



ACCESS

Achieving Circularity in Cities through
Environmental Sustainability of Sports

CIRCULAR CITY COMMITTEES

Handbook

ACHIEVING CIRCULARITY IN CITIES THROUGH ENVIRONMENTAL SUSTAINABILITY OF SPORTS

3.3: ACCESS CCC Handbook

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Abstract

This handbook is one of the most essential, valuable and comprehensive outputs of the ACCESS project from the replicability and legacy points of view. The fact this handbook doesn't only provide the background, theory, methodology and approach to the Circular City Committees, but also a summary of how they were implemented, managed and what results did they bear, gives it a twofold importance – allowing the replication of the process beyond the project on one hand and providing lessons learnt based on real situations.

The handbook goes hand in hand with two other project publications, namely the training pack where the Communities of Practice were described, a concept that laid the basis for each of the Circular City Committees and the CCC Report which reports in detail on the implementation phase and the results of each Committee.

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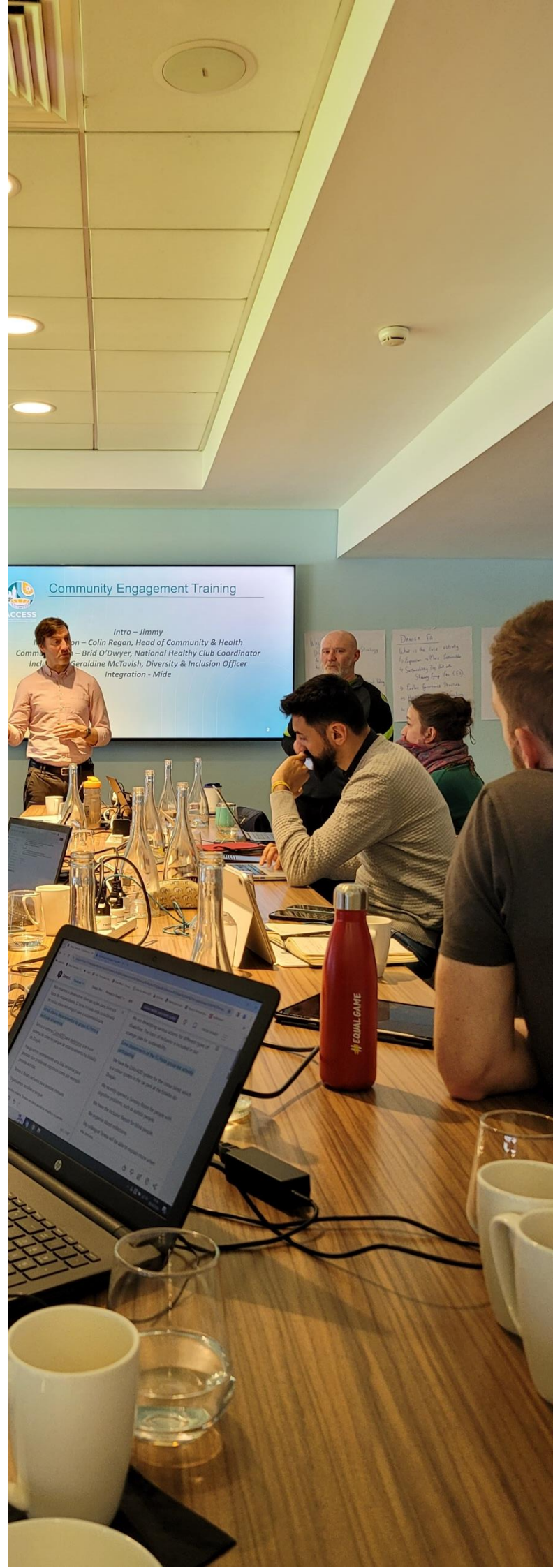
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1. PREFACE

The ACCESS project brought together four sport organisation and two technical partners to explore opportunities and potentials for improving environmental management in sports and demonstrating them through cross-sectoral cooperation and initiatives targeting circular economy, procurement, mobility, smart and innovative energy management and other environmental aspects through a pre-defined framework and workplan. Thanks to the project and its objectives, there are now four Circular City Committees up and running in Copenhagen, Cardiff, Porto and Dublin, primarily thanks to the involvement and efforts by the Danish and Welsh FA, as well as FC Porto and GAA, respectively. Right after the four Action Plans were announced, the four Circular City Committees started developing and implementing the pilot actions contained therein.

What are Circular City Committees? These Committees were predefined in the workplan as communities that the local activities foreseen by the project's workplan would be revolving around – local activities identified, defined, conducted, monitored and evaluated by these Committees themselves. The methodology chosen for these processes was the theory of Communities of Practice, a participative and inclusive approach, tailor made to the challenges and needs that were being addressed, which delivered solutions and results through co-creation and co-design.

This handbook has the objective to allow its readers to understand the theory behind the Circular City Committees and Communities of Practice as their frameworks, as well as to provide guidance and a number of supporting materials for their setup and implementation. This is why this handbook will start with a theoretical background which should lay the basis for understanding certain processes and steps that would be described later. This handbook will also put the various templates produced for the project purposes on disposal to the readers.



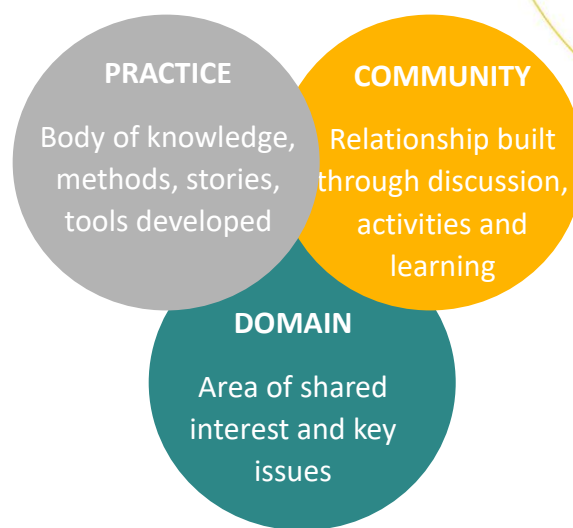
2. COMMUNITIES OF PRACTICE

Communities of Practice existed from the very beginning of humanity and civilisation. They existed and led to various solutions and ideas throughout the history by addressing different challenges, issues and opportunities – either with the objective to advance, progress or simply to survive. They were formed by people who engage in a process of collective learning in a shared domain of human endeavour: a tribe learning to survive, a band of artists seeking new forms of expression, a group of engineers working on similar problems, a group of students defining their identity at school, a network of surgeons exploring novel techniques, a gathering of first-time managers helping each other cope. Therefore, even without following definitions and frameworks or being a part of a formal setting, these informal communities and efforts resulted in a plethora of social, economic, and technological achievements and breakthroughs.

Only in 1991, cognitive anthropologist Jean Lave, and educational theorist Etienne Wenger proposed a concept that defined Communities of Practice in their 1991 book *Situated Learning*. Wenger significantly expanded on this concept in his 1998 book *Communities of Practice*. In simple terms, Communities of Practice are groups of people who share a common interest, profession, or passion and come together regularly to learn from each other and improve their knowledge and skills in that domain.

“Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.”

Each Community of Practice shares a common occurrence – they have three distinctive features and elements.



The domain. A community of practice is not merely a club of friends or a network of connections between people. It has an identity defined by a shared domain of interest. Membership therefore implies a commitment to the domain, and therefore a shared competence that distinguishes members from other people; after all, one could belong to the same network as someone and never know it. The domain is not necessarily something recognised as “expertise” outside the community. A group of homeless people may have developed all sorts of ways of dealing with their domain: surviving on the street and maintaining some kind of identity they can live with. They value their collective competence and learn from each other, even though few people outside the group may value or even recognise their expertise.

The community. It takes two for tango. Without members, it's not much of a community. In pursuing their interest in their domain, members engage in joint activities and discussions, help each other, and share information. They build relationships that enable them to learn from each other; they care about their standing with each other. A website in itself is not a community of practice. Having the same job or the same title does not make for a community of practice unless members interact and learn together. The claims processors in a large insurance company or students in American high schools may have much in common, yet unless they interact and learn together, they do

not form a community of practice. But members of a community of practice do not necessarily work together daily. The impressionists, for instance, used to meet in cafes and studios to discuss the style of painting they were inventing together. These interactions were essential to making them a community of practice even though they often painted alone.

The practice. A community of practice is not merely a community of interest—people who like certain kinds of movies, for instance. Members of a community of practice are practitioners. They develop a shared repertoire of resources: experiences, stories, tools, ways of addressing recurring problems—in short, a shared practice. This takes time and sustained interaction. A good conversation with a stranger on an airplane may give all sorts of interesting insights, but it does not in itself make for a community of practice. The development of a shared practice may be more or less self-conscious. The “windshield wipers” engineers at an auto manufacturer make a concerted effort to collect and document the tricks and lessons they have learned into a knowledge base. By contrast, nurses who meet regularly for lunch in a hospital cafeteria may not realize that their lunch discussions are one of their main sources of knowledge about how to care for patients. Still, in the course of all these conversations, they have developed a set of stories and cases that have become a shared repertoire for their practice.

Communities of Practice can be formal or informal, and they exist in many contexts. In organizations, they might include groups of software developers sharing coding practices, teachers collaborating on curriculum design, or sales teams exchanging techniques. Online communities like those for programmers or specialized forums for craftspeople also function as Communities of Practice.

