



Regional Innovation for Circular Economy Support

An initiative of the Committee for Geelong Leaders for Geelong Program
and Regional Innovation for Circular Economy (RICE)

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Survey Participants | Organisations

Hunter Circular; Green Industries South Australia (GISA); Australian Circular Economy Hub (ACE Hub); Circular Norway; and Circular Regions.

PROJECT CHAMPION MESSAGE

“The focus of our new organisation, RICE, is to lead the growth of a thriving regional circular economy, by being a catalyst for innovation and a concierge for support from relevant agencies.

The Leaders for Geelong Project Team have been tasked with analysing best practice from other groups in Australia and overseas and generating recommendations for a business model for RICE that could generate synergies with other groups. This project report will help in the development of RICE, by setting up the groundwork for a best practice network that will hit the ground running”.



Philippa Bakes

President of RICE and project champion

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EXECUTIVE SUMMARY

The Regional Innovation for Circular Economy (RICE) organisation was established in 2018 and incorporated in 2021 with involvement from Barwon South West Waste & Resource Recovery Group, AusIndustry, Circular Economy Victoria, Geelong Sustainability, Geelong Chamber of Commerce and the Committee for Geelong to lead the transition to a thriving Circular Economy in the Barwon South West region, and regional Victoria.

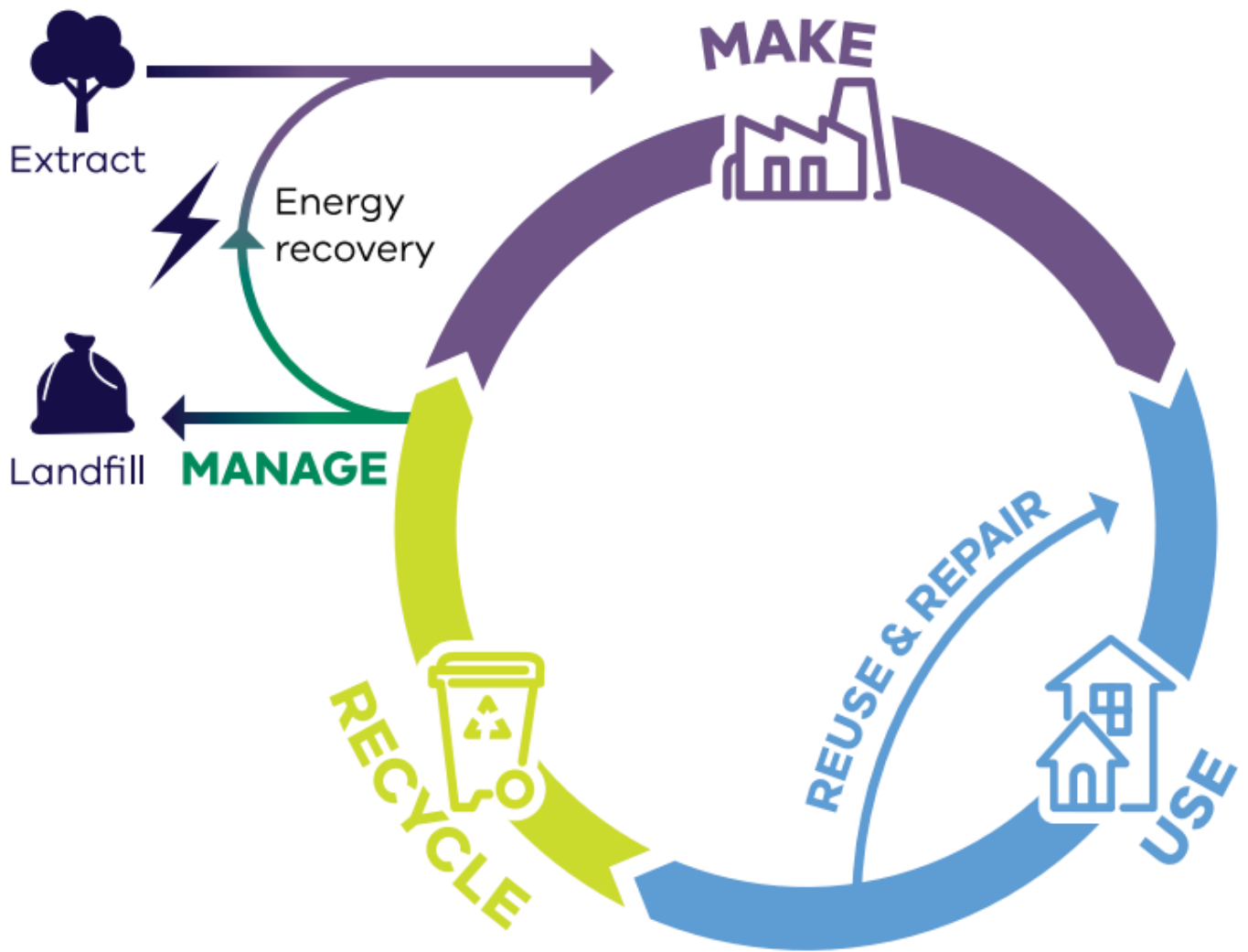
The purpose of a Circular Economy network is to reduce pressure on the environment, boost economic growth, meet social outcomes and create jobs. The objective for the project group was to identify and recommend best practice ideas for a business model for RICE and in the process, develop a network of relationships.

Preliminary research was undertaken on existing Circular Economy networks across Europe and Australia to determine who and what a Circular Economy network is. This involved examining well-known and lesser-known Circular Economy networks and making contact, via email, with key individuals. Once preliminary research was complete with a satisfactory number and range of organisations, the shortlist was finalised.

To identify what a successful business model looks like, a considered set of questions were designed to collate responses that would be used to make comparisons of the organisations and ascertain key themes. Surveys were conducted over zoom meetings on the selected organisations. The group elected those most appropriate and relevant to RICE as the case study for the findings and recommendations.

Circular Economy is a broad subject and the Project Champion was clear with the expectation of the group in establishing a business model for RICE which included operations, governance and funding. Maintaining regular contact with the project champion ensured the group remained on track with the objective and provided ongoing guidance to the group.

The recommendations in this report capture the content of a successful Circular Economy network and highlight the areas of priority and focus as RICE establishes itself. The group is optimistic of the positive impact these implementations will have to the success of RICE in the future.



1. INTRODUCTION

1.1 What is a Circular Economy?

A Circular Economy (CE) continually seeks to reduce the environmental impacts of production and consumption, while enabling economic growth through more productive use of natural resources. A circular economy is based on three core principles:

1. Make

The design process of a product aims to use renewable resources that are built to avoid waste with good design and effective recovery of materials that can be reused. This is because the earth's resources are finite and will eventually run out.

The production process is designed in a way to ensure pollution is minimised and to make products that are built to last, rather than only having a limited useful life.

The value people obtain from the resources used to create goods and services increases when the products are designed and built efficiently and effectively.

2. Reuse and Repair

Once a user no longer needs a product, where possible it can either be reused by someone else or repaired to extend its useful life.

3. Recycle

With the correct design process and materials used, once a product reaches the end of its useful life, the parts and components can be broken down to be recycled into new products.

A CE may also be referred to as a 'Donut Economy' as the lifecycle of a resource can be reused and recycled multiple times into new productions.

This transforms from the traditional 'linear economy' mindset—take, use and throw away—and fosters innovation and productivity that invigorates existing businesses and creates new ones, delivering more jobs and more growth for local, regional, state and global economies.

A CE promotes more efficient business models that encourage intense and efficient product use, such as sharing products between multiple users, or supplying a product as a service that includes maintenance, repair and disposal.

A single organisation or individual may not be able to form a whole CE, however multiple parties can work together to be a link in the chain that forms a CE. A CE can work effectively at all scales, from small to large business, organisations and individuals, locally and globally.

1.2 Who is RICE?

Regional Innovation for a Circular Economy (RICE) is a start-up, not-for-profit organisation established to help lead the transition to a thriving circular economy in the Barwon South West region to reduce pressure on the environment, boost economic growth and social outcomes and create jobs.

RICE was established as an incorporated association with the following key members: Barwon South West Waste & Resource Recovery Group (BSWWRG); AusIndustry; Circular Economy Victoria; Geelong Sustainability; Geelong Chamber of Commerce and Committee for Geelong.

RICE was conceived and supported by a number of key stakeholders, including Barwon South West Waste and Resource Recovery Group (BSWWRG), Regional Development Victoria, City of Greater Geelong, Geelong Manufacturing Council, AusIndustry, Commonwealth Scientific and Industrial Research Organisation (CSIRO) and Deakin University's Institute of Frontier Materials.

Collectively, the above organisations developed a roadmap to guide RICE's focus in its early stages of establishment, the focus areas include;

Content – Initially centered around general awareness of CE and pulling information from open source, international content for what has already been tried and tested. This content will be shared at events and online, and used to generate different levels of educational opportunities. Over time regional-specific content and cases studies will be developed and added to the content.

Engagement – identifying key stakeholders in supporting the growth of a CE in the region and inviting them to join the RICE network. This includes connecting with other groups from around Australia and internationally to build a collaboration network for sharing ideas, innovation and content.

Innovation – identifying circular opportunities for positive change within the Barwon South West region. Innovation can be gained by having open discussions and sharing ideas with other experts or collaborators from around the world.

Policy – ensuring that RICE aligns with key state and federal policies to support each other's growth and development. RICE will be an advocate for CE to be considered in policy making and planning at a local and national level. Embedding CE principles in government policy and industry strategy is important for generating more support for regional circular innovation.

The above will be underpinned with an appropriate structure and governance framework, raising funding and measuring progress against baseline metrics.

RICE understands that a circular economy is not just a local matter, and that is why it aims to connect and collaborate with other circular economy hubs and networks around the world. This will allow a sharing of resources and thinking of new ways that this system can be improved.

1.3 Benefits of Circular Economy

A successful CE will have an everlasting positive impact on our environment and future generations. It will reduce the pressure on the environment by reducing the natural resources and raw materials required to be mined and taken from the environment.

Economic benefits will be achieved through a combination of a greater demand for emerging CE activities, and lower cost of production through the more productive utilisation of inputs and resources.

By making products that last longer and can be reused, the cost of replacing and repairing products as regularly could improve effectiveness of operations to increase value creation and profits for organisations.

New jobs will be created by the demand for labour-intensive recycling activities and higher skilled jobs in remanufacturing and the design of new products that are made from recycled resources and innovation.

The operations of RICE and its members will assist in achieving the following benefits for the region:

Climate Change – reusing and recycling products will reduce pressure on the environment through reduction in waste and production of greenhouse gasses.

Liveability – boosting economic growth in a sustainable manufacturing industry. Reduced waste will help keep our region clean. Having more organisations and business operating in a circular economy will create new local jobs in a growth industry.

Education – Awareness of the environmental and economic value of the circular economy within our schools and community will build a cleaner and brighter future. New engagement pathways or organisations will be generated into an emerging industry in our region.

The outcome of collaborating with other regions and countries around a CE will have an exponential benefit for the environment. This will help create a competitive advantage through product or service innovation, or new business models as part of a CE.

A CE will secure the long-term viability of a supply chain through the maintenance and restoration of the raw materials used and recycled materials. Businesses in a CE will have a long-lasting relationship with suppliers of the products or resources and a stronger relationship with customers. Customers will become more loyal to products that are built to last longer and have a guarantee for repair rather than having to replace a product.

