Business Sustainability Program

For business and industry
sectors, and supply-chains to

Lead Educate Assist Promote (LEAP)

circular and sustainable business practices

Released
November 2024

Government
of South Australia

Green Industries SA

Contents

Acknowledgement of Country

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.

greenindustries.sa.gov.au/reconciliation

About Green Industries SA

Green Industries SA [GISA] is an enabler and driver of change, supporting the development of the circular economy through diverse collaborations which improve productivity, resilience, resource efficiency and the environment.

GISA works to transform how South Australians use and value resources, and the agency's objectives under the *Green Industries SA Act 2004* are 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 these areas present valuable opportunities to contribute to the state's economic growth.

Learn more about GISA

About GISA's Business Sustainability Program

GISA's *Business Sustainability Program* provides expertise as a basis for informed decision-making and implementation of sustainable change for a range of South Australian businesses of varying industry sectors, sizes, and at various stages on their journey to a more circular and sustainable economy.

It aims to expand South Australia's green industry sector by supporting businesses, organisations, and industries to apply sustainability and circular economy principles in the commercial production of goods and delivery of services. Program staff are available for free, in-kind advice and assistance to help accelerate sustainable change and transition to a more circular economy, and are also available to discuss grant funding opportunities.

Program aim, objective, and outcomes

Aim

Expand South Australia's green industry sector by supporting a range of businesses, organisations, and industries to apply sustainability and circular economy principles in the commercial production of goods and delivery of services.

Objective

Support businesses to adopt:

- better practice methods and standards in waste management, guided by the waste management hierarchy (prioritising waste avoidance and reduction, reuse and recycling, and promoting zero avoidable waste to landfill)
- better practice methods and standards in the efficient use of resources to deliver the same, or better, output with less input
- net zero emissions strategies and targets
- circular economy principles and practices (keeping materials in use for as long as possible, minimising or eliminating waste, pollution and harm to the environment, less reliance on virgin materials, and regenerating natural systems).

Outcomes

- Increased awareness and understanding of how to implement circular economy principles, better practice waste management and resource efficiency, and adopt net zero emissions targets within SA business and government agencies.
- Reduced reliance on virgin materials, keeping materials in use for as long as possible, and eliminating waste, pollution and harm to the environment.
- Reduced resource and materials intensity of South Australian products and services, increased efficiencies within business and industry sectors, or a cleaner environment with fewer carbon emissions.
- Profitability, investment attraction and economic growth for South Australia, employment security, accountability and transparency for environmental reporting, competitive advantage and savings to reinvest for continuous improvement and economic growth.
- Growth in capability and market for businesses that enable a green economy.
- Contributes to state and federal objectives relating to landfill diversion, waste reduction, and adoption of circular economy practices.
- Contributes to GISA's legislative requirements, strategy and policy development.

About LEAP Grants

Lead Educate Assistant Promote (LEAP) grants provide support for organisations that represent and have a strong connection with a cohort of businesses from a specific industry or region, or within a supply chain, and want to take the 'leap' in advancing a more sustainable and circular economy for South Australia.

By working with peak industry bodies, business groups, local and regional councils, development agencies, and supply chains, the LEAP Grant component of GISA's Business Sustainability Program offers the means to engage a broad range of organisations, helping them learn, build capacity, network and collaborate to overcome challenges that may be difficult to address in isolation.

The LEAP Grant is complemented by support available to individual businesses through Assess Implement Monitor (AIM) Grants. By identifying and prioritising better practice materials and resource efficiency, waste management and resource recovery, carbon emissions management, and implementing circular economy principles, AIM Grant participants can improve profitability, productivity, and environmental performance. They can also build accountability and transparency into environmental reporting, giving participants a competitive advantage by leveraging from environmental reporting, and savings that can be reinvested for continuous improvement and economic growth.

