
GREEN INDUSTRIES SA

Business Plan 2022–23



**Government
of South Australia**

Green Industries SA

Contents

Foreword – From the Presiding Member	4
About Green Industries SA	5
Strategic priorities	6
BUSINESS PLAN	
Waste and Recycling	7
1. Zero food waste	
2. Kerbside reform	
3. Single-use plastics	
4. Maintaining South Australia’s leadership in waste diversion	
Circular Economy	9
5. Circular economy transition	
6. Remanufacturing infrastructure	
Green Economy	10
7. Business sustainability	
8. Green economy for SA	
People, Systems and Performance	11
9. High performing employer of choice	
Funding provisions	11
Expenditure summary	12
Budget distribution charts	13



**Government
of South Australia**

Green Industries SA

Acknowledgement of country

We acknowledge and respect the Traditional Custodians whose ancestral lands we live and work upon and we pay our respects to their Elders past, present and emerging. We acknowledge and respect their deep spiritual connection and the relationship that Aboriginal and Torres Strait Islanders people have to Country. We extend our respect to all Aboriginal and Torres Strait Islander people and their nations in South Australia and across Australia.

Foreword

Green Industries SA (GISA) is leading South Australia's transition towards a circular and green economy, building on the positive environmental outcomes it has achieved in waste and recycling.

GISA remains committed to increasing resource recovery and landfill diversion in South Australia, and has a broadened focus on the significant environmental, social and economic opportunities in developing the green economy.

A green economy manages its resources through a circular economy, it decarbonises energy production, transport and other major emitting industries, and uses technology and nature-based solutions to achieve net-zero emissions and other environmental and social wellbeing outcomes. There is significant potential for sustainable economic growth through a green economy without compromising the environment, economic development and social equity.

Through the work of GISA, South Australia is an early mover and adopter of the principles of the circular economy, complemented by the state's leadership in renewable energy and other areas of the green economy.

GISA's new Strategic Plan 2022–30 outlines our contribution to sustainable economic growth and climate action through 3 focus areas – Waste and Recycling, Circular Economy, and Green Economy – underpinned by People, Systems and Performance.

GISA's 2022–23 Business Plan outlines key programs and projects under 9 strategic priorities within these focus areas.

GISA is committed to achieving *South Australia's Waste Strategy 2020-25* targets, with food waste and municipal waste identified as key opportunities, along with continued delivery of core waste management and diversion programs. Providing support to local government, industry and business continue to be core functions of GISA.

South Australia's leadership on single-use plastic products will continue with GISA assessing additional products for prohibition through the *Single-use and Other Plastic Products (Waste Avoidance) Act 2020* following consultation via the *Turning the Tide 2021* discussion paper.

Supporting the transition to a circular economy is a core priority for the agency through continued development of the Circular Economy Roadmap, supported by key partnerships, circular economy market development, delivery of recycling and remanufacturing infrastructure projects, and evaluation and reporting.

GISA will help develop the green economy in South Australia with partners across state government. We will support businesses with sustainability and net-zero emissions initiatives, as well as business development and industry attraction opportunities. Green economy action in South Australia will be inspired by a catalyst program for businesses, industry and government.

GISA's strategic priorities are crucial in supporting South Australia's economic recovery from COVID-19, and provide a sustainable and just transition from the linear economy to a circular and green economy for the future and taking action on climate change.



Kevin McGuinness

Presiding Member, Board of Green Industries SA

About Green Industries SA

GISA is a statutory corporation established under the *Green Industries SA Act 2004* with objectives to:

- a) promote waste management practices that, as far as possible, eliminate waste or its consignment to landfill; and
- b) promote innovation and business activity in the waste management, resource recovery and green industry sectors, recognising that these areas present a valuable opportunity to contribute to the state's economic growth.

GISA is guided by the following statutory principles:

- the circular economy
- the waste management hierarchy
- ecologically sustainable development
- best-practice methods and standards in waste management and efficient use of resources.

GISA has a governing Board, is led by Chief Executive Professor Ian Overton and has 30 full-time equivalent staff. It is structured around 6 core functions: Transformation and Innovation; Policy and Evaluation; Economic Growth and Sustainability; Engagement and Communications; Governance and Business; and Executive Support.

Section 14 of the *Green Industries SA Act 2004* requires GISA to prepare an annual business plan that sets out the agency's major projects, programs and priorities and budget for 3 financial years. The Business Plan is approved by the Minister responsible for the *Green Industries SA Act 2004*.

