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**GREEN INDUSTRIES SA**

# Business Plan 2023–24



**Government  
of South Australia**

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Green Industries SA

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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.

South Australia is known for its leadership in resource recovery and waste management. Green Industries SA (GISA) is building on its leadership position in these areas to support South Australia's transition to a circular economy.

A more circular economy for South Australia contributes to a sustainable future – economically, environmentally and socially. Circularity of resources is required for the green reindustrialisation of the state's economy, to address climate change and to live within planetary boundaries. Our leadership in circular economy principles provides the foundation for South Australia to make the most of the opportunities presented by the global demand for a sustainable future.

GISA's 2023–24 Business Plan continues crucial programs in reducing waste, increasing resource recovery and diverting material from landfill. We will continue to target food waste, kerbside collection services and single-use plastic products, as well as deliver other programs aimed at reducing waste and increasing recycling.

Building on our work from 2022–23, GISA is identifying target areas for South Australia's transition to a circular economy and will continue the delivery of funding programs for remanufacturing infrastructure and circular economy market development. Data collection, analysis and reporting related to the circular economy continue as core functions of the agency in 2023–24.

GISA remains committed to supporting and partnering with South Australian businesses and industry sectors to transition to circular business models that achieve a more economically and environmentally sustainable future through the Business Sustainability Program. Our engagement with governments, tertiary institutions and other stakeholder groups to educate and embed circular economy principles also continues in 2023–24.

GISA drives economic growth that has positive environmental and social outcomes, complemented by initiatives of other South Australian Government agencies in pursuing sustainable economic growth.

During 2023–24, as the lead state government agency for disaster waste management under the State Emergency Management Plan, GISA will continue the delivery and completion of the clean-up of waste and debris from the 2022–23 River Murray flooding event.

Our programs are underpinned by core functions in policy development and implementation, evaluation, metrics and reporting, communications and engagement, and corporate governance. They are delivered by a dedicated workforce supported by wellbeing and inclusion initiatives, training and development opportunities, and systems improvement projects.

I commenced with the GISA board in February 2023 along with 3 new members – Rebecca Wilson, Tracey Powell and Dougal McOmish – joining Tracey Dodd, Jodie Conduit and Adrian Skull on the board. I thank retiring Presiding Member, Kevin McGuinness, and retiring members Paul Sandercock and Vincent Tremaine for their service to GISA and the circular economy in South Australia. I look forward to building on the many achievements fulfilled during their tenure.



**Nikki Govan**  
Presiding Member, Board of 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 is a leader in:**

- the circular economy
- improving our environment and wellbeing
- creating prosperity and economic development
- valuing our resources and reducing pollution and waste.

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.

GISA has a governing board, is led by Chief Executive Professor Ian Overton and has 32 full-time equivalent staff.

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.

Green Industries SA's focus areas and priorities for 2023–24 are outlined in the following pages.

Funding shown in the tables on pages 5 to 10 is operating expenditure. Salaries and wages are shown as a total on page 10 and in the Expenditure summary on page 12.

This Business Plan was approved by the Minister for Climate, Environment and Water on 15 June 2023.

# Focus area: Waste and Recycling

Diverting waste from landfill for productive use is a core component of the circular economy. South Australia leads the nation in resource recovery, however key areas remain where there is an opportunity to significantly improve waste minimisation, resource recovery and services.

GISA is continuing the delivery of its waste and recycling programs under 4 strategic priorities in 2023–24:

## ► Priority 1: Zero food waste

*Valuing Our Food Waste 2020-2025: South Australia's strategy to reduce and divert household and business food waste [SA Food Waste Strategy]* outlines the impacts and opportunities associated with food wasted in South Australia.

Food waste causes economic impacts (in food wasted along supply chains and pre-consumer processes), environmental impacts (in greenhouse gas emissions, as well as the wasted inputs in production, processing and distribution), and social impacts (in wasted household income and missed food rescue opportunities).