The value lies in how members learn from each other's experiences, solve problems collectively, and develop both individual and group expertise. Knowledge flows naturally through storytelling, mentoring, and collaborative problem-solving rather than through formal training programs.

These communities are particularly powerful because learning happens through participation and social interaction, which tends to be more

effective and engaging than traditional top-down knowledge transfer approaches.

Finally, organizations increasingly recognise communities of practice as valuable for knowledge management, innovation, and professional development. They can help break down silos, preserve institutional knowledge, and accelerate learning. However, they require the right conditions to thrive, including time for participation, organizational support, and a culture that values knowledge sharing.

The ACCESS project was imagined exploiting all the advantages they have, adapt them to the world of sports and after all, have them as the foundation for the cross-sectoral cooperation the project wanted to see in the participating cities. The way it was done was a set up of four Circular City Committees (CCC), a name chosen to signify the following:

Circular: as the scope of the project was to make operations and processes, as well as governance in sports more circular, environmentally friendlier and contributing to various aspect of the European Green Deal, the adjective “circular” wanted to highlight the purpose and the intention of those

City: the very objective of the project was to narrow down the gap between the strategies and practices of sport organisations and the targets and policies of their respective local and regional authorities and agencies – in terms of mobility, waste management, energy management, decarbonisation, nature conservation and more. In order for this to happen, the presence of cities and regions and those carrying out and implementing various strategies was essential for the success of the CCCs

Committee: Signifying a community, a group of practitioners and experts covering different fields of activity, with their roles and responsibilities, as well as skills and knowledge. The need for regular meetings and different milestones each CCC had to achieve, required a committee which would meet on a regular basis.

THE “5P” PRINCIPLE

At the early stage of the project a training module was delivered to the participating sport organisations in order to provide a theoretical background and explain some key principles that the CCCs would be based upon. This training module also served as an explanation to the beneficiaries why Communities of Practice were chosen as a framework and where the connection between the ACCESS activities and the Communities of Practice were.

The additional objective, more project specific was to allow the participants to understand the roles of other members of their organisations, when and where would they appear in the process, as well as what challenges and bottlenecks might occur on the way and how to successfully eliminate them and other risks.

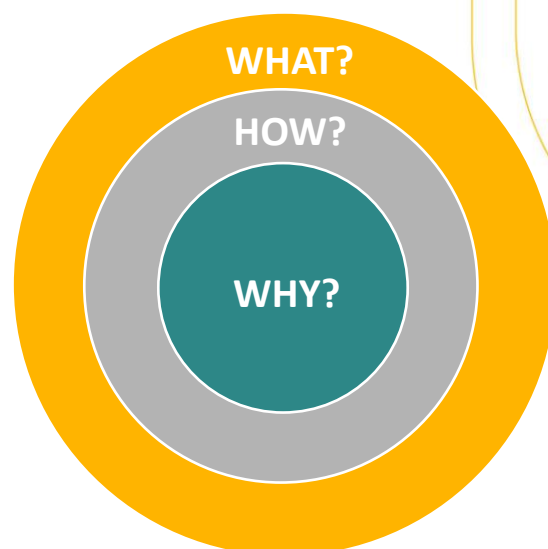
The theory and learning were based on a lecture by Mike Collins of DPG, sharing his experience of developing online communities. Breaking the approach into 5 P Mike provides examples and experiences on how the 5 P can link up into a powerful framework to follow for community success and providing a successful implementation of the ACCESS activities.

P for Purpose

When a CCC is being set up, we wanted to look at the sort of sense, the reason why we were going into a process like this – what are we going to do and how will we shape and apply the CCC to the context and how to make sure it would deliver, after all. This is why we need to look at the purpose. Without purpose, there wouldn't be a foundation for the CCC.

The purpose carries another importance – the purpose will define and shape the kind of knowledge that needs to be acquired, shared, collected and the identify the potential members of the CCC to contribute to that.

To demonstrate the importance of the “purpose”, a business leader Simon Sinek uses the “Golden Circle” explanation.



The What? – How? – Why? Understanding the difference between these is what distinguishes one organisation from another, one business from another and one Community of Practice from another – in terms of success, in terms of the result, in terms of achievements.

This is why a successful setup of a CCC shouldn't start by asking “what?” and “how?”, but with a “why?”. This step, thinking about why an organisation wants to create a learning community and why we want to bring people together is what was giving each CCC a purpose – and much more. This was the basis for any pitch or briefing, invitation and first contact with future CCC members. Explaining and highlighting the purpose of the CCC and what it means to an organisation or to oneself, how does the purpose reflect the organisations values and beliefs, is what will attract members from other organisations, after having understood the objectives, the benefits and other added values.

As the project's objectives were to enhance collaboration between sport organisations and their local authorities and agencies, defining the purpose in the case of CCC revolved around local and regional policies and strategies that would define the Action plans and the Pilot Actions at a later stage.

Every single person, every single organisation on the planet knows what they do. Some know how they do it – the theory, the methodology, the approach, or anything else that leads to a solution or a product. Finally, very few people or organisations know why they do what they do and by why we should think of profit - that's a result. What we mean by "why" what's is our purpose, what's our cause, our belief. Why does our organisation exist, and why does it do what it does. This pathway from the outside in is what distinguishes leaders and inspire organisations regardless of their size, regardless of their industry to think, act, and communicate.

P for People

Without people, there is no community, no CCC. Simple as that. In order to secure people, we need to extend the "why?" and the purpose to this, too. A clear purpose will secure and provide an organisation with a ready-made answer for all the doubts, dilemmas, and questions like "what's in it for me, for my organisation", from individuals and organisations we want to see on our CCCs.

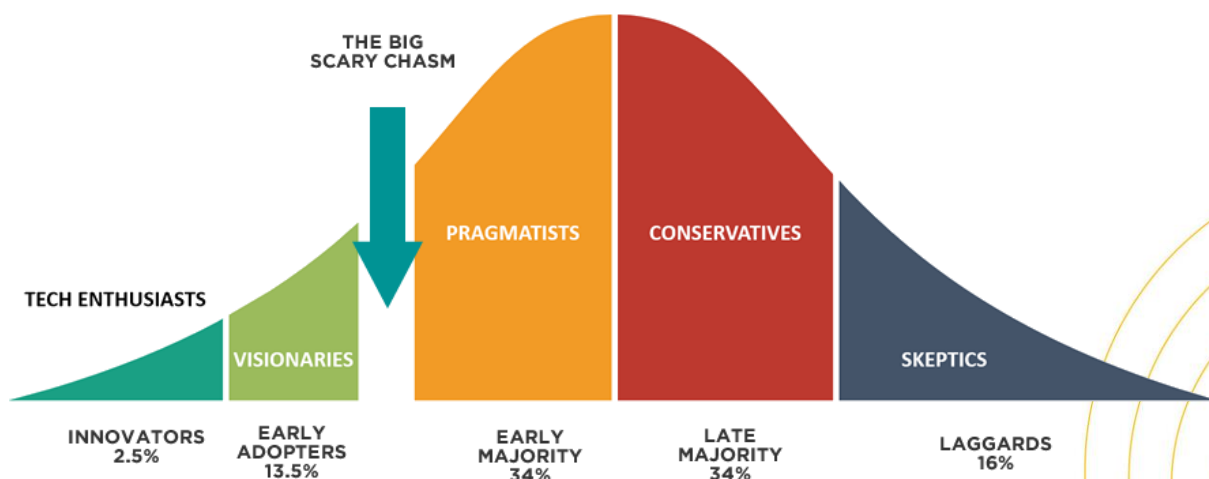
One those people see the benefits and why would it be worth investing time in a CCC, once we manage to demonstrate the values and "sell" the purpose, the CCC will start getting its shape. But at a various pace, different from one CCC to another.

To demonstrate this occurrence, the image below displays the American theorist and sociologist Everett Roger's "Law of diffusion of innovations" theory. It describes how new ideas, behaviours, technologies, or goods spread

Each of the four CCCs had to start from innovation and obviously, enthusiasm – otherwise, they wouldn't embark on the ACCESS journey and be a partner on this project. The people who initiated and carried out the whole process were either sustainability managers, CSR officers, ESG leaders and similar. Afterall, these were the roles the ACCESS project wanted to see on board for what was yet to happen. The innovators and the enthusiasts are those who want to go beyond the conventional, the "business-as-usual" and challenge processes and operations.

The ACCESS project started exactly from there. That limited share of the staff, with a very specific, sometimes niche, portfolios were the gateway to a larger share – the early adopters, who had a lot to do with those operations and processes, either as stadium executives, event managers, procurement officers and similar. The ACCESS phase that lasted for some 4 months saw a number of interviews, site visits, Key Performance Indicator assessments, which led to first contacts and outreach to those early adopters.

But, as early adopters exist outside our organisations, too, the recruitment of the CCC members could start rolling out.



through a population gradually, rather than all at once. Easily applicable to the conception of the Circular City Committees and the recruitment of their members.

The motivation and inspiration for innovation and starting a process in sports could come from various occurrences, such as peer-to-peer learning – where certain staff members are meeting and discussing similar operations and processes elsewhere, or site visits and stories, case studies someone brings back to their organisations and want to turn those into future innovation internally. The more those experiences are talked about, the share of innovators grows and starts turning into early adopters.

Those early adopters are the ones who see a certain value from the beginning, either an individual benefit or organisational, they want to be a part of the potential change. There is bravery, but perhaps not enough motivation or opportunity to be an “innovator”. Those early adopters could also be considered as pragmatists - someone who deals with problems in a sensible way that suits the conditions that really exist, rather than following fixed theories, ideas, or rules.