This Business Plan was approved by the Minister for Climate, Environment and Water on 15 June 2022.

Strategic priorities

► Vision

Creating a sustainable future through a green economy, focusing on the value of materials in a circular economy and providing economic, social and environmental benefits.

► Purpose

GISA is a leader in the circular and green economy through innovation, collaboration and excellence. We are improving our environment and wellbeing, creating prosperity and increasing economic growth, and valuing our resources and reducing pollution and waste.

► Focus areas and strategic priorities

► Waste and Recycling

1. Zero food waste
2. Kerbside reform
3. Single-use plastics
4. Maintaining South Australia's leadership in waste diversion

► Circular Economy

5. Circular economy transition
6. Remanufacturing infrastructure

► Green Economy

7. Business sustainability
8. Green economy for South Australia

► People, Systems and Performance

9. High performing employer of choice

► Drivers

Leadership and advocacy	Policy and regulation	Incentives and support	Innovation and research	Education, behaviour change, capacity building
--------------------------------	------------------------------	-------------------------------	--------------------------------	---

Focus area: Waste and Recycling

South Australia will continue to be a leader in waste management and resource recovery with major initiatives in reducing waste, reforming kerbside systems and phasing out problematic and unnecessary single-use plastic products.

► Priority 1: Zero food waste

Food wasted along the supply chain in South Australia results in value losses of \$339 million annually in pre-consumer processes (that is, production, processing, distribution) and \$750 million annually through post-consumer processes (that is, waste). Food waste makes up 40% of household residual waste bins and only 11% of kerbside food waste is collected and processed back into soil improvements.

GISA is setting an ambitious target for South Australia to be the first state in Australia to achieve zero food wasted. We are working to this target through the delivery of the following programs and projects:

- Local government: Kerbside Food Waste Incentives Program – providing funding support to South Australian councils to implement food waste diversion systems through kerbside collection systems
- Statewide recycling education – educating the community on food waste reduction and recycling behaviours
- Organics processing and food rescue recycling infrastructure projects – delivery of grant funding for projects that support food rescue activities and increased processing of organic materials including food waste into soil improvement and other valuable products
- Implementation of *Valuing Our Food Waste: South Australia's strategy to reduce and divert household and business food waste* – policy development and project delivery aligned to actions in South Australia's Food Waste Strategy
- Industry development and innovation – research and development, exploration of new industries and technologies
- Commercial and industrial sector – implementation and support to projects that demonstrate improved recovery, collection and recycling systems for commercial food waste

2022–23	2023–24 [indicative]	2024–25 [indicative]
1,198,000	657,000	907,000

► Priority 2: Kerbside reform

Landfill diversion in the state's municipal waste stream sits at around 56%, well short of *South Australia's Waste Strategy 2020-25* target of 75% by 2025. Significant reform is required to achieve this target, including the sub-target of 70% diversion by 2025 through metropolitan Adelaide kerbside collection systems.

GISA is committed to working with local government to revolutionise household waste management for the future. The following programs and projects support this priority:

- Council Modernisation Grants – supporting South Australian councils to trial and implement new and improved kerbside systems that provide greater flexibility of service, increased resource recovery, better data capture and reporting, and region-based approaches
- Statewide recycling education – supporting local councils to educate and engage with their communities on services and recycling behaviours
- Local government recycling infrastructure projects – delivery of grant funding to projects that increase the recovery and processing of kerbside collected recyclables, and improve the quality of recovered materials as commodities for reprocessing and remanufacturing
- Policy and strategy development – exploring and identifying the optimal kerbside recycling systems for South Australia's future, and developing guidance for local government to support implementation of best practice systems

2022–23	2023–24 [indicative]	2024–25 [indicative]
7,891,800	2,469,000	370,000

Focus area: Waste and Recycling

► Priority 3: Single-use plastics

In December 2021, GISA released the Turning the Tide 2021 discussion paper to consult on the consideration of prohibiting additional single-use and other plastic products to those already restricted and prohibited through the *Single-use and Other Plastic Products (Waste Avoidance) Act 2020*.

