

Circular Public procurement

introductory workshop (WP3.1)

Cuno van Geet, Take Padding
Mervyn Jones

Aalborg, 27 September 2017

Circular procurement workshop

Agenda

- 08.30 Exercise 1 – what is circular?
- 08.50 Introduction to Circular Procurement
- 09.35 partner discussion
- 09.50 Exercise 2 - maturity matrix
- 10.20 discussion

- 10.30 coffee break

- 10.45 Exercise 3 - Stakeholders & impact
- 11.05 discussion
- 11.15 Exercise 4 – maturity matrix #2
- 11.35 feedback
- 11.45 Summary & discussion

- 12.30 LUNCH



Partners Workshop (WP3.1)

Exercise 1 – What is circular?

Take Padding

15 minutes

Your views on the circular economy



'The 'best' circular option



C2C

or



Lifespan



'The 'best' circular option



Mushrooms
cultured on local
collected coffee
grounds

or



Organic/EKO
mushrooms



'The 'best' circular option



Low Energy Asphalt

or



Asphalt with high %
recycled materials



'The 'best' circular option



2nd hand luminaires

or



Pay for use: 'light as a service'



The Circular Economy: Scope?



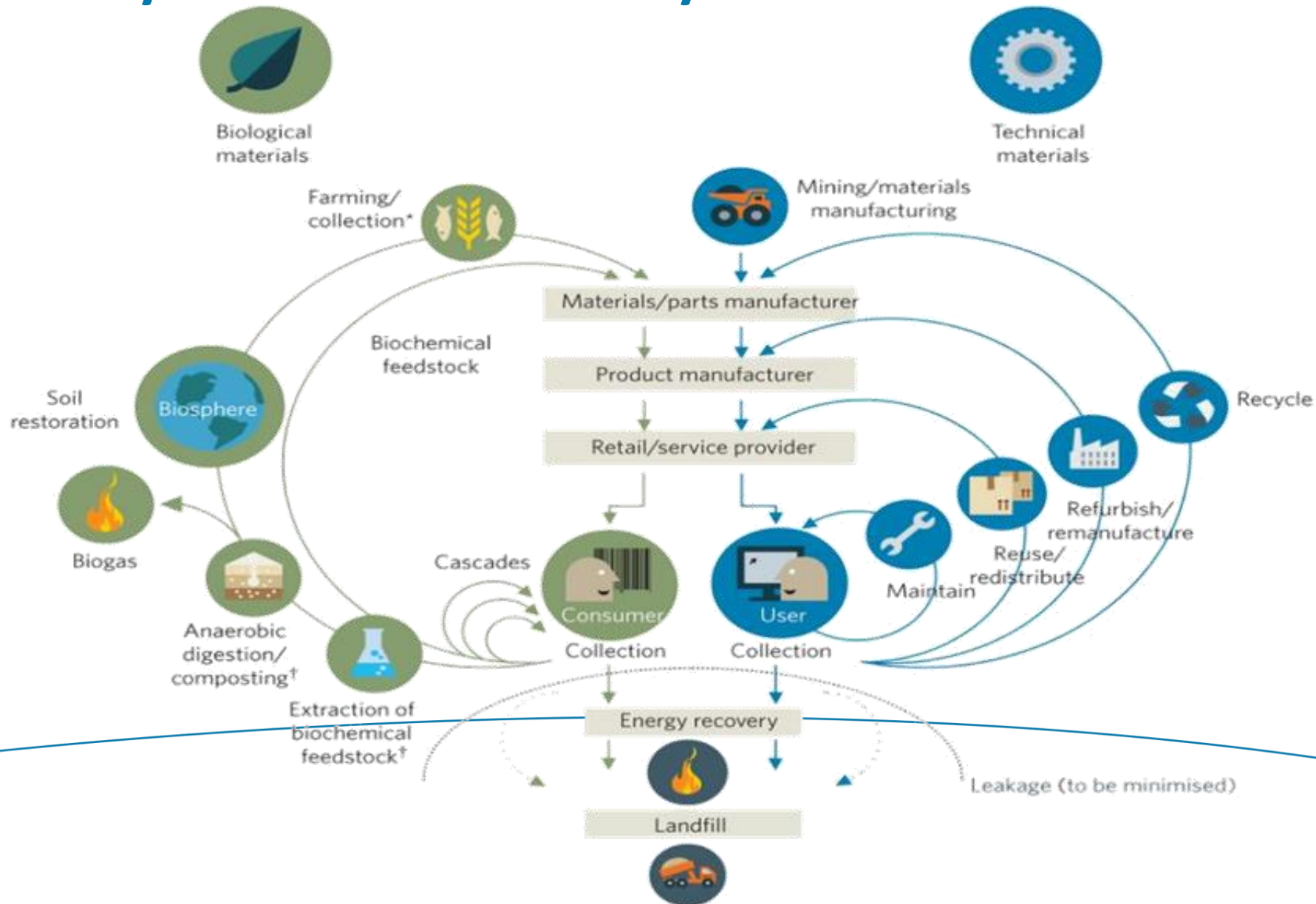
Partners Workshop (WP3.1)

