



The Cafeteria of Brera Palace Picture Gallery

A landmark procurement exercise to make the Cafeteria of the Brera Museum more sustainable and innovative

Since 2015, **Consip** – the National Central Purchasing Body (CPB) for the Italian public administration – carries out public procurement procedures on behalf of the **Ministry of Culture (MiC)** to renovate and make more sustainable concession contracts related to several services provided to visitors in the Italian national museums and archaeological sites. Such services are related to restaurants and cafeterias, ticketing systems, bookshops and guided tours in museums such as the Cafeteria of the Colosseum in Rome, the Archaeological Museum of Naples, the Royal Palace of Caserta, the Site of Pompeii and the Brera Palace in Milan.

Brera Palace Picture Gallery

A successful example of sustainable and innovative concession awarded by Consip within the framework of the abovementioned initiative is the landmark concession contract awarded for the cafeteria of the Brera Palace.

It is a picture gallery located in Milan, the building dates back to the late Baroque period and it was built on the remains of a 14th century monastery of the Humiliati religious order. The Academy of Fine Arts has been housed in Brera building since the second half of the 18th century thanks to Maria Theresa the Empress of Austria.

Since 1809 a picture gallery was established in the Brera Palace and today this palace hosts several exhibitions and events.

The cafeteria, also named “Caffè Fernanda”, is a key area of the building where visitors and employees of the art gallery can rest in a unique artistic environment. Although the Cafeteria is the last room on the itinerary of the museum one can hardly notice the difference with the other rooms of the gallery, since several paintings are exhibited there. The Cafeteria is also accessible to customers who are not visitors of the Picture Gallery.

Pre-award phase of the procurement procedure

During the pre-award phase of the procurement procedure for the concession contract several stakeholders were involved. The MiC provided the priorities in terms of services to be put out to tender and the Brera Museum constantly interacted with Consip to set up a fit-for-purpose tender documentation. Also, a prior market consultation was published and interested suppliers replied to the consultation allowing Consip and the public administration to study the market on one side and prepare the market on the other side.



Award Phase of the procurement procedure

In October 2017, Consip issued an open tender procurement procedure to award a **concession** contract of the **estimated value of 4.004.293.06 € for the duration of 8 years**.

The concession was awarded according to the most economically advantageous tender (**MEAT**) award criteria where **70 points were dedicated to the technical offer and 30 points to the economic offer**.

Each relevant technical aspect was given a specific score within the technical points to ensure that the participants made their technical offer without neglecting to provide solutions for all relevant technical aspects.

The **key elements of the procurement procedure** related to the implementation of green and social considerations were the following:

- the gastronomic offer had to be formulated considering the use of high quality and seasonal raw materials for food of vegetable origin, especially **organic products and products with quality marks (PDO, PGI, TSG)**
- the proposal had to contain an **initiative aimed at social inclusion** and the reduction of conditions of inequality, discrimination, need and hardship deriving from personal and social limitations, from conditions of non-self-sufficiency, from financial difficulties
- the **destination of any food surpluses, on a daily basis, to non-profit organizations of social utility**, which carry out, for charity purposes, free distribution of food products to the most deprived people, in line with the ratio of the Italian Law n. 155/2003 and with the directives of the European Parliament laid down in the "Resolution of 19 January 2012
- the monitoring of the marketing plan to efficiently communicate to clients the **brand identity of the Cafeteria**, which is focused on a green and sustainable gastronomic offer as well as social inclusion initiatives. In addition to the monitoring, details on brand building, marketing and the communication plan – including corrective actions to be taken to align the results achieved with those expected – are part of accurate **training courses addressed to the operating staff**

Eight out of the 18 **technical evaluation criteria (almost 20% of the total technical score)** set in the tender documentation were related to sustainability aspects of the technical offer of the bidders. These criteria, which had either an objective (on/off) or subjective nature, are indicated below.



1. **Environmental quality of bread, cheese and other products of animal origin (eggs, honey, dairy products)** (on/off criterion)
2. **Environmental quality of oils and fats** (on/off criterion)
3. **Environmental quality of fruit and vegetables, legumes and cereals, fresh or processed** (on/off criterion)
4. **Environmental quality of fresh meat and meat products** (on/off criterion)
5. **Environmental quality of pasta** (on/off criterion)
6. **Environmental quality of wines** (on/off criterion)

For the above-mentioned criteria the technical score was assigned if the bidder used organic products and/or protected designation of origin (PDO) / protected geographical indication (PGI) / traditional specialties guaranteed (TSG) products, subject to the minimum provisions of the minimum environmental criteria (CAM) set by the Italian Ministry of Ecologic Transition.