Business may be able to diversify to bring in-house more functions and processes of their own CE.

Shifting to a CE with reduced waste and greenhouse gases will result in health benefits for individuals with better air quality and a cleaner environment.



2. PROJECT PURPOSE

The purpose of this project is to support the set-up of Regional Innovation for a Circular Economy (RICE) by analysing other regional CE networks, identifying best practice and generating recommendations for a business model for RICE. The project was guided by the following objectives;

1. Identify examples of other regional CE networks from elsewhere in Australia (such as Hunter Circular, Bendigo) and overseas.
2. Make contact with these groups to discover how they have been set up and what they are achieving.
3. Identify and recommend best practice ideas for a business model for RICE, focussing on the development of a network of relationships with other CE stakeholders.



3. METHODOLOGY

In consultation with our project champion, the project team discussed the vision of RICE, the short and long-term goals of the organisation and the initial challenges identified in its establishment. The benefits of a strong stakeholder network were evident, and the team agreed that our Leaders for Geelong project should therefore focus on further developing RICE's CE Network.

The project was divided into the three phases outlined below;

Phase 1 – CE Network Contact List

Focus; Our initial focus was to make connections with other CE Networks.

Approach; The project team conducted a desktop review to identify CE's both nationally and internationally that shared similarities to RICE's vision and operations in their start-up phase. Relevant networks were identified and contacted by the project team to assess their suitability and availability to support the project in its ongoing phases.

Outcome; Following initial contact via email/phone/video conferencing a shortlisted network of CE contacts was developed – this is presented in [Appendix A](#).

Phase 2 – CE Network Survey

Focus; Follow up contact with each network, to gain a greater understanding of the 'business model' that supports their initial and current operations.

Approach; A communication plan was developed to coordinate and manage the conduct of the meetings with each CE network and collation of information. Survey questions were developed, and an online survey created using the iAuditor platform.

Outcome; Team members scheduled and conducted interviews with each CE network, using the iAuditor survey to guide conversation and to ensure consistency in the information captured for later analysis and comparison. The survey procedure and template developed is presented in [Appendix B](#).

Phase 3 – Case Studies and Recommendations

Focus; To develop case studies for our selected CE networks and to develop recommendations for RICE based on our shared findings.

Approach; Survey data was collated and analysed for common themes, examples of CE best practice and recommended tools and resources of benefit for RICE.

Outcome; The final phase of our project – five case studies were prepared, summarising best practice in the key areas identified by the team as focus areas for RICE's future business model. These included; Purpose/Mission, Governance, Operations, Collaboration and Engagement, Business Funding, Lessons Learned and Key Recommendations.

4. CASE STUDIES & FINDINGS


4.1 Case Studies

A total of seven CE networks were surveyed to complete the questionnaire. From those seven, five CE networks were selected as the case studies with relevant learnings and recommendations to support the establishment of RICE's business model:

- Hunter Circular;
- Green Industries South Australia (GISA);
- Australian Circular Economy Hub (ACE Hub);
- Circular Norway; and
- Circular Regions.

The five case studies are summarised in Table 4.1 to Table 4.5 below. The full questionnaires for each of the seven CE networks surveyed are presented in **Appendix C** attached.

Table 4.1 - Hunter Circular - Case Study

	Organisation: Hunter Circular	
	Location:	NSW Hunter & Central Coast
	Established:	2018
	Focus Area(s):	Industry • Community • Local
Mission		
<p>As the hub for local governmental collaboration, Hunter Circular and the Hunter Joint Organisation strengthen communities by being the local voice on strategic issues in the region.</p> <p>Hunter and Central Coast Circular is a Hunter Joint Organisation (Hunter JO) and Central Coast Council project developed in collaboration with Hunter JO councils, NSW Department of Planning, Industry and Environment (DPIE) Sustainability Advantage, University of Newcastle and other partners to help accelerate the region toward a more circular economy to drive improvement in economic and environmental outcomes.</p> <p>Success of the project is achieved by material map analysis of the procurement of new material verses recycled material in the system.</p>		
Governance		
<p>Hunter Circular utilises an existing governance structure through the Hunter JO group board and CEO with the addition of a Circular Economy Sub-committee. The sub-committee consist of three mayors from participating local governments and some relevant experts in the field of circular economy and waste management.</p> <p>The Hunter Circular collaboration is facilitated by Hunter Central Coast Circular Economy Facilitators Group (HCCCE Group) and is comprised of multidisciplinary subject matter experts that serve to foster a circular economy in the Hunter and Central Coast regions. The HCCCE Group works to develop relationships and collaboration across the regions circular economy ecosystem and provides advice, guides strategic planning and operational projects and makes recommendations on the region's circular economy initiatives. Meetings are held bi-monthly.</p>		
Operations		
<p>Hunter Circular is hosted by the circular economy eco-system project and all projects are funded through the NSW State Government Better Waste and Recycling Fund.</p> <p>The project has only one full time dedicated Regional Program Manager in the Hunter JO and one part time person primarily funded by the New South Wales Environmental Protection Authority.</p> <p>Research and development costs are kept to a minimum through Newcastle University who support with research and analytical tasks such as city scans and material map analysis.</p> <p>Other operational costs such as facilitation, engagement events, and marketing are supported through local business, small grants and volunteers.</p> <p>Revenue streams are not established yet, however some research is being conducted on ways to monetise organics recovery.</p>		

Collaboration and Engagement

The stakeholder group currently consists of more than 50 entities participation in various ways across the regions.

The Hunter Circular Network reaches across 10 local government regions and Central Coast Shire. Newcastle, Lake Macquarie, Port Stephens, Maitland, Cessnock, Dungog, Upper Hunter, Singleton, Muswellbrook and Mid Coast.

The stakeholder group is made up of three subgroups or tiers.

Hunter Circular Facilitators – An engaged group of volunteers who initially reached out to find champions in the region through existing networks. This group are members of, and seek engagement from, the business community, associations and academia and report back through their individual governance hierarchy's. Often driven by internal targets or commitments to waste initiatives. Engagement is bi-monthly through informal catch ups such as "CE at the pub".

Hunter Central Coast Network – A network of organisations that can represent the broader Hunter Region and have an interest in the circular economy. Consisting of large businesses and employers within the catchment and including influencers and business chambers. Engagement is quarterly through structured events, meeting and newsletters.

Hunter Central Coast Ecosystem – A broad group of organisations identified as currently participating in the circular economy who would benefit from participating in projects, events and communications.

Engagement is through newsletters and workshops specific to the identified projects.

Hunter circular has engaged closely with Newcastle University for research support and offers the following education programs:

- Executive Training Sessions (21 March 2021);
- Circular Advanced Webinar (Planned); and
- Circular Economy Innovation Hub – Stakeholder meetings in progress. The concept is based on a concierge service.

Business and Funding

The base line funding is provided through local government channels and some private investment.

Funding specific to identified projects is sourced through the facilitator group who "shake the tree" and search for various funding streams. Small federal or state grants, local business investment and entrepreneurial donations which can very quickly yield enough funding for a specific stream of work. Investors are engaged through Newsletters, Workshops and Think Tank sessions.

Development and Lessons Learned

Hunter Circular undertook a material mapping exercise to identify what projects are already out there. Identify gaps and opportunities and develop case studies on work that has already performed. Construct a data base of the eco system in the targeted region.


The next step was to establish three foundation projects that targeted specific needs in the region to attract funding and support based on a material flow analysis. Twenty-one waste material types were mapped, and the procurement landscape investigated.

Utilise the facilitator group to engage the network for support and funding opportunities.

Recommendations from Survey

- Carefully develop the business model to build in flexibility in scope but maintain a strong vision. This will enable an agile program with the ability to align with projects that have a high level of engagement, especially in the early term of establishment.
- Seek buy in at a high level of local government and business early.
- Leverage high exposure waste or recycling issues in the region and align with Net Zero program and the reduction of scope 3 emissions. This will be crucial to future funding.
- Consider the size of the targeted region to ensure that the network is extensive enough to include large businesses and a population sufficient to attract and qualify for funding opportunities. Note that the Central Coast Shire is not part of the Hunter Joint Organisation but was included in the Hunter Circular Network to drive up the population of the region above 1 million. Conversely, if the region is too large, communication and engagement can be difficult.
- The strategy should consist of material flow analysis, followed by the establishment of an eco-system, leading into education and innovation. Agriculture and Food waste emissions in the region would be a good starting point connected to the Net Zero emissions targets.

Table 4.2 – Green Industries Australia – Case Study

	Organisation: Green Industries South Australia (GISA)	
	Location:	South Australia
	Established:	1 June 2018
	Focus Area(s):	Industry • Community • Local
Mission		
<p>GISA’s vision is to drive the world’s most successful circular economy, using a zero-waste model to innovate, adapt and lead to transform the way South Australians use and value resources. GISA has a strong focus on material efficiency to assist with transition to net zero carbon economy.</p> <p>GISA’s key strategic priorities as set out in their strategic plan, to achieve their stated vision, are:</p> <ol style="list-style-type: none"> Driving the circular economy – protecting the environment and quality of life we value, in South Australia and globally. Innovative resource recovery – Resource recovery, protecting the environment and supporting the economy. Reforming household waste – Reduce, reuse, and recycle household waste including food waste and mixed recyclables. Reforming packaging and single-use items – Reducing the environmental impacts of excess packaging and single use plastics and encouraging businesses to develop new alternatives. Building disaster waste management – Building community resilience and supporting recovery. <p>GISA’s strategy has changed since establishment, with a transition from landfill reduction targets, recycling and reuse towards an increased focus on material efficiency in supply chains.</p>		
Governance		
<p>GISA is a state government entity; non-membership and no volunteers are used by GISA directly.</p> <p>The Ellen MacArthur Foundation guidance and resources were a strong influence for GISA as a guiding framework during establishment.</p>		
Operations		
<p>GISA’s operational structure consists of a State Government minister, a board of directors, dedicated staff members and project based collaborative partners.</p> <p>Key staff include – A business support function, policy team, grants team and a community communication and education team.</p> <p>GISA do not have external stakeholders; however, they do partner with groups such as local government associations, consultants and industry associations to act in a catalytic role for encouraging waste reduction and circular economy engagement and initiatives.</p> <p>GISA started with six staff initially with legislated funding from State Government and grew to 15 to 20 staff within the first few years.</p>		

Collaboration and Engagement

GISA have an international leadership program for circular economy. The program brings in international circular economy expertise to partake and collaborate in courses run in South Australia by GISA. They are looking to expand this model for supporting development of research-based partnerships for example with universities and institutions.

GISA engages with business and community in multiple ways:

- Holding events for business associations and groups e.g. the South Australian wine industry.
- Ongoing educational programs for schools (Wipe Out Waste Schools Education Program) which are community run through KESAB and GISA.
- Educational material and advice provided at GISA recycling centres across South Australia.
- Grants for association level work for example with OzVeg (horticultural businesses) grant program.
- Individual business level – sustainability assessments – wine businesses – energy usage, water usage, to encourage and inform on CE opportunities for resource use and waste minimisation.

Business and Funding

GISA is funded through legislated state government funding so not relevant to RICE. Key expenses include employment costs, marketing and engagement, events, research and development and occupancy costs.

