

Monitoring & Evaluation Report

Go Full Circle Pilot Program

Circular Initiatives & Networking Event



Go Full Circle
Pilot Program 2022

Prepared by:



This Report has been prepared for the City of Boroondara and Sustainability Victoria, by Circular Economy Victoria following the conclusion of the Go Full Circle Pilot Program 2022, under the Circular Economy Business Capacity Building Program, Contract No. 2022/009.

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Executive Summary

The Go Full Circle is a practical pilot program intended to empower Councils to effectively engage with, and upskill, local Small and Medium Businesses (SMB) to implement Circular Economy practices in their LGA.

Developed specifically for SMB owners and leaders, the pilot program ran from July to November 2022.

Program Outline

Throughout the program, SMB owners and leaders participated in a wide variety of circular economy training and upskill interactions, including:

- 3 x 2-hour training sessions
- 4 x live interviews with circular business owners
- Dedicated 1:1 consulting session
- Optional “Drop-in” consulting session
- Professional photography
- In-person networking “program wrap-up” event

SMB Program Participation and Completion

31 businesses were approved and enrolled in the program.

Of those, 6 self-assessed prior to the start and withdrew at the onboarding stage, leaving 25 at the start of the first training module.

During the program, 9 SMBs were unable to complete the course, with 3 directly impacted by covid and 6 citing higher priority business activities re-directing their time & effort.

Overall, 16 highly engaged and enthusiastic participants, completed the program.

Key Metrics

There was an overall Completion Rate of 64% of those SMBs that started the program. Many of the participants who were unable to complete due to external factors affecting either themselves and/or their business, asked if they could rejoin the next program at a later stage. Overall, the Go Full Circle pilot program achieved a Net Promoter Score (NPS) of 33.

Overview of Considerations in further developing the program

Throughout the delivery of the program, data and feedback were collected from all stakeholders, including participants, the delivery team, and Council. For Councils assessing future iterations of the program, the following areas are offered for consideration:

1. Develop an initial low-cost or free self-paced circular economy training module based on module 1 of the program, that is available for all Councils and SMBs across Victoria.
2. Move the Expression of Interest (EOI) process to after completion of the initial module (referred to in 1. above) and refine the application selection criteria to identify those SMBs who are highly motivated and likely to complete the full program.
3. From the final survey, 80% of participants indicated that having completed the program, they would be willing to pay for the program with 75% of those willing to pay \$250 or more. Consider the initial pricing of the course for participating businesses to be between \$250-\$500 (subject to a turnover test). Councils could provide a rebate (in part or full) to those businesses that complete the whole course and share their circular initiative with the Council and/or more widely in the community. The balance of the program price will need to be subsidised by Council and/or State Government.
4. Re-purposing existing training and networking modules 2 and 3 to be 4 x 1.5 hour weekly modules with a greater emphasis on facilitating cohort networking during the sessions.
5. Maintaining an in-person networking wrap-up event at a central location for the cohort with Local and State Government representatives in attendance.
6. Engaging a service provider offering a continuous program running, with multiple cohort intakes and industry-specific streams throughout the year to provide flexibility for SMBs within participating LGAs.
7. Sponsoring regular follow-up networking events for participants, prospective businesses who have completed the first module (referred to in 1. above) and Council representatives, to engage, discuss and highlight local circular initiatives. This may be in conjunction with partner organisations that can add further value in facilitating the circular transition.

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1. Background

In late 2021, the City of Boroondara (Council) identified an opportunity to empower local businesses to adopt more sustainable operations by leveraging circular economy principles. focusing on three main local business types – retail, hospitality, and professional, Council commissioned the design, development, and delivery of a targeted Circular Economy Business Capacity Building Program (Program).

In early 2022, the Program gained interest and traction from other Victorian Councils and was also the recipient of a Circular Economy Councils Fund grant (RVCouncilsR2S1039).

In mid-2022, the Contract to design, develop and deliver the Program was awarded to Circular Economy Victoria Inc (CEV), with an expanded scope to include 10 participants from each of the following municipalities – Boroondara, Melbourne and Stonnington.

CEV is a not-for-profit organisation whose mission is to catalyse the systemic transition towards a more circular economy in Victoria by empowering individuals and business leaders to adopt and implement the principles of the circular economy and thereby activate their local circular ecosystems.

The contracted services encompassed the provision of a multi-staged Business Circular Economy Capacity Building Program including:

Stage 1 Program design incorporating research, collateral development, and delivery model identification.

Stage 2 Pilot delivery including recruitment of program participants, delivery of program, monitoring and evaluation activities.

Stage 3 Optional expansion/ongoing delivery of program post-pilot (to be considered as part of the contract extension process).

Between June to August 2022, CEV collaborated with Council representatives from each of the participating Councils, with Boroondara acting as lead program co-ordinator on behalf of the Councils. This included running initial co-design workshops, considering input and feedback from Council representatives and developing the Go Full Circle program, including all systems and content.

Participants were recruited and onboarded to the Go Full Circle program in September, with the program running for eight weeks from October to November 2022.

2. Monitoring & Evaluation Report Overview

This report builds on the Monitoring & Evaluation Plan ([Appendix 1](#)) which was developed prior to the delivery of the Go Full Circle pilot program. The Monitoring & Evaluation Plan outlines the participant touchpoints during the program, and cross-references these with the following work deliverables:

1. Capacity-building activities for owner-operators to SMBs in retail, hospitality, and professional service sectors
2. Participation of eligible businesses from the Boroondara, Stonnington and Melbourne LGAs
3. Monitoring and evaluation including pilot evaluation, recommendations - identifying circular economy responses to increase organics reuse and recovery
4. Continuous feedback by business participants
5. Case studies development and other program awareness-raising activities
6. Marketing and recruitment materials and activities - including the development of the communications plan

By cross-referencing the work deliverables with the participant touchpoints, a matrix of specific interventions was identified with monitoring and evaluation actions incorporated into the program at each relevant stage, including:

- Participant polls conducted during the program
- Participant chat comments, emails and direct feedback/suggestions received and captured during the program delivery
- Detailed formal participant survey after the program
- Council representatives' retrospective, capturing feedback and comments at each stage of the program
- Program Delivery Team observations log, formal retrospective, captured comments and recommendations

This report captures and reflects the overall experience of the program, taking into account all stakeholder perspectives, as they apply to each of the following areas:

1. Testing the appropriateness of the delivery model
2. Issues and barriers to the cohort in understanding the Circular Economy
3. Evaluation – improvements in cohort awareness, level of intention to participate in and practical application of circular economy
4. Case studies - successes and outcomes of cohort participation
5. Ongoing network across the region
6. Cost/Benefit and price points for cohort
7. Scalability and replicability across Councils
8. Options and recommendations for all partner Councils

Throughout this report, feedback is highlighted in white text with a dark blue background.

Considerations for future program refinement are highlighted in orange font.

3. Program Design

3.1. Engaging local businesses to implement the principles of the Circular Economy

The *Circular Economy Business Capacity Building Program* was initiated to explore ways for Council to support local businesses to be sufficiently equipped and inspired to transition to more circular ways of operating for the benefit of the local community. As a pilot program, one of the key criteria was to design an effective delivery model that can be replicated and scaled to maximise future impact.

3.2. Program Co-Design

The delivery model was developed during the initial Co-Design phase of the program, during which time it was renamed “Go Full Circle”. Group Co-Design sessions were held with a variety of Council representatives and CEV, with the following components and criteria defining the design of the program:

Stakeholder	Intended Program Outcomes
Program Participants E.g. Business owners, managers, staff	1. Circular Economy Knowledge & Business opportunities * 2. Positive image & impact * 3. Networking & Collaboration 4. Education & Resources 5. Waste & Cost Reduction
Councils	1. Business participation in the Circular Economy * 2. Business support & Positive Relations * 3. Program is a Sustainable Resource 4. Local Case Studies 5. Waste Reduction
Other Stakeholders E.g. Sustainability Victoria, residents/customers	1. Program metrics provided to SV 2. Source of best practice for other Councils 3. Informing residents of circular purchasing options with local businesses 4. Residents seeing/experiencing positive change
Comments & further program design considerations	1. Circular economy experts able to contribute their knowledge to the program 2. Solid Recommendations around repeating the program 3. Sharing ideas and results 4. Participant credentials for completion 5. Environmental benefits

* Items marked with an asterisk were identified as high priority. Please refer to Appendix for detailed Miro board inputs.

The following table outlines the identified SMB Leaders' requirements as participants in the program:

SMB Business Leaders	Requirements
Key goals/needs	1. Attract more customers & increase revenue 2. Reduce costs 3. Easy to participate with practical outcomes 4. Time efficient
Opportunities that circularity could bring to their business	1. Grow the business through new opportunities and attract more customers 2. Reduce costs 3. Tap into growing customer moral conscience
Potential barriers	1. Identifying opportunities & benefits 2. Practical knowledge 3. Time-poor (concurrently running business) 4. Funding required to make changes

SMB Leader's Desired Outcomes:

SMB Business Leaders	Desired Participant Outcomes
A lasting impression of the learning experience	• The program was worthwhile • Personally empowered • Community success
What do they feel empowered to do	• Adopt a CE mindset lens to business decisions • Take action with confidence • Share their journey
What actions can they now take	• Become a champion within the business • Collaborate with suppliers • Demonstrate learnings

3.3. Program Design Considerations

In order to create an effective program, the following considerations were front of mind during the design process:

Content

- Avoid theoretical jargon
- Enable participants to quickly gain an effective understanding of the circular economy - irrespective of their base knowledge
- Practical, relevant and implementable
- Inspiring, whilst grounded in reality
- Support participants in developing their own commercially viable circular initiatives
- Multiple sources and layers of content to appeal to a wide variety of learning styles

Process

- Efficient to maximise participant's return on time invested, including program duration, touchpoints, minimise travel and administration
- Mindful of participants operating hours and days
- Easy for participants to access both live delivery and stored content

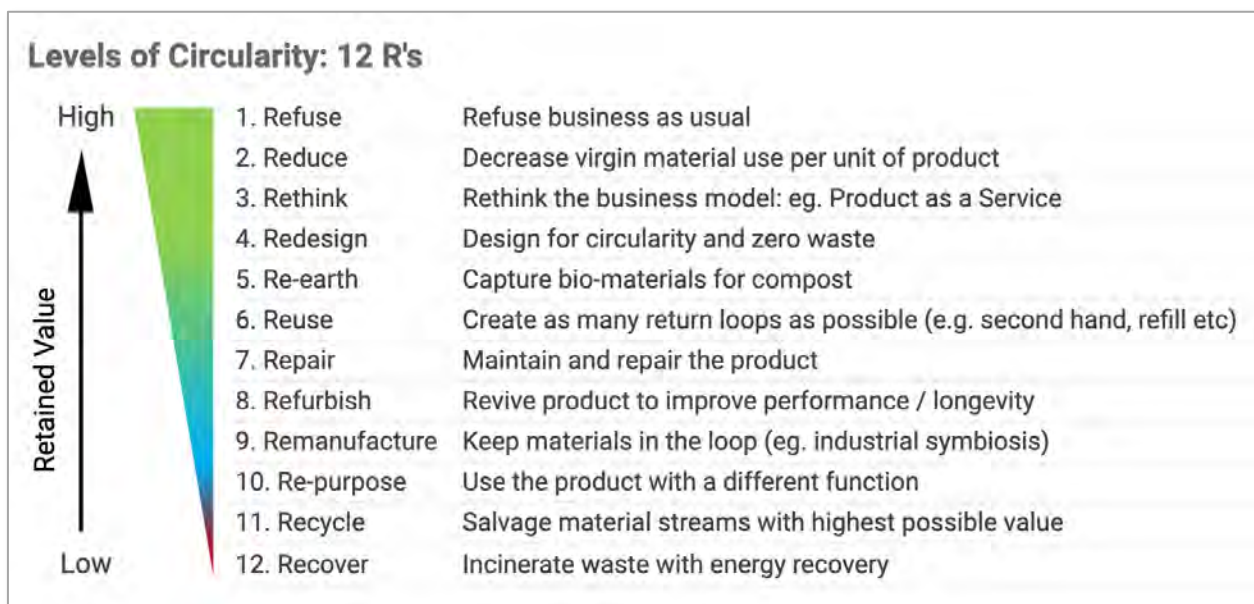
Outcomes

- Focus on highly tangible and practical outcomes for participants
- Participants to gain a high level of confidence in being able to identify, articulate and implement circular initiatives

3.4. Conceptual Program Solution

The first objective was to ensure all participants in the program had a solid grasp of circular economy concepts. Rather than deep diving into numerous theoretical models - which were unlikely to resonate with SMB leaders in a short timeframe - a practical model was created, based on the extensive work of Professor Jacqueline Cramer, combining both the Value Hill and 10R concepts. To cover the range of potential business strategies, the 10Rs were reviewed and expanded to 12, culminating in the “12R’s Framework” which was anchored as the core concept for the program.

Diagram 3.1 12R’s Framework



The rest of the program was then developed around the core 12R’s Framework, including:

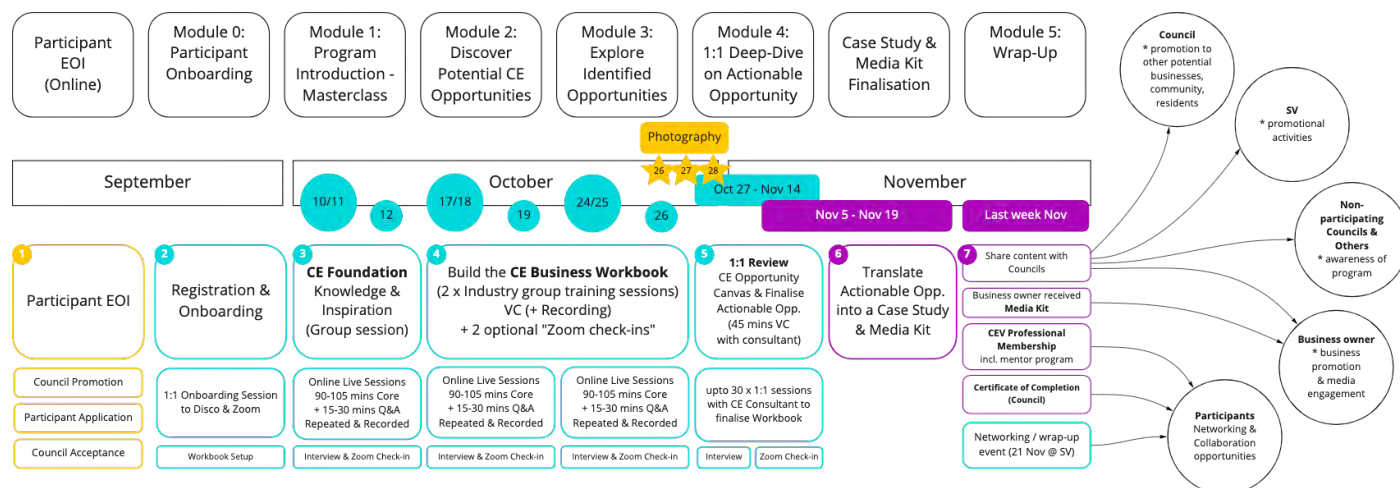
- Developing real-life case studies (both local and overseas) highlighting which of the 12R strategies were used and implemented by the business.
- Constructing an online interactive workbook for each of the participants to enable them to build their circular initiative, as well as create a log of future circular initiatives.
- Interviewing local entrepreneurs and business leaders who have either built a circular business or implemented circular initiatives within their business. Each of the interviewees completed the 12R Framework for their business to both inspire participants and demonstrate the practicalities of their circular strategies.
- Facilitating online group networking to enable participants to share and test their ideas, as they gained further knowledge and confidence in their understanding of the circular economy.
- 1:1 focused time with Circular Economy Consultants to help participants refine their key circular opportunity and develop it into an actionable initiative.
- In-person networking focused on inspiring circular economy conversations with peers, and local and state government representatives.
- Building a suite of practical case studies as a direct outcome of the program, that could be used by:
 - Participants articulate and promote their circular initiative with their stakeholders and customers
 - Councils to demonstrate sustainable local business initiatives
 - Sustainability Victoria to inspire more businesses to adopt the principles of the circular economy.

The key desired outcome from the Go Full Circle program was for each participant to take their first step of implementing (at least one) actionable circular initiative. By successfully taking the first step and engaging with other actors in their supply loop, participants would then build the confidence to take further actions aligned with the principles of the circular economy. Additionally, by having a simple and practical framework to reference in future, they can identify further opportunities as well as influence other stakeholders and businesses to adopt and implement the principles of the circular economy.

4. Go Full Circle Pilot Program Final Design Solution

The diagram below depicts the final design solution as delivered, including the content components (with reference to the modules used in the LMS for participants), program timing from start to finish, and identified stakeholder outcomes beyond the program delivery.

Figure 4.1 Final program design that was delivered. Refer to [Appendix 3](#) for a larger format diagram



Program Stage	Activities and content
Participant Expression of Interest	Marketing promotion, participant online application and Council approval/acceptance
Module 0 Participant Onboarding	Ensuring participants were set up for program success and could access all of the resources required (LMS, Workbook, Video-conferencing)
Module 1 CE Foundation	Program introduction and establishing a common baseline of CE knowledge
Module 2 Discovering Potential CE Opportunities	Practical training sessions with case studies, networking sessions and workbook activities
Module 3 Exploring Identified CE Opportunities	Practical training sessions with a greater focus on networking sessions and workbook activities
Photography	Providing each business with professional photos to complement their CE initiative(s) and case study
Module 4 1:1 Deep-dive on Actionable Opportunity	A dedicated session with a consultant to review, refine and complete the workbook and enable the creation of the media pack
Case Study and Media Kit finalisation	Converting workbook content to a case study with photographs
Module 5 Wrap-up	Presentation and networking evening at SV head office for all program participants, Council representatives, Sustainability Victoria sponsors and the extended delivery team.

Interspersed between Modules 1-4, live interviews were conducted with local business leaders who operate businesses that have implemented Circular Economy principles within the greater Melbourne area.

