

Good beds. Paid work. More local control.

Goods on Country | Strategic plan 2026-2031

Goods on Country makes household goods with community, starting with a bed that works for remote homes. Our next chapter is about keeping those goods useful and helping more of the making, skills and decisions stay in local hands.

This plan sets out our priorities for October 2026 to September 2028 and the direction we want to take by 2031.



At Gamardi, making a bed became a practical opportunity to learn and earn together.

The goal was never a bigger Goods. It is a community that can collect the plastic, make the goods, and come to own the making.

Prepared 5 October 2026 for management review. Formal board adoption remains to be recorded.

Useful goods are a place to start

Ordinary household goods can be difficult to buy, move, maintain and replace in remote communities. A bed needs to suit the home and the way people live. A washing machine needs to work in local conditions and have support when something goes wrong.

We begin with those everyday needs. The Stretch Bed has grown through making and testing with community. Local knowledge keeps shaping the design, and relationships keep us connected to what happens after delivery.

Our records include 540 beds across 11 communities and 23 washers in community. The next task is to learn more consistently about their use, the work they create and the choices they make possible.

Keep useful goods in use

A bed matters because someone can sleep on it. We will keep improving the Stretch Bed through use in remote homes, make repairs easier and learn what people need from washing machines before extending the product range.

Over the next two years, connect each delivery to a clear repair contact and ask people about use, condition and comfort. Their experience will guide the next design and production decisions.

Make practical work worth doing

Making, assembling and maintaining goods can create paid work and opportunities to learn. We want that work to have fair terms, safe equipment and support that fits the place and the people involved.

Record agreed hours and payments, help local operators learn the making process and measure the full cost of their first production runs. Training, occasional tasks and ongoing employment will be reported separately.

Put more decisions in local hands

Community organisations choose whether to take part, how beds are used or sold, who does the work and what happens next. Our role is to make those choices practical, with clear arrangements for stock, equipment, maintenance and support.

Agree these responsibilities before new work begins. Move towards local ownership where partners want it and where the people, costs, safety and asset arrangements are ready.

Build an organisation that can keep its promises

Goods needs reliable income and a clear understanding of what delivery and support really cost. Growth should follow useful products, repeat demand and local readiness.

Review cash and commitments every month, price production and support separately, and decide by September 2028 what can continue on confirmed income. If resources are smaller, agree a smaller scope that we can deliver well.

How the work can create change

A useful product is the beginning of a relationship. When people can use and repair it, when making it brings fair paid work, and when local organisations choose what happens next, that relationship can help build lasting capability.

Listen and agree. Start with what people want, what suits the place and who decides.

Make and deliver. Turn that agreement into useful goods and safe, properly paid work.

Use, repair and learn. Stay connected to the goods in homes. Listen to experience and improve what comes next.

Build local capability. Help partners hold more of the skills, equipment and decisions needed to keep the work going.

The next chapter, step by step

October 2026–March 2027 | Agree the work and get the foundations right

Set clear responsibilities with partners, connect deliveries to repair support, establish starting measures and bring the budget and commitments into a regular review. Prepare local production only where it is requested, funded and ready.

April–September 2027 | Learn from making and from homes

Follow the first delivery and production cycles. Measure costs, payments and product condition, listen to people using the goods and publish a first account of what we learned. Use that evidence to improve the next run.

October 2027–September 2028 | Make good work repeatable

Review repeat demand, local capability and the cost of continuing support. Agree which responsibilities and assets can move into local hands, and decide what can continue after time-limited funding.

By September 2031 | More of the making held locally

Our ambition is for partners to hold more of the equipment, knowledge, customer relationships and decisions that make an enterprise durable. Replicate work where it is wanted and proven, while each community keeps control of its own choices.

The way we work matters

Community organisations decide whether to participate, how goods are used or sold, and what local work should look like. People can decline a story or follow-up without losing access to a product.

We agree responsibilities for stock, equipment, pay, repairs and support before starting new work. Any transfer of ownership happens through a partner's choice and a clear agreement about assets and ongoing responsibilities.

Local sales belong to the local seller. Training and community support need their own funding, alongside the costs of making the product.

New facilities begin when a community organisation chooses the work and the site, operator, training, safety and funding are ready. Where a facility is not ready, we can keep supplying through the existing making route within an agreed, funded scope.

