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# 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.

# Program overview

The purpose of the Council Modernisation Grants program is to encourage South Australian councils to improve waste management and recycling services through the introduction of innovative measures and increase implementation of circular economy principles. The modernisation measures should result in operational efficiencies, improved customer service and economic development benefits for the community.

Refer to the grant guidelines for details of the program aim, objective and outcomes; funding overview; conditions of funding; eligibility and assessment criteria etc.

# Submitting your application

Applications will be accepted until 5 pm ACDT, Friday 7 November 2025.

Late applications will not be assessed. GISA has ultimate discretion in relation to management of late applications.

Please email your completed application form, including a signed declaration, with all supporting documents to justin.lang@sa.gov.au with the subject line **‘Council Modernisation Grants – application’**. Emails should not exceed 10MB.

Applications are to be no more than 20 pages (including supporting information).

To reduce file size, the first 3 pages of this document may be deleted before submitting to GISA.

Before completing your application:

* **Read the grant funding guidelines in detail.** The guidelines have important information regarding eligibility, the application and assessment process, and funding conditions.
* Complete all relevant sections of the application form.
* Attach and clearly number evidence in support of the application.
* If applying for part funding toward a regional coordinator position, confirm in your application whether details are finalised or subject to Council approval.
* **Understand that applying does not guarantee funding approval**. Your application will be assessed for eligibility and alignment with assessment criteria published in the grant guidelines. Funds are awarded at the discretion of Green Industries SA (GISA), and in accordance with budget availability for applications that satisfactorily meet all eligibility and assessment criteria.

# Need assistance?

For further information, or to discuss your application and eligibility, contact Justin Lang at justin.lang@sa.gov.au or on 0419 948 931.

Regional councils seeking assistance with area-wide distribution of green organics bins as well as food waste containers and compostable bin liners should make contact to discuss their options under complementary GISA funding programs.

# Section A: General applicant information

|  |
| --- |
| A1. Name of organisation  |
|  |
| A2. Australian Business Number (ABN) |
|  |
| **A3. Is your organisation registered for GST?**  |
| ☐Yes ☐No |
| **A4. Business address and postal address** |
| Street address: |
| Suburb: State: Postcode:  |
| Your postal address (if different from your business address) |
| Street address: |
| Suburb: State: Postcode:  |
| Website:  |
| **A5. Contact details:**  |
| **Primary contact details:** Person within the applicant organisation who will manage/oversee project delivery. |
| Full name: |  | Position:  |
| Tel:  |  | Mobile:  |
| Email:  |  |  |
| **Secondary contact details:** Person within the applicant organisation who will support project delivery. |
| Full name: |  | Position:  |
| Tel:  |  | Mobile:  |
| Email:  |  |  |
| **A6. Name of partner organisation/service providers/contractors for this application (if any)**  |
| **Partner/service provider/contractor 1**  |
| Name: |
| Address:  |
| **Partner/service providers/contractor 2** *(Add/delete rows as required)* |
| Name:  |
| Address:  |

# Section B: Eligibility criteria checklist

**Applications that do not meet the below criteria will not be assessed further.**

|  |  |  |
| --- | --- | --- |
| **To be eligible for funding the applicant must meet all eligibility criteria below** | **Yes** | **No** |
| B1. Is the applicant a council or local government subsidiary established under the *Local Government Act 1999* *(SA)*? | [ ]  | [ ]  |
| B2. Is the applicant currently solvent, able to enter into a legally binding funding agreement with the Government of South Australia and expected to remain solvent for the duration of the agreement? |[ ]  [ ]  |
| B3. Does the applicant comply with all federal and state laws, regulations and any applicable Environment Protection Authority requirements?  |[ ] [ ]
| B4. Does the proposed project meet and contribute to the objectives and aims of:* *South Australia’s Waste Strategy 2020-2025* and the draft *Accelerating SA’s transition to a circular economy: South Australia’s waste strategy 2025–2030*
* the Council Modernisation Grants for 2025–26.
 | [ ] [ ]  | [ ] [ ]  |
| B5. Does the proposed project demonstrate the need for government funding for at least one of the Council Modernisation Grant program focus areas as listed below?* Maximising collection of food waste through kerbside systems
* Market research to assess ratepayer attitudes
* Regional waste management plan updates
* Regional Waste management /circular economy coordinators
* Public place recycling stations
* Projects which improve source separation/reduce contamination or implement innovative systems
* If no, is it aligned with ‘other eligible projects’ in the Guidelines.
 | [ ] [ ] [ ] [ ] [ ] [ ] [ ]  | [ ] [ ] [ ] [ ] [ ] [ ] [ ]  |
| B6. Will the project outcomes provide a measurable economic, environmental, or social benefit to South Australia?  |[ ] [ ]
| [ ] 7. Does the project have a clear implementation timeframe and milestones? Will the project be delivered within the required timeframe?  |[ ] [ ]
| B8. Does the project involve new activities which have not been commenced previously by the applicant?  |[ ] [ ]