For more program information visit the GISA website

Grant funding overview

Lead Educate Assist Promote (LEAP) Grants
delivered as part of Green Industries SA's Business Sustainability Program

FOR:	TO:	
• Industry associations, peak industry bodies	**Lead**	Share the vision and inspire businesses to embrace circular and sustainability principles and practices
• Registered business groups, networks, clusters	**Educate**	Provide information, develop resources and raise awareness
• Organisations that are integral to a supply chain and have the means to effectively engage and influence within that network	**Assist**	Provide one-on-one, tailored support for select businesses as well as shared learning opportunities
• Local governments and regional development authorities (RDAs) with a strong connection to a network of local businesses, and staff that are responsible for economic development and/or business engagement	**Promote**	Showcase success through workshops, networking events, case studies, awards and recognition programs

Up to $100,000 (maximum $50,000 per fiscal year) for projects that target a specific industry sector, group of businesses, or supply chain and will drive a more circular and sustainable economy for SA.

LEAP Grants support projects that:

- are driven by business and industry demand with applicants demonstrating the need for the initiative and providing evidence that the target audience is willing to participate in project delivery

- target a specific industry sector, group of businesses, or supply chain (including businesses within a defined geographical region)

- support the target audience to identify and implement circular and sustainable business practices for the benefit of the economy, the environment, and social wellbeing.

Circular and sustainable business practices may be based on:

- the waste management hierarchy – prioritising waste avoidance and reduction, reuse, repair and improved recycling, especially for organic material

- the principles of circular economy – eliminate waste and pollution, keeping materials circulating in the economy for as long as possible, and regenerating nature

- materials and resource efficiency – promoting highest value use of resources and reducing unnecessary consumption

- achieving net zero emissions by addressing scope 3 (indirect) greenhouse emissions, including those related to solid waste management (and where possible, purchased goods and services along with other scope 3 emissions), with direct scope 1 and 2 emissions (emitted from sources controlled/owned by an organisation, and from purchased energy such as electricity) also incorporated in project delivery[1]

- circular supply chains and sustainable procurement.

---

1 Net zero or similar projects that only focus on scope 1 and 2 emissions are not deemed eligible for funding.

Examples of acceptable project types and project components

- Education and/or promotional materials and activities demonstrating the benefits of a more sustainable and circular economy for a specific industry sector, which may include:

  » peer-to-peer learning, business innovation workshops, and networking events

  » development, testing, refinement and delivery of educational tools and resources such as guidelines, fact sheets, case studies, strategies

  » development of accreditation, awards, or other recognition programs that promote industry leaders.

- Investigation of common problems and/or opportunities for a specific industry sector, geographical area or supply chain, and reporting that demonstrates the scale of the issue[s] and identified opportunities, and established next steps for addressing the findings.

- Selecting several businesses to participate in an assessment of their business practices, and identification of opportunities and barriers for implementing sustainability and circular economy principles, coupled with summarising and sharing results to encourage industry-wide change.

Other projects that align with the *program aim, objective and outcomes* may also be considered.

Conditions of funding

Eligibility criteria

Applications for LEAP Grants will be accepted from:

- peak industry bodies (industry associations or similar)

- registered business groups, networks and clusters (incorporated or unincorporated entities)

- companies that demonstrate an integral role within a supply chain and have effective means to engage and influence the supply chain network. These applicants must include supporting evidence (such as emails and letters) from businesses within the supply chain who are ready and willing to engage in project delivery. Examples of previous and successful engagement with the supply chain on similar projects as part of the funding application is also beneficial

- local government and regional development authorities with a strong connection to a network of local businesses, and staff that are responsible for economic development and/or business engagement within their jurisdiction. These organisations should provide evidence of similar projects and/or ways they have identified and engaged the target audience (or a similar business audience) as part of the funding application.

First Nations businesses are encouraged to apply or partner with an eligible applicant for project delivery.

Applicants must:

- be operating in South Australia for the duration of the proposed project (that is, have an office and staff based in SA, and/or have a membership-base that includes SA businesses)

- be solvent, and able to enter into a legally binding funding agreement with the South Australian Government (via Green Industries SA)

- hold a current Australian Business Number (ABN) and be registered for GST. Not-for-profit organisations must be registered with an appropriate Australian and/or state-based authority as a legal entity

- ensure a sufficient level of resourcing will be available for the duration of the proposed project to enable effective delivery of outputs and outcomes, and the project will be completed before expiry of any existing funding agreements or arrangements that may impact the applicant's ability to deliver the project

- hold and maintain Public Liability and Professional Indemnity Insurances (or equivalent) to the value of at least $1 million each/per claim for the duration of the proposed project[2]

- comply with all federal and state laws, regulations, and any applicable Environment Protection Authority requirements.