Following each of the training sessions in Modules 1-3, homework activities were included for each participant to build knowledge of the relevant section of their CE opportunity workbook before the next session, with the ultimate aim of each participant finalising their CE Workbook by the end of Module 4.

All components of the program were delivered online, except for the predominantly in-person wrap-up event, with an online option provided to those participants who were unable to attend in person.

5. Program Recruitment and Participation

5.1. Participant Recruitment

Participant recruitment was conducted from mid-August through to mid-September, with each Council promoting the Go Full Circle program to prospective businesses in their LGA. A variety of channels were used, including Council website, direct contact/email and social media platforms.

The feedback survey reveals that nearly 2/3 of participants were alerted to the program via direct Council communications/email, encouraging identified businesses to register. The majority of the remaining participants found out about the program via social media, being evenly spread across LinkedIn, Facebook and Instagram, refer to Figure 5.1 below.

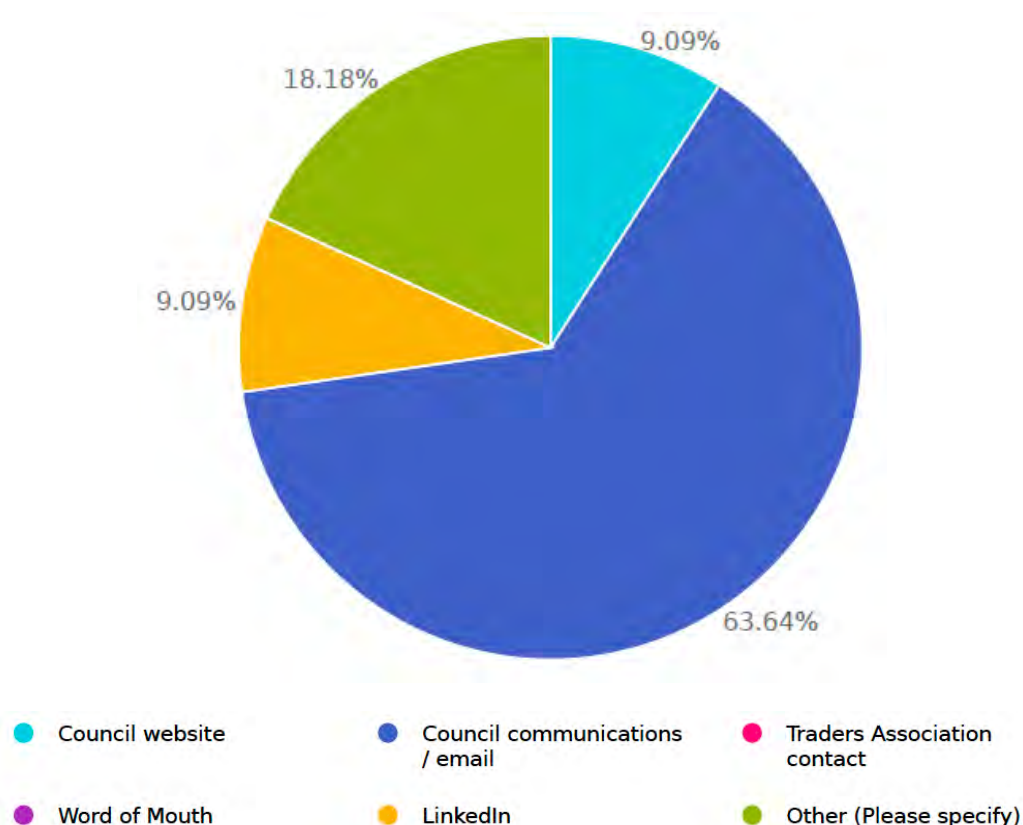
Being a pilot program, no participants were alerted through 'word of mouth' or trader association contacts.

Consideration

Now that several businesses have successfully completed the program, case studies and testimonials from participating business leaders can be used in the marketing communications mix to encourage other businesses to participate.

Figure 5.1

Pilot program marketing communications channels



5.2. Program Participation

Through the registration process, prospective participants lodged their Expression of Interest (EOI) via a landing page on their respective Council's website. Each EOI was then reviewed by each Council, with a subset approved in line with the target business guidelines. A total of 31 businesses were approved and enrolled in the program across each of the three Councils.

	Boroondara	Melbourne	Stonnington	Total
Participant EOI's Approved	15	9	7	31

Following the EOI approval, participants were then contacted directly through the Onboarding process, which was designed to ensure participants were effectively set up and able to successfully attend the program. During the onboarding process, 6 businesses self-identified as being an unsuitable fit and were filtered out. This reduced the number of businesses starting the Go Full Circle program to 25.

	Boroondara	Melbourne	Stonnington	Total	EOI %
<u>Onboarding phase</u>					
Signed up for the wrong program	1		1	2	6%
Decided not relevant / committed	1	1	2	4	13%
Dropped out during the initial Onboarding phase	-2	-1	-3	-6	19%
Committed to participating in the program	13	8	4	25	

During the program delivery, 9 businesses opted out of the program, with 3 being impacted by Covid (either directly or within their business), and 6 having a lack of time or other immediate operational business impacts that diverted their attention and ability to attend. Of these, several stated that they were enjoying the program and would like to complete the program in a future iteration.

	Boroondara	Melbourne	Stonnington	Total	EOI %
<u>Program Delivery</u>					
Sick / Covid impact	1	2		3	10%
Lack of time / other business commitments	2	2	2	6	19%
Dropped out during Program Delivery	-3	-4	-2	-9	29%

The remaining 16 participants continued through to completion, with 11 completing all of the training modules, media pack, workbook and circular initiative/case study, and 5 businesses completing the training modules, but not finalising their circular initiative workbook in time to generate a full case study.

Overall, this gave a total completion rate of 52% from all approved attendees and 64% of those who were successfully onboarded to the program, with 1/3 of those not able to complete the program impacted by Covid and 2/3 citing other immediate business operations priorities.

	Boroondara	Melbourne	Stonnington	Total
<u>Program Completion</u>				
Partially completed (most modules)	2	2		4
Fully completed (all modules)	8	2	2	12
Completed the program	10	4	2	16
Completion Rate from EOI	67%	44%	29%	52%
Completion Rate after Onboarding	77%	50%	50%	64%

5.3. Training Program Delivery Channels and Format

The pilot program included 3 x 2-hour online training sessions (including 15-minute optional Q&A) delivered each week. When asked in the final survey, participants indicated their preference for training delivery format as online or hybrid, with a bias towards 4 x 1.5-hour sessions.

Figure 5.2 Preferred training delivery channel

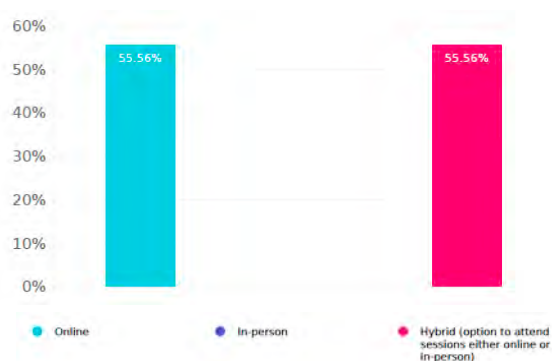
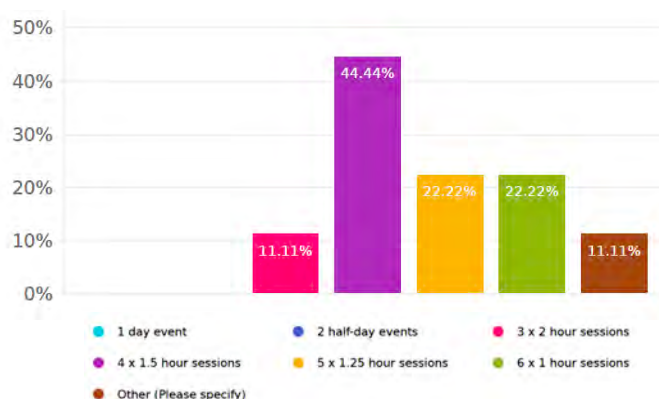


Figure 5.3 Preferred training delivery format



Note: No participants opted for in-person only or the 1-day or 2 half-day options, which reflects the initial co-design hypothesis that small/medium business owners and managers are time-poor during the working week. Indeed, several enrolled participants were unable to complete the full course due to competing work priorities.

Participant Feedback on Delivery Format	Source
Feedback from participants suggests that a slightly longer program duration would be preferable, with 4 x 1.5-hour sessions being the most popular. Extending the training section to 4 sessions would help participants in:	Participant Feedback and Final Survey
- absorbing the content - developing their circular initiatives - building a greater networking affinity with other participants.	

Delivery Team Feedback on Delivery Format	Source
The delivery team concurred that the format of the pilot Modules 1-3 could be re-distributed over 4 sessions. This would reduce the total content per session and allow for more break-out session time in the first session, which participants consistently commented that they enjoyed and valued. Furthermore, 4 training weeks is likely to:	Delivery Team Retrospective
- help build momentum and connection for participants with the program overall - provide longer program duration for participants to absorb the content, identify circular opportunities and land on their focus first circular initiative(s) - encourage stronger networking relationships within the cohort (and delivery partners/consultants) - allow more time for participants to undertake the “homework tasks” to successfully build their CE workbook - enable participants to catch up if they miss a week (note: several participants fell ill during the pilot program and were unable to successfully catch up on the content whilst simultaneously catching up on their business operations).	

Considerations

If extending the program duration, ensure prospective participants are aware and willing to commit to the entire program, during the Expression of Interest (EOI) phase.

5.4. Session Times & Content Access

The live training sessions (Modules 1-3) were run on Monday evenings 5:30-7:30pm and then again, the next morning from 7-9am. Attendance was split 75% to Monday evening and 25% to Tuesday morning. One session from each Module was recorded and uploaded to the LMS for participants to watch if they were unable to attend or wanted to re-call the session.

Interviews ran from 5:30-6:30pm (45 minutes interview + 15 minutes Q&A) on Wednesday evenings – which were well attended by participants interested in their particular focus area (retail, hospitality). These were also recorded and uploaded to the LMS, along with supporting resources such as the 12R Framework Worksheet (the same as included in the participant workbooks) completed by each of the interviewees.

Figure 5.4 Preferred session times

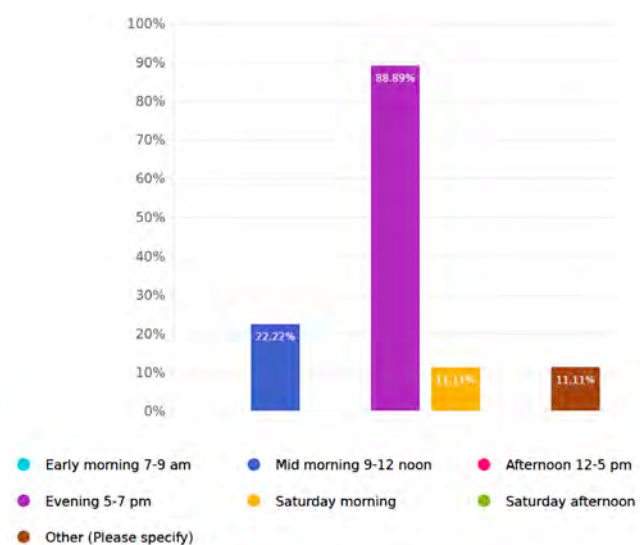
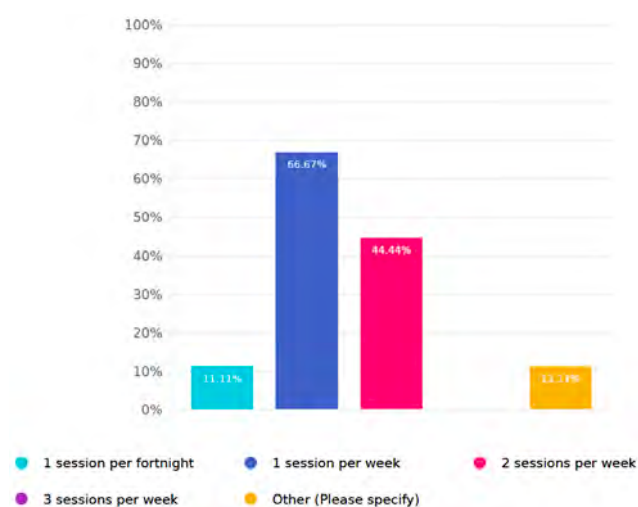


Figure 5.5 Preferred session frequency



Feedback on Session Times and Content Access	Source
Participant feedback indicates a very strong preference for weekday evening sessions around 5-7pm. Some professional services (but no retail or hospitality) businesses also chose the 9-12 noon timeslot.	Participant Final Survey
In terms of frequency, participants were strongly in favour of 1-2 sessions per week. The interspersing of 1 training session and 1 interview per week is consistent with participants' overall preferences.	
Training recordings: Should participants be unable to attend a live session, 88% advised that a recording of the event was satisfactory.	

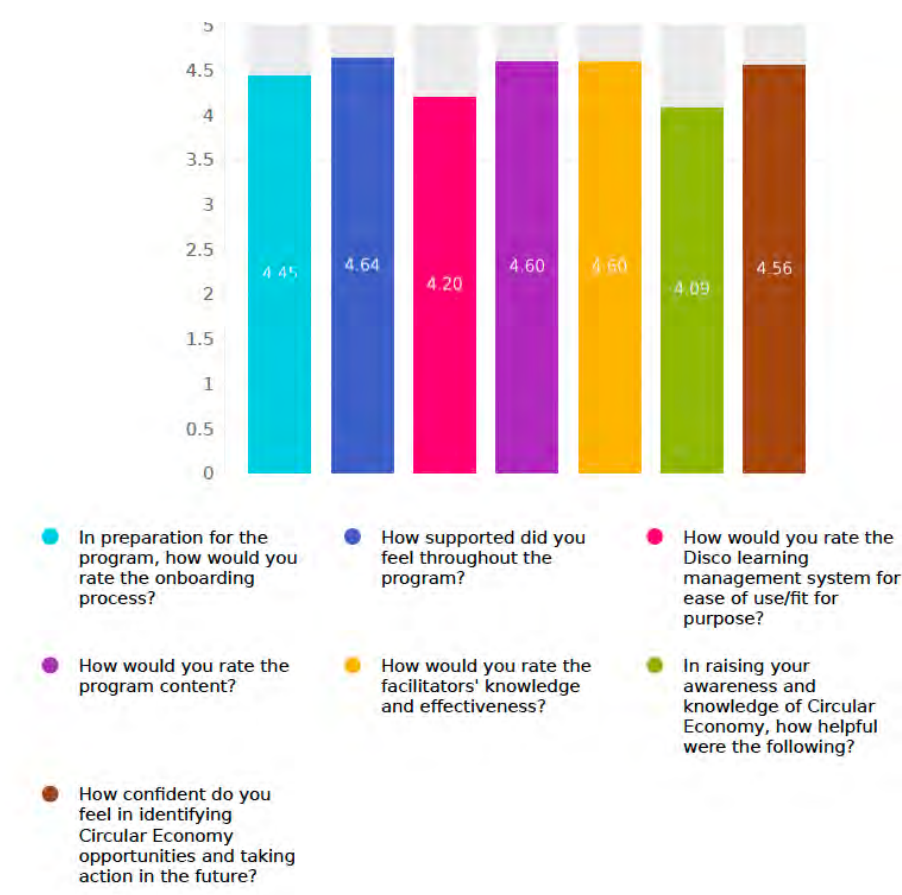
“[I] feel there needs to be a balance of frequency to create action and length to build momentum”, Participant verbatim

6. Overview of Participant Feedback

Overall, participants rated the Go Full Circle pilot program at 4.33 out of 5, with all key components of the program consistently rated between 4 and 5.

Pleasingly, following completion of the program, the average response to the question “How confident do you feel in identifying Circular Economy opportunities and taking action in the future?” rated at 4.56 out of 5 (or over 90%), validating the overall program effectiveness with small and medium-sized businesses.

Figure 6.1 Participants’ ratings of program components



All of the following components rated above the program average:

- Preparation and onboarding
- Support through the program
- Program content
- Facilitators' knowledge and effectiveness
- Confidence in identifying CE opportunities and taking action

Note: whilst overall “raising awareness and knowledge of the Circular Economy” appears lower than other components, this is primarily driven by the inclusion of breakout rooms/collaboration as a measure in the survey question, which was not the intended purpose of those activities. Further detail is provided in section 3.3.

Whilst the LMS rated below the average at 4.2 out of 5, opportunities for further improvements were highlighted by both participants and the delivery team, with the key components focusing on:

- Communication channels with participants preferring summary emails rather than individual system emails
- Calendar integration during the onboarding process
- Notifications/reminders prior to events
- Updated checklists, highlighting items that each participant had not completed

7. Understanding and awareness of the Circular Economy

The Go Full Circle program was specifically designed to focus on the primary objectives of upskilling and inspiring small and medium business owners and leaders to not only increase their knowledge and understanding of the Circular Economy but also take their first steps towards engaging with stakeholders in their supply loops and implementing their first initiative(s). Whilst many participants have already commenced implementation, at the time of this report there is not enough data to draw conclusive insights and issues related to implementation.

In line with predictions during the Co-design phase, there was a mixed understanding of the Circular Economy from the Pilot's cohort. Feedback and observations from the program facilitators and consultants during the onboarding phase revealed that most participants knew that the circular economy represented new business opportunities, but they were unable to clearly articulate what they could do, or how to go about implementing circular initiatives within their business. Furthermore, many participants were keen to build their understanding in a collaborative environment, with a keen interest in networking and learning (as well as gaining confidence from observing) what other businesses are doing.

This was reflected in some of the participant survey verbatims. For a full list of verbatims, refer to Appendix 4.

What inspired you to sign up to the Go Full Circle program?

Participants verbatims on their reasons for signing up to and committing to complete the program.

"To understand what circular economy best practices are, as well as hear and share what other businesses are focusing on."