Introduction

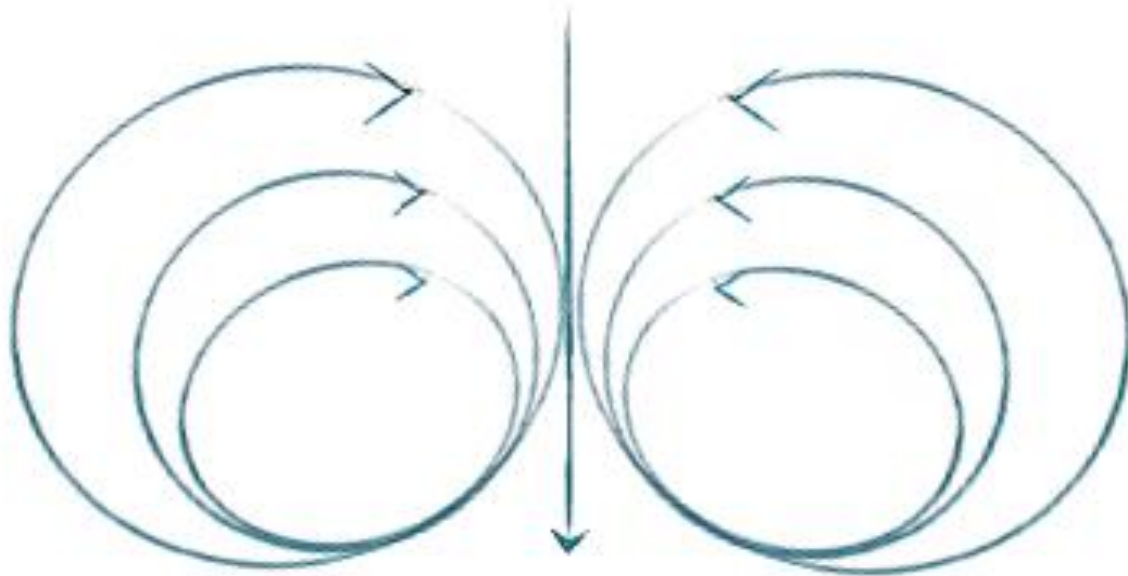
Cuno van Geet

15 minutes

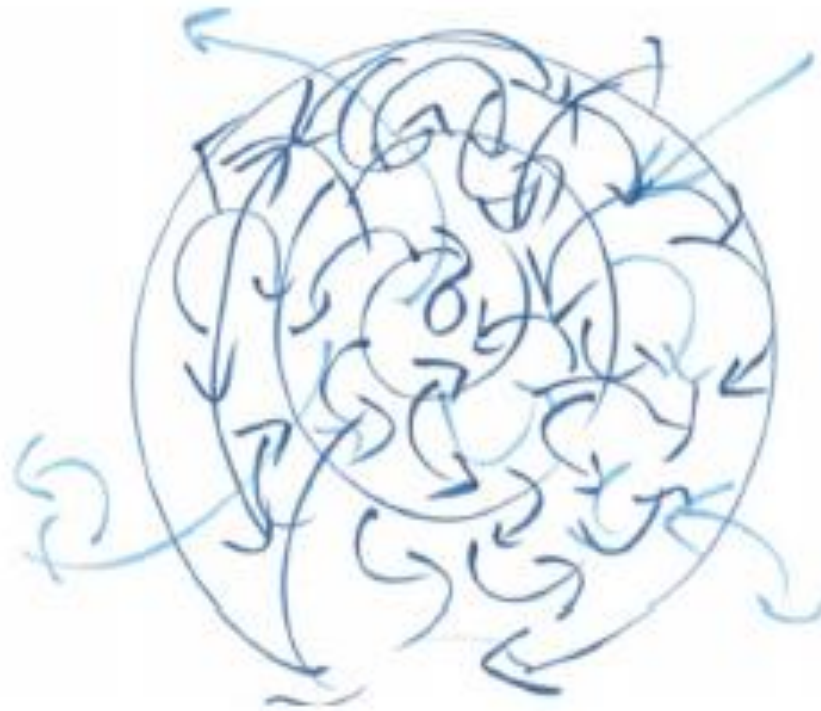
Why a circular economy



Theory



Practice



EU benefits of CE

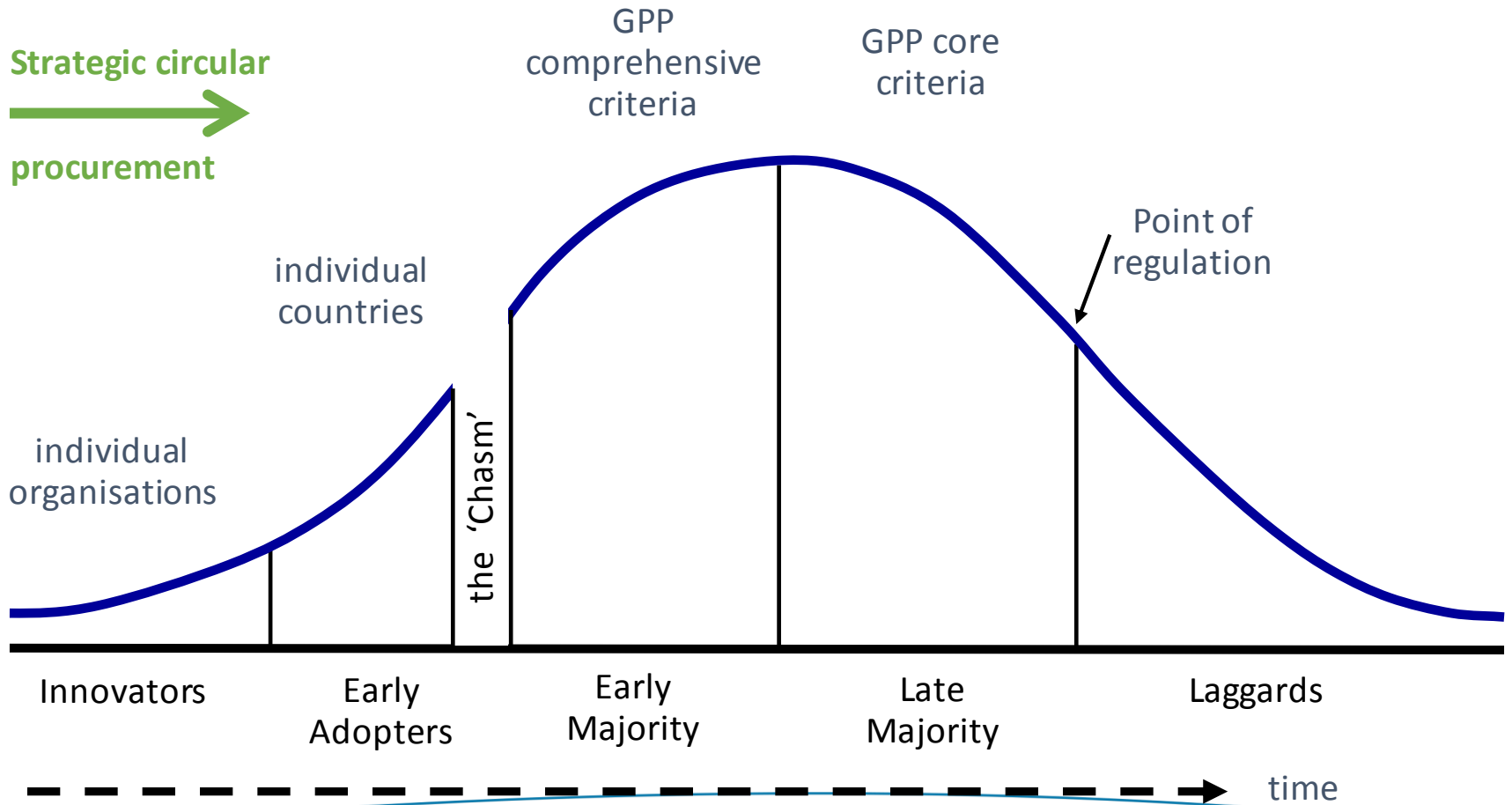
European Union

€ 324 billion (www.rebus.eu)



Sources: EU, Ellen McArthur Foundation, Club of Rome, TNO, WRAP

Innovation progression



Linking CE and GPP

Addressing the gaps.....

Product group	Con-tractor	Products, Services, Works					Use Phase	End of life phase
		Recycled content	Designed for recyc-ling	Designed for Longe-vity	Other criteria	Packa-ging		
Copying paper (2)		1						
Food (2)		1			1	2		1
Furniture		2	1	1		3		
CHP								
Wall Panels (2)		4	1		4			3
Cleaning (7)					1	11		
Electricity								
Gardening (6)	1	4	1		4	2		3
Indoor lighting				2	1	1		1
Street lighting (2)				3	1	2		1
Textiles (2)		2		4	1		1	2
Transport (5)		5			5		2	3
Sanit. Tapware				4				
Toilets (2)					2		2	
Waste water	3	1			1			
Health care				1			1	
Imaging equipment					4		1	
Heaters	1		1		1		1	
Buildings	1	2			1			7
Roads	2	3		1				4
Computers			4	8			2	5

21 Groups
30 sub-groups
152 criteria

Output is the result of input



Defining 'circular procurement'

circular

/ˈsə:kjʊlə/ 

adjective

1. having the form of a circle.
"the building features a circular atrium"
synonyms: round, disc-shaped, disc-like; |

procurement

/prəˈkjuəmənt/ 

noun

the action of obtaining or procuring something.
"financial assistance for the procurement of legal advice"

Circular procurement definition would be helpful (but not a 'showstopper') at the project level.

Pragmatically, it also depends on the view of the city and / or sector and /or organisation, i.e. a workable definition with rationale and reference to the project definition

