Corporation (FRDC), this initiative examined alternative spatial management options and the flexibility of temporal arrangements. Based on the project outcomes, an amended harvest strategy was implemented and the fishery is now open all year in a new Outer Region.

- Explored commercial options related to the successful completion of the Functional Food Focus Program. These included testing of a ‘gluten free’ line of oats with coeliac disease sufferers, commercialising layer hen diets for functional eggs that offer health benefits from a healthy nervous system to strong bones and growth and development in children, and the adoption of functional abalone aquafeeds that are delivering fitter abalone.
AT A GLANCE

Strategy and Engagement

- In partnership with Primary Producers SA and the Department of Planning, Transport and Infrastructure, implemented the outcomes and recommendations of the Improving Road Transport for Agriculture 90-day project, which industry has estimated to provide benefit to date of at least $36 million.

- Implemented the second round of the Building South Australia’s Premium Food and Wine Credentials Grant Program, a 2014 election commitment, and oversaw the delivery of the round one projects, highlighted by the Southern Bluefin Tuna industry achieving Friend of the Sea certification.

- Supported Adelaide / South Australia becoming a member of the prestigious Great Wine Capitals Global Network, which included the set-up of and participation in Adelaide’s steering committee and governance structure, and running a series of regional industry workshops about the program’s requirements, structure and program of activities.
PIRSA is the lead economic development agency helping to grow the prosperity and sustainability of South Australia’s primary industries and regions.

The Agriculture, Food and Wine division undertakes market access and industry development activities that underpin delivery of the Premium Food and Wine Produced in our Clean Environment and Exported to the World economic priority.

The division adopts a market-driven approach and works closely with Food SA, the South Australian Wine Industry Association (SAWIA), Primary Producers SA (PPSA), and various commodity-based associations and regional food and wine industry associations. Strategies and projects are developed and executed collaboratively with regions, industry and other government agencies to ensure the benefits are broadly implemented.

The Agriculture, Food and Wine division comprises the following programs:

- The Industry Development Program ensures that industry intelligence is maintained through strong links directly with companies and through various industry peak bodies and organisations, and that industry development opportunities can be maximised through access to grant and business service programs.

- The Market Development Program facilitates industry access to high-value markets to increase exports of premium food and wine. Working closely with the Department of the Premier and Cabinet, the Department of State Development, Austrade, industry associations, industry development group account managers and regional managers, the division has led PIRSA’s support for 16 inbound and 10 outbound missions involving more than 60 companies from the agriculture, food, wine and seafood industries.

- The Food Program delivers key projects and programs such as the Northern Adelaide Food Park and SA Food Innovation Centre as well as managing PIRSA’s engagement with Food SA to support the state’s food processing sector improve their uptake of innovation and technologies that lead to an increased production of value added and differentiated products.

The division also analyses and reports on the industry performance and economic value of the state’s food and wine sectors through the annual food and wine industry scorecards.

**Major outcomes achieved**

**Our prosperity**

**Goal:** South Australia has a resilient, innovative economy.

**Target 35: Economic growth**

- Managed the Food SA and SAWIA grants program to support the ongoing development of the food processing and wine industry sectors.
• Facilitated and supported six collaborative economic development projects through round two of the Regional Co-Innovation Cluster Program.

• Supported the development and implementation of the SA Sheep Industry Blueprint – 2015 to 2020 and Beyond by providing funding and advisory input for the plan’s development and funding for key implementation projects.

• Developed the SA Poultry Industry Development Plan – 2015 to 2020 and Beyond with the SA Chicken Meat Council.

• Provided horticulture industry development input and the industry participation framework for the Northern Adelaide Economic Plan.

**Target 37: Total exports**

• Used new platforms of engagement developed with the Shandong Government and others to foster trade and investment with China.

• Delivered workshops to more than 50 companies across the state to build China business skills and enhance confidence in navigating and entering the market.

• Assisted four new exporters to the China market in the wine and dairy sectors as a result of involvement with the China Agribusiness Initiative and Action Plan.

• Facilitated the Adelaide Hills and Riverland Pest Free Area status bid with the Australian Government, and supported producers with strategic market access and development projects in China and South East Asia.

**Goal: We develop and maintain a sustainable mix of industries across the state**

**Target 39: Competitive business environment**

• Consulted the wine industry including SAWIA on the abolition of the Cellar Door Liquor Subsidy Scheme and a new approach to wine industry development to improve the competitiveness and export market focus of the wine industry and its connections with food and wine tourism.

• Delivered year two of the Agribusiness Growth Program, which provides expert consultant advice that helps small food and wine businesses achieve their growth plans.

• Launched the AgInsight South Australia website to provide an interactive data and mapping one-stop-shop for agribusiness investment planning.

• Undertook a tuna to China market development analysis project with the South Australian tuna industry, to help them broaden their understanding of export market opportunities.
PERFORMANCE SUMMARY  Agriculture, Food and Wine

• Developed an improved understanding of the South Australian locations best suited to hazelnut growing through a detailed geospatial mapping project, and worked with Investment Attraction South Australia to inform suitable investors of this primary production opportunity.

Target 40: Food industry

• Progressed detailed planning for the Northern Adelaide Food Park.

• Completed the research phase of the Functional and Luxury Food Value Chains Project.

• Undertook a demonstration project with SARDI and Food SA to work with four food businesses to attempt to commercialise a functional food product, with the learning to be used to inform future support programs.

• Oversaw the delivery of 19 research and development projects funded through rounds one and two of the Advanced Food Manufacturing Grants Program, and partnered with Food Innovation Australia Ltd to boost the grant funding by $150,000 for round three to be delivered in 2016–17.

• Completed stage one of the South Australian Food Innovation Centre – to establish the centre as a strategic partnership through a memorandum of understanding between the foundation partners.

• Delivered the 2014–15 food and wine industry scorecards.

Future directions 2016–17

• Engage in industry strategic planning and follow on implementation projects with industries of significant growth potential statewide.

• Provide input to the Northern Adelaide Plains Agribusiness Initiative and the Northern Adelaide Irrigation Scheme, including the expansion of the Bolivar Wastewater Treatment Plant.

• Deliver the third year of design enhancements for the AgInsight South Australia website so that it continues to provide leading edge, relevant agribusiness investment decision-making information.

• Deliver the third year of the Agribusiness Growth Program to provide expert business growth planning consultant services to small agribusinesses.

• Implement stage two of the SA Food Innovation Centre – to move from a memorandum of understanding partnership to a more formal structure to deliver strategic services to support innovation across the food industry.

• Deliver the third round of the Advanced Food Manufacturing Grants Program to support partnerships between food manufacturers and research organisations to develop novel, innovative products and processes.
Future directions 2016–17

• Complete the Northern Adelaide Food Park site planning, commence on-ground works and secure anchor tenants.

• Launch the Market Access and Development Initiative to provide targeted services and support for South Australian businesses to grow their exports to China and South East Asia.

• Support the sister-state relationship between South Australia and Shandong through delivering key projects developed under the memorandum of understanding between PIRSA and the Shandong Department of Agriculture.

• Deliver round three of the Co-Innovation Cluster Program to support industry-led, collaborative economic development projects.

• Implement the new Wine Industry Development Scheme to improve the competitiveness and export market focus of the wine industry and its connections with food and wine tourism.

• Review and build on the strong working relationships with Food SA, SAWIA and PPSA through the respective partnership agreements.

• Deliver the 2015–16 food and wine industry scorecards.
Biosecurity is about managing the risk of pests and diseases entering, emerging, establishing or spreading and affecting primary produce market access, the environment and community facilities. South Australia is the only Australian mainland state that is free of fruit fly, and one of the few places in the world free of the vine-destroying pest phylloxera.

The Biosecurity SA division develops and implements policies, legislation, regulatory frameworks, surveillance, preparedness and response programs to protect the economy, environment, communities and human health from the negative impacts associated with the entry, establishment or spread of pests, diseases and contaminants. It also has a food safety role in primary industry production.

Biosecurity is a shared responsibility across all levels of government, industry and the community. Biosecurity SA works with stakeholders to contribute to an effective biosecurity system, which includes publicising the fact that prevention, early detection and rapid intervention lead to better and more cost-effective outcomes.

Beneficiaries of this investment are broad, with many industries and communities dependent on effective systems in the areas of animal health, aquatic animal health, marine and freshwater pests, vertebrate pests, weeds, plant health, chemical residues and food borne pathogens from primary industries.

Biosecurity SA’s programs and objectives are aligned to the South Australian Government’s Premium Food and Wine Produced in our Clean Environment and Exported to the World economic priority by underpinning product integrity, food safety and market access for the state’s primary products. Its work creates the environment in which food producing industries can develop and thrive.

Key objectives for Biosecurity SA are to:

- protect and enhance the integrity and reputation of SA’s primary products, including food
- partner with government organisations, industries and communities to build a shared vision and shared responsibility for biosecurity
- build biosecurity capabilities and capacity across government and industries
- prevent, be prepared to respond to and/or manage animal and plant pests and diseases, and contaminant and food safety risks and emergencies
- build and/or maintain surveillance programs for high-priority threats
- positively influence state and national policies, commitments and agendas
- develop our people, support services and business practices.

**Major outcomes achieved**

**Our prosperity**

**Goal:** South Australia has a resilient, innovative economy

**Target 35: Economic growth**

- Commenced construction of the National Sterile Insect Technology Facility at Port Augusta.
• Undertook more than 2,250 laboratory disease investigations with the assistance of private veterinarians to determine the animal disease status of South Australia and monitor health trends.

• Negotiated with various jurisdictions market access arrangements for horticultural commodities that maintain South Australia’s world-class biosecurity status, protect the state’s production areas and reduce red tape where possible.

• Delivered education programs and audited 10 chemical users to improve broad-acre farming herbicide application practices and reduce spray drift, and audited 13 fox bait users to improve vertebrate poison application practices.

• Investigated 35 off-target chemical spray drift incidents, eight chemical residue incidents and six chemical control of use incidents.

• Carried out 351 laboratory investigations involving 1,293 tests to rule out exotic diseases in aquatic animals, bees, birds, pigs, horses, cattle and other ruminants.

• Delivered emergency management training and functional First Response Team activities to 220 people.

• Delivered relief and recovery services to livestock properties affected by the Pinery bushfire.

**Target 37: Total exports**

• Successfully deployed the largest fruit fly response for 14 years in metropolitan Adelaide to eradicate separate incursions of Mediterranean fruit fly in inner southern suburbs.

• Maintained South Australia’s fruit fly free status.

• Responded to five incidents of fruit fly larvae in imported commercial produce, and made 80 larval interceptions at permanent quarantine stations in produce destined for South Australia.

• Deployed the new MAX emergency response platform, which was used during the Pacific Oyster mortality syndrome incident.

• Contributed to the development and implementation of the *National Foot and Mouth Disease Action Plan*.

• Managed regular inspection of 7,629 fruit fly traps across metropolitan Adelaide, the Riverland production area, Port Augusta and Ceduna to help maintain the state’s fruit fly free status.

• Responded to 577 fruit fly calls on the Fruit Fly Hotline and also responded to 38 calls made to the Exotic Plant Pest Hotline.

• Undertook nearly 2,300 animal disease investigations including 351 exotic disease rule-outs, all of which were essential to maintaining access to international markets.

• Undertook 351 laboratory investigations to exclude diseases like foot and mouth disease, highly pathogenic avian influenza, Newcastle disease, Hendra virus, West Nile virus, bluetongue, African swine fever, Aujesky’s disease, American foul brood, Pacific Oyster mortality syndrome and rabies, thus providing evidence for the absence of key trade-limiting diseases.
PERFORMANCE SUMMARY  

**Biosecurity SA**

- Established and improved collaborative biosecurity surveillance programs with industry and the community for the early detection of priority pest and disease threats.
- Led South Australia’s implementation of the seven schedules of the Intergovernmental Agreement on Biosecurity.
- Successfully deployed a giant pine scale national eradication response plan in South Australia.
- Initiated responses to the detection of two significant grains industry pests, Khapra beetle and Russian wheat aphid.