How we will know we are making progress

October 2026-September 2028. These seven commitments set the standard we intend to meet for new work. The first 90 days will establish our starting position; each review will show the result, any gap and what we will do about it.

Local agreement before work begins

The share of new projects with agreed decision rights, stock responsibilities and permission to share evidence.

Target: Every new project has these arrangements before we commit.

Responsible: Project lead and community partner. Review: Before each project; reviewed together every six months.

Know where each product went

The share of newly funded products with a recorded identity, delivery date, destination and person or organisation responsible for them.

Target: Record every newly funded unit and reconcile deliveries each quarter.

Responsible: CEO and project lead. Review: Quarterly.

People receive the pay agreed

Agreed payable hours and payments checked against what people actually received.

Target: Check every agreed payment and resolve or explain any difference.

Responsible: CEO and local operator. Review: Monthly.

Understand the cost of local making

Time, materials, waste and delivery costs for the actual output each site makes: shred, kits or finished beds.

Target: Measure the first 50 kits or beds at a complete making site. For an earlier-stage site, measure its first agreed batch. Review costs quarterly in the second year.

Responsible: CEO and local operator. Review: Each first production run; then quarterly.

Measuring progress — continued

Safe and ready before production

New capital and production commitments checked against agreed operator, equipment, training, safety and maintenance arrangements.

Target: Complete the readiness check before every release of capital or production. Known unsafe conditions stop the work.

Responsible: CEO, with board oversight. Review: Before release; quarterly oversight.

Commit to work we can fund

A monthly view of available cash, funding conditions, obligations and the next 13 weeks.

Target: Reconcile and refresh the forecast every month; review differences with the board each quarter.

Responsible: CEO and finance. Review: Monthly; board review quarterly.

Plan for life after a grant

The cost of continuing the work, the income available and any remaining funding gap.

Target: Establish the cost of our scope by September 2027. Decide on funded continuation or a smaller scope by September 2028.

Responsible: CEO and board. Review: Quarterly.

Review and learning

Partners review the work with us every six months. We refresh the strategy annually, bringing together their feedback, product experience, actual costs and demand. The next planned strategy review is January 2027, with an annual refresh in October 2027.

Listen for what changes in everyday life

Good records tell us what we delivered and paid for. People's experience tells us whether the work is useful. We will agree questions and ways of collecting feedback with partners during the first 90 days, then follow these five areas.

Everyday wellbeing

Are the goods still being used, and what do people tell us about sleep and comfort?

Invite voluntary feedback after delivery and again as products age. Report product condition, repairs and the context people choose to share.

Dignity and safety

Do the goods suit the home and the way people live?

Listen to experiences of cleaning, moving, comfort and safety. Review incidents and show how feedback changes the product or support.

Voice and control

Who chose the work, and who decides what happens next?

Review decisions with partners, including use, sale, making and evidence sharing. Record custody and any agreed ownership transfer separately.

Paid work and capability

Who was paid, what did they learn and what opportunities continued?

Use payment records and agreed demonstrations of practical skills. Ask participants what the experience and next steps meant to them.

Materials kept useful

What materials were used, what became waste and how long did the goods remain useful?

Weigh production inputs and outputs, follow repairs and record the destination of waste. Measure material flows before claiming landfill diversion.

We will publish a first learning review by September 2027 and review repeat observations by September 2028 where people choose to participate. Improvement targets will follow a useful starting measure and partner agreement. Feedback is voluntary, personal information stays private and communities choose which stories are shared.

A network can share the work

A community does not need a whole factory to take part. It can sell and deliver beds made elsewhere, assemble supplied kits, or choose part of the plastic-making process. The work follows what the partner wants to hold and what the next stage needs.

