

Department of Primary Industries and Regions

Corporate Plan 2026-2027



Government of South Australia

Department of Primary Industries
and Regions

Acknowledgement of Country

The Department of Primary Industries and Regions cares for the Country and communities of South Australia. We ensure the land, sea, water and sky are healthy for future generations and strive to better understand their spiritual and cultural significance for Aboriginal people across the state. In the spirit of reconciliation, our commitment is to build progressive and trusting relationships to share knowledge and learn from each other. We recognise and own a difficult past, and together we will walk forward. We acknowledge the many Aboriginal people of this Country as the oldest continuous living culture in the world.



This artwork represents a visual story of South Australia's interconnected Country, people and knowledge, represented by meeting places linked by pathways and waterways. It also symbolises our ongoing commitment for meaningful engagement with First Nations communities and a shared responsibility to Country.
Artist: Kalli-Jade Wall (Arrente & Jingili)

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From the Minister

South Australia's primary industries and regional communities continue to confront and navigate unprecedented challenges while retaining their vital role in the engine room of the state's economy. Despite the pressures, the fundamentals of our primary industries and regions remain strong.



Over the past year, the South Australian Government has delivered strong, targeted support to help communities and businesses respond to global market and supply chain disruptions, climate pressures, drought, the harmful algal bloom and biosecurity challenges, including the recent H5 bird flu response. We have acted quickly, supported robust recovery efforts and invested in resilience to position our industries and regional communities for long-term success.

The PIRSA Corporate Plan 2026-2027 builds on this foundation and commits to future-focused actions that will support the continued growth, sustainability and prosperity of our primary industries and regional communities.

We will deepen our investment in driving innovation and working closely with industry and regional partners to secure long-term economic opportunities. A key initiative will be the implementation of the Primary Industries Future Forward Fund, an \$8 million fund designed to enhance the prosperity and sustainability of our valued primary industries sector, and a \$109 million Wine Industry Transition and Growth Package.

Biosecurity remains a critical priority and is an area where South Australia continues to lead. Our preparedness and responses efforts are evidence based and aligned with national arrangements to protect market access and maintain industry confidence. This includes our coordinated actions to address threats such as varroa mite and H5 bird flu.

Across the state, producers continue to adapt, innovate and pursue new opportunities, and the South Australian government continues to support these efforts through targeted programs, partnerships and research and development. By working together, we can ensure our primary industries and regional communities remain competitive and well positioned for future growth.

Hon Clare Scriven MLC

Minister for Primary Industries and
Regional Development
Minister for Forest Industries

From the Chief Executive



I am proud to present the PIRSA Corporate Plan 2026-2027, which builds on the guiding direction established in the new 5-year PIRSA Strategic Plan 2026-2030.

This Plan outlines the key actions PIRSA will take to safeguard resources, stimulate sustainable growth, empower regional prosperity, create an operating environment for success and strengthen capabilities in preparedness, response and recovery; supported by our commitment to operate as a modern, flexible, trusted and responsive organisation that values its people, partners and environment.

The past year has seen PIRSA deliver its core regulatory, scientific, policy, and program functions while responding to significant and complex events affecting South Australia's primary industries and regional communities.

The detection of H5 bird flu in Australia in June 2026 represents a significant change in the national biosecurity posture, and the current response in South Australia is supported by 4 years of preparedness work and Australian and South Australian government investments since 2022 into surveillance, diagnostics, workforce capability, and emergency-response equipment.

This response occurs alongside ongoing PIRSA delivery of major support packages in response to the harmful algal bloom and drought, aimed at helping our industries and communities to recover and to increase future preparedness.

While these major responses are a key focus for the agency, the actions contained in this Plan also reflect the breadth of PIRSA's role and our commitment to supporting South Australia's primary producers and regional communities to identify and capitalise on opportunities to innovate, diversify and grow.

The delivery of this Plan will not be possible without our PIRSA staff, and I thank them for their continuing professionalism, innovation, and commitment.

We enter the year ahead committed to supporting prosperity and sustainability of South Australia's primary industries and regions. I look forward to working with all our valued partners and stakeholders to deliver this Plan.

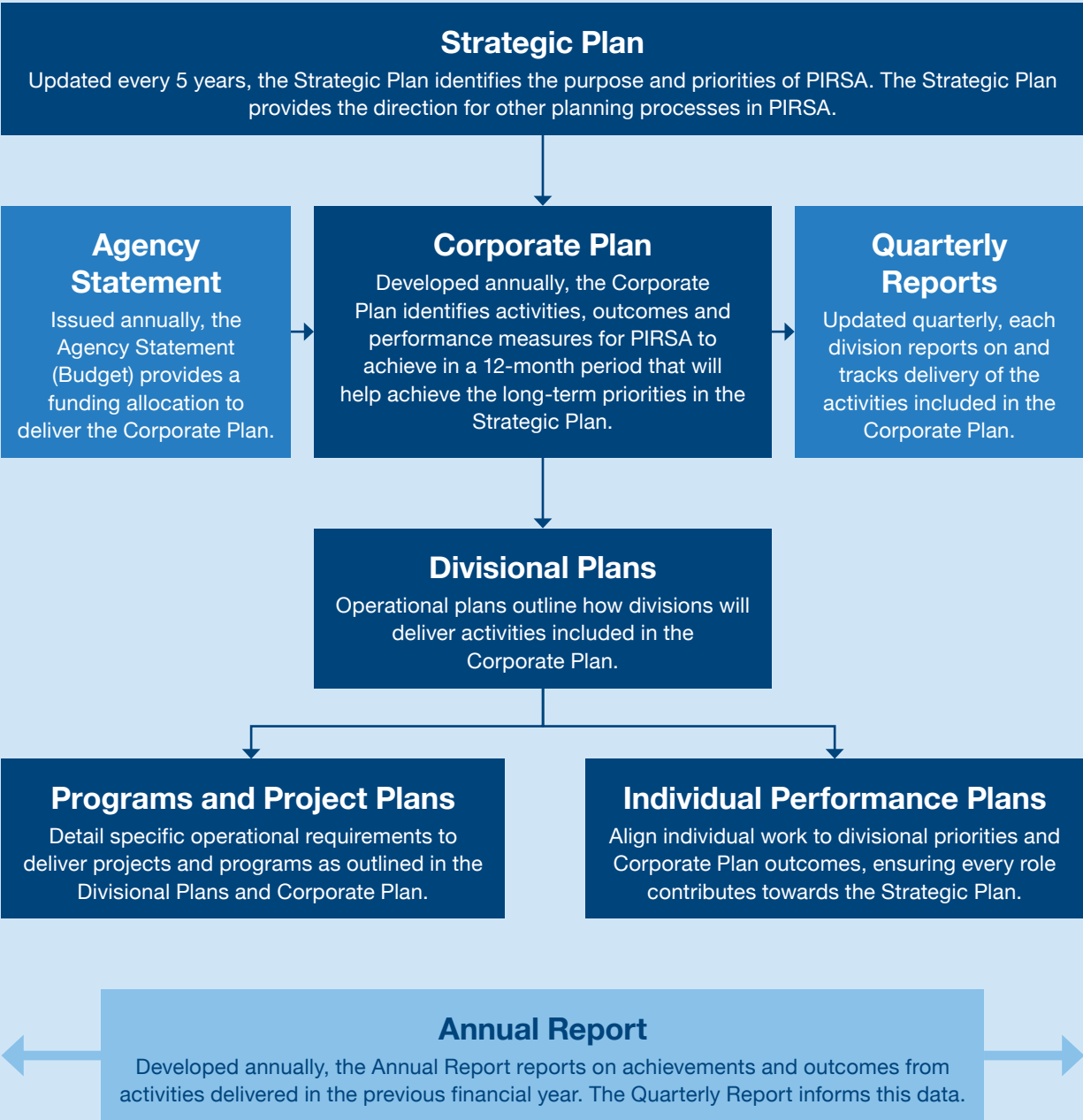
Professor Mehdi Doroudi PSM
Chief Executive
Department of Primary Industries and
Regions





Planning and performance framework

The Department of Primary Industries and Regions’ (PIRSA) performance is measured by a planning and performance framework, which demonstrates how public resources have been applied to achieve their purpose.