**Goal:** We develop and maintain a sustainable mix of industries across the state

**Target 40: Food industry**

- Detected infectious laryngotracheitis in chickens with subsequent advice to producers on control and eradication.
- Effectively delivered management programs for foot rot in sheep and goats, sheep lice and ovine brucellosis.
- Undertook audits of red meat and poultry meat processors, and egg, poultry meat, shellfish and sprout producers.
- Developed a draft response plan to enhance South Australia’s grains industry preparedness for an exotic grain pest incursion.
- Analysed 263 shellfish samples, 578 water samples, 383 phytoplankton samples and 79 biotoxin shellfish samples from 26 approved harvest areas to enable 121 oyster and mussel growers and cockle, pipi and scallop harvesters to maintain access to the domestic and international market.
- Carried out a shellfish and harvest waters monitoring program to ensure farmed bivalve molluscs are safe for human consumption.
- Accredited more than 893 meat processors, 121 shellfish producers, four seed sprouters, 99 egg producers and 122 poultry producers, and approved 21 citrus packer food safety programs, while also undertaking more than 1,650 audits of producer and processor businesses.
- Undertook 941 field audits and 948 desktop audits of fruit, vegetable and plant importers and exporters; and issued 619 plant health certificates for produce being exported interstate, and 167 individual importer certificates for produce imported into the state.
- Completed phase two of the PIRSA Disposal Capacity Foot and Mouth Disease project, including site assessment and industry engagement planning.
- There was no foodborne illness attributed to regulated food businesses.
PERFORMANCE SUMMARY  Biosecurity SA

Our environment

Goal: We look after our land, rivers and wetlands

Target 70: Sustainable land management

- Distributed 60,000 aerial baits across 100 properties and upgraded 110 kilometres of the dog fence to assist in wild dog control.
- Implemented the State Buffel Grass Strategic Plan, including mapping, control works, best practice information and research.
- Updated the South Australian Weed Control Handbook, covering 130 declared plants.
- Consulted on phase four of the Declared Plant Review under the Natural Resources Management Act 2004.
- Commenced work on a new biological control agent for the agricultural weed silverleaf nightshade, a weed of national significance.

Future directions 2016–17

- Commence a review of declared animal policies to protect the state’s primary industries, natural environments and public safety from the impacts of vertebrate pests.
- Commence implementation of the One Biosecurity framework for livestock.
- Establish the Adelaide Hills and Northern Adelaide Plains pest free areas.
- Commission the National Sterile Insect Technology Facility at Port Augusta.
- Implement the legislative framework for poppy cultivation in South Australia.
- Manage the release of second generation rabbit bio-control virus in South Australia.
- Rapidly respond to all primary industry food safety incidents to protect markets and consumers.
- Maintain horticulture market access by retaining South Australia’s fruit fly free status.
- Deliver a revised State Biosecurity Policy 2020 framework for government, industry and the community.
- Deploy all functionality and training programs for the MAX/YES emergency response platform.
- Develop a cross-agency state roadside weed management policy and manual.
- Implement a statewide capacity building project on established weed and pest animal management with natural resources management regions.
Future directions 2016–17

- Coordinate government, industry and community planning for the potential release of the carp virus.
- Convert electric sections of the dog fence to netting.
- Develop a statewide marine pest surveillance strategy.
- Complete eradication of giant pine scale.
- Continue monitoring and surveillance of Khapra beetle to prove freedom from the pest.
The Corporate Services division provides a range of support services to PIRSA:

- corporate services and governance
- financial and prudential management services
- information and communication technology (ICT)
- people and culture
- procurement and security
- records and information management
- risk management and integrity
- service delivery and asset management.

The division also provides limited corporate services to external clients such as Defence SA, the Department of State Development and the Office of Local Government.

The aims of the division are to:

- work with PIRSA divisions to provide high quality corporate services, aligned with PIRSA’s strategic directions and divisional business needs
- build on PIRSA’s integrity and reputation across government by being involved in the development and implementation of whole of government strategies, policies, reporting requirements and program/service delivery initiatives
- provide high quality services to customers based on effective engagement and collaboration.

**Major outcomes achieved**

**Our community**

**Goal:** We spend quality time with our families

**Target 13: Improve the quality of life of all South Australians through maintenance of a healthy work-life balance**

- Implemented a new health and wellbeing program expanding on counselling to include a holistic approach including prevention and lifestyle coaching strategies.
- Delivered the six-week Energy Boost program to support healthy life choices in relation to nutrition, sleep and stress management.
- Incorporated digital distribution of the Energy Boost program to ensure regional staff were included and could participate.
- Received re-accreditation as a breastfeeding friendly workplace, providing women returning from maternity leave with the support and confidence to breastfeed for longer.
Performance Summary

Corporate Services

Goal: We are safe and protected at work and on the roads

Target 21: Greater safety at work: achieve a 40% reduction in injury by 2012 and a further 50% reduction by 2022

- Implemented recommendations from the Government Audit and Verification System external audit of the PIRSA work health and safety (WHS) and injury management (IM) system in line with our goal to raise our future rating from ‘good’ to ‘strong’.
- Implemented further improvements to the PIRSA WHS and IM system including a WHS and IM internal audit program and refinement of policies, procedures and risk management tools.
- Initiated further strategic programs and consultancy services to PIRSA divisions to support their continual improvement in managing key WHS and IM risks.

Goal: Governments demonstrate strong leadership working with and for the community

Target 32: Customer and client satisfaction with government services

- Published PIRSA's Digital Business Strategy.
- Implemented the Skype for Business (Lync) enterprise voice phone system at 25 Grenfell Street, Adelaide.
- Implemented improvements to the MyPIRSA identity manager system to provide new forms and improved workflow through an agreement with the Department of the Premier and Cabinet.
- Assisted in the delivery of regional financial support programs, including the SA River Murray Sustainability Program and regional grant programs.
- Supported agency operations through the provision of prudential management advice, due diligence reports and financial and administrative support.
- Assisted with the implementation of budget measures approved through previous state budgets.
- Enhanced PIRSA's financial reporting tool so our financial management system enables divisions to deliver on commitments and strategic priorities, ensures effective monitoring and reporting against budgets, and assists with meeting governance requirements.
- Continued the implementation of a consistent cost recovery framework across PIRSA.
- Administered drought concessional loan schemes on behalf of the Australian Government.
- Completed the sale of surplus to requirements Flaxley Research Centre property to enable reinvestment of net sale proceeds into other PIRSA infrastructure.
- Prepared the surplus to requirements Lenswood Research Centre property for sale and placed it on the market.
- Completed negotiations with Flinders University for PIRSA to take over ownership and management of the Lincoln Marine Sciences Centre in Port Lincoln.
PERFORMANCE SUMMARY  
**Corporate Services**

- Prepared site and building plans and commenced the tender process for the construction of new building and shed facilities at the new Clare regional hub office site.
- In collaboration with the Department of Planning, Transport and Infrastructure, completed the negotiation of a new accommodation lease arrangement for PIRSA at 25 Grenfell Street, Adelaide.
- Established a new PIRSA projects area and external meeting and conference room facility on Level 12, 25 Grenfell Street, Adelaide.
- Collaborated with the Fisheries and Aquaculture division and local council to establish a new fisheries office at Moonta.
- Completed the consolidation of PIRSA staff at the service delivery centre in Mount Gambier to enable the Department of Planning, Transport and Infrastructure to commence works to co-locate their staff to this centre.
- Established a new contract for the provision of PIRSA’s mail and courier services.
- Established an online gifts and benefits register.

**Our prosperity**

**Goal:** All South Australians have job opportunities

**Target 53:** Increase the participation of Aboriginal people in the South Australian public sector, spread across all classifications and agencies, 2% by 2014 and maintain or better those levels through to 2020

- Employed five Aboriginal employees from the First Steps Program through the PIRSA Aboriginal Engagement Strategy and PIRSA Aboriginal Employment Strategy.
- Delivered four scholarships in partnership with the University of Adelaide through PIRSA’s Aboriginal Scholarship Program.
- Delivered cultural awareness training for SA River Murray Sustainability Program and Biosecurity SA staff in relation to work being undertaken within Aboriginal communities.
- Increased Aboriginal employment from 0.71% of PIRSA employees at 1 July 2015 to 1.47% at 30 June 2016.

**Future directions 2016–17**

- Undertake investigation and redevelopment of the statutory scientific stock assessment and monitoring services applications using modern technology to ensure the ongoing delivery of these services to industry stakeholders.
- Redevelop legacy systems used by Biosecurity SA’s Plant and Food Standards food safety program to reduce current business risks associated with maintaining legacy software.
Future directions 2016–17

- Develop digital licence capability for PIRSA customers using the digital pass technology being developed by the Department of the Premier and Cabinet.

- Assist the delivery of regional financial support programs, including the SA River Murray Sustainability Program and regional grant programs.

- Continue to implement a consistent cost recovery corporate services model across PIRSA.

- Continue to support PIRSA (and other State Government agency purchasers) with prudential advice and program administration.

- Continue to provide strategic management of PIRSA’s accommodation requirements to maximise savings opportunities and delivery of core services to the public, including collaboration requirements with other agencies.

- Finalise site and building plans and complete construction of new building and shed facilities at the new Clare regional hub office site.

- Undertake assessment of accommodation options and support the establishment of the South Australian Food Innovation Centre.

- Develop and implement the Back on Track performance program to assist PIRSA employees to reach their full potential.

- Develop and implement technology improvements to all human resources practices thereby minimising and improving turnaround times and meeting the Premier’s Digital by Default Declaration.

- Develop and implement a new Disability Action and Inclusion Plan.

- Maintain and expand on the People and Culture Engagement Strategy ensuring all PIRSA managers receive timely, efficient, effective, consistent and accurate people management advice and guidance.

- Continue to improve manager, supervisor and worker WHS and IM competencies, safe and early return to work of workers, chemical management and management of risks associated with higher risk job tasks.
South Australia is home to Australia’s most diverse range of fisheries and aquaculture industries, with a world class reputation for producing quality seafood and ensuring environmental sustainability.

Our seafood industry has established itself as a significant contributor to South Australia’s primary industries, with species such as Southern Rock Lobster on the Limestone Coast and Southern Bluefin Tuna on Eyre Peninsula delivering significant economic returns and employment opportunities for regional communities.

With growth in seafood demand projected both globally and domestically, government management and sustainable development of our fisheries and aquaculture industries is critical to underpinning the South Australian Government’s Premium Food and Wine Produced in our Clean Environment and Exported to the World economic priority.

Widely viewed as a national leader in fisheries and aquaculture management, PIRSA's Fisheries and Aquaculture division is responsible for the ecologically sustainable development of the state’s aquatic resources. The division develops and implements policies, legislation and management frameworks and conducts education, monitoring and compliance programs to ensure the long-term sustainability of the aquatic environment and allow for the continued development and competitiveness of the fisheries and aquaculture industries.

