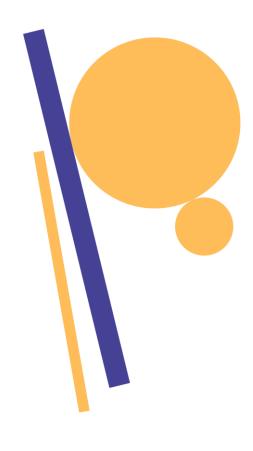
Orchestrate







Housekeeping

- > Fire safety follow the fire exit signs, turn left and down the stairs in case of emergencies.
- > Directions for toilets turn right when you leave the room, turn right after the lift.
- > WIFI:
 - Network: _BTWI-fi_Manmet
 - Click 'get online' on your browser
- ➤ Lunch about 12:30/45- provided by Cracking Good Food at the Atrium space, downstairs at the building entrance.
- ➤ Grouping we grouped you with colors based on your backgrounds so that we can create a multistakeholder environment and we can ensure that the discussion represents the views of different kinds of stakeholders. If you don't have a name tag, find Alaa and she will give you one.

Participant Information & Informed Consent



Pre-workshop Questionnaire

Key Reminders for Participants

•Ethics approval: This workshop has ethics approval (EthOS ID 59341) and will also be treated as a **focus group** to gather your views.

Hard copies available: Participant Information Sheet (PIS), Consent Form, and Media Release Form are on your tables.

Consent forms required: Please complete and return your Consent Form (and Media Release Form, if applicable). These are essential for research ethics compliance. The team will collect them.

Note-taking: We will have notetakers in each group. They will record key points from discussions.

Confidentiality: All contributions will be anonymised. Data will be processed in line with **GDPR** and **MMU ethics guidelines**. If there is anything off the record, please do mention this so the notetakers would not capture these.

Photography option: If you do **not** wish to be photographed, please notify the team. You may also step out of group photos. A badge will be provided if you opt out.

Questions welcome: If you have any questions at any point, please reach out to the team—we're here to help.

Agenda for Today

- Pre-workshop Survey and Consent Form
- ➤ Housekeeping & Welcome and Introduction (9:30-9:35, 5min)
- > Introduction to the Orchestrate Project & Pb-CSI Project (9:35-40, 5 min)
- ➤ Introduction to Ecosystems & Place-based Ecosystems (9:45-50, 5 min)
- ➤ Introduction to FFF (9:50-10 AM, 10 min)
- Activity 1: Where Do You Sit & Who Do You Connect With? (10-10:50, 50 min)
- > BREAK (10:50 to 11:00, 10 min)
- > Activity 2: Barriers and Breakthroughs (11-11:20, 20 mins)
- Activity 3: Prototyping the Future Place based Ecosystem for Greater Manchester (11:30-12:30, 60 mins)
- Wrap-Up & Next Steps (15 mins) (Post-event Survey)
- ➤ LUNCH (LUNCH PROVIDED BY CRACKING GOOD FOOD) 12:45 to 13:30







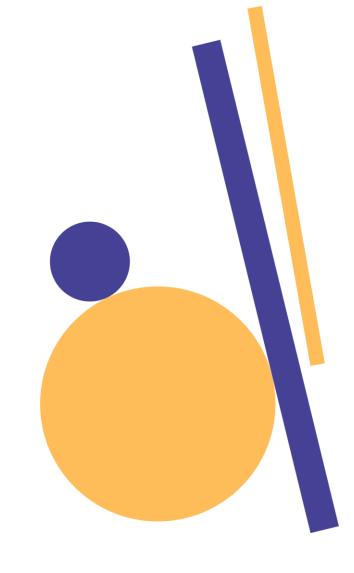








Orchestrate Team & Notetakers (Volunteers)



Orchestrate Project

Orchestrate Mapping Circular Fashion in the UK

What Is Circular Fashion

Circular fashion moves beyond the traditional take-make-waste model. It prioritises longevity, repair, reuse, recycling, and regeneration—turning waste into a resource and fostering collaboration across sectors.

Why Ecosystem Mapping?

Real circularity requires collective action.
From brands and policymakers to recyclers,
NGOs, designers and academics. The
Orchestrate project aims to explore and map
how different stakeholders collaborate and
coordinate to bring about circular change in
the fashion and textile industry in the UK.

OUR RESEARCH APPROACH

We use mixed, multidisciplinary methods to understand how circular fashion ecosystems function and evolve:

- Literature and document analysis
- Interviews with ecosystem leaders
- ► Media and social content analysis
- Visual and software-based ecosystem mapping
- ▶ Thematic and cross-sector analysis

OUR FOCUS

Circular fashion and sustainable textiles across the UK.

OUR GOAL

To map the ecosystem of organisations driving circularity, identify gaps, and highlight opportunities for collaboration and innovation.

OUR OUTCOMES

- Mapped UK circular fashion ecosystems
- Insights from 50+ cross-sector interviews
- Scoping review of 90+ academic and industry sources
- Analysis of media, podcasts, and social content
- Visual ecosystem maps highlighting gaps and connections
- Toolkits to support coordination and action

Our work is framed through ecosystem orchestration—exploring how coordination, trust, and shared goals emerge across diverse actors.

TOOLKITS

We are developing practical, practitioner-focused toolkits designed to support the orchestration of circular ecosystems, foster sustainable solutions through partnerships, and empower diverse actors to reflect on and strengthen their roles within emerging circular fashion systems.