South Australian Government strategies and industry plans inform the PIRSA planning process, including the South Australian Economic Statement, National Agreement on Closing the Gap, More than an Industry Report 2025, and industry plans and blueprints.

Our purpose

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



Strategic partnerships

PIRSA engages and collaborates with a wide range of strategic partners. We continually invest in and grow our connections and partnerships, including with communities, industries, industry and regional associations, research and development bodies, and government.

About us

PIRSA is an economic development, emergency response, and research agency in the Government of South Australia that works with primary producers, industry, regional and First Nations communities, and government and regional partners to advance the prosperity and sustainability of South Australia's primary industries and regional communities. We employ more than 800 staff across 25 locations within South Australia.

The **Biosecurity** division safeguards South Australia's environment and produce by managing the risks posed by animal and plant pests and diseases, food borne illnesses, and misuse of rural chemicals to maintain the productivity of agribusiness sectors. The division aims to minimise adverse impacts of pests and diseases on Australia's economy, environment and the community while facilitating biosecurity safe trade and the movement of plants, animals, people and products. This includes preparing for outbreaks of significant pests and diseases and responding if they occur while reducing subsequent impacts on industries and communities.

The **Emergency Management, Drought and Resilience** branch develops and implements policies, agreements and programs to support PIRSA, primary producers and communities to respond to, recover from, and build resilience to, adverse events, natural disasters, biosecurity outbreaks, and drought.

The **Fisheries and Aquaculture** division is responsible for the ecologically sustainable management and development of South Australia's aquatic resources. This is achieved through day-to-day management, administration, and leasing and licensing of fisheries and aquaculture, deterrence and enforcement activities, driving policy development, and delivery of education and awareness activities. The division aims to deliver best practice, ecosystem-based management, which maximises environmental, social, and economic benefits to South Australian communities.

The **Corporate Services** division provides high quality, customer-focused and modern services to support delivery of strategic objectives at both an agency and divisional level. The division covers agency priorities related to corporate governance and integrity, facilities and assets, financial services, prudential services, information and communication technology, people and culture, and risk and assurance.

The **Industry and Regional Development** division drives sustainable economic development in South Australia's primary industries and regions through evidence-based strategic policy, data insights, and market intelligence to shape state and national policy and legislative reform; delivers programs supporting industry and regional growth and climate resilience; and represents South Australia in key national forums. It also delivers strategic communication and engagement services, and works across PIRSA to achieve meaningful outcomes for Aboriginal people.

The **South Australian Research and Development Institute** (SARDI) is the South Australian Government's key research organisation, delivering innovative, world-leading research to support South Australia's primary industries for more than 30 years. SARDI's multidisciplinary program approach is organised across 4 core research divisions, including aquatic sciences, livestock sciences, crop sciences, and food sciences, addressing the challenges and opportunities facing primary industries. SARDI enables applied collaborative research to enhance productivity, sustainability, and market access while supporting the responsible use of natural resources. Its work continues to drive economic growth, inform policy, and strengthen the resilience of South Australia's primary industries.

Organisational capability

PIRSA's ability to achieve our strategic priorities and deliver positive outcomes depends on capable, adaptable, and high-performing organisational foundations. We continue to invest in our people, systems, governance, and technology to strengthen service delivery, support innovation, and respond effectively to changing industry and community needs.

People and culture

We are committed to attracting, developing, and retaining a skilled and engaged workforce by investing in leadership, professional development, graduate and internship pathways, and flexible ways of working. These initiatives support employee wellbeing, strengthen organisational capability, and position PIRSA as an employer of choice.

We are committed to creating a workplace where everyone feels safe, respected, and valued. Through our diversity, equity, and inclusion initiatives, Disability Access and Inclusion Plan, Reconciliation Action Plan, and commitment to gender equality, we continue to strengthen our culture, build cultural capability, and better reflect the communities we serve.

Supporting the health, safety, and wellbeing of our people is a priority. We promote positive mental health, cultural and psychosocial safety, and employee wellbeing through proactive programs including the Suicide Prevention Action Plan and initiatives that foster a resilient, inclusive, and supportive workplace.



Digital and data

We are committed to improving organisational performance through innovation, continuous improvement, and the effective use of technology. By streamlining business processes, strengthening performance management, and embracing new ways of working, we will improve productivity, service delivery, and customer outcomes.

We will continue to strengthen data quality and governance, information management, and cybersecurity to protect public information, maintain community confidence, and underpin informed decision making and effective delivery.

We will also continue to identify and implement opportunities to responsibly use artificial intelligence and emerging technologies to enhance productivity, improve decision making, and deliver better outcomes for industry, the community, and government.

Governance, financial stewardship and integrity

We are committed to continuing to strengthen financial management, planning, monitoring, and reporting to support informed decision making, accountability, and effective use of public funds to maintain trust and deliver value for public resources.

Maintaining high standards of integrity remains a priority. Through robust governance, risk management, and fraud and corruption control practices, we will continue to promote ethical decision making, transparency, and accountability across the agency.

Values and behaviours

Our values, behaviours, and partnerships shape how we deliver our work. As public sector employees we are committed to embodying public sector values. In addition, our PIRSA behaviours showcase the agency culture we aspire to each day.

The public sector values

We live the South Australian public sector values every day.

Honesty and integrity

We act truthfully, consistently and fairly

Collaboration and engagement

We create solutions together

Professionalism

We strive for excellence

Courage and tenacity

We never give up

Respect

We value every individual

Sustainability

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

Service

We proudly serve the community and the South Australian government

Trust

We have confidence in the ability of others

Our PIRSA behaviours

We are passionate about making a positive difference for our industries and communities.