GISA is committed to making South Australia the first state in Australia to achieve zero food wasted. Programs being delivered under this strategic priority in 2023–24 include:

- Local Government Program (Kerbside Food Waste Incentives) – incentivising South Australian councils to implement food waste diversion systems through kerbside collection services
- Statewide Recycling Education – educating the community on recycling behaviours, with a focus on food waste reduction and recycling
- Implementation of policy and projects to deliver the SA Food Waste Strategy

2023–24	2024–25 [indicative]	2025–26 [indicative]
\$950,000	\$657,000	\$657,000

The following projects and programs also support the delivery of this priority:

- Organics processing infrastructure to turn food waste and other organic material into soil improvement products, food rescue infrastructure projects and exploring market development opportunities – delivered under Priority 6: Remanufacturing infrastructure
- Supporting businesses and industry sectors to avoid and reduce food waste – delivered under Priority 7: Business and industry sustainability
- Research and development, exploration of new industries and technologies – delivered under Priority 8: Sustainability engagement and innovation

WASTE AND RECYCLING – FOCUS AREA TOTAL		
2023–24	2024–25 [indicative]	2025–26 [indicative]
\$3,503,000	\$3,283,000	\$3,199,000

## ► Priority 2: Kerbside reform

Circular Economy Resource Recovery Reports, formerly Recycling Activity Survey Reports, published by GISA have continued to demonstrate that the municipal solid waste (MSW) stream will not achieve landfill diversion targets set out in *South Australia's Waste Strategy 2020-2025 [SA Waste Strategy]* under current systems and services.

There are significant opportunities to increase the recovery of resources from the MSW stream, as well as to provide better services to the South Australian community and achieve savings by councils, through modernisation and improvements to collection systems.

The core program delivered under the Kerbside reform priority in 2023–24 is:

- Council Modernisation Grants – providing funding to South Australian councils to support projects that trial and implement new and improved waste management services to their communities

2023–24	2024–25 [indicative]	2025–26 [indicative]
\$100,000	\$100,000	\$100,000

The priority is also supported by the following projects and programs:

- Statewide Recycling Education – educating the community on recycling behaviours – delivered under Priority 1: Zero food waste
- Local Government Program - incentivising the diversion of food waste - delivered under Priority 1: Zero food waste
- Local government resource recovery infrastructure – delivered through the Recycling Infrastructure Grant Program under Priority 6: Remanufacturing infrastructure
- Policy and strategy development and implementation related to the MSW systems and services – delivered through the Policy and Evaluation Program under Priority 4: South Australian leadership in waste diversion
- Partnering with the Local Government Association of SA – delivered under Priority 5: Circular economy transition

# Focus area: Waste and Recycling

## ► Priority 3: Single-use plastics

In July 2022, the South Australian Government announced additional products to be restricted and prohibited under the *Single-use and Other Plastic Products (Waste Avoidance) Act 2020* over 2023, 2024 and 2025, building on the nation-leading bans implemented in 2021 and 2022.

In 2023–24, GISA will continue to progress initiatives to prepare the community and businesses for the implementation of new restricted and prohibited products, as well as undertake the necessary policy and legislative work required to underpin the bans.

In 2023–24, programs being delivered under the single-use plastics strategic priority include:

- Replace the Waste education campaign – educating businesses 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 single-use and other plastic products
- Impact assessment and analysis – understanding the impacts of the products proposed for prohibition to businesses, industry and the community

2023–24	2024–25 [indicative]	2025–26 [indicative]
\$252,000	\$252,000	\$252,000

This priority is also supported by the following program:

- Policy and Evaluation Program – research, development and consultation on policy development, discussion papers and legislative amendments delivered under Priority 4: South Australian leadership in waste diversion

## ► Priority 4: South Australian leadership in waste diversion

GISA remains committed to the delivery of core functions in waste management, resource recovery and landfill diversion that established South Australia as a national leader in these areas of the circular economy and will help achieve SA Waste Strategy targets.

