

Green Industries SA Business plan 2026–27



Government
of South Australia

Green Industries SA

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Green Industries SA acknowledges and respects the Traditional Custodians whose ancestral lands we live and work upon, and pays respect to their Elders past, present and emerging. We acknowledge and respect their deep spiritual connections, and the relationship that Aboriginal and Torres Strait Islander people have to Country.

We extend our respect to all Aboriginal and Torres Strait Islander peoples and their nations in South Australia, and across Australia.

Green Industries SA also acknowledges that where Aboriginal and Torres Strait Islander people have a genuine say in the design and delivery of policies, programs and services that affect them, better life outcomes are achieved. Co-design is the preferred method of identifying and delivering the outcomes sought by communities in relation to projects, policies and programs that impact Aboriginal and/or Torres Strait Islander peoples.

Learn more about our Reconciliation at
greenindustries.sa.gov.au/reconciliation

Foreword

The Green Industries SA 2026–27 business plan sets out the programs, initiatives and priorities to be undertaken by the agency under the *Green Industries SA Act 2004*.

This business plan is the first developed following the release of *Accelerating SA's transition to a circular economy: South Australia's waste strategy 2025–2030*. Annual business planning is an important mechanism for turning the strategy into action. This business plan aligns GISA's programs, investment and partnerships with the targets and focus areas set out in the strategy, and identifies the priorities for delivery in 2026–27 and beyond.



South Australia has a strong foundation to build on. Our state continues to be recognised for its leadership in waste avoidance, resource recovery, single-use plastics reform, food waste avoidance and recovery, and the development of circular economy policy and practice. The next phase of work requires a more coordinated and ambitious approach, with government, industry, business, councils and the community all contributing to the systems change needed to keep materials circulating at their highest value for as long as possible.

In 2026–27, GISA will focus on practical delivery across strategic programs including business and market development, food waste and organics, infrastructure and systems development, challenging and emerging waste, circular consumption, the built environment, and disaster waste management. These priorities will be supported by enabling programs in governance and administration, education and behaviour change, data and reporting, and advocacy and partnerships.

The Board of Green Industries SA and the agency remain committed to delivering programs that provide environmental, economic and social benefits for South Australia. We look forward to working with our partners to implement the new strategy and continue South Australia's leadership in the transition to a more circular economy.

Nikki Govan AM

Presiding Member
Board of Green Industries SA

About Green Industries SA

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

- promote waste management practices that, as far as possible, eliminate waste or its consignment to landfill
- 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 4 statutory principles:

- The circular economy
- The waste management hierarchy
- Ecologically sustainable development
- Best-practice methods and standards in waste management and the efficient use of resources

Further to the functions outlined in the *Green Industries SA Act 2004*, GISA is the designated functional lead for disaster waste management under the State Emergency Management Plan. In fulfilling this function, GISA will provide advice, participate in and, as required when activated in accordance with the plan, administer the coordinated management and clean-up of waste and debris resulting from a disaster event.

GISA has a governing board, is led by a Chief Executive, and its projects and programs are delivered by 36.5 full-time equivalent staff.

Our vision is to create a sustainable future, focusing on the value of materials in a circular economy and providing economic, social and environmental benefits.

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 for 3 financial years, and budget for the next financial year including estimates of its income and expenditure for that period.

This business plan was approved by the Minister for Climate, Environment and Water on 4 July 2026.

Strategic alignment

In 2025 GISA released [Accelerating SA's transition to a circular economy: South Australia's waste strategy 2025–2030](#) [the strategy]. The strategy sets a framework of strategic objectives and ambitions for the state, with a series of targets and priority actions to accelerate SA's transition to a circular economy, and to help meet SA's target for a sustainable economy and net zero emissions by 2050.

The 2026–27 business plan is the first developed under the new strategy and sets out the initial actions and priorities to be delivered during this period in implementing the strategy.

As documented in the strategy, GISA's key priorities are in alignment with Australia's international commitments and national priorities, goals and targets, as outlined below.

International

- [United Nations Sustainable Development Goals](#)

National

- [Australia's Circular Economy Framework](#)
- [2024 National Waste Policy Action Plan](#)

South Australian

- [South Australia's Net Zero Strategy 2024–2030](#)
- [Climate Ready Government: Net Zero Emissions for Government Operations Program](#)
- [South Australian Government Climate Change Resilience and Adaptation Actions](#)
- [South Australian Economic Statement](#)

Risk management

This business plan has been developed and will be implemented in line with the Board of Green Industries SA's approach to risk management. The board supports innovation and strategic opportunities that enable the agency's objectives, while taking a cautious approach to risks related to safety, governance, compliance, and organisational reputation to ensure strong accountability and responsible decision-making.