---

2 Applicants are encouraged to ensure service provider(s) engaged for project delivery hold and maintain both Public Liability and Professional Indemnity Insurance valued at a minimum $1 million each / per claim for the duration of the funded project.

Projects must:

- intend to drive a more circular and/or environmentally sustainable business community in South Australia

- be delivered in partnership with a suitably qualified and capable, independent, and impartial service provider (a specialist advisory consultant, or equivalent)

- use funds to cover fees and charges incurred by the applicant from the service provider/s engaged for project delivery. The applicant must provide access to, and connection with a receptive audience to facilitate effective project delivery. The applicant must contribute in-kind (un-funded) support for project delivery. Funds may be provided to cover expenses associated with project delivery by the applicant, at the absolute discretion of GISA

- be a new project, not already commenced or completed at the time of application. No funds are available retrospectively. Consideration may be given to projects that build upon a pilot (trial) and offer additional benefits to the target audience

- take place within South Australia for the explicit benefit of the South Australian business community[3]

- met and contribute to the *program aim, objective and outcomes*, including clear links to driving a more sustainable and circular economy in South Australia, targeting activities prioritised higher on the waste management hierarchy than current practice, and/or driving best practice materials and resource efficiency.

What will NOT be funded

The following are *not eligible* **to apply** for LEAP grant funding:

- State and federal government entities.

- Organisations with a non-business or community focus.

- Organisations that provide and/or represent the interests of waste management service providers, such as commercial recyclers, landfill operators, waste transport operators and waste transfer station operators.

Businesses that provide advisory, consultancy, training and/or education services, and can deliver projects that meet the eligibility criteria, may partner with an eligible organisation. The eligible organisation must be willing to apply for funding and take responsibility for funding and project management, engagement and communication with the target audience. A condition of funding is that the potential applicant must contact program staff to discuss the project and their options.

---

3 Projects may have benefits applicable to a broader, national audience, but must demonstrate additional benefit is applicable to South Australia

LEAP grant funds are *not available* for projects that:

- have a broad, undefined target audience

- focus on households, sporting clubs, community-based initiatives such as repair cafes or tool libraries

- deliver solutions prioritised lower on the waste management hierarchy than currently practiced by the target audience

- centre on meeting minimum regulatory compliance standards

- promote a specific product

- intend to, or are likely to result in, the provision of generic advice, replicate or duplicate an existing service, information or other resource, and/or utilise an existing product or service that is already publicly available as the basis of project delivery. Consideration may be given to projects that make use of an existing product/service where applicants demonstrate it will be modified and tailored to the target, South Australian audience and will incorporate messaging/information aligned to the aims and objectives of the program and GISA

- lack demand or interest from the target audience – where applicants cannot demonstrate or provide evidence that the target audience has an interest in the project.

LEAP grant funds are *not available* for:

- staff recruitment and/or relocation costs

- travel costs incurred by the applicant[4]

- operating costs, such as rent, electricity, water, waste, and other utilities

- subscription, lease, or licensing fees[5]

- projects that allow the applicant to make a profit (funds must be directed towards project delivery, for the benefit of the applicant's members or equivalent)

- fees associated with the protection or patenting of intellectual property

- fees for legal and accounting services

- fees associated with any insurances held in relation to a grant application, whether such costs are required by the funding agreement or otherwise

- any project that GISA deems to be inconsistent with the program aim, objectives, and outcomes

- any project deemed more appropriate to fit under an alternative grant funding program (administered by GISA or another organisation).

---

4 Travel costs billed to applicants by service providers engaged for project delivery may be covered at the absolute discretion of GISA. Applicants are encouraged to seek remote (online) facilitation from service providers based outside of South Australia whenever practical.

