



Department of
Primary Industries and
Regional Development

Protect
Grow
Innovate



DPIRD Strategic Intent

Acknowledgement of country

The Department of Primary Industries and Regional Development (DPIRD) acknowledges the Traditional Custodians of Country and recognises their enduring connection to the land and waters.

DPIRD acknowledges their continuing cultures and value the contribution they make to the life of our regions. We pay our respects to Elders both past and present and extend that respect to all Aboriginal and Torres Strait Islander people.



Artwork by Richard Walley OAM

Esteemed Noongar artist and Elder Richard Walley produced this original artwork for the DPIRD Nash Street site fit-out in 2021. The design is deeply connected to DPIRD's statewide operations across land and waters.

It includes stories and images of:

- subterranean - the foundation for the world we live in, with water and connections covering large distances
- land and river - the water is vital for Earth's life in all forms including plants, animals and people
- vegetation - plants and trees are a source of food, shelter and a sign of good earth
- sky - including clouds, condensation and precipitation which replenish the earth, connecting water from the sea back to the land.

Message from Director General



I am pleased to present the Department of Primary Industries and Regional Development's Strategic Intent for 2026 and beyond.

This Strategic Intent builds on the strong foundation of our 2022–2026 Strategic Intent. It reflects the progress we have made as an organisation and sets a clear, forward-looking direction.

As DPIRD's highest-level strategic document, it defines our overarching purpose and direction – articulating who we are, what we do, and why our work matters. It will focus our effort and investment on the areas that will deliver enduring prosperity for all Western Australians.

At its core, this Strategic Intent reinforces our commitment to supporting thriving regions and sustainable primary industries.

Our purpose is clear and enduring: to enable prosperity through the sustainable development of our regions and primary industries. We will deliver this through three guiding principles – protect, grow and innovate – which recognise the importance of stewardship, economic development and scientific advancement in securing Western Australia's future.

We are operating in an environment of significant change. Global economic shifts, increasing environmental pressures, rapid

technological advancement and evolving community expectations are reshaping Western Australia's regions and primary industries. In this context, we play a key role in supporting our industries to remain productive, resilient and competitive, while safeguarding the natural resources that underpin them and supporting vibrant regional communities.

Our strategic focus is centred on five key service areas: managing biosecurity; managing land and aquatic resources; developing primary industries; developing regions; and strengthening our enabling services. Across these areas, we will prioritise initiatives that protect Western Australia from biosecurity threats, enable the sustainable use of natural resources, support industry growth and market access, and strengthen prosperous and connected regional communities.

Strong partnerships will be critical to our success. We will continue to work closely with industry, community, research institutions, and Aboriginal people and organisations to deliver shared outcomes, including economic opportunities and long-term stewardship of land and waters.

We will monitor and report on our performance through our Annual Report, reinforcing transparency, accountability and a strong focus on delivering outcomes. We will also review this Strategic Intent regularly to ensure it remains relevant, responsive and aligned with Government priorities.

About DPIRD

Our purpose

Enable enduring prosperity for all Western Australians through our work with regions and primary industries.

Our approach

In everything we do, we take an approach to:

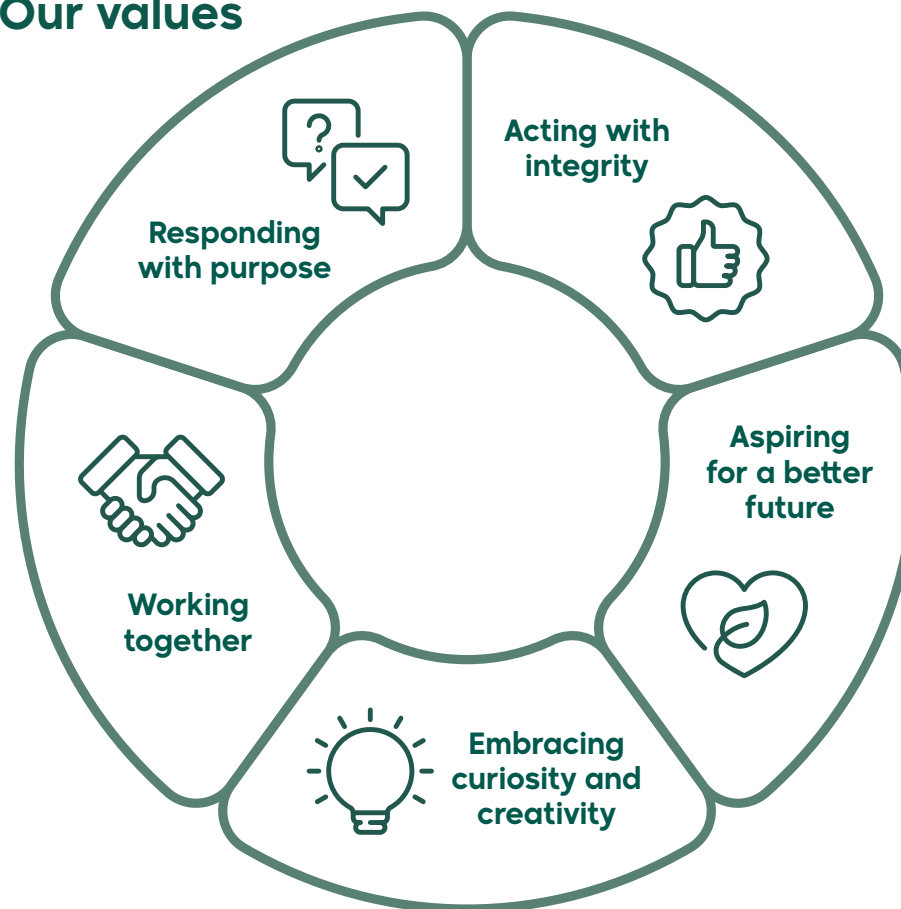
- **Protect** through stewardship of our people, land and aquatic resources.
- **Grow** our primary industries and regions through balancing social, economic and environmental drivers.
- **Innovate** through scientific inquiry and curiosity.