We are innovative, collaborative and creative

We are agile and responsive

We care for people and place

We embrace challenges with courage

We deliver lasting impact

Primary industries and regions snapshot

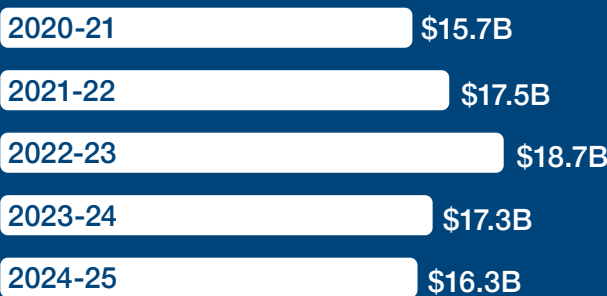
PRIMARY INDUSTRIES

Primary Industries and agribusiness revenue
(2024-25)

\$16.3 BILLION

Source: PIRSA Scorecard 2024-25

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



Source: PIRSA Scorecards

Contribution to GSP in terms of industry gross value added, from primary production activity (agriculture, forestry and fishing) in 2024-25

Source: ABS State Accounts

\$5.05 BILLION including



Source: ABS

68,000 FTEs

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

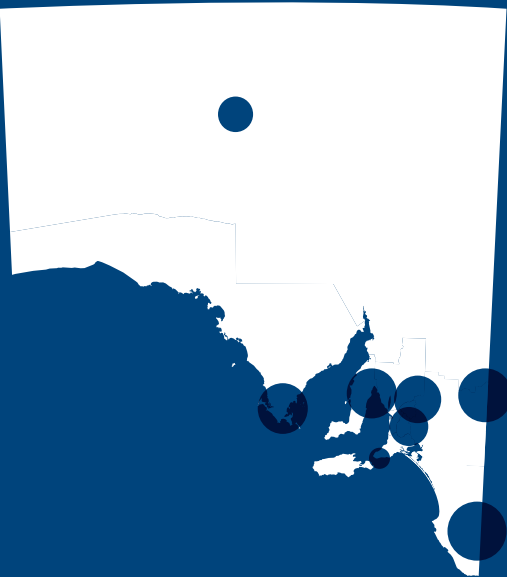
Source: PIRSA estimates based on ABS Labour force survey

REGIONS

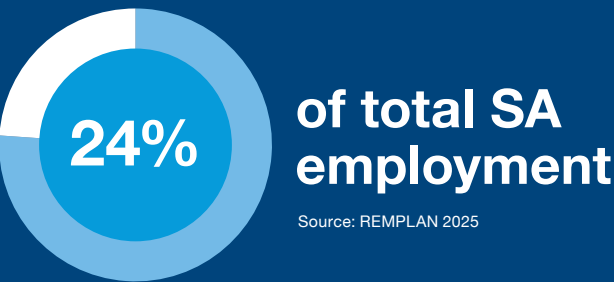
Contribution to GSP (2024-25)

\$37.7 BILLION

Source: PIRSA estimates based on ABS State Accounts

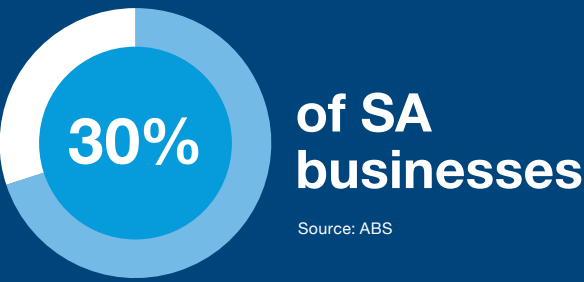


Regional employment accounts for



Source: REMPLAN 2025

Regional businesses accounts for



Source: ABS

Operating environment

South Australia's primary industries and regional economies operate in an increasingly dynamic environment shaped by climate change, global market uncertainty, evolving consumer expectations, technological advancement, biosecurity risks, and community liveability and sustainability needs. Together, these forces are changing how food and fibre are produced, processed, and traded, while creating new opportunities for innovation, investment, and sustainable growth.

As the operating environment evolves, PIRSA plays a critical role in supporting industry and community resilience, protecting natural resources, enabling market access, and driving economic growth. Success will depend on strong partnerships, evidence-based decision making, and the ability to respond quickly to emerging risks and opportunities.

Key trends shaping primary industries

Climate change continues to influence production systems across South Australia through increasing temperatures, changing rainfall patterns and water availability, and more frequent extreme weather events. These pressures are driving the adoption of climate-resilient farming practices, improved resource efficiency, and more sustainable land management, while also affecting regional communities, workforce needs, and long-term productivity.

Biosecurity remains fundamental to protecting South Australia's agricultural industries, natural environment, and market access. Increasing global trade, travel, and environmental change continue to elevate the risk of pests, diseases, and marine incursions. Maintaining strong surveillance, preparedness, and emergency response capability will be essential to safeguarding industry confidence and biodiversity.

Global economic conditions remain uncertain, with geopolitical tensions, trade disruptions, and supply chain constraints influencing input costs, market access, and business confidence. Building resilient supply chains and maintaining access to domestic and international markets will remain critical to industry competitiveness.

Consumer expectations continue to evolve, with increasing demand for sustainable, ethical, and traceable products. Businesses are responding by strengthening environmental performance, improving transparency and developing higher-value products that meet changing market preferences.

Rapid advances in technology including artificial intelligence, automation, digital agriculture, and data analytics are creating opportunities to improve productivity, resource management, and decision making. South Australia's strong research capability, supported by SARDI and its research partners, provides a competitive advantage in developing and adopting innovative solutions.

Key trends shaping regional development

As primary producers respond to these global trends, decisions have a ripple effect across regional communities. Regional South Australia is diverse, with communities experiencing different opportunities and challenges depending upon their economic diversity, natural environment and unique character, drivers and strengths.

The resilience and prosperity of regional communities depend on broader factors including access to infrastructure, housing, services, workforce, connectivity and liveability. Place-based policies and programs that respond to local needs and build on regional strengths will be critical to supporting sustainable growth and thriving communities.

As industries and communities respond to changing economic, environmental and social conditions, regional resilience will be strengthened through local leadership, workforce development, community wellbeing, diversification and transition planning.



Key highlights from 2025-26

- Completed capital investments in Emergency Animal Disease preparedness, including laboratory equipment and mobile units to assist with depopulation and decontamination. The equipment is now being utilised for current H5 Bird Flu Response.
- Delivered the *Veterinary Services Regulations 2025* and supported commencement of the *Veterinary Practice Act 2023* on 1 July 2026.
- Delivered a Primary Industries Biosecurity Strategic Plan to protect and support the state's economy, environment, amenity and public health by preventing and reducing pest and disease impacts, maintaining food safety and ensuring responsible agricultural chemical use.
- Supported the honey bee industry to transition to management of the varroa mite following the first detections in South Australia.
- Launched the Office for Algal Bloom Research.
- As part of the Algal Bloom Research Program, delivered rapid Fish Stock Assessment advice for fish stocks and fisheries in the Gulf St Vincent and Spencer Gulf, including ecological impact assessment and recovery modelling on marine ecosystems.
- Established a national testing facility for brevetoxins in shellfish in South Australia, significantly improving test result timeframes and supporting industry to reopen for business.
- Delivery of the South Australian Wine Recovery Program to address sector challenges and the Project 250 grant program to enhance the wine sector's capacity and business capability.
- Supported the delivery of a horticulture blueprint.
- Evaluated 2024-25 Commonwealth water delivery outcomes to support adaptive management in the Lower Murray and Coorong, Lower Lakes and Murray Mouth.
- Supported the Cost Recovery Implementation Committee to undertake the fisheries and aquaculture cost recovery compliance and science benchmarking activities.
- Partnered with the Department of State Development to commence the development of the Agribusiness, Food and Wine Workforce Strategy, including delivery of a comprehensive 2-stage public engagement process.
- Supported the development of the National Statement on First Nations in agriculture, fisheries and forestry.