The Fisheries and Aquaculture division is responsible for:

- ensuring the ecologically sustainable development and management of the state’s commercial, recreational and Aboriginal traditional fisheries
- ensuring the ecologically sustainable development of the aquaculture industry
- establishing and maintaining equitable and efficient allocation of the state’s aquatic resources, for the benefit of the South Australian community
- delivering strategic policies and effective services to the South Australian seafood industry
- educating all fishers and aquaculture operators about their responsibilities to ensure the sustainability of our aquatic resources
- working with industry and representative bodies to determine and monitor the compliance and ecosystem health risks associated with each fishery and aquaculture sector
- developing and delivering fisheries and aquaculture compliance programs that address and mitigate the risks to the sustainability of our aquatic resources
- developing and reviewing fisheries management plans and aquaculture zone policies to make sure each sector is operating under the most effective and efficient management framework
- effectively administering the leasing and licensing of fisheries and aquaculture operations.
PERFORMANCE SUMMARY  Fisheries and Aquaculture

Major outcomes achieved

Our prosperity

Goal: We develop and maintain a sustainable mix of industries across the state

Target 39: Competitive business environment

• Developed a new management plan for the Gulf St Vincent Prawn Fishery, and implemented a new management plan for the Commercial Lakes and Coorong Fishery.
• Undertook a review of the King George Whiting Fishery.
• Finalised the Ceduna Aquaculture Zone Policies.
• Enhanced the e-catch system for submission of electronic fisheries data, including development of an interactive voice response system and deckhand system/application for commercial fishers.
• Maintained a response and monitoring capability for aquatic animal health issues in the seafood sector.

Our environment

Goal: We look after our land, rivers and wetlands

Target 69: Lose no species

• Implemented a policy for consistent harvest strategies in South Australian fisheries.
• Developed the Management Plan for Recreational Fishing in South Australia.

Goal: We care for our oceans, coasts and marine environments

Target 71: Marine biodiversity

• Implemented the outcomes of the review of the Aquaculture Regulations 2005, including updates to administrative processes, and improvements to navigational and infrastructure marking and environmental monitoring.
• Implemented new requirements for securing oyster baskets to minimise environmental impacts.
• Developed a habitat enhancement program to provide enhanced opportunities for recreational fishers.
• Implemented a new environmental monitoring program for aquaculture.

Future directions 2016–17

• Implement the Management Plan for Recreational Fishing in South Australia, including the outcomes of the recreational fishing review.
• Implement the Gulf St Vincent Prawn Fishery Management Plan.
Future directions 2016–17

• Build a statewide habitat enhancement program to support ongoing fishing opportunities through native shellfish reef restoration.

• Review the Eastern Spencer Gulf Aquaculture Zone Policy to enable a diversity of species to be farmed in this region, including finfish.

• Implement on-ground actions to address the impact of Pacific Oyster mortality syndrome on South Australia’s oyster aquaculture sector.

• Implement a reporting system for regional performance of aquaculture to support public access to data, industry development and investment attraction.
South Australia has a significant forest and wood products industry. PIRSA’s Forestry division leads the State Government’s efforts to develop and implement policy initiatives to grow the sector.

The Forestry division works across PIRSA, government and industry to identify key strategic industry issues. Through this engagement and analysis, it provides timely advice to the government and delivers key programs. Using its network of industry, business, investment, research, development, regional and government contacts, the division provides a depth of understanding of the challenges and opportunities facing the forest and wood products sector.

PIRSA Forestry also has significant relations with the South Australian Forestry Corporation (ForestrySA) and OneFortyOne Plantations (OFO). In 2012 OFO purchased the harvesting rights to the State Government–owned forests in the Green Triangle district in the state’s South East. PIRSA Forestry continues to represent government interests in OFO transaction–related activities, including monitoring and reviewing performance.

**Major outcomes achieved**

**Our community**

**Goal:** Governments demonstrate strong leadership working with and for the community

**Target 32: Customer and client satisfaction with government services**

- Progressed a way forward for the Mid North Forests by leading the inter-agency evaluation panel assessing proposals received in the request for proposals phase of the Mid North Forests Future Strategy.

- Provided community service obligation funding to support ForestrySA’s management of public use, biodiversity values and community fire protection of the State Government–owned forests in the Mount Lofty Ranges, Mid North and South East.

**Our prosperity**

**Goal:** South Australia has a resilient, innovative economy

**Target 35: Economic growth**

- Led the transfer of forest management services and ForestrySA employees to OFO, while maintaining contract requirements.

- Progressed the South East Forestry Partnership Program, which supports investment in the forestry sector in the south east of South Australia.

- Monitored compliance with the ForestrySA forward sale government contract conditions.

- Advanced a new industry engagement model with the forest and wood products sector, including hosting and participating forums in partnership with industry in South Australia.
Our environment

Goal: We look after our land, rivers and wetlands

Target 70: Sustainable land management

• Financially supported and reviewed ForestrySA’s community service obligations, which aim to provide positive biodiversity outcomes.

Future directions 2016–17

• Evaluate opportunities for the Mid North Forests that provide value for government and opportunities for employment, and enhance environmental, cultural, heritage and community values.

• Continue monitoring compliance with the ForestrySA forward sale government contract requirements.

• Deliver ongoing benefits for the South Australian community through management of ForestrySA’s non-commercial obligations.

• Deliver the South East Forestry Partnerships Program projects to improve the productivity and sustainability of the forest products industry in the South East.
While South Australia’s regions support all 10 of the State Government’s economic priorities, the following three in particular build on the strength of the regions and provide significant future opportunities:

- Unlocking the Full Potential of South Australia’s Resources, Energy and Renewable Assets
- Premium Food and Wine Produced in our Clean Environment and Exported to the World
- South Australia – A Growing Destination Choice for International and Domestic Travellers.

Regions SA provides strategic direction to the government’s regional development activities and ensures delivery on agreed strategic objectives by:

- administering grants programs, including the Regional Development Fund and the Jobs Accelerator Fund
- providing project management to develop and implement regional projects and specific regional initiatives
- providing a point of reference for the coordination of agency services to the regions
- promoting better community engagement through supporting the regional engagement commitments in the Charter for Stronger Regional Policy
- coordinating relations with the Australian Government, Regional Development Australia (RDA) and local government on regional development matters.

**Major outcomes achieved**

**Our community**

**Goal:** Governments demonstrate strong leadership working with and for the community

**Target 32: Customer and client satisfaction with government services**

- Supported and facilitated visits by the Minister for Regional Development to the regions, providing a valuable opportunity for direct contact between the Minister and regional communities.
- Worked closely with the Department of the Premier and Cabinet in the planning and execution of three Country Cabinet events: Barossa, Light and Lower North (October 2015), Limestone Coast (November 2015) and Far North (February 2016).
- Collaborated with the Department of State Development in the delivery of the second Regional Summit in Mount Gambier on 31 May 2016.
- Sponsored the ABARES Regional Outlook Conference.
- Continued as major sponsor of the Brand South Australia Regional Awards and was involved in judging for the awards.
- Developed a variety of communications tools, including newsletters, and brought a regional focus to relevant whole-of-government materials to ensure both regional and metropolitan stakeholders were kept informed of the State Government’s regional initiatives and activities.
• Continued to support the RDA program in regional South Australia.

• Facilitated the regional development funding arrangements to the seven non-metropolitan RDA associations, which established a $3 million per annum funding process for 2015–16, 2016–17 and 2017–18. The program engages with regional communities at the local level as a means of promoting alignment of activities and greater regional input to regional economic matters.

Our prosperity

Goal: South Australia has a resilient, innovative economy

Target 35: Economic growth

The State Government has committed $15 million per annum to the Regional Development Fund in recognition of the importance of regional South Australia to the state’s economy. This fund supports projects to provide better infrastructure, drive economic growth, create jobs and leverage private sector investment in the regions.

An independent report, prepared by Ernst and Young, assessing the overall economic impact of projects supported through the RDF, identified that with $33 million in grants awarded in rounds one and two, the RDF has supported 61 projects that will generate economic activity worth $5.6 billion to the South Australian economy from 2014–15 through to 2020–21.

According to the report, RDF supported projects are estimated to have generated economic activity of $933 million and created 2,265 regional jobs in 2015–16 alone.

Some of the grants awarded for round two include:

• $1 million towards expanding the Adelaide Hills region’s Beerenberg Farm manufacturing premises

• $900,000 to support the expansion of Greenwheat Freekeh’s processing plant in the Barossa, Light and Lower North region

• $264,913 to support the major redevelopment of the Ceduna Foreshore Hotel’s function centre facilities in the Eyre and Western region

• $600,000 for CMV Farms in the Murray and Mallee region to convert 466 hectares of dryland farming into prime irrigated land for almond orchards

• $400,000 towards the development of the Great Northern Lodge, a four and a half star motel and function centre in Quorn in the state’s Far North region

• $540,377 to support the Limestone Coast region’s DMK Engineering in establishing a new manufacturing facility in Mount Gambier.
**Goal:** South Australia has a sustainable population

**Target 46: Regional population levels**

The $10 million Jobs Accelerator Fund complements the package of initiatives that will drive regional economic development and is being used to fund the following initiatives:

- $2 million for the Upper Spencer Gulf and Outback Futures Program
- $2 million contribution to the interest-free loan scheme to support the Arrium supply chain through the administration period for small businesses experiencing cash-flow challenges
- $2 million for the regional Youth Traineeship Program to subsidise the employment of 57 young unemployed trainees across regional local governing authorities
- $1.4 million contribution to the North West Indigenous Pastoral Project, facilitating the employment of Aboriginal pastoral officers
- an additional $2.6 million to accelerate the impact of the Regional Development Fund.

**Future directions 2016–17**

- Following the second series of Regions in Focus roadshows, support the Minister for Regional Development to help shape the ongoing strategic priorities for regional South Australia.
- Assist stakeholders and proponents to develop viable project proposals and support them to identify and access funding sources.
- Provide across government advice on current issues, challenges and opportunities in regional areas.
- Assist with promoting awareness of government initiatives and access to government programs.
- Continue to support regional economic development throughout South Australia through regional funding programs.
- Continue to build on the communications and engagement work of 2015–16, with broader distribution of information and promotion of regional news.
- Produce, promote and distribute the State Budget regional chapter as a standalone document illustrated with case studies showcasing how regional South Australia is contributing to the State Government's 10 economic priorities.
- Contribute to the third Regional Summit in South Australia.
- Be a primary source of highly respected regional intelligence across the whole of government.
Rural Solutions SA is the key rural services delivery agent for PIRSA, with a focus on project and program management, community and industry engagement, and grant management. Rural Solutions SA provides the critical interface between PIRSA and regional communities and manages regional customer service centres. Rural Solutions SA is the strategic coordinator of sustainable agriculture programs for PIRSA and through strong connections with our stakeholders we coordinate and lead policy response in areas including national drought policy and local programs, emergency recovery, water policy as it applies to production, land use policy in support of improved productivity and maintenance/growth of our industries, and Aboriginal engagement.

Rural Solutions SA is responsible for delivering the Australian Government–funded $265 million South Australian River Murray Sustainability Program (SARMS), which is supporting the sustainability of South Australian River Murray communities through investment in irrigation efficiencies, water returns, irrigation industry assistance and regional economic development. The program will return 40 gigalitres of water to the River Murray system and contribute towards South Australia’s implementation of the Murray–Darling Basin Plan, assisting industries and communities to prepare for the challenges presented by future climate change and changed River Murray operations resulting from the plan.

Major outcomes achieved

Our community

Goal: We have a sense of place, identity, belonging and purpose

Target 6: Aboriginal wellbeing

• Created the foundation of a skilled Aboriginal workforce for pastoral development in the Rangelands through the North West Indigenous Pastoral Program.

• Achieved job and training targets through a successful project delivered in partnership with the Indigenous Land Corporation.

Goal: Governments demonstrate strong leadership working with and for the community

Target 33: Government planning decisions

• Continued to deliver the SARMS Regional Development and Innovation Fund to support regional development, employment opportunities and economic diversification in the River Murray region, including contracting of round two and three projects.

