



Coalition for
Sustainable Solutions

2025-28 Strategic Plan

July 2025

Executive Summary

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The Coalition for Sustainable Solutions (COFOSS) exists to reduce the environmental impacts of consumer electronic (CE) and home appliance (HA) products and its packaging in Australia. Guided by its Constitution, this Strategic Plan sets a pathway for delivering on that mission over the 2025–2028 period.

The strategic plan focuses on five key pillars of action:

- Product stewardship
- Packaging stewardship
- Policy advocacy and harmonisation
- Education, awareness and partnerships
- Organisational sustainability

COFOSS will strengthen its role as a trusted, independent voice for the CE and HA industry, advocating for harmonised policy and regulatory reform, increasing sustainability awareness, delivering education, building partnerships and facilitating scalable solutions through product and packaging stewardship initiatives and systems thinking. The plan also outlines measures to ensure financial viability, deepen stakeholder engagement, and embed monitoring and evaluation across all activities. Shaped by extensive stakeholder consultation, this strategy reflects a shared commitment to collaboration, transparency, and continuous improvement - critical enablers for a circular and sustainable future.

Strategic Framework 2025-28



Vision

A circular and sustainable future for consumer electronics and homes appliances.



Mission

To lead collaborative, industry-wide initiatives that accelerate product and packaging stewardship in Australia’s consumer electronics and home appliance sector - through policy advocacy, education, awareness, and strategic partnerships.



Core Values

Integrity

We act with transparency, independence and fairness, building trust across industry, government, and the consumer.

Results-Driven

We focus on practical outcomes, delivering measurable progress towards shared sustainability goals.

Stewardship

We are committed to reducing environmental harm through responsible product and packaging lifecycle management.

Collaboration

We convene and enable cross-sector partnerships to drive systemic change and accelerate sustainable solutions.

Strategic Pillars

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The 2025–28 Strategic Pillars focus on accelerating practical, industry-led solutions to improve the sustainability of consumer electronics and home appliances in Australia. They are designed to address current regulatory, environmental and operational challenges, while positioning COFOSS as a trusted voice and enabler of circular economy outcomes.

In a context of rising regulatory expectations, mounting e-waste and packaging concerns, and growing consumer demand for sustainable products, COFOSS will prioritise stewardship, harmonisation, education, partnerships and organisational sustainability.

These **five pillars** aim to equip members with the education, support, connections and policy clarity needed to implement sustainable change, reduce environmental impact of product and packaging, and demonstrate sustainability leadership in a rapidly evolving landscape.



Strategic Pillars At A Glance

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Product Stewardship

Support members to identify and address product stewardship gaps across consumer electronics and home appliances, driving adoption of circular economy principles and extended producer responsibility.

Packaging Stewardship

Accelerate the adoption of sustainable packaging solutions across the CE and HA sector, with a focus on eliminating problematic materials and improving recovery rates.

Policy Advocacy & Harmonisation

Represent the sector with one voice to inform policy and regulatory frameworks that are nationally consistent, globally aligned, and reflect the complexities of CE and HA supply chains.

Education, Awareness & Partnerships

Equip members, partners, and consumers with the knowledge needed to drive behaviour change, regulatory readiness, and informed sustainability decisions.

Organisational Sustainability

Build a resilient, well-governed and financially sustainable organisation capable of delivering long-term value to members, partners and broader industry stakeholders.

Pillar 1

Product Stewardship



Goal

Support members to identify and address product stewardship gaps across consumer electronics and home appliances, driving adoption of circular economy principles and extended producer responsibility.



Priorities:

Facilitate projects focused on improving end-of-life recovery.

Pillar 2

Packaging Stewardship



Goal

Accelerate the adoption of sustainable packaging solutions across the CE and HA sector, with a focus on eliminating problematic materials and improving recovery rates.



Priorities:

Partner with APCO to analyse and quantify the cost of expanded polystyrene (EPS) recovery and processing to inform future stewardship programs and eco-modulation.

Investigate the viability of replacing single use timber pallets with a closed-loop supply chain solution.

Pillar 3

Policy Advocacy & Harmonisation



Goal

Represent the sector with one voice to inform policy and regulatory frameworks that are nationally consistent, globally aligned, and reflect the complexities of CE and HA supply chains.



Priorities:

Engage with federal and state governments through consultations, submissions and roundtables.

Advocate for harmonised regulation and consistent compliance approaches.