"Opportunity for growth and networking."

"This program posed an opportunity for us to engage with experts in the [Circular Economy] field, build relationships with fellow businesses and speak directly to representatives of local government. It felt like a safe and constructive place to discuss our challenges."

7.1. Improvement in Cohort awareness of the Circular Economy

To gain an understanding of the starting position of the cohort, a poll was run at the commencement of the first training module.

Survey Poll 1: How would you rate YOUR current knowledge of the Circular Economy?

Poll Results

- Average rating of 2.8 out of 5
- Even distribution of responses with most in the middle Low-Moderate range
- 38% of participants rated their knowledge of the Circular Economy as "None" or "Low"

Response Ratings

None - What is the Circular Economy?

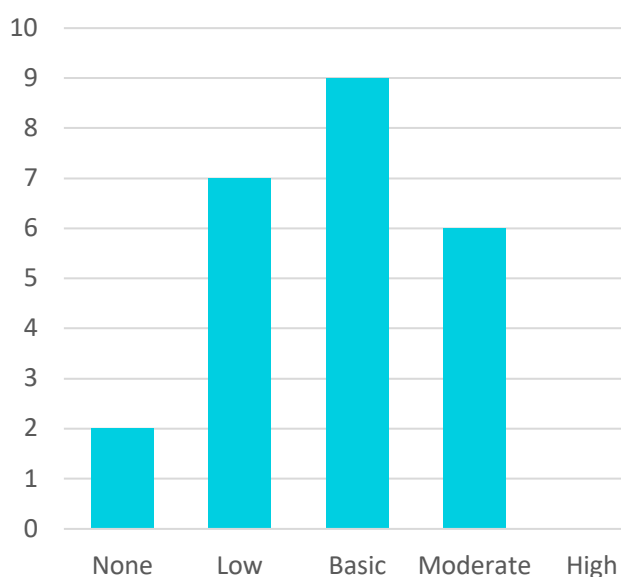
Low - I've heard of the Circular Economy

Basic - I've read about the Circular Economy

Moderate - I know and recognise the principles of the Circular Economy

High - I can explain the Circular Economy to other people

Figure 7.1 Poll Results at the start of the program



Survey Poll 2: How would you rate the current knowledge of the Circular Economy in your BUSINESS?

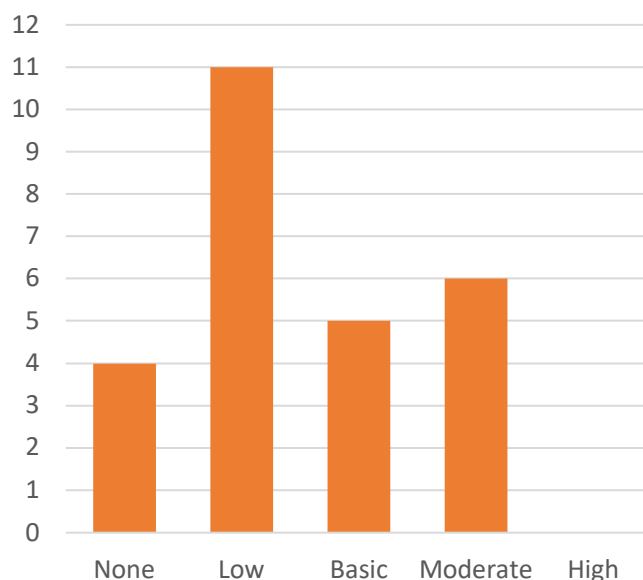
Participants' view of Circular Economy knowledge within their business:

- Overall skew to a lower level of awareness of the Circular Economy within the businesses that the participants represent, with more emphasis on Low, and more on None.
- Interestingly, the same number responded Moderate for both personal knowledge and Business awareness.

Response Ratings

- None** - Not aware of the Circular Economy
Low - Awareness of the Circular Economy
Basic - General discussion about Circular Economy
Moderate - Talk of taking internal Circular Economy actions
High - Discuss the Circular Economy with external stakeholders

Figure 7.2 Poll Results at the start of the program



Note: some solopreneurs responded the same for questions 2.1 and 2.2

Upon completion of the training modules (1-3), the same poll from Module 1 was repeated to ascertain the level of change in the cohort's awareness and understanding of the circular economy.

Survey Poll 3 (Poll 1 Repeated): How would you rate YOUR current knowledge of the Circular Economy?

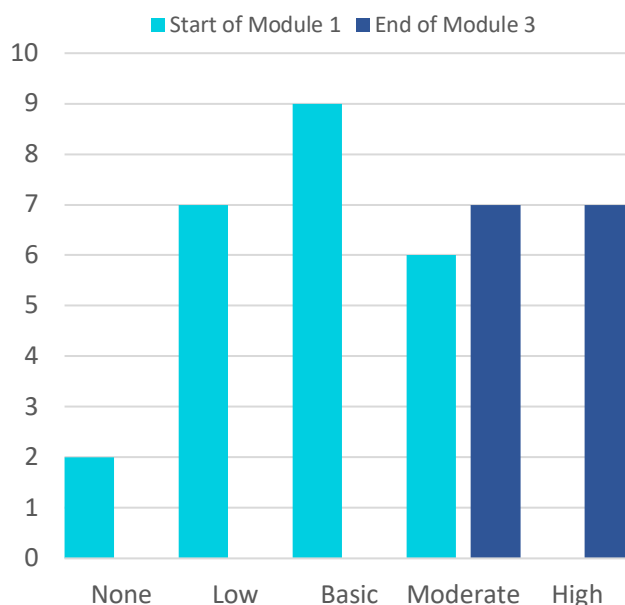
Personal Circular Economy knowledge uplift:

- The average rating across the cohort lifted from 2.8 to 4.5 out of 5
- All participants rated their knowledge of the Circular Economy as Moderate or High, demonstrating a significant knowledge uplift across the cohort.

Response Ratings

- None** - What is the Circular Economy?
Low - I've heard of the Circular Economy
Basic - I've read about the Circular Economy
Moderate - I know and recognise the principles of the Circular Economy
High - I can explain the Circular Economy to other people

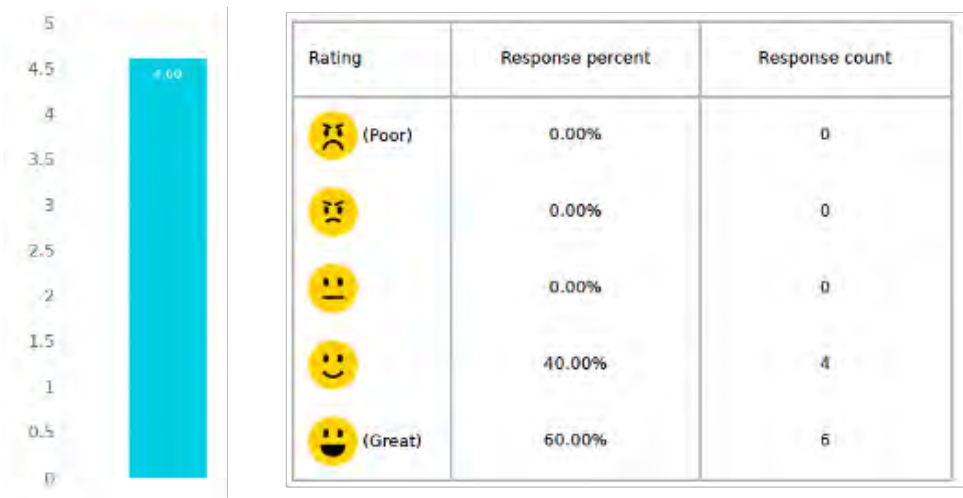
Figure 7.3 Poll Results comparison



With an increase from an average rating of 2.8 to 4.5 after 3 weeks, the cohort developed a solid understanding of the circular economy. The combination of training, case studies, interviews and networking all contributed to overcoming the limitations in the initial understanding of the Circular Economy.

Survey Question: How would you rate the overall program content?

Participants rated the overall program content at 4.6 out of 5, and when combined with the uplift in knowledge (from the polls in 3.1 above), this indicates that the developed content was highly effective in improving cohort CE awareness.



Survey Question: In raising your awareness and knowledge of the Circular Economy, how helpful were the following?

All key components of the program rated between 4-4.5 out of 5, noting that the “Break-out rooms” were included during the program as an opportunity for participants to network, test and share their ideas, rather than as a specific awareness and knowledge improvement exercise.



“Really REALLY appreciated and found value in the final face to face wrap up at SV. Awesome to meet other participants and network and also great to see and chat with speakers. Have already created so many more exponential actions and learnings and feel inspired that we can all make a difference.” Participant

8. Intention to participate in & practical application of circular economy

Based on observations by the Delivery team, Program participants mostly started from a place of curiosity and interest in furthering their understanding of what the circular economy is, and how it could be applied. Given the adoption of the circular economy is still in its infancy in Australia and this Program is an innovative way to engage and connect businesses to this space, it is logical that the cohort would want to focus on the fundamentals first.

As the program progressed beyond the initial theoretical base knowledge training in module 1, the program (and participants) then shifted gears with two further training sessions, additional case study examples, focused homework activities, 1:1 consulting and four live interviews with entrepreneurs who have applied circular principles in their business.

8.1. Intention to participate in the Circular Economy

Having completed the program, participants' intentions to participate in the Circular Economy were captured via a series of specific survey questions.

Survey Question: How confident do you feel in identifying Circular Economy opportunities and taking action in the future?

Figure 8.1 Participant Confidence in identifying Circular Economy Opportunities



With an average rating of 4.56 out of 5 the cohort participants are now highly confident in both identifying circular economy opportunities and taking action in the future.

This was further reinforced during the final in-person wrap-up session where the majority of participants confidently shared and presented their initiatives to the audience.

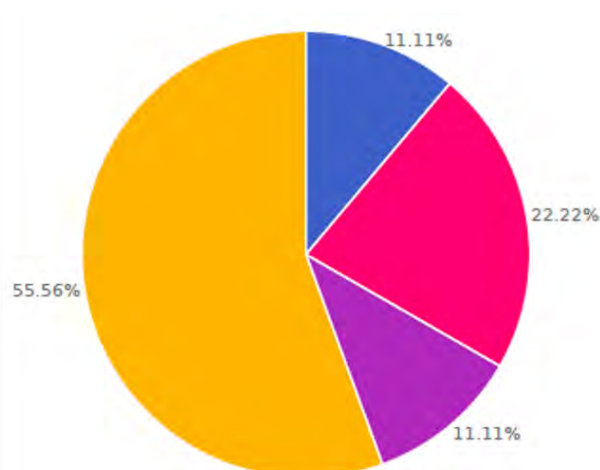
Indeed, many participants and stakeholders involved in the design and delivery consider this event a highlight of the program.

Survey Question: Having completed the Go Full Circle Program, do you intend to take additional action to address circular economy in your business?

From the final survey, over half of the respondents have already started implementing circular initiatives. The rest either have a documented plan or are actively researching or identifying options. No respondents indicated that they have not commenced taking action.

Figure 8.3 Participants' intention to take action

- No
- Actively researching / engaging with stakeholders
- Have a documented plan to take action
- Considering identified opportunities
- Have already started



Survey Question: As a result of participating in the program, have you taken any of the following actions:

Figure 8.2 Participants' Circular Economy actions already taken

Row	Yes	Not yet, but intend to	No
Made changes to an existing product or service	44.44% (4)	44.44% (4)	11.11% (1)
Added a new product or service aligned to Circular Economy principles	44.44% (4)	33.33% (3)	22.22% (2)
Introduced new or amended your existing procurement processes	55.56% (5)	33.33% (3)	11.11% (1)
Promoted your action to your customers or clients	33.33% (3)	44.44% (4)	22.22% (2)
Engaged with your staff/ colleagues/ management on circular economy opportunities	66.67% (6)	33.33% (3)	0.00% (0)
Engaged with other industry partners or organisations about circular economy opportunities	55.56% (5)	33.33% (3)	11.11% (1)

- 100% of survey respondents indicated that they had or intend to engage with internal business stakeholders, with over half already engaging with other industry partners or organisations about circular economy opportunities.
- 89% have already or intend to make changes to an existing product or service, as well as introduce new or amended procurement processes.
- 77% have already or intend to add a new product or service aligned to circular economy principles, as well as promote their actions to customers.

Survey Question: Have you taken any other circular economy action in your business?

Verbatims from participants:

“Yes, although we had one key and measurable action on creating circularity it was built under a project banner of building a WHOLE circular strategy”

“Yes - have engaged my managers and have tasked them with introducing new initiatives”

“Done all of the above”

Survey Question: Identified benefits from participating in the program and taking action:

Row	Already noticed	Expecting	Not expecting	Not Applicable
Environmental performance of the business	33.33% (3)	44.44% (4)	11.11% (1)	11.11% (1)
Increase in customers / business	0.00% (0)	55.56% (5)	33.33% (3)	11.11% (1)
Lower costs	11.11% (1)	22.22% (2)	44.44% (4)	22.22% (2)
Increased online marketing activity	11.11% (1)	33.33% (3)	33.33% (3)	22.22% (2)
Stronger business relationships	22.22% (2)	44.44% (4)	22.22% (2)	11.11% (1)

- 77% are expecting or have already noticed improvements in the environmental performance of the business
- 66% are noticing or expecting stronger business relationships, a key component for successful circular solutions
- Over half of the respondents are expecting to increase their customers/business, although it is too early to tell.
- It is worth noting that nearly half of the respondents do not see lowering costs as a benefit of participating in the program (or indeed the circular economy). This may reflect the focus of the program on identifying circular opportunities by collaborating with other players to build a resilient circular supply loop – which by their nature requires additional labour effort and/or transition costs at the start. Lower ongoing operating costs could be a benefit over the longer-term, but typically not achieved when structural change is required upfront.

9. Case Study Examples

Participants who completed the program created Case Studies, showcasing their journey and initial circular initiatives.

Following are 2 examples:

- City of Boroondara, The Cannings Group
- City of Melbourne, Heartattack & Vine

“Having the knowledge of how to go about implementing the change, [and] being around like-minded people in different areas was really helpful. [I now have] a much better understanding of the Circular Economy model and values and how to be flexible in the implementation.”, Participant

City of Boroondara

The Cannings Group

Retail butcher chain with 9 stores located across Melbourne's eastern suburbs

The Cannings Group has been operating for twelve years. Chief Operating Officer Caroline Gill and Project Manager Joseph Lynch participated in the first Go Full Circle program.



Picture: Joseph Lynch and Caroline Gill

The Cannings Group Business

Cannings are retail butchers on a mission to provide high-welfare produce, guided by their values and commitment to what's right. Cannings aims to be a leader in providing high welfare, ethically sourced produce, with a commitment to continuous improvement throughout the business. Guided by their B-Corp certification and internal benchmarks, they strive for positive growth and impact.

The business's customers are located around the eastern suburbs of Melbourne: Boroondara, Stonnington, Yarra City, Banyule & Whitehorse Councils. Their target groups are focused on quality, convenience, and ethics, with customers' ages varying from 25-85. With a focus on delivering quality products, Cannings customers respect their premium pricing position. Their customers tend to shop locally and appreciate the seven-day and longer trading hours to accommodate their busy lifestyles.

Joining the Go Full Circle program

Cannings joined the program as soon as they heard about it - keen to network with like-minded businesses and to initiate and improve sustainable practices that can make positive differences in their operations and for their customers.

Circular Opportunities

During the program, Caroline and Joseph identified eleven new potential circular initiatives that could benefit both the business and its customers. The Circular Initiative that Cannings settled on tackling first was implementing a composting waste stream for food waste and other compostable materials. However, the general goal of Cannings is to develop and implement a comprehensive circular strategy for the business with several compounding initiatives.

In building their circular strategy, Cannings selected this opportunity as composting is currently being evaluated and verified, and there's a clearly defined need. Furthermore, composting satisfies the re-earth 'R' clearly (of the 12 R's). It can be managed locally and is not highly resource-intensive to implement. The business will use this as a case study for broader, more complex and longer-term implementations of its Circular Strategy.

Values Alignment, Implementation & Next Steps

Cannings first Circular Initiative has already been the catalyst for a bigger vision. Within their more extensive plan, this first step has already served as an example of their intentions, and a symbol of their pledge to move toward circularity with staff, customers and suppliers. It is an important move that will take effect over 9+ locations to open more internal conversations about the business's waste impact, gain staff support for the business's direction, and spur further actions as they progress along their journey to circularity.

The circular initiative aligns with the company's core values and as a B Corp-certified business, Cannings has pledged to address its environmental impact, and this is a clear expression of that commitment. They also value innovation and aim to develop implementation systems to fulfil more initiatives like this. Cannings have both the drive and budget to implement this initiative. They also have a team who are engaged and invested in waste reduction. With the right comms and training, they are confident they can roll this out across all of their locations and adjust to site-specific variables as required.

Key actions necessary to create Cannings' Circular Initiative:

- Expand on the initial waste audit in one location, to gauge compostable waste volume across all locations.
- Contact providers and collectors about acceptable materials and end-user or composting by-products.
- Select provider/s and develop internal procedures and infrastructure.
- Consult and train staff to get on-the-ground buy-in.
- Implement streams at pilot location/s.
- Assess the pilot and implement it across the remaining locations.



Picture: Caroline Gill



Picture: Joseph Lynch

Benefits Cannings expects from their Circular Initiative and participation in the Go Full Circle program:

Financial benefits:

- Redirecting waste processing budget away from landfill collection to composting processing.
- A focus on the waste stream may result in more frugal behaviours.

Staff and company culture benefits:

- More closely align with waste minimisation sentiments within the team.
- Educate the team on the realities of waste streams and circular economy.
- Low-complexity piloting and co-design.

Customer benefits:

- More closely align with waste minimisation sentiments within the customer community.
- Extending the composting service to invite customers to return pulp trays, paper bags, etc., for composting as part of the extended value and uplifted customer experience.

Environmental Impact benefit:

- Remove tonnes of food waste from entering landfill each year.
- Turn environmental net negative impact (more landfill) into net positive impact (new soil).