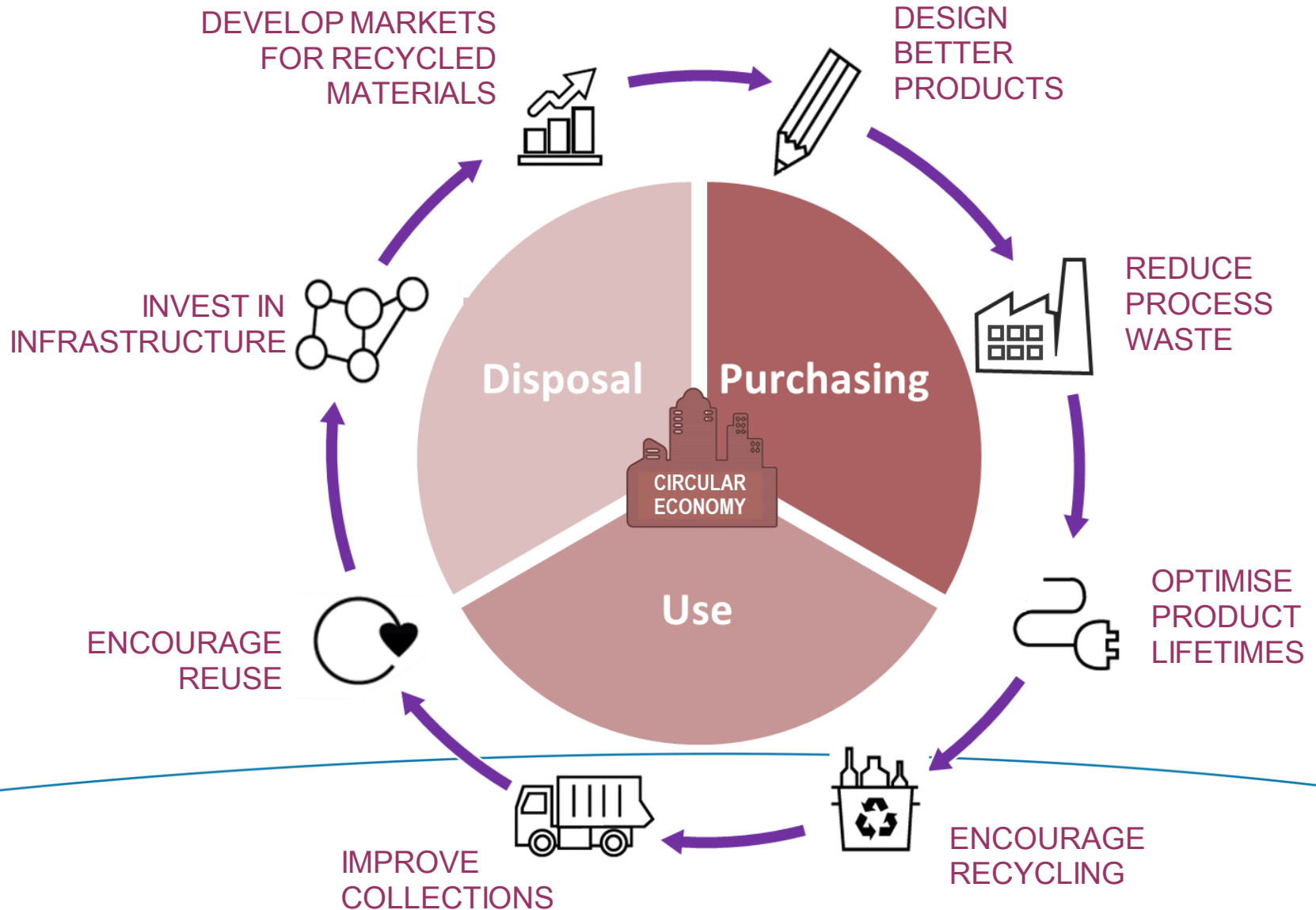
Circular clients

Circular procurement depends on the ambition of the organisation, translated into policy through the proactive effort of the clients and budget holders.

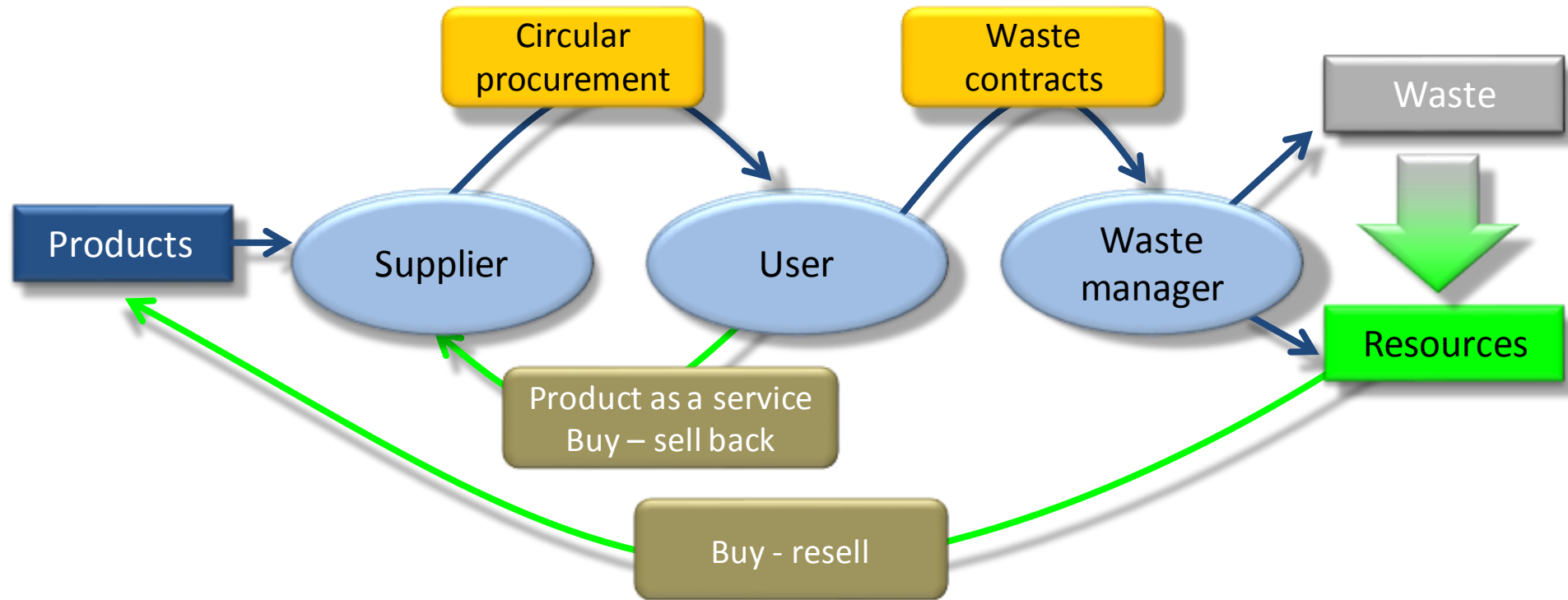
**Circular procurement
needs circular clients!**



Circular procurement opportunities



Rethinking our approach



Food & catering

- Waste prevention
- Storage & preparation
- Plate waste
- Reuse
- Recycling - composting
- Nutritional & healthy diets