Deepen relationships with members, government, industry bodies, and solution providers to co-design and accelerate impactful, system-wide sustainability outcomes.

Pillar 4

Education, Awareness and Partnerships



Goal

Equip members, partners, and consumers with the knowledge needed to drive behaviour change, regulatory readiness, and informed sustainability decisions.



Priorities:

Develop a structured engagement plan with defined channels, frequency, and shared value objectives.

Formalise partnerships that unlock resources, innovation, and influence.

Launch a member-focused Sustainability Hub featuring case studies and educational content.

Support capacity building across the sector through forums, workshops, and communications.

Pillar 5

Organisational Sustainability



Goal

Build a resilient, well-governed and financially sustainable organisation capable of delivering long-term value to members, partners and broader industry stakeholders.



Priorities:

Expand and diversify revenue through membership growth and grants.

Strengthen governance, operational capability, and project delivery resources.

Monitor and evaluate impact through transparent performance tracking and reporting.

Governance

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COFOSS operates under a collaborative governance model, bringing together retailers and suppliers across Australia to support industry-wide progress on sustainability. The organisation is governed by a representative Board, which ensures strategic oversight, accountability, and alignment with COFOSS's Constitution and not-for-profit purpose.

A rigorous process amongst the board ensures commitment to comply with the Competition and Consumer Act 2010, ensuring that collaboration to achieve sustainability outcomes does not involve anti-competitive conduct, such as price-fixing, boycotts, cartel arrangements, or the sharing of commercially sensitive information that may reduce competition.

Robust internal processes guide decision-making, supported by a governance framework that includes defined Board roles, active committees aligned to each strategic pillar, and adherence to the Australian Institute of Company Directors' not-for-profit governance principles.

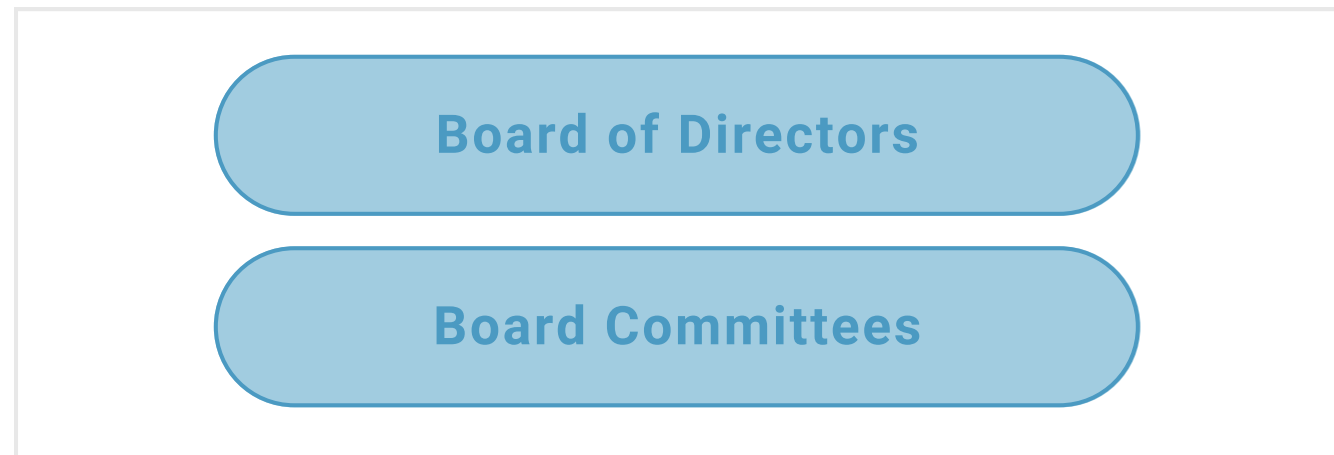
Regular board meetings, working groups, and stakeholder engagement forums ensure continuous oversight of risks, opportunities, and organisational performance.

To support implementation, the COFOSS Board has delegated powers to committees and project leads, with responsibilities spanning policy advocacy, stewardship initiatives, education, fundraising, and compliance. This distributed structure allows COFOSS to remain agile and transparent while maintaining focus on impact and delivery.

As COFOSS grows, strengthening governance capability and expanding resources will remain a key priority to ensure operational integrity, stakeholder trust, and long-term organisational sustainability.