OPPS Toolkit: The OPPS Toolkit empowers stakeholders to orchestrate their partnerships through a holistic, systems-oriented portfolio approach, enabling more strategic, coordinated, and impactful collaboration.

OCE Toolkit: Supports understanding of ecosystem coordination and the roles different actors play.

These resources are designed to foster collaboration, reveal strategic gaps, and guide decision-making for but

These resources are designed to foster collaboration, reveal strategic gaps, and guide decision-making for brands, policymakers, educators, and grassroots initiatives.

Want to get involved? Contact: Dr Tulin Dzhengiz: t.dzhengiz@mmu.ac.uk or Alaa Abed: a.abed@mmu.ac.uk



https://theorchestrate.co.uk/



Place based Circular Society Project





Are you involved with a circular initiative that benefits communities?

Our study

Led by Manchester Metropolitan University, our study investigates how Greater Manchester can be a showcase for circular projects and organisations that promote inclusivity and well-being.

You might be involved with a circular project that has social outcomes, such as...



skills learning.



Fixing tech, gadgets, and household items, even tool hiring and handy-person services.



✓ Textile recycling Reusing and recycling clothes, giving clothes and fabrics a

Furniture upcycling

and reselling Transforming old furniture into something new and valuable, then selling it on to reduce waste

Computer and Food projects Sharing surplus, developing digital rehoming shared recipes, composting, and Extending the life of devices, local food growing. preventing e-waste and



and support local economies

Markets, shops and pop-ups

Refilling stations at green grocers and reselling locally made produce.

Our mission

We're identifying 40 projects/organisations in Manchester, Stockport, Oldham to learn how social outcomes are part of circular initiatives. We'll take a deep dive into 20 of these initiatives to understand:

- · How they support social outcomes;
- What place-based challenges and opportunities
- How these initiatives can be scaled up and replicated elsewhere.

We'll compare and contrast what is going on in Manchester with other cities, in the UK (London) and beyond (Chicago (US), Utrecht (NL) and Turku (FI).

Help us identify the social outcomes of these types of projects, and understand what we would need to do to scale projects for the benefit of communities in Greater Manchester.

Why get involved?

By being part of the study, you can find out more about circular projects and organisations in your community and beyond, connect with like-minded individuals, and learn from their experiences in creating circular initiatives that promote inclusivity and well-being.

Find out more and get involved:

Email: place-basedCSI@mmu.ac.uk Phone: +44(0) 7442260711 Website: mmu.ac.uk/placebasedcsi



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https://www.mmu.ac.uk/about-us/faculties/businesslaw/business-school/research/projects/placed-basedcircular-society-innovationco.uk/











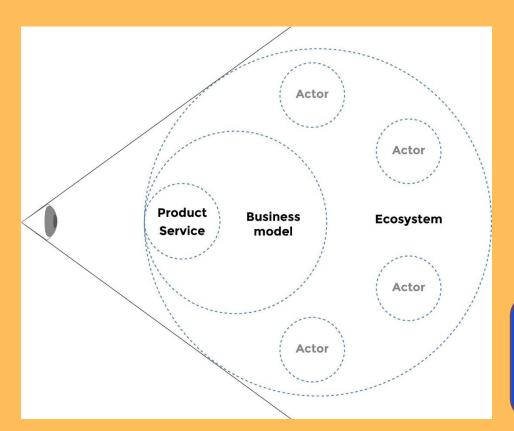








Why ecosystems and why ecosystem mapping?

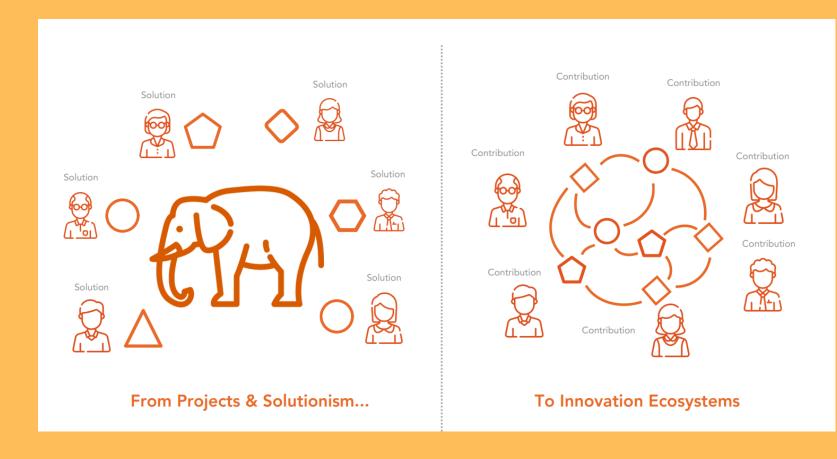


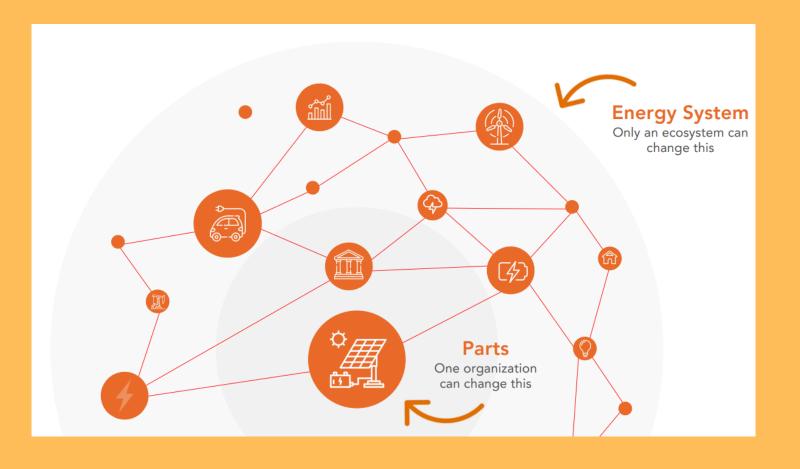
- Circularity is argued to be a property of a system, rather than a single product.
- Circular ecosystems widen the lens of product and business model innovation.
- Single actors, on their own, cannot implement or enact on grand challenges such as waste, so we need to think in 'ecosystems'.