Annual Report

PIRSA issues an Annual Report each year, containing the full details of the outcomes from the financial year. The 2025-26 PIRSA Annual Report is presented to the Minister by no later than 30 September. Annual reports are available at <https://pir.sa.gov.au/about-us/annual-reports>.



11 projects

completed and/or commenced as part of the South Australian Fibre and Timber Industry Master Plan.



4 demonstration sites

to assess the impact of different low emissions farming practices within grain farming as part of the Low Emissions Intensity Farming Systems Initiative.



Delivered Best of Tourism Awards 8 professional exchange programs 10 scholarships.

through participation in the Great Wine Capitals Global Network.



Delivered an Algal Bloom Symposium

bringing together over 200 researchers, government agencies, industry leaders and community members.



\$117 million

Drought Support Package

4,000+ Participants

500+ Farm Business Plans

6 Drought Resilience Plans

Released new Recreational Fishing App



to support sustainable fisheries management.



1,000+ people

supported through the Family and Business Support Program.

260

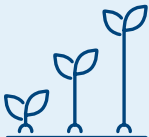
new Family and Business Mentor clients.

460

new Family and Business Rural Financial Counselling clients.

PIRSA Strategic Plan for 2026-2030

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

Strategic Priorities			
Outcomes	Safeguard our resources Protect and sustain our resources and markets through targeted research, monitoring, policy, regulation and programs.	Stimulate sustainable industry growth Grow the value, productivity and global competitiveness of primary industries by pursuing opportunities where South Australia has an advantage.	Strengthen preparedness, response and recovery capability Support primary industries and regional communities to prepare for, respond to, recover from and build resilience to adverse events, natural disasters, biosecurity incidents and drought.
	Market access and product integrity are protected and enhanced through strong, trusted systems. Agricultural, forestry and aquatic resources are protected and sustainable, informed by research and monitoring programs. Industry and government share responsibility for biosecurity through strong collaboration, capability and clear roles. Primary industries and regions are supported to respond and adapt to a changing climate.	Industry has access to data, scientific research and development, and industry development support. Collaboration with industry enables effective responses to emerging opportunities and challenges. South Australia's primary industries and regions sustain and grow access to local, national and global markets. Industry and regional communities are supported to consider, adopt and transition to new practices, technologies and products.	Industries and communities are prepared to respond to and recover from adverse events. Departmental capability and capacity for emergency response is resourced and strengthened, ensuring timely, coordinated and effective action. Risks to production, supply chains and market access are minimised through proactive management. New technologies are deployed to provide effective surveillance for emerging threats, enabling early detection and rapid response.



Empower regional prosperity

Support South Australia's regions to prosper through initiatives and partnerships that strengthen their communities.

Regional communities are supported to plan for economic development opportunities and risks.

Strong regional networks and partnerships are developed and maintained, ensuring programs and policies are place-based and designed with regional communities.

Co-design is embedded in the development and implementation of initiatives that impact on Aboriginal people and communities.

Emerging leaders are promoted and developed to actively participate in regional decision making.



Create an operating environment for success

Remove barriers to growth and innovation through effective policy and regulatory settings, and position our primary industries and regional communities for success.

The policy and legislative environment is evidence-based, responsive, cost effective and enables sustainable growth.

Barriers to the success of primary industries and regions, where responsibility sits within other portfolios, are addressed collaboratively.

Primary industries and regions are championed in relevant regional, state, national and global forums.



Lead with integrity and excellence

Operate as a modern, flexible, trusted and responsive organisation that demonstrates leadership, delivers quality outcomes, and values its people, partners and environment.

Departmental capability is strengthened across our people, governance, processes, systems, safety and security.

Staff are attracted, valued and supported, and retained.

Customers receive efficient, responsive, and reliable services and communications that meet their needs.

Stakeholders are actively engaged through effective partnerships and participate in design of programs and policies, building trust and strengthening relationships.

Departmental resources are allocated responsibly and transparently to deliver maximum public value and sustainability.

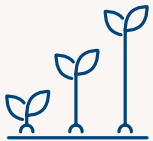
Our priority actions for 2026-27



**Safeguard our
resources**



**Empower regional
prosperity**



**Stimulate
sustainable industry
growth**



**Create an operating
environment for
success**



**Strengthen preparedness,
response and recovery
capability**



**Lead with integrity
and excellence**





Safeguard our resources

Aim

Protect and sustain our resources and markets through targeted research, monitoring, policy, regulation and programs

1.1 Market access and product integrity are protected and enhanced through strong, trusted systems

Actions

Undertake Pacific Oyster Mortality Syndrome (POMS) surveillance program to ensure South Australia's Pacific Oyster production areas remain POMS free.

Develop updated regulations under the *Primary Produce (Food Safety Scheme) Act 2004*, specifically regulations for horticulture and eggs.

Develop the next update to the SA Plant Quarantine Standard to ensure clarity, usability, and digital readiness.

Implement the National Plant Health Surveillance Program in South Australia.

Assist in leading the response to the Algal Bloom through monitoring, testing and coordination of industry.

Indicators

✓ Delivery of annual POMS surveillance program.

✓ Regulations are developed and tabled.

✓ New SA Plant Quarantine Standard approved.

✓ Surveillance undertaken as per national requirements.

✓ Development of testing within SARDI for brevetoxins.



1.2 Agricultural, forestry and aquatic resources are sustainable, informed by research and monitoring programs

Actions

Continue to deliver the South Australian Feral Deer Eradication Program.

Complete a review of the List of Declared Plants under the *Landscape SA Act 2019* and a review high-priority associated state plant policies.

Implement the African lovegrass - building regional strength for national impact program.

Develop a replacement Management Plan for the Northern Zone Rock Lobster Fishery.

Implement the Snapper Rebuilding Plan.

Invest in the South Australian Soils Collaboration Centre to build the state's future soil and land management capability.

Establish the South Australian node of the Soilborne Disease Initiative (SBDI) to advance research and support industry in identifying and managing soilborne diseases in grain legume crops.

Report on the monitoring and evaluation of ecological outcomes from the 2025-26 Commonwealth Government environmental water delivery in the Lower Murray and Coorong, Lower Lakes and Murray Mouth to inform adaptive management of water for the environment.

Fisheries stock assessments to inform management of the state's fishery resources.

Continue to support commercial and recreational fisheries and aquaculture to recover from the impacts of the algal bloom, through ensuring the sustainability of fish stocks.

Indicators

✓ Deliver 15 weeks of intensive aerial culling for feral deer.

✓ Revised List of Declared Plants gazetted.

✓ State Plant Policies for priority species updated and published.

✓ 100% of Year 2 milestones and deliverables achieved in accordance with the funding agreement.

✓ Draft replacement plan developed in consultation with the Rock Lobster Fishery Management Advisory Committee.

✓ Decision on future of Snapper closures completed.

✓ Support at least 5 recipients via the Soils Bursary Program.

✓ Sponsor 2 participants to attend the National Soil Judging Competition.

✓ Deliver 1 Regional Soils School in partnership with Landscape Board or Farming Group.

✓ Node leader to attend and contribute to Project Advisory Committee Meeting.

