



RESOURCEFUL LIVING

UNLOCKING THE HUMAN DIMENSION

STRATEGIC PLAN



RESOURCEFUL
LIVING

2023

“NEVER GIVE UP, THERE IS ALWAYS A SOLUTION”

Unlocking the human dimension is one of the seven global megatrends identified by the CSIRO that looks at the elevating importance of diversity, equity and transparency in business, policy and community decision making (1).

Gibson & Gibson were engaged by Resourceful Living, a local NSW Hunter manufacturing business specialising in recycled plastic furniture, to provide a strategic roadmap to assist with unlocking their human potential.

The three key pillars that Gibson & Gibson identified as critical pathways include:

- 1. Education**
- 2. Workforce Planning**
- 3. Building Trust**

Education is key in preventing the spread of misinformation while also generating a positive company profile. Building trust increases the transparency of Resourceful Living's brand, expanding on a loyal consumer base which will require strategic workforce planning in order to meet customer and community expectation, growth and sustainability.

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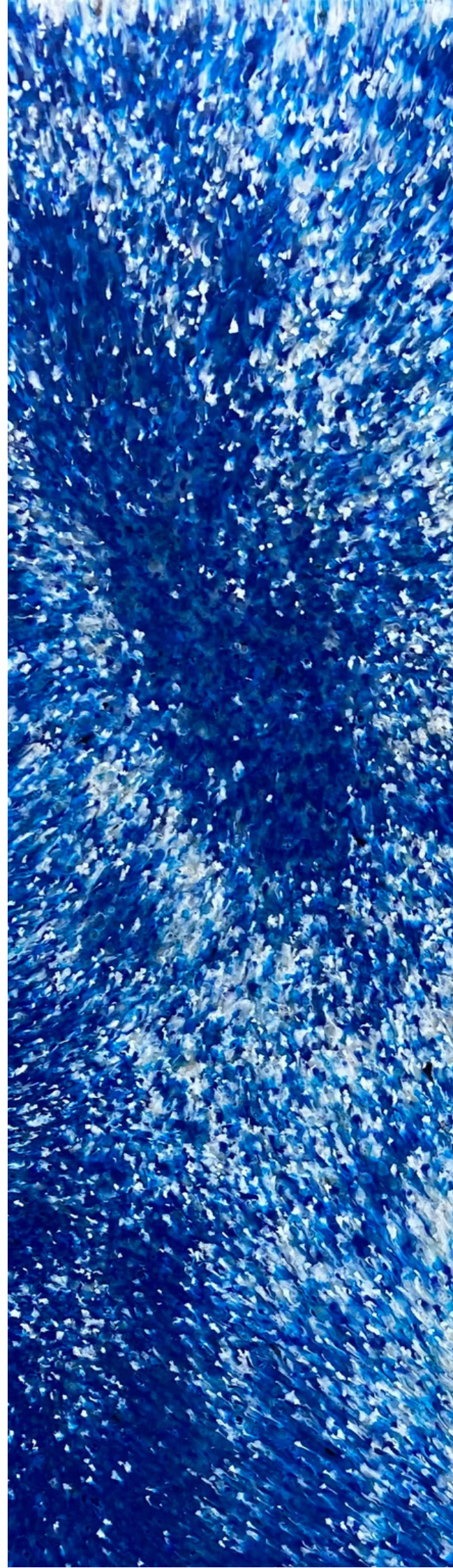
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INTRODUCTION

For more than 150 years, the Hunter region has played a pivotal role in Australia's manufacturing and export industry. A resource-rich region, the Hunter has managed to successfully navigate economic downturns, natural disasters and global pandemics, a testament to the region's ability to evolve in a dynamically changing landscape.

In order to remain relevant and competitive, local businesses need to identify potential disruptions before they occur. In 2022, the CSIRO released a once-in-a-decade report titled, *Our Future World* (1), that identifies seven global megatrends that are likely to cause long-term shifts in the global landscape. Gibson & Gibson recognises that these disruptions provide an opportunity for local businesses to act strategically to ensure sustainability and growth for the Hunter region.

