



**Government of South Australia**

Department of Primary Industries  
and Regions



**Head Office**

Level 16, 70 Franklin Street

Adelaide 5000

South Australia

[www.vuca.com.au](http://www.vuca.com.au)

# CANDIDATE BRIEFING DOCUMENT

## DIRECTOR, POLICY

### SEPTEMBER 2021



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## Overview: About the agency

### Our strategic focus

#### Our Purpose

To grow primary industries and drive regional development. Our agriculture, food, wine and forestry industries are a major employer and our largest export sector accounting for more than half of the state's merchandise exports. Primary industries and agribusiness directly generated \$15.2 billion in revenue in 2018-19, which includes final sales from all primary production and associated processing.

Our regions also make a substantial contribution to the state's economy, not only through agribusiness but also through mining and minerals processing, manufacturing, tourism and energy production.

Regional South Australia contributes about \$25 billion to the state's economy (revenue from all industries in 2015-16) with just 29% of the state's population.

#### Our Values

Our values guide our behaviours and practices and apply to all employees regardless of position, technical expertise or location.

- Service, Trust, Collaboration, Engagement, Courage and Tenacity, Professionalism, Respect, Honesty and Integrity and Sustainability.

#### Our functions, objectives and deliverables

Our Priorities are to:

- **increase productivity** of our primary industries and agribusinesses
- **secure production** through biosecurity, food safety standards and efficient and sustainable use of resources
- **enable market access** by working with primary industries to respond to **evolving** requirements of domestic and global markets and consumers
- **grow regions** by supporting key regional development drivers and growing opportunities available to our regional communities
- **manage adverse events** effectively and help primary industries and communities improve preparedness, resilience and recover well
- **reform our** legislative framework and programs to drive efficiency, effectiveness and unlock potential
- **build partnerships** with industry, stakeholders, research organisations and regional communities
- **perform well** as a modern flexible and responsive organisation that values and develops its people.

## Our organisational structure

PIRSA comprises of the following divisions:

- ▶ Agriculture Food & Wine
- ▶ Biosecurity SA
- ▶ Corporate Services
- ▶ Fisheries and Aquaculture
- ▶ Forestry
- ▶ Regions SA
- ▶ Rural Solutions SA
- ▶ South Australian Research and Development Institute (SARDI)

More information can be viewed at: [https://www.pir.sa.gov.au/top\\_menu/about\\_us](https://www.pir.sa.gov.au/top_menu/about_us)