Once there is a core group or share of those who see the purpose, who see the reason and want to work on it, although it might seem like a group big enough, there is still a large share of people who need to be convinced and brought in. This is when the chasm appears, as a big gap between the innovators and early adopters and those who could contribute to things happening. When the recruitment needs to go beyond the organisation and reach out to academics, public authorities, agencies, contractors, sponsors, local community and more.

Once the process goes beyond that chasm, the early majority starts understanding the purpose, sees the momentum and wants to seize the opportunity. Suddenly, the late majority, suspiciously observing what has been happening, starts liking what everyone else is doing, what added values it brings, business or marketing opportunities that could appear so, they might feel isolated and want to join, in one way or another. Then finally there is a small share of laggards – people who aren't necessarily lazy or lack motivation, but are either used to outdated processes, business-

as-usual, are of a generation that stopped keeping up with new technologies, those could also be people who see certain threats to their own businesses or other private reasons. That share is really important because they are usually quite influential people, so thinking of an approach to be taken and getting the buy-in and support is an important step to be taken. Those people often have the power to approve or disapprove of the final solution and product, too.

A lot of communities that get formed still have one big challenge to overcome – engaging and reaching out to lurkers – those who one might think don't have a role and thus, their contribution can be easily overlooked, ignored, leading to missing out on additional benefits. Those people could be the final consumers, final beneficiaries of a solution, in case of sports – supporters and neighbours. One of the biggest challenges is getting the information out to them to become active supporters and contributors to the process and the CCC. Those people, although not necessarily being a formal part of the community can tell a lot of information about what content is valuable for them and what the social acceptance of the final solution could be. Or that of a product.

It's true, 1% of that large group will eventually contribute in one way or another, providing valuable input, 9% will get involved on an irregular basis and 90% percent will just sit back and consume. Nevertheless, it is fundamental to explain the purpose and people need to buy into that purpose – preferably something people are actually looking for in a community.

P for Product

In the case of a product, as a consequence of an urgency, one could look at it from two points of view – an urgency and need for a product initiated externally, outside the organisation or a product initiated internally, within the organisation. Defining the product, something that should be a tangible follow up of the “purpose” is needed in order to address the real needs and expectations of the wider community. After all, if the “product” doesn't meet those needs of the audience and target groups, doesn't tie with the “purpose”, then there isn't much of a reason for people to get involved.

When it comes to the ACCESS project, we need to be slightly more precise with explaining what we meant by it.

After having explained the “purpose” and the “people” from the ACCESS’ perspective, the product was supposed to reflect the outcomes and tangible benefits of the cross-sectoral cooperation the project wanted to see.

These products were a set of pilot actions, three per participating sport organisation, contained in each sport organisation’s own Action Plan. While these Action Plans and Pilot Actions would be described later, as a milestone, their identification, definition and development were driven by the various public strategies and policies the sport organisations wanted to address and adapt their processes and operations to, through those Pilot Actions. The policies and strategies that were addressed were:

Wales

- National Transport Delivery Plan 2022-2027
- 2024 law and regulation on workplace recycling
- Beyond recycling - A strategy to make the circular economy in Wales a reality
- “Cymru, Well Being and the World”

Portugal

- Municipal strategy for sustainability – Green Heart certification
- Porto Climate Pact
- Porto City Council Water Management Strategy

Denmark

- Climate plan for Brøndby
- Copenhagen Waste and Resource Management Strategy 2030
- Danish Sport Federation’s Political Program 2021-2024 “Sport takes responsibility”

Ireland:

- Dublin City Council Climate Neutral 2030
- Dublin City Centre Transport Plan
- National Climate Action Plan (CAP)
- The National Implementation Plan for the Sustainable Development Goals 2022-2024

The identification of these policies and strategies was an outcome of the assessment and interview phase where the hotspots were identified, accompanied with potential improvements. Each sport organisation then reached out to their respective authorities to single out policies and strategies the Pilot Actions could contribute to. Finally, the 15 Pilot Actions that were announced were the following:

Football Association of Wales:

- Modal shift for Wales fans
- Reduction of waste on FA Wales sites
- Education and awareness – Sustainability Themed Match

FC Porto

- “Green Heart” Certification
- Roadmap for decarbonisation
- Water for reuse

Danish Football Association

- Green and active mobility
- Circular economy on plastic in fan zones
- Green fan commitment

GAA

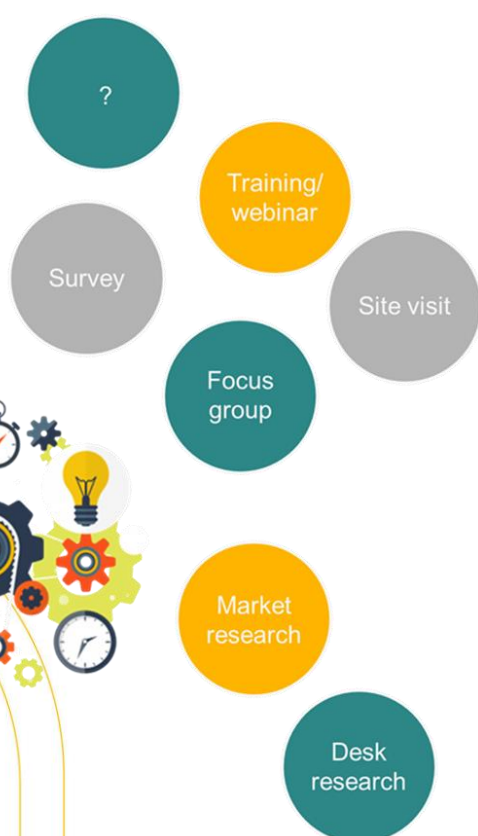
- North Dublin City high-density bicycle parking
- Croke Park car park management for sustainable mobility
- Dublin GAA club activation



The “product” doesn’t need to be something you want to sell at the end of the process in literal terms, it especially wasn’t the case in the ACCESS project. But nevertheless, a sense of marketing is needed in order to sell the reason and the benefits of what is being worked on to the people who need to work on it and adhere to. This is why a relevant, tailor-made communication plan needs to accompany the process.

So then, in a learning community, what should be a product? The ACCESS project wanted to contribute to a change in the first place – individual behaviour or organizational culture, as well as experience through pilot actions that would provide empirical input and justification for the change.

This brings us to the knowledge needed for developing the “product”. One of the advantages and values of a learning community the people are going to come for is knowledge. The diversity and variety of the community’s members can provide insight, knowledge, intelligence and more on things that isn’t contained in everyone’s skill set equally. Acquiring new knowledge and sharing it is an inevitable step which needs to occur when there is a gap or insufficient internal knowledge within the community itself. This is why, in order to come to a purposeful product and solution, many various activities can take place.



The ACCESS project combined the following activities which were intended to feed the CCCs with knowledge and intelligence:

- Site visits – accompanying the interviews and other baseline assessments, the site visits allowed an understanding of what the processes and operations around waste management, mobility, food and beverage management and much more looked like in real situations and what the behaviour of the final consumers and target groups’ behaviour was and what patterns could be highlighted as trending
- Webinars – based on the outcomes of the site visits, interviews and other observations, as well as the priorities that were listed in the Action Plans, a series of webinars, 5 tailor-made episodes were held for the members of the 4 Circular City Committees on event management, procurement, biodiversity and nature conservation, communication and reporting, and environmental assessments
- Surveys – the Danish FA and the Welsh FA ran a survey to understand the habits of their supporters and visitors and what their mobility and waste management habits were.
- Market research – the GAA had to look for solutions how to cater for secured bike parking, what system to use, what would be the value for money if buying or renting
- Focus groups – the Welsh FA, FC Porto and GAA brought together their staff to analyse the housekeeping patterns and adapt them to the new ones during the piloting phase

Gathering new intelligence and knowledge is important, but in a community of practice, a process which needs to be inclusive and participatory, the conventional motto “knowledge is power” should be put aside.

“Power is gained by sharing knowledge, not hoarding it.”

There is a couple of things around the community’s needs to create content and acquire knowledge – through any of the previously listed activities. This content and knowledge will be diverse, more relevant or less relevant, straightforward or requiring further elaboration ... this is where the need for curation comes in. What does that signify? Well, what do curators do in a museum? They receive artefacts, items and need to clean them, sort them, put them in the right place and provide something the visitors can learn from. The same way, the knowledge and the content for the Communities of Practice need to be curated, highlighting the key hotspots, the most striking data and whatever else is important for the Community’s future work. There is a big difference between finding a content and filtering a content.

P for Platform

A very practical P here – for platform. The Community needs to meet, to interact, and there are two common ways to doing it. Face to Face and Online – each coming with its own advantages and disadvantages. In the ACCESS project we were aiming at the face-to-face ones, but of course, online meetings did replace some of them, due to its advantages, especially in case of communities which go beyond only one city. Therefore, this debate doesn’t need to be about online versus face-to-face but rather about a balance that would allow the purpose to result in a product.

This is why the ACCESS project can come forward with basic advantages and disadvantages for both platforms, based on the experience:

Face to face CCCs

- Bring people together for collaboration, sharing, and learning around the same table
- Allows participants to set aside time, which often leads to increased engagement, commitment, and participation
- Require the time and budget for in-person meetings
- Allows many moments for informal talks and follow ups after the meeting itself

Online CCCs

- Provide virtual collaboration among practitioners/program managers, as well as a space for sharing documents
- Are less expensive and can be organized quickly
- Facilitate discussion between different time zones or people on different schedules
- Often leads to a lower level of trust and engagement among participants

P for Provoker

The last P, one might wonder what it could stand for. It’s each of us, each member of the Community of Practice – the Provoker. We are the innovators, that first share of the society in the innovation and learning curve. We share the original idea, get followers, we collect and curate input and share them with others, creating a snowball effect inside the community.