The list of organic products produced from companies indicated in the list of Italian organic economic operators is provided for at the following link: <https://www.sian.it/aBiologicoPubb/start.do>.

Also, the list of PDO / PGI / TSG products is contained in the "List of Italian denominations, recorded in the Register of protected designations of origin, protected geographical indications and traditional specialties guaranteed (EU Regulation No. 1151/2012 of the European Parliament and of the Council of November 21, 2012) and subsequent amendments.

7. **Fernanda Coffee Shop for Social Inclusion** (discretionary criterion)

The bidder had to propose an initiative to be carried out for the entire duration of the Concession contract, aimed at social inclusion and, without limitation, to the reduction of the conditions of inequality, discrimination, need and inconvenience deriving from personal and social limitations, from conditions of non-self-sufficiency, from economic difficulties.

The discretionary evaluation of this criterion took into account the effectiveness and concreteness of the proposed solution as well as the monitoring system offered by the economic operator.

8. **Destination of food surplus** (on/off criterion)

The bidder undertakes to allocate any food surpluses, on a daily basis, to non-profit organizations of social utility, or to the subjects indicated in Art.13 of Law 166/2016 (Italian law against the waste of food and pharmaceutical products) which carry out, for charity purposes, free distribution of food products to the most deprived persons. With regard to requirements and conservation, the methods set out in Art.5 of Law 166/2016 shall be respected.

The winning bid

The tender was awarded on May 2018 to an economic operator whose offer was in line with the



technical requirements set in the tender documentation and proposed higher percentages of organic and PDO, PGI and TSG products compared with the minimum environmental criteria set by the national regulation (the CAM) which are mandatory according to Art. 34 of the Italian Public Procurement Law.

As a result, **the winning bid included** the following green and social aspects.

- The use of a **dedicated plot of land**, in the Milan area, devoted exclusively to organic and biodynamic production. Most of the cafeteria's products come from this land, a supportive vegetable garden that produces vegetables and fruit on a 3.5 hectares, **0km** named "**Brera Picture Gallery vegetable garden**" farmland, offering seasonal, fair, certified and solidarity products and employing disadvantaged, disabled, migrants and prisoners.
- **Uneaten food was donated** to an Italian ONLUS.
- **Theatre entertainment** for the Cafeteria customers **performed by inmates**, in partnership with the Penitentiary Administration Department (PRAP) of the Region of Lombardy.
- An agreement with the PRAP to develop **concrete paths of social inclusion** and socio-occupational reintegration **for inmates** working in the Cafeteria.
- An annual **scholarship** addressed to **students coming from families facing financial difficulties**, also including a fee reserved exclusively for students with disabilities.
- A **competition**, with financial contribution, reserved only **for children and adults who attend specific educational and social centres**, who had to identify the logo or brand to be placed on the placemats available for the cafeteria.

The abovementioned results are a concrete example of sustainable public procurement aimed at implementing environmental and social considerations.

Lessons Learned

The social, inclusive and environmental considerations made this procurement procedure a landmark procedure to award concession contracts, which was replicated in other museums and archaeological sites in Italy.

By the end of 2019 over 79,000 customers visited the cafeteria, which corresponds to a utilization rate of about 19%. Such rate is higher than the national average utilization rate of restaurant visitors at Italian State Museums, which corresponds to about 14% for the same



cluster of museums visitors (from 300,000 to 1,000,000).

In other words, considering the turnouts at the museum and the number of receipts issued by the Cafeteria we can argue that 1 in 5 visitors used Cafeteria Fernanda in 2019.

Both the number of customers and the many press articles released testify the success of the procurement exercise. This has led Consip to replicate the model, even improved, in a systemic and customized way, throughout the Italian territory, in other tenders related to museum catering services managed by Consip (e.g. MANN in Naples, the Cafeteria of the Colosseum in Rome, GNAM Museum in Rome, Cafeterias for Castel Sant'Elmo and the National Museum of San Martino in Naples). These initiatives represent a national best practice in the field of catering services for museums.

The main result of the tender was to provide the Brera Picture Gallery with a service that had never been implemented before. This has been possible by raising the quality of the cafeteria service, increasing the sustainable use of local food products and involving the local community to contribute.



The Director of the Museum himself, dr. James Bradburne, declared:

«No less than its collections, a museum's cafeteria should be an expression of the museum's mission and values. Caffè Fernanda is a place to try the “taste” of the Gallery: it houses original pieces from the gallery's collection, and its menu offers dishes inspired by the museum's masterpieces».

Retrieved from: <http://www.caffefernanda.com/>

Tender documents and information related to the procurement procedure are **published on Consip website** at the following webpage: <https://www.consip.it/bandi-di-gara/gare-e-avvisi/gara-caffetteria-brera>