- Ghent, Belgium - catering contracts
- Torino, Italy - healthy sourcing
- Copenhagen, Denmark - organic
- UK Public sector catering, waste prevention, HAFS
- Rijkswaterstaat, Netherlands - food waste recycling

Workwear & textiles



- Encourages innovation in design
- Reduces carbon impacts
- Reduces toxicity
- Increases durability
- Increases reuse and recycling at end of life

- Rawicz Hospital, Poland – nurses Uniforms
- Herning, Denmark – emergency services uniforms
- Rijkswaterstaat, Netherlands – lock-keepers uniforms
- Nurses uniforms – Wales, UK



Construction

- Design for deconstruction
- Recycled content
- Multiple REBMs
- Public private partnerships
- CO2 reduction
- End of Life - closing material loops
- Refurb & maintenance
- Cost savings



Transport



- **REBM - Mobility as a service**
- **Lower carbon footprint**
- **Improved air quality**
- **Innovation – public-private partnerships**

- **Bremen, Germany - public / private car sharing scheme**
- **Barcelona, Spain - electric vehicles**
- **Dutch Government – car sharing & leasing models**



ICT & electricals

- Design for repair
- Recycled content
- Multiple REBMs - e-recovery, take-back, pass/sell on
- Lifetime optimisation
- CO₂ reduction
- End of Life – resource security



- Utrecht, Netherlands – IT take-back; secure reuse
- Schiphol Airport, Netherlands – lighting as a service
- BZK, Netherlands – e-recovery, IT-donations
- UniGreenScheme, UK - Lab equipment re-sale and re-use

Furniture



- REBM – furniture as a service
- Resource efficient design
- Recycled content
- Lifetime optimisation
- Reuse opportunities
- SME opportunities

- Cambridge NHT, UK – hospital beds
- ProRail, Netherlands – furniture and carpeting
- Sweden – furniture servitisation
- London, UK – office mobile asset management
- Public Health Wales, UK – desk reuse & repurposing





EUROPEAN
REGIONAL
DEVELOPMENT
FUND

EUROPEAN UNION



Rijkswaterstaat
*Ministry of Infrastructure and the
Environment*

Invitation

www.cpccongress.eu

We are pleased to announce that the second edition of the

Circular Procurement Congress 'Mainstreaming Circular Procurement'

will take place on

18 & 19 October 2017

Register now 

Partners Workshop (WP3.1)

Exercise 2 – Maturity matrix

Mervyn Jones

30 minutes

Partners workshop (WP3.1)

CP maturity matrix - Exercise 1

Circular procurement is more than just procurement criteria

- 5 themes:
 - Policy, Strategy & Communications
 - Procurement Process
 - People
 - Engaging Suppliers
 - Measurements & Results
- 5 levels:
 - Foundation
 - Embed
 - Practice
 - Enhance
 - Lead