# Section C: Project proposal

|  |
| --- |
| **C1. Project title** If your application is successful, this title or a variation thereof may be used by GISA for promotional and/or reporting purposes |
|  |
| **C2. Project timeframe**  |
| Proposed start date:  | Expected completion date:  |
| **C3. Project location (if different from A4)** |
|  |
| **C4. Key project aim** |
|  |
| **C5. Project summary**Please provide a brief overview of the project, highlighting what the project is and what it aims to do (maximum 100 words). *This summary may be used by Green Industries SA for promotional purposes* |
|  |
| **C6. Project details and rationale**Describe the project in more detail, including why it is needed, what specific objectives it seeks to achieve, and the expected outcomes – particularly economic, environmental, or social benefits.  |
|  |
| **C7. Project type**  |
| [ ]  Technology | [ ]  Public place recycling |
| [ ]  Food waste reduction and diversion (including pilots) | [ ]  Regional waste management plan update |
| [ ]  Market research | [ ]  Regional Waste Coordinator (part funded position) |
| [ ]  Other (please specify)  |

|  |
| --- |
| **C8. Project budget and funding**  |
| List items required for the project (excluding in-kind contributions, these should be added to the next table).Funding from Green Industries SA can be sought for up to 50% of the project budget or up to 33% for Regional Coordinators and up to a maximum of $100,000. Insert additional rows if required in the table below. |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project activity***(expenditure item)* | **Delivery date**(estimated) | **GISA funding sought****($)** | **Applicant contribution****($)** | **Other funding (specify source)****($)** | **Total cost of project****($) (ex GST)** |
|  |  |  |  |  |  |
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|  |  |  |  |  |  |
| **Totals** (sum of amounts above the line) |  | **$** | **$** | **$** | **$** |
| **% Total cash funding** |  | **%** | **%** | **%** | **%** |

|  |
| --- |
| **Other funding source**  |
| Any other grants or funding that the applicant, partners, and sub-contractors for this application have or will receive relating to the activities proposed in this project.  |
| **Project activities/element** | **Organisation providing other funding/payment**  | **Contact details for organisation**  | **Amount of funding/payment**  | **Relationship to this project**  |
|  |  |  | $ |  |
|  |  |  | $ |  |
| **Please provide a breakdown of any in-kind contributions**  |
| **Project element**  | **Organisation providing in-kind contribution** | **Value of in-kind contribution** |
|  |  | **$** |
|  |  | **$** |
| **Total value of in-kind contribution** | **$** |
| **Total project budget[[1]](#footnote-2)**  | **$** |

# Section D: Response to assessment criteria

**Regional Coordinator (where applicable)**

|  |
| --- |
| Where a region wishes to submit details for a waste management Regional Coordinator, please detail the scope of works/projects to be completed, what contributions will be made by member councils, what in-kind contributions will be made for accommodation, IT support, and travel.  |
| Who will be the host organisation?      |
| Please detail the FTE/contact hours required.      |
| What is the total investment per annum?      |
| What outcomes will be delivered?      |
| Proposed coordinator’s work plan (may be attached separately):       |
| If the position is proposed to be filled by existing staff from a member council, please submit their details below along with an overview of experience/qualifications for the role. |
| Name:       |
| Current position:       |
| Role/duties:       |
| Relevant experience/expertise/qualifications:      |
| Has this proposal been endorsed by supporting councils? | [ ]  Yes | [ ]  No |
| Please provide details:      |