Our prosperity

Goal: We develop and maintain a sustainable mix of industries across the state

Target 40: Food industry

• Maintained three New Horizon demonstration sites resulting in 70% to 200% yield increases, with the program having the potential to increase the value of broadacre crop and livestock pasture production across the state.
• Secured a commitment from the Australian Government to provide $3.7 million of National Water Infrastructure Development Funds to undertake feasibility studies and develop businesses cases for water infrastructure projects.

• Secured the listing of the Northern Adelaide Irrigation Scheme on Infrastructure Australia’s priority list.

• Continued to deliver the $240 million SARMS Irrigation Industry Improvement Program, including contracting round two projects, completing round three application assessments, and returning 33 gigalitres of water to the Commonwealth.

• Also as part of SARMS, commenced the redevelopment of the Loxton Research Centre to support regional development.

• Completed development of an accurate, robust test enabling producers to quickly and easily analyse their soils and apply appropriate rates of phosphorus fertilisers for potato crops that were considered at risk from elevated phosphorus levels. This project was completed with a number of key partners including Potatoes SA and the University of Adelaide.

Our environment

Goal: We adapt to the long-term physical changes that climate change presents

Target 62: Climate change adaptation

• Continued to deliver the SARMS Industry-Led Research Sub-Program to improve South Australian River Murray regional productivity and innovation, including contracting of round two projects.

Goal: We look after our land, rivers and wetlands

Target 69: Lose no species

• Continued to return water through the SARMS Irrigation Industry Improvement Program to meet the 40 gigalitre environmental water recovery target for the South Australian Government under the Murray–Darling Basin Plan.

Target 70: Sustainable land management

• Delivered projects to treat and manage soil acidification including more accurate measurement and mapping, resulting in on-farm cost savings for farmers.

Goal: Industry and agriculture are highly efficient and innovative in their use of water

Target 75: Sustainable water use

• Through the SARMS Irrigation Industry Improvement Program, provided opportunities to 186 applicants to improve the efficiency and effectiveness of their water use and businesses, resulting in 33 gigalitres of water so far being offered for return to the river through activities such as upgrades to water delivery infrastructure, improved water sensing technology and novel approaches to water savings.
## Future directions 2016–17

- Complete feasibility study, design and business case for the Northern Adelaide Irrigation Scheme in collaboration with SA Water under the National Water Infrastructure Development Fund.

- Undertake feasibility study and design of the Northern Reservoirs Project in collaboration with SA Water under the National Water Infrastructure Development Fund.

- Secure partnerships to continue the New Horizons soil improvement program.

- Expand the North West Indigenous Pastoral Program to upgrade on-farm infrastructure and build a skilled workforce, thereby providing employment opportunities in 2016–17.

- Continue to deliver the $240 million SARMS Irrigation Industry Improvement Program, including contracting of round three projects.

- Complete the redevelopment of the Loxton Research Centre to support regional development.

- Support grantees to complete delivery of the majority of projects under the SARMS Industry-Led Research Sub-Program to improve South Australian River Murray regional productivity and innovation.

- Support grantees to complete delivery of the majority of projects under the SARMS Regional Development and Innovation Fund to support regional development, employment opportunities or economic diversification in the River Murray region.
PERFORMANCE SUMMARY SARDI

Scientific research and sustainable practices underpin the South Australian Government's Premium Food and Wine Produced in our Clean Environment and Exported to the World economic priority.

SARDI delivers practical, industry-focused solutions to primary producers in South Australia. SARDI research focuses on outcomes that benefit our key industries while sustaining our marine, freshwater, soil and vegetation resources.

SARDI’s applied research and development solutions deliver new products and assist South Australian industries to remain internationally competitive in a rapidly changing global economy.

The outcomes of SARDI’s work contribute to meeting a range of goals and targets in South Australia’s Strategic Plan, by attracting critical investment and research and development funding, meeting specific industry priorities to enhance economic performance, and pursuing innovation in environmental issues.

SARDI’s priorities include:

• providing expert advice on marine and freshwater resource management, including fisheries and aquaculture
• providing expert advice on the management of climate risks and variability in South Australian crop production
• developing new technologies for surveillance of key terrestrial and aquatic pests and diseases
• providing the diagnostic capability to respond to incursions of pests and pathogens across all South Australian industries
• providing services to support food safety, integrity and innovative new product development for South Australian food businesses
• supporting sustainable and ethical production in intensive livestock industries
• undertaking innovative science to support animal health and welfare.

SARDI attracted $48 million in 2015–16 (approximately 80% of its budget) from external sources including commercial receipts and royalties. SARDI’s 320 staff work at key research centres located at the University of Adelaide’s Waite and Roseworthy campuses, the South Australian Aquatic Sciences Centre at West Beach, and various regional research centres.

Collaboration with a range of other tertiary and research organisations and industry in Australia and overseas supports SARDI’s world-class research and development programs. These collaborations strengthen South Australia’s position as an international centre of excellence in education, research, development and technology transfer to primary producers and food businesses. They underpin the state’s clean, safe, ethical and secure production systems.
PERFORMANCE SUMMARY SARDI

Major outcomes achieved

Our prosperity

Goal: South Australia has a resilient, innovative economy

Target 35: Economic growth

- Entered into a $50 million five-year bilateral agreement with the Grains Research and Development Corporation (GRDC) to secure the future of grains research in South Australia. This consists of a $25 million cash investment from GRDC and $25 million in-kind support from SARDI. This co-investment will be committed to key programs of state and national importance – farming systems for low to medium rainfall areas, crop protection and crop improvement.

- Led the Informing Spatial and Temporal Management of the South Australian Northern Zone Southern Rock Lobster Fishery project. Funded by the Fisheries Research and Development Corporation (FRDC), this initiative examined alternative spatial management options and the flexibility of temporal arrangements. Based on the project outcomes, an amended harvest strategy was implemented and the fishery is now open all year in a new Outer Region.

Target 37: Total exports

- Contributed to ongoing market access by ensuring Australian hay possesses the characteristics required by international customers. One example of this is the development of the ‘stay green’ trait, which enhances the persistence of the sought-after green colour after harvest. Through these activities SARDI has played a key role in maintaining the ‘clean, green’ image of Australian hay, an important marketing tool for South East Asian markets.

- Conducted research into the management and/or control of new and existing pest and disease threats that threaten wheat crop productivity and grain quality, helping to maintain exports by reducing the estimated annual losses to crops in the southern region of Australia by more than $323 million.

- Conducted research into threats to the grape and wine industry including climate change, root zone salinity, and an increasing incidence of pests and diseases, to help the industry boost its production and exports.

- Continued to run the SafeFish program that provides technical advice to support Australia’s seafood trade and market access, helps to resolve trade barriers, and assists with food safety capability development and incident response in the seafood industry. The program is funded by the Fisheries Research and Development Corporation (FRDC) and the seafood industry.

- Completed a survey quantifying the low risk of viral contamination of South Australian and Australian oysters. The results will provide a point of difference for Australian oysters in international markets and allow Australia to argue against cost prohibitive mandatory testing for viruses in oysters, as is being proposed by the European Union.
Goal: We develop and maintain a sustainable mix of industries

Target 40: Food industry

- Supported both public health and the economic development of agri-food industries in South Australia and nationally, including assisting with high profile cases such as the hepatitis A in frozen berry recall.
- Assisted more than 100 small-to-medium enterprises in developing new food and beverage products or improving production processes.
- Explored commercial options related to the successful completion of the Functional Food Focus Program. These included testing of a ‘gluten free’ line of oats with coeliac disease sufferers, commercialising layer hen diets for functional eggs that offer health benefits from a healthy nervous system to strong bones and growth and development in children, and the adoption of functional abalone aquafeeds that are delivering fitter abalone.
- Undertook research in the red meat and pork industries to investigate process control in slaughter establishments, providing data to improve sanitary control, increase efficiencies and reduce business risk.

Our environment

Goal: We adapt to the long-term physical changes that climate change presents

Target 62: Climate change adaptation

- Worked with the agricultural industries across all regions in South Australia to help growers understand the implications of climate change forecasts and prepare for higher temperatures and lower rainfall. For example, SARDI assessed the vulnerability to climate change across the state’s wine regions and produced best management guidelines for growers to overcome the negative impacts of heat in both new and established vineyards.
- Worked with the Adelaide and Mount Lofty Ranges Natural Resources Management Board to help plan for climate change affecting primary industries across the region.
- Maintained the Southern Australian Integrated Marine Observing System (SAIMOS) as part of the national Integrated Marine Observing System (IMOS). The purpose of SAIMOS is to provide data streams that can be used to determine the climate and climate change of oceanic circulation and the important marine ecosystems that support the state’s valuable fisheries and aquaculture industries.
- Assisted industry to deal with the changing food safety hazards associated with climate change, particularly in the marine environment. Research directed at marine biotoxins and microbial pathogens in seafood reflects the changed distribution of these hazards in response to changing environmental parameters, and offers improved risk management options for industry.
PERFORMANCE SUMMARY  SARDI

**Goal:** We look after our land, rivers and wetlands

**Target 70: Sustainable land management**

- Conducted inland fisheries research to understand Murray Cod population dynamics and status to inform fisheries management, and in partnership with PIRSA Fisheries and Aquaculture developed co-management arrangements by engaging the recreational fishing community.

- Undertook resource condition monitoring and intervention monitoring in the lower River Murray and other inland waters to inform ecologically sustainable management and ecosystem conservation.

**Goal:** We care for our oceans, coasts and marine environments

**Target 71: Marine biodiversity**

- Developed and refined techniques for cost-effective large-scale seagrass restoration to help reverse the loss of more than 6,000 hectares of seagrass off the Adelaide metropolitan coast.

- Contributed to developing strategies to reduce impacts on the declining Australian sea lion population.

- Developed and implemented new molecular surveillance strategies to allow early detection and response to marine pest incursions, which are a key threat to biodiversity.

**Target 75: Sustainable water use**

- Undertook research projects to help underpin the South Australian River Murray Sustainability Program. These projects were developed in consultation with industry and government partners with four projects receiving funding worth $1.4 million.

- With funding from the Water Recycling Centre of Excellence and the Goyder Institute for Water Research, SARDI conducted research to help growers in the viticultural and horticultural industries overcome the constraints of utilising re-use water. The lessons learnt from this research will underpin research to expand agriculture on the Northern Adelaide Plains and wherever quantities of re-use water are available to boost the state’s crop production.

- Undertook ecosystem response monitoring for the Long-term Intervention Monitoring Project regarding the delivery of Commonwealth environmental water to the South Australian River Murray, to meet the Australian and State Government reporting obligations against the environmental objectives of the Murray–Darling Basin Plan.

**Our ideas**

**Goal:** Our research and development builds on our competitive strengths and addresses weaknesses

**Target 95: Industry collaboration, research and development commercialisation**

- Expanded alliances at Roseworthy Campus to promote research and development, training and education in the sustainable production of livestock with the primary focus being on animal health and welfare.
PERFORMANCE SUMMARY  SARDI

- Secured Australian Government funding to improve the productivity of the state’s almond industry by supporting better soil management and intensive production systems.
- Developed improved feeding regimes for Yellowtail Kingfish and abalone in collaboration with the aquaculture industry, leading to significant savings for producers and better environmental outcomes for these valuable export products.