Community Impact benefits:

- Composting providers may feed into local community gardens.
- Aim for local service providers to encourage a local circular economy.

City of Melbourne

Heartattack & Vine

Cafe Restaurant, Lygon St, Carlton

Heartattack and Vine (H&V) has been in operation for eight years. Owner, Nathen Doyle, participated in the 2022 Go Full Circle program.



Picture: Nathen Doyle at H&V

The Heartattack & Vine business

The restaurant is inspired by classic European neighbourhood bars and cafés and offers simple breakfasts, hearty lunches, relaxed evening drinking, snacking opportunities and wine tasting. The restaurant has 28 employees and almost 8,000 followers on Instagram and is now looking to expand its operations. Nathen's goals for the business include always trying to 'be better', looking for new ways to do things and being more ethical as well as sustainable. As a result, the business aims to grow further while minimising its ecological footprint. The typical Heartattack and Vine customers are people of all ages from the local community, including university students, and well-educated and socially conscious people.

Joining the Go Full Circle program

Nathen joined the program to learn more about the most effective environmental measures and how to implement them properly at Heartattack and Vine. A desired tangible outcome of the Full Circle Program was to upskill in circular economy strategies to cost-effectively reduce waste, and improve the business's food waste recovery efforts.

Circular Opportunities

During the program, Nathen identified ten new potential circular initiatives beyond just initial waste reduction that could be implemented to benefit the business, its staff, customers and the broader Lygon Street precinct with other local traders. The first circular initiative that Nathen and his team settled on was to engage like-minded traders in the Lygon Street precinct to establish a pilot for an exchangeable cup system to replace single-use takeaway cups.

Nathen and his colleagues decided to go with this initiative because the business is well-positioned to gain the support needed by both customers and other businesses in taking this step. Implementing exchangeable cups will generate significant annual savings, whilst also boosting the profile of the precinct as moving to a circular economy. This is expected to draw more eco-conscious customers to the area as well as increase the loyalty of existing customers.

Amplifying Circular Impact

Shifting to exchangeable takeaway cups allows the business to create a large campaign together with other cafés and the local Council. The objective is to set up a pilot program, seek initial setup support for the establishment as a "circular hospitality precinct" from local and state government, and gain buy-in from other traders and customers, before expanding the reach further through the restaurant area.

Values Alignment

The Circular Initiative aligns with the company's and owner's values of serving sustainable high-quality food and beverages to its eco-conscious customers. The exchangeable cup initiative is highly engaging with several stakeholders, and in line with customer, community and government interests, in moving away from single-use packaging.

Identified Barriers

Nathen identified one crucial potential barrier to succeeding with this Circular Initiative: getting the right collaborators and the government on board with the idea. However, by gathering support from other business owners in and around Lygon Street, and contacting circular economy consultants from the program, he is confident in both aligning with and seeking local government support to roll-out the initiative in the precinct.

Business Community Engagement and Implementation

Heartattack and Vine is already positioned as a fresh new place but is also being established enough to hold weight with the stalwarts of the strip. Having already secured initial local trader support, Nathen believes this circular initiative is not only achievable but also a catalyst for the precinct and highly beneficial for promoting the local area as eco-conscious to existing and new customers.

Key actions necessary to create H&V's Circular Initiative:

- Draw up the overarching concept and how each stakeholder is involved.
- In conjunction with consultants from the program, refine pitches for key stakeholders, including descriptions of the business model, roles, costs and benefits, marketing, environmental and social impact, and required operator training.
- Identify and approach key businesses in the precinct, to get them interested and onboard with the overall proposal and benefits to the local trader community.
- Collaborate with the program consultants to engage local and state government stakeholders with a view to gaining appropriate support.
- Organise workshops with stakeholders to design the prototype system.
- Apply for funding to set up and launch the pilot project.



Benefits Nathen expects from the identified H&V Circular Initiatives and participation in the Go Full Circle program:

Financial benefits:

- Reduction in costs for paper cup purchases for participating cafés.
- Due to removed need for paper cup storage, freeing up space for other things. For example, capacity to store bulk orders of other items.

Staff and company culture benefits:

- Higher team engagement around the business's core values and direction
- Better overall employment brand to attract and retain staff
- Education around what circular economy is, and practical implementation
- General changing of regular behaviours and conscious introduction of more sustainable business practices

Environmental Impact benefit:

- Significant reduction of waste to landfill over time in and around the precinct
- Highlighting circular economy practices and how they can be implemented

Community Impact benefits:

- Less general waste produced and collected
- Strengthened local trader community and inspiration to implement circular initiatives
- Greater engagement with Council on a trader's level around aligned improvements.

10. Overall Program Satisfaction

10.1. Meeting Participant Expectations and Net Promoter Score (NPS)

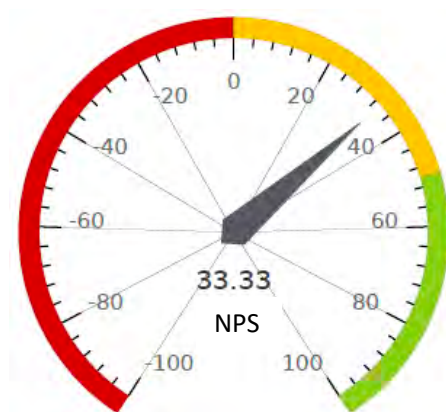
At the conclusion, participants were asked to provide feedback on how the program met their expectations, and how likely they are to recommend it to a friend, colleague or another business. Whilst this was the first iteration as a pilot program, all feedback was positive and encouraging as outlined in the results below.

Survey Questions:

Overall, did the program meet your expectations?

Choices	Response
No	0%
Somewhat	0%
Mostly	33%
Fully	33%
Exceeded	33%

Overall, how likely would you be to recommend the program to a friend, colleague or another business?



"Great program, should be compulsory for every business", Participant

10.2. Program Feedback Verbatims

When asked about the biggest win that participants took from the program, feedback was consistent around the expansion of their thinking (beyond just recycling) to now constantly look for circular opportunities in and beyond their business. Indeed, business leaders being able to confidently identify circular changes is the first critical step in transitioning to a circular economy.

Survey Question: Describe your biggest win (or lightbulb moment) from participating in the program.

"That it's not only about implementing the environmental actions that are already out there like recycling etc but having to Rethink a new way of doing business that aligns with circular economy values that will drive real results in the future."

"I learnt that there's more to it than just recycling and reusing. When I started, I was only thinking about paper/cardboard recycling and how to manage soft plastics. The program really helped me review and rethink how the business can reduce waste by going through the 12 R's and finding the opportunities to be a more sustainable business."

"A reminder that small steps create a bigger journey. Importance of 'all of the small things' there is no 'one' way to achieve circularity it needs to be embedded in the thinking of ALL practices."

11. Ongoing network across the region

During the program Co-Design phase, participant “Networking & Collaboration” was identified as one of the four intended program outcomes. Refer to [Appendix 2](#) Co-Design Miro Board. To that end, collaboration was enabled through several break-out room sessions across modules 2 and 3, with in-person networking at the final wrap-up event.

Observations and feedback throughout the program highlighted the high level of enthusiasm of participants when engaging with other SMB owners and leaders. This was reinforced during the break-out rooms on numerous occasions, where many participants were keen to continue discussions beyond the allocated time.

Apart from a few occasions, in-session collaboration did not generally spill over to the LMS chat function, which was available throughout the program. From both the Delivery Team’s observations and feedback, participants (particularly owners), preferred to compartmentalize the program sessions, where they would commit and focus on the session, but outside of that dedicated time, their focus was on their business operations and management. As such, online chat between sessions during the week was not a high-priority communication channel for participants.

Further investigation by the Delivery Team into the motivation and attraction of networking and collaboration revealed the following insights and learnings:

- SMBs are generally constrained by resources and time spent “in the business”
- Access to circular economy knowledge/experience is required to have enough confidence in both constructing and implementing circular initiatives.
- Networking with other similar businesses was inspiring, thought-provoking and reassuring.
- Having Council both sponsor the program and have representatives join some of the break-out rooms and networking sessions demonstrated to SMBs via action that the Council is taking a real and supportive interest in those willing to shift to more circular operations.

As a result of participating in the program, many SMBs realized that having a circular impact requires moving beyond their own business and influencing other stakeholders in the material supply and recovery loop. Essentially, they wanted to feel supported in this endeavour. And whilst they were happy to forge ahead knowing there was support from Council representatives, programs like Go Full Circle and access to knowledgeable practitioners in the circular economy space provided the confidence to expand their efforts in implementing circular initiatives.

12. Program Pricing Considerations

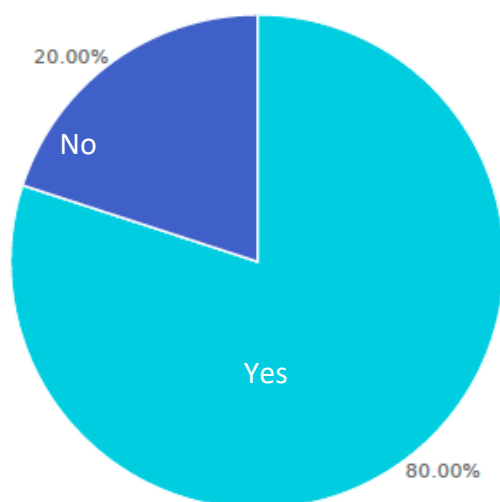
As an initial pilot, the program was made accessible to businesses within the LGA at no financial cost, with participant selection via an Expression of Interest (EOI) application and Council approval process.

A key focus of the pilot was to determine the potential pricing and willingness of participants to pay to attend. As this was the first pilot program of its kind, participants were not aware of the full extent and value of the program as there were no previous participant testimonials to reference. Indeed, the program was presented as a pilot, with a level of flexibility to test and adapt the program to maximise participants' benefits.

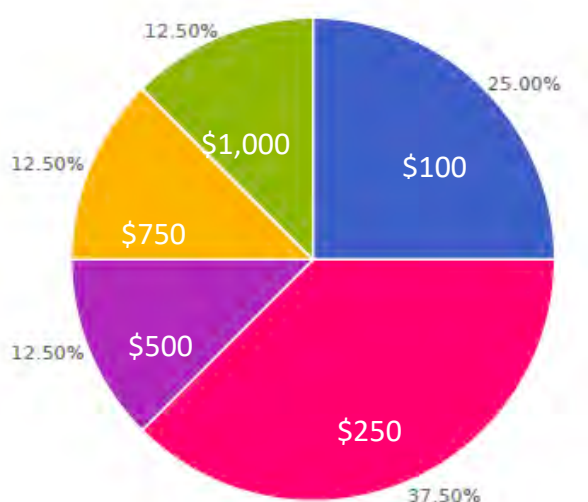
Survey Question: If the course was not able to be fully funded by Council, would you be willing to pay to participate, and if so how much?

From the final survey, 80% of respondents advised that they would be willing to pay to participate in the program, and of those 75% would pay \$250 or more, with over 1 in 3 willing to pay \$500 or more.

Willingness to pay for participating in the Program



Amount willing to pay



In looking forward, the opportunity to seek a co-contribution from participants is entirely feasible. The participant contribution also has the benefits of positioning the value of the program as well as reinforcing the participant's commitment to successfully completing the course.

Indeed, the participant contribution price could start around the \$250 mark, and potentially increase as the tangible and demonstrable benefits become clearer, combined with further refinement and enhancement of the overall program. Participant pricing could be subject to a turnover and/or merit-based assessment during the EOI stage, to tailor the contribution to the size of the organisation and propensity to have a positive impact by implementing circular initiatives.

Furthermore, many participants have expressed strong interest in follow-up networking activities, which provides an opportunity for further engagement between the Council(s) and businesses, whilst enhancing the overall value to previous and prospective participants.

Considerations

Whilst there are a significant number of variables, indicative delivery costs for running a similar program with the same number of touchpoints and quality of facilitators, would likely be in the \$2,200-\$2,500 +/- 10% per participant + photography and wrap-up event venue/catering. Further economic efficiencies may be gained through minimum participant volumes, whilst return on investment for sponsoring Councils could be uplifted through a more stringent application process.

13. Scalability & replicability across Councils

The requirement for future scalability of the program was included at the outset in the scope and considered throughout the design and development phase. To that end, all systems used in the pilot program were consulted and approved by Council prior to implementation and use.

13.1. Enablers for Program Scalability & Replicability

To support the future scalability and replicability of the program, a new domain was created to enable a central email address.

The domain provides the foundation for the online program and enables the program to maintain a consistent online URL branding (being the main online touchpoint for all participants and delivery providers) whilst also providing the ability to add a dedicated program website in future, as well as the flexibility to add subdomains for different Councils.

The administration email provided the base for several purposes including:

- all inbound and outbound email communications with participants
- a consistent administration login name for the delivery team across all online software programs
- a central communication hub for delivery team members
- logging all email communications for auditing for reference

Having a dedicated domain and related email address also added to the marketing image of the program, providing and reinforcing a consistent online brand.

All program content was created using the Google suite, which provides the ability for the program to be easily scaled for participants.

- Participant folders utilise Google Drive to enable easy access to content (workbooks, photography, case studies) as they are developed during the program. Google Drive also enables Delivery Team members (as well as others) to collaborate online in real-time and support participants as they progress.
- Participant workbooks were designed and developed using Google Sheets, which provides the desired functionality and flexibility, whilst also being intuitive for participants to use.
- All program training content was developed using Google Slides, which enables real-time co-creation and co-delivery.

The Disco Learning Management System (LMS) was used to distribute content and co-ordinate events, whilst also providing a central location for participants to interact with the overall program. The LMS can easily be scaled to support multiple concurrent cohorts, as well as provide overall engagement across all participants, delivery team and Council representatives.

13.2. Risks and Mitigation for Program Scalability & Replicability

Whilst the online software and program content were built to scale, the main risk lies with the potential increase in Delivery Team's administration overhead which may impact responsiveness and customer experience. If the program is to be scaled either in overall participant volume and/or across multiple Councils, then further consideration should be given to expanding the community management function with additional resources and streamlining the administration support activities through further software refinement.

Scaling may also necessitate securing additional Delivery Team members, with particular attention to components of the program where 1:1 live engagement is required, such as the consulting and support sessions. For wide geographical expansion, multiple photography service providers may need to be engaged and co-ordinated.

To address the above risks, the following could be considered.

Considerations

13.2.1. Add a dedicated Program Community Manager to the Delivery Team to:

- Manage group outbound communications and program updates
- Manage ad hoc interactions with participants, such as inbound enquiries and level 2 support
- Co-ordinate activities with service delivery providers, such as photographers, event co-ordinators, interviewees etc.
- Implement continuous process improvement initiatives

13.2.2. Upgrade the LMS functionality to provide deeper integration with the CRM, calendar, and videoconferencing software to yield the following benefits:

- Provide a more seamless customer experience, utilising single sign-on
- Consistent branding for participants throughout the user journey
- Streamlined messaging and calendar reminders through the LMS system
- More intuitive interface for first-time users
- Enable greater online program scalability with concurrent program delivery

13.2.3. Upgrade the CRM & Forms capability beyond the basic customer tracking provided in Zoho Bigin to:

- Reduce administration overhead associated with reporting
- Provide better real-time visibility of where each participant is at in the program
- Track participants by activity completion rather than sequential stage completion (as not all participants completed each activity in sequence). This would enable more effective and timely interventions, on an ad hoc basis, to support participants as they progress through the program.

14. Refining the program: Feedback and Considerations for enhancement

Program feedback was continuously captured from participants, Council representatives and the delivery team both during the program and then formally after the final module.

Source of Feedback	During Program Delivery	After Program Delivery
Participants	Direct feedback to the delivery team via: - Email to Administrator - LMS online chat - Zoom chat log 1:1 Consultation calls	Final Survey
Council Representatives	Direct feedback to Delivery Team via: - Email - Review meetings	Dedicated retrospective
Delivery Team	Captured feedback: - Feedback log - Delivery team program review meetings	Dedicated retrospective

Refer to [Appendix 1](#) for further detail.

Minor amendments were incorporated by the Delivery Team throughout program delivery to refine and improve the program. With regard to more structural changes, the following lists the feedback, source and future considerations for refining the program.

14.1. Participant Engagement and Desire to Complete

Feedback	Source
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General feedback from Councils noted that recruiting businesses to the program was challenging, given:

- this was a pilot program without any previous examples, testimonials or evidence of benefits available to share with prospects
- the time of year leading up to Christmas
- no commitment to ongoing program extension for participants to continue their journey

Businesses that were identified and contacted directly by Council had the highest propensity to both enrol and complete the program.