How we deliver

In delivering our services we focus on building relationships and working collaboratively with our partners using five key levers:

- Regulation and compliance
- Research, development and innovation
- Policy, strategy and advocacy
- Public investment
- Capability and capacity building

Our values



Our role

Lead sustainable development of Western Australia's regions and agriculture, food and fisheries sectors.

As part of our role DPIRD administers Acts of Parliament spanning biosecurity, animal welfare, aquatic resource management, land and soil management, and regional development.

Under the State Emergency Management Framework DPIRD is the responsible hazard management agency for animal and plant pests and diseases and must maintain capability across prevention, preparedness, response and recovery requirements.

DPIRD services and objectives	 Manage biosecurity Safeguard WA from the risk and impact of biosecurity threats.	 Manage land and aquatic resources Enable sustainable use and protection of WA's natural land and aquatic resources.	 Develop primary industries Support robust WA agriculture and food industries.	 Develop regions Support prosperous WA regional communities.	 Manage enabling services Enable a high performing agency.
Service description	Maintain WA's biosecurity system to manage risk and minimise impact of pests, diseases and contaminants and to maintain market access and reputation as a producer of safe agrifood and seafood products.	Manage WA's land and aquatic resources to enable sustainable use balanced with conservation for future generations.	Support WA's agriculture and food sectors by contributing to their sustainable economic growth through enhancing productivity, market access, resilience and reputation.	Support the development of WA's regions by contributing to their sustainable growth, diversification, job creation and thriving communities. We work in partnership with the 9 Regional Development Commissions.	Provide the capabilities needed to deliver effective and efficient services that benefit the community, create value, and influence trust and confidence in public sector service delivery.
Key services					
	Biosecurity status protection; Animal and plant diagnostics and laboratory services; Biosecurity system management	Soil and land conservation; Fish and aquatic resource management	Sector intelligence and stewardship; Applied research; Sector and market development; Animal welfare management	Regional community development; Regional economic development	People and culture development; Finance and resource management; Corporate governance and strategy; Stakeholder engagement

Strategic alignment

DPIRD services are aligned to the WA Government's priorities for 2025–2029, delivering on economic diversification, environmental sustainability, and quality infrastructure and services across our state.

Driving economic diversification and jobs

DPIRD supports increased productivity and facilitates domestic and export growth across WA's agrifood, fibre, and fisheries sectors. The agriculture and food sector continues to play a vital role in regional and state employment, creating a workforce across production, processing, logistics and service industries. Export activity remains a cornerstone of WA's economic strength, with cereal grains consistently representing the largest share of agrifood exports.

DPIRD's role in industry development and investment attraction across the regions and in the primary industries sector supports government objectives in economic diversification.

The state's biosecurity system plays a significant role in driving economic diversification and jobs by underpinning productivity and enabling market access and trade for our primary industries.

Protecting and restoring our environment

DPIRD's stewardship of WA's natural resources aligns with the government's commitment to protecting and restoring our environment. DPIRD secures the long term health of natural resources relied upon by the fishing, agriculture, aquaculture and pastoral industries: our fisheries, land, water, soils and vegetation. We ensure sustainable production so WA can enjoy its economic, community and regional benefits both now and in the future. As the Hazard Management Agency (HMA) for animal and plant pest and disease emergencies in WA, DPIRD plays a lead role in protecting our industries, environment and people from biosecurity threats.

Quality infrastructure and services in regional and remote communities

Regional WA generates a significant proportion of WA's gross state product, largely driven by resources and primary industries. DPIRD's focus on regional development through investment facilitation, administration of the Royalties for Regions fund, and support for Regional Development Commissions directly supports the government's priorities for housing, infrastructure, and inclusive communities. By addressing barriers and creating opportunities, DPIRD helps facilitate critical infrastructure, boost jobs, improve living standards, and ensure regional Western Australians share in the benefits of growth.

Strategic context

Western Australia's primary industries and regional communities are navigating a period of change. Evolving geo-political and economic conditions, environmental pressures and shifting community expectations are reshaping how industries operate and how government supports sustainable growth. DPIRD's strategic intent positions the agency to respond to this changing landscape.