LIFETIME AND TIMEFRAME OF A COMMUNITY OF PRACTICE

Just like any other process or initiative, nearly everything else has a lifetime. A Community of Practice will not last forever; in fact, a Community of Practice can be also short living – only supporting a part of something bigger or providing specific input and intelligence on something that is a part of a bigger picture.

The inception phase is where the community is forming caused by that innovation trigger, or the purpose. This obviously precedes the establishment phase where people are starting to understand how they're using the community and how they get information from it. Once then you get to sort of a maturity phase where the Community serves its purpose and delivers.

In the end, anything could happen and none of it should be too surprising. The Community might break up because there's no need for it or that community will merge and form other communities because people have connected and identified common interests and needs. It could also remain, internal to the organisation, as a platform for future purposes. But inside the Community, things aren't as straightforward as inception, establishment, maturity.

For this demonstration, a “slope of enlightenment” is displayed below. Also known as the Gartner Hype Cycle, it was in 1995 by analyst Jackie Fenn.

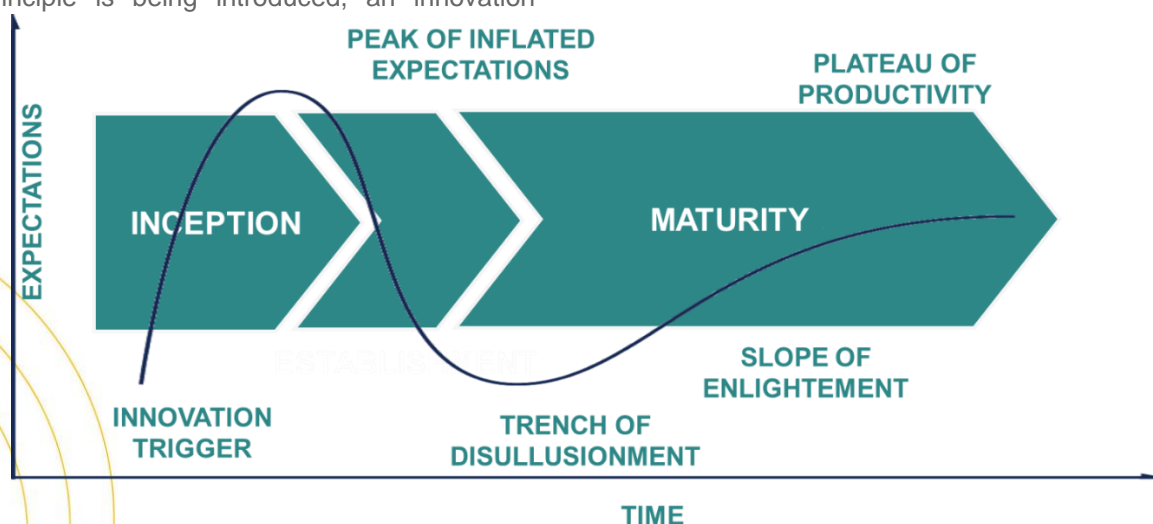
This cycle (the curved line in the image below) shows where a new technology, process, principle is being introduced, an innovation

trigger. This period will be marked with enthusiasm, inspiration and belief that it's only a matter of time before it picks up.

This is when, at the peak of “inflated expectations” we end up in the trench of disillusionment, which could easily occur around the time the “great chasm” occurs in the “P for People” chapter. Reasons for this are many – it could be the inaccessibility of relevant people who should be members of the Community, it could be the lack of knowledge or unforeseen circumstances that prevent the process from progressing, this could be financial or similar limitation imposed internally or externally, it could be an unpredicted opposition to the new idea outside the core group and the “innovators”.

Instead of losing bravery and motivation, this is where a good management and facilitation of the Community comes to evidence. This is when all those risk mitigation and knowledge collection activities emerge, to provide knowledge through research, input and intelligence through surveys and interviews, financial means through sponsorships or public funding, social acceptance by awareness raising and focus groups. This is the phase when many of those late adopters would eventually join and show interest, too.

Finally, once the risks and gaps are eliminated, the Community reaches the plateau of productivity which allows it to deliver.



3. CIRCULAR CITY COMMITTEES: THE STORY

While the previous chapter probably already gave the reader an impression how the Community of Practice was adopted and modified for the purpose of the ACCESS project, this chapter will break the process down and provide the reader with additional supporting material and templates, as well as report further on the key figures, composition of each Circular City Committee and more.

To start this chapter, here is a statement: There is no fast track. A Circular City Committee needs to be a slow and well thought over process – carefully taking into consideration the capacities, the priorities, and the expected outcomes. Although the four CCCs had the principle of Communities of Practice in common, each of them was supposed to address a different set of policies and strategies, as listed before, that their respective cities wanted to reinforce and embed in sports.

ESTABLISHMENT AND PREPARING A CHARTER

After having understood the “purpose” and having a strategy how to recruit relevant people to become members, internal and external to the organisation, the Circular City Committee should confirm the principles and the foundations for what is yet to come.

This document, tailored to the Committee and based on its scope, needs, justification, commitments can have a multiple use – from seeking approval from executives and directors (or other decision makers), successful launch, cultivation, reporting and conducting communication activities, to securing sustainability and a legacy. The intended audience, apart from decision makers, could also be potential sponsors and similar who can contribute to the Committee differently.

The following four pages display the Circular City Committee Charter template that was developed for the ACCESS project.

Some of the key answers the Charter should provide are the following:

GOAL

What are you hoping to achieve in your community?
What are your long-term goals for the community

TIMELINE

When would you like to get started?
How will you decide when conversations take place?

AUDIENCE

Who is your audience?
Do you have access to them?
Do you know if they would be comfortable using this type of medium to exchange information?

SECURITY

Will sensitive information be shared?
What level of security is necessary for your CoP?
How will you explain and guarantee the security and privacy to your members?

CULTURE

How will the conversation in the community start?
Will the conversations be moderated by the community leader?
Consider what style would fit your community's purpose

CIRCULAR CITY COMMITTEES: NARROWING THE GAP

CCC Charter

Circular City Committee (CCC) charters, developed by each project partner, should include the mission, scope, objectives, and other course-setting components needed for a successful deployment, progress and finally, achievement of the CCC's objectives. Additionally, this template should allow you to develop a Charter which would officialise your CCC and its composition as a proof for project reporting purposes.

PURPOSE OF THE CCC CHARTER

This CCC charter gathers the information needed for documenting the creation of the local/regional/national CCC and those required by the ACCESS project to approve and support the activities necessary for a successful launch, cultivation, and sustainability of the CCC. The charter includes the needs, scope, justification, and resource commitments.

The intended audience of the CCC charter is the community sponsor, senior leadership and the community members.

CCC OVERVIEW, JUSTIFICATION, AND NORMS

A Circular City Committee (CCC) represents a group of professionals, informally bound to one another through exposure to a common class of problems and common pursuit of solutions. Based on the Communities of Practice (CoP), they are a way of developing social capital, nurturing new knowledge, stimulating innovation, and sharing knowledge. These CCCs, inspired by COP want to knit people together with peers and their outputs can include leading practices, guidelines, knowledge repositories, technical problem and solution discussions, working papers, and strategies.

Within the ACCESS project's framework, they have the role to capitalise on all the findings and observations originating from the screening phase (interviews, site visits, surveys ...) and identify or confirm previously identified hotspots and opportunities for improvements in operations and governance with the ultimate goal – to align these practices with the strategies and plans of the local/regional authorities.

The CCC will operate by taking into consideration certain norms which would create a safe, creative, inspiring and inclusive environment, such as participation, transparency, responsiveness, consensus orientation, equity and inclusiveness, effectiveness and efficiency and accountability.



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Please complement the previous description with your overview which should explain the reason for the CCC to be created. Consider the following suggestions and questions, but don't limit yourself to them:

- *Introducing the CCC's specific objectives from your own perspective and what you would like to achieve through them, within the ACCESS framework. It can also be explained as a follow up of a previous initiative or project, but clearly mentioning that it's an ACCESS activity now.*
- *Highlight any preliminary interests, focuses or directions you might have identified already.*
- *What are the problems/issues/goals that the CCC might address?*
- *What is the necessary contribution/knowledge/intelligence missing to do so?*
- *What are the long-term and short-term value of the CCC to community members?*
- *What learning opportunities will members have after joining?*
- *How will this greater knowledge enhance the organisation?*

Max 100-120 words.

SCOPE

Mission

Your mission should concisely explain the purpose of the community – what do you want to achieve in the community. It should be the basis of the directions, decisions made by your group.

Based on the answers given to the previous questions, try to define your mission/objective in 1-3 sentences.

Security and privacy

Mentioning this at an early stage could prevent hesitations and refusals from potential CCC members. Try formulating a message which would answer some of these questions.

- *Would sensitive information be shared?*
- *What level of security/confidentiality would be applied to the CCC?*
- *Do you have any explicit requests from the CCC members?*

Max 50-100 words OR leave it out if irrelevant.