5 Consideration may be given to funding subscription, lease or licensing fees if they are required as part of an initial trial or pilot program, and if there is sufficient evidence that demonstrates the applicant/participants is/are willing to accept ongoing future costs if the trial/pilot is successful. Funding towards subscription, lease or licensing fees will not be covered by GISA if it has already funded the development, trial and/or testing of a product or service.

Funding availability

Staged approach

Projects may be delivered in stages spanning 2 fiscal years, with a maximum $50,000 (excl. GST) available per year (total grant funding maximum of $100,000 excl. GST). Projects will be evaluated at the completion of each agreed stage, considering the level of satisfaction with project outputs and outcomes already achieved, and the demand for subsequent project stages. Following evaluation, funds for subsequent stages may be made available at the absolute discretion of GISA.

Service provider fees and applicant contribution

Funds must be used to cover the fees and charges incurred by the applicant from service provider(s), and/or for expenses such as room hire, catering, professional printing and so on, where those elements form an integral part to project delivery.

For applicants that are not-for-profit and derive an appreciable portion of income from membership fees, a maximum amount equivalent to 10% of the grant value may be available as a contribution towards internal costs, such as those related to time spent on project management, communication, and engagement. This contribution is capped at 10% of the total grant value (that is, up to a total of $10,000, and up to $5,000 per fiscal year) and must be discussed with GISA prior to application. Funds may be provided to cover expenses associated with project delivery by the applicant, at the absolute discretion of GISA.

Applicants must also provide in-kind (un-funded) support for project delivery relating to communication and engagement, and dissemination of project promotional and educational materials. In determining the allocation of funds towards staff time/internal expenses, consideration will be given to the type of expenses incurred, the number of in-kind hours to be contributed, and the likelihood of the project to proceed in the absence of funds being provided.

Budgeted activities

A breakdown of key project activities with associated personnel and their hours and costs must be provided in the application form. This includes an estimate of in-kind hours from the applicant with associated value (based on the applicant's nominated hourly rate). The budgeted activities will be considered by GISA when determining eligibility and the allocation of grant funding.

Allocation of funds

Allocation of funds is at the absolute discretion of GISA, and GISA may set a limit on the amount of funding approved per applicant. GISA may vary the amount of financial co-contribution to be supplied from an applicant, particularly in cases where the applicant is, or has been responsible for more than one project.

The total annual budget allocated to the *Business Sustainability Program* is outlined in GISA's business plan, and is subject to change. The total budget incorporates all costs required to run the program including, but not limited to, LEAP and AIM Grants, development and publishing of case studies and other resources, staff salaries and wages, and administrative costs.

Note that sponsorship of events may also be considered by GISA. Sponsorship has a different approval pathway (sponsorship funds are not regarded as 'grants') – please contact program staff to discuss your needs.

How to apply

Before an application form is supplied, applicants must contact program staff and arrange discussion of key project elements including, but not limited to:

- reason for the project (motivating factors, key drivers, benefits and so on)

- project scope, methodology, and resourcing including how service providers will be engaged (whether this is through a selection process or direct engagement), who (name and title) will be responsible for project management on behalf of the applicant organisation, and what funds are likely to be used for (consultant fees, catering, room hire, printing, other)

- project deliverables (outcomes and outputs) and anticipated timeframes

- level of contribution from the applicant and GISA (in-kind and financial).Following discussion and any subsequent refinements to project scope (if requested by GISA), if it is determined that the applicant and project are likely to be eligible, the applicant will be invited to apply for a grant and an application form will be issued via email.

Following discussion and any subsequent refinements to project scope (if requested by GISA), if it is determined that the applicant and project are likely to be eligible, the applicant will be invited to apply for a grant and an application form will be issued via email.

Details of arrangements between the applicant and their chosen service provider/s (consultant, or equivalent) must be enclosed with the application. This includes the relevant project proposal from the service provider/s and, if available, written confirmation for the project to proceed (agreement between the applicant and service provider/s to implement the project may be written as 'subject to a successful grant application').