Considerations

- 14.1.1. Longer lead-time for awareness marketing to promote the availability of the program and to engage business owners and leaders
- 14.1.2. Potentially focus on one industry sector profile per cohort to streamline engagement, improve networking and workshop activity effectiveness
- 14.1.3. Update the marketing collateral to highlight previous participants' case studies
- 14.1.4. Consider using previous participants to champion the program at promotional events
- 14.1.5. Set clear expectations for participants upfront regarding commitment to complete the program in its entirety (approval process). This may include:
 - Direct telephone contact from the Council approval administrator to confirm both desire and capacity to fully participate
 - Modifying the approval process by adding a written/signed (online) confirmation from the participant regarding their intentions to complete the program

14.2. Participant Qualification

Feedback	Source
Before commencing the program, a total of 31 businesses were approved by Council to participate.	Participation Statistics, Delivery Team
During the initial onboarding process, 6 businesses self-identified as being an unsuitable fit, and as a result did not commence the program.	
Considerations 14.2.1. Expand the selection criteria in the application process to further qualify applicants to ensure a good fit. This could include: • Additional qualification questions in the EOI form • Council approvers adding a second stage engagement (e.g., phone call) to the approval process with applicants, prior to granting approval	

14.3. Program Pricing (for Participants)

Feedback	Source
80% of participants in the pilot program indicated they would be willing to pay to attend the program.	Participant Final Survey, Delivery Team
By building up the program value (e.g., through participant testimonials, communicating tangible outcomes, Council/state support for businesses implementing circular initiatives, etc.), the business contribution could start at a minimum of \$250 or higher. As the program value builds, this could potentially increase over time.	
Considerations 14.3.1. Pricing could be used as an effective filtering mechanism for Councils to help qualify those businesses which have a higher interest in participating in the circular economy and therefore a higher commitment to completing the program, as well as implementing their circular initiative(s) to justify the return on investment 14.3.2. Councils could consider a rebate (either partial or in full) for businesses that complete the program and share their circular initiative case study with Council, and/or promote the program to other businesses, either by word of mouth or through more formalised events 14.3.3. In order to deliver a high-quality CE upskilling program that is facilitated by CE practitioners and resonates with SMBs to empower them to take positive action, indicative pricing per participating business is likely to be in the range of \$2,200-\$2,500 +/- 10% (excluding photography, and in-person event costs) 14.3.4. Whilst many variables could be modified to meet a budget, the following are recommended to be included: • LMS – for centralised co-ordination of all elements that the participant interacts with • Participant onboarding – to ensure they are set up for success from the start • In-person wrap-up networking event – with Council sponsors and ideally State Government representation	

14.4. EOI to Onboarding Timing

Feedback	Source
Most participants prefer a 2-week notification between being accepted into the program and commencement.	Participant Final Survey
Considerations	
14.4.1. Council should look to approve all business applications for inclusion in the program 3-4 weeks prior to the training start	
14.4.2. The training provider should onboard approved participants in the 1-2 weeks prior to the training start	

14.5. Participant Onboarding

Feedback	Source
The inclusion of the Onboarding stage, with a 1:1 discussion with a Program Facilitator, was deemed essential to the overall participant experience. All initial participants who were unable to attend an onboarding session before commencing the training did not complete the program.	Participant Feedback, Delivery Team Observations
Considerations	
14.5.1. Send a welcome pack to participants between the approved and the facilitated onboarding session. This may include: • Pre-reading content • Guide for the program • A short welcome video from the Delivery Team and/or sponsoring Council	

14.6. Participant Technology Specifications

Feedback	Source
Some participants were caught out with their technology choice (connecting via laptop, tablet, phone) or room setup for different sessions which in some cases limited their ability to fully participate in collaborative sessions, such as break-out rooms, asking questions via videoconference, presenting, etc.	Participant Final Survey, Facilitator Observations
Considerations	
14.6.1. Add a guide for minimum technology specifications, and recommended use times. This could be shared with participants during the Onboarding phase. Key elements should include: • Passive content consumption: (e.g., Interviews) can be attended via phone, tablet or laptop • Interactive sessions: (e.g., Training sessions, 1:1 consulting sessions) require at a minimum, a laptop, headphones or a quiet area and sufficient lighting. A second screen is highly recommended • Recommendations for lighting and microphone/sound setup	

14.7. Participant Communication Channels

Feedback	Source
Most participants in the pilot program were particularly time-poor (as predicted in the co-design phase), and committing to the program requires co-ordination, and streamlined communications All participants preferred communication via email. Some participants advised they also appreciate notifications via the LMS.	Participant Final Survey, Delivery Team observations
Considerations	
14.7.1. Ensure all participants whitelist (add to safe sender) the administration email in their contacts during the Onboarding phase 14.7.2. Check that all participants know how to add/manage notifications in the LMS, so they receive the appropriate amount and timing of reminders to suit their work preferences 14.7.3. Ensure calendar integration is setup for all participants during the onboarding process with reminders for tasks due, as well as upcoming session times set at a frequency and via a medium (e.g., SMS, email) that best suits the participant's requirements 14.7.4. Replace email notifications for individual events with a weekly round-up email, including links to timely resources, upcoming sessions, and tasks that the participant hasn't completed with the due date (i.e., checklist of tasks, registrations/confirmations, survey, etc.)	

14.8. Circular Economy Foundation Training (module 1)

Feedback	Source
During the first training session, some initial time was allocated to setting the scene for the rest of the program and ensuring a common baseline of knowledge. Afterwards, participants and the delivery team generally felt that whilst this was important, it could be covered before the first training session, or asynchronously, with a preference to jump into the program and replace the time with more initial networking to build rapport between participants.	Participant Feedback, Delivery Team Observations
Considerations	
14.8.1. Move some of the initial administration covered in Module 1 to the Onboarding or welcome stage to free up more time for participant introductions and networking in breakout sessions. 14.8.2. Bring some of the theory into the LMS as asynchronous, recorded / pre-reading content, to establish a baseline knowledge for all participants.	

14.9. Collaboration and Networking during the Program

Feedback	Source
The majority of participants advised the Delivery Team that they enjoyed the break-out room sessions (in Zoom), which were designed to enable group collaboration around the key themes contained in each section of the program workbook. These break-out sessions were particularly popular for participants wanting to meet and expand their network with other like-minded business owners and leaders in a safe environment. Indeed, several participants requested longer but less frequent facilitated breakout sessions to connect and collaborate further with other businesses. Establishing a regular cadence for sessions also made it easier for participants to block out time in their week to dedicate to the program.	Participant Feedback, Delivery Team Observations
Considerations 14.9.1. Add optional dedicated ‘collaboration’ sessions (facilitated by a consultant) to cater for those participants wanting to further network, collaborate and be inspired by other local businesses and owners who are also on their own circular journey. • These sessions could be weekly and built around themes related to the current section of the training/workbook • Additional collaboration sessions would also cater for those more advanced participants who expressed that they would like to dive even deeper into the circular economy and discuss practical implementation further 14.9.2. Extending the networking times: • During the program • At the start of the wrap-up event • For supplementary in-person events 14.9.3. Some participants expressed an interest in visiting different local businesses (as a group) to: • Network and build business relationships with local like-minded owners • Directly see other businesses implementing circular economy initiatives • Hear the business owner/leader discuss their circular economy transition challenges/issues, learnings and how they are overcoming them • Include Council representatives to build a stronger alliance and discuss opportunities for further alignment with, and support from, their local Council	

14.10. Circular Initiative Implementation

Feedback	Source
The core pilot program focused on upskilling participants in the Circular Economy in a short time-period (6-8 weeks). Due to the time boundaries, it does not follow through to support the implementation of the circular initiatives that the participants developed during the program.	Participant Feedback, Council Retrospective
Considerations	
14.10.1. Additional 1:1 consulting session (beyond the program) for qualified program participants/businesses who require assistance to implement their circular initiatives within the LGA and who are engaging with other businesses.	
14.10.2. A dedicated (cross Council) “Go Full Circle” program website providing:	
• participant access to resources and new/additional content as it is developed over time • filtered alerts with links to local support programs and initiatives that are specifically relevant for local SMBs and particular industry streams • links to “like-minded” businesses who have completed the program • details on upcoming events • links to partner organisations that can provide further support and assistance	

14.11. Program Marketing

Feedback	Source
Leverage the content and relationships created during the pilot for the promotion of future programs.	Council Retrospective
Considerations	
14.11.1. Increase awareness and interest in future programs across multiple Councils, using the:	
• Testimonials from pilot program participants (including survey responses) • Case Studies (including photography) in social media, Council websites and email communication/campaigns	
14.11.2. Create a promotional video focusing on what the Circular Economy (beyond sustainability) means to pilot program participants and their businesses.	
14.11.3. Invite pilot program participants to participate in future program promotion:	
• Recorded video interviews/podcasts • Live presentation at in-person events	

14.12. Program Follow-On

Feedback	Source
Many participants who completed the program expressed a keen desire to stay connected with other participants and Council representatives, to see how everyone is going with their initiative implementation 4-6 months after the wrap-up event, to stay inspired, as well as remain at the forefront of Council initiatives in the circular economy space.	Participant Feedback, Delivery Team Observations

Considerations

14.12.1. Facilitate a follow-up in-person networking event for participants, guests and Council representatives. This may take the form of a business breakfast (note: requires a location and time which is accessible but does not interrupt the working day).

Also, consider:

- Format: include a mix of formal sharing of updates and informal discussion
- Including other pre-qualified prospective local businesses who have not participated in the program
- Including Council representatives from a range of areas, to build stronger business-Council relationships
- Partnering/co-sponsoring with organisations in the circular economy space to bring additional value/drawcard content.

14.13. Other Future Program Considerations

Item	Source	Consideration
Branding	Delivery Team	14.13.1. Develop a clear brand identity for the program
Roles	Delivery Team	14.13.2. Further role clarity for the Delivery Team and Councils to streamline communications with participants
Program duration & Frequency	Final Survey, Delivery Team	14.13.3. Replace 3 x 2-hour sessions for Modules 1-3, with 4 x 1.5-hour sessions over 4 weeks
Program content extension	Delivery Team	14.13.4. Include a tool & activity for material flow/product lifecycle analysis that is relevant to the industry focus of the participants (may be optional) 14.13.5. Consider an “advanced” stream or optional bonus session for those people/businesses that are further along their journey to circularity

14.14. How else can Council support businesses to incorporate circular economy principles into their business practices?

Through collaborative sessions and networking, many business owners want to feel that they are in lockstep with the Council's circular objectives. Indeed, Council can play a key role as a transition broker in three key areas:

1. Promoting circular businesses and initiatives
2. Access to Financial Support
3. Business Engagement

14.14.1. Promote circular businesses and initiatives

Many SMBs felt that Council could play a positive role in promoting local circular businesses and programs to residents. Whilst SMBs don't have the marketing coverage, Council could help promote their business as a case study, or as a broader business community area.

Participant verbatim:

"case study businesses who have implemented Circular Economy principals and feature them in their newsletter"

"Promote businesses that are doing their bit in trying to be more circular"

14.14.2. Financial Support

Transitioning to the Circular Economy requires a structural change to do things differently. With a challenging economic climate, many SMBs identified that funding to support the transition is a critical component. To that end, there are many emerging grants at the state and federal levels. Assisting SMBs to identify and submit compelling grant applications through support courses or resources, could be a valuable role that Council plays.

Participant verbatim:

"Funding is always a big issue. Having a grant or no interest loan so I can work on a larger scale with [similar minded supply loop partners] would really help."

"Open up doorways and communication channels with the right people in government and business."

14.14.3. Business Engagement

The Go Full Circle program facilitated positive engagement between SMBs and Council representatives across Sustainability and Economic Development areas. From observations over the entire program, the vast majority of participants welcomed and valued the opportunity to have direct engagement with Council in the context of helping to move towards a Circular Economy.

Participant verbatim:

"Invite us into Council for open discussions, it will be through these methods you can best know how to support us."

"Engage with businesses on a more intimate level."

"Continue to promote these initiatives and have a circular economy 'champion' visiting traders"

Appendix

1. Monitoring & Evaluation Plan
2. Co-design Miro board
3. Go Full Circle Pilot Program Final Solution
4. Participant Verbatims
5. Participant Case Studies

Appendix 1: Monitor & Evaluation Plan - Works Delivered

Go Full Circle Monitoring & Evaluation Plan

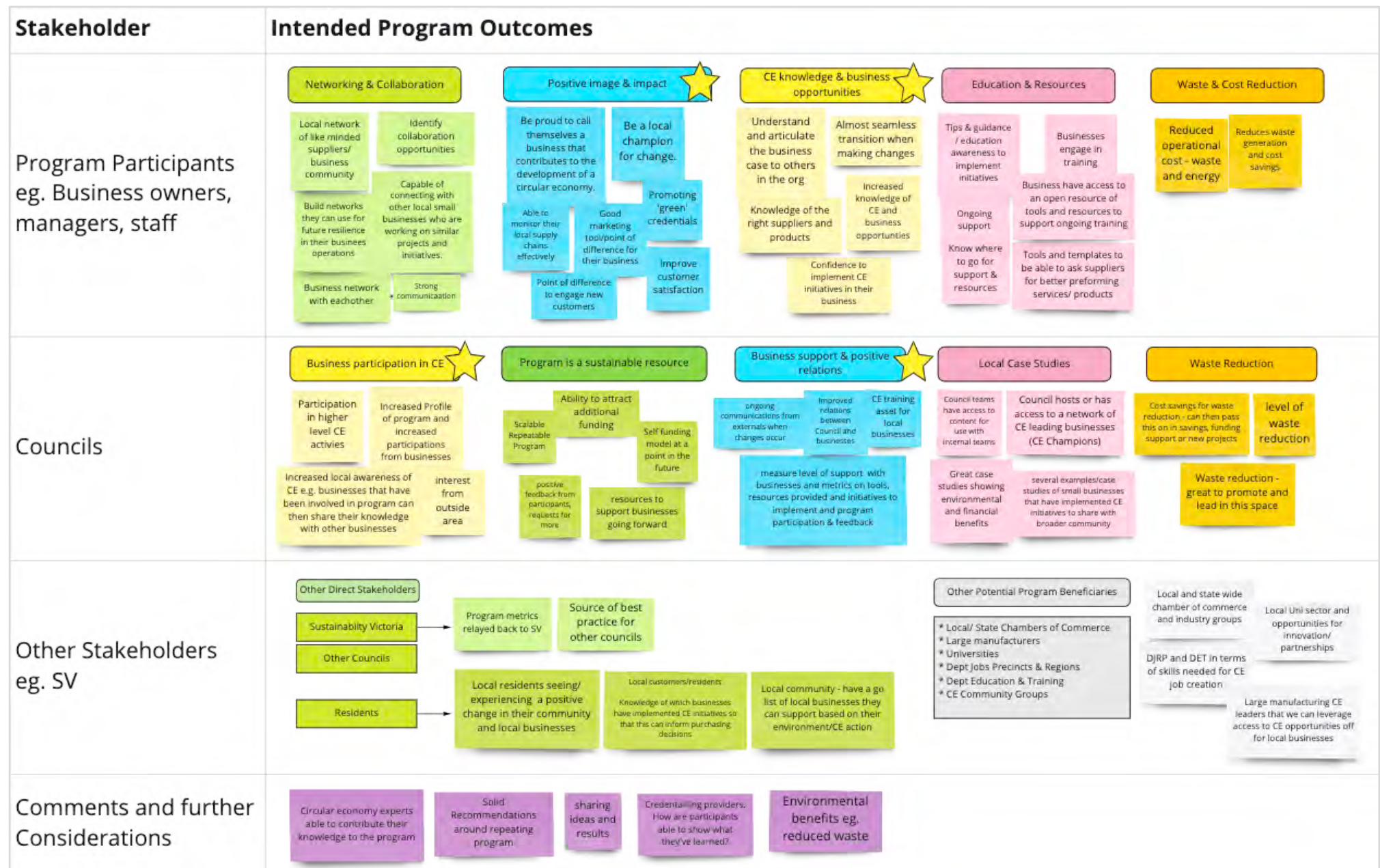
Works Delivered:	Participant Touchpoints during the program						Council Leads	Program Administrators
	Application/ Onboarding process	Training Modules 1-3	Interview Sessions 1-3	Photography/ Video	Module 4: 1:1 Consulting Session	Module 5: Wrap-up		
Capacity-building activities for owner-operators to SMBs in retail, hospitality, and professional service sectors.	Applicants filtered through the initial application process							Document process
Participation of eligible businesses from the following LGAs-Boroondara, Stonnington and Melbourne	Applicants filtered through the Council(s) approval process							Document process
Monitoring and evaluation including pilot evaluation/recommendations -Identifying circular economy responses to increased organics reuse and recovery				Note: Organics re-use/recovery	Note: Highlight Organics re-use/recovery			Highlight at least 1 business/case study where organics recovery has been improved.
Continuous feedback by business participants		Collection from: 1. Poll at end of each session 2. Inbound emails to admin.	Collection from: 1. Poll at end of each session 2. Inbound emails to admin.		Create a final survey and make participants aware of the final survey, provide nudges via LMS	Detailed final survey/email: send out on 18th November Wrap-up session - share feedback provided with all participants.		Collect data from polls and final detailed survey
Case studies development and other program awareness-raising activities.	Incorporated throughout the entire program. Business Workbooks and folders capture all Case Study material - copies to be provided to Council (and SV)							Program Administrators to capture
Marketing and recruitment materials and activities - including the development of a communications plan.	Developed and delivered in conjunction with Council feedback via email, meetings & workshops throughout the development of the program						Council Leads to reflect and capture in Learnings & Recommendations	Program Administrators to capture

Appendix 1: Monitor & Evaluation Plan – Final Report Inclusions

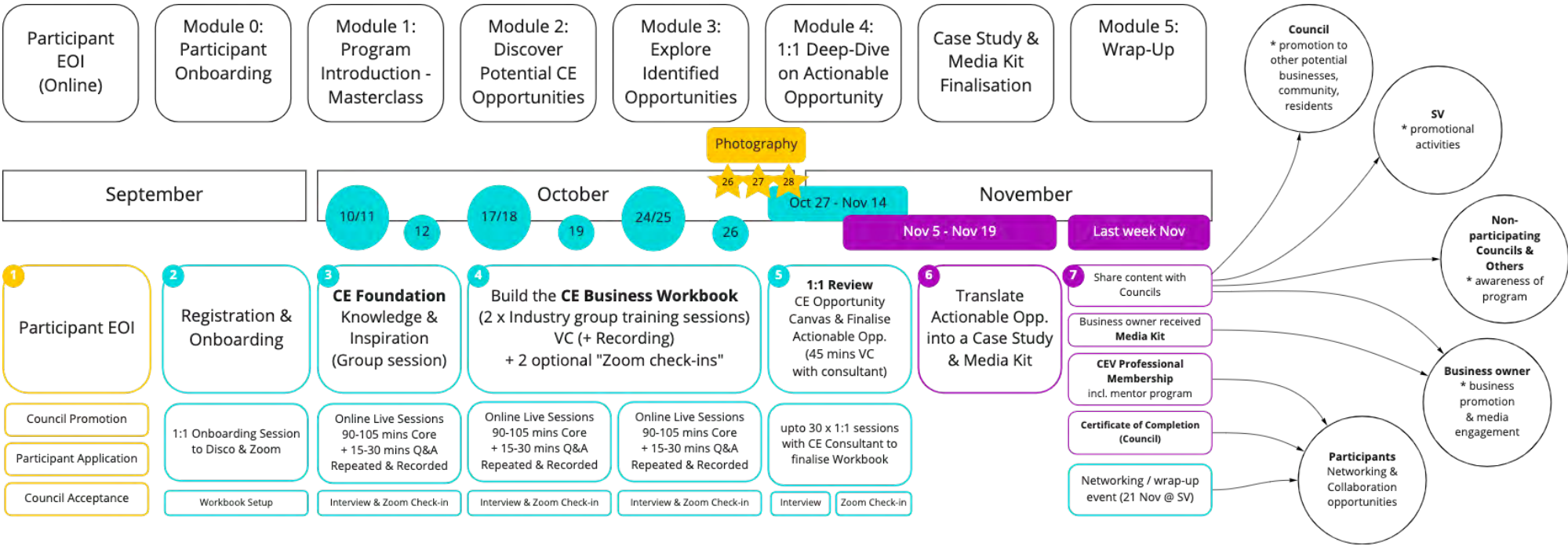
Go Full Circle Monitoring & Evaluation Plan