Future directions 2016–17

- Coordinate South Australian participation in national research development and extension policy and strategy development.
- Deliver on South Australia’s commitments to the National Primary Industries Research, Development and Extension Framework.
- Establish national partnerships to deliver a return on state investment in research and development of at least 1:3 for grains, seafood, viticulture, pigs and poultry.
- Launch an expanded Animal Welfare Science Centre that includes South Australia.
- Produce oyster spat to secure production for South Australian oyster growers.
- Deliver timely pest and disease crop alerts to the grains industry.
- Develop proof of concept wool cortisol measurement for sheep wellbeing.
- Assess the feasibility of land-based aquaculture in the Two Wells to Whyalla regional corridor.
- Employ new regionally based research staff to deliver regionally targeted research to the grains industry.
- Implement the commercial molecular test for phylloxera in vineyards.
- Assess opportunities for utilising food loss and industry waste for bio-actives and bio-energy in the greater Riverland, Murraylands and Murray Mallee regions, and with the seafood industry.
- Work across all food industries to continue to build and strengthen Australia’s ability to produce safe food.
- Assist the food industry to become more profitable through expanding market access and the development of novel products in line with consumer expectations.
- Attract Australian Government investment for the proposed Food and Wine Integrity Cooperative Research Centre to be headquartered at the South Australian Food Innovation Centre.
- Develop a strategic research partnership with Wine Australia to support the state’s wine industry.
The Strategy and Engagement division shapes and drives PIRSA’s contribution to South Australian Government priorities by leading and coordinating:

- actions and delivery mechanisms for the Premium Food and Wine from our Clean Environment strategic priority and Premium Food and Wine Produced in our Clean Environment and Exported to the World economic priority
- strategic policy advice at a whole-of-agency, state and national level, including identifying, analysing and providing advice on how to address longer-term policy issues affecting primary industries and regional communities
- whole-of-agency plans, governance frameworks, guidelines and reports
- organisational change, performance and development programs including PIRSA’s commitment to the government’s High Performance Framework and Change@SA program
- communications strategies and activities to raise awareness about the work the government is doing to support and develop primary industries and regional South Australia, promote the services and funding opportunities available, and convey important regulatory, compliance and emergency management information
- marketing strategies and activities to promote South Australia’s global reputation as a producer of premium food and wine from a clean environment
- engagement of staff, primary industries, regional communities and other stakeholders in the development of policies, plans and programs that affect or interest them.

Major outcomes achieved

Our community

**Goal:** Governments demonstrate strong leadership working with and for the community

**Target 32: Customer and client satisfaction with government services**

- Established and implemented regulatory reform priorities for primary industries and regional South Australia.
- Fulfilled the requirements of the High Performance Framework, including implementation of the PIRSA Culture and Performance Plan.
- Built on the Change@PIRSA program, facilitated further organisational reform, embedded a culture of learning and improvement, and incorporated the outcomes of the Modern Public Service reform program.
- Facilitated one GovChat forum and contributed to other cross-agency forums.
- Developed the South Australian Government Regional Development Communications Plan to raise awareness about the work the government is doing to support and develop regional South Australia, and the funding opportunities available, for example through the Regional Development Fund.
PERFORMANCE SUMMARY

Strategy and Engagement

• Conveyed important regulatory, compliance and emergency management information, for example during outbreaks of fruit fly in metropolitan Adelaide, the outbreak of Pacific Oyster mortality syndrome in Tasmania, and the response to the Pinery bushfire.

• In partnership with Corporate Services, completed the redevelopment of PIRSA’s website to ensure it meets the needs of customers and stakeholders, redeveloped PIRSA’s intranet and implemented a new PIRSA stakeholder contacts database.

Our prosperity

Goal: We develop and maintain a sustainable mix of industries across the state

Target 40: Food industry

• Developed opportunities for South Australia associated with the Australian Government’s Agricultural Competitiveness White Paper.

• Implemented round 2 of the Building South Australia’s Premium Food and Wine Credentials Grant Program, a 2014 election commitment, and oversaw the delivery of the round one projects, highlighted by the Southern Bluefin Tuna industry achieving Friend of the Sea certification.

• Supported Adelaide / South Australia becoming a member of the prestigious Great Wine Capitals Global Network, which included the set-up of and participation in Adelaide’s steering committee and governance structure, and running a series of regional industry workshops about the program’s requirements, structure and program of activities.

• Partnered with Brand South Australia to implement a targeted program to increase the use of the South Australian brand by the state’s food and beverage businesses. At June 2016, a total of 476 businesses were registered to use the brand, which is an 86% increase since the work commenced.

• Supported regional marketing activities and communicated key learnings through the Supporting Brands of Our Key Regions Program, a 2014 election commitment.

• As part of the Agribusiness Accelerator Program, another 2014 election commitment, delivered an international marketing program in our key markets, delivered the Premium Food and Wine from our Clean Environment Industry Toolkit, and extended the Premium Food and Wine from our Clean Environment Ambassadors Program with the addition of five new ambassadors – Duncan Welgemoed, Victoria Angove, Darren Thomas, Ray Borda and Ulli Spranz – further strengthening our ability to promote the state’s premium food and wine credentials.

Goal: All South Australians have job opportunities

Target 52: Women

• Implemented stage two of the Women Influencing Agribusiness and Regions Strategy, raising community, industry and government awareness of the important role women play in agribusiness and regions.
Goal: South Australia’s transport network enables efficient movement by industry and the community

Target 56: Strategic infrastructure

- In partnership with Primary Producers SA and the Department of Planning, Transport and Infrastructure, implemented the outcomes and recommendations of the Improving Road Transport for Agriculture 90-day project, which industry has estimated to provide benefit to date of at least $36 million.

Future directions 2016–17

- Implement round three of the Building South Australia’s Premium Food and Wine Credentials Grant Program for the food and beverage industry.

- Develop and implement a program to maximise Adelaide / South Australia’s membership of the Great Wine Capitals Global Network in partnership with Brand SA, the SA Wine Industry Association and the SA Tourism Commission.

- Continue to deliver an international marketing program in our key markets, to promote the state’s global reputation as a producer of premium food and wine from a clean environment, including a targeted campaign in the United States to increase consumer and trade awareness and preference for premium South Australian wine.

- Identify, analyse and develop additional markets for non–genetically modified (GM) products and foods, to help local agricultural producers and food businesses capitalise on South Australia’s non-GM status.

- Continue to implement the outcomes of the Improving Road Transport for Agriculture 90-day project, specifically the issues relating to the movement of oversize and over-mass agricultural machinery.

- Develop the next PIRSA Culture and Performance Plan, based on the second staff perspectives survey.

- Build on the implementation of the Women Influencing Agribusiness and Regions Strategy, focusing on the outcomes of ‘Grow our capability’ and ‘Break down the barriers’.

- Implement the OnePIRSA program across the agency to build a culture of collaboration and innovation.
MANAGEMENT OF HUMAN RESOURCES

Data below is a representation of all active paid employees as at 24 June 2016.


**Number of persons during the 2015–16 financial year**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Separated from the agency</td>
<td>134</td>
<td></td>
</tr>
<tr>
<td>Recruited to the agency</td>
<td>162</td>
<td></td>
</tr>
</tbody>
</table>

**Executives by gender, classification and status**

<table>
<thead>
<tr>
<th>Classification</th>
<th>Ongoing</th>
<th>Term tenured</th>
<th>Term untenured</th>
<th>Other (casual)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>EXEC0F</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>SAES1</td>
<td>0</td>
<td>0</td>
<td>14</td>
<td>4</td>
<td>14</td>
</tr>
<tr>
<td>SAES2</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>TOTAL</td>
<td>0</td>
<td>0</td>
<td>17</td>
<td>4</td>
<td>17</td>
</tr>
</tbody>
</table>

**Leave management**

**Average days’ leave per full-time equivalent employee**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sick leave</td>
<td>6.4</td>
<td>6.1</td>
<td>6.4</td>
<td>7.8</td>
</tr>
<tr>
<td>Family carer’s leave</td>
<td>1.1</td>
<td>1.4</td>
<td>1.3</td>
<td>1.2</td>
</tr>
<tr>
<td>Special leave with pay</td>
<td>0.5</td>
<td>0.5</td>
<td>0.6</td>
<td>0.9</td>
</tr>
</tbody>
</table>

**Workforce diversity**

**Number of employees by age bracket and gender**

<table>
<thead>
<tr>
<th>Age bracket</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>% of total</th>
<th>Workforce benchmark*</th>
</tr>
</thead>
<tbody>
<tr>
<td>15–19</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>0.21</td>
<td>5.5%</td>
</tr>
<tr>
<td>20–24</td>
<td>14</td>
<td>12</td>
<td>26</td>
<td>2.72</td>
<td>9.7%</td>
</tr>
<tr>
<td>25–29</td>
<td>24</td>
<td>47</td>
<td>71</td>
<td>7.43</td>
<td>11.2%</td>
</tr>
<tr>
<td>30–34</td>
<td>44</td>
<td>52</td>
<td>96</td>
<td>10.05</td>
<td>10.7%</td>
</tr>
<tr>
<td>35–39</td>
<td>58</td>
<td>70</td>
<td>128</td>
<td>13.4</td>
<td>9.6%</td>
</tr>
<tr>
<td>40–44</td>
<td>70</td>
<td>65</td>
<td>135</td>
<td>14.14</td>
<td>11.4%</td>
</tr>
<tr>
<td>45–49</td>
<td>64</td>
<td>63</td>
<td>127</td>
<td>13.3</td>
<td>11.1%</td>
</tr>
<tr>
<td>50–54</td>
<td>63</td>
<td>36</td>
<td>99</td>
<td>10.37</td>
<td>11.4%</td>
</tr>
<tr>
<td>55–59</td>
<td>97</td>
<td>49</td>
<td>146</td>
<td>15.29</td>
<td>9.1%</td>
</tr>
<tr>
<td>60–64</td>
<td>63</td>
<td>28</td>
<td>91</td>
<td>9.53</td>
<td>6.7%</td>
</tr>
<tr>
<td>65+</td>
<td>26</td>
<td>8</td>
<td>34</td>
<td>3.56</td>
<td>3.6%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>524</td>
<td>431</td>
<td>955</td>
<td>100</td>
<td>100%</td>
</tr>
</tbody>
</table>

MANAGEMENT OF HUMAN RESOURCES

Total number of employees with disabilities (according to Commonwealth DDA definition)

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>% of agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>11</td>
<td>9</td>
<td>20</td>
<td>2.1</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Types of disabilities (where specified)

<table>
<thead>
<tr>
<th>Disability</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>% of agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability requiring workplace adaptation</td>
<td>11</td>
<td>9</td>
<td>20</td>
<td>2.1</td>
</tr>
<tr>
<td>Physical</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>0.6</td>
</tr>
<tr>
<td>Intellectual</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0.1</td>
</tr>
<tr>
<td>Sensory</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>0.3</td>
</tr>
<tr>
<td>Psychological/psychiatric</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Not specified</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Equal employment opportunity programs

Aboriginal recruitment programs

Through the Aboriginal Employment Strategy, PIRSA employed five Aboriginal persons through the inaugural South Australian First Steps Program, with the overall number of Aboriginal and Torres Strait Islander employees increasing from 0.71% of PIRSA employees at 1 July 2015 to 1.47% at 30 June 2016.

In addition, PIRSA assisted and supported Aboriginal students by awarding four Aboriginal scholarships through Adelaide University ($5 000 per annum for three years).

Traineeships

PIRSA actively participated in the Jobs for Youth program and promotes and encourages the employment of trainees to assist with the age demographics of the department.

Disability employment registers

PIRSA maintains a relationship with organisations that assist with employment of people with disabilities. During 2015–16 PIRSA continued to build these relationships to seek opportunities to employ people with disabilities.

PIRSA assisted with a work hardening program for a return to work participant, and at the conclusion of the placement the participant was offered a temporary contract as a human resources officer in the Corporate Services division.
MANAGEMENT OF HUMAN RESOURCES

Reporting against the Carers’ Recognition Act 2005

PIRSA is not a required ‘reporting agency’; however, through its Carers’ Policy, PIRSA has a strong commitment and provides support to ensure all employees who provide ongoing care for a person who has a disability or a chronic illness (including mental illness) or who is frail have flexible working arrangements to meet their situation.