GISA will continue to drive South Australia's nation-leading efforts in taking action on problematic and unnecessary single-use and other plastic products. The following programs and projects support delivery of this priority:

- Impact assessment and analysis – understanding the impacts to businesses, industry and the community of proposing products for prohibition; including the availability, suitability and cost of alternative products, and potential exemptions
- Policy and legislation – research, development and consultation on legislative amendments that would be required to prohibit additional products
- Replace the Waste education campaign – educating business and the community on prohibited products, supporting the transition to alternative products and communicating exemptions
- Plastic-Free SA Program – supporting South Australian businesses to phase-out a range of single-use plastic products and become Plastic-Free Champions

2022–23	2023–24 [indicative]	2024–25 [indicative]
382,000	382,000	382,000

► Priority 4: Maintaining South Australia's leadership in waste diversion

GISA will continue to deliver core waste management and diversion programs to protect the environment, maintain the state's significant landfill diversion and other waste management achievements. It will build on these to drive *South Australia's Waste Strategy 2020-25* targets, including zero avoidable waste to landfill by 2030.

Programs and projects under this priority include:

- Regional Transport Subsidies Program – supporting regional South Australian councils with the costs of transporting recyclable materials to processing facilities

- Charitable Recyclers Subsidy Program – providing financial relief to charitable recyclers to assist with the costs of disposing unusable and unrecyclable donated goods
- Implementation of *South Australia's Waste Strategy 2020-25* – policy development and project delivery aligned to Waste Strategy targets and actions
- Contribution to national projects – policy development and contribution to projects at a national level, including under the National Waste Policy Action Plan and advocating for greater extended producer responsibility and product stewardship
- Household hazardous waste collections – providing South Australians with a free and safe disposal service for household chemicals and paint
- BackLight Program – supporting the collection and recycling of used light globes
- Disaster waste management – reviewing the state's Disaster Waste Management Capability Plan and maintaining preparedness for GISA to be activated as function lead for disaster waste management under the State Emergency Management Plan
- KESAB environment solutions partnership – service level agreement for the Wipe Out Waste school education program, Which Bin telephone hotline and bin audits
- Waste Management and Resource Recovery Association Australia (WMRR) partnership – supporting the South Australian WMRR Branch to coordinate events and consultations, and disseminate information amongst members and the industry

2022–23	2023–24 [indicative]	2024–25 [indicative]
2,312,000	2,344,000	2,586,000

WASTE AND RECYCLING – FOCUS AREA TOTAL		
2022–23	2023–24 [indicative]	2024–25 [indicative]
11,783,800	5,852,000	4,245,000

Focus area: Circular Economy

GISA is driving South Australia's transition to a circular economy, and will continue to close the loop on material flows, including supporting remanufacturing infrastructure projects, development of new business models and increasing sustainable procurement.

► Priority 5: Circular economy transition

The annual economic benefits of a circular economy by 2050 are estimated at over \$2 trillion world-wide and \$210 billion in Australia. An assessment of the potential benefits of a more circular economy in South Australia compared to a 'business as usual' scenario [2017] identified the potential to create 25,700 jobs in the state and reduce greenhouse gas emissions by 27%. The majority of this job creation (21,000) is in material efficiency gains – the circular economy.

GISA will drive progress through the implementation and measurement of the circular economy. This priority is delivered through the following programs and projects:

- Circular Economy Roadmap for South Australia – continued development, finalisation and release of the roadmap, self-assessment tools, and related projects
- Policy and strategy development in the circular economy – statewide and in specific sectors, including related to sustainable procurement
- Circular economy awards for women in leadership and students – supporting female leaders to undertake an investigative project in the circular economy and report back their findings, and awarding tertiary students for outstanding research in the circular economy
- Circular360: Global Centre of Excellence in Circular Economy partnership – delivery of the Global Leadership Program on the Circular Economy and other circular economy activities
- Local Government Association of SA partnership – implementing the circular economy in South Australian Local Government, including reformed waste management and collection arrangements, sustainable procurement and climate action
- SA Buy Recycled Expo – sponsorship of a biannual expo in Adelaide to showcase companies that use South Australian recycled content products and materials or otherwise support the circular economy
- Evaluation, metrics and reporting – data collection, analysis and reporting, including annual publications such as Recycling / Circular Economy Activity Reports and Kerbside Performance Reports

2022–23	2023–24 [indicative]	2024–25 [indicative]
952,000	825,000	997,000

► Priority 6: Remanufacturing infrastructure

Prompted by changes to international market conditions for recovered materials and restrictions to the export of certain recyclable commodities, GISA has made significant further investments in South Australian resource recovery infrastructure projects.