Development and Lessons Learned

When GISA was established the macro level environment and understanding was not as favourable towards ideas such as circular economy, climate change and concepts of environment, social and governance criteria as it is currently. As such getting community to engage through recycling buy in and waste disposal cost reduction was important with a key lesson being to evolve with the macro level paradigm shifts where possible to maximise engagement.

Recommendations from Survey

- GISA's recommendations for early-stage development were to start with a broad concept of circular economy so that it can adapt to specifics of the region as needed over time.
- Don't over scope RICE's objective and get stuck with a process that may not be achieving the desired levels of engagement.
- GISA stated that it is key to tie back to regional context for local buy in through engagement with relevant local industry to foster locally relevant jobs and engagement. This approach may also help to centre global concepts such as those provided by the Ellen MacArthur Foundation in a local context.

Table 4.3 – Australian Circular Economy Hub – Case Study

	Organisation: Australian Circular Economy Hub (ACE Hub)	
	Location:	Australia
	Established:	March 2020
	Focus Area(s):	Industry • Community • Local
Mission		
<p>To be the Australian hub for Circular Economy – A ‘one-stop shop’ for all things circular in Australia – a platform for sharing information and inspiration, and for celebrating the efforts of all those working towards this vital transition.</p>		
Governance		
<p>A Not-for-profit organisation; non-membership and no volunteers are used by ACE Hub directly. Model based on Jacqueline Cramer’s “Transition Broker”.</p>		
Operations		
<p>From establishment to current day ACE Hub operates on 4 x Full time staff and 1 X Part time staff plus CEO</p> <p>Key roles:</p> <ul style="list-style-type: none"> • Head of Implementation. • Head of Relationships and Collaborations. • Head of CE Development and Head of Events. • Head of Communications (part time role). • CEO (Planet Ark). <p>The communications role has been identified as an integral part of ACE Hub’s establishment. They are 15 months into operation and have grown to the point of requiring additional resources. ACE Hub do not engage external resources for operational support.</p>		

Collaboration and Engagement

Stakeholders for ACE Hub are made up of the following:

- Technical supporters – Circular Economy experts who provide free research publications in exchange for speaking events.
- Associate sponsors – Provide funding in exchange for deliverables.
- Partner sponsors – Federal Government.
- Collaborators – i.e. Circular Economy Victoria (CEV).

Some of the entities that ACE Hub are connected to are Circular Economy Victoria (CEV), Hunter Circular, Keep Cup and Bingo Industries.

Communications is key in engaging new stakeholders through social media campaigns, sharing success stories and case studies on their website and with partnership opportunities. ACE Hub identified the importance of an online presence.

A benefit to ACE Hub's stakeholders is its alignment to Planet Ark which is not applicable to RICE. Other benefits for the stakeholders are speaking opportunities at key events, opportunities to attend ACE Hub hosted events, publications and shared presence on website.

ACE Hub are planning to host a Circular Economy Conference in 2022.

Business and Funding

Received seed funding through national government of \$1.3 million.

ACE Hub generates ongoing income through their funding associates.

Key expenses are salaries, marketing, engagement and events.


Development and Lessons Learned

Due to its infancy ACE Hub haven't had the time in operation to provide learnings but were able to comment on the membership model and operations. It was noted the membership model is hard and would not be recommended. Communication and education are where the investment should be made.

Recommendations from Survey

- Establish a model of funding associates where RICE is able to generate income by running pilots with what is already in the community and facilitating collaborations. Connect the stakeholders' deliverables of environmental and social impact goals i.e. can one organisation meet their own waste reduction targets and assist with another organisation in providing upskilling and employment to a marginalised cohort?
- Have a strong online presence and develop a clear communications strategy.
- There is potential opportunity to collaborate with Deakin University to build a technical support base.
- Avoid a membership-based model but important to establish a stakeholder benefits program for various stakeholder roles – what can RICE provide in return to stakeholder support?
- It is apparent ACE Hub's alignment to Planet Ark is of benefit. A consideration for RICE to explore the opportunity and/or appetite to align to a similar well-known entity while building reputation and awareness.

Table 4.4 - Circular Norway - Case Study

 CIRCULAR NORWAY	Organisation: Circular Norway (CN)	
	Location:	Norway
	Established:	August 2017
	Focus Area(s):	Industry • Community • Local
Mission		
<p>Together we will make Norway circular by accelerating the transition to a Circular Economy for companies and municipalities through internationally recognised models and tools.</p>		
Governance		
<p>A for-profit, private organisation but designed to only make surplus for reinvestment back into the organisation.</p> <p>Non-membership based.</p> <p>No volunteers.</p>		
Operations		
<p>Operation model consists of 4 full time staff:</p> <ul style="list-style-type: none"> • Project Manager • CEO • Communications officer – most recent recruit as identified importance of this role • Business Development <p>CN do not use volunteers or external resources.</p>		
Collaboration and Engagement		
<p>CN engage new stakeholders through the use of offering circle assessments and city scans.</p> <p>They identify and recruit new stakeholders through business development strategies and hosting events such as business breakfasts and round table discussions.</p> <p>CN’s strategy to keep existing stakeholders engaged is through the running of the pilot programs and access to the tools to transition to Circular Economy.</p> <p>CN do not currently have any involvement in schools but would like to do this in the future.</p> <p>CN engage with other networks such as Circle Economy in Amsterdam, Nordic Circular Hot Spot and Holland Circular Hotspot. This engagement varies from sharing resource and tools to running pilots in collaboration.</p>		

Business and Funding

Key expenses are salaries, occupancy costs, marketing and events.

Income is generated from running pilots with their stakeholders, so income can be inconsistent.

No government funding.

Development and Lessons Learned

Circular Norway replaced their membership-based model for a stakeholder led pilot program. They do not recommend RICE starting with this model due to the high input of work and ability to lose direction of the organisation's goals. It took three years for the organisation to establish its mission and values.


CN discovered the importance of knowing the vision and goals of their organisation and recommend RICE to take the time to establish this.

CN found the earliest challenges were getting companies to pay money for assessments. The more pilots that run help to create a story that provides content for social media and credibility.

Recommendations from Survey

- Australia is not as advanced as Europe with its climate change targets and legislation, which can make it difficult to work with some industries and larger organisations that do not have the incentives or targets in place to transition. RICE to consider working with start-up companies and social enterprises that strive to address the issue.
- Communications is key in the awareness strategy of a Circular Economy network.
- Consider a Business Development role in the initial start-up phase to build stakeholder base.

Table 4.5 – Circular Regions – Case Study

	Organisation: Circular Regions (CR)	
	Location:	Norway
	Established:	March 2021
	Focus Area(s):	Industry • Community • Local
Mission		
<p>To create projects that support positive social, economic and environmental impact and providing tools and resources for regions to come together.</p> <p>CR's objective is to breakdown silos through radical collaboration via partnership methodologies – connecting both urban and rural communities and creating dynamic case studies.</p>		
Governance		
<p>CR is newly established social enterprise and consists of a Founder and Partner. The Founder has been in the CE space for some time and has a background in technology.</p> <p>CR's guiding principles are based on Organisation for Economic Co-operation and Development's (OECD) recommendations of transition to a Circular Economy. They are not membership-based. They do rely on external resources in the form of systems entrepreneurs.</p>		
Operations		
<p>Operations comprises of Founder and Partner presently.</p> <p>Delivery model involves creation of partnerships with systems entrepreneurs to deliver the projects.</p>		
Collaboration and Engagement		
<p>CR engage new stakeholders and keep current stakeholders engaged through the system entrepreneurship programme. System entrepreneurs are usually Circular Economy experts.</p> <p>Engagement strategies include joining regional hubs and participating in activities; understanding and mapping out local initiatives for collaboration.</p> <p>CR's key engagement strategy is through their website and they are aiming to create a platform to be a 'go to' place for shared learning and intelligence. They will have data points through mapping for the region, shared initiatives and case studies.</p>		

Business and Funding

Income is generated by running projects. The process starts with a proposal put to the systems entrepreneur with a costing of how much to run a project. The funding will be sourced through government, business or philanthropic means depending on the system entrepreneur and the project. The funding investors are then left with tools and resources and digital infrastructure for future onboarding.

Development and Lessons Learned

Circular Regions is in its start-up phase, in line with RICE's stage of implementation, so does not have the time in operation to understand its challenges and development opportunities yet.

Recommendations from Survey

- The systems entrepreneur model works for CR due to availability of Circular Economy experts and how advanced countries in Europe are in their transition to a Circular Economy. This model may present a challenge for RICE in its initial stage. Rather, start with small scale projects and review what is in the community that can be expanded on, a key recommendation from the OECD is to share best practise and experiences.
- Research locality and map out local initiatives for peer-to-peer exchange through their website.
- In addition to environmental impact, consider social and economic impacts to enable a wider and varied collaboration.

4.1 Findings

Based on the review of the case studies undertaken, Australia is not as advanced as Europe with the establishment of circular economy networks. Establishment of local examples of CE Networks were noted as having occurred in the more recent past when compared to their European contemporaries.

Australian examples of Circular Economy Networks i.e., Hunter Circular and Green Industries have, at least initially, had a focus on the waste industry and resource re-use and recycling prior to transitioning to other sectors of the economy.

Further, local CE Networks have also had contextual grounding in the work that has been done in Europe previously with common references to foundational material referenced by key contacts including the Ellen MacArthur Foundation, Sitra and the Donut Economic Model.

In addition to the findings of the case studies, many other valuable tools and resources related to CE were identified, recommended and collated and are available for future reference for RICE in [Appendix D](#).

CARTEL

TAKING CARE
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EMERGENCY STOP

5. RECOMMENDATIONS

Based on the case studies and findings in the previous section, recommendations to assist RICE in establishing their business model are presented in Table 5.1 below with further detail provided in the section below.

Table 5.1 – Recommendations

1. Review and consider the optimum size and scale of the region for the network to cover.
2. Build in flexibility to RICE's governance and project scope.
3. Optimise the CE Network for the local region at the design phase.
4. Include traditional owners input at the design phase of the network.
5. Act as a catalyst for existing local circular economy programs and experts.
6. Connect with local stakeholders' existing objectives and deliverables for environmental and social impact goals.
7. Develop community benefits by leading local CE projects that can result in job creation.

5.1. Good Governance

RICE should review and consider the optimum size and scale of the region it will cover. Specially, consideration should be given to ensuring the Network is large enough to attract the right support and funding, but not too large that it becomes too difficult to manage stakeholders and local engagement. Connecting to existing local organisations can help RICE to achieve this i.e., G21 or state government.

RICE's defining objectives should not be over scoped during establishment, allowing RICE to pivot to different elements of the circular economy to achieve the desired levels of engagement. This allows RICE to continually evolve with public and industry agenda and practice. For example, potentially migrating from a focus on recycling and waste to design and advocacy elements of circular economy.

5.2. Collaboration and Engagement

Start with small scale projects and review what is already occurring in the community that can be expanded upon. A key recommendation from the OECD is to share best practise and experiences. RICE collaborating with existing CE programs, projects and expertise can help create local awareness of CE practices and expertise for future collaboration.

Include traditional owners input at the design stage of the network to encourage a foundation of global CE concepts in local place and increase community buy-in.

Optimise the CE Network for the local region at the design phase.