CP Maturity Area	Foundation level 1	Embed level 2	Practice level 3	Enhance level 4	Lead level 5
Policy, Strategy & Communications	<ul style="list-style-type: none"> • Agree overarching sustainability objectives. • Simple sustainable procurement policy in place endorsed by CEO. • Communication to current key suppliers. 	<ul style="list-style-type: none"> • Review and enhance sustainable procurement policy, with respect to circular procurement. • Link SP strategy to wider Sustainable Development & CE goals. • Communicate to staff, suppliers and key stakeholders. 	<ul style="list-style-type: none"> • Align the sustainable procurement policy with a strategy covering risk, product, integration, marketing, supplier engagement, measurement and a review process. • Strategy endorsed by CEO. 	<ul style="list-style-type: none"> • Review and enhance the sustainable procurement strategy, in particular regarding the selection of new technologies. • Demonstrate to D&S and include in overall corporate strategy. 	<ul style="list-style-type: none"> • Strategy is reviewed regularly, internally coordinated and directly linked to organisation's EMS. • The Circular Procurement strategy recognised by political leaders and commercial leaders. • A detailed capex & reporting framework is in place to determine future priorities and a new strategy is produced beyond this framework.
Procurement Process	<ul style="list-style-type: none"> • Foundational approach to Procurement Matrix. Approach addresses key sustainability impacts identified. • Key criteria start to include general sustainability criteria (e.g. GPP). • Contracts awarded on the basis of RFP/RFQ, not lowest price. • Processors adapt and demonstrate Quick Wins. 	<ul style="list-style-type: none"> • Detailed expenditure analysis undertaken through category planning. • Key sustainability risks identified and used for prioritisation. • Circular Procurement is considered as an early stage in the procurement process. • Whole life cost analysis adopted where relevant. 	<ul style="list-style-type: none"> • All contracts are assessed for general sustainability risk and management actions identified. • Risk managed throughout all stages of the procurement process. • Targets to improve sustainability are agreed with key suppliers. • Core GPP criteria used consistently and comprehensive criteria used where relevant to category and market. Highly. 	<ul style="list-style-type: none"> • Detailed sustainability risks assessed for high impact contracts. • Proactive contract sustainability governance in place. • A three-pronged approach to contract assessment is applied. • Comprehensive GPP criteria used consistently. • Best practice shared internally within organisation. 	<ul style="list-style-type: none"> • Life cycle analysis has been undertaken for key commodity areas. • Fully circular GPP criteria used routinely in tendering (scope, use and end of life covers). • Sustainable Key Performance Indicators agreed with key suppliers. • Progress is reviewed or analysed (social performance). Services to circular procurement have been reviewed. • Best practice shared with other organisations.
People	<ul style="list-style-type: none"> • Sustainable procurement champion identified. • Key procurement staff have received basic training in sustainable procurement processes. 	<ul style="list-style-type: none"> • All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement processes. Sustainable procurement is included as part of a key employee induction programme. 	<ul style="list-style-type: none"> • Targeted refresher training on latest sustainable procurement principles. • Performance objectives and approval include sustainable procurement factors. • Simple induction programme in place. 	<ul style="list-style-type: none"> • Sustainable procurement included in competence and selection criteria. • Sustainable procurement is included as part of employee induction programme. 	<ul style="list-style-type: none"> • Achievements are publicised and used to attract procurement professionals. • Internal and external awards are issued for achievements. • Focus on specific subjects. • Good practice shared with other organisations.
Engaging Suppliers	<ul style="list-style-type: none"> • Key supplier (and other) understand and high sustainability impact suppliers identified. • Key suppliers targeted for engagement and drive in procurement policy sought. 	<ul style="list-style-type: none"> • Develop supplier codes and key suppliers. • Initiatives for key spend areas have been trialled. • General programme of supplier engagement initiated, with senior management involvement. 	<ul style="list-style-type: none"> • Targeted supplier engagement programme in place, promoting continual sustainability improvement. • Two key sustainability initiatives between procurer and supplier areas with mutual benefits. • Supply chains for key spend items have been mapped. • Digital Management Plan in place. 	<ul style="list-style-type: none"> • Key suppliers targeted for intensive development. Sustainability audits and supply chain improvement programmes in place. • Two key sustainability initiatives are formally reviewed. • CEO involved in the supplier engagement programme. 	<ul style="list-style-type: none"> • Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy. • Best practice shared with other/peer organisations. • Suppliers required they must continually improve their sustainability profile to be the clients business.
Measurements & Results	<ul style="list-style-type: none"> • Key sustainability impacts of procurement activity have been identified. Simple measures based on achieving all aspects of the CP maturity measure are put in place and delivered. 	<ul style="list-style-type: none"> • Detailed baseline of the sustainability impact of the procurement activity has been undertaken. • Measures implemented to manage the identified top risk areas. • Foundational level of the CP maturity measure put in place and delivered. 	<ul style="list-style-type: none"> • Sustainability measured in the following general operational measures, reflecting both level and process and delivered to development objectives. • Simple measures based on achieving all aspects of the Practising level of the maturity matrix put in place and delivered. 	<ul style="list-style-type: none"> • Measures are integrated into a balanced score card or equivalent dashboard, reflecting both level and process. • Progress formally benchmarked against other organisations. • Comparison is made with peer organisations. Benefit capture has been produced. • Simple measures based on achieving all aspects of the Emerging level of the maturity matrix are put in place and delivered. 	<ul style="list-style-type: none"> • Measures used to drive organisations' sustainable procurement strategy, reflecting both level and process. • Progress formally benchmarked against other organisations. • Evidence of independent audits against sustainability in the public domain. • Simple measures based on achieving all aspects of the Leading level of the maturity matrix are put in place and delivered.