Aspect of the final report including:	Participant Touchpoints during the program						Methodology	Council Leads	Program Administrators
	Application/Onboarding process	Training Modules 1-3	Interview Sessions 1-3	Photography/Video	Module 4: 1:1 Consulting Session	Module 5:Wrap-up	Disco LMS - nudges		
Options & recommendations for all partner councils.	Establish a "Learnings & Recommendations log" to add to during the program	Session Facilitators to reflect and add to the Learnings & Recommendations Log after each session	Session Facilitators to reflect and add to the Learnings & Recommendations Log after each session	Session Facilitators to reflect and add to the Learnings & Recommendations Log after each session	Session Facilitators to reflect and add to the Learnings & Recommendations Log after each session	Session Facilitators to reflect and add to the Learnings & Recommendations Log after each session		Organise a Retrospective session for the program: Council leads and Program Facilitators	Program Administrators to collate and playback to Council Leads, include Participant Survey feedback
Issues and barriers for cohort to understanding Circular Economy		Poll at start of each session. Facilitators to reflect and add to the Learnings & Recommendations Log after each session	Poll at start of each session. Facilitators to reflect and add to the Learnings & Recommendations Log after each session		Session Facilitators to reflect and add to the Learnings & Recommendations Log after each session	Survey to include questions to uncover barriers to understanding. Share biggest win, or most useful component (lightbulb moment)			Program Administrators to create polls, log learnings and recommendations for reporting, and share responses with Council Leads
Cost/Benefit & price points for cohort.	Consultants to ask "If payment would have been a barrier to participants applying" during onboarding calls.					Coffee & survey time - Participant survey/group poll to get feedback	Participant completion of the final survey.		Program Administrators to create final poll and collate survey results
Testing appropriateness of delivery model						Participant survey/group poll to get feedback, suggestions for improvement.	Participant survey/group poll to get feedback	Council Leads to reflect and capture in Learnings & Recommendations at end of program	Review of participation in each sessions.
Evaluation—improvements in cohort awareness, level of intention to participate in practical application of circular economy		Repeat poll questions: regarding awareness/understanding of CE to be able to plot change over time			Session Facilitators to ask: 1. Start - How confident are you in your Circular Initiative? 2. End - "Now how confident are you of following through on the actions" 3. What else do you need?	Participant survey/group poll to get feedback	Participant survey/group poll to get feedback		Program Administrators to collate polls and feedback
Case studies-successes & outcomes of cohort participation								Council Leads to review outcome from entire program. Create a Retrospective session at the end of the program	Administrators to contribute to Restrospective session with Council Leads
Ongoing network across the region.	Registration on Disco enables community connections - update profile to level of comfort.	Interactive learning sessions during Training Modules				Connection activity: * Networking * Access to further resources * CEV Professional Membership included. (capture metrics)	Add Resources and Connections in Disco		Measure the "level of conversation"
Scalability & replicability across councils.	All systems and SAAS have been designed for scalability and replicability during the design and pre-delivery phase. All systems, accounts and passwords can be easily transferred to another owner/administrator as directed by Council.								Include in M&E Report: All elements of scalability for the system (eg. domain, SAAS, etc.) Ownership of IP. What was considered in the design of the system and content. Handover section to include: SAAS Accounts, ownership, passwords etc. required to run the program. Describe the functionality of each component and how they work together.

Appendix 2: Co-Design Miro Board



Appendix 3: Go Full Circle Pilot Program



Appendix 4: Participant Verbatims

Survey Questions

What inspired you to sign up to the Go Full Circle Program?

"To understand what circular economy best practices are, as well as hear and share what other businesses are focusing."

"Wanted to participate and learn how we could make sustainable long-term changes in our business."

"This program posed an opportunity for us to engage with experts in the field, build relationships with fellow businesses and speak directly to representatives of local government. It felt like a safe and constructive place to discuss our challenges."

"The course aligns with my business and personal values, so I wanted to learn more on what it means to be a Circular Economy and get more ideas to implement into my start-up"

"Opportunity for growth and networking."

"We are always looking for ways to improve and reduce our environmental impact and is one very important area we should all look for improvements on. Furthermore, networking and collaborating with other like-minded businesses wanting to do same was an exciting additional consideration. As an organisation, we have felt at the mercy of commercialised "sustainability" messaging and greenwashing. Being a newly minted B Corp, we've wanted to honour this commitment to improving our processes and reducing impact but were aware of a knowledge gap when it came to circular economy."

Describe your biggest win (or lightbulb moment) from participating in the program.

"By participating in the [Go Full] Circle program, we could understand our mission more clearly."

"That it's not only about implementing the environmental actions that are already out there like recycling etc, but having to Rethink a new way of doing business that aligns with circular economy values that will drive real results in the future"

"I learnt that there's more to it than just recycling and reusing. When I started, I was only thinking about paper/cardboard recycling and how to manage soft plastics. The program really helped me review and rethink how the business can reduce waste by going through the 12 R's and finding the opportunities to be a more sustainable business. This process allowed me to realise that I should also be looking at our main product which is yarn and how to reuse, repair and even repurpose it so it does not go to waste."

"The course presented a good confirmation of your current approach & re-instigated our thinking in certain areas"

"A reminder that small steps create the bigger journey. Importance of 'all of the small things' there is no 'one' way to achieve circularity it needs to be embedded in thinking of ALL practices"

"Gaining a greater understanding of the inherent difficulties in implementing circular economy initiatives within existing linear systems."

"The interview on fashion and one presenter mentioned it is not always possible for small makers and artisans to be certified in certain things such as being organic and an ethical trader even if they are. As I work with some small makers this really made sense."

"Not to spend time convincing the world - stick to like-minded connects"

"The networking opportunities in this area of business"

Additional Areas where the Council could assist

Promote circular businesses and initiatives

"Case study businesses who have implemented Circular Economy principals and feature them in their newsletter"

"Marketing materials"

"Promote businesses that are doing their bit in trying to be more circular, aligning Council recycling programs (we work within 5 Councils) - I know that streamlining waste is coming but it is still some ways off. Would love to know if any other Council endorsed initiatives we could be involved with in this space. Loved the Boroondara sustainability expo recently. That was great!!!"

"Promote our businesses"

"Open up doorways and communication channels with the right people in government and business."

Financial Support

"Provide grants or zero loans."

"Allow some of us to have pop up shops, buy from us, gifting, catering and so on."

"Grants."

"Funding is always a big issue. Having a grant or no interest loan so I can work on a larger scale

with [similar minded supply loop partners] would really help."

"Council initiatives to assist - can be assisted funding with promoting program or marketing support"

Business Engagement

"It feels like it's going to take time and effort. Council can't be expected to wave their magic wand and solve the problem, but initiatives like this begin the process in transitioning."

"Invite us into Council for open discussions, it will be through these methods you can best know how to support us."

"Through this course we have met and engaged with a number of SMBs in various fields and now feel more empowered to overcome obstacles we had pre-course e.g. Who/where to go to ensure informed decisions and not being 'greenwashed'"

"Engage with businesses on a more intimate level."

"Continue to promote these initiatives and have a circular economy 'champion' visiting traders"

Appendix 5: Case Studies

City of Boroondara	• Hone Built • Sunspun • StyleColab Preloved • Cannings • Soborium • De Barcelona
City of Melbourne	• Heartattack & Vine • Arts Centre Melbourne • Readings • RISING Festival • San Telmo
City of Stonnington	• Kokki Eco

Moving from waste to resources in residential construction

Hone Built

Exploring cultural change and on-site 3D printing

Steve Pettitt, the owner of the residential construction company Hone Built Pty Ltd, is an alumnus of the first Go Gull Circle program cohort. Based in Surrey Hills Melbourne, Hone Built, has been operating for over three years.

What the business does, customers, goals.

Hone Built is aiming to be a leader in the sustainable construction space, by providing a net benefit to society and with the goal to eliminate all waste from their construction processes. The company targets homeowners within the inner-eastern and inner-northern suburbs of Melbourne — people interested in custom architectural homes and sustainability and who are conscious of their energy bills.



Why they decided to do the Go Full Circle program, and what they wanted to achieve?

Steve Pettitt decided to join the Go Full Circle program to improve Hone Built's waste and resource management processes and to learn from experts and other businesses.

Number of circular opportunities identified during the program

Thanks to the program's training and ideation phases, Steve has identified twelve new waste and resource initiatives that could benefit the business and its customers. Through a careful selection process, each participating company selects one Circular Initiative to implement in their business.

Chosen circular initiative

The new Circular Initiative — 3D printing and culture change

The first Circular Initiative that Steve settled on combines several ideas that he surfaced through the program. Steve's and his colleagues' ideas have resulted in the establishment of a recovery process where all on-site waste would be collected and utilised for reuse in an innovative 3D printing process. The 3D printing will, for example, turn plastics into practical on-demand products for on-site reuse — such as, packers and cable ties as well as high-quality custom items for clients.

Steve's and Hone Built's goal is to create a cultural shift among all trades on their construction sites. "Within twelve months of implementing our Circular Initiative, resources should no longer be seen as waste—but as the resources they are", says Steve. In addition, the progress of the Circular Initiative will be measured through tracking of compliance throughout this period, with an 80% improvement against current compliance levels.

Why did your business choose this particular opportunity?

The implementation of collection and 3D printing processes, and ultimately the culture change within the business and among other trades, will happen in several steps. Initially, the target is to work with soft and rigid plastics. "In the following steps, we'll progress to include hardwood and softwood. Then, once the correct procedures are in place, the idea would be to set up similar processes for even more materials", says Steve.

Steve describes that he picked this Circular Initiative because it combines a set of ideas that are part of the "Remanufacture" and "Re-earth" (compost) continuum of the 12 Rs of Circularity and Zero Waste. Steve argues that his Circular Initiative supports the reframing from waste to resource and the refusal of "business as usual" in the construction industry.

How might this opportunity be "newsworthy"?

Steve continues: "3-D printing and the goal of culture change is achievable and exciting. It can potentially create a significant impact through a much-needed mindset shift on a personal level—we're moving from dealing with waste to resources. This could open up opportunities to further facilitate greater decentralisation of our "waste" processing at the government, industry and individual levels".

How does the circular initiative align with your company values?

Hone Built's key company values include respect, accountability, and personal development. Steve reasons that shifting the mindset from waste to resource gives the materials they interact with the respect they deserve. Along with accountability, this initiative also tackles climate change. The shift toward the circular economy directly reduces greenhouse gas emissions. In addition, it fosters personal development by introducing new skill sets, such as 3D printing.

"To live our values, we need to respect our natural resources, do our bit to mitigate climate change and continue to develop as individuals and a company. We feel this initiative does just that.", says Steve.

What barriers have you identified?

Since the transition to the circular economy is just starting, Steve recognises that Hone Built's Circular Initiative will have to overcome several obstacles along the way. Some challenges are organisational and will require updates to internal policies and procedures. However, Steve deems these are within their control and mainly require time and effort to implement. Further, in the future, an investment might be needed, which requires further investigation.

According to Steve, the greatest obstacle is behavioural change, especially on the building site. "It will take time to break habits, but our workforce will be easy enough. The subcontractors will be more difficult, especially those that are only on-site for short periods."

Steve further describes that technical challenges related to learning and understanding the technology of 3D printing will take time and require room for "trial and error". Another challenge down

the line is that 100% bio-based 3D wood printing technology is not yet commercially available. “That gives us time to prepare and position ourselves”, continues Steve.

Q5. Describe your business's ability to implement your chosen circular initiative.

As a small business on a growth trajectory, Hone Built may have the advantage of making internal policy and procedure changes more easily than some of its larger competition. However, they might be disadvantaged regarding the proportion of profits required to fund the initial capital outlay for the Circular Initiative. Steve again: “An advantage to this disadvantage is that it creates a “barrier to entry” for other businesses. This may give us a head start on establishing a first-mover advantage in the market, further improving our USP”.

With sustainability at Hone Built's core, this initiative is an excellent opportunity to explore beyond “business as usual” and allows the company to establish itself as an emerging leader in sustainable residential construction within Melbourne.

Steve describes his aspirations: “Whilst there are barriers, none of those identified is insurmountable. We have the capital reserves and the employees positioned to direct, implement, and support the Circular Initiative. Further analysis will hopefully strengthen the business case and allow for the full support of its implementation.”

Benefits Steve expects from Hone Built's Circular Initiatives and participation in the Go Full Circle program.

Financial benefits:

- Strengthening business goodwill.
- Creating new revenue streams and reducing operating costs.

Staff and company culture benefits:

- Building social and environmental purpose among team members.
- Improving learning culture.
- Attracting and retaining talented staff that share their core values.

Client benefits:

- Improving the client experience
- Increasing word-of-mouth recommendations
- Growing the number of clients

Environmental Impact benefit:

- Reducing waste to landfill, CO2 emissions and virgin material use, and negative impacts on biodiversity

Community Impact benefits:

- Improving neighbour relations (free mulch and cleaner sites).
- Implementing restorative environmental actions.
- Educating and demonstrating to stakeholders (subcontractors, clients, and architects) the importance and achievability of transitioning to the circular economy.

Key actions Hone Built are taking as they build their Circular Initiative:

- Collating existing research and identifying gaps.
- Adjusting their Circular Initiative based on internal and external feedback.
- Discussing ideas with current clients and architects for feedback and validation.
- Conducting audits of on-site plastic types.
- Creating 3D prototypes.



Sunspun

Sunspun has been in operation for thirty-five years. Virginia Cui is the owner and participated in the 2022 Go Full Circle program.

What the business does, customers and goals.

Sunspun exists to help, inspire, and guide customers to make something beautiful using ethically sourced yarn that they are proud to wear or gift to others.

The business's goals are:

- Provide trusted knitting advice and guidance that benefits their customers whilst continuing to grow the customer base across Australia and New Zealand.
- Increase community engagement by creating a welcoming place for knitters to share their joy and passion for knitting through workshops, memberships and social events.
- Expand their yarn product range with local and international suppliers of high-quality yarns, patterns, and accessories.



The target customers are knitters and yarn lovers—beginners to advanced skill level; 20 to 40 years old, women, and men from varied occupational backgrounds that appreciate wool sustainability and ethically sourced yarn; and people who are art and crafty, looking for a new hobby, and stress relief activity.

Why they decide to do the Go Full Circle program, and what they wanted to achieve?

Sunspun joined the program to learn from experts and meet with like-minded small and medium sizes enterprises. Furthermore, to understand how to utilise sustainable resources, reduce waste, and adopt circular economy methods into operational actions, resulting in better environmental and performance outcomes for the business, customers, and suppliers.

Virginia's wish for joining the program is to better identify existing operations opportunities that should be changed to reduce waste and cost and create sustainable practices. In addition, understand the framework and appropriate communication to staff, customers, and suppliers on the why and how the business could improve supply chain sustainability for everyone partnering with the company.

Number of circular opportunities identified during the program

During the program, Virginia identified eleven new potential circular initiatives that could benefit the business and its customers.

Chosen lead circular initiative

The Circular Initiative Virginia and the Sunspun team settled on was to start using reusable tote bags for shopping and return unused yarn for re-purposing.

The business's goal is to implement ten circular opportunities by the end of 2023 with active participation from all stakeholders. The aim is to achieve a 50% reduction in waste through the application of the 12Rs principles across supply chain activities over the next two years. An additional aspiration is to have one staff and one customer be the champion and drive the circular initiative roadmap.

Why did your business choose this particular opportunity?

Virginia and her colleagues decided to go with this initiative because the eco-friendly tote bag prompts circularity in customers' shopping experience each time. Furthermore, using the same bag eliminates single-use plastic bags and reduces waste. In addition, Sunspun is planning to consider rewards for participation as the bag is used as a marketing and awareness tool and enables customers to participate actively in this circular opportunity.



How might this opportunity be “newsworthy”?

The reusable tote bag made from eco-friendly materials will change customer behaviour with storing shopping purchases and carrying project materials on the go and travelling. In addition, the influence of circularity among the customers will spread to their friends in the knitting community via word of mouth. This will drive behavioural change in other yarn shops throughout Victoria to follow and create a more significant circular economy influence in the knitting world.

How does the circular initiative align with your company values?

The Circular Initiative aligns with the company's values: sustainability awareness and customer community engagement.

What barriers have you identified?

Virginia has identified a potential barrier to succeeding with this Circular Initiative. It might prove difficult to change the mindset and behaviours of some customers.

Describe your business's ability to implement your chosen circular initiative.

Virginia considers the Circular Initiative achievable. However, providing clear and compelling messaging on the “why” to engage customers is essential. In addition, there's a need to create a feedback loop to continuously refine the circular actions to achieve successful implementation.

Key actions necessary to create Sunspun's Circular Initiative:

- Providing an eco-friendly tote bag, including an incentive to get the customer to return with the bags, unused yarns or scraps for store credit.
- Communication with customers - through our newsletters, social media, and in-store.
- Communicating to staff members about the initiative.

