

Department of Primary Industries & Regions

Strategic Plan 2021-25



**MAKING A
DIFFERENCE SO
SOUTH AUSTRALIA
THRIVES**



Government
of South Australia

**We make a difference so
South Australia thrives by
advancing the prosperity
of our primary industries,
their communities
and regions**



GRANNY SMITH
CAL-AQU-MAGNETO
SCHOLLAR-OPA
A TANK NO 29



We deliver on our purpose by:

- 1 Facilitating connections, sharing information, leveraging opportunities and mitigating threats.
- 2 Ensuring sustainable use of agricultural and aquatic resources.
- 3 Leading or influencing evidence-based policy and regulatory frameworks that balance the interests of all parties and demonstrate best practice.
- 4 Delivering and facilitating the adoption of applied science that leverages South Australia's competitive advantages in primary industries.
- 5 Championing South Australian primary industries and regions in relevant state, federal and global forums.
- 6 Preparing for, preventing where possible and responding to emergency events and the long-term risks that threaten South Australia's primary industries and regional communities.

Vision

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

Mission

Stimulate the value growth of South Australia's primary industries while protecting and sustaining the resources that underpin them, thereby building stronger regional communities.



Strategic priorities

PIRSA will work with industry to drive development and change across primary industries through coordinated and complementary activities to:

1



**Stimulate
value growth**

2



**Reset the operating
environment**

3



**Sustain the
resource**

4



**Manage risk
& recovery**

Planning links



How we work



People

Inspiring leadership
Adaptive, informed, skilled and motivated
Behaviours that reflect our values
Evidence-based decision making
A culture of responsive customer service
Compelling communicators and catalysts of positive change
Unified team culture across PIRSA



Partnerships

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



Systems

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

STRATEGIC PRIORITY 1

Stimulate value growth





Strategic priority 1: Stimulate value growth

Aim

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

Outcome

South Australia has thriving and economically sustainable primary industries and regions.

Success indicators

- ☒ \$23 billion by 2030 target achieved.
- ☒ New industries are developed and existing supply chains strengthened.

Drivers

Value growth is the key to greater prosperity in South Australian agribusiness and to increasing Gross State Product. Producing more from the finite resource and extracting higher value from production will be critical in the context of increased environmental and market challenges.

Currently a high proportion of primary industry outputs are value-added out of the state. The value of what is produced can be lifted through downstream value-adding within South Australia, segregated supply chain marketing, branding and packaging strategies, increasing economies of scale and extracting value from waste streams.

Government can play a role in identifying and communicating new opportunities to add value and diversify income through new business models (for example, collaborative exporting or collective processing); new industries (for example, carbon farming or seaweed production) and through helping regional businesses diversify or supplement their income streams with tourism ventures (for example, farm gate sales, rural experiences or farm stays).

The adoption of emerging ag-tech and innovative production practices will continue to be important for global competitiveness in the context of Australia's high production costs as well as climate and water challenges.

Equally, the government's RD&E capacity will be pivotal in developing many value-add opportunities, but further resources may be needed to drive industry adoption and cultural change. It is critical the research resource is focused on those South Australian industries with current or future competitive advantage.

Activities

1.1	Provide industry with access to the RD&E necessary to drive productivity growth and adopt new practices and systems.
1.2	Create positive change by exposing industry to ground-breaking RD&E, innovative business models, emerging ag-tech and new processing technologies.
1.3	Grow the value of primary industry products by supporting increased downstream value-adding within the state, processing, product differentiation, improved integrity systems and extraction of value from by-products.
1.4	Identify, validate and communicate new industry and product opportunities.
1.5	Work with regional communities and other stakeholders to advance the Regional Development Strategy.
1.6	Work with other state government agencies to support businesses and communities to leverage agritourism and nature-based tourism opportunities.
1.7	Take a leadership role in actioning policy reform that supports regional development.
1.8	Champion SA primary industries and regions in local, national and global audiences.

STRATEGIC PRIORITY 2

Reset the operating environment





Strategic priority 2: Reset the operating environment

Aim

Enhance prosperity by removing barriers to the economic growth of primary industries and the advancement of regions.

Outcome

An operating and living environment that is conducive to economic growth.

Success indicators

- ☒ Opportunities to streamline regulation are identified and strategies developed for improvement.
- ☒ Increased industry investment evident.

Drivers

South Australia is more heavily reliant on primary industries than other states and, as noted in the Joyce Report, is not maximising the full potential of the sector.

There is a need to reset the operating environment to address blockers to growth such as: regulation, compliance and bureaucracy; access to critical infrastructure, capital and investment, labour and skills training; IT connectivity and market access to high value markets. Enhancing the liveability of regional towns is also important as it is critical to attracting skilled workers to regional areas.

Although many of these barriers fall outside the department's direct portfolio, their pivotal impact requires that the department play a leadership role in representing primary industries and regions within 'whole of government' policy and investment forums.

PIRSA has oversight of the regulatory frameworks that can create a positive environment for business growth and investment, while still protecting and sustaining the resource for future generations. Achieving a balance between the interests of the various stakeholder groups while defending the public asset will be key.