✓ Deliver summary on 2026-27 research progress and extension activities.

✓ Analyse and evaluate data collected in 2025-26.

✓ Report on 2025-26 environmental water delivery outcomes.

✓ Analyse and evaluate data collected in 2026-27.

✓ Provide up to 8 reports.

✓ Deliver Quarterly Assessment Reports on impacted fish stocks.



1.3 Industry and government share responsibility for biosecurity through collaboration, capability and clear roles

Actions

Deliver second year of the \$3.5 million Giant Pine Scale Co-ordination program.

Review the feral goat policy under the *Landscape South Australia Act 2019*.

Implement the Primary Industries Biosecurity Strategic Plan to protect and support the state's economy, environment, amenity and public health by preventing and reducing pest and disease impacts, maintaining food safety and ensuring responsible agricultural chemical use.

Deliver wild dog eradication aerial baiting and trapping programs.

Respond to the HPAI H5 bird flu detection in South Australia.

Continue to deliver the Fruit Fly Eradication Program.

Continue to build resilience to manage fruit fly.

Indicators

✓ Reconcile funding for 2025-26 Giant Pine Scale control works.

✓ Coordinate Giant Pine Scale surveillance and management with agencies and industries.

✓ Revised policy is drafted.

✓ Delivery of Actions outlined in the Strategic Plan.

✓ Deliver up to 100,000 baits for wild dogs.

✓ Deploy trappers across pastoral sheep country.

✓ Act as the Control Agency in delivering the South Australian Government's response to the detection of HPAI H5 bird flu in South Australia for the first time.

✓ Reduce detections across the State.

✓ Reinstatement of areas that have not seen new detections for 12 months or more.

✓ Final Build plans for Medfly facility in Port Augusta.

✓ Collaborate with industry on irradiation build progression.

✓ Run a trial of ePHAC to support national approach to electronic certification.

✓ Governance and reporting activities.



1.4 Primary industries and regions are supported to respond and adapt to a changing climate

Actions

Update the South Australian Carbon Farming Roadmap to support ongoing collaboration in the development of carbon farming.

Assess the effectiveness of different delivery systems for methane mitigating additives in grazing sheep.

Continue to deliver the SA Livestock Sustainable Solutions Program (2025-2028).

Indicators

- ☒ Conduct stakeholder consultation.
- ☒ Develop and release updated Roadmap.
- ☒ Trial data collected and analysed.
- ☒ Milestone report prepared for submission by 15 March 2027.
- ☒ Deliver second year of program.
- ☒ Deliver 4 regional emissions profiles.
- ☒ Deliver emissions calculations for 6 sites.
- ☒ Develop 8 producer groups.
- ☒ Administer 2 field days.
- ☒ Develop 3 producer case studies.





Stimulate sustainable industry growth

Aim

Grow the value, productivity and global competitiveness of primary industries by pursuing opportunities where South Australia has an advantage.

2.1 Industry access to data, scientific research and development and industry development support

Actions

West Beach Seawater Pipeline Extension to deliver critical infrastructure to strengthen long-term seawater supply for research and aquaculture operations.

Commence construction of Struan Research Centre Rebuild, establishing a contemporary research facility to support regional research and biosecurity operations.

Work with Forestry Centre of Excellence partners to support research program development and implementation.

Support development of primary industries sector blueprints for multiple sectors.

Collaborate in the SafeFish 2025-2030 program, providing industry and government with access to technical and scientific capability to help manage seafood safety and market access.

Indicators

✓ Complete 2026-27 project milestones and infrastructure works.

✓ Achieve 2026-27 project milestones and infrastructure works.

✓ Progression of construction and infrastructure works.

✓ Execution of grant agreement for Forestry Centre of Excellence.

✓ Board meetings held.

✓ Research programs commenced.

✓ Aquaculture, apiary and lucerne seed sector blueprints to be developed.

✓ Grant deliverables achieved.

✓ Delivery of SafeFish Annual Report 2026.

✓ Contribute to technical and scientific advice requests.

✓ Participate in SafeFish program workshops.



2.2 Collaboration with industry enables effective responses to emerging opportunities and challenges

Actions

Contribute to the delivery of the \$109 million Wine Industry Transition and Growth Package.

Support the Recreational Fishing Authority to identify opportunities to enhance recreational fishing in the state.

Implement the Primary Industries Future Forward Fund.

Continue to support the development of projects that advance forest industries in alignment with the South Australian Wood Fibre and Timber Industry Master Plan.

Partner with SA Farming Systems Groups to establish a network of on-farm demonstrations to increase awareness of major greenhouse gas emissions sources and showcase practices to manage emissions intensity in grains production.

Indicators

- ✓ Establish \$100 million loan scheme.
- ✓ Establish Wine Industry Coordinator position.
- ✓ Establish \$1.05 million vineyard transition and diversification support.
- ✓ Establish \$0.5 million assessment and solutions for surplus wine inventory.

- ✓ Opportunities identified.
- ✓ Regular meetings with the Recreational Fishing Authority.

- ✓ Finalise Fund guidelines.
- ✓ Launch Fund.
- ✓ Manage applications for assessment.
- ✓ Monitor and report on agreed project deliverables.

- ✓ Deliver third year of Plan.
- ✓ Ministerial approval of Master Plan review.
- ✓ Industry consultation undertaken.
- ✓ Review project proposals.

- ✓ Utilise on-farm demonstration sites and trials to investigate and showcase low emissions cropping practices.



2.3 South Australia's primary industries and regions sustain and grow access to local, national and global markets

Actions

Deliver the \$1.8 million Project 450 Wine Program (2026-30) to support industry development initiatives and to build capability and sustainable prosperity of wine regions.

Work with the South Australian Forest Products Association to deliver a timber promotion campaign to showcase the everyday role timber plays in South Australian homes, workplaces, and the economy.

Develop the McLaren Vale Region Strategy to strengthen the long-term prosperity of the McLaren Vale region.

Undertake Integrated Multitrophic Aquaculture (IMTA) laboratory and field trials on biogeochemical processes in Yellowtail Kingfish and Southern bluefin tuna farms.

Indicators

- ☒ Delivery of first year of program.
- ☒ Prepare grant and guidelines.
- ☒ Monitor deliverables.
- ☒ Stakeholder engagement.

- ☒ Support development of funding deed.
- ☒ Membership of steering group.
- ☒ Support campaign launch.

- ☒ Establish project governance.
- ☒ Analysis, procurement, stakeholder engagement and consultation.
- ☒ Develop and deliver new strategy.

- ☒ Analysis of data from laboratory and field trials.





2.4 Industry and regional communities are supported to consider, adopt and transition to new practices, technologies and products

Actions

Continue to deliver the \$3.1 million SA Wine Recovery Program (2025-28) supporting grape growers and winemakers through delivery of programs in partnership with industry organisations.

Deliver the Industrial Hemp project to assist the industrial hemp industry in South Australia.

Finalise implementation of Stage 2 of eID to support the sheep and farmed goat sectors meet the national traceability requirements ahead of 1 January 2027.

Assess the potential for increased use of horticultural waste as livestock feed to enhance resource management and promote circularity.

Support the honey bee industry in the management of the chemically-resistant strain of varroa mite following the first detections in South Australia.