Source: Konietzko et al. 2020

Ecosystems with purpose, in our case with focus on material circulation

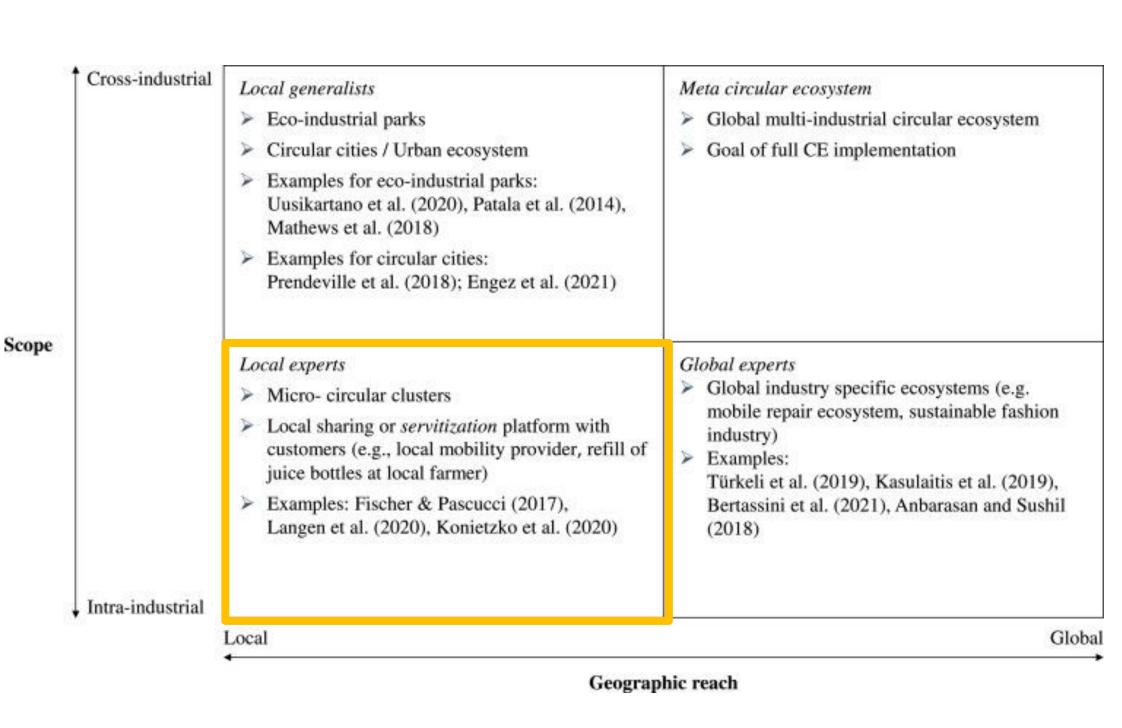
"Type of ecosystems that aim to create positive social/environmental value and regenerate the region by addressing place-based issues, such as water scarcity, biodiversity loss, inequality, or unemployment" (Dahlmann et al. 2020)