Funding

The *Green Industries SA Act 2004* establishes a dedicated fund, the Green Industry Fund [the fund]. The fund is primarily made up of 50 per cent of the solid waste levy paid by waste depot licence holders, to the SA Environment Protection Authority [SA EPA] under section 113 of the *Environment Protection Act 1993*.

The fund can be applied by GISA in accordance with its approved business plan, and as authorised by the minister pursuant with section 17 of the Act.

The fund can also be applied by the minister towards the cost of climate change initiatives and for disaster waste management purposes. Climate change initiatives are approved by the minister under the *Green Industries SA Act 2004* and are 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, as identified in GISA's and the administering agencies' annual reports.

The following table provides a summary of GISA's budget position, including estimates of income and expenditure, for the 3 financial years commencing 2026–27.

	2026–27 [\$'000]	2027–28 [\$'000] Indicative	2028–29 [\$'000] Indicative
REVENUE			
50% of waste levy collected by the SA EPA	54,941	56,315	57,722
Other	10,036	8,178	9,973
TOTAL REVENUE	64,977	64,493	67,695
EXPENDITURE			
Operating	11,596	8,639	8,506
Salaries and wages	5,345	5,857	6,047
Climate Change Initiative Funding	44,703	28,008	15,095
Grand total expenditure	61,644	42,504	29,648
RESULT OF INCOME STATEMENT	3,333	21,989	38,047
CASH CLOSING BALANCE AT 30 JUNE	113,059	135,012	173,096

Expenditure

Operating budgets have been allocated to programs in this business plan. GISA programs are delivered through a variety of methods, including funding and incentive programs, the engagement of contractors and other service partners, and through agency FTE resourcing. Individual program operating expenditure is detailed in the following pages, noting some 2026–27 programs will be delivered predominantly through the allocation of GISA FTE resourcing, and may lead to operating expenditure in future years. Expenditure on salaries and wages is recorded as a total line item – these costs are not captured at a program level.

Through GISA's annual business planning process, allocation of operating expenditure to programs will be reviewed and revised as implementation of strategy actions are progressed.

Priorities

GISA's priorities for 2026–27 will be delivered across 7 strategic programs, underpinned by 4 enabling programs.

Strategic programs

- Business and market development
- Food waste and organics
- Infrastructure and systems development
- Challenging and emerging waste
- Circular consumption
- Built environment
- Disaster waste management

Enabling programs

- Governance and administration
- Education and behaviour change
- Data and reporting
- Advocacy and partnerships

Our partners

Delivery of the 2026–27 business plan, and the broader 2025–2030 strategy, requires contribution from various partners, including federal, state and local government, peak bodies and non-government organisations, industry, and businesses.

The 2026–27 priorities outlined in this plan are predominantly related to the GISA-led actions in the strategy, however, GISA acknowledges its role in working with our partners to ensure that all actions in the strategy are implemented.

Strategy targets and focus areas

[Accelerating SA's transition to a circular economy: South Australia's waste strategy 2025–2030](#) sets an overarching goal of doubling the state's circularity rate by 2035, underpinned by 7 targets.

The strategy identifies 9 focus areas, along with cross-cutting enablers (focus area 10) and additional areas for attention (focus area 11), as the areas that will provide the greatest opportunities to meet the strategy's objectives, goals and targets.

GISA's priorities for 2026–27, detailed in the following pages of this business plan, are directly aligned with these focus areas and contribute to delivery of the strategy's objectives, goals and targets.

Each priority outlined below identifies the relevant strategy targets and focus areas its programs are seeking to progress.

To learn more about the targets, focus areas and their actions, view the strategy on [the GISA website](#).