Employees are encouraged to speak with their manager to seek support with flexible working arrangements including special leave with pay, compressed weeks, part-time hours or working from home. Employees can also seek support and guidance through the Health and Wellbeing Program, which incorporates the Employee Assistance Program.

PIRSA is committed to recognising and supporting the role carers play in society, in particular our employees who have carer responsibilities.

Disability access and inclusion plans

PIRSA recognises the rights of people with disabilities and will promote the recognition and acceptance within PIRSA of the principle that people with disabilities should have the same opportunities as other community members to access and participate in all facets of community life. PIRSA is currently developing its fourth disability access and inclusion plan.

Whistleblower Protection Act 1993

During 2015–16 no disclosures were made under the Whistleblowers Protection Act 1993. PIRSA’s Whistleblowers Policy undergoes annual review for currency and accuracy.
MANAGEMENT OF HUMAN RESOURCES

Training and development

Training and development expenditure

<table>
<thead>
<tr>
<th>Training and development</th>
<th>Total cost</th>
<th>% of total salary expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total training and development expenditure</td>
<td>$1,695,877</td>
<td>1.92</td>
</tr>
<tr>
<td>Total leadership and management expenditure</td>
<td>$721,089</td>
<td>0.82</td>
</tr>
</tbody>
</table>

Documented review of individual performance management

<table>
<thead>
<tr>
<th>Employees with...</th>
<th>% of total workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>A review within the past 12 months</td>
<td>81</td>
</tr>
<tr>
<td>A review older than 12 months</td>
<td>6</td>
</tr>
<tr>
<td>No review</td>
<td>13</td>
</tr>
</tbody>
</table>

Accredited training

<table>
<thead>
<tr>
<th>Classification levels</th>
<th>Number of employees who completed accredited training in 2015–16</th>
<th>Classification levels</th>
<th>Number of employees who completed accredited training in 2015–16</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASO1</td>
<td>1</td>
<td>PO2</td>
<td>26</td>
</tr>
<tr>
<td>ASO2</td>
<td>8</td>
<td>PO3</td>
<td>16</td>
</tr>
<tr>
<td>ASO3</td>
<td>6</td>
<td>PO4</td>
<td>2</td>
</tr>
<tr>
<td>ASO4</td>
<td>2</td>
<td>PO5</td>
<td>7</td>
</tr>
<tr>
<td>ASO5</td>
<td>1</td>
<td>PO6</td>
<td>2</td>
</tr>
<tr>
<td>ASO7</td>
<td>6</td>
<td>TGO0</td>
<td>2</td>
</tr>
<tr>
<td>MAS3</td>
<td>1</td>
<td>TGO1</td>
<td>4</td>
</tr>
<tr>
<td>OPS1</td>
<td>2</td>
<td>TGO2</td>
<td>1</td>
</tr>
<tr>
<td>OPS2</td>
<td>14</td>
<td>TGO3</td>
<td>4</td>
</tr>
<tr>
<td>OPS3</td>
<td>7</td>
<td>GSE2</td>
<td>5</td>
</tr>
<tr>
<td>OPS4</td>
<td>12</td>
<td>GSE3</td>
<td>1</td>
</tr>
<tr>
<td>OPS5</td>
<td>5</td>
<td>RVE1</td>
<td>2</td>
</tr>
<tr>
<td>PO1</td>
<td>28</td>
<td>RVE2</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>166</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
WORK HEALTH AND SAFETY AND INJURY MANAGEMENT

PIRSA continues to sustain an excellent injury management (IM) performance, with low numbers of claims and successful return to work outcomes meeting our Building Safety Excellence 2015–20 strategy targets. The safe and early return to work of employees continues to be the priority of PIRSA’s IM program.

The PIRSA Executive through the PIRSA Work Health and Safety (WHS) Committee has continued to support and monitor achievement against WHS and IM Strategy 2014–17. The strategy delivers a range of WHS and IM programs and services designed to achieve regulatory compliance and continuous improvement in WHS and IM risk management outcomes.

Recommendations from the Government Audit and Verification System and further improvements in the PIRSA WHS and IM system have been initiated to continually improve risk management in key risk areas, including:

- sustained implementation of the WHS and IM internal audit program
- improved statements of WHS and IM responsibilities for inclusion in performance development discussions
- improved automation of the chemical registration process supporting improved risk management practices
- continued roll out of online training modules for managers, supervisors and workers
- improvements in the risk assessment phase of the procurement process
- improvements to the management of remote and isolated work
- further investigation of higher risks identified in risk registers to ensure controls are maintained and optimally effective.

PIRSA aims to raise its external audit rating from ‘good’ to ‘strong’ over the next two years.

The PIRSA WHS Committee, comprising management and worker representatives, has developed and approved WHS and IM policies, procedures and risk management tools and rolled out a series of monthly posters and talking points highlighting key risks and their control to PIRSA worksites. The WHS Committee has also reviewed comprehensive governance reports to monitor the achievement of performance targets established within the WHS and IM Strategy 2014–17. A number of divisional WHS committees have continued to operate to coordinate and provide leadership in WHS strategies and programs at the divisional level.

Wellness strategies supported over the year include flu vaccinations, skin cancer checks and a six week Energy Boost program to support healthy life choices in relation to nutrition, sleep and stress management. These programs supplement the new health and wellbeing program expanding on counselling to include a holistic approach including prevention and lifestyle coaching strategies.
## WORK HEALTH AND SAFETY AND INJURY MANAGEMENT

### Table 1: Work health and safety prosecutions, notices and corrective action taken

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of notifiable incidents pursuant to WHS Act Part 3</td>
<td>2</td>
</tr>
<tr>
<td>Number of notices served pursuant to WHS Act Section 90, Section 191 and Section 195 (provisional improvement, improvement and prohibition notices)</td>
<td>0</td>
</tr>
<tr>
<td>Number of prosecutions pursuant to WHS Act Part 2 Division 5</td>
<td>0</td>
</tr>
<tr>
<td>Number of enforceable undertakings pursuant to WHS Act Part 11</td>
<td>0</td>
</tr>
</tbody>
</table>

### Table 2: Work health and safety performance (building safety excellence targets)

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total new workplace injury claims</td>
<td>24</td>
</tr>
<tr>
<td>Significant injuries – where lost time exceeds one working week (expressed as frequency rate per 1000 FTE)</td>
<td>2.31</td>
</tr>
<tr>
<td>Significant musculoskeletal injuries – where lost time exceeds one working week (expressed as frequency rate per 1000 FTE)</td>
<td>1.16</td>
</tr>
<tr>
<td>Significant psychological injuries – where lost time exceeds one working week (expressed as frequency rate per 1000 FTE)</td>
<td>0.00</td>
</tr>
</tbody>
</table>
## WORK HEALTH AND SAFETY AND INJURY MANAGEMENT

### Table 3: Agency gross workers’ compensation expenditure for 2015–16 compared with 2014–15

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>2015–16 (m)</th>
<th>2014–15 (m)</th>
<th>Variation (m)</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income support</td>
<td>0.094</td>
<td>0.087</td>
<td>+0.007</td>
<td>+8.0%</td>
</tr>
<tr>
<td>Hospital</td>
<td>0.004</td>
<td>0.008</td>
<td>-0.004</td>
<td>-50%</td>
</tr>
<tr>
<td>Medical</td>
<td>0.064</td>
<td>0.079</td>
<td>-0.015</td>
<td>-19%</td>
</tr>
<tr>
<td>Rehabilitation / return to work</td>
<td>0.001</td>
<td>0.018</td>
<td>-0.017</td>
<td>-94%</td>
</tr>
<tr>
<td>Investigations</td>
<td>0.000</td>
<td>0.003</td>
<td>-0.003</td>
<td>-100%</td>
</tr>
<tr>
<td>Legal expenses</td>
<td>0.037</td>
<td>0.007</td>
<td>+0.03</td>
<td>+429%</td>
</tr>
<tr>
<td>Lump sum</td>
<td>0.092</td>
<td>0.093</td>
<td>-0.001</td>
<td>-1.1%</td>
</tr>
<tr>
<td>Travel</td>
<td>0.008</td>
<td>0.003</td>
<td>+0.005</td>
<td>+167%</td>
</tr>
<tr>
<td>Other</td>
<td>0.003</td>
<td>0.002</td>
<td>+0.001</td>
<td>+50%</td>
</tr>
<tr>
<td>Total claim expenditure</td>
<td>0.303</td>
<td>0.300</td>
<td>+0.003</td>
<td>+1.0%</td>
</tr>
</tbody>
</table>
PRACTISING SUSTAINABILITY

PIRSA aims to ensure that its business activities and operations are environmentally, socially and economically sustainable and recognises its environmental obligations, both locally and globally to present and future generations.

The agency continues to demonstrate its commitment to the environment through the review and updating of the *PIRSA Environmental and Greening Policy* and the delivery of a set of internal greening initiatives including:

- recycling media items including CDs/DVDs and their associated plastic cases
- recycling mobile phones and accessories through MobileMuster
- recycling toner cartridges through Planet Ark and Ricoh
- recycling primary batteries (non-rechargeable, common alkaline batteries such as Duracel and Energiser brands) and secondary batteries (rechargeable).

The agency continues to manage its vehicle fleet size and usage:

- PIRSA’s vehicle fleet size has reduced by 2%.
- PIRSA continues to monitor its environmental impacts annually.

**Vehicles by category**

<table>
<thead>
<tr>
<th></th>
<th>30 June 2014</th>
<th>30 June 2015</th>
<th>30 June 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four-cylinder passenger</td>
<td>27</td>
<td>21</td>
<td>15</td>
</tr>
<tr>
<td>Six-cylinder passenger</td>
<td>5</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Prestige</td>
<td>15</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>SUV</td>
<td>28</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td>Light commercial</td>
<td>99</td>
<td>105</td>
<td>91</td>
</tr>
<tr>
<td>Large 4WD</td>
<td>22</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>Truck</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>196</strong></td>
<td><strong>189</strong></td>
<td><strong>185</strong></td>
</tr>
</tbody>
</table>
## Vehicles by fuel type

<table>
<thead>
<tr>
<th>Fuel Type</th>
<th>30 June 2014</th>
<th>30 June 2015</th>
<th>30 June 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unleaded</td>
<td>39</td>
<td>39</td>
<td>31</td>
</tr>
<tr>
<td>Premium unleaded</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Combined</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LPG</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Diesel</td>
<td>157</td>
<td>150</td>
<td>152</td>
</tr>
<tr>
<td>Hybrid</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>196</strong></td>
<td><strong>189</strong></td>
<td><strong>185</strong></td>
</tr>
<tr>
<td>Greenhouse emissions – CO₂ (g/km)</td>
<td>250.7</td>
<td>267.6</td>
<td>266.6</td>
</tr>
</tbody>
</table>
APPENDIX I

PIRSA ministerial responsibilities

The principal legislation for which PIRSA had administrative responsibility in 2015–16, through the Minister for Agriculture, Food and Fisheries, Minister for Forests, Minister for Regional Development and Minister for Sustainability, Environment and Conservation, is listed below. In some instances these acts are supported by regulations, notices and indentures or directions.