Benefits Virginia expects from Sunspun's Circular Initiative and participation in the Go Full Circle program:

Financial benefits:

- Improved business goodwill.
- Sales from new customers who value an eco-friendly business.

Staff and company culture benefits:

- Building social and environmental purpose among staff.
- Creating and improving the learning culture.
- Increased awareness among staff.

Customer benefits:

- Improved customer experience and loyalty.
- Increased word of mouth and visual marketing.

Environmental Impact benefit:

- Reduced waste to landfill.
- Improved material performance.

Community Impact benefits:

- Educate and demonstrate to community members the importance of the Circular Economy.



StyleColab Preloved

StyleColab Preloved has been in operation for one year. Vicki Doufas is the owner and participated in the 2022 Go Full Circle program.

What the business does, customers, goals:

StyleColab Preloved are eager to change how we shop — selling, buying and re-loving — everything happens in one place. The business accepts clothes and accessories on consignment and offers customers a chance to earn money and bring joy by giving them the opportunity to find unique pieces in excellent condition. Their main products are consignment sales and “renting a rack”. The business’s goals are to grow the customer base, operationally and financially, with a focus on sustainability. An additional goal is to offer an outstanding customer service experience. The business targets women ages 25-70 who are looking for access to high-quality, unique pieces in excellent condition. This includes women who want to see their items re-loved and worn while still getting some of their money back.



Why they decide to do the Go Full Circle program, and what they wanted to achieve?

StyleColab Preloved joined the program to learn more about providing an in-demand service more efficiently and sustainably and growing further, both financially and operationally. Applying Circular Economy principles in the business could enable the company to serve clientele and the community better, improve marketing, and expand business growth opportunities.

Number of circular opportunities identified during the program

During the program, Vicki identified ten new potential circular initiatives that could benefit the business and its customers.

Chosen lead circular initiative

The Circular Initiative Vicki settled on first is to encourage more people to consign their pre-loved clothing to extend the life of the products. This Circular Initiative entails several aspects:

- Encouraging people to shop locally and purchase items in excellent condition rather than buying brand-new items.
- Focusing the marketing on how consignment customers can earn money—and potentially purchase new clothes with that money.
- Communicating the reduced textile waste to landfill.
- Communicating personal and high-quality customer service.
- Transitioning to digital receipts and a new digital-only consignor registration without printouts, and to reuse bags and packaging where possible.

The goal of the Circular Initiative is to improve the opportunities to re-purpose and re-sell clothing whilst reducing wastage and the number of items being sent to landfill.

Why did your business choose this particular opportunity?

Vicki decided to pursue this Circular Initiative because too many items are ending up in landfill. Most people want to do the right thing, but they don't know what to do with their clothing items except to throw them out or retain them. This provides an excellent opportunity to declutter and earn money, and it brings joy to others. It's also possible to get quick wins and get staff's support to implement the Circular Initiative.

How might this opportunity be “newsworthy”?

Beautiful clothes and accessories can be enjoyed and bring joy for longer — they can be re-purposed and gifted.

How does the circular initiative align with your company values?

The Circular Initiative aligns with the company's values. StyleColab Preloved believes in sustainable style and rewarding such behaviours — and avoiding wasteful behaviours.

What barriers have you identified?

Vicki has identified three crucial potential barriers to succeeding with this Circular Initiative: staff resistance to change, consignors overestimating the prices that their products can be resold for, and goods and service taxes payable by the consigner.

Describe your business's ability to implement your chosen circular initiative.

Vicki considers the Circular Initiative achievable in the interim — it is possible, but it will take time.



Key actions necessary to create Style Colab's Circular Initiative:

- Update the website with new messaging, e.g. "Let's change the way we shop"
- Update social media to reinforce the circular message to customers
- Add processes to communicate directly with customers, in-store
- Encourage desired customer behaviour through a new reward-program
- Reach out to customers and consigners with updates e.g. new store, new offerings and incentives like rent-a-rack
- Continue to make operations more sustainable, e.g. introduce digital systems and processes



Benefits Vicki expects from Style Colab's Circular Initiatives and participation in the Go Full Circle program:

Financial benefits:

- Reduce operating costs

Staff and company culture benefits:

- More digitalisation means less for the staff to do
- Attract talent who want to work in the circular economy and feel good about their choices

Customer benefits:

- Have access to new and preloved clothing in excellent condition
- Feel good about their purchases
- Improved customer loyalty

Environmental Impact benefit:

- Reduced waste, and textile waste to landfill.



The Cannings Group

Retail butcher chain with 9 stores located across Melbourne's eastern suburbs

The Cannings Group has been operating for twelve years. Chief Operating Officer Caroline Gill and Project Manager Joseph Lynch participated in the first Go Full Circle program in 2022.

What the business does, customers, goals:

Cannings are retail butchers on a mission to provide high-welfare produce, guided by their values and commitment to what's right. Their motto is to lead positive change. The business's guiding principle is to care for its team, customers, and the produce they source. Their goal is to exceed expectations and drive positive and innovative change. Cannings aims to be a leader in providing high welfare, ethically sourced produce, with a commitment to continuous improvement throughout the business. Guided by their B-Corp certification and internal benchmarks, they strive for positive growth and impact.



Picture: Joseph Lynch and Caroline Gill

The business's customers are located around the eastern suburbs of Melbourne: Boroondara, Stonnington, Yarra City, Banyule & Whitehorse councils. Their target groups are focused on quality, convenience, and ethics, with customers ages varying from 25-85. With a focus on delivering quality products, Cannings customers respect their premium pricing position. Their customers tend to shop locally and appreciate the seven-day and longer trading hours to accommodate their busy lifestyles.

Why did they decide to do the Go Full Circle program, and what did they want to achieve?

Cannings joined the program as soon as they heard about it. They are keen to network with like-minded businesses, and to initiate and improve sustainable practices that can make positive differences in their operations and for their customers.

Number of circular opportunities identified during the program

During the program, Caroline and Joseph identified eleven new potential circular initiatives that could benefit the business and its customers.

Chosen lead circular initiative

The Circular Initiative that Cannings settled on tackling first was implementing a composting waste stream for food waste and other compostable materials. The general goal of Cannings is to develop and implement a comprehensive circular strategy for the business with a number of compounding initiatives.

Why did your business choose this particular opportunity?

In building their circular strategy, Cannings selected this opportunity as composting is currently being evaluated and verified, and there's a clearly defined need. Furthermore, composting satisfies the re-earth 'R' clearly (of the 12 R's). It can be managed locally and is not highly resource-intensive to implement. The business will use this as a case study for broader, more complex and longer-term implementations of its Circular Strategy.

How might this opportunity be “newsworthy”?

Whilst Cannings deem that their first selected Circular Initiative won't be newsworthy in isolation, they have a bigger vision. Within their more extensive plan, this first step will serve as an example of their intentions, and a symbol of their pledge to move toward circularity with staff, customers and suppliers. It is an important move that will take effect over 9+ locations with the intention to open more internal conversations about the business's waste impact, gain staff support for the business's direction, and spur further actions as they progress along their journey to circularity.

How does the circular initiative align with your company values?

The circular initiative aligns with the company's core values. As a B Corp-certified business, Cannings has pledged to address its environmental impact, and this is a clear expression of that commitment. They also value innovation and aim to develop implementation systems to fulfil more initiatives like this.

What barriers have you identified?

There are some initial barriers in knowledge that still need to be worked through, with some questions to be resolved: Are all composting services created equal? Where does the soil go? What materials are accepted in these streams? Cannings have, however, chosen this project as it has demonstrably fewer barriers.

Describe your business's ability to implement your chosen circular initiative.

Cannings have both the drive and budget to implement this initiative. They also have a team who are engaged and invested in waste reduction. With the right comms and training, they are confident they can roll this out across all of their locations and adjust to site-specific variables as required.



Key actions necessary to create Cannings' Circular Initiative:

- Expand on initial waste audit in one location, to gauge compostable waste volume across all locations.
- Contact providers and collectors about acceptable materials and end-user or composting by-products.
- Select provider/s and develop internal procedures and infrastructure.
- Consult and train staff to get on-the-ground buy-in.
- Implement streams at pilot location/s.
- Assess pilot and implement across remaining locations.

Benefits Cannings expects from their Circular Initiative and participation in the Go Full Circle program:

Financial benefits:

- Redirecting waste processing budget away from landfill collection to composting processing.
- Newfound focus on the waste stream may result in more frugal behaviours.

Staff and company culture benefits:

- More closely align with waste minimisation sentiments within the team.
- Educate the team on the realities of waste streams and circular economy.
- Low-complexity piloting and co-design.

Customer benefits:

- More closely align with waste minimisation sentiments within the customer community.
- Extending the composting service to invite customers to return pulp trays, paper bags, etc., for composting as part of the extended value and uplifted customer experience.

Environmental Impact benefit:

- Remove tonnes of food waste from entering landfill each year.
- Turn environmental net negative impact (more landfill) into net positive impact (new soil).

Community Impact benefits:

- Composting providers may feed into local community gardens.
- Aim for local service providers to encourage a local circular economy.



Picture: Chief Operating Officer, Caroline Gill



Picture: Project Manager, Joseph Lynch

Sorborium: Sorbet Lab

Why? Because everyone loves sorbet!

Sorborium: Sorbet Lab has been in operation for five years. Daniel Blashki is the business's owner and participated in the 2022 Go Full Circle program.

What the business does, customers, goals:

Sorborium designs and creates artisanal sorbet, accessible to everyone and made from a mindful food science perspective that considers dietary choices, allergies and sensitivities. The company goals are to produce premium sorbet of uncompromising quality and ingredients, to maintain a rigorous approach to the research and development and product optimisation that results in the most accessible products to market.

But most of all, it is to put smiles on the faces of all their customers. The typical Sorborium target groups include adults and kids who like a dessert or an anytime treat. In addition, vegans, dairy intolerant and general wellness and food sensitivity customers are also important groups.



Why they decided to do the Go Full Circle program, and what they wanted to achieve?

Sorborium joined the program to improve its business model, learn more about sustainable practices, and work on growth, mainly through networking and generating local opportunities for the business. Implementing Circular Economy principles to the business can create a confirmation that the business is currently implementing the right practices, and it can also help them learn what additional steps they can take. Another aspiration is to grow the business as a result of implementing circular business practices.

Number of circular opportunities identified during the program

During the program, Daniel identified eight new potential circular initiatives that could benefit the business and its customers.

Chosen lead circular initiative

The Circular Initiative Sorborium settled on was a return system for wholesale five-litre tubs from business-to-business sales at restaurants.

Why did your business choose this particular opportunity?

Daniel decided to go with this initiative because it's a measurable and quantifiable process that is a simple yet effective step in the ongoing improvement of sustainable, non-waste practices. Beyond Daniel's and his staff's efforts to reuse, the Circular Initiative asks customers who buy wholesale to return empty containers. Furthermore, it demonstrates the buy-in from partners throughout the value-creation chain.

How might this opportunity be “newsworthy”?

Sorborium's Circular Initiative shows cross-sale cooperation between producer and consumer. In single-use food and hygiene situations, initiatives that address the return of items typically discarded are rare.

How does the circular initiative align with your company values?

The Circular Initiative aligns with the company's values. Reusing items is economically sound and helps track the use of inventory. Increasing the turn-around rate of items with many reuse opportunities will help achieve this.

Describe your business's ability to implement your chosen circular initiative.

Daniel believes that the Circular Initiative is achievable, as it only requires a passive level of cooperation and the desire to wash and store the plastic tubs for a limited time.



City of Boroondara

De Barcelona

Spanish Restaurant, Hawthorn

Sam Aldemir is the owner of the Spanish restaurant De Barcelona which has been operating in Glenferrie Road, Hawthorn, for ten years. With a keen interest in the circular economy, Sam participated in the 2022 Go Full Circle program.

What the business does, customers, goals:

De Barcelona offers a Spanish culinary experience. The business's goals are to offer traditional Spanish food and educate customers about Spanish cuisine. An additional goal is to be a financially as well as environmentally sustainable business.

The typical De Barcelona customers are family groups, students, and office workers. They serve both a younger demographic who love their famous churros and mature customers who are enjoy conversation over tapas and wine.



Why did they decide to do the Go Full Circle program, and what did they want to achieve?

De Barcelona joined the program to learn more about the principles of the circular economy and how the restaurant might utilise circularity to assimilate with changing customer interests as well as engage with other local traders. As a result, de Barcelona could assume a leadership position in this space and transform every aspect from purchasing to product delivery. Moreover, Sam argues that shifting to a circular mindset would make new, more socially and environmentally friendly generations proud.

Number of circular opportunities identified during the program

During the program, Sam identified five new potential circular initiatives that could benefit the business and its customers.

Chosen lead circular initiative

The first Circular Initiative Sam and De Barcelona settled on was to speak to other businesses, gather used coffee husks to compost, and talk to market gardens and the city council about providing parks and garden beds space for urban gardening.

Why did your business choose this particular opportunity?

Sam and his colleagues decided to progress with this initiative because it provides an accessible starting point to collaborate with other stakeholders in a friendly and approachable way.

What barriers have you identified?

Sam has identified some potential barriers to succeeding with this Circular Initiative, being: storage, capture and transport.

Describe your business's ability to implement your chosen circular initiative.

As Sam is the president of the street association, he feels this is an easy entry point for businesses to become aware of circular economy opportunities and jump on board. He considers this Circular Initiative is achievable, and a solid starting point for engaging the wider trading community.

Key actions necessary to create De Barcelona's Circular Initiative:

- Identify local, like-minded stakeholders and seek their support and buy-in.
- Review the costs and impacts for the participating businesses.
- Present the benefits of the Circular Initiative: creating a feel-good factor, marketing advantages, and enhancing social and community licence to operate.

City of Melbourne

Heartattack and Vine

Cafe Restaurant, Lygon Street, Carlton

Heartattack and Vine (H&V) has been in operation for eight years. Owner, Nathen Doyle, participated in the first Go Full Circle program in 2022.

What the business does, customers, goals:

The restaurant is inspired by classic European neighbourhood bars and cafés and offers simple breakfasts, hearty lunches, relaxed evening drinking, snacking opportunities and wine tasting. The restaurant has 28 employees and almost 8,000 followers on Instagram and is now looking to expand its operations. Nathen's goals for the business include always trying to 'be better', looking for new ways to do things and being more ethical as well as sustainable. As a result, the business aims to grow further while minimising its ecological footprint. The typical Heartattack and Vine customers are people of all ages from the local community, including university students, well-educated and socially conscious people.



Why did they decide to participate in the Go Full Circle program, and what did they want to achieve?

Nathen joined the program to learn more about the most effective environmental measures and how to implement them properly at Heartattack and Vine. A desired tangible outcome of the Full Circle Program was to upskill in circular economy strategies to cost-effectively reduce waste, including improving the business's food waste recovery efforts.

The number of circular opportunities identified during the program

During the program, Nathen identified ten new potential circular initiatives beyond just initial waste reduction that could be implemented to benefit the business, its staff, customers and the broader Lygon Street precinct with other local traders.

Chosen lead circular initiative

The first circular initiative that Nathen and Heartattack and Vine settled on was to engage like-minded traders in the Lygon Street precinct with the purpose of establishing a pilot for an exchangeable cup system to replace single use takeaway cups.

Why did your business choose this particular opportunity?

Nathen and his colleagues decided to go with this initiative because the business is well-positioned to gain the support needed of both customers and other businesses in taking this step. Implementing exchangeable cups will generate significant annual savings, whilst also boosting the profile of the precinct as moving to a circular economy. This is expected to draw more eco-conscious customers to the area as well as increase the loyalty of existing customers.

How might this opportunity be “newsworthy”?

Shifting to exchangeable takeaway cups allows the business to create a large campaign together with other cafés and the local council. The objective is to set up a pilot program, seek initial setup support for establishment as a “circular hospitality precinct” from local and state government, and gain buy-in from other traders and customers, before expanding the reach further through the restaurant area.

How does the circular initiative align with your company values?

The Circular Initiative aligns with the company's and owner values of serving sustainable high-quality food and beverages to its eco-conscious customers. The exchangeable cup initiative is highly engaging with a number of stakeholders, and in line with customer, community and government interests, in moving away from single use packaging.

What barriers have you identified?

Nathen identified one crucial potential barrier to succeeding with this Circular Initiative: getting the right collaborators and the government on board with the idea. However, by gathering support from other business owners in and around Lygon Street, and contacting circular economy consultants from the program, he is confident in both aligning with, and seeking local government support to roll-out the initiative in the precinct.

Describe your business's ability to implement your chosen circular initiative.

Heartattack and Vine is already positioned as a fresh new place but also being established enough to hold weight with the stalwarts of the strip. Having already secured initial local trader support, Nathen believes this circular initiative is not only achievable, but also a catalyst for the precinct and highly beneficial for promoting the local area as eco-conscious to existing and new customers.

Key actions necessary to create H&V's Circular Initiative:

- Draw up the overarching concept and how each stakeholder is involved.
- In conjunction with consultants from the program, refine pitches for key stakeholders, including descriptions of the business model, roles, costs and benefits, marketing, environmental and social impact, and required operator training.
- Identify and approach key businesses in the precinct, to get them interested and onboard with the overall proposal and benefits to the local trader community.
- Collaborate with the program consultants to engage local and state government stakeholders with a view to gaining appropriate support.
- Organise a workshop with key stakeholders to design the prototype system.
- Apply for funding to set up and launch the pilot project.

Benefits Nathen expects from the identified H&V Circular Initiatives and participation in the Go Full Circle program:

Financial benefits:

- Reduction in costs for paper cup purchases for participating cafés.
- Due to removed need for paper cup storage, freeing up space for other things. For example, capacity to order bulk of other items.

Staff and company culture benefits:

- Higher team engagement around the business's core values and direction
- Better overall employment brand to attract and retain staff
- Education around what circular economy is, and practical implementation
- General changing of regular behaviours and conscious introduction of more sustainable business practices

Environmental Impact benefit:

- Significant reduction of waste to landfill over time in and around the precinct
- Highlighting circular economy practices and how they can be implemented

Community Impact benefits:

- Less general waste produced and collected
- Strengthened local trader community and inspiration to implement circular initiatives
- Greater engagement with council on a trader's level around aligned improvements.