GISA will build on South Australia's strong history in resource recovery and recycling to close the loop on materials, support circular economy market development and identify secondary processing and remanufacturing needs. The following programs and projects deliver this priority:

- Circular Economy Market Development Grants – grant funding to support projects that establish or innovate circular economy business models and practices, including through South Australian recycled content products and materials
- Recycling and remanufacturing infrastructure grants – delivery of grant funding to projects for new or upgraded infrastructure to divert materials from landfill, increase recycling, processing, remanufacturing and add value to recyclable commodities, including under the National Partnership on Recycling Infrastructure
- Policy and strategy development – review and update of *South Australia's Waste and Resource Recovery Infrastructure Plan* to identify focus areas for investment to support increased circular economy markets, beyond recovery and recycling

2022–23	2023–24 [indicative]	2024–25 [indicative]
11,649,200	200,000	2,465,000

CIRCULAR ECONOMY – FOCUS AREA TOTAL		
2022–23	2023–24 [indicative]	2024–25 [indicative]
12,601,200	1,025,000	3,462,000

Focus area: Green Economy

South Australia is a leader in renewable energy, hi-tech and liveability. This creates an opportunity to structure South Australia's economic growth strategy to a green economy.

GISA will support South Australia's transition to a green economy through engagement with other state government agencies, supporting businesses to achieve environmental, social and governance (ESG) credentials, and establish new green industry sectors.

► Priority 7: Business sustainability

There is an ever-increasing demand for all businesses to demonstrate ESG credentials including responding to climate risks, and net-zero emissions commitments and action. South Australian businesses and industry sectors require guidance and assistance to understand, assess, implement and monitor sustainability initiatives.

GISA will support South Australian businesses with their sustainability and net-zero emissions initiatives, catalysing the development of the green economy among South Australia's business community. This priority is delivered through the following programs and projects:

- Business Sustainability Program – supporting South Australian small and medium sized businesses, and industry sectors to accelerate sustainable change and transition to a circular and green economy
- Business development – targeted projects to drive circular and green economy development in larger businesses and targeted industry sectors
- Business SA Net-Zero Masterclass partnership – educating and mentoring South Australian businesses to assess and implement sustainability initiatives and drive action towards net-zero emissions

2022–23	2023–24 [indicative]	2024–25 [indicative]
532,000	505,000	505,000

► Priority 8: Green economy for SA

South Australia's leadership in the circular and green economy, combined with its strengths in renewable energy, can attract businesses and industries that are operating in new business models, products and services to drive sustainability and climate action. These advantages are complemented by our hi-tech, digital and innovation centres at Lot Fourteen and Tonsley.

GISA will help develop the green economy in South Australia with partners across state government, taking the lead in areas related to the circular economy and green industries. The following programs and projects support this priority:

- Engagement and project development – working across state government, tertiary institutions, industry associations and other stakeholders to identify opportunities for development of South Australia's green economy, and bringing the relevant parties together to collaborate on sustainability initiatives
- Economic modelling – further understanding the benefits of the green economy in South Australia and the associated opportunities
- Industry engagement and business development – working with businesses and industry to develop new green economy markets and leverage South Australia's competitive advantages
- Green Economy Catalyst Program – bringing global leaders to Adelaide to engage with industry sectors, government and the community, to support South Australia's transition to a circular and green economy and drive climate action, while achieving improved value-creation and economic growth

2022–23	2023–24 [indicative]	2024–25 [indicative]
280,000	190,000	190,000

GREEN ECONOMY – FOCUS AREA TOTAL		
2022-23	2023-24 [indicative]	2024-25 [indicative]
812,000	695,000	695,000

Focus area: People, Systems & Performance

► Priority 9: High performing employer of choice

GISA is committed to being the employer of choice in the South Australian Public Sector for staff satisfaction and wellbeing, embracing diversity and inclusion, and high performance using data and digitisation.

The following programs and projects deliver this priority:

- Staff training and development – ensuring GISA staff are trained and developed in their existing roles and in career development
- Wellbeing and inclusion projects – Reconciliation Action Plan development, White Ribbon re-accreditation and Rainbow Tick accreditation, and staff engagement activities

- Data capture and management – Green Industries Data (GRID) system
- Systems, processes and digitisation – improvement and modernisation projects (internal)
- Board support – sitting fees, executive and administrative support
- Corporate services – on-costs and overheads, office management, protective security including cyber, ICT, and measuring the agency's carbon footprint

PEOPLE, SYSTEMS AND PERFORMANCE – FOCUS AREA TOTAL		
2022–23	2023–24 [indicative]	2024–25 [indicative]
959,000	939,000	959,000

Funding provisions

GISA is funded by the Green Industry Fund established by the *Green Industries SA Act 2004*. The fund is made up predominantly of 50% of the solid waste levy collected by the Environment Protection Authority under section 113 of the *Environment Protection Act 1993*. GISA's expenditure authority is determined by the State Budget.