Partners workshop (WP3.1)

CP maturity matrix - Exercise 1

CP Maturity Matrix	Foundation Level 1	Embed Level 2	Practice Level 3	Enhance Level 4	Lead Level 5
Policy, Strategy & Communications	<ul style="list-style-type: none"> Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers. 	<ul style="list-style-type: none"> Review and enhance sustainable procurement policy, with respect to circular procurement. Link SP strategy to wider Sustainable Development & CE goals. Communicate to staff, suppliers and key stakeholders. 	<ul style="list-style-type: none"> Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. Strategy endorsed by CEO. 	<ul style="list-style-type: none"> Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. Demonstrate link to EMS and include in overall corporate strategy. 	<ul style="list-style-type: none"> Strategy is reviewed regularly, externally scrutinised and directly linked to organisation's EMS. The Circular Procurement strategy recognised by political leaders and communicated widely. A detailed (policy, & reporting framework is in place to determine future priorities and a new strategy is produced beyond this framework.
Procurement Process	<ul style="list-style-type: none"> Expenditure analysis (e.g. Prioritisation Matrix Approach) undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria (e.g. GPP). Contracts awarded on the basis of MEAT, not lowest price. Procurers adopt and demonstrate Quick Wins. 	<ul style="list-style-type: none"> Detailed expenditure analysis undertaken through category planning. Key sustainability risks assessed and used for prioritisation. Circular Procurement is considered an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted where relevant. 	<ul style="list-style-type: none"> All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers. Core GPP criteria used consistently and comprehensive criteria used where relevant to category and market supply. 	<ul style="list-style-type: none"> Detailed sustainability risks assessed for high impact contracts. Project/contract sustainability governance is in place. A life-cycle approach to cost/impact assessment is applied. Comprehensive GPP criteria used consistently. Best practice shared routinely within organisation. 	<ul style="list-style-type: none"> Life-cycle analysis has been undertaken for key commodity areas. Fully circular GPP criteria used routinely in tendering (source, use and end-of-life covered). Sustainability Key Performance Indicators agreed with key suppliers. Progress is rewarded or penalised based on performance. Barriers to circular procurement have been removed. Best practice shared with other organisations.
People	<ul style="list-style-type: none"> Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. 	<ul style="list-style-type: none"> All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme. 	<ul style="list-style-type: none"> Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place. 	<ul style="list-style-type: none"> Sustainable procurement included in competencies and selection criteria. Sustainable procurement is included as part of employee induction programme. 	<ul style="list-style-type: none"> Achievements are publicised and used to attract procurement professionals. Internal and external awards are received for achievements. Focus is on benefits achieved. Good practice shared with other organisations.
Engaging Suppliers	<ul style="list-style-type: none"> Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought. 	<ul style="list-style-type: none"> Detailed supplier spend analysis undertaken. Markets for key spend areas have been mapped. General programme of supplier engagement initiated, with senior manager involvement. 	<ul style="list-style-type: none"> Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two way communication between procurer and supplier exists via incentives. Supplier views for key spend areas have been mapped. Category Management Plan in place. 	<ul style="list-style-type: none"> Key suppliers targeted for intensive engagement. Sustainability audits and supply chain improvement programmes in place. Achievements are formally recorded. CEO involved in the supplier engagement programme. 	<ul style="list-style-type: none"> Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy. Best practice shared with other/peer organisations. Suppliers recognise they must continually improve their sustainability profile to keep the clients business.
Measurements & Results	<ul style="list-style-type: none"> Key sustainability impacts of procurement activity have been identified. Simple measures based on achieving all aspects of the Foundation level of the CP maturity matrix are put in place and delivered. 	<ul style="list-style-type: none"> Detailed aspects of the sustainability impacts of the procurement activity have been undertaken. Measures implemented to manage the identified high risk impact areas. Simple measures based on achieving all aspects of the Embedding level of the maturity matrix are put in place and delivered. 	<ul style="list-style-type: none"> Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives. Simple measures based on achieving all aspects of the Practicing level of the maturity matrix are put in place and delivered. 	<ul style="list-style-type: none"> Measures are integrated into a balanced score card (or equivalent) approach reflecting both input and output. Progress formally benchmarked within organisation. Comparison is made with peer organisations. Benefit statements have been produced. Simple measures based on achieving all aspects of the Enhancing level of the maturity matrix are put in place and delivered. 	<ul style="list-style-type: none"> Measures used to drive organisational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidenced. Independent audit reports available in the public domain. Simple measures based on achieving all aspects of the Leading level of the maturity matrix are put in place and delivered.