Resourceful Living is one local NSW Hunter business at the forefront of changing the way everyday Australians think about recycled plastic. Company founders and directors, Jess & Geoff Hodge have embarked on a mission to create a sustainable solution to the plastic burden by providing unique and bespoke product lines capable of several lifecycle transformations, as an alternative to waste (2).

Gibson & Gibson have been engaged by Resourceful Living to develop a strategic plan that will assist in achieving sustainability outcomes and meet the future challenges identified in the *"Our Future World"* report.

From a megatrend perspective, the company's manufacturing processes are well equipped to navigate the challenges ahead. However, as a relatively young start-up within an industry striving for change, it is paramount that Resourceful Living understand the social drivers influencing future consumer, community and employee behaviors by **unlocking the human dimension**. Gibson & Gibson believe this can be achieved by focusing on three pillars: **education**, **workforce planning** and **building trust**.



WHO WE ARE

Gibson & Gibson are leading specialists in providing tailored strategic frameworks for businesses across the NSW Hunter region. With a team consisting of localised professionals across a broad spectrum of industries, we understand the complexities and challenges facing our region today, tomorrow and beyond.

***FUTURE PROOFING
LOCAL BUSINESSES***



RESOURCEFUL LIVING OUTLOOK

This outlook provides a summary of the current state and a glimpse into the future state of Resourceful Living by combining the company vision and the implementation of Gibson & Gibson's recommendations.

Pillars	Current State	Future State
Education	<ul style="list-style-type: none"> • 12 workshops provided to local schools • Difficulty in engaging students • 10 workshops with local community groups in 2023 • Educational programs are passion projects • Limited public knowledge of what plastic can be recycled 	<ul style="list-style-type: none"> • School educational program rolled out nationally with close ties to the Department of Education • A deployable and engaging workshop developed for easy delivery nation wide • The broad educational program provides a stable revenue stream • Significant contribution to the education of the Australian public to see plastic as a reusable product
Workforce Planning	<ul style="list-style-type: none"> • Five employees • Significant pressure on company directors performing multiple roles and duties • Developing a positive workplace culture 	<ul style="list-style-type: none"> • Diverse workforce through continued partnership with Mai-Wel and other diverse employment programs • Clearly defined roles capitalising on and empowering individuals strengths • Aligned employee and company values contributing to continued positive workplace culture
Building Trust	<ul style="list-style-type: none"> • Small business with local presence • Building brand awareness in the region through educational programs, HunterNet, and local business awards and networking 	<ul style="list-style-type: none"> • Strong brand confidence through partnerships with large, trusted organisations • Accreditation through trusted groups and initiatives • Artworks and public furniture made from recycled plastic supported by QR codes provide audiences with awareness and transparency of the recycling process

UNLOCKING THE HUMAN DIMENSION PLAN ON A PAGE

Mission	Transform preconceived beliefs and develop recycled plastic as a quality material that can be used in a myriad of ways many times over. Inspire the next generation to see plastic as a reusable product that can minimise waste generation.		
Pillars	Strategic Priorities	Actions	Measuring Success
Education	Together as a community we can educate and inspire change through small and manageable steps	<ul style="list-style-type: none">• Expand the education program• Build a revenue stream• Investigate research opportunities• Grant applications	<ul style="list-style-type: none">• Education program outreach - YoY increase in participants• Positive balance sheet for educational program• Increase in number of plastic types recycled
Workforce Planning	Promote diversity, equity, and inclusion in an expanding workforce	<ul style="list-style-type: none">• Grow manufacturing workforce• Grow education workforce• Maintain positive culture	<ul style="list-style-type: none">• Key position appointments enabling strategic expansion• Upskill team to support educational programs• High employee engagement survey results
Building Trust	Lead with integrity, honesty, and transparency	<ul style="list-style-type: none">• Build awareness of recycling, certification and technology improvement• Increase public awareness of products and company values	<ul style="list-style-type: none">• Increase in sales due to brand awareness, trust and business achievements• Increase in partnerships and collaborations with local governments and organisations

EDUCATION

In an increasingly connected world where anyone can share information widely, the onus has fallen on the end user to determine if information is factual, false, or misleading. **Education empowers all people, but especially motivates the young to take action.** Knowing the facts helps eliminate the fear of an issue which is frequently coloured by doom and gloom in the public arena. (3-4)

Unlocking new patterns of social norms and behavioural change needs to be understood and addressed. **Education is the key to bringing broader transformative and societal change to sustainable consumption choices.** (5).