To maintain South Australia's leadership position, in 2023–24 GISA will deliver the following projects and programs under this strategic priority:

- Regional Transport Subsidies Program – financial support to regional South Australian councils to assist 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
- Policy and Evaluation Program – policy development and implementation and project delivery under the SA Waste Strategy, as well as contribution to national projects under the National Waste Policy Action Plan and product stewardship
- Household Hazardous Waste Program – providing South Australians with a free and safe disposal service for household chemicals and paint
- BackLight Program – collection and recycling of used light globes
- Disaster Waste Management – undertaking preparedness activities aligned to GISA's role as functional lead for disaster waste management under the State Emergency Management Plan
- KESAB environmental solutions partnership – service level agreement for the Wipe Out Waste school education program, *Which Bin* telephone hotline and kerbside 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, and sponsorship of the biannual 'SA Buy Recycled Expo'

2023–24	2024–25 [indicative]	2025–26 [indicative]
\$2,201,000	\$2,274,000	\$2,190,000

# Focus area: Circular Economy

The circular economy is a guiding principle of GISA's establishing legislation – the *Green Industries SA Act 2004*. GISA is the lead state government agency driving South Australia's transition to a circular economy through government, industry, business and the community. Circularity of resources and closing the loop on material flows is required for a sustainable future and will foster economic development opportunities as well as positive environmental and social outcomes. All of GISA's programs support the development of the circular economy.

The following 2 strategic priorities deliver programs specific to this focus area:

## ► Priority 5: Circular economy transition

South Australia is seen as a first mover in the circular economy due to its leadership in waste management and resource recovery. These are valuable components of, but are not themselves, the circular economy. Significant effort is required across all sectors to make a timely transition to a circular economy.

In 2023–24, GISA will continue its work in driving the transition to a circular economy in South Australia through policy and strategy development, identifying priority sectors and key partnerships, and supporting emerging leaders and evaluation, metrics and reporting.

Programs being delivered under this strategic priority in 2023–24 include:

- Strategy and policy development for the circular economy in South Australia – state-wide and in specific sectors – delivered through the Policy and Evaluation Program under Priority 4: South Australian leadership in waste diversion
- Circular Economy Women in Leadership Scholarship and Student Awards – supporting women 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
- Local Government Association of SA (LGA) partnership – implementing the circular economy in South Australian Local Government
- Evaluation, metrics and reporting – data collection, analysis and reporting, including report publications

2023–24	2024–25 [indicative]	2025–26 [indicative]
\$555,000	\$637,000	\$555,000

CIRCULAR ECONOMY – FOCUS AREA TOTAL		
2023–24	2024–25 [indicative]	2025–26 [indicative]
\$3,045,000	\$4,002,000	\$4,074,000

## ► Priority 6: Remanufacturing infrastructure

South Australia has made significant investments in resource recovery and remanufacturing infrastructure, including through the combined South Australian and Australian governments' Recycling Modernisation Fund and Food Waste for Healthy Soils Fund. This has resulted in improved resilience to South Australia's resource recovery sector.

GISA has also invested in projects that seek to develop or expand markets for recycled content products and materials. There are significant opportunities to leverage South Australia's well-established resource recovery infrastructure towards remanufacturing opportunities to create higher value materials and products from the resources recovered.

In 2023–24, GISA will continue the delivery of the following programs under the Remanufacturing infrastructure strategic priority:

- Recycling Infrastructure Grants Program – funding towards new or upgraded infrastructure to divert materials from landfill, increase recycling, processing and remanufacturing, and add value to recyclable commodities, including through the Food Waste for Healthy Soils Fund
- Recycling Modernisation Grants Program – funding towards new or upgraded infrastructure through the South Australian Government and Australian Government National Partnership on Recycling Infrastructure (Recycling Modernisation Fund)
- Circular Economy Market Development Grants – funding to support projects that establish or innovate circular economy business models and practices, including through South Australian recycled content products and materials

2023–24	2024–25 [indicative]	2025–26 [indicative]
\$2,499,000	\$3,365,000	\$3,519,000

This priority is also supported by the following program:

- Policy and Evaluation Program – 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 delivered under Priority 4: South Australian leadership in waste diversion

# Focus area: Sustainability

A circular economy contributes to, and is required for, a sustainable future. GISA's programs support the South Australian Government's broader sustainability objectives economically, environmentally and socially. The agency has significant experience in resource efficiencies, waste management and resource recovery, and is also active in other areas of sustainability, such as energy and water efficiency and net-zero pathways.