Using the matrix provided, estimate your organisation's (or cities) current position



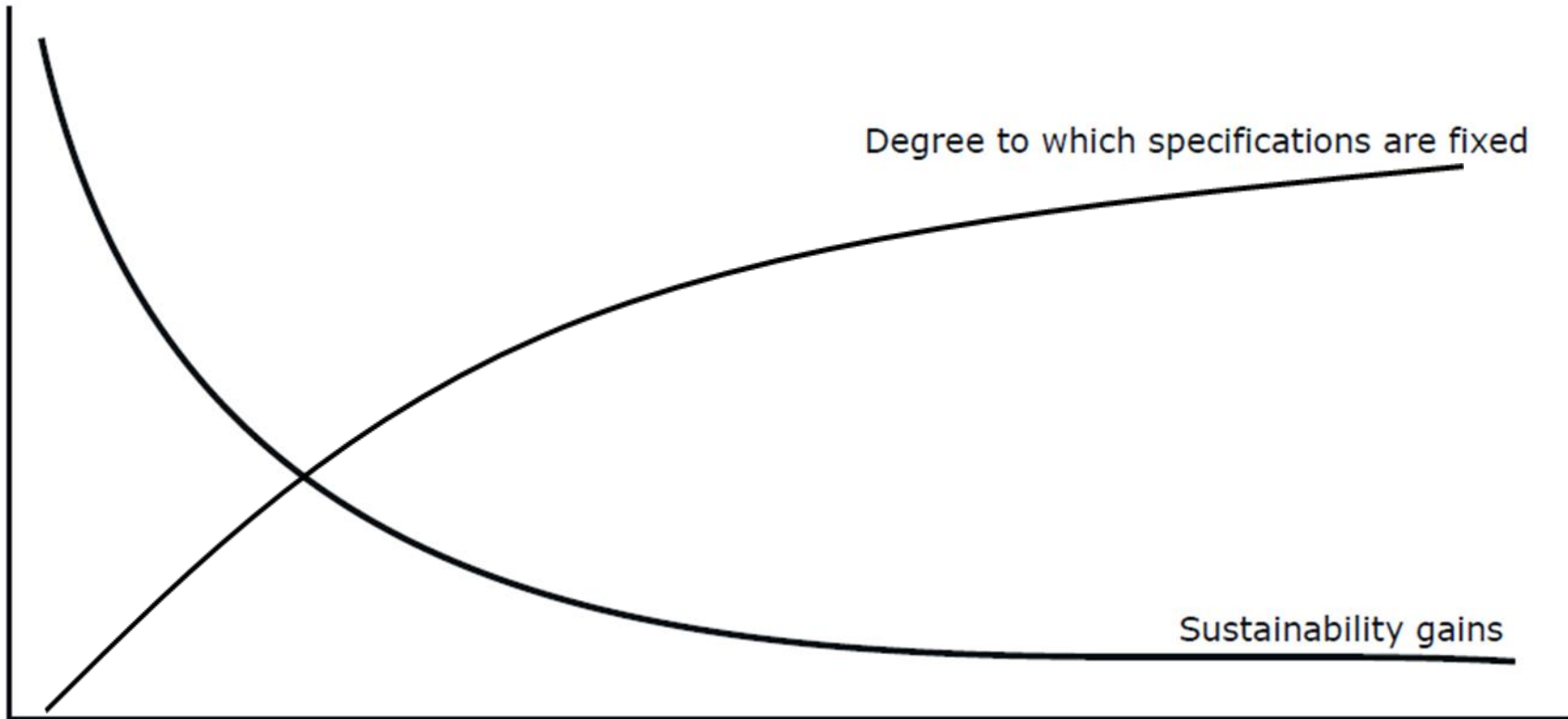
Partners Workshop (WP3.1)

Exercise 3 – Stakeholders & Impact

Take Padding

20 minutes

Where's the biggest impact?