Resourceful Living aims to transform preconceived beliefs and develop recycled plastic as a quality material that can be used in a myriad of ways many times over. (2) **Through education, Resourceful Living aims to inspire the next generation to see plastic as a reusable product that can help save our planet.**

Gibson & Gibson consider education as an important key to unlocking the human dimension through the following pathways:

- 1 **Expanding the Educational Program**
- 2 **Building an Education Revenue Stream**
- 3 **Research and Development**



1 EXPANDING THE EDUCATIONAL PROGRAM

Why	How	Measuring Success
<p>Through strategic development of educational activities, and partnerships with likeminded businesses with complementary capabilities, Resourceful Living will be able to expand their educational programs across Australia, inspiring a larger audience and delivering high quality educational content.</p>	Short Term	
	<p>Continue to educate and inspire students and build brand awareness through school and community workshops. Improve workshops by partnering with Plastic Police®.</p> <p>Investigate partnership options with:</p> <ul style="list-style-type: none"> • Cleanaway: Resourceful Living to provide classroom safe plastic injection molding equipment. • Veolia: Resourceful Living to develop an education program for Veolia. <p>Review and implement actions from “Best Practice Guide: Establish school-industry STEM partnerships” by the Department of Education.</p>	<p>Increase in educational program outreach – increase in participants by 20% year on year to 2030.</p>
	Medium Term	
	<p>Register to join the Department of Education Game Changer Challenge to access more schools and develop close ties with the Department of Education.</p> <p>Register for the STEM Industry School Partnerships (SISP) Program to work collaboratively with Education to develop engaging & inspiring learning experiences.</p> <p>Consider signing up to the AISNSW School-Industry Partnerships program to extend the learning experiences of primary and secondary school teachers and students.</p>	<p>Initiate a partnership leading to a new revenue stream by 2025.</p>
	Long Term	
	<p>Develop deployable workshop kits (includes instructions and equipment) to enable the expansion of educational workshops across Australia.</p>	<p>Increase in number of workshops delivered.</p>

2 BUILDING AN EDUCATION REVENUE STREAM

Why	How	Measuring Success
<p>By capitalising on Resourceful Living's key strengths and knowledge, and the growing importance of Environmental, Social, and Governance (ESG) goals in industry, Resourceful Living will create an additional revenue stream.</p> <p>These services provide high value to organisations - and can be priced accordingly.</p> <p>Advertise as an investment in an organisations ESG strategy.</p> <p>With ESG metrics increasingly being used alongside economic measures, demand from businesses looking for guidance on how to meet their ESG goals has never been higher.</p>	Short Term	
	<p>Develop a corporate workshop that assist large organisations in meeting their ESG goals. (Design once, deliver often)</p> <p>Offer a short, hands on activity that can be implemented by large organisations as part of team building and corporate strategy days.</p>	<p>Revenue from corporate workshops.</p> <p>Number of corporate workshops run.</p> <p>Number of flow on customers as a result of workshops.</p>
	Medium Term	
	<p>Develop a consultancy package that can be delivered as a service to businesses wishing to implement plastic recycling best practices in their organisation.</p>	<p>Number of business sustainability policies, strategies, and initiatives supported.</p>