GISA will continue to support a sustainable future for South Australia in 2023–24 through all of its programs, and particularly under the following strategic priorities:

## ► Priority 7: Business and industry sustainability

South Australia's business landscape is dominated by small- and medium-sized enterprises that require assistance translating the corporate talk of 'circular economy', 'ESG' credentials and 'net-zero' with tangible action for their businesses in resource and material efficiencies planning and strategy development. GISA's Business Sustainability Program provides guidance, support and funding to assist South Australian businesses and industry sectors to identify and adopt circular economy and sustainability practices, and will continue in 2023–24.

There are also opportunities outside of the Business Sustainability Program for GISA to partner with businesses and industry sectors to support adoption of ESG and net-zero commitments. The role of the circular economy in tackling climate change and a sustainable future provides the avenue for GISA to engage with these organisations and implement circular business models in their operations and more broadly.

The following programs are being delivered by GISA in 2023–24 under this priority:

- Business Sustainability Program – supporting South Australian businesses, and industry sectors to accelerate sustainable change and transition to a circular economy
- Business development – targeted projects to drive circular and sustainable outcomes in businesses and industry sectors, delivered through the Economic Growth and Sustainability Program

2023–24	2024–25 [indicative]	2025–26 [indicative]
\$544,000	\$544,000	\$544,000

SUSTAINABILITY – FOCUS AREA TOTAL		
2023–24	2024–25 [indicative]	2025–26 [indicative]
\$834,000	\$834,000	\$834,000

## ► Priority 8: Sustainability engagement and innovation

South Australia's leadership position in the principles of the circular economy provide GISA with a strong position to engage across government, tertiary and research institutions, industry associations and other stakeholders to identify opportunities and collaborate on sustainability and climate change initiatives. GISA will work with all stakeholders to drive climate action and sustainability approaches that support economic development, nature positive outcomes and social justice. South Australia's leadership position also provides the opportunity for GISA to bring circular economy thought leaders to South Australia to engage with these stakeholders and the business community, further ingraining circular economy principles.

During 2023–24, GISA will continue to engage and collaborate on circular economy and sustainability initiatives through the following program:

- Sustainability engagement and innovation – working across sectors to identify opportunities for development of South Australia's circular economy objectives and bringing the relevant parties together to collaborate on sustainability initiatives, including bringing global leaders to Adelaide to engage with industry sectors, government and the community

2023–24	2024–25 [indicative]	2025–26 [indicative]
\$290,000	\$290,000	\$290,000

# Focus area: People, Systems & Performance

## ► Priority 9: High performing employer of choice

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

GISA staff have strong values alignment with the organisation's vision to create a sustainable future for South Australia and the outcomes that can be achieved economically, environmentally and socially through the delivery of our programs.

The following programs and projects deliver this priority:

- Staff training and development
- Wellbeing and inclusion initiatives
- Data capture and management
- Systems, processes and digitisation
- Board support
- Corporate services

## Salaries and wages

GISA's programs are delivered by 32 full-time equivalent employees who work across an adaptive management framework, contributing to multiple programs, priorities and focus areas.

PEOPLE, SYSTEMS AND PERFORMANCE – FOCUS AREA TOTAL		
2023–24	2024–25 [indicative]	2025–26 [indicative]
<b>\$988,000</b>	<b>\$1,088,000</b>	<b>\$968,000</b>

2023–24	2024–25 [indicative]	2025–26 [indicative]
<b>\$4,270,000</b>	<b>\$4,432,000</b>	<b>\$4,520,000</b>

# 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.

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 by the state government agencies administering the initiatives.