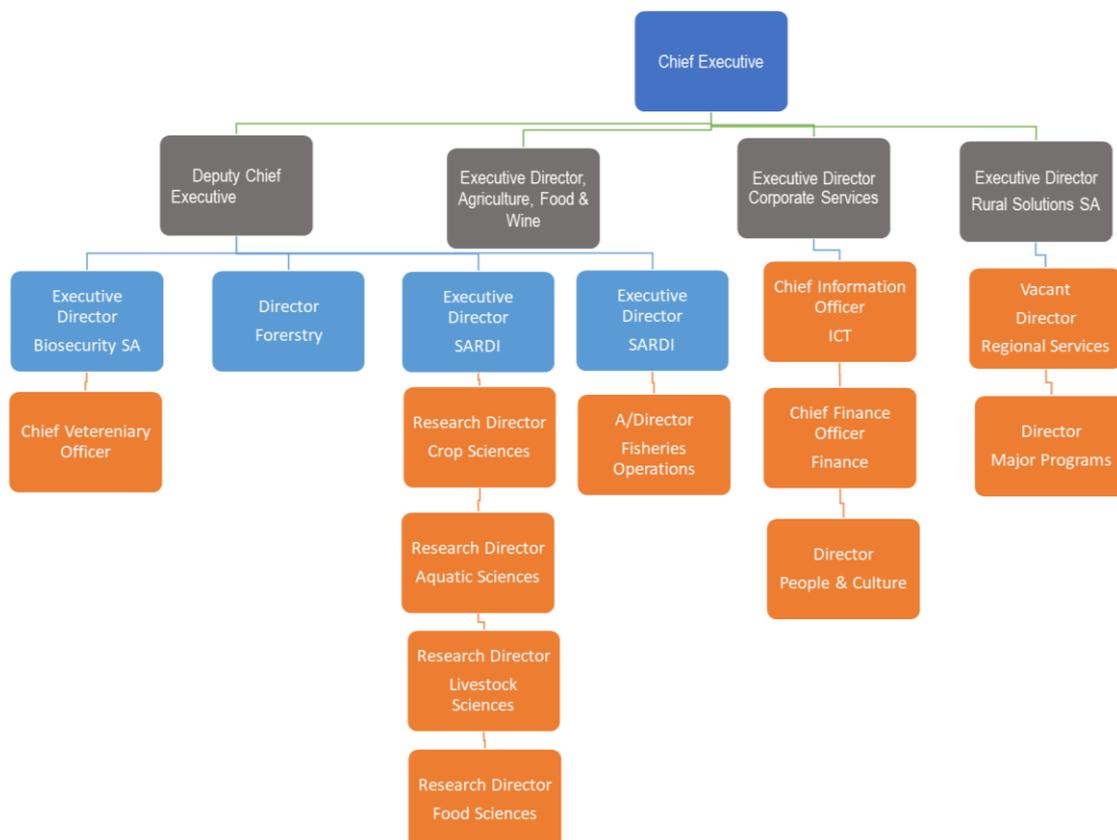
## Our Minister

The Hon David Basham MP is the Minister for Primary Industries and Regional Development.

The Minister oversees the Primary Industries and Regional Development portfolio and is responsible for a number of legislative acts.

He ensures primary industries and regional communities in South Australia continue to be more innovative, productive, competitive and market-driven - contributing significantly to the state's economy.

## Organisation structure





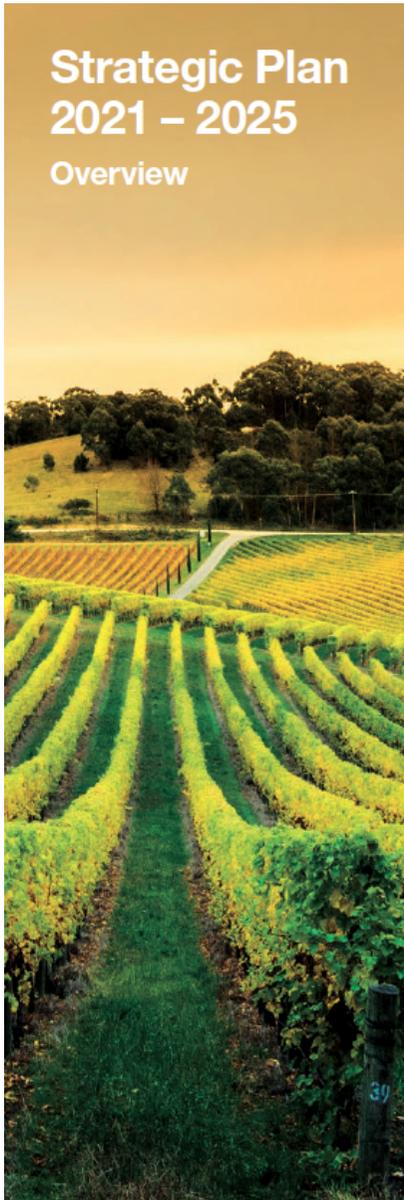
## Legislation administered by the agency

- [Agricultural and Veterinary Chemicals \(South Australia\) Act 1994](#)
- [Agricultural and Veterinary Products \(Control of Use\) Act 2002](#)
- [Aquaculture Act 2001](#)
- [Biological Control Act 1986](#)
- [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](#)
- [Pastoral Land Management and Conservation Act 1989](#)
- [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](#)
- [Veterinary Practice Act 2003](#)
- [Wine Grapes Industry Act 1991](#)

Further information can be found at: [www.pir.sa.gov.au/top\\_menu/about\\_us/legislation](http://www.pir.sa.gov.au/top_menu/about_us/legislation)