- a. Inclusion of anchor institutions as stakeholders/ collaborators to best understand key resource flows.
- b. Consider effects of geo-spatial setting i.e. impact that increased transportation plays in resource life cycles in regional settings compared to metropolitan areas.
- c. Utilise academic expertise of Deakin University to leverage local research capabilities.
- d. Have a strong online presence and develop a clear communications strategy.
- e. In addition to environmental impact, consider social and economic impacts to enable a wider and varied collaboration.

5.3. Operational Conduct

Consider partnering with start-up companies and social enterprises that strive to address the issue to increase operational capacity without increasing ongoing fixed employment.

Avoid a membership-based model due to the high input of work required to establish and maintain that model and ability to lose direction of the organisation's goals.

Establish a stakeholder benefits program for stakeholder's that are involved with RICE and the CE to highlight benefits of CE for existing and future stakeholders.

Consider exploring the opportunity and/or appetite to align to a well-known entity such as Planet ARK to build reputation and awareness.

Consider business development and communications roles in the initial start-up phase to build a stakeholder base quickly, establish a catalytic role for local CE opportunities to foster an asymmetric relationship between effort/cost input to local CE and organisational awareness output.

5.4. Business and Funding Opportunities

Establish a model of funding where RICE can generate income by running pilots with existing organisations and CE experts already in the community by facilitating collaborations and tapping into existing funding knowledge sources.

Utilisation of Employment Services providers can support RICE in recruitment of initial key roles with wage subsidy assistance.

Connect CE programs with stakeholders' existing objectives and deliverables for environmental and social impact goals by facilitating the collaboration of one organisation to meet their own waste reduction targets, with another organisation's mission to provide employment or upskilling opportunities to marginalised cohorts.

5.5. Community Value

Develop community benefits through local CE job creation. BSF Organics is an organic operation addressing waste reduction through the Black Soldier Fly bio conversion process. The venture was founded in 2020. With little funding but a need to grow their workforce the organisation connected in with MatchWorks, a disability employment services. The Employment Services provider has placed three of their clients into BSF Organics with wage subsidy support. Whilst the organisation's primary focus is to produce value add products from waste, they have also contributed to the community by providing long term employment to people who were unemployed and facing barriers to employment.

Collaborate with Deakin University to build a strong local technical support base.

Map out local initiatives and present through a website to encourage ongoing peer-to-peer exchange.

6. CONCLUSION

The Leaders for Geelong Project Team have worked collaboratively to deliver a concise report on a broad subject which is aligned with a carefully defined scope.

The findings from the research are supported by detailed case studies of Circular Economy programs around the world in various stages of development. The recommendations in the report will provide valuable, best practice, guidance for the Regional Innovation for a Circular Economy (RICE) as the organisation moves through the next stages of the road map to develop a business model that will take the program to a successful and long future.

The Project Team have thoroughly enjoyed working on the Circular Economy project and have been able to gain a great deal of insight from the research conducted.

7. REFERENCES

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7. Case Study One: Hunter Circular, <https://www.huntercircular.com.au/>
8. Case Study Two: Green Industries South Australia, <https://www.greenindustries.sa.gov.au/>
9. Case Study Three: Australian Circular Economy Hub, <https://acehub.org.au/>
10. Case Study Four: Circular Norway, <https://www.circularnorway.no/>
11. Case Study Five: Circular Regions, <https://circularregions.org/>

8. APPENDICES

Appendix A
Regional Innovation Circular Economy –
Network Contact List



Network Name	Network Location	Form of Previous Contact	Previous IIG Contact	Website URL	Comments
Hunter Circular	Hunter Valley, SA	email	Case Study Contacts	http://www.huntercircular.com.au/	Interviewed as a case study for the report.
Lake Macquarie City Council	NSW	Email	Andrew Elliott Chris Ford	https://www.lakemac.com.au/Our-Council/Current-projects/Circular-Economy	Useful contact specialising in circular economy at the Lake Macquarie City Council. Also involved with Hunter Circular through the HunterJO.
Green Industries Project/Moonshot	South Australia New Zealand	Email Zoom Call - Juhli Shareef	Chris Ford Chris Ford	https://www.greenindustries.sa.gov.au/ https://www.protectionindustrials.com/	Interviewed as a case study for the report. Great contact for what is happening in the CE space in New Zealand. Provided contacts at Circular Economy Victoria and ThinkStep ANZ. Recommendations were: - CE Hub needs to be grounded in place, early engagement at the design phase with first nations people key to this as well as engagement with anchor institutions. - Donut framework could be used as context or vision. - Key to tie carbon into framework at early stage. - Having a physical space for collaboration of parties big and small is beneficial. Prepared a Te Reo Māori version of the Donut Model, that could provide a good example for future collaboration with first nations people in South West Victoria.
Sitra	Helinski	Email	Andrew Elliott	https://www.sitra.fi/en/	Contact with Jacqueline Cramer who shared her book. Willing to engage but was not interviewed as a case study for the report.
Amsterdam economic board - Circular economies	Netherlands	Email	Jo Jenkins	https://amsterdameconomicboard.com/en	Contact with Jacqueline Cramer who shared her book. Willing to engage but was not interviewed as a case study for the report.
Circle Economy	Amsterdam	Zoom Meeting	Jo Jenkins	https://www.circle-economy.com/	Interviewed as a case study for the report.
Planet Ark	Australia	Zoom meeting	Jo Jenkins	https://planetark.org/	Interviewed as a case study for the report.
Circular Berlin	Germany	Zoom Meeting	Jo Jenkins	https://circular.berlin/de/	Interviewed as a case study for the report.
Circular Regions	Oslo	Zoom meeting	Jo Jenkins	https://circularregions.org/	Interviewed as a case study for the report.
Circular Norway	Norway	Zoom meeting	Jo Jenkins	https://www.circularnorway.no/	Interviewed as a case study for the report.
Glasgow Chamber of Commerce	Scotland	Zoom meeting	Jo Jenkins	https://www.gls-growthchamberofcommerce.com/	Contact recommended by Circular Norway - zoom arranged for August for purpose of connection and information sharing. Will not be a case study for report.

Appendix B

Survey Procedure and Template



The following document provides a step-wise procedure for undertaking the standardised survey of a circular economy network (CE Network) for the key aspects of:

- Mission;
- Governance;
- Operations;
- Collaboration and engagement,
- Business and funding; and
- Development and lessons learned.

1. Identify Target Network.

Review available information for the proposed CE Network to decide if it is relevant to RICE and to locate initial contact details.

Make initial contact to provide a brief background to RICE, provide a copy of the proposed survey and to arrange a future time of approximately 1 hour to run through the questionnaire.

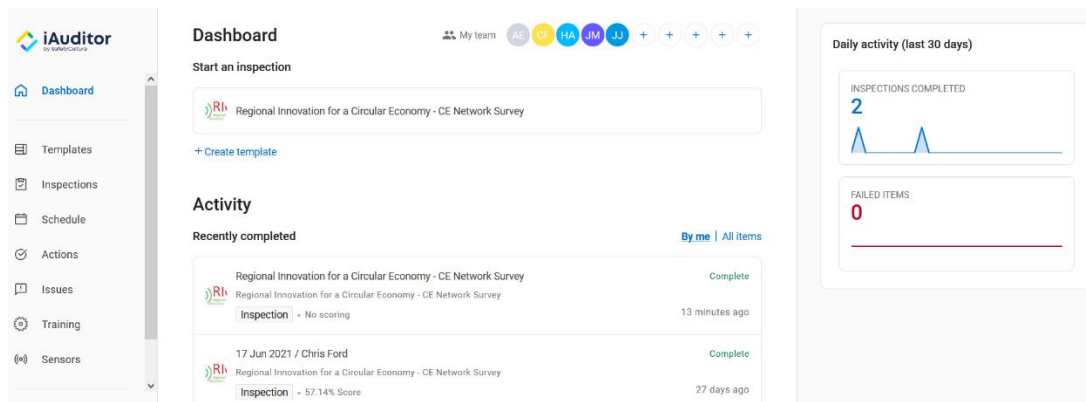
2. Log in to IAuditor Inspection Software.

IAuditor was selected as the software of choice as it allows for the interviewer to prepopulate information in the questionnaire prior to the survey and then to re-enter the same questionnaire during the survey to edit the information as needed. It also allows for automated export of the completed questionnaire to pdf once completed.

Navigate to <https://app.safetyculture.com>.

Login with login details and password provided by LfG/ RICE Team.

The Dashboard Landing Page shows recently completed inspections and provides a link to start a new inspection.



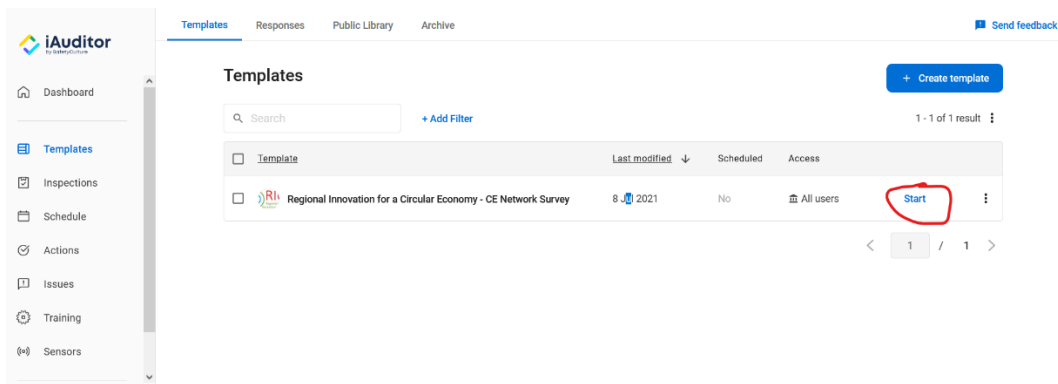
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Appendix B – Survey Procedure & Template



If adjustments to the template are required, navigate to the Template interface on the left-hand side of the screen. Note that any changes that are made to the template will only apply to new inspections and not those previously completed.

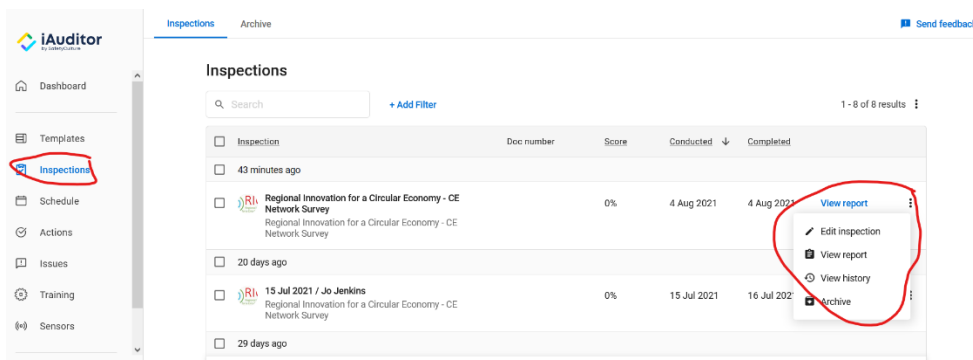
Logic and various forms of questions i.e. check-lists or yes/no questions can be built into the questionnaire the intuitive template builder or existing questionnaires can be uploaded to IAuditor and are converted into usable forms.