During 2023–24, the Green Industry Fund is being applied by the Minister under the *Green Industries SA Act 2004* towards the continued clean-up of disaster waste and debris following the River Murray flooding in late 2022 and early 2023. GISA is administering the clean-up program.

Department of Treasury and Finance Approved Revenue, Expenditure and Cash balance	2023-24 (\$)	2024-25 (\$)	2025-26 (\$)
<b>REVENUE</b>			
50% of waste levy payments from Environment Protection Authority	52,551,000	54,942,000	57,442,000
Transfer of repayments from SAFA to GISA for the Recycling Infrastructure Loan Program	784,000	784,000	784,000
Charitable Recyclers Subsidy [EPA contribution]	122,000	123,000	126,000
Australian Government funding - Disaster Relief Funding Arrangements River Murray Flood *	30,000,000	-	-
<b>TOTAL REVENUE</b>	<b>83,457,000</b>	<b>55,849,000</b>	<b>58,352,000</b>
<b>EXPENDITURE</b>			
GISA Expenditure Authority	12,649,000	13,559,000	13,595,000
Climate Change Initiative Funding	17,434,000	17,042,000	14,331,000
GISA River Murray Flood Expenditure	24,000,000	-	-
<b>TOTAL EXPENDITURE</b>	<b>54,083,000</b>	<b>30,601,000</b>	<b>27,926,000</b>
<b>RESULT OF INCOME STATEMENT</b>	<b>29,374,000</b>	<b>25,248,000</b>	<b>30,426,000</b>
<b>CASH BALANCE</b>			
<b>CASH OPENING BALANCE</b>	<b>37,056,000</b>	<b>66,375,000</b>	<b>91,718,000</b>
<b>NET MOVEMENT IN CASH HELD</b>	<b>29,319,000</b>	<b>25,343,000</b>	<b>30,452,000</b>
<b>CASH CLOSING BALANCE</b>	<b>66,375,000</b>	<b>91,718,000</b>	<b>122,170,000</b>