Key

Strategy targets

- 1 10% reduction in material footprint by 2035
- 2 30% increase in material productivity by 2035
- 3 10% reduction in total waste generated per person by 2030
- 4 Increase resource recovery and reduce contamination
- 5 50% reduction in organics disposed to MSW kerbside and C&I landfill bins by 2030
- 6 Maximise material circularity
- 7 Increase circular consumption activities

Key strategy focus areas

- 1 Avoid waste
- 2 Reduce food waste
- 3 Reduce material loss and preserve value
- 4 Address emerging and problematic wastes
- 5 Develop and support circular markets and businesses
- 6 Build a circular built environment
- 7 Develop circular economy knowledge and skills
- 8 Measure our transition to a circular economy
- 9 Contribute to net zero emissions
- 10 Cross-cutting enablers
- 11 Additional areas

Strategic programs

Business and market development

Developing strong markets for recycled materials and increasing circular economy in businesses drives demand for local recycled content, supports South Australia's resource recovery sector, and improves sustainability in business operations.

In 2026–27 GISA will provide guidance and investment to assist businesses in their transition to circularity through the provision of tools, guides, and expert advice, as well as support the development of strong markets for local recovered and recycled materials.

Through this program, businesses will be equipped to implement source segregation of recoverable waste materials, enhance materials efficiency, and develop circular business models, products and services.

Strategy targets



Key strategy focus areas



2026–27 operating budget

\$1.4m

Priority activities

- Deliver an end-to-end set of initiatives supporting South Australian businesses to build capability, identify opportunities, implement circular practices, and scale market solutions.
- Design a new program to encourage and incentivise circular business market development. The program will be designed to develop and strengthen markets for circular activities, with operating expenditure likely to commence in 2027–28.

Supporting activities

- Support delivery of existing projects under the Assess-Implement-Monitor, Lead-Educate-Assist-Promote, and Circular Business Market Development grant programs.
- Develop resources to advance a business precinct resource recovery program, informed by outcomes of the 2025–26 trial.
- Continue to progress implementation of the [Government office waste: Strategy and better-practice guide](#).

Looking ahead

- Development and implementation of a standard waste reporting template, as well as support for the adoption of bin weighing systems.

Food waste and organics

Eliminating food waste is important environmentally, socially and economically, and is a critical step towards creating a more sustainable and equitable future.

In 2026–27 GISA will assist the implementation of high-performing food waste collection systems to reduce food waste across the supply chain and increase circular outcomes for food waste and organics.

Programs will bolster systems that separate food waste as close as possible to the point of generation, improving the quality of recycled organics by reducing contamination at the source.

Support will also be provided for infrastructure to process recovered organic materials and reduce nutrient loss in food systems by ensuring nutrients recovered through the collection of segregated food waste are returned to agricultural production.

Strategy targets



Key strategy focus areas



2026–27 operating budget

\$237k

Priority activities

- Incentivise diversion of household food waste and organics.

Supporting activities

- Develop a business education toolkit, including resources for businesses, in alignment with the Businesses and market development program.
- Partner with the SA EPA on household and commercial and industrial (C&I) food waste and organics reforms identified in the strategy.
- Partner with the Department of Primary Industries and Regions South Australia (PIRSA) to explore opportunities to reduce food waste pre-farm gate, and encourage high value market outcomes for recycled organics in agricultural markets.

Looking ahead

- Implementation of incentives to improve site-based infrastructure in the commercial and industrial sector that will aid businesses in food waste diversion and beneficial use.

Infrastructure and systems development

Strong waste and resource recovery infrastructure and systems are essential to the transition to a circular economy, as they enable the efficient reuse, repair, recycling and redistribution of materials and products. Strong systems for collection, processing, logistics, and data tracking help reduce waste, extend product lifecycles, and encourage more sustainable production and consumption patterns.

In 2026–27 GISA will continue to invest in high-performing resource recovery infrastructure and systems across metropolitan and regional SA, aligned to the targets and objectives of the strategy.

This continued investment will enable the adoption of circular business models and allow for expanded options for the safe disposal of household hazardous wastes and other problematic wastes, including embedded battery products.

Strategy targets



Key strategy focus areas



2026–27 operating budget

\$4.6m

Priority activities

- Develop new support and incentive programs targeting circular economy systems and infrastructure.
- Publish a circular economy resource recovery infrastructure plan to inform and guide the business case for continued investment in South Australia.

Supporting activities

- Explore opportunities to partner on the development of roadmaps for regional circular economy development.
- Continue to fund household chemicals and paint depots, and the delivery of regional collection events, as well as implementing outcomes from the Expression of Interest for expanded collection arrangements, including lithium-ion and embedded battery products.
- Work with the Local Government Association of SA [LGA] to deliver local government strategy actions.
- Continue to support delivery of projects under previous grant, incentive and subsidy programs, including the Recycling Modernisation Fund.