Once happy with the template you can share it for review or use. When ready to proceed click the start inspection link on the right-hand side of the screen (in red circle above).

3. Prepopulate the questionnaire.

To ensure that the valuable time of the survey interviewee is maximized, the interviewer can prepopulate the questionnaire started where existing public information is available. This questionnaire can then be accessed again at the time of the survey. To access the correct questionnaire navigate to the the inspection tab on the left hand side of the screen (in red below) and then choose the correct one and click the three dots to the right of it and then edit inspection (in red below).





4. Completed Questionnaire

Once the questionnaire has been completed, the interviewer can select complete inspection and it will be marked as complete. Note completed questionnaires can still be edited in the future if needed.

A screenshot of a web form interface. At the top, there is a dropdown menu labeled "Select...". Below it is a text input field with the placeholder "Add note...". To the right of the input field are icons for "Media" and "Action". The main body of the form contains a question: "Please provide any recommended resources for us and RICE, such as materials, contacts etc?". Below the question is another text input field with the placeholder "Add note...". At the bottom of the form, there are two buttons: a blue button on the left labeled "Previous Page" and a blue button on the right labeled "Complete inspection". The "Complete inspection" button is circled in red.

Once a questionnaire has been marked as complete it can be shared with other parties by creating a sharable link or exported either as an adobe pdf file or word document for further editing or inclusion in a separate report.

A screenshot of a web interface showing a completed questionnaire overview. At the top, there is a navigation bar with a "Back to list" link, a "Report preference" button, and two buttons: "PDF" and "Share". Both the "PDF" and "Share" buttons are circled in red. Below the navigation bar is a sidebar menu with items like "Overview", "Mission", "Governance", etc. The main content area shows the "Overview" section, which is marked as "Complete". It features the RICE logo and the title "Regional Innovation for a Circular Economy - CE Network Survey". Below the title, there are several sections: "Created actions" showing a count of "0", and three question cards: "What is the name of your Circular Economy (CE) Network?", "Conducted on", and "Prepared by", all of which are currently "Unanswered".



Regional Innovation for a Circular Economy - CE Network Survey

Regional Innovation for a Circular Economy - CE Network Survey

Complete

Score	0%	Failed items	0	Actions	0
What is the name of your Circular Economy (CE) Network?					
Conducted on					
Prepared by					
What year was your CE established?					
What is your role within the organisation?					
What is the focus of your CE?					
Do you focus on a certain area of the CE?					

Mission

Mission

Describe your vision in a single sentence.

What are the key values of your CE Network?

What is the strategy of your CE Network?

Has this changed from your establishment?

How do you assess that your CE Network is working successfully to achieve your vision? (i.e. What Qualitative/Quantitative criteria are you using?)

Governance

Governance

What is your organisational structure?

Do you have a guiding framework to support your CE Network? (i.e. Donut Economic Model)?

List the key roles in your CE Network and the skills required for each role.

Do you have membership for stakeholders?

Operational

Operational

How many staff did your CE Network have in the first six months of operation?

How many stakeholders did your CE Network have in the first six months of operation?

How many staff does your CE Network have now?

How many stakeholders does your CE Network have now?

Of your staff, how many are full time, part time, casual?

Do you rely on volunteers?

Do you utilise external resources for operational support?

Which of the following are applicable operating costs for your CE Network;

Does the organisation generate a profit/surplus?

Is there anything operational that you have changed as your CE Network has developed?

Collaboration and Engagement

How many stakeholders do you have in your CE Network?

What is the size of the region or area that your CE Network reaches?

Who do you regularly engage with?

Are you connected with any other entities or CE networks?

How do you engage new members?

How do you engage new stakeholders in the CE network?

How do you keep members and stakeholders engaged?

What events in the community do you operate?

What CE education programs do you operate?

Do you have any involvement with schools?

Business and funding opportunities

Business and funding opportunities

Did you receive funding at the establishment of your CE Network?

Do you generate an ongoing income through your operation?

If you receive Government funding, is it a once off or regular payments?

If you receive government funding, how much?

If you operate through membership, how does it work? It is tiered with various funding levels?

What benefits do stakeholders get from being a member?

What investors are involved in your CE Network?

How are investors engaged?

Development and Lessons Learned

What learnings from the beginning could you recommend?

What challenges did you face in the beginning?

How long did it take to get your CE up and running?

What research did you perform to start?

Were there any other CE's in your region before you started?

Did you collaborate with other CE Networks during your start up phase?

Next steps

Are you happy to be updated on the progression of our project?

Would you like ongoing communication about our project and RICE?

Do you agree to allow us to use the information captured within this survey in our project?

Would you like a copy of our project report through a group stakeholder distribution?

Would you like to join the RICE contact list for future discussions and collaboration opportunities?

How would you like to be contacted in the future?

Please provide any recommended resources for us and RICE, such as materials, contacts etc?

Appendix C
Survey Data – Interview Report Summaries



Regional Innovation for a Circular Economy - CE Network Survey

6 Jul 2021 / Jo Jenkins

Complete

Score	71.43%	Failed items	0	Actions	0
What is the name of your Circular Economy (CE) Network?					Acehub
Conducted on					6 Jul 2021
Prepared by					Jo Jenkins
What year was your CE established?					2 Mar 2020
What is your role within the organisation?					
Head of Circular Economy Development					
What is the focus of your CE?					<ul style="list-style-type: none"> Industry Community Local Other
Do you focus on a certain area of the CE?					<ul style="list-style-type: none"> Legislation Environmental Design Production Resources Recycling Waste Other
List:					

Mission

Describe your vision in a single sentence.

To be the Australian hub for Circular Economy

What are the key values of your CE Network?

What is the strategy of your CE Network?

To facilitate the transition to a circular economy in Australia. The ACE Hub aims to be the 'one-stop shop' for all things circular in Australia – a platform for sharing information and inspiration, and for celebrating the efforts of all those working towards this vital transition.

Has this changed from your establishment?

No

How do you assess that your CE Network is working successfully to achieve your vision? (i.e. What Qualitative/Quantitative criteria are you using?)

Currently setting up working groups and metrics is one as they are working through how to measure success

Governance

Governance

What is your organisational structure?

Not for profit

Do you have a guiding framework to support your CE Network? (i.e. Donut Economic Model)?

Yes

List:

Based on Jacqueline Cramer's book and modelling - "Transition broker"

Have you attempted to customise this for locality?

No

List the key roles in your CE Network and the skills required for each role.

Head of implementation, head of relationships and collaborations, Head of CE development and Head of events
 head of communications
 CEO (Planet Ark)

Do you have membership for stakeholders?

No

Operational	
How many staff did your CE Network have in the first six months of operation?	1 - 10
How many stakeholders did your CE Network have in the first six months of operation?	1 - 10
How many staff does your CE Network have now?	1 - 10
How many stakeholders does your CE Network have now?	10 - 50
Of your staff, how many are full time, part time, casual? 4 FT, 1 PT	
Do you rely on volunteers?	No
Do you utilise external resources for operational support?	No
Which of the following are applicable operating costs for your CE Network;	Employment costs (wages). Marketing/Engagement. Events.
Does the organisation generate a profit/surplus? Associate sponsors model	Yes
Is there anything operational that you have changed as your CE Network has developed?	No

Collaboration and Engagement

How many stakeholders do you have in your CE Network?

11-20

Technical supporters
Associate sponsors
Partner sponsors - fed govt
Collaborators - i.e CEV

What is the size of the region or area that your CE Network reaches?

National

Who do you regularly engage with?

Community
Businesses
Political parties
Government organisations

Are you connected with any other entities or CE networks?

Yes

CEV, Hunter

Could you please share some of these organisations?

CEV, Hunter, Keep Cup, Bingo industries

How do you engage new members?

Social media campaigns, communications, website, partnerships and opportunities

How do you engage new stakeholders in the CE network?

Communications and education - this is where investment needs to be
Strong social media campaigns and online presence
Case studies and sharing stories

How do you keep members and stakeholders engaged?

Planet Ark is a strong brand to be aligned to
Speaking opportunities
Publications
Presence on website
CEO of Planet Ark is influential in government

What events in the community do you operate?

CE conference next year -2022

What CE education programs do you operate?

Working group to be established for this

Do you have any involvement with schools?

No

Not currently but this will be in scope

Business and funding opportunities

Did you receive funding at the establishment of your CE Network?

Yes

Seed funding

If so, where from?

National Government

Do you generate an ongoing income through your operation?

Yes

Associate sponsors

If so, through which avenues?

Other

Not so much a membership model but through dedicated funding associates

List:

If you receive Government funding, is it a once off or regular payments?

Once off

If you receive government funding, how much?

\$500,000+

1.3 million

If you operate through membership, how does it work? It is tiered with various funding levels?

N/A

Membership is difficult to manage - not recommended

If RICE is to take on a membership model they will need to take the time to work out what the value add will be

What benefits do stakeholders get from being a member?

Speaking opportunities

Publications

Key events

What investors are involved in your CE Network?

Private organisations

How are investors engaged?

Associate sponsors - Provide funding in exchange for deliverables

Technical sponsors - CE experts who provide free research publications in exchange for speaking events

Development and Lessons Learned

Development and Lessons Learned

What learnings from the beginning could you recommend?

N/A

What challenges did you face in the beginning?

Already needing more staffing resource

How long did it take to get your CE up and running?

Months

What research did you perform to start?

Jacqueline Cramer's book and many discussions with Jacqueline

Were there any other CE's in your region before you started?

No

There are very few CE networks in Australia - fairly behind other rest of world

Did you collaborate with other CE Networks during your start up phase?

Yes

If so, what involvement was this?

Collaboration and discussions

Next steps

33.33%

Are you happy to be updated on the progression of our project?

Yes

Would you like ongoing communication about our project and RICE?

Yes

Do you agree to allow us to use the information captured within this survey in our project?

Yes

Would you like a copy of our project report through a group stakeholder distribution?

Would you like to join the RICE contact list for future discussions and collaboration opportunities?

Yes

How would you like to be contacted in the future?

Email

Please provide any recommended resources for us and RICE, such as materials, contacts etc?

Case study to be email

 Jacqueline Cramer's book - <https://amsterdameconomicboard.com/app/uploads/2020/12/How-Network-Governance-Powers-the-Circular-Economy-Ten-Guiding-Principles-for-a-Circular-Economy-Jacqueline-Cramer-1.pdf>



Regional Innovation for a Circular Economy - CE Network Survey

1 Jun 2021 / Jo Jenkins

Complete

Score	85.71%	Failed items	0	Actions	0
What is the name of your Circular Economy (CE) Network?				Circle Economy	
Conducted on				1 Jun 2021	
Prepared by				Jo Jenkins	
What year was your CE established?					
2010 - month not specified					
What is your role within the organisation?					
City Analyst					
What is the focus of your CE?				<ul style="list-style-type: none"> Industry Community Local Other 	
Do you focus on a certain area of the CE?				<ul style="list-style-type: none"> Environmental Design Resources Recycling Waste Production 	

Mission

Describe your vision in a single sentence.

Empower a global community of businesses, cities and governments to accelerate the transition to the circular economy through practical and scalable insights and solutions that address humanity's greatest challenges.

What are the key values of your CE Network?

No response

What is the strategy of your CE Network?