The Green Industry Fund can be applied by GISA in accordance with its approved Business Plan and as authorised by the Minister. The fund can also be applied by the Minister towards the costs of climate change initiatives and for disaster waste management purposes.

Department of Treasury and Finance Approved Revenue, Expenditure and Cash balance as at 19 May 2022	2022–23 (\$)	2023–24 (\$)	2024–25 (\$)
REVENUE	59,748,000	53,457,000	55,849,000
50% of waste levy payments from Environment Protection Authority	50,143,000	52,429,000	54,819,000
National Partnership on Recycling Infrastructure – funding from the Commonwealth Government	8,960,000	0	0
Food Waste for Healthy Soil – funding from the Commonwealth Government	98,000	0	0
Charitable Recyclers Subsidy Program – budget transferred from EPA	242,000	244,000	246,000
Transfer of interest and principal repayments from SAFA to GISA for the Recycling Infrastructure Loan Program	305,000	784,000	784,000
CURRENTLY APPROVED EXPENDITURE AUTHORITY	54,081,000	31,281,000	39,148,000
GISA expenditure authority	30,241,000	12,647,000	13,559,000
Climate change initiative funding	23,840,000	18,634,000	25,589,000
RESULT OF INCOME STATEMENT	5,667,000	22,176,000	16,701,000
CASH BALANCE			
CASH OPENING BALANCE	69,966,000	75,578,000	97,699,000
NET MOVEMENT IN CASH HELD	5,612,000	22,121,000	16,798,000
CASH CLOSING BALANCE	75,578,000	97,699,000	114,497,000

Climate change initiatives are approved by the Minister under the *Green Industries SA Act 2004* independent of GISA and its Board and are therefore not detailed within GISA's Business Plan. Further information on climate change initiatives can be obtained from the state government agencies administering the initiatives.