It is important that policy and regulatory frameworks are continually refreshed to ensure they reflect the contemporary context and to continuously improve their implementation as technology evolves.

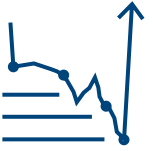
Activities

2.1	Ensure policy and legislation are fit-for-purpose and support investment opportunities.
2.2	Lift capability in our systems, processes and people engaged in protecting state resources to meet community expectations.
2.3	Address blockers to the advancement of South Australia's primary industries and regions that fall across other jurisdictions such as infrastructure, water, labour, investment attraction and trade development.
2.4	Support industry's market access, improvement and retention efforts with appropriate data sets, monitoring and certification to open up and maintain higher value markets.
2.5	Work with other state government agencies and industry bodies to foster an 'investment ready' culture in agribusinesses and local governments.
2.6	Support those investing in primary industries and regions to understand and navigate relevant regulatory steps.
2.7	Address constraints to growth by championing the state's primary industries with local, state and national government.

STRATEGIC PRIORITY 3

Sustain the resource





Strategic priority 3: Sustain the resource

Aim

Protect and maximise primary industry resources through integration of targeted research, monitoring, policy and regulatory interventions delivered in collaboration with industry and the community.

Outcome

Primary industry resources that are both protected and optimised leading to sustainable and resilient regional communities.

Success indicators

- ☒ Fisheries, aquaculture and land resources are monitored for health with regular reporting.
- ☒ Market access is maintained.

Drivers

The foundation for sustaining Gross State Product growth is to protect land, water and marine resources from escalating threats on a number of fronts, including the impact of a constantly changing climate, increasing mobility and intensity of pest and disease incursions, urban sprawl and competing demands for resources.

PIRSA has a central role to play, not just in protecting and sustaining these natural resources, but also, where possible, in enhancing their productive capacity and economic potential (as outlined in priority 1).

It is proposed that PIRSA will develop industry-specific interventions involving an appropriate combination of research, regulation, communication, and behavioural and cultural change.

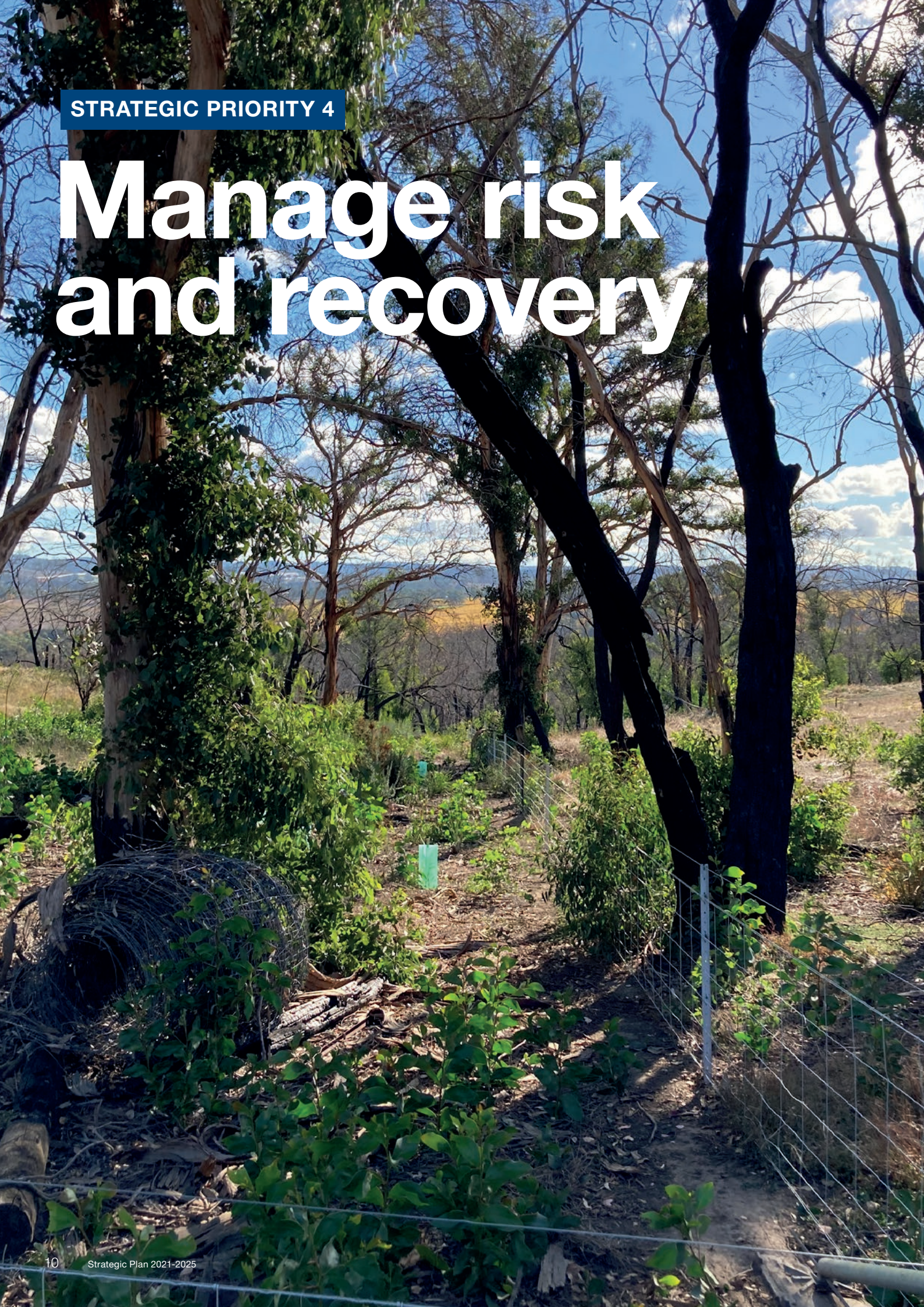
Maintaining robust biosecurity systems enhance opportunities to maintain market access, achieve premium pricing and gain access to higher value markets. The opportunity exists for South Australian producers to leverage sustainability and ethics credentials in the future as these become more formally mandated as a market access criteria to some countries.