AGRICULTURE, FOOD AND FISHERIES

Agricultural and Veterinary Chemicals (South Australia) Act 1994
Agricultural and Veterinary Products (Control of Use) Act 2002
Aquaculture Act 2001
Biological Control Act 1986
Fisheries Management Act 2007
Fisheries (Validation of Administrative Acts) Act 2002
Genetically Modified Crops Management Act 2004
Impounding Act 1920
Livestock Act 1997
Phylloxera and Grape Industry Act 1995
Plant Health Act 2009
Primary Industry Funding Schemes Act 1998
Primary Produce (Food Safety Schemes) Act 2004
Primary Producers Emergency Assistance Act 1967
Rural Industry Adjustment and Development Act 1985
South Australian Meat Corporation Act 1936
South Australian Meat Corporation (Sale of Assets) Act 1996
Veterinary Practice Act 2003
Wine Grapes Industry Act 1991

FORESTS

Forest Property Act 2000
Forestry Act 1950
Local Government (Forestry Reserves) Act 1944
South Australian Forestry Corporation Act 2000

REGIONAL DEVELOPMENT

Nil

SUSTAINABILITY, ENVIRONMENT AND CONSERVATION

Dog Fence Act 1946
OTHER ACTS

In addition, PIRSA has limited administrative functions under the following acts that are committed to other ministers.

Development Act 1993
Disability Services Act 1993
Environment Protection Act 1993
Environmental Protection and Biodiversity Conservation Act 1999 (Cwlth)
Equal Opportunity Act 1984
Fairwork Act 2009 (Cwlth)
Fire and Emergency Services Act 2005
Fisheries Act 1995 (Vic)
Fisheries Management Act 1994 (NSW)
Fisheries Management Act 1991 (Cwlth)
Fish Resources Management Act 1994 (WA)
Harbours and Navigation Act 1993
Historic Shipwrecks Act 1976 (Cwlth)
Historic Shipwrecks Act 1981
Marine Parks Act 2007
National Parks and Wildlife Act 1972
Native Vegetation Act 1991
Natural Resources Management Act 2004
River Murray Act 2003
Work Health and Safety Act 2012

LEGISLATIVE CHANGES

ACTS REPEALED

Brands Act 1933

ACTS WHOSE REPEAL RECEIVED ASSENT FROM PARLIAMENT DURING 2015–16 BUT WERE NOT PROCLAIMED BY 30 JUNE 2016

None

ACTS PASSED, PROCLAIMED OR AMENDED DURING 2015–16

Dog Fence Act 1946

BILLS INTRODUCED INTO PARLIAMENT IN 2015–16 BUT NOT PASSED

None

EXPIRED

None
ADMINISTERED ITEMS

PIRSA administers, but does not control, the following items on behalf of the Minister for Agriculture, Food and Fisheries, Minister for Forests, Minister for Regional Development and Minister for Sustainability, Environment and Conservation. These items are not recorded in the agency’s controlled operating statement or statement of financial position as the agency does not have any discretion to deploy the resources for achievement of its own objectives.

- Adelaide Hills Wine Industry Fund
- Apiary Industry Fund
- Aquaculture Lease Rehabilitation Fund
- Aquaculture Resource Management Fund
- Barossa Wine Industry Fund
- Cattle Industry Fund
- Citrus Growers Fund
- Clare Valley Wine Industry Fund
- Deer Industry Fund
- Dog Fence Board
- Egg Industry Deregulation Fund
- Eyre Peninsula Grain Growers Rail Fund
- Fisheries Research and Development Fund
- ForestrySA Community Service Obligation
- Grain Industry Fund
- Grain Industry Research and Development Fund
- Langhorne Creek Wine Industry Fund
- McLaren Vale Wine Industry Fund
- Pig Industry Fund
- Riverland Wine Industry Fund
- Rock Lobster Fishing Industry Fund
- SA Grape Growers Industry Fund
- Samcor Fund
- Seed Levies Fund
- Sheep Industry Fund

AUTHORITIES

STATUTORY

Statutory authorities associated with primary industries and regional development and within the ministers’ areas of responsibility are listed below. PIRSA provides relevant advice and assistance to these.
AGRICULTURE, FOOD AND FISHERIES
Aquaculture Tenure Allocation Board
Dairy Authority of South Australia
Genetically Modified Crop Advisory Committee
Meat Food Safety Advisory Committee
Phylloxera and Grape Industry Board of South Australia
South Australian Cattle Advisory Group
South Australian Pig Industry Advisory Group
South Australian River Murray Sustainability Program Steering Committee
South Australian Sheep Advisory Group
Veterinary Surgeons Board of South Australia

SUSTAINABILITY, ENVIRONMENT AND CONSERVATION
Central Local Dog Fence Board
Dog Fence Board
Fowlers Bay Dog Fence Board
Frome Local Dog Fence Board
Marree Local Dog Fence Board
Penong Local Dog Fence Board
Pureba Local Dog Fence Board

OTHER AUTHORITIES
There are many non-statutory authorities on which PIRSA is represented.
APPENDIX 2

Consultancies

During 2015–16 six consultancies were engaged for a total expenditure of $135,693. These are grouped as follows.

Consultancies below $10,000
Two consultancies costing below $10,000 were engaged for a total expenditure of $4,100.

Consultancies between $10,000 and $50,000
Three consultancies costing between $10,000 and $50,000 were engaged for a total expenditure of $69,355.

Consultancies above $50,000
One consultancy costing above $50,000 was engaged for a total expenditure of $62,238.

The consulting firms that were engaged and a brief summary of the services for which they were engaged are listed in the table below.

<table>
<thead>
<tr>
<th>Consultant</th>
<th>Summary of service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value less than $10,000</td>
<td></td>
</tr>
<tr>
<td>Focus on Solutions</td>
<td>Advisory Group Services for Review of South Australian Research and Development Institute (SARDI)</td>
</tr>
<tr>
<td>Noble Insights Pty Ltd</td>
<td>Advisory Group Services for Review of South Australian Research and Development Institute (SARDI)</td>
</tr>
<tr>
<td>Value $10,000 to $50,000</td>
<td></td>
</tr>
<tr>
<td>Ernst &amp; Young</td>
<td>Regional Development Fund Economic Impact Analysis</td>
</tr>
<tr>
<td>Insync Solutions Pty Ltd</td>
<td>ICT Security Review</td>
</tr>
<tr>
<td>Sevaly Sen</td>
<td>Independent Review of Cost Sharing Arrangements for Access to the Marine Scalefish Industry</td>
</tr>
<tr>
<td>Value more than $50,000</td>
<td></td>
</tr>
<tr>
<td>ACIL Allen Consulting Pty Ltd</td>
<td>Review of South Australian Research and Development Institute (SARDI)</td>
</tr>
</tbody>
</table>
APPENDIX 3

Overseas travel

APPENDIX 4

Freedom of information

In accordance with Section 9 of the Freedom of Information Act 1991, PIRSA publishes a freedom of information (FOI) statement on its website at:
APPENDIX 5

Statement of Aboriginal reconciliation

PIRSA acknowledges Aboriginal peoples’ connections to land, sea and country, which has been strengthened over tens of thousands of years. We respect Aboriginal peoples’ heritage, cultures and connection to country and acknowledge the ongoing impact of colonisation. PIRSA also recognises the resilience of Aboriginal peoples and supports communities’ aspirations for a positive future.

PIRSA is an inclusive workplace and strives for a high level of cultural competency, so our relationships with Aboriginal peoples and organisations are considerate and sustainable, and our services are responsive and equitable.

PIRSA’s formal commitment to reconciliation is expressed through its reconciliation statement and Reconciliation Action Plan (RAP). The RAP is set out to guide PIRSA’s reconciliation work through strategies and actions intended to result in positive and enduring outcomes for Aboriginal and Torres Strait Islander people.

A PIRSA Aboriginal Engagement Strategy has been adopted during 2015–16, which encourages managers to consider Aboriginal employees for each vacant role.

PIRSA understands and respects that Aboriginal interests in South Australia are significant and important to our future as an agency of the South Australian Government. We are focused on working with state and Australian government agencies to support reconciliation and economic participation through initiatives such as those set out herein.

Aboriginal employment
PIRSA continues to access the Government Aboriginal Employment Register as vacancies arise.

Aboriginal Scholarship Program
PIRSA has sought to make a difference to Aboriginal people by financing an Aboriginal Scholarship Program that expresses our core values of equity and social justice. One of its aims is to attract Aboriginal people to PIRSA as an employer of choice and industry partner. The scholarship is facilitated through the University of Adelaide.

While preference is given to students who are studying disciplines specifically relevant to PIRSA’s business, it is also made available more generally. Four scholarships were awarded in 2015–16.

First Steps program
PIRSA participated in the inaugural South Australian First Steps Aboriginal training initiative during 2016 by collaborating with private sector company Brookfield Global Integrated Solutions and employment providers Jobactive, and facilitating training through Yourtown and Vocational Institute Australia (VIA).

First Steps is a training program designed to support Aboriginal people to gain and retain employment.
The First Steps program has been designed to provide support to Indigenous unemployed people before, during and after transitions from either school to training, or from training to employment, or from training to higher education.

The objectives of the program are to:

- support employers to attract, recruit and retain Indigenous employees
- support Indigenous job seekers to obtain meaningful and sustainable employment.

On completion of a Certificate II in Customer Engagement, the course participants receive a nationally accredited qualification. This is supported by an employment contract for 12 months, which includes mentoring and career development with the focus being on the participants securing an ongoing role within the SA Government by the conclusion of their contract.
APPENDIX 6

Regional impact assessment statements

The following regional impact assessment statement was undertaken by PIRSA in 2015–16:

<table>
<thead>
<tr>
<th>TITLE</th>
<th>OVERVIEW</th>
<th>REGIONAL AREA(S)</th>
<th>YEAR PUBLISHED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beston Pure Dairies Pty Ltd</td>
<td>Regional Development Fund grant of $2.5 million to Beston Pure Dairies Pty Ltd towards the expansion of its Murray Bridge facility by creating a world class cheese processing plant. Published on PIRSA’s website at: <a href="http://www.pir.sa.gov.au/regions/regional_impact_assessment_statements/rias_list">http://www.pir.sa.gov.au/regions/regional_impact_assessment_statements/rias_list</a></td>
<td>Murray and Mallee</td>
<td>2016</td>
</tr>
</tbody>
</table>
APPENDIX 7

Public complaints

PIRSA is committed to providing the best possible service to its customers and responding to their diverse needs through its Customer Service Charter.

During 2015–16, PIRSA received a total of 40 complaints.

<table>
<thead>
<tr>
<th>Category of complaint</th>
<th>Agriculture, Food &amp; Wine</th>
<th>Biosecurity SA</th>
<th>Corporate Services</th>
<th>Forestry</th>
<th>Fisheries &amp; Aquaculture</th>
<th>Regions SA</th>
<th>Rural Solutions SA</th>
<th>SARDI</th>
<th>Strategy &amp; Engagement</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service quality/delivery</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Behaviour of staff</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Service access</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>7</td>
<td>1</td>
<td>6</td>
<td>0</td>
<td>9</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>27</td>
</tr>
<tr>
<td>TOTAL</td>
<td>0</td>
<td>18</td>
<td>1</td>
<td>6</td>
<td>1</td>
<td>9</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>40</td>
</tr>
</tbody>
</table>
APPENDIX 8

Contacts

**Primary Industries and Regions South Australia**
Level 14, Grenfell Centre, 25 Grenfell St, Adelaide
GPO Box 1671, Adelaide SA 5001

**Reception:** Level 14, Grenfell Centre, 25 Grenfell Street, Adelaide
Phone (08) 8226 0900
Fax (08) 8226 0476

**Website:** http://www.pir.sa.gov.au

PIRSA has 42 sites across regional South Australia and the Adelaide metropolitan area. Note this includes some sites that have more than one location.