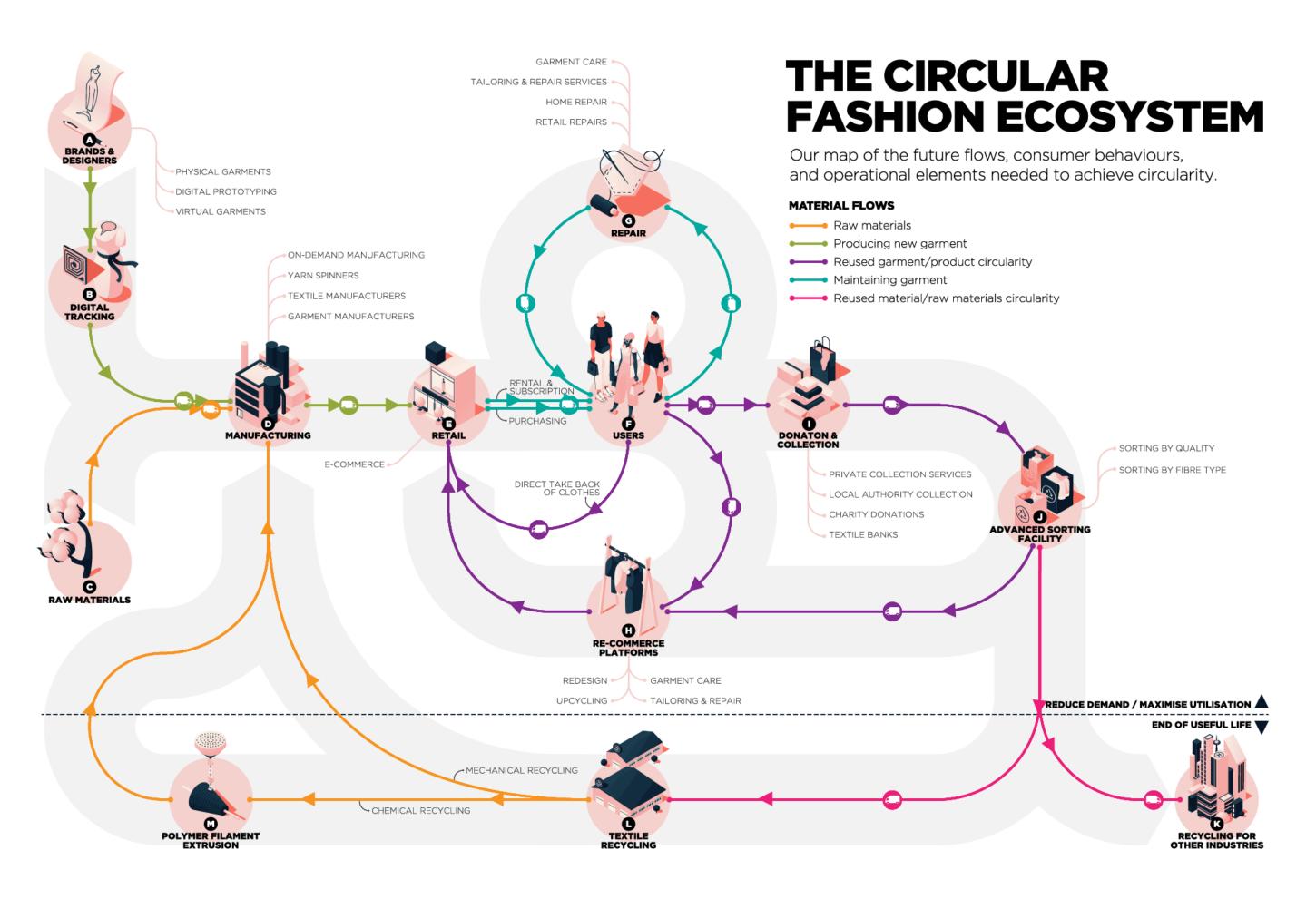


Types of Circular Ecosystems

- We can categorize ecosystems based on their industrial scope and geographical reach, which gives us different typologies:
 - Local generalists
 - Local experts
 - Global experts
 - Meta circular ecosystems
- But inherently these ecosystems are of different scales, and they naturally have different stakeholders, different roles for stakeholders and different orchestrators.

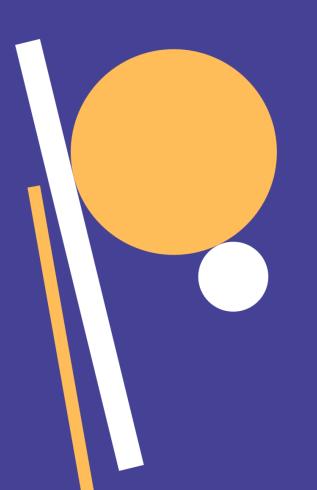


Source: Pietrulla (2022)



What can this ecosystem look like in a macro/national scale?

Source: Institute of Positive Fashion (2023)



Why place based ecosystems?

1. Contextualized Value Creation

• Leverage local cultural, social, ecological assets → unique & resilient value (Di Gregorio, 2015; McKeever et al., 2015).

2. Social & Economic Resilience

• Strengthen communities through local jobs, skills, and trust-based collaboration (McKeever et al., 2015).

3. Sense of Place

• Integrate material, social, and symbolic meanings often ignored in national/global models (Gieryn, 2000; Guthey et al., 2014).

4. Governance & Inclusion

• Enable participatory, cross-sectoral decision-making and build local institutional capacity (Healey, 1999).

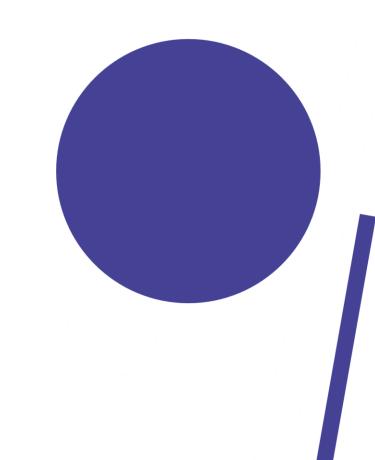
5. Adaptive Transformation

• Pilot new models of repair, reuse, sufficiency; scale outward from local experiments (O'Connor et al., 2018).

6. Comparative Advantage

• Avoid "placeless" one-size-fits-all solutions and tackle global waste colonialism and challenges with circularity through local competitive advantage (Guthey et al., 2014; Di Gregorio, 2015)

AN EXAMPLE TO THESE PLACE-BASED ECOSYSTEM INITIATIVES IS FUTURE FASHION FAIR.





FUTURE FASHION FAIR CIC





Joseph Mountain

Director

Textiles & Sustainable Fashion Expert



Niamh Donovan

Director

Ecosystem & Business Developer



Sophia Hawkins

WHO ARE WE?

Mission

We are a Community Interest Company based in Manchester with the mission to cultivate community, industry and place-based circular fashion ecosystems. Our mission is to empower communities and businesses to flourish in a closed-loop system, collaboratively transforming the fashion industry for a future where both people and the planet thrive.

Our Vision

A fashion industry that works for people and the planet.



AWARENESS

People are aware of the impacts of fast fashion and high consumption, but they are not aware of the alternatives they can adopt, or where to find them. We believe all citizens have the right to know the sustainable alternatives to make informed choices.