Political

Global geo-political uncertainty is intensifying in scale and accelerating in pace. Increasingly diverse public expectations, a drive for leaner government and climate accountability are creating opportunities and challenges, changing market access for key commodities. This rapidly changing environment will require industries and governments to become more strategic, agile and responsive to maximise gains in a complex world.



Economic

Changing trade dynamics and shifting global demand and supply patterns are driving competitiveness and export performance, while expanding opportunities for new value-added products and diversified markets. To thrive, businesses and communities are called to adapt to cost pressures, unlock the potential of artificial intelligence, optimise the benefits of green energy transition, and meet the rising expectations for the sustainable and transparent management of natural resources.



Social

Population change, the evolving nature of work and the workforce will continue to drive change in primary industries and across regions. Regional communities are being shaped by evolving, restructuring agricultural enterprises, creating new local opportunities within and across industries and supply chains. Increased recognition of native title rights and interests across the state is unlocking social and economic opportunities, along with growth in the Aboriginal business sector including within primary industries.



Technology

Rapidly evolving advances in digital technologies, biotechnology, automation and data analytics will continue to transform and improve production, supply chains and government services. These innovations offer major productivity gains and require ongoing investment in skills, secure systems and modern infrastructure to ensure industries and regional communities can maximise current and future benefits.



Legal

Evolving public expectations and socio-economic settings are accelerating legislative and regulatory change. Maximising the benefits of rapid scientific and technological advances are necessitating an agile approach to regulatory reform. Privacy requirements, biosecurity and natural resource management are requiring more flexible and collaborative legislation and policies to adapt to future uncertainties and capitalise on emerging opportunities in a timely manner.



Environment

Increased environmental responsibility and accountability are highlighting the natural and man-made pressures facing the State's natural resources. Changing weather patterns, biosecurity risks, land use competition and resource availability (e.g. water) are impacting production systems and regional liveability. Increasing public awareness and corporate environmental stewardship are unlocking opportunities, such as new markets, carbon and nature credits, as well as new, efficient and sustainable technologies.

Strategic focus

This document sets the intention for where we are seeking to focus effort and investment, strategic plans aligned to service areas provide additional contextual detail and strategies to be deployed.

DPIRD services and objectives	 Manage biosecurity Safeguard WA from the risk and impact of biosecurity threats.	 Manage land and aquatic resources Enable sustainable use and protection of WA's natural land and aquatic resources.	 Develop primary industries Support robust WA agriculture and food industries.	 Develop regions Support prosperous WA regional communities.	 Manage enabling services Enable a high performing agency.
Strategic focus	• Work with government to establish and implement a clear policy position on public investment in biosecurity • Enhance WA's capability to prepare for, respond to and recover from high-consequence biosecurity threats • Progress reforms to deliver a modern sustainable biosecurity system • Build shared understanding of roles and responsibilities in protecting WA from the impacts of pests and diseases	• Engage with landowners on opportunities for innovative sustainable land, soil and water management • Review fisheries legislation to ensure a contemporary rights-based management framework • Facilitate key foundations for economic growth of WA's aquaculture sector	• Strengthen industry resilience to climate, water and biosecurity risks • Maintain trust in WA production systems and strengthen provenance • Lift capability and productivity through adoption of research, innovation and technology • Strengthen market access and supply chain performance	• Improve infrastructure and services in regional centres and remote communities • Enable economic diversification and innovation in the regions • Support regional renewable energy • Improve connectivity, inclusion, and service access	• Attract and retain a diverse, inclusive workforce with the skills and values to drive our future • Build and maintain a fit-for-purpose asset base to support service delivery • Optimise the use of technology for quality and efficient service delivery • Ensure the agency remains financially sustainable • Enhance capacity and capability to meet Hazard Management Agency responsibilities
Enduring partnerships with Traditional Owners focused on economic empowerment					
DPIRD's strategic focus contributes to the achievement of the WA Government's priorities for 2025–2029, delivering on economic diversification, environmental sustainability, and quality infrastructure and services across WA.					

Implementation and monitoring

The Strategic Intent sets the overall strategic direction for DPIRD's services and describes the long-term goals that guide how the department plans, invests and makes decisions.

A suite of strategic plans support the Strategic Intent by setting out the key strategies DPIRD will pursue to achieve its service area objectives.

Progress against the Strategic Intent is monitored and reported each year through the DPIRD Annual Report. This reporting shows how the department is performing against its objectives and how it is delivering value for the community and industry. Additionally, performance is monitored and strategies reviewed through program evaluations, analysis of indicators, audits and the planning cycle.

Regular reviews of the Strategic Intent will ensure continued alignment with government priorities while enabling DPIRD to respond to emerging issues, adapt to changing circumstances, and incorporate shifts in strategic direction.



Important disclaimer

The Chief Executive Officer of the Department of Primary Industries and Regional Development and the State of Western Australia accept no liability whatsoever by reason of negligence or otherwise arising from the use or release of this information or any part of it.

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