Contact details are on PIRSA’s website and in telephone directories. At 30 June 2016:

<table>
<thead>
<tr>
<th>ENQUIRY</th>
<th>CONTACT</th>
<th>PHONE, FAX AND LOCATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minister for Agriculture, Food and Fisheries, Minister for Forests</td>
<td>Leon Bignell MP</td>
<td>Phone (08) 8226 1210 Fax (08) 8226 0844 Level 10 1 King William Street, Adelaide</td>
</tr>
<tr>
<td>Minister for Regional Development</td>
<td>Geoff Brock MP</td>
<td>Phone (08) 8226 1300 Fax (08) 8226 0316 Level 17, Grenfell Centre, 25 Grenfell Street, Adelaide</td>
</tr>
<tr>
<td>Minister for Sustainability, Environment and Conservation</td>
<td>Ian Hunter MLC</td>
<td>Phone (08) 8463 5680 Fax (08) 8463 5681 Level 10 81–95 Waymouth Street, Adelaide</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Scott Ashby</td>
<td>Phone (08) 8226 0168 Fax (08) 8226 0320 Level 17, Grenfell Centre, 25 Grenfell St, Adelaide</td>
</tr>
<tr>
<td>Corporate Services, Rural Solutions SA, Regions SA and Corporate Services</td>
<td>Vacant</td>
<td>Deputy Chief Executive</td>
</tr>
<tr>
<td>Agriculture, Food and Wine, Biosecurity SA, Fisheries and Aquaculture, Forestry and SARDI</td>
<td>Mehdi Doroudi</td>
<td>Group Executive Director</td>
</tr>
<tr>
<td>ENQUIRY</td>
<td>CONTACT</td>
<td>PHONE, FAX AND LOCATIONS</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>------------------------------</td>
<td>--------------------------------------------------------------</td>
</tr>
<tr>
<td>Agriculture, Food and Wine</td>
<td><strong>Justin Ross</strong></td>
<td>Phone (08) 8226 8157 Level 15, Grenfell Centre,</td>
</tr>
<tr>
<td></td>
<td>Director</td>
<td>25 Grenfell Street, Adelaide</td>
</tr>
<tr>
<td>Biosecurity SA</td>
<td><strong>Will Zacharin</strong></td>
<td>Phone (08) 8207 7943 Level 2</td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
<td>33 Flemington Street, Glenside</td>
</tr>
<tr>
<td>Corporate Services</td>
<td><strong>Anna Gabrielli</strong></td>
<td>Phone (08) 8429 0394 Fax (08) 8226 0978 Level 16, Grenfell</td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
<td>Centre 25 Grenfell Street, Adelaide</td>
</tr>
<tr>
<td>Fisheries and Aquaculture Policy</td>
<td><strong>Sean Sloan</strong></td>
<td>Phone (08) 8226 2318 Level 14</td>
</tr>
<tr>
<td></td>
<td>Director</td>
<td>25 Grenfell Street, Adelaide</td>
</tr>
<tr>
<td>Fisheries and Aquaculture Operations</td>
<td><strong>Peter Dietman</strong></td>
<td>Phone (08) 8226 2873 Level 14</td>
</tr>
<tr>
<td></td>
<td>Director</td>
<td>25 Grenfell Street, Adelaide</td>
</tr>
<tr>
<td>Forestry</td>
<td><strong>Rob Robinson</strong></td>
<td>Phone (08) 8429 0432 Level 14</td>
</tr>
<tr>
<td></td>
<td>Director</td>
<td>25 Grenfell Street, Adelaide</td>
</tr>
<tr>
<td>Regions SA</td>
<td><strong>Alison Lloyd-Wright</strong></td>
<td>Phone (08) 8429 0230 Level 14</td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
<td>25 Grenfell Street, Adelaide</td>
</tr>
<tr>
<td>Rural Solutions SA</td>
<td><strong>Daniel Casement</strong></td>
<td>Phone (08) 8429 0352 Fax (08) 8463 3336 Level 16, Grenfell</td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
<td>Centre 25 Grenfell Street, Adelaide</td>
</tr>
<tr>
<td>South Australian Research and</td>
<td><strong>Kathy Ophe-Keller</strong></td>
<td>Phone (08) 8303 9398 Fax (08) 8303 9403 Plant Research</td>
</tr>
<tr>
<td>Development Institute (SARDI)</td>
<td>Acting Executive Director</td>
<td>Centre Gate 2B Hartley Grove, Urrbrae</td>
</tr>
<tr>
<td>Strategy and Engagement</td>
<td><strong>Jo Collins</strong></td>
<td>Phone (08) 8226 0336 Fax (08) 8226 0320 Level 17, Grenfell</td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
<td>Centre 25 Grenfell Street, Adelaide</td>
</tr>
</tbody>
</table>
APPENDIX 9

Financial performance

Contractual arrangements
PIRSA complies with the requirements of Department of Premier and Cabinet Circular PC027 – Disclosure of Government Contacts, which requires eligible contracts as defined in this circular to be published on the South Australian Government’s Tenders and Contracts website: www.tenders.sa.gov.au.

Fraud
There were no instances of fraud in 2015–16.
Financial overview

The tables below summarise the statement of comprehensive income, statement of financial position and statement of cash flows of the department for the year ended 30 June 2016. The results are compared with the 2015–16 budget and the results for the previous year.

Statement of comprehensive income

<table>
<thead>
<tr>
<th></th>
<th>2015–16 budget $000's (a)</th>
<th>2015–16 actual $000's</th>
<th>2014–15 actual $000's (b)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses</td>
<td>286 576</td>
<td>263 609</td>
<td>214 132</td>
</tr>
<tr>
<td>Income</td>
<td>181 224</td>
<td>176 690</td>
<td>128 456</td>
</tr>
<tr>
<td>Net cost of providing services</td>
<td>105 352</td>
<td>86 919</td>
<td>85 676</td>
</tr>
<tr>
<td>Revenues from SA Government</td>
<td>104 968</td>
<td>104 929</td>
<td>93 771</td>
</tr>
<tr>
<td>Payments to SA Government</td>
<td>(1 239)</td>
<td>(1 186)</td>
<td>(1 019)</td>
</tr>
<tr>
<td>Net result surplus/(deficit)</td>
<td>(1 623)</td>
<td>16 824</td>
<td>7 076</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>(859)</td>
<td>–</td>
<td>1 387</td>
</tr>
<tr>
<td>Total comprehensive result</td>
<td>(2 482)</td>
<td>16 824</td>
<td>8 463</td>
</tr>
</tbody>
</table>

(a) The 2015–16 budget figures have been adjusted from the figures published in the 2016–17 agency statements as a result of post budget approvals.

(b) The 2014–15 actual figures have been revised relative to those published in the 2014–15 Annual Report due to the recognition of prior period adjustments.

The table above shows that for the financial year ending 30 June 2016, PIRSA’s net result was an operating surplus of $16.8 million, which was $18.5 million favourable compared to budget. This is mainly the result of the timing of expenditure relating to the South Australian River Murray Sustainability (SARMS) Program and other major regional grant programs across financial years.
Major variations included:

Total expenses in 2015–16 were $23.0 million lower than budget primarily as a result of the timing of expenditure of major regional grant programs, in particular the SARMS Program, timing of expenditure associated with partnered research activities and lower demand for consulting services.

Total income was $4.5 million lower than budget mainly as a result of the timing of revenue associated with partnered research activities, lower demand for consulting services and timing of revenue from the Commonwealth for projects funded under the National Partnership Agreement.

Total expenses in 2015–16 were $49.5 million higher than in 2014–15 primarily as a result of an increase in expenditure on major regional grant programs in 2015–16, in particular the SARMS Program and the Regional Development Fund.

Total income in 2015–16 increased by $48.2 million from 2014–15 largely due to the funding received under the Commonwealth National Partnerships Agreement for the SARMS Program and the recognition of resources acquired free of charge relating to the Lincoln Marine Science Centre.

Statement of financial position

<table>
<thead>
<tr>
<th></th>
<th>2015–16 budget $000’s (a)</th>
<th>2015–16 actual $000’s</th>
<th>2014–15 budget $000’s (b)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td>153 139</td>
<td>178 428</td>
<td>173 293</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td>129 092</td>
<td>126 257</td>
<td>110 225</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>282 231</td>
<td>304 685</td>
<td>283 518</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>60 016</td>
<td>61 750</td>
<td>61 054</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td>31 021</td>
<td>32 451</td>
<td>28 804</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>91 037</td>
<td>94 201</td>
<td>89 858</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>191 194</td>
<td>210 484</td>
<td>193 660</td>
</tr>
</tbody>
</table>

(a) The 2015–16 budget figures have been adjusted from the figures published in the 2016–17 agency statements as a result of post budget approvals.

(b) The 2014–15 actual figures have been revised relative to those published in the 2014–15 Annual Report due to the recognition of prior period adjustments.

Total assets were $22.5 million higher than budget primarily as a result of an increase in cash. This is largely associated with the timing of revenue and expenditure relating to the SARMS Program and other major regional programs. This was partially offset by a lower than anticipated level of receivables.

Total liabilities were $3.2 million above budget primarily due to an increase in payables and accruals recognised at year end.
Statement of cash flows

<table>
<thead>
<tr>
<th></th>
<th>2015–16 budget $000’s (a)</th>
<th>2015–16 actual $000’s</th>
<th>2015–16 actual $000’s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments</td>
<td>(277 260)</td>
<td>(270 203)</td>
<td>(211 638)</td>
</tr>
<tr>
<td>Receipts</td>
<td>163 933</td>
<td>182 045</td>
<td>143 776</td>
</tr>
<tr>
<td>Net cash flows from SA Government</td>
<td>103 729</td>
<td>103 743</td>
<td>92 752</td>
</tr>
<tr>
<td><strong>Net cash (used in)/provided by operating activities</strong></td>
<td>(9 598)</td>
<td>15 585</td>
<td>24 890</td>
</tr>
<tr>
<td><strong>Cash flows from investing and financing activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments</td>
<td>(44 866)</td>
<td>(37 134)</td>
<td>(20 776)</td>
</tr>
<tr>
<td>Receipts</td>
<td>27 561</td>
<td>29 743</td>
<td>29 009</td>
</tr>
<tr>
<td><strong>Net cash (used in)/provided by investing and financing activities</strong></td>
<td>(17 305)</td>
<td>(7 391)</td>
<td>8 233</td>
</tr>
<tr>
<td>Net (decrease)/increase in cash held</td>
<td>(26 903)</td>
<td>8 194</td>
<td>33 123</td>
</tr>
<tr>
<td>Cash at 1 July</td>
<td>147 660</td>
<td>147 660</td>
<td>114 537</td>
</tr>
<tr>
<td><strong>Cash at 30 June</strong></td>
<td>120 757</td>
<td>155 854</td>
<td>147 660</td>
</tr>
</tbody>
</table>

(a) The 2015–16 budget figures have been adjusted from the figures published in the 2016–17 agency statements as a result of post budget approvals.

The net cash flow provided by operating activities was $25.2 million higher than the budget primarily reflecting the changes in the timing of receipts and expenditure related to the SARMS Program and other major regional grant programs.

The net cash flow used in investing and financing activities was $9.9 million lower than budget mainly reflecting the timing of capital expenditure on major projects and the sale of inventories.
Property, plant and equipment assets

PIRSA owns and manages property, plant and equipment assets valued at $114.8 million, including a number of large research centres across the state. PIRSA has an ongoing need to reinvest in building, equipment and information technology to produce its service delivery outcomes.

Land and buildings and infrastructure assets represent 86% of the agency’s capital investments.

Property, plant and equipment as at 30 June 2016

In 2015–16 the total value of property, plant and equipment increased by $13.1 million from $101.7 million to $114.8 million primarily due to the transfer of the Lincoln Marine Science Centre from the Flinders University and construction works on buildings in a number of regional locations. The annual acquisition of new assets was partially offset by continuing depreciation and amortisation charges on the agency’s asset base and property sales.