\*Subject to eligibility criteria and approval by the Australian Government

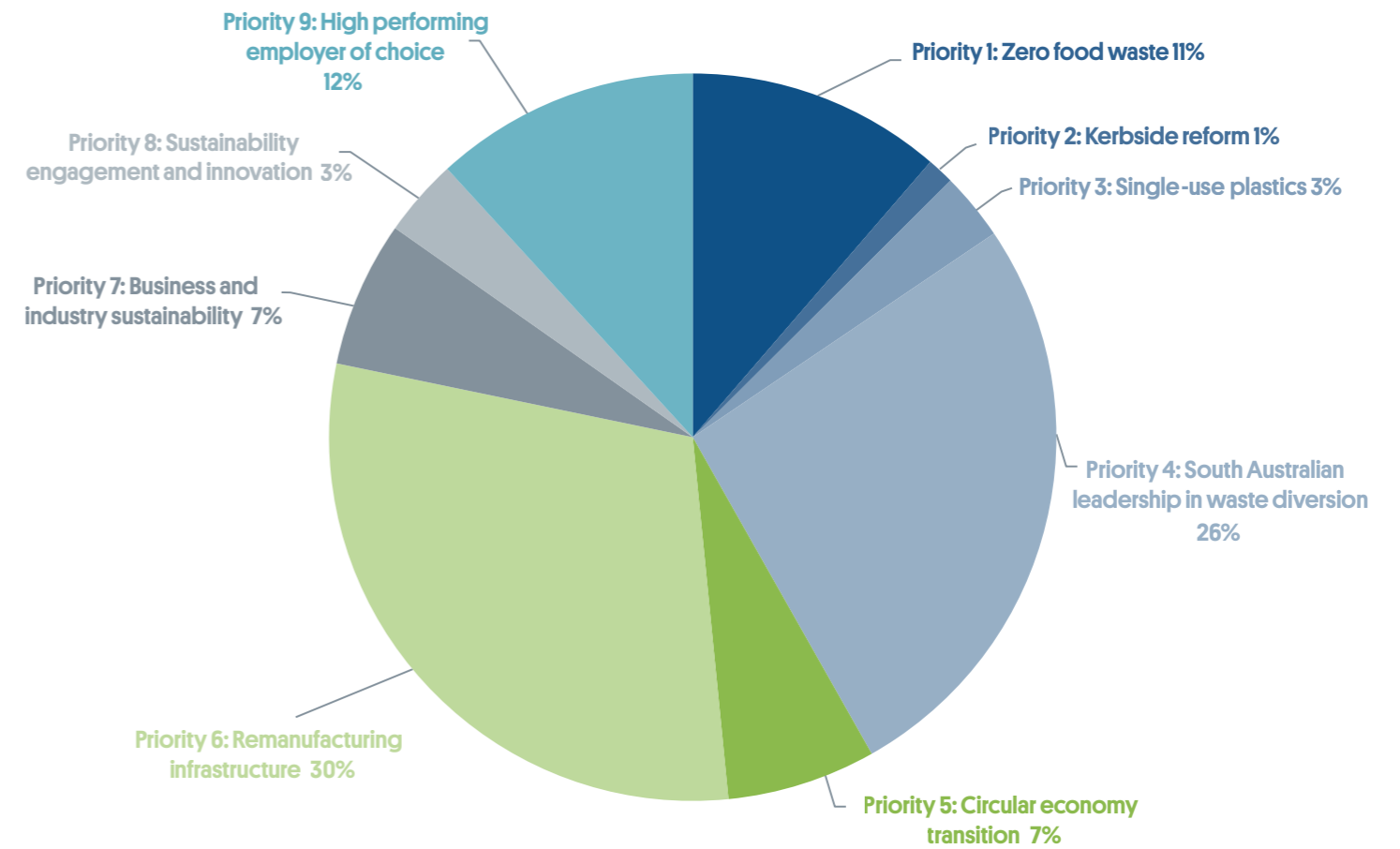
# Expenditure summary

## EXPENDITURE SUMMARY

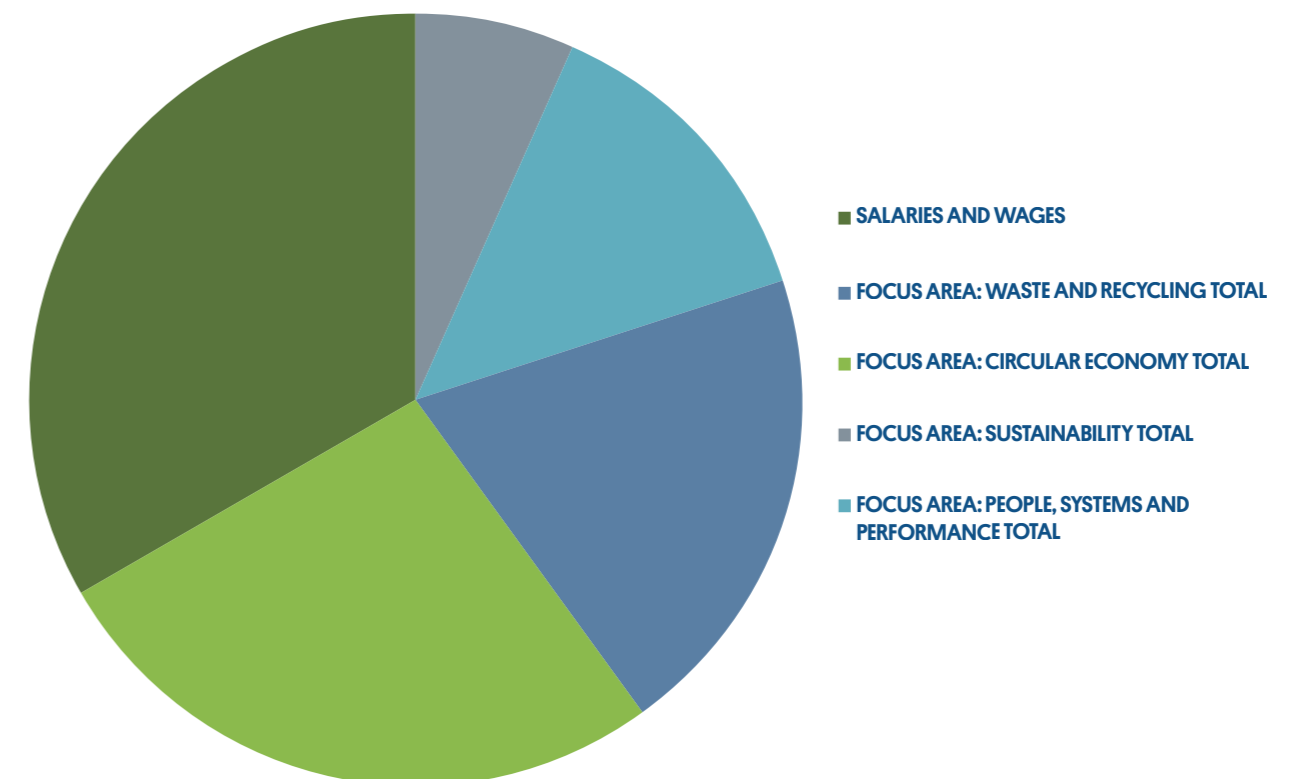
	2023-24 Operating (\$)	2024-25 Operating (\$) (indicative)	2025-26 Operating (\$) (indicative)
<b>FOCUS AREA: WASTE AND RECYCLING</b>			
PRIORITY 1: Zero food waste	950,000	657,000	657,000
PRIORITY 2: Kerbside reform	100,000	100,000	100,000
PRIORITY 3: Single-use plastics	252,000	252,000	252,000
PRIORITY 4: South Australian leadership in waste diversion	2,201,000	2,274,000	2,190,000
<b>FOCUS AREA TOTAL</b>	<b>3,503,000</b>	<b>3,283,000</b>	<b>3,199,000</b>
<b>FOCUS AREA: CIRCULAR ECONOMY</b>			
PRIORITY 5: Circular economy transition	555,000	637,000	555,000
PRIORITY 6: Remanufacturing infrastructure	2,499,000	3,365,000	3,519,000
<b>FOCUS AREA TOTAL</b>	<b>3,054,000</b>	<b>4,002,000</b>	<b>4,074,000</b>
<b>FOCUS AREA: SUSTAINABILITY</b>			
PRIORITY 7: Business and industry sustainability	544,000	544,000	544,000