In addition, the department has an important role to play in conducting the research and monitoring programs to provide evidence to support market access applications actioned by industry. The scientific evidence is critical to successful negotiation for access.

The department's regulatory role includes food safety and product integrity. This is critical for the health of the community and for agrifood exports because it protects South Australia's global reputation for safe food that is underpinned by superior integrity systems. Product integrity standards are continually rising.

Activities

3.1	Provide targeted research and extension in biosecurity and pest and disease management and risk mitigation.
3.2	Deliver extension and support programs to drive the adoption of environmentally sustainable production and value-adding practices.
3.3	Protect South Australia's reputation as a producer of safe food and fibre products by supporting businesses and industries to continuously strengthen product integrity systems.
3.4	Lead the primary industries and regions elements of the government's climate change response plan.
3.5	Manage the aquatic resource to ensure long term sustainability, balancing the interests of commercial, recreational and indigenous stakeholder groups.
3.6	Support industry to capture more value from available water through extension, adoption and behavioural/cultural change programs.

A photograph of a forest landscape. In the foreground, there is a wire fence and some green plants. A large, dark tree trunk is prominent on the right side. The background shows a valley with rolling hills and a blue sky with white clouds.

STRATEGIC PRIORITY 4

Manage risk and recovery



Strategic priority 4: Manage risk and recovery

Aim

Support primary industries and regional communities to manage risk, respond and recover quickly from adverse events that impact economic growth and community wellbeing.

Outcome

SA primary industries and regions are well prepared for risk and have access to recovery resources.

Success indicators

- ☒ Risks to sustainable and productive primary industry sectors are identified and strategies are in place for risk management.
- ☒ Industry and government have improved capability in risk response and recovery.
- ☒ Primary industries that can adapt to commodity cycles.
- ☒ Communities that are economically and socially resilient.

Drivers

Primary industries and regions will face increasing threats from natural events (droughts, bushfires, floods, pest and disease outbreaks) and the growing global incidence of biosecurity incursions as more people and goods move around the world. The department will play a proactive role in helping primary industries and regions plan for, mitigate and prepare for such events and build resilience.

Government has an important role to play in collaborating with primary industry and regional community groups to develop and implement adaption response plans to climate change, being mindful of both the risk to production and risk to export markets.

The department will collaborate with other agencies and take a leadership role in emergency responses that fall within its jurisdictional responsibilities, capability and resources.

Activities

4.1	Develop and manage an overarching risk management plan for primary industries and regions.
4.2	Build resilience and preparedness to respond and recover from adverse events – within the department, industry, individual businesses and communities.
4.3	Conduct the research and extension necessary to deliver on the priority issues for the state within Commonwealth and State Government programs on climate resilience and water maximisation (see priority activities 3.1 and 3.2).
4.4	Conduct targeted research to address priority risk areas.
4.5	Increase the efficiency and effectiveness of risk surveillance through improved technology or processes.
4.6	Maintain access to a relevant rapid testing and diagnostics services.
4.7	Continue to educate industry and communities about safe and sustainable business and recreational activity.
4.8	Build PIRSA's organisational capability to better resource and respond to adverse events.
4.9	Collaborate with other state government agencies to ensure that the biodiversity of South Australia's natural environment is not put at risk.

Strategic enablers

Key partnerships



Community

Migrant Resource Centres
Non Government Organisations
Regional communities
Regional community groups and associations
Regional Development Australia



Industry

Ag Bureau SA
Ag Excellence Alliance
Fisheries and aquaculture industry associations and bodies
Food South Australia
Forest Industry Advisory Council SA
National agricultural industry bodies
Primary Producers SA
Regional Australia Institute
Research and Development Corporations
Rural Business Support
South Australian Wine Industry Association
Universities and other training organisations
Wine industry associations



Government

Animal Health Australia
Commonwealth Government
Corporate Commonwealth entities
Cooperative Research Centres
ForestrySA
South Australian Government departments
State/Territory Governments
Statutory Authorities