Indicators

- ☒ Delivery of second year of program.
- ☒ Monitor 14 active projects and report on delivery.
- ☒ Develop projects with industry organisations.
- ☒ Manage applications.

- ☒ Survey license holders.
- ☒ Identify barriers and opportunities.
- ☒ Develop grant program.
- ☒ Manage applications.
- ☒ Monitor and report on delivery.

- ☒ Administer Point of Sale Discount
- ☒ Administer eID Device Rebates.

- ☒ Deliver feasibility review.
- ☒ Undertake layer hen feeding and performance trial.

- ☒ Online and face to face industry workshops are held to enable the apiary industry to adopt new practices.



Strengthen preparedness, response and recovery capability

Aim

Support primary industries and regional communities to prepare for, respond to, recover from and build resilience to adverse events, natural disasters, biosecurity incidents and drought.

3.1 Industries and communities are prepared to respond to and recover from adverse events

Actions

Continue to support commercial and recreational fisheries and aquaculture to recover through the Algal Bloom Recovery Program.

Work with industry to develop a stock rebuilding plan for the Southern Zone Abalone Fishery.

Support drought affected producers and communities through delivery of the Drought Support package, including delivery of the SA Drought Loan Scheme.

Support increased drought resilience and preparedness to respond and recover from drought, including through the Future Drought Fund programs.

Deliver recovery support services for regions affected by adverse events.

Deliver the Family and Business Support Program (FaB), including FaB Mentors and the Rural Financial Counselling Service.

Indicators

- ☒ Continued implementation of fee relief.
- ☒ Increase Fisheries Officers presence.
- ☒ Assist Recreational Fishing Authority.
- ☒ Support aquaculture industry.

- ☒ Develop stock rebuilding plan.

- ☒ Deliver 5 remaining PIRSA Drought Support measures:
 - ☒ Wellbeing program
 - ☒ RBS Relief Fund Grants
 - ☒ Bolstered Rural Financial Counselling Service
 - ☒ SA Drought Loans Scheme
 - ☒ Total grazing pressure management.

- ☒ Commence and progress phase 2 of the Farm Business Resilience and Regional Drought Planning programs.
- ☒ Deliver extension services to support producers across the drought cycle.

- ☒ Complete delivery of the 2025 Inland Rivers Flood Recovery Program.
- ☒ Assist 13 affected primary producers to access support services.

- ☒ Ensure services are available to primary producers.
- ☒ Maintain FaB presence in all regions in South Australia.
- ☒ Support delivery of the state's funding contribution.



Deliver PIRSA Suicide Prevention Action Plan (SPAP).	☒ Deliver targeted actions for 2026-27. ☒ Undertake annual reporting.
Continue to deliver priority Emergency Animal Disease preparedness activities including improvement of outbreak response planning, and delivery of training for incident response.	☒ Ensure that all PIRSA response staff undertake training in animal disease preparedness.
Undertake preparatory work for a possible plague locust outbreak	☒ Deliver preparations for a possible response to a plague locust outbreak in South Australia.
Support industry preparedness for phylloxera in collaboration with Vinehealth Australia.	☒ Deliver at least one industry phylloxera preparedness exercise.

3.2 Departmental capability and capacity for emergency response is resourced and strengthened, ensuring timely, coordinated and effective action

Actions

Increase business continuity and systems resilience to strengthen PIRSA's organisational resilience for adverse events.
Increase PIRSA's response and recovery capacity and resilience for adverse events.

Indicators

☒ Updated and tested Business Continuity Plans. ☒ Successful delivery of PIRSA-wide disruption exercises.
☒ Deliver a round of function support role activities (training and exercises) for key incident management team functions consistent with PIRSA's emergency management training framework.

3.3 Risks to production, supply chains and market access are minimised through proactive management

Actions

Monitor the Abalone Viral Ganglioneuritis outbreak in South Australia.
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Indicators

☒ Analyse and evaluate data collected. ☒ Provide reports on impacted stocks.



3.4 New technologies are deployed to provide effective surveillance for emerging threats, enabling early detection and rapid response.

Actions

Establish an early algal bloom detection and water quality monitoring and forecasting system within the Office of Algal Bloom Research.

Indicators

- ✓ Deployment and maintenance of an early algal bloom detection and monitoring network.
- ✓ Undertake offshore surveys to understand algal bloom distribution.
- ✓ Report on algal bloom surveys.
- ✓ Develop updated satellite and ocean models to detect and predict the transport of algal bloom.





Empower regional prosperity

Aim

Support South Australia's regions to prosper through initiatives and partnerships that strengthen their communities.

4.1 Regional communities are supported to plan for economic development opportunities and risks.

Actions

Undertake freshwater fish stocking in collaboration with the Recreational Fishing Authority and RecFish SA.

Support Regional Development Australia Associations and Investment Partnership Program (2026-30) to deliver \$13.75 million priority place-based initiatives, progress regional investment opportunities delivering planning, investment attraction and regional economic development activities.

Implement the second year of the Sustainable Communities program in South Australia to support River Murray Communities impacted by the Commonwealth Government's water recovery.

Deliver the \$5.5 million Telstra Limestone Coast 27 Towers Project to enhance digital connectivity.

Deliver the \$5 million Regional Roads Australia Mobile Program (2025-28) to improve coverage on regional roads and highways.

Deliver investment through the Thriving Regions Fund which contributes to strong regional communities, improved liveability, strong leadership capability and regional growth outcomes.

Commence building a dog fence of up to 290 kilometres along the SA-NSW border connecting the existing fence to just north of the River Murray.

Indicators

✓ Commencement of fish stocking plan.

✓ Deliver year one of Program.

✓ Deliver 7 Regional Project Plans.

✓ Review 28 quarterly investment pipeline reports.

✓ Deliver 7 Regional Profile Reports.

✓ Administer funding agreements.

✓ Round 1 – finalise assessment, panel review and announcement of successful applicants.

✓ Round 2 – prepare guidelines, assess applications, panel review and announcement of successful applicants.

✓ Deliver 25 mobile phone towers across South Australia.

✓ Complete assessments of applications.

✓ Administer contracts and monitor delivery.

✓ Funding agreements maintained for 60 approved projects, comprising:

✓ 3 Strengthening Industries Program projects.

✓ 44 Thriving Communities Program projects.

✓ 13 Enabling Infrastructure Program Stream 2 projects.

✓ Milestone payments processed for at least 80% of projects in accordance with funding agreements.

✓ Construction commenced.



4.2 Strong regional networks and partnerships are developed and maintained, ensuring programs and policies are place-based designed with regional communities

Actions

Deliver the Ag Town of the Year Program

Deliver \$450,000 Regional Australia Institute Intergovernmental Shared Inquiry Program (2025-28) reporting upon digital technology, AI and supply chain resilience in regional Australia.

Indicators

☒ Delivery of Program in 2026, including announcement of winner at the Regional Showcase Awards.

☒ Deliver draft research reports.

☒ Deliver South Australian Regions Rising event.

☒ Participate in quarterly Regional Policy Forums.

4.3 Co-design is embedded in the development and implementation of initiatives that impact Aboriginal people and communities

Actions

Develop SA Aboriginal Business Strategy to increase the number of Aboriginal businesses and build capacity and capability in these sectors in collaboration with the South Australian Aboriginal Community Controlled Organisation Network (SAACCON).