Arts Centre Melbourne

The Arts Centre Melbourne has been in operation for forty years. Allie Imlach is the trust's Head of Partner, Strategy and Planning, and participated in the 2022 Go Full Circle program.

What the business does, customers, goals:

The Arts Centre Melbourne brings people together for remarkable performing arts experiences. The Trust's core purpose is to enrich the lives of Victorians – culturally, educationally, socially and economically, making a leading contribution to the Victorian creative and visitor economies. As a publicly owned cultural institution, Arts Centre Melbourne was created to serve all Victorians.



Why did they decided to do the Go Full Circle program, and what did they want to achieve?

Representing the Arts Centre Melbourne, Allie joined the program to learn more about the principles of the circular economy and start investigating how these principles can be leveraged to embed circularity into the Arts Centre's planning processes and deliver sustainable business outcomes.

Number of circular opportunities identified during the program

During the program, Allie identified five new potential circular initiatives that could directly benefit the organisation and its customers.

Describe the chosen circular initiative

The Circular Initiative Allie and Arts Centre Melbourne settled on was to investigate finding solutions for waste coffee grounds, including looking into potential partnership opportunities with a coffee supplier and like-minded organisations such as the closely located Botanic Gardens, with a view to creating a proof of concept.

Why did your business choose this particular opportunity?

After multiple internal conversations, Allie and her colleagues decided to proceed with this initiative as it appeared to be the most effective, as well as highly visible and aligned to core values. Furthermore, it presents the most straightforward opportunity to create a circular success story, as a beacon to prompt other team members to start exploring additional circular opportunities.

How might this opportunity be “newsworthy”?

It's an initial action that should provide an opportunity to build a narrative in the support of exploring and further embedding circular principles at the Arts Centre Melbourne. It also demonstrates and reinforces the organisation's commitment to sustainability and acts as a catalyst to engage with other Melbourne icons around the circular economy.

How does the circular initiative align with your company values?

The Circular Initiative aligns with the company's values. The organisational values include "Care More", "Community", "Creativity", and "Leadership". Allie believes this initiative speaks to all of these values by providing a creative solution that directly benefits the community, reflecting the care of the organisation and demonstrating leadership in collaborating with suppliers and other vital stakeholders to make the solution happen.

What barriers have you identified?

Allie has identified one crucial potential barrier to succeeding with this Circular Initiative. After multiple internal conversations that have demonstrated the organisation's appetite to pursue this solution - confirming that building a triple-bottom-line business case is the next action to take.

Describe your business's ability to implement your chosen circular initiative.

Allie considers the Circular Initiative achievable. Arts Centre Melbourne already engages external companies to take care of its waste. For example, working with coffee grounds would require engaging an additional supplier or partner working with the trust to turn a specific kind of waste stream into a resource.

Key actions necessary to create the Arts Centre's Circular Initiative:

- Discuss with the potential provider to understand the service and the opportunity it provides, and develop a proposal.
- Formalise a brief and an offer, including considering procurement requirements and submitting it to the appropriate delegate for approval.
- Implementation, measurement and communication of success.

Benefits Allie expects from the Arts Centre Melbourne's Circular Initiative and participation in the Go Full Circle program:

Financial benefits:

- Improved business goodwill.
- Opportunity to partner with suppliers to find mutually beneficial solutions to waste problems.

Staff, company culture and customer benefits:

- This simple and creative solution to a considerable waste problem is an opportunity to demonstrate Arts Centre Melbourne's commitment to environmental sustainability to staff and the public.

Environmental Impact benefit:

- Reduced waste to landfill.

Community Impact benefits:

- Symbiotic benefit through the supply of resources for local gardens or other sustainability projects.
- Opportunity to begin discussions around alternatives for re-earthing waste products.

City of Melbourne

Readings

Iconic Bookstore, Carlton

Readings has been in operation for fifty-two years. Angela Crocombe is an employee and a participant of the 2022 Go Full Circle program.



What the business does, customers, goals:

Readings's core business is selling books and increasing awareness of the Australian literary landscape. The company's goals are to keep selling books, champion Australian authors and run literary events for the community. The typical Readings customers are university-educated, kids, and book lovers.

Why did they decide to do the Go Full Circle program, and what did they want to achieve?

Readings joined the program to learn more about how to help the business focus on sustainability. By applying Circular Economy practices, the business hopes to reduce the number of unsolicited proof copies coming into the company.

Number of circular opportunities identified during the program

During the program, Angela identified three new potential circular initiatives that could benefit the business and its customers.

Chosen lead circular initiative

The Circular Initiative Angela and Readings settled on was to refuse unsolicited proof copies from publishers.

Why did your business choose this particular opportunity?

The high number of unsolicited proof copies is an industry-wide problem identified at recent conferences and anecdotally between booksellers.

How might this opportunity be “newsworthy”?

The idea might not be newsworthy to the general public, but it could initiate conversations and spark change across the publishing industry.

How does the circular initiative align with your company values?

The Circular Initiative aligns with the company's values of being sustainable and minimising waste.

What barriers have you identified?

Angela has identified a few potential barriers to succeeding with this Circular Initiative. There may be resistance internally from staff and externally from suppliers, who want to keep it business as usual. Many people do not want to read books on a screen, so they may be reluctant to say they want fewer

proof copies in case it means we don't get any more proof copies from suppliers. Suppliers may not change their ways and keep pushing more proof copies on other bookshops instead.

Describe your business's ability to implement your chosen circular initiative.

Angela considers the Circular Initiative achievable. Readings will need to create a policy statement and discuss it with staff members and suppliers to explain the reasons behind our decision and address any concerns.

Key actions necessary to create their Circular Initiative:

- Speak internally to people impacted by the idea: marketing staff, Readings Monthly editor, and buyers at each store.
- Start speaking to reps from publishers about the idea and identify who in their organisation is responsible for sending out proofs.
- Identify an organisation such as Footpath Library to take on the proofs they'd still receive and keep them circulating.
- Write a policy that outlines the reasoning and new way of doing business. Then, share the policy internally and externally (suppliers and those responsible for sending the proofs) and tweak it according to feedback.
- Initiate the policy and continue obtaining feedback on how it works. Then, tweak the policy as necessary.

Benefits Angela expects from Readings' Circular Initiative and participation in the Go Full Circle program:

Financial benefits:

- Reduced costs in having to deal with the proof copies, including staff time and recycling costs.

Staff and company culture benefits:

- Reduced clutter in the office of unwanted proofs.
- More proofs that staff want and none that they don't want.

Customer benefits:

- Seen as a more environmentally sustainable company by our customers.

Environmental Impact benefit:

- Reducing virgin resource usage and wastage.
- Reduced input materials and waste to landfill.

Community Impact benefits:

- Reduced costs for our suppliers for producing these products
- Supporting a charity that helps homeless people. For example, Footpath Library.
- Stimulating further conversation about proofs within the industry and getting publishers to stop making unnecessary ones.

RISING Festival

RISING has been in operation for three years. Anna Horan is head of brand and content and participated in the Go Full Circle program.

What the business does, customers, goals:

RISING is an engine and a platform for powerful art and social connection. The organisation serves artists and audiences in equal measure. Rising's goals are large-scale brand building, commercial and entrepreneurial partnerships and creating a dynamic organisation with scale and flexibility, good governance and entrepreneurial spirit. RISING's target groups are cultural consumers, Victorian and Australian audiences and international travellers.



Why did they decide to do the Go Full Circle program, and what did they want to achieve?

RISING joined the program because they're keen to innovate in the sustainability space. RISING has ambitions to be a sector leader in sustainability. They also need to balance this with its other organisation objectives, for example, brand-building through merchandise, and this can be contradictory to sustainability principles. Applying circular economy principles in the organisation might provide guidance on developing RISING's strategic direction in this space, and ideas and practical steps for meeting these ambitions.

Number of circular opportunities identified during the program

During the program, Anna identified ten new potential circular initiatives that could benefit the organisation and its customers.

Chosen lead circular initiative

The Circular Initiative Allie and RISING settled on was to create a practical 12R's RISING framework for staff and artists to enact in individual projects easily. The goals of the Circular Initiative are to develop practical circular economy solutions for use in the 2023 festival on a project-by-project level. In addition, the organisation wants to create social impact by influencing audiences, artists, suppliers, and partners to integrate the 12 R's when engaging with the festival. The success of the Circular Initiative will be benchmarked against the Arup outcomes, including feedback from staff, artists, audiences, and stakeholders.

Why did your business choose this particular opportunity?

The proposed Circular Initiative has the most potential to empower staff and artists to consider the 12R's in their project development and on the individual level. It's also a resource RISING can use again and again for new projects in different aspects of the organisation, like creative and delivery, marketing and corporate services.

How might this opportunity be “newsworthy”?

It's creating a groundswell of action within the organisation. Every team is constantly working with varied suppliers, partners, and stakeholders where these ideas can permeate and spread further than our organisation. RISING argues that to lead change, it has to start with them. They have many projects, organisation-wide, which can benefit from this approach. In addition, RISING can become a resource to other organisations in tackling particular problems common to others.

How does the circular initiative align with your company values?

The Circular Initiative aligns with the organisation's values.

CREATIVITY AND INNOVATION: It's creative problem-solving to make something new, not leaning on the BAU approach.

BOLD AND AMBITIOUS: It feeds into our business goals of being a sector leader with an entrepreneurial spirit and good governance, and our desire to change how things have always been done.

EMPOWERING AND INCLUSIVE: it's creating tools for people to apply at an individual level and with the knowledge and support of a wider team and organisation.

What barriers have you identified?

Anna has identified a few potential barriers to succeeding with this Circular Initiative. There's a need to review the organisation's sustainability policy and create practical, useful templates for staff and artists to use when working with related topics. Extending the scale and scope of working with sustainability would require time and resources to produce and get executive sign-off and buy-in from staff and artists.

Describe your business's ability to implement your chosen circular initiative.

Anna considers the Circular Initiative achievable. The organisation can easily review its sustainability policy and create templates. They recognise the need to build it into the organisation's existing processes and the day-to-day work, so it doesn't become a document that sits on the intranet.

Key actions necessary to create their Circular Initiative:

- Review the Arup plan, including reviewing and updating the organisation's Sustainability Policy with the Sustainability working group
- Create a 12Rs Project framework and document for the template for staff and potentially further stakeholders.
- Present to executives and get their buy-in and sign off on, introducing to staff
- Introduce staff to the updated and new concepts. Gather volunteers to implement the framework, including proposing actions for their project and getting feedback.
- Set individual project goals that feed into an organisational goals document to measure success against Arup outcomes.
- Allocate staff to create individual plans for their project streams, aiming for a circular life cycle, including collection and storage.
- Post-festival debriefs, share learnings with staff and other stakeholders.
- Seek certification.

Benefits Anna Horan expects from Rising's Circular Initiative and participation in the Go Full Circle program:

Financial benefits:

- Pre-ordering — keeping stock numbers low, reducing outlay
- New revenue streams — grants and funding bodies for sustainability

Staff and company culture benefits:

- Upskilling and training staff
- Building social and environmental purpose among staff

Customer benefits:

- Greater spend per customer, repeat customers — incentivised by the sustainability actions
- Improved customer experience

Environmental Impact benefit:

- Reduced waste to landfill
- Reduced input materials required
- Local and symbiotic supply of materials

Community Impact benefits:

- Supporting other local initiatives
- Educate and demonstrate to community members the importance of the Circular Economy



City of Melbourne

San Telmo

Iconic Argentine Restaurant, CBD

San Telmo has been in operation for ten years. Benjamin Wood is the owner and participated in the 2022 Go Full Circle program.

What the business does, customers, goals:

San Telmo is a steak restaurant serving Argentine cuisine. The business goals are to be a profitable enterprise, provide employment and growth opportunities for the staff, and present Melbourne with a culinary and cultural experience of Argentina. The typical San Telmo target groups are business customers, families, and tourists.

Why did they decide to do the Go Full Circle program, and what did they want to achieve?

San Telmo joined the program because they're always looking to improve their systems. Moreover, waste management is a concern for the business's staff and customers. Applying Circular Economy practices provides a clearer picture of the opportunities to improve waste management.



Number of circular opportunities identified during the program

During the program, Benjamin identified five new potential circular initiatives that could benefit the business and its customers.

Chosen lead circular initiative

The Circular Initiative Benjamin and San Telmo settled on was to implement the use of a Tersano-type system in all venues to eliminate the use of unnecessary chemicals. Tersano technology uses tap water, oxygen, and electric currents to create an environmentally friendly, safe, and cost-effective cleaning product.

Why did your business choose this particular opportunity?

Benjamin and his colleagues decided to go with this initiative because it will have a significant effect on minimising San Telmo's environmental impact concerning the chemicals they use for basic cleaning functions.

How might this opportunity be “newsworthy”?

Tersano-type solutions provide a technology that not many people know exists and how to use.

How does the circular initiative align with your company values?

The Circular Initiative aligns with the company's values. The San Telmo team is always looking to innovate. In addition, this is an opportunity to reduce the business's environmental impact on many levels: to terminate receiving chemicals in plastic containers and passing chemicals into waterways.

Describe your business's ability to implement your chosen circular initiative.

Benjamin considers the Circular Initiative achievable. The strategy is to set up a trial unit in one outlet and roll this out at four more outlets after evaluation.

Key actions necessary to create their Circular Initiative:

- Identify all the chemicals that could be replaced with Tersano-type systems. Analyse the economic effect of these eliminations.
- Quote the system and maintenance costs associated with the Tersano-type system.
- Propose the Circular Initiative to the directors, showing the effect of this change.
- Locate a team of champions in each venue.
- Identify the correct location and services required in each venue.
- Train staff in using the system and remove the chemicals it is replacing from the venue.
- Compile a post-delivery analysis and feedback on financial, reductions impact and staff feedback.

Benefits Benjamin Wood expects from San Telmo's Circular Initiative and participation in the Go Full Circle program:

Financial benefits:

- Reduction of costs related to chemical usage.
- Improved supplier goodwill.

Staff and company culture benefits:

- Staff not having to handle dangerous chemicals.
- Staff can see that the company is making changes to reduce the environmental impact.
- Improved dialogue with staff allows them to suggest and push up further ideas to expand the circular economy opportunities.

Customer benefits:

- Customers know that the company is trying to create positive change and lessen environmental impact in the industry.
- Customers see the San Telmo group as a leader in the hospitality industry.
- Generate more customers from positive word of mouth.

Environmental Impact benefit:

- Introduce fewer chemicals in the waterways.

Community Impact benefits:

- Awareness that the San Telmo group is seeking ideas to improve its impact.
- People approach the business with ideas through new tech or ideas of increasing the circular economy opportunities in the venues.
- Education about what options are available in the market.

City of Stonnington

Kokki Eco

Eco-conscious Fashion

Kokki Eco has been in operation for three years. Tanya Doumouras is the owner and participated in the Go Full Circle program.

What the business does, customers, goals:

Kokki Eco is a social enterprise focusing on impact through the ethical trade of fashion and interior design items. The business goals are to implement a circular economy model, move towards selling products made of certified organic cotton and acquire a certification as a social trader. Kokki Eco's customers care about sustainability, the environment, and ethical clothing. The business also has wholesale customers and retailers looking for high-quality, well-fitted clothing.



Why did they decide to do the Go Full Circle program, and did what they want to achieve?

Kokki Eco joined the program because it provides the perfect opportunity to fully align the business to the circular economy model and acquire the tools to talk about Kokki Eco's journey. Kokki Eco's objective with applying Circular Economy principles is to establish a lasting network with other aligned businesses, generate business-to-business opportunities, and connect with government departments for opportunities to sell products and run workshops.

Number of circular opportunities identified during the program

During the program, Tanya identified ten new potential circular initiatives that could benefit the business and its customers.

Chosen lead circular initiative

The circular initiative that Tanya and Kokki Eco settled on was to research relevant certifications and criteria, attend the Melbourne makers' expo, and work with suppliers to meet their objectives. The Circular Initiative's goals are to start sorting their clothing fabrics and dyes and develop a business standard for how customers should wash their purchases to prolong their use.

Why did your business choose this particular opportunity?

Tanya decided to go with this Circular Initiative because it is vital for the company's values, brand and image.

How might this opportunity be "newsworthy"?

Slow fashion is unique, and educating the public about what it is and how to care for and love purchased items is essential.

How does the circular initiative align with your company values?

The Circular Initiative is in line with the company's values. Kokki Eco was formed as a zero-waste brand. It remains the company's foremost value.

What barriers have you identified?

Tanya identified two possible barriers to success with this Circular Initiative. The first consideration is creating supply chain transparency with the makers. The second thing to consider is making clothes that are sustainable and easy to care for, such as washing them according to Australian standards.

Describe your business's ability to implement your chosen circular initiative.

Tanya considers the Circular Initiative achievable. Kokki Eco's key to success is to choose suppliers that have full transparency and to draw up an agreement describing the company's values.

Key actions necessary to create their Circular Initiative:

- Figure out which makers are going to make which collections. Attend the supplier expo to make new contacts and meet existing makers. In addition, visit makers in India.
- Create new supply chain goals, launch a consultative dialogue with suppliers, and ask for their input on the goals and procedures.
- Consider revisiting the idea of using upcycled plastic packaging.
- Start producing clothing repair videos.
- Start the sustainable linen collection.

Benefits Tanya expects from Kokki Eco's Circular Initiative and participation in the Go Full Circle program:

Financial benefits:

- Streamlined supply chain
- Improved business resilience

Customer culture benefits:

- Greater spend
- Gaining new customers in new sectors such as Ethical Traders

Environmental Impact benefit:

- More sustainable fashion choices on the market
- Natural fabrics and dyes are better for the planet
- Reduced packaging that is not environmentally friendly

Community Impact benefits:

- Communities in India supported with regular work and not working in toxic and unsatisfactory work conditions.
- Less textiles to landfill in local communities.