Looking ahead

- Explore investment in infrastructure to support food rescue operations.
- Develop a regional sustainable kerbside services guide.
- Build on work in regional circular economy development in remote and Aboriginal communities.

Challenging and emerging waste

Technological innovation in the modern world has resulted in new waste streams, many of which do not yet have end-of-life solutions. Good design can improve end-of-life outcomes, but collection and recycling solutions are also needed to recover valuable materials and recirculate them through the economy. This can be achieved through regulation, other policy measures, or product stewardship.

In 2026–27 GISA's priority for the Challenging and emerging waste program is to implement measures to address the risks associated with batteries, in particular, lithium-ion batteries and embedded battery products.

GISA will also continue to implement the phase out of problematic and unnecessary plastic products, previously announced under the *Single-use and Other Plastic Products (Waste Avoidance) Act 2020*.

Additionally, activities that will increase the safe recovery of problematic wastes will be delivered, along with contribution to the development of national or nationally aligned product stewardship schemes.

Strategy targets

3 4 6

Key strategy focus areas

3 4 11

2026–27 operating budget

\$80k

Priority activities

- With the SA EPA, develop regulations and legislation related to product lifecycle responsibility, with an initial focus on batteries and embedded battery products. Also noting safe battery collection arrangements and education and behaviour change initiatives are integrated into other strategic and enabling programs.

Supporting activities

- Support the delivery of single-use plastic ban activities, aligned to previously announced restrictions and prohibitions.
- Continue to contribute to the development of innovative and commercially viable solutions for end-of-life CCA treated timber and the development of non-toxic alternatives.

Looking ahead

- Expand the focus onto other problematic products and waste streams, including textiles and solar photovoltaic (PV) panels, noting there will be continued activity in supporting these areas across other programs.

Circular consumption

The transition to a circular economy will require a shift across society, with increased education and awareness raising for individuals, households and businesses required to build the South Australian community's understanding of how a circular economy works.

In 2026–27 GISA will develop and implement initiatives that promote and facilitate access to, and will support, circular consumption initiatives, products and services for individuals.

Strategy targets



Key strategy focus areas



2026–27 operating budget

\$460k

Priority activities

- Research and develop a new program targeting support to reuse, repair and sharing projects.

Supporting activities

- Continue to administer the charitable recyclers subsidy and conduct a review of the program.
- Partner with organisations outlined in the strategy on circular economy skills development.

Looking ahead

- Consider the potential for grant and incentive funding as part of the Circular consumption program.
- Consider legislative and policy reform options, and the development of a support and recognition program for circular economy champions.

Built environment

The built environment is responsible for nearly 40% of the world's raw material use and 38% of global energy-related emissions. Transformation in the built environment is critical to the transition to a circular economy, with the sector identified in [Australia's Circular Economy Framework](#) as one of 4 priority areas.

In 2026–27 GISA will contribute to the reduction of waste from our building and construction industry by promoting circular economy principles, and exploring how the planning system can advance the circular economy, alongside developing waste treatment and management policies that consider climate change and urban infill scenarios.

Strategy targets



Key strategy focus areas



2026–27 operating budget

\$107k

Priority activities

- Support the development, implementation and promotion of the *Multi-unit Developments Guide* and supporting resources to inform effective waste management and resource recovery systems.

Supporting activities

- Continued implementation of the Circular economy in *South Australia's built environment – Action plan*, and stakeholder engagement in this area.

Looking ahead

- Explore development of further policy that targets the segregation of materials on building sites.

Disaster waste management

The frequency and intensity of extreme weather-related events is increasing due to climate change, with particular risks for regional and remote areas. These events can generate large volumes of debris and other waste that can overwhelm existing systems and infrastructure for waste management. How this material is managed can have real and long-lasting impacts on affected communities and the environment.

In 2026–27 GISA will continue to deliver on its responsibilities under the *State Emergency Management Plan*, including undertaking activities that enable GISA to be better prepared to respond to future emergency events. Wherever possible, recycling and resource recovery outcomes will be sought for the management of materials arising from disasters.

Key strategy focus areas

11

2026–27 operating budget

\$7k

Priority activities

- Enter into additional standing arrangements and planning for services to be engaged at the time of an event.

Supporting activities

- Publish an update to the *Disaster Waste Management Capability Plan*.
- Continue to manage the Disaster Waste Management Services Panel.
- Develop relationships with key emergency management stakeholders across state and local government.
- Support capability and capacity development for GISA

Looking ahead

- Commence the implementation of outcomes of the capability plan review, along with the consideration of opportunities to build capabilities outside of GISA.
- Encourage planning for response to disaster and other disruptive events to strengthen community resilience and ensure continuity of waste management services.