APPEAL

Fashion is one of the rare topics we all have an opinion on... We want to make it easy and exciting for people to buy into circular fashion, where sustainable fashion brings true and meaningful value to their lives.

ACCESSIBILITY

Typically, less impactful choices can come at a higher price and in lower supply. Making the alternatives and the circular fashion industry more affordable, approachable and 'adoptable' makes it easier to access for people from all walks of life.





WHAT DO ECOSYSTEMS REQUIRE?

NATURAL CYCLES

- Exchange of Resources In the circular fashion ecosystem, the exchange of materials and resources among consumers, designers, recyclers, and manufacturers.
- Knowledge and Skills Transfer Just as nutrients are passed through food chains, solutions transfer knowledge and skills within the community.
- Facilities and Physical Spaces Physical spaces like shops, workspaces, community centers and factories provide the necessary environment for the circular fashion activities to take place.

ENERGY FLOWS

- Engagement and Participation Energy in an ecological system drives processes and supports life; events, social interactions, and collaborative projects generate momentum and maintain the system's vitality.
- **Investment and Funding -** Financial investments act as an energy input that catalyses activities and supports the infrastructure necessary for the ecosystem to operate.
- Logistics and Supply Chains Efficient logistics and supply chains ensure that resources are moved effectively throughout the ecosystem.
- **Digital Platforms** Digital tools and platforms provide the energy enabling stakeholders to interact, share information, and coordinate activities across different locations.















PLACED-BASED CIRCULAR FASHION ECOSYSTEMS (Product lifecycle)











Defines Identity

Creates the overall narrative, identity and scope of the ecosystem







Creates Opportunities

By building connections

& access to resources

Dissolves Barriers

Identifies and dissolves current and potential future limitations



Creates Structure

Develops guidelines and templates for organizational structure





Attract Members

Communicates value proposition & integrates new members

In this workshop, you act as "Ecosystem builder".
We will be both thinking about the local circular fashion/textile ecosystem today and imagine its future together.
So, let's start...

Food for thought...

- What is the elephant in the room?
- Think holistically how does this connect across the whole ecosystem?
- What are the trade-offs? What are the consequences of action vs. inaction?
- Apply the precautionary principle avoid locking in potentially harmful pathways.
- Think beyond obvious stakeholders who influences the system indirectly?
- Consider culture and citizens what are the guardrails for acceptance?
- Where is the leverage point? (small interventions that unlock big change).
- What myths or assumptions do we need to challenge?
- How could Greater Manchester lead what is it strengths? and how could it learn from elsewhere?
- Prefigure! imagine and create the future we want!



Activity One: Where Do You Sit & Who Do You Connect With?

(50 mins)

Activity One: Where Do You Sit & Who Do You Connect With? (50 mins)

Purpose: Map the ecosystem, roles, and flows.

<u>Format:</u> Individual reflection \rightarrow small group sharing \rightarrow collective visualization.

Prompts:

- **Define your role:** Where do you sit in the current ecosystem of Manchester/GM? What function do you serve?
- Relationships: Who do you work with? Who do you rely on? Who relies on you?
- Flows: What moves through your part of the system? (e.g., materials, knowledge, customers, waste)
- On Flip-charts, participants will be creating a table as below, introducing themselves to each other and noting down their answers in the format of the below table.

Activity One: Where Do You Sit & Who Do You Connect With?

Name	Role/Organization	Current Position in Ecosystem	What are the key relationships you have in the circular fashion ecosystem of Manchester?	WHY WE NEED TO FOCUS ON MANCHESTER WHEN CREATING A CIRCULAR FASHION/TEXTILE ECOSYSTEM?	Needed Interdisciplinary/ Transdisciplinary Collaborations – who should be discussing this and who should be collaborating with each other?	Who else plays an IMPORTANT role in GM's circular fashion and textile ecosystem?
	Fashion Designer	Creator of sustainable clothing lines	Works with local textile suppliers, relies on manufacturers, retailers rely on designs	Manchester's textile heritage influences sustainable design approaches		

Don't forget to introduce yourselves to each other and explain your roles ©.

Think about all different actors you know about that contribute to local circularity in Manchester – it may be including your tailor, dry cleaner and repairer.

(15-20 mins)

Activity One: Mapping of Actors and Flows in GM Circular Fashion/Textile Ecosystem – Situating ourselves in the place-based ecosystem today

t the Context

Form **groups of 4 or**

Act as an ecosystem builder—your job is to identify the current ecosystem in Manchester.

Define:

Who are the key actors?
How do they connect?
What is the purpose of this ecosystem?

What **resources** flow between them?

manufaction recyclers, consumer policymak

Identify

Use **sticky notes** for each actor.

List key players (e.g., manufacturers, recyclers, consumers, policymakers).

(representing the ecosystem).
Place central actors in the middle, others around them.
Draw arrows to show:

Draw a big circle

Material flows (waste, products)

Money flows (investments, sales)

Knowledge flows (data, expertise)

Group

and

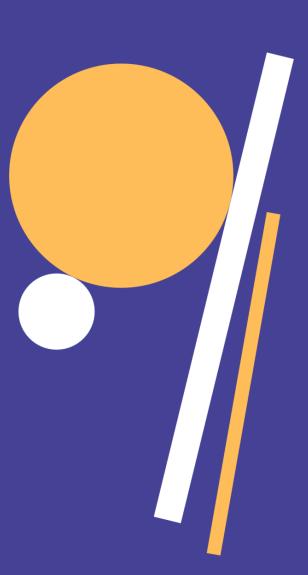
Present

Each group presents their ecosystem design to the workshop.