Indicators

☒ Deliver the Strategy.

4.4 Emerging leaders are promoted and developed to actively participate in regional decision making

Actions

Deliver the \$2 million Regional Leadership Development Program (2026-28).

Indicators

☒ Delivery of year one of the Program.

☒ Administer program across 7 Regional Development Australia Committees.

☒ Program governance implemented including steering committees, gap analysis, and program design and delivery.



Create an operating environment for success

Aim

Remove barriers to growth and innovation through effective policy and regulatory settings, and position our primary industries and regional communities for success.

5.1 The policy and legislative environment is evidence-based, responsive, cost effective and enables sustainable growth

Actions

Complete the draft Franklin Harbor aquaculture zone policy and release for consultation.

Deliver updated primary production productive land mapping to support land use planning.

Deliver changes to the Sheep Industry Fund and Cattle Industry Fund regulations under the Primary Industries Funding Scheme in consultation with industry.

Continue with the biosecurity legislative and strategic reform agenda, including completing the consultation package for the *Biosecurity Act 2025* regulations.

Complete a review of the State Biotoxin Management Plan with a focus on ensuring support for any future harmful algal bloom.

Support plant health assurance certificates to be managed electronically.

Coordinate and implement agreed outcomes from the Cost Recovery Independent Review for fisheries and aquaculture.

Indicators

✓ Complete consultation.

✓ Finalise zone policy.

✓ Geographical dataset of strategically important primary industry land and operations.

✓ Industry consultation conducted.

✓ Regulations updated and approved.

✓ Implementation of changes.

✓ Complete the consultation package for the commencement of the *Biosecurity Act 2025*.

✓ Review and update the State Biotoxin Management Plan and publish on the PIRSA website.

✓ Deliver a pilot program.

✓ Benchmarking reports completed.

✓ Compliance risk assessments completed.



5.2 Barriers to the success of primary industries and regions, where responsibility sits within other portfolios, are addressed collaboratively

Actions

Complete trial of rock lobster pot access arrangements for the Charter Boat Fishery.

Complete structural adjustment assessment for algal bloom impacted fisheries to inform long-term planning and industry viability.

Delivery of the Agribusiness, Food and Wine Workforce Strategy to address current and future workforce challenges in partnership with the Department of State Development, and industry and regional stakeholders.

Indicators

- ☒ Trial complete.
- ☒ Outcomes reviewed.
- ☒ Assessment report completed.
- ☒ Industry collaboration.
- ☒ Strategy development.
- ☒ Approval of strategy.
- ☒ Launch strategy.





5.3 Primary industries and regions are championed in relevant state, national and global forums

Actions

Participate in inter-governmental forums to represent and advocate for South Australia's policy positions.

Deliver the 2026-27 Primary Producers SA (PPSA) Partnership

Deliver key sector sponsorships to support valuable events and programs.

Participate in Great Wine Capitals Network.

Indicators

✓ Active participation in Agriculture Ministers' Meetings, Forestry Ministers' Meetings, Food Ministers' Meetings, Fisheries Ministers' Meetings, Senior Officials' Meetings, sub-committees and working groups and associated work programs.

✓ Management of 2026-27 grant agreement with PPSA.

✓ Approved PPSA Annual Operating Plan.

✓ Approved PPSA Progress Report.

✓ Delivery of sponsorships including the International Masters of Wine Symposium, evokeAg, Rural Ambassador Program, Royal Adelaide Show, Regional Showcase, Premier's Horticulture Industry Awards and other major industry events and programs.

✓ Recognition of PIRSA support.

✓ Delivery of 2027 Best of Wine Tourism Awards.

✓ Delivery of Outbound Knowledge Exchange bursary program.

✓ Delivery of Executive Business program.

✓ Participation and attendance at the AGM.



Lead with integrity and excellence

Aim

Operate as a modern, flexible, trusted and responsive organisation that demonstrates leadership, delivers quality outcomes, and values its people, partners and environment.

6.1 Departmental capability is strengthened across our people, governance, processes, systems, safety and security

Actions

Implement the Governance, Risk and Compliance System, enabling improved reporting and oversight.

Implement a PIRSA Carbon Management Plan, establishing a roadmap to support and contribute towards the State Government target.

Indicators

- ✓ Successful rollout of system.
- ✓ Staff training.

- ✓ Establish a PIRSA emissions baseline.
- ✓ Deliver a PIRSA Carbon Management Plan across PIRSA sites and functions.





6.2 Staff are attracted, valued and supported, and retained

Actions

Support engagement, retention and development of employees through the PIRSA Employer of Choice Strategy and People Matter Employee Survey Action Plan (2025-27).

Deliver diversity, equity and inclusion initiatives.

Deliver Workforce Wellbeing and Engagement initiatives.

Indicators

- ☒ Continue implementation of Employer of Choice strategy.
- ☒ Deliver year 2 of People Matter Employee Survey Action Plan.
- ☒ Deliver 2 cohorts of Manager Development Program.
- ☒ Full implementation of Teamgage Pulse Survey.

2026-27 actions under the following:

- ☒ PIRSA Innovate Reconciliation Action Plan.
- ☒ PIRSA Disability Access and Inclusion Plan.
- ☒ White Ribbon Commitments.

Develop and implement:

- ☒ Multicultural Action Plan.
- ☒ Gender Equality and Respect Action Plan.
- ☒ Priority wellbeing actions delivered.
- ☒ Agency wellbeing governance embedded.
- ☒ Psychosocial risk management initiatives implemented.

6.3 Customers receive efficient, responsive, and reliable services and communications that meet their needs

Actions

Delivery of the Aquaculture digital transformation project.

Delivery of the Digital Transformation of Biosecurity Customer Services Project to improve online access, service delivery, regulatory processes and customer experience across livestock and plant health programs.

Indicators

- ☒ Delivery of project on time and within budget.
- ☒ Key project milestones delivered.
- ☒ Priority biosecurity programs transitioned to improved digital processes and online customer services.



6.4 Stakeholders are actively engaged through effective partnerships and participate in design of programs and policies, building trust and strengthening relationships

Actions

Undertake a brand uplift project, developing new brand positioning and logo for PIRSA and SARDI to support high-quality, impactful departmental engagement and communications.

Indicators

- ☒ Delivery of brand project.
- ☒ Delivery of visual brand assets.

Please also see Strategic Priorities 1-5 for specific actions involving partnerships and engagement.

6.5 Departmental resources are allocated responsibly and transparently to deliver maximum public value and sustainability

Actions

Implement the Grants Management Platform Project to streamline grant administration, reporting, governance and user experience.

Indicators

- ☒ Implement centralised Grants Management Platform.
- ☒ Go live by October 2026.
- ☒ Reduce average grant processing time by $\geq 25\%$.