Example: Bremen

CIRCULAR PROCUREMENT PRINCIPLES

- ✓ Avoiding procure-consume-dispose
- ✓ Innovation
- ✓ Footprinting

Replaced more than 2000 private cars, saved 2.32 million kg of CO₂ emissions, and reduced parking infrastructure costs by at least EUR 30 million



CLAUSES

- CO₂ limits
- Servicisation – public private partnership
- Performance based specifications

Car sharing public fleet management in Bremen (Germany)

THE KEY PRINCIPLES

Circular procurement vs procure-consume-dispose	Considering alternatives to the traditional extract, produce, consumer, dispose business models
Innovation	Restructuring procurement using servicisation to foster public private partnerships
Footprinting	Using CO ₂ limits from regional regulation as performance based specifications in tenders



Links

- [UNEP 10YFP - Using Product-Service Systems to Enhance Public Procurement, 2015](http://www.pianoo.nl/sites/default/files/documents/documents/usingproductservicesystem-sustainablepublicprocurement.pdf)
<http://www.pianoo.nl/sites/default/files/documents/documents/usingproductservicesystem-sustainablepublicprocurement.pdf>

BENEFITS

- ✓ Cost savings
- ✓ Reducing CO₂ emissions
- ✓ Employee benefits



Exercise

Who are the top 3 stakeholders essential for implementing circular procurement in your organisation?



Partners Workshop (WP3.1)

Exercise 4 – Maturity matrix (Part 2)

Mervyn Jones

20 minutes

Partners workshop (WP3.1)

CP maturity matrix - Exercise 2

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1. Using the matrix again, plot your organisation's (or cities) goal position.

2. What would be the likely BSR project end phase (as an interim step?)



Mentoring (WP3.2)

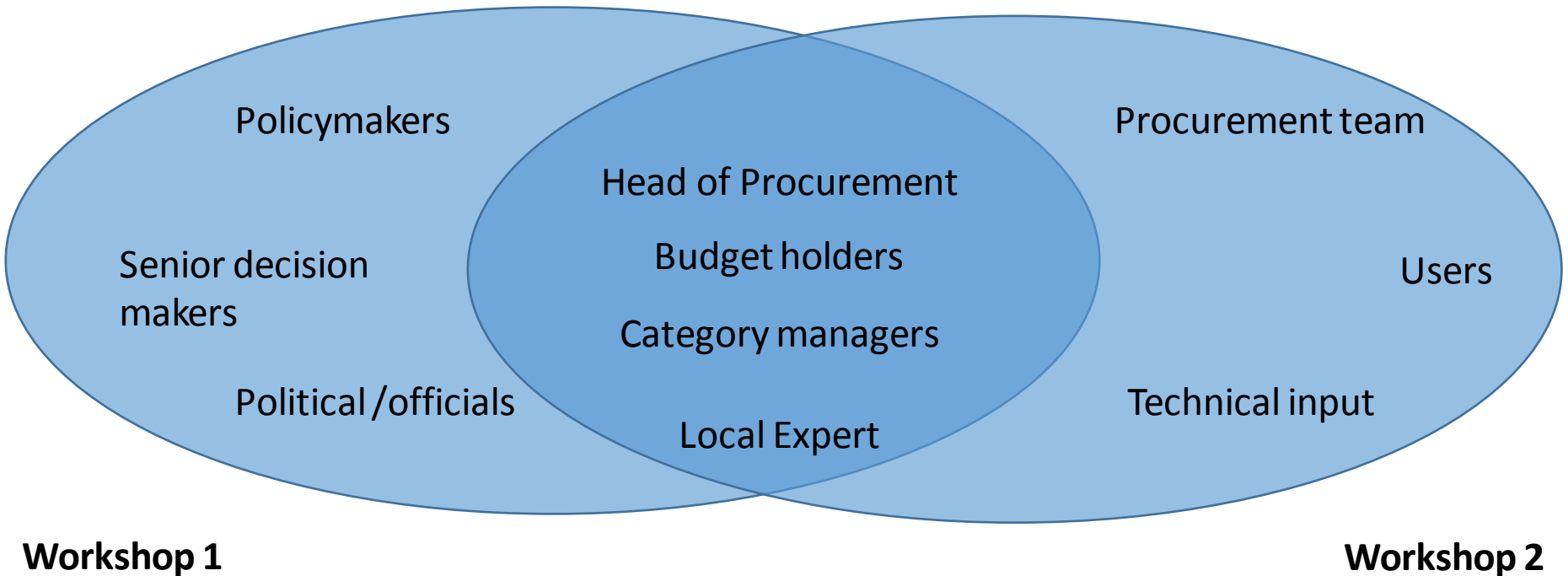
Mentoring timeline



Tailor the timeline and support to city needs

Mentoring (WP3.2)

Mentoring workshop (example) participation



Mentoring (WP3.2)

Roles

Local experts -

- Combining knowledge of policy goals, strategic procurement and circular economy opportunities
- Day to day coordination
- Share knowledge
- Solve local issues
- Liaison with mentor
- Liaison between project & tender exercise

Mentors -

- Guidance and support
- Share knowledge
- Connect the BSR pilots
- Visits (milestones)
- Maintain contact with local expert





Rijkswaterstaat
Ministry of Infrastructure and the
Environment



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 **Interreg**
Baltic Sea Region



EUROPEAN UNION
EUROPEAN
REGIONAL
DEVELOPMENT
FUND

CircularPP