3 RESEARCH & DEVELOPMENT

Why	How	Measuring Success
<p>To remain at the forefront of plastic recycling knowledge, and to be able to successfully communicate its complexities to a wide audience, Resourceful Living's strategy must include R&D.</p> <p>Grants and support of university student studies can assist in financially supporting an active R&D program.</p>	Short Term	
	<p>Undertake additional R&D projects by offering industry-led thesis projects for final year engineering students.</p> <p>Apply for the Cooperative Research Centre Projects (CRC-P) grant that will provide funding for Resourceful Living to develop a new technology, product, or service. (Including education and training activities) (Grants worth \$100k to \$3M) (6)</p>	Engage at least two engineering thesis students per year.
	Medium Term	
	<p>Apply for Recycling Modernisation Fund (RMF) Plastics Technology stream grants to support development of new methods of processing plastics that are difficult to recycle. (Grants worth \$1M to \$20M per project) (7)</p> <p>Expand reach to other Australian universities with relevant expertise to fund research into methods for processing difficult to recycle plastics.</p>	<p>Value of grants received.</p> <p>Number of types of plastic that can be readily recycled.</p>
	Long Term	
	<p>Engage with CSIRO to develop plastic recycling technologies. CSIRO are looking for industry engagement to help them achieve their Ending Plastic Waste mission.</p>	Number of new manufacturing processes developed and implemented into operations.

WORKFORCE PLANNING

In recent years the employment landscape has dramatically shifted. Workforce planning is key to unlocking the human dimension **as businesses endeavour to accommodate employees' requests of greater flexibility, diversity, transparency and ethical practices from their employers.**

As Resourceful Living expands its operation, the company are eager to maintain their close-knit and collaborative culture while always demonstrating their core principle: integrity for staff, customers and community to know that they are honest and transparent in the way they operate (2). To do this, Resourceful Living will need to promote diversity, equity, and inclusion in an expanding workforce.

Gibson & Gibson have broken the workforce planning strategic priority into three keys areas that may enable rapid expansion of operations while maintaining the close-knit collaborative culture.

The key areas are:

- 4 Manufacturing Workforce Growth**
- 5 Education Workforce Growth**
- 6 Maintained Positive Culture**



4 MANUFACTURING WORKFORCE GROWTH

Why	How	Measuring Success
<p>As Resourceful Living grows the educational revenue stream, they will also need to ensure the manufacturing operations workforce is adequately resourced to meet the growing demand for furniture, accessories and bespoke products.</p> <p>Resourceful Living currently have a small workforce.</p> <p>With an increasing customer portfolio and a desire to grow the service offering, they have recognised they require additional resources and a plan for future growth.</p> <p>This will be critical in ensuring effective time management and resource allocation in specialist fields.</p> <p>It also assists them in maintaining the positive, flexible and diverse workforce culture they have fostered without burning out existing staff.</p>	Short Term	
	<p>Administration: Additional resources to assist with responding to enquiries, scheduling, billing, documentation. Could support a part-time or hybrid working from home arrangement.</p> <p>Product Designer Engineer: Developing product design and providing specifications to design team. Utilising CAD software to create, test and improve product designs.</p>	<p>Administration position filled, freeing up capacity of other resources.</p> <p>20 design hours removed from production workload = quicker finalisation of development of standardised 'off the shelf' products = increased revenue</p>
	Medium Term	
	<p>Additional Production roles: Continued partnership with Mei-Wel – Disability Employment Services to fill production assistant roles. Engage Mei-Wel to ensure appropriate workplace support is in place.</p> <p>Engineering: Grow the engineering team to allow focus on R&D, certification approvals, automation, process improvement.</p> <p>Marketing/Sales & Business Development: Additional resource for order enquiries, attend customer meetings, drive sales (CSO role). Could support a part-time or hybrid working from home arrangement.</p> <p>Students/pathways: Partnering with universities to take students who are working through final year projects – environmental & engineering students to assist with automation, R&D, product development, process improvements. Partnering with CareerTrackers for multi-year internships for indigenous university students, with the aim of converting to full-time employment on degree completion.</p>	<p>Lean manufacturing process improvements</p> <p>Better quality products and processes with a reduction in production time</p> <p>Increase in orders/manufacturing revenue</p> <p>12 weeks per student per year partnering with Resourceful Living to work on developing a solution that will positively impact the business long term at no or little cost.</p> <p>Opportunity for full-time employment of graduates who have an established connection with and passion for the business.</p>