Project proposals from service providers must form part of the application, and must include:

- the date the proposal was prepared/provided to the client/applicant

- clearly articulated project scope, methodology, and milestones

- clearly documented deliverables (outputs), included as a list, or in bold font

- anticipated timing of delivery (based on availability and client/applicant needs, including adequate time for GISA review of any draft reports and documentation (at least 10 working days), and any associated revisions that may be requested by GISA

- a breakdown of project costs by activity and related hours/personnel (refer to FAQs for additional information)

- evidence of relevant knowledge, experience, and capability to deliver the project (such as relevant staff CVs and examples of other similar work)

- details relating to any sub-contracting arrangements, if applicable.

Applications must be submitted using the current *LEAP GRANT APPLICATION FORM,* available from Business Sustainability Program staff following discussion/s with the applicant about the project

Applications must be delivered by email and will be acknowledged as 'received' (via return email) within 10 working days of receipt.

Applications may be submitted at any time, until the advertised closing date

Refer to the GISA website for the latest closing date, noting it may change during the course of any given fiscal year and in accordance with budget availability.

Assessment process

Applications will be reviewed by program staff to confirm all eligibility criteria have been met. If deemed eligible, applications will be evaluated by a panel of GISA staff against the assessment criteria included below. GISA reserves the right to include other government agency evaluations as part of the assessment process.

Applications will be assessed for eligibility and evaluated as they are submitted – there is no need to wait until the closing date to submit the application.

During the assessment process, additional information may be requested from the applicant to clarify aspects of the application. Failure to provide information requested by GISA in a timely manner may terminate the assessment process and the application may be deemed ineligible for funding.

The duration of the assessment process varies depending on the nature of the project, the completeness of the application, and GISA staff availability. As a guide, the duration between the submission of the application and any additional supporting information requested by GISA (if applicable) and the decision regarding funding approval should take no longer than 30 business days, or 6 weeks.

All applications will be treated as commercial-in-confidence.

Assessment criteria

In addition to meeting the eligibility criteria, LEAP Grant applications must be assessed as sufficient in the following areas to be considered for funding approval:

- Relationship with a network of South Australian businesses, and the means to effectively engage and communicate with them. This may include evidence of an existing and ongoing relationship with the target audience through membership, examples of services provided to the target audience, and/or examples of regular and effective communication with the target audience.

- Capability and capacity to manage the project (considering relevant experience in grant and/or project management), and a sufficient level of commitment to deliver the project in partnership with GISA and the applicant's chosen service provider (considering connection to, and effectiveness of, communication with the target audience, and willingness to engage with the service provider and GISA during project delivery).

- A clear and credible description of the proposed project, including:

  » clear implementation timeframe and project milestones

  » a succinct and clear description of each major task (activity) to be performed, with associated budget for each major task/activity

  » clearly defined target audience

  » clearly define outputs (deliverables) and outcomes

  » appropriate key performance indicators (KPIS), clearly indicating how they will be measured and evaluated.

- Whether the project will be tailored to address the needs of the applicant and its business network or members.

- If addressing a waste management issue(s), the degree to which the project will target activities prioritised higher on the waste management hierarchy than the target audience's current practice.

- Focus on activities that are in addition to meeting minimum regulatory compliance standards.

- Evidence to demonstrate the target audience has an interest in project outcomes and is likely to participate during project delivery, that is, that there is a clear and credible reason for undertaking the project. Supporting evidence such as survey results or other communication with the target audience, and/or participation rates from similar projects will be highly regarded.

- A clear and credible reason for selecting the service provider. Evidence of a selection process being undertaken by the applicant will be highly regarded.

- Evidence of the service provider/s relevant knowledge, experience, and capability to deliver the project (typically included as part of the service provider's project proposal).

- Whether applicants will provide in-kind support for project delivery, including communication and dissemination of project and promotional/educational materials to the target audience, and other agreed deliverables.

- Appropriate project risk management, including identification of the main risks associated with the project and satisfactory mitigation measures.