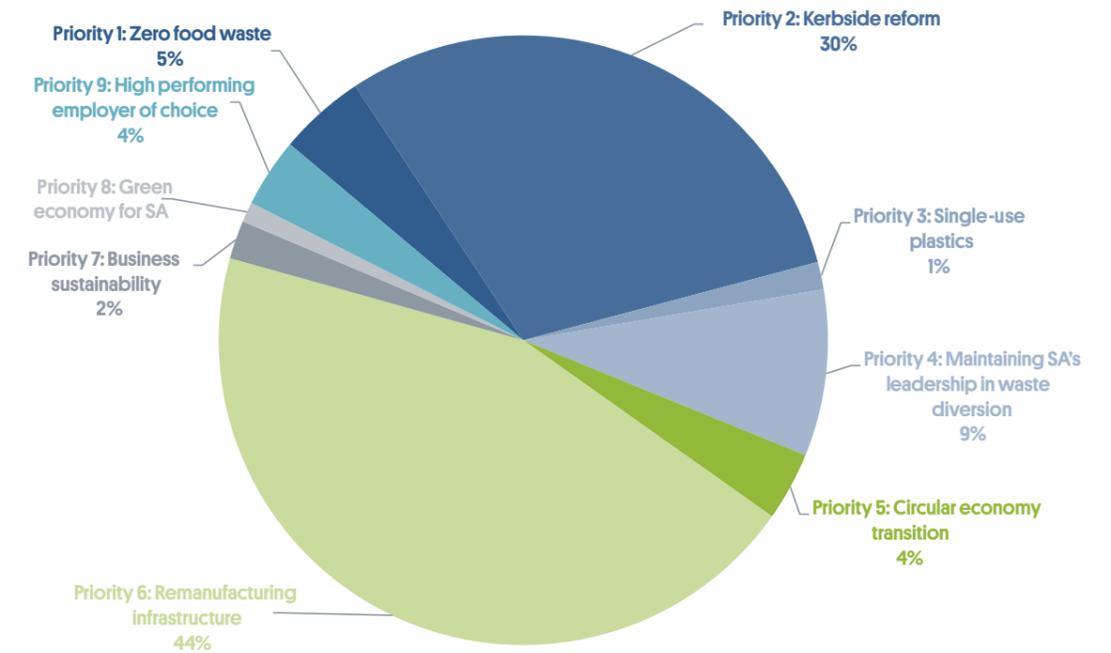
Expenditure summary

EXPENDITURE SUMMARY

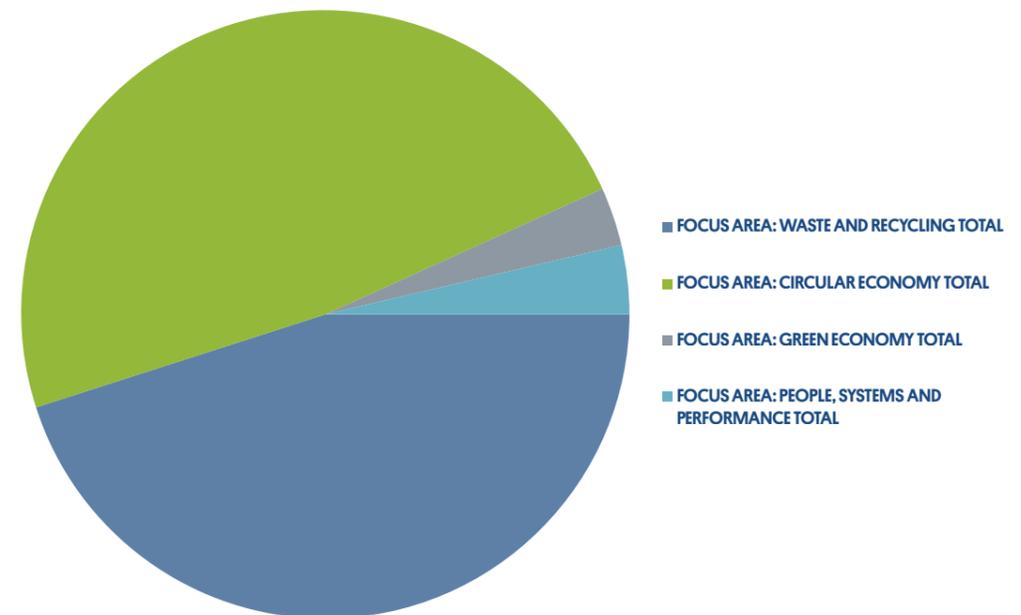
	2022–23 Operating (\$)	2023–24 Operating (indicative) (\$)	2024–25 Operating (indicative) (\$)
FOCUS AREA: WASTE AND RECYCLING			
PRIORITY 1: Zero food waste	1,198,000	657,000	907,000
PRIORITY 2: Kerbside reform	7,891,800	2,469,000	370,000
PRIORITY 3: Single-use plastics	382,000	382,000	382,000
PRIORITY 4: Maintaining South Australia's leadership in waste diversion	2,312,000	2,344,000	2,586,000
FOCUS AREA TOTAL	11,783,800	5,852,000	4,245,000
FOCUS AREA: CIRCULAR ECONOMY			
PRIORITY 5: Circular economy transition	952,000	825,000	997,000
PRIORITY 6: Remanufacturing infrastructure	11,649,200	200,000	2,465,000
FOCUS AREA TOTAL	12,601,200	1,025,000	3,462,000
FOCUS AREA: GREEN ECONOMY			
PRIORITY 7: Business sustainability	532,000	505,000	505,000
PRIORITY 8: Green economy for South Australia	280,000	190,000	190,000
FOCUS AREA TOTAL	812,000	695,000	695,000
FOCUS AREA: PEOPLE, SYSTEMS AND PERFORMANCE			
PRIORITY 9: High performing employer of choice	959,000	939,000	959,000
FOCUS AREA TOTAL	959,000	939,000	959,000
TOTAL OPERATING	26,156,000	8,511,000	9,361,000
SALARIES AND WAGES	4,085,000	4,136,000	4,198,000
GISA EXPENDITURE AUTHORITY	30,241,000	12,647,000	13,559,000
CLIMATE CHANGE INITIATIVES	23,840,000	18,634,000	25,589,000
TOTAL EXPENDITURE AUTHORITY	54,081,000	31,281,000	39,148,000

Budget distribution charts

2022–23 Budget chart by priorities



2022–23 Budget chart by focus areas





Green Industries SA

**Level 4, 81-95 Waymouth Street
Adelaide, South Australia 5000**

**www.greenindustries.sa.gov.au
Telephone +61 8 8204 2501**

June 2022