(30 mins)

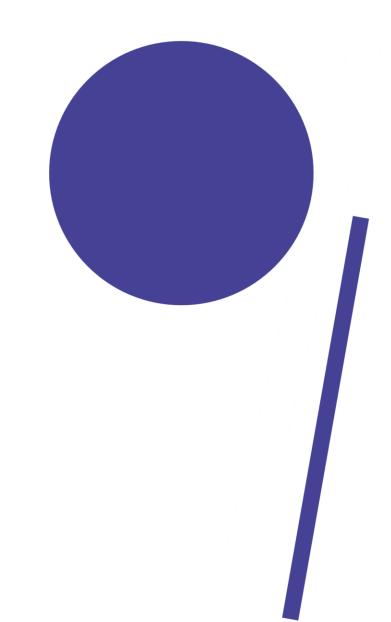
Group Reflections from Activity One

- > What did you discuss as a group?
- > Which key relations emerged?
- > Which key actors emerged in the current ecosystem of Manchester?
- What were the challenges you faced in doing this exercise?
- Which ecosystem actors do you think are missing in Manchester?
- Which ecosystem relationships do you think are missing in Manchester?



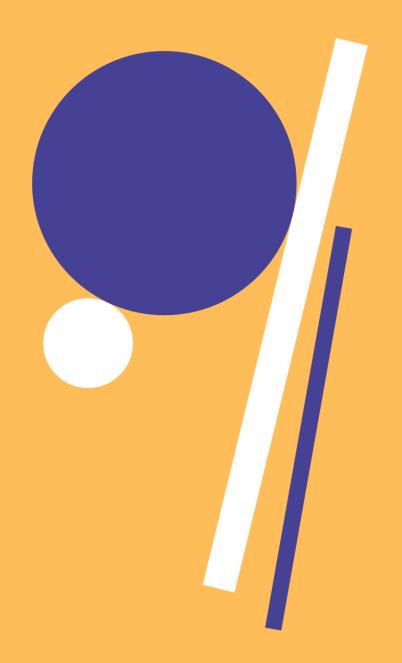
(5 mins)

BREAK TIME (10 minutes- coffee)



Activity Two: Barriers, Gaps and Enablers

(20 mins)



Barriers, Gaps and Enablers of a placebased ecosystem (15 minutes)

Purpose: Analyse your maps to identify what hinders and what enables circular fashion/textile ecosystems in GM.

•What is not working at the moment in the place based ecosystem (think of GM more specifically)?

What is working well?

Which key relationships and actors emerged?

Which actors or relationships are missing from GM as a place?

What are the main **barriers or gaps** (policies, infrastructure, culture, behaviours, actors, relationships)?

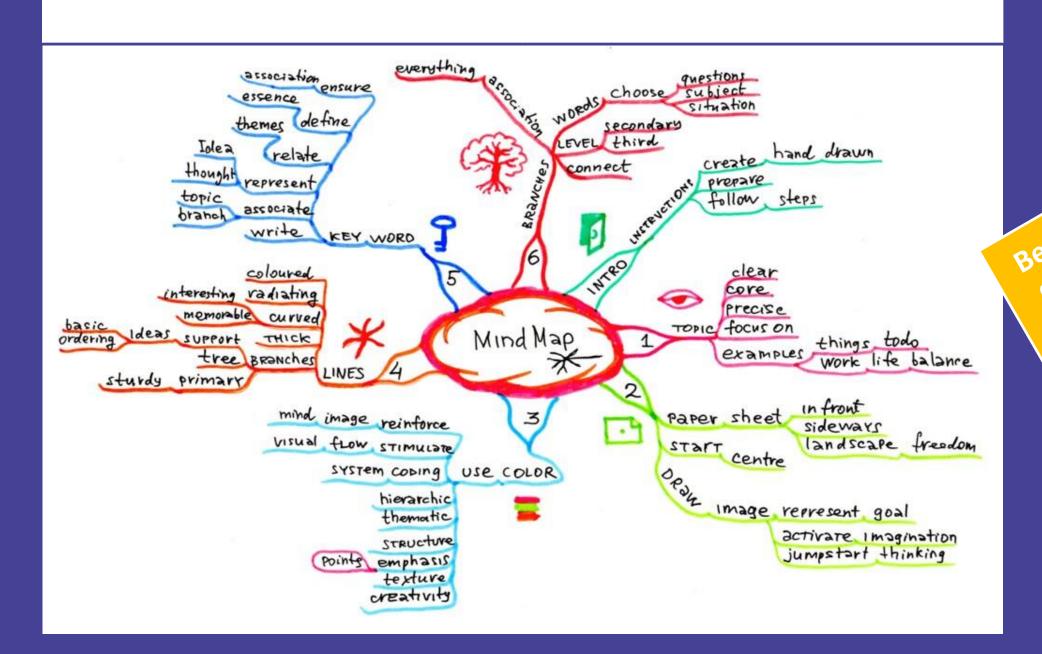
What are the main **enablers** (innovations, collaborations, support systems)?

At what **scale** do these issues sit?