Target group and communication

You could mention here if a target group for your actions and CCC outputs already exist and who they are – the wider local community, players, staff, supporters/gamegoers, public authorities, national or international associations (e.g. UEFA, FIFA, your national FA) ...

1-5 sentences, with justifications.

Another 1-5 sentences describing the communication channels, patterns and messages that would be communicated, as well as internal deliverables and milestones disseminated.

The default target group of this CCC will be the rest of the ACCESS project partnership, especially the project coordinator, ACR+ who would be updated on the developments and the progress of the CCC for project communication, dissemination and reporting purposes.

Requirements, milestones, and deliverables as expected outcomes

While the CCC will see a lot of flexibility and joint decision making on the pace, culture of discussion, strategies for wider outreach and addressing the previously identified target groups, the ACCESS project had put forward certain milestones and deliverables that need to be respected and delivered on time for the project's well-being. The following table summarises the requirements that the CCC need to meet in order for the objectives to be achieved.

MILESTONE	DESCRIPTION	DEADLINE
1 st CCC meeting	Relevant local and regional stakeholders identified and expressed their interest in participating in the CCC (at least four of them)	
2 nd CCC meeting	Definition of the pilot actions (at least three of them)	
Publication of the action plans	Four action plans developed, elaborated and confirmed by the CCC for submission to the project coordinator	<i>Planned for September 2023 but we can delay it for a month or two until the end of the year the latest</i>
3 rd CCC meeting	Monitoring of the pilot actions and necessary adjustments	
4 th CCC meeting	Evaluation of the pilot actions	
CCC report	A report of the overall outcomes, achievements and dynamics of the CCC, as well as challenges encountered, and lessons learnt throughout the process	

Risks and constraints

The CCCs should foresee certain risk and possible constraints during its lifetime. Please try to formulate a risk assessment and a mitigation plan for various limitations that might occur during the setup, deployment, or final stages of its lifetime.

*The table below should contain all the different risks that might arise during the CCC's lifetime. Risks in *italic* are potential risks that we predefined. Please remove the irrelevant ones and add what you think would be the real risks. Feel free to reduce or increase the number of rows.*

RISK	MITIGATION
<i>The CCC does not attract interest</i>	
<i>CCC leaders do not emerge</i>	
<i>Deadlines and milestones are not to be met</i>	
<i>The CCC crumbling or losing members</i>	
<i>Low support from the CCC's leader management</i>	
<i>Low acceptance from the target groups' side</i>	
<i>Insufficient communication and dissemination activities</i>	

CCC MEMBERS

While the CCC Leader is defined by the ACCESS project which is *[insert your organisation here]*, this particular CCC needs to see at least four more stakeholders involved, either public authorities, agencies, contractors, NGOs, local community or other. In the table below, please list the members of the CCC, with a signature that would prove their participation (for the reporting purposes).

MEMBER	REPRESENTATIVE	SIGNATURE

As shown in the template, apart from the key aspects and principles which should define the Circular City Committee itself, two additional important provisions which would further adapt the four Communities of Practice to the project's lifetime and workplan.

This was reflected in the milestones where the project had foreseen at least four Circular City Committee meetings over the period of 24 months, each with an important milestone:

- Identification and confirmation of relevant local and regional stakeholders and approval of the Charter
- Definition of the Pilot Actions and subsequent development of the Action Plan
- Monitoring of the Pilot Actions and necessary adjustments
- Evaluation of the Pilot Actions and subsequent development of the report of overall outcomes, achievements, and dynamics of the CCCs, as well as challenges encountered, and lessons learnt throughout the process

The other addition was a risk mitigation strategy which was supposed to encourage the Circular City Committees to take timely steps to avoid any failures and address risks early. Some of the risks that were suggested to be taken into consideration were:

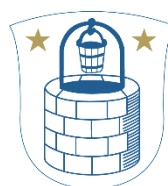
- The CCC not attracting interest
- CCC leaders do not emerge
- Deadlines and milestones not being met
- CCC crumbling and losing members
- Low support from the CCC's leadership and management
- Low acceptance from the target group's side
- Insufficient communication and dissemination activities

At the end of the recruitment phase, the four ACCESS Circular Committees had a very diverse composition with a variety of entities, both public and private, covering different domains and activities.

In Dublin, a certain share of the CCC included public organisations who submitted their support letters at the very beginning of the project and its conception phase.



The Danish Football Association brought together a CCC which had representatives of two local authorities – Copenhagen and Brøndby



**Brøndby
Kommune**



The other members were highlighting the FA's most important partnerships on both competitive/sport and commercial sides, with the Danish Olympic Committee and Danish Handball Federation as the biggest sport organisations in Denmark and Carlsberg as their main commercial partner.

Porto had a CCC with members who also signed a support letter for FC Porto's participation in the ACCESS project, all representing key environmental public authorities and agencies.



Finally, the Football Association of Wales put together a CCC which was more national than local, representing entities covering the entire country



IDENTIFICATION OF ROLES

An important step to be taken at an early stage is to define certain roles within the Circular City Committee. The reason for this is to share responsibility, accountability, as well as ownership of the CCC and securing that inclusive and participative approach and the avoidance of too much power and knowledge concentrated in one person. This could be a risk because not only it could lead to a lower interest and feeling of contributing among members, but also a potential burn-out of one person and losing valuable resources. This is why several roles were suggested to the members of the four CCCs, namely:

CCC LEADER/MANAGER

The person dedicated to managing the Community. Does not have to be an expert in the domain because the focus of their work will be on relationship building and community development. The Community Manager should be skilled in community building, communications, knowledge management, and project management.

FACILITATOR

Usually a person external to the group without necessary knowledge of the topic. Preferred skills are rather revolving around moderation, timekeeping, following up previous meetings/reports and ensuring a progress within the CoP

TECHNICAL EXPERTS

People employed in their field of expertise with extended knowledge on a certain topic, operation, occurrence etc. Can be a permanent or occasional member of the CoP.

COMMUNICATION MANAGER

A person not necessarily being involved in the technical part of the project but is there rather for documenting and communicating updates, decisions etc. to internal and external audiences.

MEMBERS

All the other contributing participants representing a certain area of operations, expertise, governance, stakeholders and more.

Additional roles could include + sponsorship manager, community sponsor, knowledge manager advisor, ...

This clear division of roles and responsibilities should also contribute to a successful facilitation and moderation of the knowledge base, very important for the progress and the learning of the CCCs. There are many types of potential members which might not have any major role, but the selection of the ones which contribute to the essence will make them understand why they are here. The selection of members needs to be careful, so that the Committee doesn't dissolve or disappears in the mixture.

Moderating, animating and check-ins on CCC members ensures continuous processes, without allowing the CCC to lose its momentum. A good CCC manager would want to talk to the members, checking up and following up on meetings and decisions made, the value a certain activity brought to the community and similar.

Finally, just like when cooking, before serving, who doesn't like trying a spoonful of the food? Pilot tests or pilot actions can significantly boost the trust and convince the CCC members that the Community is on the right way.

PILOT ACTIONS AND ACTION PLAN

The project's workplan foreseen at least three Pilot Actions per participating sport organisation which had to be confirmed by the CCCs and defined as a part of an Action Plan - serving as the framework document for what needs to happen under the WP3: Circular City Committees – Narrowing the Gaps. It confirms and describes the three Pilot Actions that were agreed on and defined within the CCC, as an important milestone of the project, following the scope, objectives and priorities of the CCC, as described in the CCC Charter.

The Action Plan also plays an important role in achieving certain Key Performance indicators which were supposed to define the success rate of the project as it contained necessary references to local and regional policies, public authorities and agencies and other public or private stakeholders the pilot actions would target.

Finally, this document also defined a tailor made and pilot action specific communication plan which would ensure an appropriate dissemination of milestones, updates and final results of each pilot action.

WP3: CIRCULAR CITY COMMITTEES: NARROWING THE GAP

CCC Action Plan

Circular City Committee (CCC) Action Plans, developed by each project partner's local CCC, should describe the three pilot actions which need to reflect the priorities, objectives, and the scope of previously defined CCCs in respective CCC charters. These Action Plans will serve not only as validation for the existence of the CCCs and the cooperation therein, but also contribute to the achievements of the overall objectives of the ACCESS project. Finally, in terms of project reporting, these Action plans will play an important role in proving the achievement of certain Key Performance Indicators.

PURPOSE OF THE CCC ACTION PLAN

This Action Plan serves as the framework document for what needs to happen under the WP3: Circular City Committees – Narrowing the Gaps. It confirms and describes the three Pilot Actions that were agreed on and defined within the CCC, as an important milestone of the project, following the scope, objectives and priorities of the CCC, as described in the CCC Charter.

The Action Plan also plays an important role in achieving certain Key Performance indicators which define the success rate of the project as it contains necessary references to local and regional policies, public authorities and agencies and other public or private stakeholders the pilot actions would target.

Finally, this document also defines a tailor made and pilot action specific communication plan which would ensure an appropriate dissemination of milestones, updates and final results of each pilot action.

HOW TO READ THIS CCC ACTION PLAN

The three pilot actions described in this document have the identical format consisting of:

- ⚙ Challenge
- ⚙ Targeted local/regional policy/strategy
- ⚙ Relevant local and/or regional stakeholders being involved
- ⚙ Current state of the art
- ⚙ Expected outcomes of the pilot action
- ⚙ Milestones
- ⚙ Communication plan
- ⚙ Risks

The Action Plan needs to be kept as a valuable reminder and guidance for the remaining CCC meetings which need to happen before the end of the project, especially for the CCC meeting which will have the objective to monitor the implementation of the pilot actions and the evaluation of the entire Action Plan towards the end of the project.