**Project assessment criteria (weighted criteria)**

|  |
| --- |
| **D 1. Benefits of the initiative** |
| Summarise the operational, environmental and/or community impacts arising from the project and attach supporting evidence.  |
| Summarise any anticipated economic development benefits such as business expansion, supply chain benefits and/or employment growth and attach supporting evidence. |
| If applicable, summarise any community consultation or other stakeholder engagement processes that have been undertaken to inform the proposed project. |

|  |
| --- |
| **D 2. Project viability** |
| Summarise the business case (and attach more detailed documents) to demonstrate how the project will result in any of the following criteria:* Economic development benefits
* Reduced costs and/or more efficient and effective services
* Improved services within the community
* Improved public place recycling
 |

|  |
| --- |
| **D 3a. Contribution to the circular economy (if relevant)** |
| Explain how the project will foster local economic activity and help reduce emissions and waste and help achieve circular economic development objectives. |

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| **D 3b. Waste management hierarchy (if relevant)** |
| How does your project target the higher levels of the waste management hierarchy, where materials are used for their highest order purpose? |

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| **D 4. Value for money** |
| How are grant monies leveraged with other funding? Is there an existing budget allocation for this project? |

***Non-weighted assessment criteria***

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| **D 5. Assessment criterion: Capacity and capability to manage the project** 1. Explain and demonstrate your organisation’s capacity and capability to manage and deliver the project successfully with sufficient commitment and experience, including:
* detailing how your organisation will manage the project, internal resourcing and relevant experience
* indicating the anticipated roles of sub-contractors and how they will be managed (if you intend to use sub-contractors).
 |
| **Key people involved in the project** (please add additional rows if necessary) |
| Name:  | Position  |
| Role in this project and relevant experience/expertise  |
| Name:  | Position  |
| Role in this project and relevant experience/expertise  |
| **Information on sub-contractors and/or other organisations involved (if applicable)** |
|  |
| 1. Describe the capacity of your organisation to implement the project successfully, such as financial viability, any supporting partnerships, and an understanding of the relevant regulatory requirements.
 |
|  |

|  |
| --- |
| **D 6. Project milestones** Please outline project milestones and key activities (add more rows as required)  |
| **Milestone and key activities**  | **Start date** (dd/mm/yy)  | **Completion date**(dd/mm/yy) |
| **Milestone title:** Key tasks/activities:  |  |  |
| **Milestone title:** Key tasks/activities:  |  |  |
| **Milestone title:** Key tasks/activities:  |  |  |

|  |
| --- |
| **D 7. Monitoring and evaluation**Please list project **key performance indicators** (KPIs) and/or deliverables, how they will be measured (what data will be captured/what’s the unit of measurement) and a target (goal) for each in the table below.  |
| **KPI/deliverables** | **How it will be measured** | **Target** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

|  |
| --- |
| **D 8. Approvals** |
| Does your project require any other council, state or federal government approvals? If yes, what are these, and have the approvals been obtained/when are they likely to be obtained? Note: if your project requires any form of approval, the project will not start until Green Industries SA has received confirmation of the approval. |

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| **D 9. Intellectual property** |
| What Intellectual property will be created through this project? How will it be shared? |

## Project risk management (refer to Appendix A)

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| **D 10. Project risk management**Please identify and describe the key risks associated with the project, along with the proposed mitigation measures. For guidance on likelihood, consequences, and risk ratings, refer to Appendix B: Guidance on Risk Assessment. (Add more rows as required) |
|  | **Risk short name** | **Risk description** | **Likelihood** | **Consequences** | **Inherit risk rating** | **Control/mitigation strategy** | **Residual likelihood** | **Residual consequences** | **Residual risk rating** |
| **1** |  |  |  |  |  |  |  |  |  |
| **2** |  |  |  |  |  |  |  |  |  |
| **3** |  |  |  |  |  |  |  |  |  |
| **4** |  |  |  |  |  |  |  |  |  |
| **5** |  |  |  |  |  |  |  |  |  |
| **6** |  |  |  |  |  |  |  |  |  |