Provide a powerful network, frameworks, tools, and experience to the community of our social enterprise to turn these scenarios into reality.

To accelerate the transition towards a circular economy by providing insights in what a circular future might look like for a company, a city/region or even worldwide, and by taking them on a journey to get there coming up with scenarios for how to get there

Has this changed from your establishment?

No

No response

How do you assess that your CE Network is working successfully to achieve your vision? (i.e. What Qualitative/Quantitative criteria are you using?)

Difficult to measure

Produce an annual impact report - <https://impact.circle-economy.com/>

Some key areas they celebrate - 31 cities started circular transition, 3000 case studies, 20 global nations, 70 reports, 2000 people trained in CE principles

Governance

What is your organisational structure?

Not for profit

partially relies on the support of philanthropic partners to carry out the work

Do you have a guiding framework to support your CE Network? (i.e. Donut Economic Model)?

Yes

Established from the vision: Founder saw five circles, each representing one of the essential stakeholders that need to work together if we want to achieve long-lasting system change towards circularity: businesses, governments, the financial sector, science and media

Continuously refining and standardising their methodology

City of Amsterdam, working with Circle Economy transitioning to a circular economy based on the doughnut concept

List:

Have you attempted to customise this for locality?

Yes

Does this include involvement with indigenous groups?

No

List the key roles in your CE Network and the skills required for each role.

City and data analysts

Marketing and Communications

Editorial

Digital

Grants

Designers

Project managers

Do you have membership for stakeholders?

Yes

If yes, how many members?

Operational

Operational

How many staff did your CE Network have in the first six months of operation?

1 - 10

How many stakeholders did your CE Network have in the first six months of operation?

1 - 10

How many staff does your CE Network have now?

10 - 50

700+

How many stakeholders does your CE Network have now?

100+

700+ engaged through Circle City Scan projects, incl. businesses and (non-)governmental organisations

Of your staff, how many are full time, part time, casual?

No response

Do you rely on volunteers?

No

Rely on philanthropic partners

Do you utilise external resources for operational support?

No

Which of the following are applicable operating costs for your CE Network;

Employment costs (wages).

Occupancy costs (rent, services, insurances).

Events.

Research & Development.

Marketing/Engagement.

Does the organisation generate a profit/surplus?

Yes

Is there anything operational that you have changed as your CE Network has developed?

Yes

Circle Lab, launched in 2018, is an online platform for cities, businesses, and citizens to explore, brainstorm, implement and share circular business models and strategies. By digitalising knowledge, opening up access, and encouraging co-creation, the platform aims to break down information silos and fuel cross-industry collaboration and innovation

List:

Collaboration and Engagement

Collaboration and Engagement

How many stakeholders do you have in your CE Network?

50+

What is the size of the region or area that your CE Network reaches?

National

State

Local

Who do you regularly engage with?

Businesses

Government organisations

Political parties

Are you connected with any other entities or CE networks?

No

How do you engage new members?

Social media

Communications

Media channels

Speaking events

Collateral and publications

How do you engage new stakeholders in the CE network?

Create tools, frameworks, and metrics to enable working towards shared goals, shared language and collaboration. By digitalising knowledge, opening up access, and encouraging co-creation, the platform aims to break down information silos and fuel cross-industry collaboration and innovation.

Website/platform engagement and info sharing - knowledge hub, circle assessment, challenge platform

City scan tool

Workshops

Social media

How do you keep members and stakeholders engaged?

Logo on website

Discounts on city scans and other CE products

Practical workshops

Tickets to events

Speaking opportunities

Connections to organisations and governments with circular at the heart

Access to media channels and to feature

What events in the community do you operate?

Annual signature events

Local events

What CE education programs do you operate?

The Circle Workshop Suite

Do you have any involvement with schools?

Yes

What is your involvement?

Business and funding opportunities

Business and funding opportunities

Did you receive funding at the establishment of your CE Network?

Yes

If so, where from?

Local Government

Local council

Public

Businesses and organisations

Stakeholders

Do you generate an ongoing income through your operation?

Yes

If so, through which avenues?

Public funding and donations

If you receive Government funding, is it a once off or regular payments?

If you receive government funding, how much?

If you operate through membership, how does it work? It is tiered with various funding levels?

Yes - strategic partnership, circle membership and consulting

Fees are determined by size of company and revenue turnover

What benefits do stakeholders get from being a member?

Logo on website

Discounts on city scans and other CE products

Practical workshops

Tickets to events

Speaking opportunities

Connections to organisations and governments with circular at the heart

Access to media channels and to feature

What investors are involved in your CE Network?

Private organisations

How are investors engaged?

Philanthropic

Listed on website

Development and Lessons Learned

What learnings from the beginning could you recommend?

Needing information to advise, share and consult. Circle Economy has gathered massive amounts of granular data. We use this data to advise companies and cities on how to transition to circularity

What challenges did you face in the beginning?

No response

How long did it take to get your CE up and running?

Months

What research did you perform to start?

Founder took a lot of inspiration from his experience in African national Parks

Were there any other CE's in your region before you started?

No

Did you collaborate with other CE Networks during your start up phase?

No

Next steps

66.67%

Next steps 15/679

Are you happy to be updated on the progression of our project?

Yes

Would you like ongoing communication about our project and RICE?

No

Do you agree to allow us to use the information captured within this survey in our project?

Yes

Would you like a copy of our project report though a group stakeholder distribution?

No

Would you like to join the RICE contact list for future discussions and collaboration opportunities?

Yes

How would you like to be contacted in the future?

Email

Zoom Call or equivalent

Please provide any recommended resources for us and RICE, such as materials, contacts etc?

<https://impact.circle-economy.com/>
<https://www.metabolic.nl/>
<https://knowledge-hub.circle-lab.com/>
https://assets.website-files.com/5d26d80e8836af2d12ed1269/60210bc3227314e1d952c6da_20210122%20-%20CGR%20Global%202021%20-%20Report%20-%2020210x297mm.pdf



Regional Innovation for a Circular Economy - CE Network Survey

15 Jul 2021 / Jo Jenkins

Complete

Score	0%	Failed items	0	Actions	0
What is the name of your Circular Economy (CE) Network?				Circualr Norway	
Conducted on				15 Jul 2021	
Prepared by				Jo Jenkins	
What year was your CE established?					
August 2017					
What is your role within the organisation?					
Project Manager					
What is the focus of your CE?				<ul style="list-style-type: none"> Industry Local Community 	
Do you focus on a certain area of the CE?				<ul style="list-style-type: none"> Waste Other Environmental 	
Construction					
List:					

Mission

Describe your vision in a single sentence.

Together we will make Norway circular

What are the key values of your CE Network?

Unknown

What is the strategy of your CE Network?

Accelerate transition to a Circular Economy for companies and municipalities through internationally recognised models and tools

Has this changed from your establishment?

No

It took 3 years to establish a vision and mission statement - only agreed last year

How do you assess that your CE Network is working successfully to achieve your vision? (i.e. What Qualitative/Quantitative criteria are you using?)

Number of pilot programmes

Active stakeholders

Governance

Governance

What is your organisational structure?

Private

Do you have a guiding framework to support your CE Network? (i.e. Donut Economic Model)?

No

List the key roles in your CE Network and the skills required for each role.

Project Manager

CEO

Communications officer - most recent recruit as identified importance of this Business Development

Do you have membership for stakeholders?

No

Started as membership but it was difficult to manage

Operational	
How many staff did your CE Network have in the first six months of operation?	1 - 10
How many stakeholders did your CE Network have in the first six months of operation?	1 - 10
How many staff does your CE Network have now?	1 - 10
How many stakeholders does your CE Network have now?	100+
Of your staff, how many are full time, part time, casual? 4 FT	
Do you rely on volunteers?	No
Do you utilise external resources for operational support?	No
Which of the following are applicable operating costs for your CE Network;	<ul style="list-style-type: none"> Employment costs (wages). Occupancy costs (rent, services, insurances). Marketing/Engagement. Events.
Does the organisation generate a profit/surplus? Whilst not a NFP the aim isn't to make lots of money - enough to cover costs and surplus for growth	Yes
Is there anything operational that you have changed as your CE Network has developed?	No

Collaboration and Engagement

Collaboration and Engagement

How many stakeholders do you have in your CE Network?	50+
What is the size of the region or area that your CE Network reaches?	National
Who do you regularly engage with?	Community Businesses Political parties Government organisations
Are you connected with any other entities or CE networks?	Yes
Could you please share some of these organisations? Circle Economy in Amsterdam Nordic circular hot spot Holland circular hotspot	
How do you engage new members? N/A	
How do you engage new stakeholders in the CE network? Circle assessments City scans Business development	
How do you keep members and stakeholders engaged? Through the running of the pilot programme and through the tools to transition to Circular Economy	
What events in the community do you operate? Business breakfasts round table disucssions	
What CE education programs do you operate? None at present	
Do you have any involvement with schools?	No
This is the ultimate dream - to be running programmes in schools and also to work with politicians	

Business and funding opportunities

Business and funding opportunities

Did you receive funding at the establishment of your CE Network?

No

Do you generate an ongoing income through your operation?

Yes

Yes - but it is dependant on pilots being run so it can be inconsistent

If so, through which avenues?

Business funded projects

If you receive Government funding, is it a once off or regular payments?

NA

If you receive government funding, how much?

NA

If you operate through membership, how does it work? It is tiered with various funding levels?

No longer run memberships due to how hard it was to manage - not recommended

Memberships can alter the vision and direction of the organisation as they have influence but they have their own agendas. CN found that by removing memberships they were able to identify their own vision and goals

What benefits do stakeholders get from being a member?

NA

What investors are involved in your CE Network?

Private organisations

Municipalities also

How are investors engaged?

Commitment to climate targets - mainly led by EU and own country legislation

Development and Lessons Learned

What learnings from the beginning could you recommend?

Not doing memberships
Knowing your vision and goals

What challenges did you face in the beginning?

Getting companies to pay money for assessments - understanding the value and worth
Legislation definitely helped drive businesses to think differently eg Sweden targets 2030 helped with Ikea and H&M to implement practises now to repurpose and create sustainable products

How long did it take to get your CE up and running?

Years

Still establishing in many ways

What research did you perform to start?

Catherine - the founder is an expert on circular economy, business development, circular design and innovation strategies

Were there any other CE's in your region before you started?

Yes

Did you collaborate with other CE Networks during your start up phase?

Yes

If so, what involvement was this?

Use of city scan tools - Circle Economy (Holland)
Running pilots in collaboration with other CE networks

Next steps

Next steps

Are you happy to be updated on the progression of our project?

Yes

Would you like ongoing communication about our project and RICE?

Yes

Do you agree to allow us to use the information captured within this survey in our project?

Yes

Would you like a copy of our project report through a group stakeholder distribution?

No

Not required

Would you like to join the RICE contact list for future discussions and collaboration opportunities?

Yes

How would you like to be contacted in the future?

Email

Zoom Call or equivalent

Please provide any recommended resources for us and RICE, such as materials, contacts etc?

RISE - Sweden - <https://www.ri.se/en>

Glasgow chamber of commerce

Circular change - <https://www.circularchange.com/>



Regional Innovation for a Circular Economy - CE Network Survey

16 Jun 2021 / Jo Jenkins

Complete

Score	85.71%	Failed items	0	Actions	0
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What is the name of your Circular Economy (CE) Network? Circular regions

Conducted on 16 Jun 2021

Prepared by Jo Jenkins

What year was your CE established? 1 Mar 2021

What is your role within the organisation?
 Founder

What is the focus of your CE?