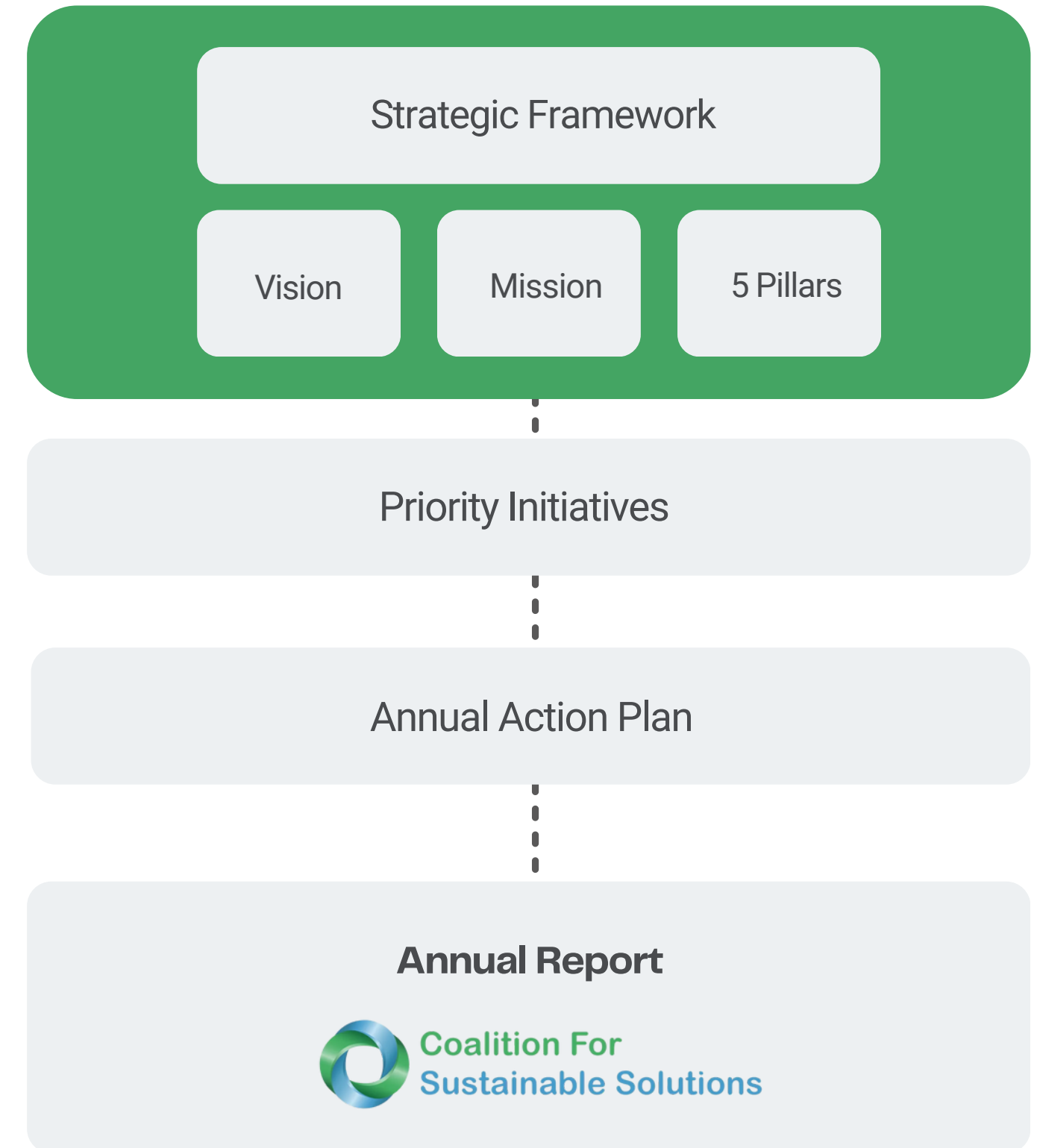
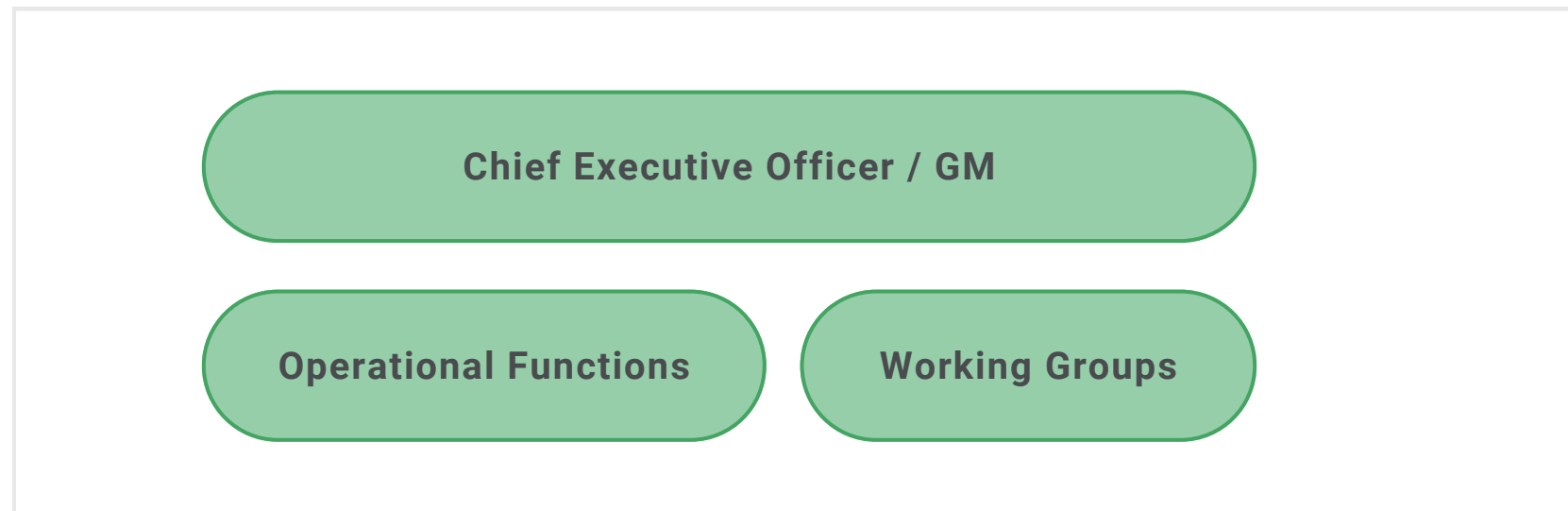
Governance cont.