# Section E: Declaration

## Application checklist

|  |  |
| --- | --- |
| ☐ | Completed all relevant sections of the application form in full |
| ☐ | Included detailed quotes for any goods and services to be procured, noting quotes must include suppliers’ details including ABN and any GST component |
| ☐ | Attached all supporting documents  |
| ☐ | Included identification of the main risks associated with the project and the proposed mitigation measures (demonstrating appropriate project risk management)  |
| ☐ | Included appropriate key performance indicators, and information on their measurement, evaluation and data capture  |
| ☐ | Confirmed in your application whether details are finalised or subject to council consent, if applying for part funding toward a regional coordinator position. |
| ☐ | Signed the declaration (ensuring it is signed by an authorised officer) |

## Supporting information

Please indicate the documentation attached in support of your application

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Information supplied** | **Yes** | **No** | **N/A** | **Attachment No.** |
| Business plan/business case | [ ]  | [ ]  | [ ]  |       |
| Project management plan | [ ]  | [ ]  | [ ]  |       |
| Cost estimates/quotes for proposed technology, infrastructure, or professional consultancy service/s | [ ]  | [ ]  | [ ]  |       |
| Role description (Regional Coordinator) | [ ]  | [ ]  | [ ]  |       |
| Market research/community impact analysis | [ ]  | [ ]  | [ ]  |       |
| Data analysis, economic modelling or other evidence to support assumptions | [ ]  | [ ]  | [ ]  |       |
| Other (specify) | [ ]  | [ ]  | [ ]  |       |

## Declaration

* I have read and understood the guidelines and obtained clarification where needed.
* I declare that the information provided in this application including attachments is to the best of my knowledge true and correct and discloses all required and relevant details. I understand that if information supplied as part of the application is false or misleading in a material particular, the application will not be considered OR, if the grant is made and it is discovered that information supplied was false or misleading in a material particular, the grant will be revoked and funds must be repaid. An assessment regarding possible fraud will also be undertaken and appropriate legal action initiated if warranted.
* I declare that I/we have complied with federal and state laws, regulations, and the Environment Protection Authority licences (if any).
* I authorise Green Industries SA to seek any additional relevant information required to process this application, and I/we hereby request and authorise any parties to supply such information as requested.
* I understand that if the project is approved for funding, information of a non-sensitive and non-confidential nature about the project may be publicised by Green Industries SA or provided as required or permitted by law.
* If the project is approved for funding, I will obtain all necessary and appropriate clearances from the relevant federal, state or local governments before executing the grant agreement and undertake to manage the proposed project in accordance with relevant laws and regulations.
* I understand that submission of this application does not guarantee funding approval and that all applications are assessed by Green Industries SA against the assessment criteria, with funds allocated in accordance with assessment results and budget availability.
* If I accept an offer of funding, then I accept (jointly and severally in the case of a group application) responsibility for administering grant funds and liability in the event grant funds are to be repaid.

**This declaration must be signed by an appropriately authorised representative of the applicant organisation, such as the Chief Executive, Executive Officer, Chairperson, or equivalent.**

The signatory must hold sufficient authorisation to ensure the applicant complies with the points listed above and is able to approve/enter into an agreement with Green Industries SA should the application be successful.

|  |  |
| --- | --- |
| Signed |  |
| Name |  |
| Position |  |
| Date |  |

# Appendix A – Guidance on risk assessment (guide for applicants)

This guide and associated pages should be deleted before submitting application.

**How to undertake a risk assessment for a project:**

**1. Identify the risks:** Using the table you are required to complete in assessment criteria D 10 Project risk assessment list potential risks to the project (such as delays, budget overruns, safety issues).

**2. Assess inherent risk (before controls):** Using **table 1 (likelihood)** and **table 2 (consequence) below**, determine the *inherent risk rating* for each risk. Then apply **table 3 (risk matrix)** to assign a risk level (such as low, medium, significant, high, extreme).

**3. Identify and apply controls:** Outline practical control measures/mitigation strategies to reduce either the likelihood or consequence of the risk and add them to assessment criteria D10 Project risk assessment.