Enabling programs

Governance and administration

The delivery of GISA's projects and programs is reliant on the dedication of its staff, as well as the systems and resources they use. This program provides corporate support across the agency in a robust governance environment and underpins the delivery of all programs.

2026–27 operating budget

\$1.57m

Priority activities

- Deliver governance and administration support to GISA, the Office of the Chief Executive and the GISA Board.
- Transition key corporate processes and systems as part of whole-of-government reforms and legislative compliance.

Supporting activities

- Empower our staff through professional training and career development opportunities.
- Implementation of wellbeing and inclusion activities.
- Continue to provide a safe working environment for GISA staff and contractors.
- Implementation of Climate Ready Government activities aligned with state government policy.

Looking ahead

- Business improvement projects to enhance internal processes.

Education and behaviour change

Education and behaviour change programs drive public awareness and foster long term change across the community.

In 2026–27 GISA will continue to implement behaviour change and educational programs. A priority is the delivery of a new campaign to raise awareness of the risks associated with the improper disposal of batteries and embedded battery products.

Key strategy focus areas



2026–27 operating budget

\$1.98m

Priority activities

- Develop and implement an education campaign on the safe disposal of batteries and embedded battery products.

Supporting activities

- Continue awareness activities and supporting educational resources for the delivery of South Australia's single-use plastic bans.
- In partnership with the Department for Education, implement the new SA public schools education program.
- Continue kerbside waste and recycling awareness and educational activities, including support for local councils.
- Undertake market research to better understand the motivational drivers of circular economy behaviours (waste avoidance, resource recovery, re-use, and recycling) and participation to inform future education and behaviour change campaigns.

Looking ahead

- Consider an education and behaviour change campaign focused on circular consumption, grounded in the results of market research activities.

Data and reporting

To ensure that the effectiveness of actions taken to achieve the strategy's goals and targets can be measured, continual improvement in data collection, measurement and reporting will be essential.

In 2026–27 GISA will develop its data collection activities to improve the comprehensiveness and timeliness of data collection and reporting to inform policy, programs and decision-making.

Key strategy focus areas



2026–27 operating budget

\$1.03m

Priority activities

- Conduct an audit of commercial and industrial landfill waste in metropolitan Adelaide.
- Develop metrics and commence collection of relevant data to support measurement and reporting against strategy targets.

Supporting activities

- Complete a review of the kerbside waste audit methodology and commence a comprehensive kerbside waste audit.
- Deliver reporting of data through the Circular Economy Resource Recovery Report, Kerbside Waste Performance Report, as well as reports and methodologies on reuse, repair, litter and other circular economy activity.
- Contribute data and information to national reporting, harmonisation and interjurisdictional projects.

Looking ahead

- Continue to build on data collection and reporting practices to measure impact and further drive strategic decision making.

Advocacy and partnerships

Achieving a circular economy relies on advocacy to influence policy and multi-sector partnerships to scale innovations, optimise shared infrastructure, and build sustainable supply chains.

In 2026–27 GISA will continue to advocate, support, promote and partner locally and nationally for a more sustainable and circular economy, including through national and nationally aligned product stewardship schemes, adoption of design and manufacturing standards and national solutions to problematic wastes.

Key strategy focus areas



2026–27 operating budget

\$130k

Priority activities

- Work with strategy leads and partners to deliver on their assigned and agreed actions within the strategy.
- Deliver a feasibility study in partnership with the Department for State Development on the establishment of a precinct focussed on circularity outcomes for renewable energy infrastructure.

Supporting activities

- Continue to contribute to the development of product stewardship legislation locally and nationally.
- Support the implementation of environmentally sustainable procurement in state and local government through education, awareness raising, knowledge sharing, and addressing barriers.
- Progress inclusion of requirements for waste management and recycling at events managed by or receiving state government funding, in alignment with the *Waste and Recycling at Events and Venues guidelines*.
- Continued contribution to national standards and interjurisdictional policy and reform projects.

Looking ahead

- Consider a review of the *Green Industries SA Act 2004* in the context of enabling a circular economy.
- Continue to explore opportunities to contribute to and inform discussion around the state's transition to a circular economy.



**Government
of South Australia**

Green Industries SA