PRIORITY 8: Sustainability engagement and innovation	290,000	290,000	290,000
<b>FOCUS AREA TOTAL</b>	<b>834,000</b>	<b>834,000</b>	<b>834,000</b>
<b>FOCUS AREA: PEOPLE, SYSTEMS AND PERFORMANCE</b>			
PRIORITY 9: High performing employer of choice	988,000	1,008,000	968,000
<b>FOCUS AREA TOTAL</b>	<b>988,000</b>	<b>1,008,000</b>	<b>968,000</b>
<b>TOTAL OPERATING</b>	<b>8,379,000</b>	<b>9,127,000</b>	<b>9,075,000</b>
<b>SALARIES AND WAGES</b>	<b>4,270,000</b>	<b>4,432,000</b>	<b>4,520,000</b>
<b>GISA EXPENDITURE AUTHORITY</b>	<b>12,649,000</b>	<b>13,559,000</b>	<b>13,595,000</b>
<b>CLIMATE CHANGE INITIATIVES</b>	<b>17,434,000</b>	<b>17,042,000</b>	<b>14,331,000</b>
<b>RIVER MURRAY FLOOD CLEAN UP</b>	<b>24,000,000</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURE AUTHORITY</b>	<b>54,083,000</b>	<b>30,601,000</b>	<b>27,926,000</b>

# Budget distribution charts

## 2023–24 GISA operating budget by priorities



## 2023–24 Focus areas by operating expense





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**June 2023**