**4. Assess residual risk (after controls):** Reassess the likelihood and consequence after controls are applied, again using **tables 1 to 3**, to determine the *residual risk rating* you are required to add to assessment criteria D10 Project risk assessment.

|  |
| --- |
| **Table 1: Qualitative measures of likelihood**  |
| **Likelihood** | **Level**  | **Description**  | **Explanation – Projects/ business case** | **FREQUENCY (Description)** | **Explanation – operations** |
| **Almost certain** | A | Over 99% probability, happens often (once or more a week), could occur within days to weeks | Could be expected to occur more than once during the study or project delivery | Event is expected to occur in most circumstances | It is **expected to occur** again, immediately or within a short period – likely to occur most weeks or months.  |
| **Likely** | B | 50% probability, could easily happen (once or more a month), could occur within weeks or months | Could easily be incurred and has generally occurred in similar studies or projects. | Event could occur in most circumstances | **Will probably occur** in most circumstances – several times a year.  |
| **Possible** | C | 10% probability, can happen, has occurred before (once or more a year), could occur after several years | Incurred in a minority of similar studies or projects | Event could occur at some time | **Could be incurred** within a 1-to-2-year period.  |
| **Unlikely** | D | 1% probability, has not happened yet, but could (once or more every 5 years), could occur after several years | Known to happen, but only rarely. | Event could occur in circumstances | **Could be incurred** in a 2-to-5-year time frame.  |
| **Rare** | E | <1% probability, conceivable but only in extreme circumstances (once or more every 10 years), exceptionally unlikely, even in the long term | Has not occurred in similar studies or projects. Conceivable but in extreme circumstances. | Event may only occur in exceptional circumstances | **May occur in exceptional circumstances**. Could be incurred in a 5-to-30-year timeframe.  |

|  |
| --- |
| **Table 2: Qualitative Measures of Consequence** |
| **Impact area** | **Impact scale** |
| **1 – Minimal** | **2 – Minor** | **3 – Moderate** | **4 – Major** | **5 – Severe** |
| **Financial loss** | Minimal financial loss (<$2K) | Minor financial loss ($2K to $5K) | Moderate financial loss ($50K to $100K) | Major financial loss ($100K to $1M) | Catastrophic financial loss ($1M+) |
| **Work health and safety** | No injuries or no injury requiring treatment | First aid treatment | Minor injuries requiring medical attention | Moderate injuries | Major or severe injuries including fatalities |
| **Effect on public image** | No adverse effect | Minor adverse effect: kept in-house, no media interest | Local media coverage, moderate adverse effect | State media coverage | International and/or national media coverage, leads to changes at Board or Executive level. |
| **Level of community concern** | No community interest | Limited community interest | One or two community complaints | Significant community interest | Community outrage |
| **Impact on stakeholder relationships** | Negligible adverse impact | Disadvantage for stakeholders (days-weeks) | Significant disadvantage to multiple stakeholders (weeks) | Multiple stakeholders severely disadvantaged (weeks) | Majority of stakeholders severely disadvantaged (months) |
|
| **Impact on objectives** | Limited impact on objectives | Impedes one or more objectives or causes inefficiencies in key processes | impedes achievement of important objectives/causes extensive inefficiencies in key processes | Serious process breakdown that substantially impedes the achievement of core objectives | Serious process breakdown that prevents the achievement of mission critical objectives. |
|

|  |
| --- |
| **Table 3: Risk matrix**  |
|  |  | **CONSEQUENCE** |
| **Column2** | **Column1** | **Minimal** | **Minor** | **Moderate** | **Major** | **Severe** |
| **LIKELIHOOD** |  | **1** | **2** | **3** | **4** | **5** |
| **Almost Certain** | **E** | Medium | Significant | High | Extreme | Extreme |
| **Likely** | **D** | Medium | Medium | Significant | High | Extreme |
| **Possible** | **C** | Low | Medium | Significant | High | High |
| **Unlikely** | **B** | Low | Low | Medium | Significant | High |
| **Rare** | **A** | Low | Low | Medium | Significant | Significant |

1. Total project budget is the total cost of the project plus in-kind contributions [↑](#footnote-ref-2)