## Strategic Plan 2021 – 2025 Overview



# Strategic Plan 2021 – 2025 Overview

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

Strategic priorities	Stimulate value growth 	Reset the operating environment 	Sustain the resource 	Manage risk & recovery 
<b>Aims</b>	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.	Enhance prosperity by removing barriers to the economic growth of primary industries and the advancement of regions.	Protect and maximise primary industry resources through integration of targeted research, monitoring, policy and regulatory interventions delivered in collaboration with industry and the community.	Support primary industries and regional communities to manage risk, respond and recover quickly from adverse events that impact economic growth and community wellbeing.
<b>Outcomes</b>	South Australia has thriving and economically sustainable primary industries and regions.	An operating and living environment that is conducive to economic growth.	Primary industry resources that are both protected and optimised leading to sustainable and resilient regional communities.	SA primary industries and regions are well prepared for risk and have access to recovery resources.
<b>Success indicators</b>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> \$23 billion by 2030 target achieved.</li> <li><input checked="" type="checkbox"/> New industries are developed and existing supply chains strengthened.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Opportunities to streamline regulation are identified and strategies developed for improvement.</li> <li><input checked="" type="checkbox"/> Increased industry investment evident.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Fisheries and land resources are monitored for health with regular reporting.</li> <li><input checked="" type="checkbox"/> Market access is maintained.</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Risks to sustainable and productive primary industry sectors are identified and strategies are in place for risk management.</li> <li><input checked="" type="checkbox"/> Industry and government have improved capability in risk response and recovery.</li> <li><input checked="" type="checkbox"/> Primary industries that can adapt to commodity cycles.</li> <li><input checked="" type="checkbox"/> Communities that are economically and socially resilient.</li> </ul>

### 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

Read the full plan [pir.sa.gov.au/advancing-prosperity](http://pir.sa.gov.au/advancing-prosperity)

**MAKING A  
DIFFERENCE SO  
SOUTH AUSTRALIA  
THRIVES**



Adelaide | Brisbane | Melbourne | Sydney

## The Advertised Role

### Director, Policy (Industry & regional Development)

#### ▶ Adelaide, Australia's most liveable city

The Department of Primary Industries and Regions (PIRSA) as a key economic development agency of the SA Government, works across a diverse range of industry sectors including agriculture, livestock, forestry, fishing and aquaculture and regional development.

Reporting to the Executive Director, Regional Services and Industry Development, the Director provides executive leadership in the development of policy, programs, and initiatives which enable the delivery of the agency's core priorities. The role will also focus on significant legislative reforms and oversee regulatory amendments, formation of policy advice and implementation of policy initiatives for PIRSA owned legislation, or where the agency's contribution is required within a broader government context.

As part of PIRSA's Senior Leadership Team you will work collaboratively with colleagues to identify policy contributions, opportunities, constraints and strategies. With a high degree of professional integrity, you will lead, develop and mentor staff to improve overall performance and delivery of organisational outcomes. You will have a track record in policy development and experience in significant regulatory reform activities, demonstrated policy leadership and capacity to identify opportunities for policy improvement to meet agency strategic objectives and experience in Government policy processes. Further accountability includes:

- Providing expert advice to CE and Leadership Teams on key policy activities and actions that enable meaningful and informative policy and program outcomes and strategy development
- Engaging with the Minister's Advisors on legislative reforms, policy initiatives, agency programs and advisory activities

Applications are welcome from suitably skilled candidates with capabilities<sup>1</sup> reflective of the SAES Competencies and with Qualifications and/or high level of experience and expertise in business and management, or related fields.

For a copy of the role description visit the VUCA website [www.vuca.com.au/pirsa](http://www.vuca.com.au/pirsa), and for a confidential discussion regarding the position, please contact VUCA Senior Associate, Ms Patricia Williams on 0438 388 530. **Applications, including your current CV and a letter of introduction are to be forwarded in Word format to [pirsa@vuca.com.au](mailto:pirsa@vuca.com.au). Applications close 5pm Sunday 3rd October 2021.**

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<sup>1</sup> To be successful will require having developed policy under primary legislation e.g. Primary Act