- Community level
- Town/City level
- Regional level

BARRIERS AND GAPS IN
THE CURRENT GM
CIRCULAR
FASHION/TEXTILE
ECOSYSTEM TOWARDS CE

ENABLERS IN THE
CURRENT GM
FASHION/TEXTILE
ECOSYSTEM TOWARDS CE

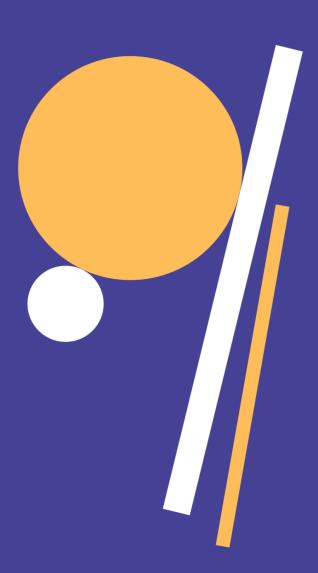


Draw a table on your flipchart and let's identify barriers and enablers Be creative, and think mind can also draw a chart and use sticky deep-what enables notes and markers ©

(15 minutes)

Group Reflections from Activity Two (5 minutes)

- > What did you discuss as a group?
- > Which barriers did you identify?
- > Which enablers did you identify?
- > Who do you think is responsible in overcoming these barriers and what can we do together?



Activity Three:

Prototyping the Future Place based Ecosystems for Greater Manchester (50 mins)

Future factories towards a circular system in the GM context

- Circular product tech.
- Materials
- Skills
- Tools
- RFID/QR product tech
- DPPs

Longevity ecosystem in GM- User

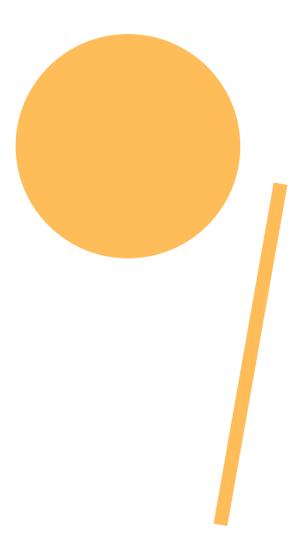
- Repair
- Refurbish
- Clothing care education
- Skills workshops
- Sustainable laundry practices

Circular entrepreneurial ecosystems in GM

- Designer/Entrepreneur
- Circular design
- Resale platforms
- Rental
- Swapping
- Subscription models

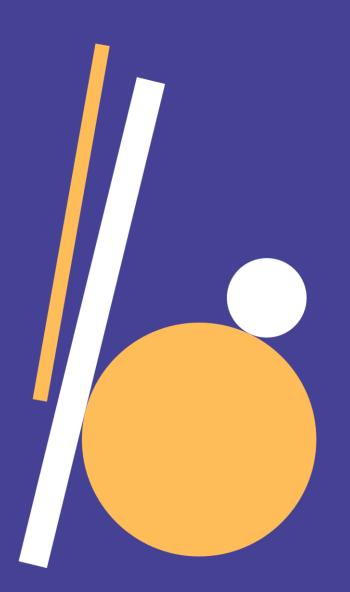
End of life ecosystems in GM- Giving materials second lives

- Collection
- Sorting
- Recycling
- Recovery



Activity Three: Step One – What if?...

Prototyping the Future Place based Ecosystems for Greater Manchester



Prompts:

- What does a more circular, connected, just system look like for you?
- What collective solutions could support multiple actors?
- What infrastructure, collaborations, or services are missing and what would it take to create them?
- What if we had... (e.g., shared repair hubs, local textile pools, digital reuse platforms, skills exchanges)? How could they work?

Activity Three: Step Two – Timelines

No more than 5 people per table discussion

Mid term (3-5 years)

Transformative (long term, 5-10 years)

Quick wins (1-3 years)

Future Factories (Materials & Technology)

Your role: Shape how production and manufacturing in GM can lead circularity.

Step 1 – Identify Ideas & Opportunities

- What innovations, practices, or technologies could make Greater Manchester a leader in circular production?
- What global trends or local strengths can GM leverage?
- What risks or unintended consequences should we be aware of?

Step 2 – Map Futures Across Timescales

- Quick wins (1–3 years)
 - What new skills, tools, or digital systems (RFID/QR/DPPs) can we embed now?
 - What partnerships or pilots could demonstrate impact quickly?
 - Who should take responsibility today?
- Mid-term (3–5 years)
 - How can factories build fair, resilient, and circular supply chains?
 - What infrastructures (physical, digital, social) need to be in place?
 - Which policies, incentives, or collaborations are most critical?
- Transformative (5–10 years)
 - What would it take for Manchester to be internationally recognised as a hub for circular manufacturing?
 - What new roles, institutions, or networks might exist in this future?
 - How would success feel and look from the perspective of workers, entrepreneurs, producers, and communities?

Circular Entrepreneurial Ecosystems (Designers & Entrepreneurs)

Your role: Reimagine business models that extend value beyond the first sale.

Step 1 – Identify Ideas & Opportunities

- What new business models (resale, rental, swapping, subscription) could reshape the way fashion works in GM?
- What role can design play in supporting circularity (materials, aesthetics, functionality)?
- What barriers might entrepreneurs face—and what enablers could help?

Step 2 – Map Futures Across Timescales

- Quick wins (1–3 years)
 - What resale, rental, or swapping solutions can you test right now?
 - What pilot projects or partnerships could show immediate results?
 - Who needs to take the first steps today?
- Mid-term (3-5 years)
 - How do we scale subscription models or new circular design approaches in GM?
 - What infrastructure, financing, or platforms are required to support entrepreneurs?
 - Who should collaborate now to build these mid-term solutions?
- Transformative (5–10 years)
- What would a thriving entrepreneurial ecosystem for circular fashion look like in GM?
- What would success look like for designers, entrepreneurs, and consumers?
- What is your role in making this future ecosystem real? Who should start working today to secure this long-term vision?