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PILOT ACTION 1: *TITLE*

CHALLENGE

- ⚙️ *Please describe the background of the pilot action, the reason why it was chosen to be a part of this action plan and the challenge it targets in general.*
- ⚙️ *Reflect on and link this pilot action with any previous initiatives you might have had or contacts you made with external stakeholders in this field.*
- ⚙️ *Explain if this pilot action was initiated by you, as a sport organisation, or your local/regional authority or agency.*

TARGETED POLICY/STRATEGY

- ⚙️ *Name the explicit local or regional policy(ies)/strategy(ies) this pilot action is targeting and provide a link to it (them).*
- ⚙️ *Describe the key objectives of this policy document in terms of what is relevant to the pilot action.*

LOCAL AND REGIONAL STAKEHOLDERS

- ⚙️ *List all the stakeholders that are essential to the successful implementation of this pilot action and highlight those that are already official members of the CCC and which appear in the CCC Charter as a signatory.*
- ⚙️ *Attribute role and responsibilities to each of the listed stakeholder and explain what each of them is contributing with and bringing to the pilot action; it could be a certain skill, financial support, expertise, service or equipment.*

CURRENT STATE OF THE ART

- ⚙️ *Linked to the description of the challenge, describe what the topic and the focus of the pilot action looks like prior to the implementation of the pilot action and the extent of its current reinforcement, implementation, or scope.*
- ⚙️ *Highlight any missing elements, untapped opportunities, or drawbacks of the current state of art and explain how would this pilot action address those.*

EXPECTED OUTCOMES/OBJECTIVES

- ⚙️ *Regarding the previously described state of the art, highlight the achievements, changes, and benefits this pilot action has as objectives.*
- ⚙️ *Differentiate the objectives and potential benefits this pilot action would achieve from the perspective of you as a sport organisation and your respective local or regional authority.*
- ⚙️ *Try to think and list any indicators (qualitative or quantitative) that could be used in the future for validation or evaluation of the pilot action.*

- ⚙️ Please make sure to be as concrete, tangible, “SMART” (Specific, Measurable, Agreed (or Achievable), Realistic, and Time Bound), because each pilot action will need to be monitored, evaluated, reviewed and reported at the end of the project.

MILESTONES

Complete the table below with relevant milestones which would help you and your CCC make sure that the pilot action is implemented in due time, with the other project related milestones being respected. The 2nd and 3rd CCC (monitoring and evaluation) should take place as listed in order not to compromise on the project deadlines and deadlines for its deliverables. A complete table will also help ACR+ and SSSA to be able to follow the developments and monitor the implementation remotely, by getting in touch with you regularly.

MILESTONE	DESCRIPTION/MEANS OF VERIFICATION	DEADLINE
Milestone 1		
Milestone 2		
Milestone 3		
...		
3 rd CCC meeting	Monitoring of the pilot actions and necessary adjustments/CCC minutes	
4 th CCC meeting	Evaluation of the pilot actions/CCC minutes	
CCC report	A report of the overall outcomes, achievements and dynamics of the CCC, as well as challenges encountered, and lessons learnt throughout the process/Report	

COMMUNICATION PLAN

- ⚙️ Draft a communication plan which would complete and accompany the implementation of the pilot actions, defining the target groups you will want to reach out to, communication channels you would be using and messages that you want to convey to the target group.
- ⚙️ When drafting the communication plan, try to identify relevant milestones which would be the most appropriate for additional communication efforts, such as press releases, media statements, event organisations and similar.

RISKS

List all the potential risks that may hamper and prevent you from a successful implementation of the pilot action. Try to identify mitigation steps which would eliminate the risk and threats.

RISK	MITIGATION
------	------------

Risk 1	Mitigation
Risk 2	Mitigation
Risk 3	Mitigation
...	

PILOT ACTION 2: *TITLE*

CHALLENGE

- ⚙️ *Please describe the background of the pilot action, the reason why it was chosen to be a part of this action plan and the challenge it targets in general.*
- ⚙️ *Reflect on and link this pilot action with any previous initiatives you might have had or contacts you made with external stakeholders in this field.*
- ⚙️ *Explain if this pilot action was initiated by you, as a sport organisation, or your local/regional authority or agency.*

TARGETED POLICY/STRATEGY

- ⚙️ *Name the explicit local or regional policy(ies)/strategy(ies) this pilot action is targeting and provide a link to it (them).*
- ⚙️ *Describe the key objectives of this policy document in terms of what is relevant to the pilot action.*

LOCAL AND REGIONAL STAKEHOLDERS

- ⚙️ *List all the stakeholders that are essential to the successful implementation of this pilot action and highlight those that are already official members of the CCC and which appear in the CCC Charter as a signatory.*
- ⚙️ *Attribute role and responsibilities to each of the listed stakeholder and explain what each of them is contributing with and bringing to the pilot action; it could be a certain skill, financial support, expertise, service or equipment.*

CURRENT STATE OF THE ART

- *Linked to the description of the challenge, describe what the topic and the focus of the pilot action looks like prior to the implementation of the pilot action and the extent of its current reinforcement, implementation, or scope.*
- *Highlight any missing elements, untapped opportunities, or drawbacks of the current state of art and explain how would this pilot action address those.*

EXPECTED OUTCOMES/OBJECTIVES

- *Regarding the previously described state of the art, highlight the achievements, changes, and benefits this pilot action has as objectives.*
- *Differentiate the objectives and potential benefits this pilot action would achieve from the perspective of you as a sport organisation and your respective local or regional authority.*
- *Try to think and list any indicators (qualitative or quantitative) that could be used in the future for validation or evaluation of the pilot action.*
- *Please make sure to be as concrete, tangible, “SMART” (Specific, Measurable, Agreed (or Achievable), Realistic, and Time Bound), because each pilot action will need to be monitored, evaluated, reviewed and reported at the end of the project.*

MILESTONES

Complete the table below with relevant milestones which would help you and your CCC make sure that the pilot action is implemented in due time, with the other project related milestones being respected. The 2nd and 3rd CCC (monitoring and evaluation) should take place as listed in order not to compromise on the project deadlines and deadlines for its deliverables. A complete table will also help ACR+ and SSSA to be able to follow the developments and monitor the implementation remotely, by getting in touch with you regularly.

MILESTONE	DESCRIPTION/MEANS OF VERIFICATION	DEADLINE
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CCC report	A report of the overall outcomes, achievements and dynamics of the CCC, as well as challenges encountered, and lessons learnt throughout the process/Report	

COMMUNICATION PLAN

- ⚙️ *Draft a communication plan which would complete and accompany the implementation of the pilot actions, defining the target groups you will want to reach out to, communication channels you would be using and messages that you want to convey to the target group.*
- ⚙️ *When drafting the communication plan, try to identify relevant milestones which would be the most appropriate for additional communication efforts, such as press releases, media statements, event organisations and similar.*

RISKS

List all the potential risks that may hamper and prevent you from a successful implementation of the pilot action. Try to identify mitigation steps which would eliminate the risk and threats.

RISK	MITIGATION
Risk 1	Mitigation
Risk 2	Mitigation
Risk 3	Mitigation
...	

PILOT ACTION 3: TITLE

CHALLENGE

- ⚙️ *Please describe the background of the pilot action, the reason why it was chosen to be a part of this action plan and the challenge it targets in general.*
- ⚙️ *Reflect on and link this pilot action with any previous initiatives you might have had or contacts you made with external stakeholders in this field.*
- ⚙️ *Explain if this pilot action was initiated by you, as a sport organisation, or your local/regional authority or agency.*

TARGETED POLICY/STRATEGY

- ☀ *Name the explicit local or regional policy(ies)/strategy(ies) this pilot action is targeting and provide a link to it (them).*
- ☀ *Describe the key objectives of this policy document in terms of what is relevant to the pilot action.*

LOCAL AND REGIONAL STAKEHOLDERS

- ☀ *List all the stakeholders that are essential to the successful implementation of this pilot action and highlight those that are already official members of the CCC and which appear in the CCC Charter as a signatory.*
- ☀ *Attribute role and responsibilities to each of the listed stakeholder and explain what each of them is contributing with and bringing to the pilot action; it could be a certain skill, financial support, expertise, service or equipment.*

CURRENT STATE OF THE ART

- ☀ *Linked to the description of the challenge, describe what the topic and the focus of the pilot action looks like prior to the implementation of the pilot action and the extent of its current reinforcement, implementation, or scope.*
- ☀ *Highlight any missing elements, untapped opportunities, or drawbacks of the current state of art and explain how would this pilot action address those.*

EXPECTED OUTCOMES/OBJECTIVES

- ☀ *Regarding the previously described state of the art, highlight the achievements, changes, and benefits this pilot action has as objectives.*
- ☀ *Differentiate the objectives and potential benefits this pilot action would achieve from the perspective of you as a sport organisation and your respective local or regional authority.*
- ☀ *Please make sure to be as concrete, tangible, "SMART" (Specific, Measurable, Agreed (or Achievable), Realistic, and Time Bound), because each pilot action will need to be monitored, evaluated, reviewed and reported at the end of the project.*

MILESTONES

Complete the table below with relevant milestones which would help you and your CCC make sure that the pilot action is implemented in due time, with the other project related milestones being respected. The 2nd and 3rd CCC (monitoring and evaluation) should take place as listed in order not to compromise on the project deadlines and deadlines for its deliverables. A complete table will also help ACR+ and SSSA to be able to follow the developments and monitor the implementation remotely, by getting in touch with you regularly.