# Executive Role Description

General Information					
<b>Title:</b>	Director, Policy			<b>Classification:</b>	SAES 1
<b>Division:</b>	Industry and Regional Development	<b>Branch:</b>	-	<b>Business Unit:</b>	-
<b>Type of appointment:</b>	Term Contract	<b>Hours of duty:</b>	37.5 hours per week	<b>Location:</b>	Adelaide
Purpose					
<p>The Director provides executive leadership in the development of policy, programs, and initiatives which enable the delivery of the agency's core priorities. The role will also focus on significant legislative reforms and oversee regulatory amendments, formation of policy advice and implementation of policy initiatives for PIRSA owned legislation, or where the agency's contribution is required within a broader government context.</p> <p>The Director is part of PIRSA's Senior Leadership Team (SLT) where they will work collaboratively with colleagues to identify policy contributions, opportunities, constraints and strategies. Policy development, management and implementation is undertaken in collaboration with other business units across PIRSA and operational policy teams also reside in some other divisions that are intrinsic to day-to-day services.</p> <p>The Director is accountable for:</p> <ul style="list-style-type: none"> <li>• Driving and overseeing major policy reforms, in collaboration with relevant business units</li> <li>• Providing expert advice on key policy activities and actions that enable meaningful and informative policy and program outcomes</li> <li>• Partnering with the CE, Executive Leadership Team and Senior Leadership Team on policy issues and strategy development</li> <li>• Engaging with the Minister's Advisors on legislative reforms, policy initiatives, agency programs and advisory activities</li> <li>• Enabling the policy team is resourced to undertake its required functions and meet the agreed deliverables for the business unit</li> <li>• Ensuring the business unit meets its performance targets in terms of business deliverable outcomes, budget, compliance outcomes, and risk management</li> <li>• Supporting and collaborating across all divisions of PIRSA to lead and drive the vision, planning and development of all policy and legislative initiatives, and associated business plans and priorities</li> <li>• Overseeing the management of initiatives, programs and projects as directed by the CE</li> <li>• Reporting to the ED and CE matters of significance, progress of targets, and the progress towards the business unit performance outcomes on a regular basis.</li> </ul> <p>The Director will also play a key role in leading, developing, and mentoring staff to improve overall performance and delivery of organisational outcomes in areas of responsibility.</p>					

## Key Accountabilities

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| <ul style="list-style-type: none"> <li>• Supporting engagement between industry and the Department on behalf of the CE and the Minister for Primary Industries and Regional Development to develop strategies that enable achievement of key priorities and objectives</li> <li>• Delivering on the agency's policy agenda, including major reforms</li> <li>• Working collaboratively with internal business units to deliver reforms and policy initiatives through the oversight of the end-to-end processes, program oversight and the coordination of technical advisory teams to ensure the inputs of officers accountable for the day-to-day service delivery</li> <li>• Working with the Executive Director and relevant leadership teams to define policy priorities and initiatives</li> <li>• Overseeing agency policy advice and supporting the business units with policy writing, briefing development and QA support for policy related initiatives/products and outputs</li> <li>• Ensuring that Ministerial correspondence meets the required timelines and quality key performance indicators</li> <li>• Reporting and evaluation of all PIRSA's priorities, projects and programs</li> <li>• Contributing to corporate initiatives including annual reporting and industry communications as required to ensure that policy advice provided on PIRSA programs is sound</li> <li>• Engaging with Crown to ensure that legislative and policy drafting processes meet requirements and timelines</li> </ul> | <ul style="list-style-type: none"> <li>• Ensuring operational activities are efficient, effective and supported by the implementation of budget management strategies for optimal financial, human and information resourcing</li> <li>• Regularly review, update and manage business priorities to ensure broad PIRSA activities are effective and establishing program plans and strategies to ensure effective, long term functionality and resourcing capability.</li> <li>• Ensuring systems and processes are reviewed and updated to enable business efficiency and high-level stakeholder engagement</li> <li>• Continually examine data and information relating to policy activities and stakeholder needs to improve efficiency and model trends to improved outcomes and outputs.</li> </ul> |
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## Key Deliverables / Results

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| <ul style="list-style-type: none"> <li>• High level policy and legislation oversight, direction and guidance to key staff and stakeholders to ensures consistency across PIRSA to achieve objectives and enhanced and/or integrated policy and legislation that creates synergies amongst all PIRSA divisions</li> <li>• Contribute to ensuring PIRSA is strategically positioned as leaders in areas of primary industries economic development, identifying growth and market opportunities, within the primary industries sector and rural communities with a focus on building both internal and external resource capacity and capability</li> </ul> | <ul style="list-style-type: none"> <li>• Developing effective relationships with internal and external stakeholders to ensure maximum buy in when implementing new policy approaches strategies and initiatives</li> <li>• Significant resources and budgets are effectively negotiated, managed and reported on to ensure the delivery of quality, cost effect projects and KPI's in line with key divisional and agency objectives</li> </ul> |
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- Processes are developed, implemented and managed to identify and provide expert advice, and ensure the quality delivery of PIRSA's briefings and cabinet submissions
- Regulatory reform initiatives are managed and delivered to specification on behalf of the agency
- Policy support and strategic initiatives are developed for portfolio issues and matters across the primary industries and regions
- Ensure systems and process are developed and implemented to capture and demonstrate the business unit's performance against set targets and deliverables