- <u>For applicants that have a national reach:</u> the project must prioritise and/or provide additional benefit to South Australian businesses. Projects may have benefits applicable to a broader, national audience, but must demonstrate additional benefit is applicable to South Australia.

- <u>For applicants that intend to deliver the project in-house</u> (and not engage service provider/s for project delivery): evidence to demonstrate a satisfactory level of expertise and experience exists within the organisation for effective project delivery, and that independent external expertise is not required. The applicant must also demonstrate additional wage expenses will be incurred due to project delivery (that is, project delivery is in addition to, not instead of, regular staff duties).

GISA may consider other aspects of the application it regards as relevant, and **preference may be given to** applications that meet one of more of the following:

- Applicants operating in South Australia for at least 2 consecutive years.

- Projects that are identified as being very closely aligned to strategic and priority areas identified by GISA.

- Projects that clearly demonstrate commitment to continuing or progressing the project after completion of the funding period. This could include evidence of related strategies or policies, and/or written confirmation regarding the level of support and/or funding likely to be available ongoing.

- Projects that clearly demonstrate applicability to a broader audience (in addition to the target audience).

- Project outputs that include the publication of materials that will be made available to a broad audience and will help increase awareness and understanding of how businesses can implement and benefit from implementing circular and sustainable practices.

- Demonstration of how grant monies will be leveraged with other funding, such as participation fees from the target audience, or projects delivered in partnership with another organisation/s that also provides funds for delivery.

Consideration will be given to the level of funds remaining in the Business Sustainability Program budget to determine which applicant(s) are provided a grant offer.

Funding agreement

Successful applicants will be required to enter into a funding agreement (provided as a grant offer) with GISA. This agreement will set out the terms of the grant, conditions, payment schedules, project deliverables, key performance indicators, reporting requirements and related matters. A copy of a standard funding agreement can be provided on request.

Timeframe

GISA aims to be flexible regarding timeframes for project delivery and funding periods and grant funds may be provided for eligible project costs incurred for up to 24 months from the date of execution of the funding agreement, or as otherwise negotiated and agreed by GISA.

Reporting

GISA requires successful applicants to report on project progress and outcomes in response to requests from program staff.

Requirements of reporting will also be specified in the grant offer and may vary on a case-by-case basis in accordance with project type and deliverables. As a guide, please allow a minimum of 10 business days for GISA review and feedback on draft reports and other documentation.

Where in-kind contributions have been nominated by the applicant, project reports must include evidence of the actual hours and costs relating to in-kind contributions.

Case studies and promotion

Applicants are not permitted to publicise their projects in the first instance without the written approval of GISA. GISA has ultimate discretion about publicity of applications and projects.

Successful applicants must be willing to cooperate and participate in the development of case study or other public-facing materials based on funded projects (using information of a non-sensitive nature) if requested by GISA. The purpose of case studies and related materials is to encourage other organisations to undertake similar initiatives and may be used as an educational resource by GISA and/or the successful applicant. Case study and other materials are usually made publicly available via the GISA website and may be used by successful applicants for their own promotional and/or educational purposes.

All successful applicants must, if requested, supply a high-resolution logo, and authorise its use on the GISA website and to be listed as a program participant. The value of grants will also be listed against the successful applicant's name on the GISA website, with a short description of the funded project.

Frequently asked questions (FAQs)

Please visit the GISA website for the latest list of FAQs on:

- applicant eligibility
- project eligibility
- how to apply
- what to include in an application
- the assessment process
- funding agreements
- what to include in consultant proposals.

Contact us

For further information about the Business Sustainability Program and to discuss your LEAP project, please contact one of the following program staff:

Aubrey Thomas [she/her]

Manager
Business Sustainability
aubrey.thomas@sa.gov.au
0423 782 647

Oliver Lovat [he/him]

Principal Adviser
Business Sustainability
oliver.lovat@sa.gov.au
0437 641 138

Nicole Gschwind [she/her]

Senior Adviser
Business Sustainability
nicole.gschwind@sa.gov.au
8429 8410

Laura Herrero Chorques [she/her]

Senior Adviser
Business Sustainability
laura.herrerochorques@sa.gov.au
0476 040 969