MILESTONE	DESCRIPTION/MEANS OF VERIFICATION	DEADLINE
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CCC report	A report of the overall outcomes, achievements and dynamics of the CCC, as well as challenges encountered, and lessons learnt throughout the process/Report	

COMMUNICATION PLAN

- ✱ Draft a communication plan which would complete and accompany the implementation of the pilot actions, defining the target groups you will want to reach out to, communication channels you would be using and messages that you want to convey to the target group.
- ✱ When drafting the communication plan, try to identify relevant milestones which would be the most appropriate for additional communication efforts, such as press releases, media statements, event organisations and similar.

RISKS

List all potential risks that may hamper and prevent you from a successful implementation of the pilot action. Try to identify mitigation steps which would eliminate the risk and threats.

RISK	MITIGATION
Risk 1 Mitigation	
Risk 2 Mitigation	
Risk 3 Mitigation	
...	

MONITORING AND EVALUATION

As the Action Plans had foreseen, its monitoring and the monitoring of the Pilot Action was an important aspect - in form of a milestone for itself. It was an important step towards ensuring the timely implementation and demonstration of those Pilot Actions within the ACCESS project's lifetime.

Dedicated CCC meetings took place for these purposes which had the objective to lead to the development of relevant reports which later became the content for the CCC Reports, published by the project in May 2025.

These reports didn't only serve as an assessment of the project activities, but could also serve as feedback to the different boards of directors, executives and similar justifying the work that has been done.

Looking at the monitoring and evaluation itself, the ACCESS project focused on the following aspects of the CCCs.

Overview and functioning

This provided an overview of and report on the CCC's lifetime, from its conception to the end of the project, addressed the initial expectations, objectives against the final outcomes and results. This also wanted to reflect on the dynamics and overall functioning of the CCCs through some soft and qualitative engagement metrics - tracking participation levels through member activity - how frequently people contributed to discussions, attend events, or accessed shared resources. Monitoring the growth and retention rates of your community membership, as well as the diversity of contributors (e.g. gender based, business based etc.).

Action Plan development

The key output and milestone for each of the four CCCs was the Action Plan which set the framework for the implementation of three Pilot Actions in each participating city. It confirmed and validated the commitments of each CCC to apply and invest in cross-sectoral collaboration for improving different processes and operations in sport for better environmental performances in their cities, as a greater cause.

This is why we wanted to address the relevance of not only the CCC itself and the equal participation of its members but all the accompanying phases and activities (e.g. site visits, capacity building, etc.), as well as the choice of the Community of Practice approach and its advantages.

Legacy

A well-established CCC was not only a prerequisite to a successful development and implementation of the Action Plan and its Pilot Actions, but also to increase the chances of turning itself into a longer-lasting platform for continuous improvements, exchange of ideas, needs and potential contributions beyond the ACCESS project's lifetime. The legacy evaluation needed to report on the outlooks for something like that to happen.

Individual Pilot Actions

Finally, this step obviously wanted to report on the Pilot Actions individually, too, beyond solely their description and expected outcomes. The key aspects and features to be addressed were:

Success factors and inhibitors - describing all the challenges but also all the enabling actions which resulted in a limitation or enhanced the implementation of the Pilot Action. This could imply various local or regional bans (on single use items for instance), restrictions in mobility, local or regional strategies for energy saving, mobility improvements or other. This could also mention available funding opportunities for supporting pilot tests.

Social acceptance should be mentioned here, too; especially if there were some campaigns or initiatives in the local community. The Pilot Action could also be linked to certain findings in the surveys we did within the project's framework.

Something that should definitely be featured in this paragraph is communication and how was the Pilot Action communicated to the beneficiaries. Did communication enhance the pilot tests results or did a lack of communication activities hamper the pilot test.

Economics and feasibility - an overview of the financial implications, what kind of costs did the

pilot test incur in. Mentioning sponsorships or other deals that might have been made with some of the CCC members who wanted to participate financially in the pilot test. Mentioning also avoided costs, in case there was another sport organisation or event organiser that could help with certain material, skills, equipment etc.

In terms of feasibility, were there any feasibility studies, financial assumptions and cost-benefit analysis? Important for evaluation is also mentioning any financial returns from the Pilot Action.

Impact assessment - This is probably the most important part of each Pilot Action report. It is utmost important to collect all quantitative data. Qualitative data could complement these quantitative data for the overall assessment of the pilot test. It is very important to collect as much data as possible in order to be able to compare the Pilot Action's achievements with the baseline scenario and assess the benefits. Therefore, when talking about data it is not only important to have the final data but also the data collected during the baseline scenario assessment (waste quantities, electricity and water consumption, mobility patterns etc.).

When it comes to qualitative data, it could include results of interviews with beneficiaries, reports from staff and similar observations and findings.

Replicability potential - Based on the previous paragraphs on designing the Pilot Action, success factors and inhibitors, economics and feasibility and the impact assessment in the end, being objective and describing observations, conclusions and opinions on the replicability potential of the Pilot Action could bring many added values. Take into consideration the time, efforts, resources involved and compare them with the achievements. Try to assess the overall feasibility of the Pilot Action, kind of an overall cost-benefit assessment. Highlight the key achievements and key aspects which make the Pilot Action worth considering replicating and vice-versa, highlight the key reasons why this Pilot Action is not worth suggesting to others and in what circumstances. Pay attention to circumstances, especially if a certain occurrence played an important role in the Pilot Action.

The following document was developed for the purpose of monitoring and evaluating the work of the CCCs and the Action plans.

CCC OVERVIEW AND FUNCTIONING

This paragraph provides an overview of and report on the CCC's lifetime, from its conception to the end of the project, addresses the initial expectations, objectives and reflects on the dynamics and overall functioning of the CCC.



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- *What did the recruitment of the CCC members look like? Was it targeted (invitation based) or was there an "open call"? Did you have any challenges getting CCC members on board? Did it take longer than you thought?*
- *Were there contacts made with future CCC member prior to the project or its CCC phase?*
- *What was the structure of the CCC in terms of profiles and diversity (technicians, executives, researchers, elected officials)?*
- *To what extent was gender balance paid attention to in terms of the CCC composition?*
- *How did you see the allocation of various roles within the CCC (moderator, minute taker, coordinator, liaison with the project ...)? Was there a clear distribution of roles?*
- *Did you have group meetings or pilot action specific bilateral meetings? Did the meetings mainly take place in person or online?*
- *Were there any modifications or changes in the CCC composition (dropouts, replacements, additional members, late comers)? Why did these modifications/changes happen?*
- *Did any of the originally identified risks materialise (delays, dropouts, low visibility, lack of skills and knowledge ...) and what mitigation measures did you apply?*
- *How useful did you find the training module on Communities of Practice delivered in Pisa and were you able to apply any of the learnings?*
- *List one positive and one negative lesson learnt. Was there anything you would change if you had to start over?*

Up to 500 words

ACTION PLAN DEVELOPMENT

The key output and milestone for each of the four CCCs was the Action Plan which set the framework for the implementation of three Pilot Actions



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in each participating city. It confirmed and validated the commitments of each CCC to apply and invest in cross-sectoral collaboration for improving different processes and operations in sport for better environmental performances in their cities, as a greater cause.

- *Who took the lead in defining the Action Plan and accompanying Pilot Actions? To what extent did the ACCESS partner predefine the Action Plan and what was the space left for the CCC members to influence the Plan?*
- *How did you identify the relevant policies/strategies of your local authority?*
- *Did the choice of Pilot Actions reflect the initial priorities and objectives of the CCC at the setup/recruitment phase or were they any deviations?*
- *What was the maturity of the Pilot Action at the time of officialising them (were they previously considered, started or were they “brand new”)?*
- *To what extent were the results and conclusions of the interviews and study visits in WP2 taken into consideration and to what extent did they contribute to the identification of Pilot Actions?*

Up to 300 words

CCC LEGACY

A well established CCC was not only a prerequisite to a successful development and implementation of the Action Plan and its Pilot Actions, but also to increase the chances of turning itself into a longer-lasting platform for continuous improvements, exchange of ideas, needs and potential contributions beyond the ACCESS project's lifetime. This chapter reports on the outlooks for something like that to happen.

- *What are the chances for the CCC to exist and collaborate beyond the ACCESS project's lifetime?*
- *Do you see any aspects and features of your CCC (the methodology, Pilot Actions, solutions, lessons learnt ...) being replicated elsewhere locally (by another sport club/association's daily activities, for the organisation of a tournament ...)*
- *To what extent did the CCC inspire its members to continue working with the sport sector?*
- *Do you think the CCC and its various processes increased the knowledge and environmental awareness of its members?*
- *To what extent was the local community and your audience aware of the CCC's existence (reflect on communication activities)?*

Up to 200 words

PILOT ACTION - Name of the pilot test (please repeat for all the 3 pilot actions)

Description of the Pilot Action

While the previously published CCC Action Plan contained the description of the practice, the challenge it was addressing and the state of art prior to the Pilot Action, as well as the expected outcomes and the risks that were going with it, this chapter wants to address the deviations, the mitigations, the role of CCC and in general – to report on the implementation of the Pilot Action, with all its phases, steps and activities.