Extra prompts to stretch imagination:

- If a start-up from Manchester became the "circular fashion unicorn," what would its model be?
- How could Greater Manchester position itself as a global hub for entrepreneurial innovation in circular fashion?
- What surprising collaborations (e.g., between fashion, tech, and communities) might accelerate this future?

Longevity Ecosystems (Users & Communities)

Your role: Extend the life of clothes through repair, care, and skills.

Step 1 – Identify Ideas & Opportunities

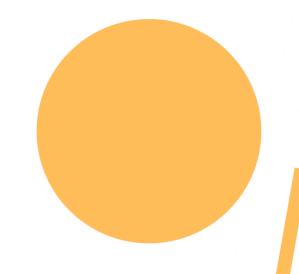
- What practices or community initiatives could help extend the life of clothes?
- How can skills in repair and refurbishing be shared more widely?
- What motivates or prevents people from repairing and reusing clothes?

Step 2 – Map Futures Across Timescales

- Quick wins (1–3 years)
 - What small steps could make repair and refurbishing more accessible in GM today?
 - How can we make sustainable laundry practices, tailoring, repairing more visible and practical?
 - Who should be acting right now to create these quick wins?
- Mid-term (3-5 years)
 - How might clothing care education and workshops reach wider communities?
 - What networks (e.g., schools, libraries, repair cafés, community centres) could help scale this?
- Who should start collaborating now to enable this mid-term change?
- Transformative (5–10 years)
 - What would it take for repair, reuse, and sufficiency to become the **norm** in Greater Manchester?
 - What cultural, policy, or industry shifts would be needed?
 - What role could users, educators, and local institutions play in embedding this new normal?

Extra prompts to stretch imagination:

- Imagine a "repair culture" in GM—what would daily life look like?
- What would success stories of users and communities sound like in 2035?
- If you could design a city-wide repair ecosystem from scratch, what features would it have?



End-of-Life Ecosystems (Recycling & Recovery)

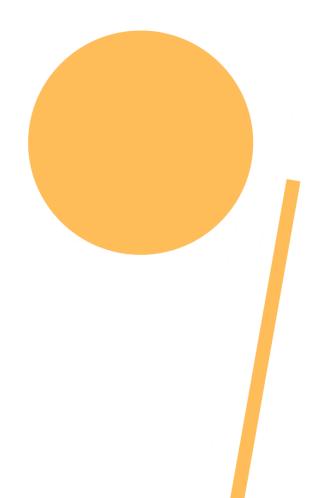
Your role: Ensure textiles never go to waste, but gain a second life.

Step 1 – Identify Ideas & Opportunities

- What opportunities exist to keep textiles in circulation and out of landfill?
- What new technologies or community practices could transform textile recovery?
- Where are the biggest gaps in current collection, sorting, or recycling systems?

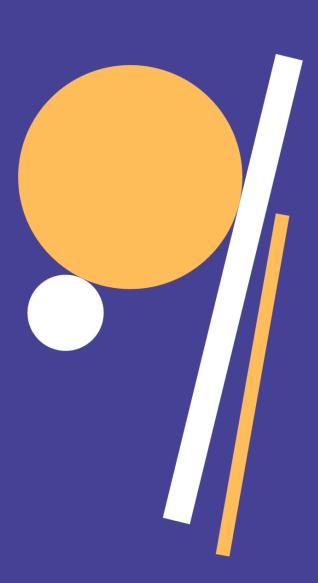
Step 2 – Map Futures Across Timescales

- Quick wins (1–3 years)
- What collection and sorting systems can you strengthen or set up immediately?
- How can small-scale recovery initiatives be supported today?
- Who should be doing what now to achieve these quick wins?
- Mid-term (3–5 years)
- How can GM lead in innovative recycling methods that also create jobs?
- What role could local businesses, councils, and social enterprises play?
- Who should collaborate now to create these mid-term solutions?
- Transformative (5–10 years)
- What would it take for GM to fully **close the loop**, so no textiles leave the system as waste?
- What policies, infrastructure, or cultural shifts are needed?
- Who should be taking action today to make this vision a reality?



Group Reflections from Activity Three (5 minutes)

- > What did you discuss as a group?
- > What quick wins/mid-term/long term solutions?
- ➤ Which of these future visions and ecosystems were challenging to envision for you?
- > Any reflections on these alternative futures?



Wrap-Up & Next Steps

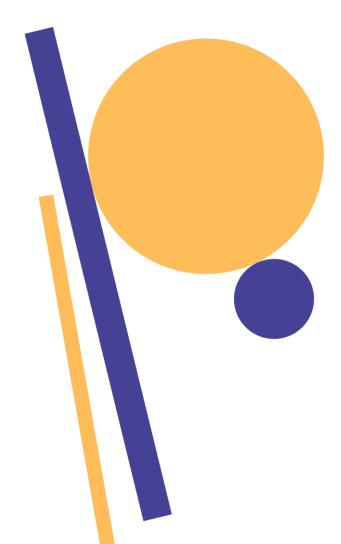
(15 mins)

- Share key themes from each group.
- Identify opportunities for continued collaboration.
- Explain how insights will feed into research, policy recommendations, and future workshops.









Lunch at Atrium provided by Cracking Good Food