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External Advisory:

- Sustainability
- Legal and Compliance
- IT



Financial Model

COFOSS operates as a not-for-profit entity, governed by its Constitution and committed to applying its assets, income, and resources solely towards achieving its mission. The financial model underpinning this Strategic Plan is designed to ensure long-term viability, organisational resilience, and the capacity to deliver on strategic priorities.

1. Revenue Streams

To support its strategic ambitions and transition from a start-up phase to a scalable organisation, COFOSS will strengthen and diversify its revenue base through three primary streams:

Revenue Source	% Target FY2025–28	Growth Strategy
Membership Fees	70–80%	Maintain core contribution model with targeted membership growth and retention strategies
Grants & Funding	10–15%	Actively pursue government, philanthropic, and programmatic grant opportunities aligned to stewardship and circular economy goals
Strategic Partnerships & Sponsorships	10–15%	Engage aligned commercial and NGO partners to co-invest in shared impact initiatives and events

Note: A longer-term target is to reduce reliance on membership fees to <60% by FY2027 through diversification.

2. Cost Structure

COFOSS’s expenditure will be focused on mission-critical activities, including:

- Program and project delivery across the five strategic pillars
- Member engagement and communications
- Governance, administration, and operational coordination
- Monitoring, evaluation, and reporting
- Business development and stakeholder engagement

Fixed costs will be kept lean, with flexible resourcing through contracted services, scalable support, and project-based delivery.

Financial Model cont.

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3. Financial Governance

- A Treasurer is appointed to the Board and is responsible for financial oversight, supported by an annual budget and regular reporting.
- COFOSS will adopt standard not-for-profit financial policies, including:
 - Annual audit or financial review
 - Risk register and mitigation strategy
 - Reserve fund policy (target: 3–6 months of operating costs)
- Budget reviews will occur biannually, with adjustments approved by the Board based on strategic progress and funding opportunities.

4. Investment Priorities (FY2025–2028)

Initial financial priorities for the operationalisation of this Strategic Plan include:

- Membership growth
- Delivery of the EPS packaging project
- Delivery of one priority product stewardship initiative
- Development and launch of the COFOSS Sustainability Hub
- Growth of member services and stakeholder engagement activities
- Development of internal systems to support scalable governance and delivery