- *To what extent were you able to implement the Pilot Action as it was originally planned and imagined (please refer to what you wrote in the CCC Action Plan; the document is available in attachment)*
- *What were the key deviations and why did they occur? What were the key reasons for those to happen? What mitigation measures did you apply in those cases?*
- *Did those deviations reflect any of the risks you previously identified in the CCC Action Plan (please refer to the original document attached)?*
- *Was the composition of the CCC optimal/suitable for successful and proper implementation of this Pilot Action?*
- *What did the task allocation look like among the involved CCC members?*
- *Did you have to involve additional stakeholders outside the existing CCC (for meetings, consultations, seeking contributions, contractors, and similar)?*
- *Describe briefly the timeline of the Pilot Action (how long did it last, did it require preparatory period, how long did it take before you saw the results ...)*
- *What exact exercises/steps did the Pilot Action include (survey, market research, desk research, feasibility study, data collection and assessment, interviews)? Please describe them briefly in a chronological order.*
- *Were there any internal procedures or rules that had to be modified for the Pilot Action to be successful? Were there any permits that had to be obtained?*
- *What trainings or briefings were organised for the staff or those directly involved in the pilot test?*

(Up to 500 words)

Success factors vs Inhibitors

Describe all the challenges but also all the enabling actions which resulted in a limitation or enhanced the implementation of the pilot test. This could imply various local or regional bans (on single use items for instance), restrictions in mobility, local or regional strategies for energy saving, mobility improvements or other. This could also mention available funding opportunities for supporting pilot tests.

Social acceptance should be mentioned here, too; especially if there were some campaigns or initiatives in the local community. The Pilot Action could also be linked to certain findings in the surveys we did within the project's framework.

Something that should definitely be featured in this paragraph is communication and how was the Pilot Action communicated to the beneficiaries. Did communication enhance the pilot tests results or did a lack of communication activities hamper the pilot test.

(Up to 300 words)

- *Were there any local or regional strategies that supported the Pilot Action e.g. mobility plan, waste management strategy, energy saving roadmap?*
- *Did you run any surveys or interviews with supporters/visitors/target groups which included questions about the Pilot Action? What were the results? Did they “seem happy” about the changes and were they ready to participate?*
- *What communication materials or channels did you use (if you used) for announcing new measures and the Pilot Action itself and how much did it help (or not)?*
- *Did you launch any complementary communication campaign?*
- *Did these communication activities reflect the originally drawn up communication plan, as per the original CCC Action Plan?*
- *Was there a reason for postponing the Pilot Action and what was the reason? If this was the case, please provide as much explanation and as many reasons for that, as possible.*
- *Were the necessary skills and knowledge, as well as resources (human and financial) contained within the CCC or was it necessary to look for external support or resources?*
- *List one of your most important success factors and most inhibiting circumstance you experienced for the Pilot Action.*

Economics and feasibility

Please give an overview of the financial implications, what kind of costs did the pilot test incur in? Mention sponsorships or other deals you might have made with some of the CCC members who wanted to participate financially in the pilot test. Mention also avoided costs, in case there was another sport organisation or event organiser that could help with certain material, skills, equipment etc.

If possible, please disclose all the costs and who covered them in order to be able to assess the cost of the pilot test itself. Please, make sure you mention all types of sponsorships you might have secured.

If the pilot test implied financial transactions between different stakeholders, please describe how did that work.

In terms of feasibility, were there any feasibility studies, financial assumptions and cost-benefit analysis? Don't forget to mention any financial returns from the Pilot Action.

(Up to 200 words)

- *Who paid for the Pilot Action (in case it was necessary)?*

- *What costs did the Pilot Action incur?*
- *Did you develop any sponsorship deals?*
- *Was there someone else who you could share the resources and the material with (borrowing, joining existing initiatives) or simply develop synergies with? Please explain.*
- *Did you have any financial benefit from the Pilot Action, such as savings in electricity consumption, waste treatment, water use etc.?*
- *Were the visitors involved in any additional money transactions apart from the usual ones?*
- *Did you secure any funding through public – private partnership, financial support from a local or a regional authority etc.?*
- *Did the event organiser have to adjust any fees, prices or other costs that the visitors had to bear?*
- *Did the Pilot Action require additional staff?*

Impact assessment

This is probably the most important part of each Pilot Action report. It is utmost important to collect all quantitative data. Qualitative data could complement these quantitative data for the overall assessment of the pilot test. It is very important to collect as much data as possible in order to be able to compare the Pilot Action's achievements with the baseline scenario and assess the benefits. Therefore, when talking about data it is not only important to have the final data but also the data collected during the baseline scenario assessment (waste quantities, electricity and water consumption, mobility patterns etc.).

When it comes to qualitative data, it could include results of interviews with beneficiaries, reports from staff and similar observations and findings.

When it comes to displaying data, please try to present them in forms of tables, graphs and other visually appealing forms. Try to compare the baseline data with the Pilot Action data through tables, graphs and other comparative methods in order to be able to present the achievements.

(Up to 400 words)

- *To what extent did the Pilot Action meet the expected outcomes/objectives of the original Action Plan (see attached the original file).*
- *In case of replacing certain items (cups, plates, seats etc.), how many of them were used before and how many of the new sustainable items were used during the pilot test?*
- *In case of donations (food, equipment etc.), how many of them were donated (in suitable units – kg, pieces, litres ...)?*
- *In case of installing certain new infrastructure (water fountains, PV panels, separate waste collection), how many of those were installed and what was the use of those (in suitable units – litres, kWh, kg ...)?*
- *In case of mobility improvements, what was the number of new users, compared to the baseline scenario?*
- *In case of various audits and feasibility studies, what were the key findings and conclusions; what were the potential savings shown in the study?*

- *Did the staff, visitors or any other stakeholder involved in the Pilot Action report any difficulties or advantages after the Pilot Action; what were their opinions?*
- *Describe the social acceptance of the Pilot Action (if applicable), from the perspective of supporters, visitors, neighbours or of any final users/target groups/beneficiaries of the Pilot Action.*
- *Did you analyse the impact the Pilot Action had on the originally targeted policy/strategy of the respective public authority? Did you present the results to the CCC as feedback or a report? Don't forget that one of the CCC meetings was supposed to serve for evaluation.*
- *Did the Pilot Action provoke any modifications of the targeted policy/strategy of the public authority (that was originally identified for the purpose of the Action Plan).*
- *Will this Pilot Action become a new permanent procedure or practice? If it is the case, describe if any further modifications or adaptations would take place to make the new practice even more purposeful.*

Replicability potential

Based on the previous paragraphs on designing the Pilot Action, success factors and inhibitors, economics and feasibility and the impact assessment in the end, try to be objective and describe your observations, conclusions and opinions on the replicability potential of the Pilot Action. Take into consideration the time, efforts, resources involved and compare them with the achievements. Try to assess the overall feasibility of the Pilot Action, kind of an overall cost-benefit assessment. While writing the different chapters, make some major conclusions and mention them here. Highlight the key achievements and key aspects which make the Pilot Action worth considering replicating and vice-versa, highlight the key reasons why this Pilot Action is not worth suggesting to others and in what circumstances. Pay attention to circumstances, especially if a certain occurrence played an important role in the Pilot Action.

(Up to 200 words)

- *How easy/difficult was it to run the Pilot Action?*
- *What were the key conclusions in terms of achievements?*
- *What were the main suggestions for avoiding failures or improving the performance of the Pilot Action you can give to others?*
- *What were the chances of turning this Pilot Action into a permanent practice?*
- *What were the overall lessons learnt?*

PHOTOS

Please add all the photos that you have related to CCC and to the pilot tests. They would be the proofs for the Pilot Actions having taken place. The European Commission might ask for them.

4. CONCLUSION

The handbook documents how CCCs have contributed to assessing the sustainability of practices, operations and governance within sports organisations, and the identification, development and demonstration of improvement measures, while promoting cross-sectoral collaboration and innovation. It underscores the importance of targeted and careful planning, community engagement, and sustained efforts to embed circular principles in urban environments through sports.

The handbook advocates for a thoughtful, participative approach to driving environmental change via sports. CCCs offer a replicable model for cities aiming to achieve sustainability, emphasising long-term commitment, community involvement, and tailored strategies as keys to success.

The analysis of the theory and the methodology of what Communities of Practice are about showed their relevance and suitability for kind of processes the ACCESS project wanted to demonstrate. While that theory is well known among practitioners, its adjustment and modification in order to be applied to specific industries or activities (sports, tourism, culture) requires thoughtful and careful considerations. This is what this particular Handbook wanted to report on.

In summary, the journey toward establishing Circular City Committees begins with an innovation trigger that stirs enthusiasm and a

belief in progress. However, as this excitement escalates into a phase of inflated expectations, it is common to encounter challenges that lead to disillusionment. The barriers to success may include the unavailability of key stakeholders, lack of knowledge, financial limitations, or unexpected opposition to new ideas. To counter these risks, effective management and facilitation of the community are essential. This period often involves gathering research and intelligence through surveys, securing financial backing from sponsors, and promoting social acceptance via awareness campaigns. As these barriers are addressed, late adopters are likely to join, and the community can ascend to a productive plateau, thus paving the way for successful outcomes.

The fact that the participating sport organisations successfully demonstrated the application and the deployment of Communities of Practice in reality with involving 20 various Circular City Committee members – private and public entities, businesses, other sport organisations and others to develop and run 12 Pilot Actions can only confirm the choice of the approach and methodology the project identified in its workplan. This Handbook will hopefully inspire and allow other sport organisations or their local and regional authorities to follow the suit and replicate this journey beyond the project's framework and lifetime.



Sant'Anna

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WHERE WE ALL BELONG



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