- Industry
- Community
- Local
- Other

Do you focus on a certain area of the CE?

- Design
- Resources
- Recycling
- Waste
- Other

List:

Mission

Describe your vision in a single sentence.

To create projects that support positive social, economic and environmental impact and providing tools and resources for regions to come together.

What are the key values of your CE Network?

Partnership
Collaboration

What is the strategy of your CE Network?

Address social inequality
Breakdown silos through radical collaboration via partnership methodologies - connecting both urban and rural communities and creating dynamic case studies.
Optimise the use of resources through shared tools and knowledge with a digital infrastructure to support collaboration and scale our collective impact

Has this changed from your establishment?

No

How do you assess that your CE Network is working successfully to achieve your vision? (i.e. What Qualitative/Quantitative criteria are you using?)

Social impacts
Societal readiness levels (SRL)
Numbers of system entrepreneurs

Governance

Governance

What is your organisational structure?

Not for profit

Do you have a guiding framework to support your CE Network? (i.e. Donut Economic Model)?

Yes

system entrepreneurs - system entrepreneurship programme

List:

Have you attempted to customise this for locality?

Yes

Does this include involvement with indigenous groups?

Yes

List the key roles in your CE Network and the skills required for each role.

Founder and partner

Founder is in the Tech space and has a passion for CE

Original interest founded on food waste and regeneration

Do you have membership for stakeholders?

No

Operational

Operational

How many staff did your CE Network have in the first six months of operation?

1 - 10

How many stakeholders did your CE Network have in the first six months of operation?

1 - 10

How many staff does your CE Network have now?

1 - 10

How many stakeholders does your CE Network have now?

1 - 10

Of your staff, how many are full time, part time, casual?

only Founder and partner at present

Do you rely on volunteers?

No

Do you utilise external resources for operational support?

Yes

System entrepreneurs

Which of the following are applicable operating costs for your CE Network;

Other

List:

Development and maintenance of website

Does the organisation generate a profit/surplus?

No

Not at this stage - have run one case study in Umea

Is there anything operational that you have changed as your CE Network has developed?

No

Collaboration and Engagement

Collaboration and Engagement

How many stakeholders do you have in your CE Network?

1-5

One successful case study with Umea

What is the size of the region or area that your CE Network reaches?

National

Who do you regularly engage with?

Community

Businesses

Political parties

Government organisations

Indigenous groups

Are you connected with any other entities or CE networks?

Yes

Circular Oslo

Could you please share some of these organisations?

Circular Oslo

How do you engage new members?

Website with information - provide digital infrastructures and learning tools - shared learning and intelligence

Case studies

Awareness of shared initiatives/data points through mapping for the region

How do you engage new stakeholders in the CE network?

System entrepreneurship programme

Circular initiatives in cities and regions to connect regional eco-system to collaborate on projects in a global network

Join regional hubs and participate in activities

Through research and academia

How do you keep members and stakeholders engaged?

Running projects through the Systems Entrepreneurs

In development stages but creating a materials network for anyone to turn a waste stream into a revenue stream - secondary materials marketplace. The aim for this platform to be the 'go to" place

What events in the community do you operate?

Don't operate events as such but attend conferences and speaks at events

What CE education programs do you operate?

N/A

Do you have any involvement with schools?

No

Business and funding opportunities

Business and funding opportunities

Did you receive funding at the establishment of your CE Network?

No

Do you generate an ongoing income through your operation?

No

If you receive Government funding, is it a once off or regular payments?

N/A

If you receive government funding, how much?

N/A

If you operate through membership, how does it work? It is tiered with various funding levels?

N/A

What benefits do stakeholders get from being a member?

Network of Systems entrepreneur (CE experts) who lead the case study
 Systems entrepreneurship programme
 Support in commitment to be climate neutral

What investors are involved in your CE Network?

Public organisations

How are investors engaged?

Proposal put to the Systems entrepreneurs with a costing of how much to run a project and they will find the funding. This funding also pays the local systems entrepreneur to lead the project and they go through a training programme with Circular regions. The funding investors are then left with tools and resources and digital infrastructure for future onboarding.

Development and Lessons Learned

What learnings from the beginning could you recommend?

Learnings from other circular economies (Circular Norway) - too much discussion and not enough action

What challenges did you face in the beginning?

Early stages in start up to identify

How long did it take to get your CE up and running?

Years

Working with a number of networks and CE to understand how Circular regions wanted to set up

What research did you perform to start?

Workshop to understand definition of circular economy - Holistic understanding of circular economy

Simple definition

Established a framework and mapped out any circular initiative in the area

Mapping out what's already happening in the region as this was recommended by the OECD

Were there any other CE's in your region before you started?

Yes

Did you collaborate with other CE Networks during your start up phase?

Yes

If so, what involvement was this?

Use of local CE initiatives

Circular Oslo

Next steps

66.67%

Next step 15 of 679

Are you happy to be updated on the progression of our project?

Yes

Would you like ongoing communication about our project and RICE?

Yes

Do you agree to allow us to use the information captured within this survey in our project?

Yes

Would you like a copy of our project report though a group stakeholder distribution?

No

Would you like to join the RICE contact list for future discussions and collaboration opportunities?

Yes

How would you like to be contacted in the future?

Email

Zoom Call or equivalent

Please provide any recommended resources for us and RICE, such as materials, contacts etc?

<https://indd.adobe.com/view/3f4f5dbd-23ee-4cea-ace7-f7d1702771e8>



Regional Innovation for a Circular Economy - CE Network Survey

17 Jun 2021 / Chris Ford

Complete

Score	57.14%	Failed items	0	Actions	0
What is the name of your Circular Economy (CE) Network?	Green Industries South Australia (GISA)				
Conducted on	17 Jun 2021				
Prepared by	Chris Ford				
What year was your CE established?	1 Jun 2018				
What is your role within the organisation?	Angus Mitchell - Principal, Circular Economics. Disaster Waste Management. Circular economy strategy.				
What is the focus of your CE?	<div style="background-color: #555; color: white; padding: 10px; border-radius: 5px;"> Industry Community Local </div>				
Environment portfolio of SA govt - state based focus.					
Do you focus on a certain area of the CE?	<div style="background-color: #555; color: white; padding: 10px; border-radius: 5px;"> Legislation Environmental Design Production Resources Recycling Waste </div>				
Shifting focus over recent years to moving up the supply chain for waste and resource use. Market development grants. Increasing involvement in other sectors to waste such as the built environment. Improved use plastics.					

Mission

Describe your vision in a single sentence.

GISA's vision is to drive the world's most successful circular economy, using a zero waste model to innovate, adapt and lead to transform the way South Australians use and value resources.

GISA has a strong focus on material efficiency to assist with transition to net zero carbon economy.

What are the key values of your CE Network?

GISA have not defined a list of key values.

What is the strategy of your CE Network?

GISA's key strategic priorities as set out in our strategic plan are:

1. Driving the circular economy

Protecting the environment and quality of life we value, in South Australia and globally.

2. Innovative resource recovery

Resource recovery, protecting the environment and supporting the economy.

3. Reforming household waste

Reduce, reuse and recycle household waste including food waste and mixed recyclables.

4. Reforming packaging and single-use items

Reducing the environmental impacts of excess packaging and single use plastics and encouraging business to develop new alternative.

5. Building disaster waste management

Building community resilience and supporting recovery.

Has this changed from your establishment?

Yes

If so, please describe:

The initial strategy was set in Green Industries Act 2004 but has undergone continual improvement and evolution - transition from recycling and reuse towards material efficiency in supply chain.

How do you assess that your CE Network is working successfully to achieve your vision? (i.e. What Qualitative/Quantitative criteria are you using?)

- Progress against landfill diversion targets in South Australia's Waste Strategy and undertaking the annual Recycling Activity Survey. Municipal, solid waste, Construction & Demolition.

- Circular economy sector analysis - industry and sector based resource flow models.

Site contact noted that it was key to think about metrics for regional level vs state level. Green Industries have found that transportation plays a much bigger role in the circular economy material efficiency assessments regionally than in metropolitan areas. In any regional studies it is beneficial to look at industries specific to the area i.e. specific resource and material uses and potential related jobs to come out locally from implementing circular economy to the area.

Governance

What is your organisational structure?

Government (national, state, local)

Select:

State

Do you have a guiding framework to support your CE Network? (i.e. Donut Economic Model)?

Yes

List:

Ellen MacArthur Foundation - strong influence. For example the following three principals:

- Design out waste and pollution.
- Keep products and materials in use.
- Regenerate natural systems.

Have you attempted to customise this for locality?

Yes

Focus on state based waste streams and landfill diversion primarily in metropolitan areas initially and then expanding to regional areas and sector based resource efficiency studies.

Does this include involvement with indigenous groups?

No

Not a strong focus to date.

List the key roles in your CE Network and the skills required for each role.

South Australia's Minister for Environment and Water - David Spiers.

Board of Directors

Staff - Business support function, policy team, grants team, community communications and education team's.

GISA Partners - local government association, consultants for research based work, Industry associations (KESAB Environmental Solutions.

Waste Management and Resource Recovery Association of Australia (WMRR) SA.

Partners through grants - recycling industries etc.

GISA's approach is to provide a catalytic role by providing funding, education and expertise to spur further engagement in CE rather than necessarily implement programs themselves.

Do you have membership for stakeholders?

No

Operational

How many staff did your CE Network have in the first six months of operation?

1 - 10

Started as Zero Waste SA approximately 20 years ago with 6 staff. Staff numbers grew to 15 to 20 for first couple of years.

How many stakeholders did your CE Network have in the first six months of operation?

Not applicable. Due to method of setup.

How many staff does your CE Network have now?

10 - 50

How many stakeholders does your CE Network have now?

Not applicable.

Of your staff, how many are full time, part time, casual?

Primarily full time, some part time and casual staff.

Do you rely on volunteers?

No

Not internally - but external relationships through groups such as Foodbank, OzHarvest, SA Makers Group do rely on volunteer groups.

Do you utilise external resources for operational support?

Yes

Which of the following are applicable operating costs for your CE Network;

Employment costs (wages).

Marketing/Engagement.

Events.

Research & Development.

Other

Occupancy costs (rent, services, insurances).

List:

Infrastructure grants, community education programs.

Does the organisation generate a profit/surplus?

No

Is there anything operational that you have changed as your CE Network has developed?

No

Remained consistent with minor tweaks in organisational structure over time.

Collaboration and Engagement

How many stakeholders do you have in your CE Network?

Not applicable.

What is the size of the region or area that your CE Network reaches?

State

International leadership program to circular economy. Bring in international CE expertise to partake in a CE course run in SA by GISA. Looking to expand the model for supporting development of research based partnerships i.e. universities and institutions. Find good examples of CE implementation.

Who do you regularly engage with?

Community

Businesses

Government organisations

Other

List:

Household education.

Transition to industries and sectors outside waste i.e. built environment.

Are you connected with any other entities or CE networks?

Yes

Could you please share some of these organisations?

National group of circular economies and state based groups, Circular Economy VIC.