Our governance

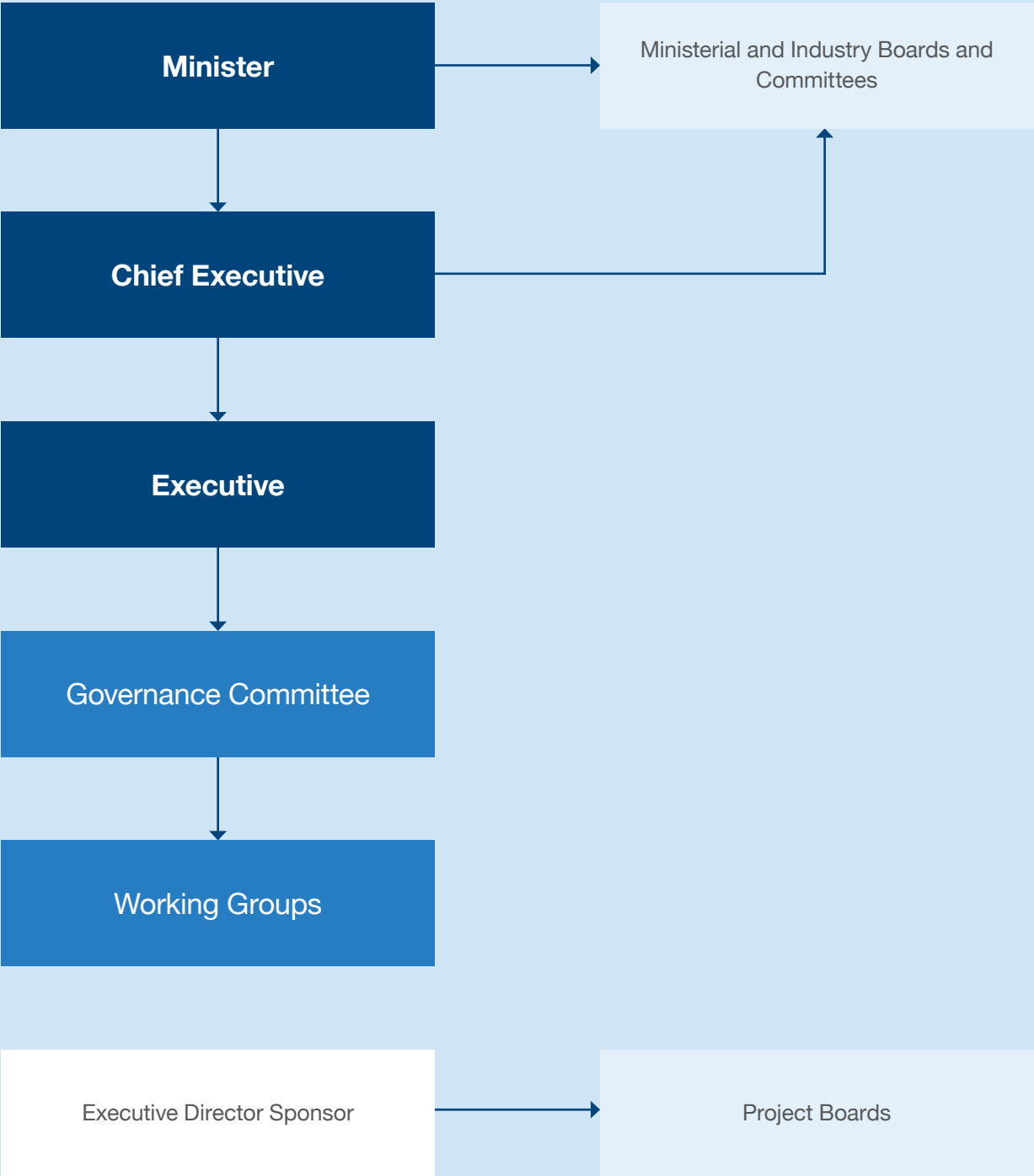
PIRSA's approach to corporate governance is underpinned by the principles of accountability, transparency, integrity and efficiency. These principles guide how we make decisions, manage resources, deliver services and meet our obligations as a South Australian public sector agency.

To support strong governance across the organisation, PIRSA maintains a Corporate Governance Framework that embeds these principles through 5 interconnected governance elements:

1. Legislative and regulatory context	Ensuring a shared understanding of the legislation, regulatory requirements and authorisations that enable PIRSA to deliver its functions and meet its obligations at both state and national levels.
2. Decision making	Establishing clear governance arrangements, delegated authority and reporting structures that support transparent, accountable and informed decision making.
3. Strategic planning	Aligning strategy, policy, planning and business operations to deliver PIRSA's strategic objectives while promoting consistent, ethical and high-quality service delivery.
4. Risk management	Embedding a proactive approach to identifying, assessing and managing risks and opportunities to support informed decision making and organisational resilience.
5. Performance and review	Monitoring performance, evaluating outcomes and implementing continuous improvement processes to strengthen accountability, demonstrate impact and support effective governance.

Together, these governance principles and elements provide the foundation for developing and delivering PIRSA's Corporate Plan, monitoring organisational performance and ensuring the effective delivery of the agency's programs and services.

Oversight hierarchy



Managing our risk

PIRSA is committed to promoting a positive risk culture across the organisation, driven from the top by the Chief Executive and Executive Leadership Team. PIRSA recognises that a strong risk culture helps to deliver better decision making and strategic and operational outcomes.

PIRSA implements effective risk management through a '3 lines of defence' model, which clearly assigns responsibility and ownership for risks.

Risk is considered at all stages of business activity and integrated into organisational culture, decision making, policies, systems and processes. This includes:

- Policy development
- Strategic planning
- Project delivery
- Emergency management and response
- Responding to and recovering from adverse events
- Procurement and contract management
- Grants management
- Asset and facilities management
- Performance reviews
- Internal audit and assurance reviews
- Business improvement initiatives.

Risk management is applied through the Risk Management Framework to ensure risks are consistently identified, assessed and managed across all divisions.

The framework focuses on understanding internal and external factors influencing PIRSA's operations and uses structured methods such as SWOT, PESTLE, scenario analysis and audit insights to identify emerging risks.

Risks are periodically reviewed and monitored. Divisional risk registers are reviewed quarterly, with High and Extreme risks escalated to the Governance, Risk and Assurance Team. The Strategic Risk Register is reviewed annually, ensuring alignment with organisational priorities and the Strategic Plan.

Regular risk reporting supports strong governance, with quarterly updates provided to the Chief Executive, Executive Leadership Team and Risk and Performance Committee.





Our legislation

Agricultural and Veterinary Chemicals (South Australia) Act 1994

Agricultural and Veterinary Products (Control of Use) Act 2002

Aquaculture Act 2001

Biological Control Act 1986

Biosecurity Act 2025 (uncommenced)

Dog Fence Act 1946

Fisheries Management Act 2007

Forestry Act 1950

Forest Property Act 2000

Genetically Modified Crops Management Act 2004

Impounding Act 1920

Industrial Hemp Act 2017

Livestock Act 1997

Local Government (Forestry Reserves) Act 1944

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 Forestry Corporation Act 2000

Veterinary Services Act 2023

Wine Grapes Industry Act 1991

South Australian primary industries, regions and PIRSA locations



Fruits: apples, pears, cherries, strawberries, stone fruits, citrus

Nuts: almonds, walnuts, pistachios

Vegetables: brassicas, potatoes, onions, mushrooms, capsicums, tomatoes, cucumbers

Grains: wheat, barley, lentils, oats, canola, beans, chickpeas, peas

Seafood: marine scalefish, abalone, prawns, shellfish, southern bluefin tuna, rock lobster





Government of South Australia

Department of Primary Industries
and Regions

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