5 EDUCATION WORKFORCE GROWTH

Why	How	Measuring Success
<p>To support Resourceful Living's education pillar and to meet their strategic priority: Together as a community we can educate and inspire change through small and manageable steps, it is imperative that they have the resources to support growth in this area.</p> <p>Expansion of the educational workforce will allow Resourceful Living to engage like-minded individuals in meaningful work they are passionate about. It will also allow Resourceful Living to expand geographically and promote their ideology of changing consumer ideas on recycling plastic to a wider audience.</p>	Short & Medium Term	
	<p>Trainers/facilitators engaged by Resourceful Living in a casual capacity to conduct educational sessions to schools and businesses. These will be appointed to cover a geographical location and hired as required based on demand.</p> <p>Tailor job advertisements to attract people seeking work/life balance – could suit parents returning to the workforce, people with school aged children, university students, people at the end of their careers looking for a change and transitioning to retirement.</p> <p>Target candidates who are passionate about sustainability, minimising waste and being part of the solution.</p>	<p>Growth of casual educational workforce</p> <p>Growth of Business sustainability programs</p>
	Long Term	
	<p>Appoint Educational Coordinator to manage casual workforce (onboarding, deploying training, coordinating training materials, centralised booking & scheduling system).</p>	<p>Resourceful Living educational programs rolled out in schools and businesses in all Australian states and territories</p>



6 MAINTAINED POSITIVE CULTURE

Why	How	Measuring Success
<p>The founders of Resourceful Living have expressed that they value the positive culture they have fostered and want to ensure that this is preserved as the business grows</p>	Short, Medium, & Long Term	
	<p>Communication: open communication is vital to ensure engagement – particularly with a remote workforce. Maintain open communication through regular team meetings, investing time for one-on-ones, communication of company achievements, strategy and goals encouraging input, new ideas and identifying business improvement opportunities.</p> <p>Hiring for cultural fit/alignment: Keeping the culture and values in mind when hiring to attract the right people, invest time in the onboarding process, reinforce values and core principles during employment lifecycle.</p> <p>Recognition/Reward: Taking time to recognise and reward the performance of staff.</p> <p>Strong Leadership: Leaders demonstrating the values of the business being honest, transparent & authentic in business practices.</p>	<p>High retention rate</p> <p>Quick ‘time to fill’ on roles</p> <p>High employee engagement survey results</p> <p>Workforce longevity</p>



BUILDING TRUST

Transparency in business decision making and operations is crucial to building and maintaining trust of consumers, communities and policy makers. Future behaviours of the population are heavily influenced by information from actions of organisations they trust and with the amount of information (and disinformation) available to consumers, this is increasingly important.

CSIRO's Our Future World Report (1) lists "Trust in Australian Institutions" as a driver influencing future consumer, citizen and employee behaviours, and states "Obtaining and maintaining trust will be a challenging task for many public and private sector organisations over the coming decade". The Edelman Trust Barometer shows **societal trust declining for business** (63% in 2021 to 58% to 2022) (8), showing this is already the case.

CSIRO's report also stresses that socially aware and empowered consumers are looking for businesses they can trust (1). **A survey of over a thousand Australians found that 85% want to see greater transparency around sustainability and ethical practices** (9).

Gibson & Gibson consider the following areas key to Resourceful Living's success in building trust:

7 Awareness, Certification & Technology

8 Promoting Products & Company Values



7 AWARENESS, CERTIFICATION & TECHNOLOGY

Why	How	Measuring Success
<p>To ensure the recycled nature of Resourceful Living's products is well known and certified by reputable sources, increasing trust in the product and the company mission.</p> <p>Due to the intense scrutiny and competition of government grants application process, the award of a relevant grant goes a long way to building trust in the community and with other businesses, not to mention the added benefit of funding to complete the identified project.</p>	Short Term	
	Continue to spruik 100% recycled nature of products with own signage and stickers on products.	Increased trust - resultant sales
	Engage Marketing specialist to capitalise on high profile, high impact projects (Disney, Woolworths Australian Open / sporting organisations)	Increased engagement
	Medium Term	
	Apply for Good Environmental Choice Australia (GECA) accreditation (10)	Increased trust and transparency - resultant brand recognition and sales
	Join relevant recycling bodies such as the Australian Council of Recycling (ACOR) (11)	Increased compliance
	Apply for Recycling Modernisation Fund (RMF) Plastics Technology stream grants to support development of new methods of processing plastics that are difficult to recycle. (Grants worth \$1M to \$20M per project) (6)	Funds acquired from grants
		New and Improved production processes
	Long Term	
	Apply for the Australian Recyclers Accreditation Program (ARAP)	Increased trust - resultant sales
	Apply for "ReMade in Australia" certified sticker for products made by recycling materials when initiative launches	Increase in compliance



8 PROMOTING PRODUCTS & COMPANY VALUES

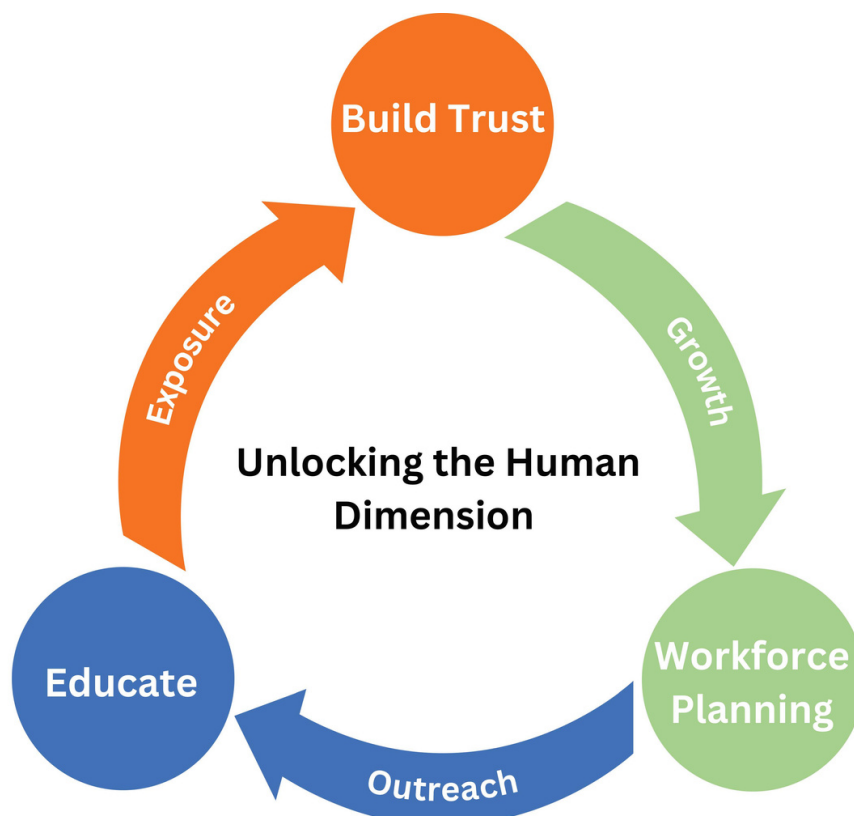
Why	How	Measuring Success
<p>Increased exposure of the general public to Resourceful Living’s quality products, capabilities and core values will increase trust and transparency.</p> <p>Let the products do the advertising for you – raise awareness and inform the community of what is possible with recycled plastics.</p> <p>Association with trusted organisations will increase trust in Resorceful Living's transparency.</p>	Short Term	
	<p>Place something eye-catching made by Resourceful Living at the front of the business premises to start with. Could include QR code or plaque detailing materials/method used to make it.</p>	<p>Increased of sales/interactions as a result of awards and public awareness</p>
	<p>Embrace nominations and apply for relevant awards to build awareness around the business and what they are doing. E.g. Sustainability Leaders list for 2024 (not open yet) - (12)</p>	
	<p>Apply to join trusted organisations’ listings of recycled products such as Planet Ark’s “Endorsed” and Clean up Australia’s “Buy recycled” campaign (13)</p>	
	Medium Term	
	<p>Contact local councils directly about supplying outdoor furniture and other features in public places.</p>	<p>Increased sales thorough council and flow on effects</p>
	<p>Apply for sustainable choice membership with Local Government Procurement (14)</p>	
	Long Term	
	<p>Apply to join the Government products made with recycled content list (15)</p>	<p>Increased sales through government procurement and flow on effects</p>