Events with the waste and recycling industry groups through Waste Management and Resource Recovery Association of Australia (WMRR) SA.

How do you engage new members?

N/A. No membership base within GISA.

How do you engage new stakeholders in the CE network?

GISA does not have stakeholders as defined for RICE's purposes but in terms of business engagement GISA holds events for business associations - i.e. forum with growers to inspire CE opportunities across an industry for example the wine industry in South Australia.

For community engagement there are ongoing educational programs for schools and community run through KESAB and GISA as well as GISA recycling centres across South Australia.

How do you keep members and stakeholders engaged?

N/A.

What events in the community do you operate?

Litter data and research and branded litter monitoring.

Wipe Out Waste Schools Education Program.

Community Litter Education.

Which Bin 1300 telephone hotline.

What CE education programs do you operate?

In addition to those mentioned above:

Sustainability program - grants for association level - work for example with OzVeg (horticultural businesses) grant program - CE opportunities.

Individual business level - sustainability assessments - wine businesses - energy usage, water usage, CE opportunities for resource use and waste minimisation.

Do you have any involvement with schools?**Yes****What is your involvement?**

Keep South Australia Beautiful environmental solutions (KESAB) delivers programs to schools and the community on litter measurement, reduction, education and awareness under its three-year Service Level Agreement with Green Industries SA.

Business and funding opportunities

Business and funding opportunities

Did you receive funding at the establishment of your CE Network?

Yes

If so, where from?

Local Government

Businesses and organisations

Public

Waste Levy charged across all solid stream.

Do you generate an ongoing income through your operation?

No

If you receive Government funding, is it a once off or regular payments?

Regular payments

If you receive government funding, how much?

\$500,000+

If you operate through membership, how does it work? It is tiered with various funding levels?

Not applicable.

What benefits do stakeholders get from being a member?

Not applicable.

What investors are involved in your CE Network?

Public organisations

State government.

How are investors engaged?

GISA was established and is funded by the Green Industries Act 2004 and funding from the landfill levy in South Australia.

Development and Lessons Learned

What learnings from the beginning could you recommend?

Continue to check in with the overall scope/ roadmap of RICE to make sure proposed actions. Best to start with a broad concept so that you can adapt to specifics of the region as needed. Don't over scope RICE in the space. Key to tie back to regional context. Local jobs. Synergies to specific local industries.

What challenges did you face in the beginning?

When GISA was established the macro level environment and understanding was not as favorable towards ideas such as circular economy, climate change and concepts of environment, social and governance criteria so getting community through recycling buy in and waste disposal cost reduction.

How long did it take to get your CE up and running?

Months

What research did you perform to start?

Reduction of waste to landfill and recycling opportunities.

Were there any other CE's in your region before you started?

Yes

Similar sustainability networks.

Did you collaborate with other CE Networks during your start up phase?

Yes

If so, what involvement was this?

Assistance with inception.

Next steps

33.33%

Next steps 33.33%

Are you happy to be updated on the progression of our project?

Yes

Would you like ongoing communication about our project and RICE?

Yes

Do you agree to allow us to use the information captured within this survey in our project?

Yes

Would you like a copy of our project report though a group stakeholder distribution?

Yes

Would you like to join the RICE contact list for future discussions and collaboration opportunities?

Yes

How would you like to be contacted in the future?

Email

Please provide any recommended resources for us and RICE, such as materials, contacts etc?

Regional Development Australia project - in progress though so not ready currently.



Regional Innovation for a Circular Economy - CE Network Survey

28 Jun 2021 / Andrew Elliott

Complete

Score	42.86%	Failed items	0	Actions	0
What is the name of your Circular Economy (CE) Network?					Hunter Circular
Conducted on					28 Jun 2021
Prepared by					Andrew Elliott
What year was your CE established?	Established as a outcome of necessity from the China Sword outcome and councils were trying to find away to deal with that issue. (Waste Driven)				
What is your role within the organisation?	Tim Askew - Regional Program Manager				
What is the focus of your CE?	<ul style="list-style-type: none"> Industry Community 				
Do you focus on a certain area of the CE?	<ul style="list-style-type: none"> Legislation Environmental Recycling Waste 				

Mission

Describe your vision in a single sentence.

As the Hub for local intergovernmental collaboration, we strengthen our communities by being the local voice on strategic issues in the Region

What are the key values of your CE Network?

What is the strategy of your CE Network?

Heavy focus on waste because of funding.
Sometimes you have to design based on where the money is coming from.

Has this changed from your establishment?

No

How do you assess that your CE Network is working successfully to achieve your vision? (i.e. What Qualitative/Quantitative criteria are you using?)

Measurement of new material procurement vs recycled material in "the system"
Material map analysis identified big wins. Food and green waste. E waste.
Region specific.

Governance

What is your organisational structure?

Government (national, state, local)

Existing Governance Hierarchy

DPIE/EPA Funding

Hunter JO Board and CEO

Addition of a Circular Economy Sub Committee (Advisory)

Sub committee has 3 mayors and some relevant experts (waste and economic development)

Select:

Local

Do you have a guiding framework to support your CE Network? (i.e. Donut Economic Model)?

List the key roles in your CE Network and the skills required for each role.

Do you have membership for stakeholders?

No

Operational

How many staff did your CE Network have in the first six months of operation?

How many stakeholders did your CE Network have in the first six months of operation?

How many staff does your CE Network have now?

1 - 10

1 part time person 3 days a week

How many stakeholders does your CE Network have now?

100+

Of your staff, how many are full time, part time, casual?

1 part time person 3 days a week

Funded through NSW EPA waste program

Do you rely on volunteers?

Yes

If so, how many?

150

Do you utilise external resources for operational support?

Yes

Which of the following are applicable operating costs for your CE Network;

Employment costs (wages).

Marketing/Engagement.

Research & Development.

Does the organisation generate a profit/surplus?

No

Work out a way to monetize through organics.

Is there anything operational that you have changed as your CE Network has developed?

Collaboration and Engagement

How many stakeholders do you have in your CE Network?

50+

What is the size of the region or area that your CE Network reaches?

Local

Who do you regularly engage with?

Community

Businesses

Government organisations

Are you connected with any other entities or CE networks?

No

How do you engage new members?

Hunter Circular Facilitators group - Volunteers

Initially went out to find champions in the region through normal networks.

Business community, associations, academia. Searching far and wide for interest.

Hunter CC Network - Engage quarterly

Large businesses, representative groups, influencers, business chambers, large employers.

Hunter CC Ecosystem

Ecosystem of connected businesses and stakeholders.

How do you engage new stakeholders in the CE network?

Use existing network.

How do you keep members and stakeholders engaged?

What events in the community do you operate?

Monthly at the pub. "CE at the pub"

Newsletter

workshops

What CE education programs do you operate?

Executive training session - 21 March 2021

Circular Advantage webinar - Planned

CE Innovation Hub - Stakeholder meetings in progress - Concierge service

Do you have any involvement with schools?

Yes

What is your involvement?

Utilize University capability to perform research. City/Data Scan etc.

Business and funding opportunities

Business and funding opportunities

Did you receive funding at the establishment of your CE Network?

Yes

Critical that you get a facilitator group to search out funding. Shake the tree.

If so, where from?

National Government

Local Government

Do you generate an ongoing income through your operation?

Yes

If so, through which avenues?

Other

List:

Reach out to network and stakeholders to find small amounts of money specific to a phase or project. Grants Donations etc. Very quickly you can find \$50K

If you receive Government funding, is it a once off or regular payments?

Once off

If you receive government funding, how much?

\$1,000 - \$50,000

If you operate through membership, how does it work? It is tiered with various funding levels?

N/A

What benefits do stakeholders get from being a member?

What investors are involved in your CE Network?

Other

List:

Private, Local Government

How are investors engaged?

Newsletters, Workshops Think Tank sessions

Development and Lessons Learned

What learnings from the beginning could you recommend?

Set up 3 Foundation Projects

Eco System project - Map what is already out there. Any case studies - Gaps and opportunities. Data base of eco system on website

Materials Flow Analysis - 21 waste material types mapped

Procurement - Mapping the current recycled procurement landscape

Really difficult to connect entities that would not normally connect.

What challenges did you face in the beginning?

Turning the linear into circular. Connecting business that would not normal be connected.

How long did it take to get your CE up and running?

Years

What research did you perform to start?

Eco System, Materials, procurement

Were there any other CE's in your region before you started?

No

Did you collaborate with other CE Networks during your start up phase?

Yes

Net Zero Emissions - Government - Crucial for future funding.

Reduce Scope 3 emissions.

If so, what involvement was this?

Net Zero emissions projects

Next steps

33.33%

Are you happy to be updated on the progression of our project?

Yes

Would you like ongoing communication about our project and RICE?

Yes

Do you agree to allow us to use the information captured within this survey in our project?

Yes

Would you like a copy of our project report though a group stakeholder distribution?

Yes

Would you like to join the RICE contact list for future discussions and collaboration opportunities?

Yes

How would you like to be contacted in the future?

Email

Please provide any recommended resources for us and RICE, such as materials, contacts etc?

Buy in at the top early - Recycling Crisis start.

Found out this was way bigger than that.

CC = Central Coast.

Not part of Hunter JO but has by into the waste recovery piece.

Central coast was included to drive up the population of the region to a sweet spot (approx 1.2m) in order to attract/qualify for funding. 800K without central Coast

Strategy >Material Flow Programs > Eco System Stage 2 > Innovation and Education

Hunter bio circular - Food waste and emissions.

Concentrate on Agriculture. Zero emission Beef.

Appendix D

Circular Economy – Tools and Resources



Tool / Resource	About	Webpage/Contact
Metabolic	Consultancy that provides services for the circular economy through systems thinking expertise.	https://www.metabolic.nl/
Spherical	Catalogue regenerative projects around the world.	https://www.google.com/maps/d/viewer?hl=en&mid=1LZ8IVoeMYCpIO7FkaueXTNZrdwY&ll=-3.81666561775622e-14%2C101.24187074249795&z=1&fbclid=IwAR3lyZ4KllaRgpMdl1r6X7q2c2EBNu1BRi-HqrWyEkAouzLuV5c69QMHEH4
Project Moonshot: City	Embedding the Donut Economic Model in place through a Tè Reo Māori interpretation.	https://www.projectmoonshot.city/post/an-indigenous-view-on-doughnut-economics-from-new-zealand
Sitra	Circular economy research and resources.	https://www.sitra.fi/en/archive/?post_types=publications
Ellen MacArthur Foundation	Circular economy research and resources.	https://www.ellenmacarthurfoundation.org/explore
Hunter Circular Knowledge hub	Hunter Eco system Interactive map Online platform to share and explore case studies and information on the Circular Economy around the world	https://www.huntercircular.com.au/ https://knowledge-hub.circle-lab.com/
Circular change	Circular Economy platform in Slovenia	https://www.circularchange.com/
OECD brochure	Information and case studies of Circular Economy	https://www.oecd.org/cfe/regionaldevelopment/Circular-economy-brochure.pdf
RISE	Online research Institute and innovation partner in Sweden	https://www.ri.se/en
Cradle to Cradle Products Innovation Institute	The Institute sets the global standard for products that are safe, circular and made responsibly.	https://www.c2ccertified.org/about/about https://www.c2ccertified.org/get-certified/product-certification