## Living & Working in Adelaide, South Australia

Adelaide is one of the most liveable cities on the planet. It is well known for its arts festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kurna people and has a strong indigenous culture today.

### LIFESTYLE

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an hour drive from the City Centre. You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15 minute drives from the City and offer **cosmopolitan hearts with retail and dining opportunities**. Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to Dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living. The Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has in recent years consistently ranked 5th in the world. The Property Council of Australia undertakes its own annual survey on liveability of Australia's top 10 biggest cities. In this

survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities. The Mercer Quality of Living Survey compares global cities and is primarily used to inform multi-national companies regarding optimal office locations and employee conditions. Adelaide was most recently listed as 29th in the World and has consistently ranked highly in this survey. Mercer's Cost of Living Report measures the comparative cost of over 100 items and Adelaide continues to outperform other Australian Capital Cities in this report

### REGIONAL EXPERIENCE:

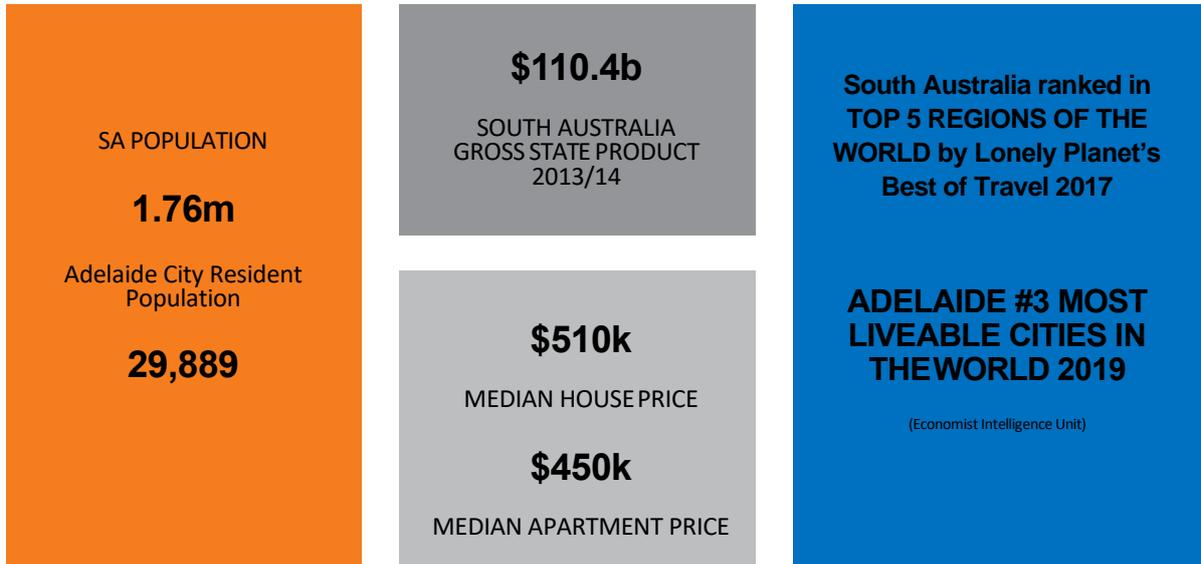
**The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.**

Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds - the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.

## South Australia & Adelaide, Fast Facts



### One of the world's most liveable cities

Adelaide offers a relaxed, easy-going lifestyle, and is rated as the 3<sup>rd</sup> most liveable city in the world (Economist Intelligence Unit). It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world's regions.

### Australia's most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 21% more to live in Melbourne and 23% more to live in Sydney than Adelaide. Adelaide is around 4% cheaper than Brisbane and Perth (2016 Economist Intelligence Unit), meaning you will have more money to discover Australia during your weekends and holidays.



## Contact Information

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Applications close 5pm Sunday 3rd October 2021.

## Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.