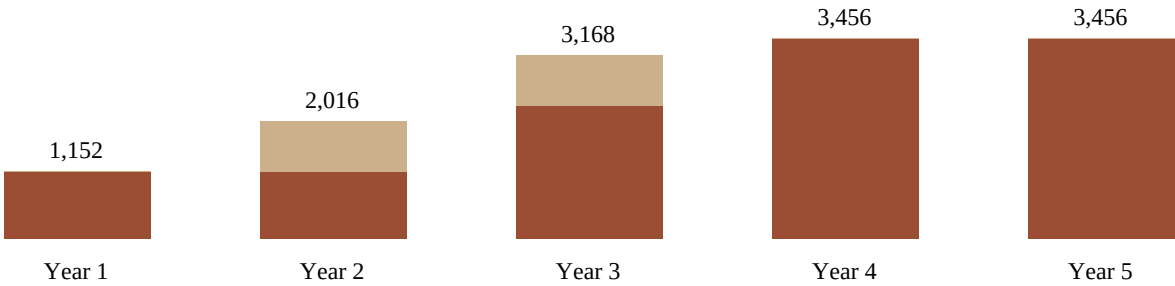
Collect and sort plastic for an agreed destination; shred it for a making line; press and cut finished leg kits; assemble those kits with canvas and poles. Each stage needs inputs, an operator, safe equipment and a buyer or funded use for its output. A partial site is not counted as a complete making line. Selling beds can begin without making them.

Count a finished kit or delivered bed once across the network. Agree payments for each stage and keep local seller receipts separate from Goods income.

How production capacity can grow

The current-line benchmark is 6 kits a day x 5 rostered days x 48 paid weeks x 80% availability = 1,152 kits a year. This is the finance master's target; pressing, cutting, finishing and supply must be tested at that rate.

The website lets a reader change the kit rate, roster, working weeks, downtime, start-up period and number of new complete lines each year. This example starts with the existing line, adds one in year two and another in year three, with three start-up months for each new line. It is a capacity scenario, not agreed site dates or a forecast of orders.



Kit capacity: established lines in terracotta, new lines after start-up in sand. A kit still needs assembly, delivery and support. New sites use the current-line benchmark until their own rates and rosters are measured.

More capacity needs useful work to fill it

FY27: 721 beds, comprising 321 paid buyer beds and 400 grant-funded beds. Targets also include 12 washers and no fridges.

FY28: 581 beds, comprising 448 paid buyer beds and 133 grant-funded beds. Targets also include 120 washers and no fridges. Paid beds include 76 additional sales.

FY29: 133 grant-funded beds and no paid buyer beds. Targets also include 300 washers and 22 fridges. No gifted beds or additional community-plant sales are included in any year.

FY27 beds use about 63% of the existing line's 1,152-kit annual target. New local facilities need a local purpose and funded operating plan; they are not required simply to cover this bed forecast.

Stock funding remains unconfirmed. FY27 assumes \$100,000 requests to each of TFFF, Snow and Brian M. Davis. The 400 beds require permitted pooling of the three \$250 residuals. TFFF alone provides for 133 beds at \$750 and \$250 unallocated annually in FY28 and FY29. Funding, timing and terms remain to be agreed.

The revised 7 October 2026 budget projects conditional operating surpluses of \$15,482.46, \$8,489.34 and \$53,971.74 in FY27, FY28 and FY29. These depend on sales targets, requested funding and product costs being achieved; they exclude R&D; and additional growth costs.

Washers are half \$4,800 premium models and half \$2,400 lower-cost models. Direct costs are \$3,300 and a \$1,600 planning target respectively. Fridges use a \$4,800 selling price and \$3,300 cost proxy. Local resale income stays with communities and is excluded from Goods income. No Fairfax renewal is assumed after the three-year support.

Keep the work affordable, safe and accountable

Trade and philanthropic support fund making goods, local operators, design, quality, repairs and relationships. Price each new site's operator, training, power, inputs, maintenance, freight and support before committing.

The CEO leads delivery and financial commitments. The board oversees strategy, budgets and risk. Cash and commitments are reviewed monthly, with quarterly board review. Time-limited grants need a plan for what happens when they end.

Our proposed management approach is to test new work in manageable, funded steps. We have low appetite for unfunded commitments and no appetite for knowingly unsafe work, bypassing community consent or misleading reporting.

About this plan

Goods on Country is a registered business name of The Butterfly Movement Ltd. Strategy prepared 5 October 2026; financial scenario updated 7 October 2026 for management review. Formal board adoption remains to be recorded.

Public evidence: goodsoncountry.com/impact, [/annual-report](https://goodsoncountry.com/annual-report), [/facilities](https://goodsoncountry.com/facilities) and [/case-studies/maningrida](https://goodsoncountry.com/case-studies/maningrida).