CONCLUSION

This report outlines three strategic pillars that, if implemented, provide assistance to Resourceful Living in unlocking the human dimension, one of the seven global megatrends identified in the CSIRO's Our Future World Report (1). The pillars are education, building trust and workforce planning. Gibson & Gibson believe that implementing the actions outlined in this report will facilitate Resourceful Living in achieving their mission of transforming preconceived beliefs while inspiring the next generation to see plastic as a reusable product that can reduce environmental impacts on our planet, as well as future-proofing the business to ensure it remains sustainable.

By unlocking the human dimension, Resourceful Living will have a sound understanding of the social drivers influencing future consumer, citizen and employee behaviours (1), continuing to position the business as an innovative market leader in sustainable manufacturing.



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APPENDIX A

FURTHER READING



This appendix lists a number of resources which may provide further guidance for Resourceful Living to understand existing international and national strategies and actions in the areas of circular economy and plastics recycling.

International Resources:

- UNEP “Turning off the Tap - How the world can end plastic pollution and create a circular economy” (2023)
- UNEP “Chemicals in Plastics - A Technical Report” (2023)
- India - Australia Industry and Research Collaboration for Reducing Plastic Waste “Towards a circular economy for plastics in India” (2021)
- Ellen Macarthur Foundation “The New Plastics Economy: Rethinking the Future of Plastics & Catalysing Action” (2017)
- Ellen Macarthur Foundation “The New Plastics Economy: Rethinking the Future of Plastics” (2016)

National Resources:

- Cleanaway “Recycling Behaviours Report 2023” (2023)
- PwC “ESG trends in 2023” (2023)
- DCCEEW “National Plastics Plan 2021” (2021)
- CSIRO “Advanced recycling technologies to address Australia’s plastic waste” (2021)
- CSIRO “Circular economy roadmap for plastics, glass, paper and tyres” (2021)
- Envisage “2018-19 Australian Plastics Recycling Survey” (2019)

APPENDIX B

CLEANAWAY RECYCLING BEHAVIOUS REPORT

New data from Cleanaway shows that saving money is motivating more sustainable lifestyle choices.

When it comes to recycling, despite most people (90 per cent) considering it important, we're becoming increasingly confused. A lack of understanding is leading to simple sorting errors, with more than half of us (62 per cent) not correctly placing takeaway coffee cups in the general waste bin!

Commissioned by Cleanaway through Empirica Research, an online survey of 1,000 Australians, representative of the Australian population with respect to state/territory and gender, was conducted in February 2023.

Recycling attitudes and perceptions

- 48% find it difficult to recycle e-waste
- 83% agree that there should be national consistency in recycling standards
- 78% consider themselves to be good or very good recyclers
- 36% would recycle more if they had proof their items were actually being recycled
- 43% don't trust that their recycling would be properly recycled
- 44% say it's hard to find clear instructions about how to recycle
- 38% agree that recycling is confusing

Recycling behaviours and mistakes

- 23% never or rarely take the lids off glass and plastic bottles before putting them in the recycling
- 34% don't look for used or second-hand alternatives before buying new
- 62% don't put takeaway coffee cups in the general waste bin as 53% incorrectly put them in the recycling bin
- 32% incorrectly put soft plastics in the mixed recycling bin
- 37% don't take batteries to specialised disposal
- 24% wrongly dispose of batteries into their kerbside bins

For more information, see Cleanaway's "Recycling Behaviours Report 2023"



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