



Serving sustainability in Public Services



BEST CSR PRACTICES IN PUBLIC SERVICES 2012

INTRODUCTION

Corporate Social Responsibility has become a key component of the management of Public Services. Citizens, customers and public authorities are more and more looking for providers of public services that take on their social responsibility seriously and can demonstrate their actions.

CEEP supports providers of public services in their actions. The CEEP-CSR Label is the most visible outcome of this policy. Indeed, since 2008 this label has been the only European label made specifically for public service providers. Since its first awarding until 2012, more than 80 enterprises have received the well-known CEEP-CSR Label after a strong evaluation process based on a self-assessment and an evaluation by external experts.

But, despite a growing interest, there was a need to support enterprises in their process of voluntary implementation of the CSR principles. There was indeed a need to know what others have done and provide ideas as well as inspiration. This is the very reason why this booklet was published.

Origin

CEEP decided to publish the second edition of this catalogue of best practices in CSR building on the success of the first publication in 2010. For this edition over 80 practices were collected from six Member States (Sweden, Portugal, France, Germany, Italy and Belgium). These practices were analyzed and a selection of the most innovative, interesting and transferable is published in this booklet. The practices come from the enterprises that were awarded the CEEP-CSR Label for the year 2012-2013.

These practices stem from the application files that enterprises have to send to apply for the label. The selection of practices available in this book reflects practices that were kept by the jury as the most interesting ones, those ranking high in the evaluation by external experts and those kept by CEEP as the most innovative, transferable and telling about the pro-activity of Public Services providers.

This booklet encompasses practices from a wide range of sectors: social housing, urban renewal, water and waste water management, harbour management, electricity, waste management.

The practices are structured following key current political priorities of the European Union that are as a consequence key priorities for CEEP:

- Practices on youth employment & demographic change
- Practices for a better social and territorial cohesion
- Practices for a better environment
- Practices leading to the creation of innovative products or solutions
- Corporate governance.

The common denominator of these practices is to have been managed in a purely voluntary way. They were conducted on the initiative of the enterprises to foster their own development and strategies, as well as to be of benefit to citizens and customers.

PRACTICES ON YOUTH EMPLOYMENT & DEMOGRAPHIC CHANGE

Entsorgung Dortmund GmbH-

Develop and operate a youth centre of excellence

Brief description of the project:

Career choice is a complex decision process for many young people. The Department of School / Regional Education Office in the city of Dortmund, the office "Interesse für Social Employment (ISB eV) and the EDG have therefore joint their forces to provide technical assistance and to ensure continued support on this project.

Description of the best practice:

The Know-how, experience, commitment, and the provision of adequate training facilities are basically the contribution of EDG Holding to children and young people on their way to the training and professional life in the frame of the «Youth Centre of excellence».

The offer is aimed at students from all types of school (except general educational system) from the class as from the grade 7 (12 – 13 years old) and is divided into two areas of action: «Technology today and tomorrow» and «analysis of potentials».

At the headquarter (Sunderweg 98 / Dechenstraße) the former workspace is made available for these students. There, young people have the opportunity to convert a conventional car into a solar one and get a first insight into the everyday work / workplace and work processes in a workshop. This project is supported by the Centre for Children and youth in technology (Kinder- und Jugendtechnologiezentrum - KITZdo).

The aim of KITZdo is to illustrate class areas in year 7 for which individual strengths have been spotted and for which specific learning capacities were identified (on their particular interests, abilities and preferences).

The potential analysis (PA) is carried out using standardized methods, which are evaluated in individual feedback sessions with students and parents. The result of the PA sets the path forward for profession orienting measures. Within half a year after the first insight, analysis follow in the world of work through workshops inside the companies involved. In the spirit of «forming chains», they limit the class to 9 internships.

Principal content, stakeholders, short and long term goals of the project:

The involvement of the EDG in favour of the Dortmund population is reflected in the project «Construction and operation of a youth centre of excellence». The EDG Holding GmbH signed in 2010 a cooperation agreement with the above-mentioned institutions to improve the learning and life chances of children and young people in Dortmund. This is done by pooling and integration of schools with extracurricular activities, and by accompanying this active group in their career choice process.

This initiative offers a qualified preparation for young people in view of future challenges on the labour market.

Lessons learned:

The echo from the participating students is without exception positive. The opinion of parents and teachers of local schools shows that the implementation of the project is very satisfying and a great success.

As a first step, 351 students took part in the fall winter 2010/2011 followed by classes or groups with up to 48 students.

Berliner Stadtreinigungsbetriebe

Demography Package 2028: Operating assurance program

Company:

The Berliner Stadtreinigung (BSR) is the first municipal company which has developed an operating program to address the issue of demographic change. Our «Demography Package 2028» consists essentially of two elements:

- A design of the workload taking into account the physical strain for an aging staff
- Option for an earlier retirement scheme for employees with heavy physical workload

Description:

To address the challenges it was therefore necessary to develop a concept which took into account age structure and performance requirements.

The tours of collection vehicles are modified according to the age of the workers. Trips with lower collection volumes are for the older workforce or staff with reduced performance.

Our garbage collectors, road cleaners and our drivers have to be able to do their job under all weather conditions. Since the end of 2010, BSR has implemented an early retirement program as a «block model». Employees with physical strains over 56 can join the part-timework ten years before their scheduled retirement. In the so-called “active phase” work performance remains constant for the first five years. Five years before the scheduled retirement starts, employees enter into the passive phase at 60 instead of 65 with a small cut in their pension.

We expect that the first employee to go into the passive phase in 2015. From then on, there will be a replacement by younger workers, which helps easing the demographic situation of the BSR workforce.

Central ideas:

The demographic trend challenges the company for a sustainable human development, since BSR has a considerable proportion of workers who perform heavy physical work every day.

36 per cent of our employees are older than 50 years - the average age is 47. The demographic trend is noticeable especially among employees with physical strains: road cleaners, garbage collectors and truck drivers. Without any precautionary measures, the number of employees over 60 year old would rise from currently three per cent to nearly 30 per cent in 2028. This would lead to a sharp rise in the number of staff away sick.

Lessons learned:

There is no big-bang-solution for the demographic change. Companies have to negotiate an intelligent combination of tailor made solutions.

Société immobilière de Nouvelle-Calédonie

Participation in social mobility, employment and qualification in New Caledonia

Presentation of the company:

SIC is a «SEM» (enterprises with mixed public and private ownership) of 158 employees managing 9,300 housing units and providing housing services to more than 14% of the population of New Caledonia. It makes a significant contribution to the development of New Caledonia, with nearly 84 million investment, 2400 jobs created and 3.3% of GDP. Its position as the leading donor Territory allows the company to exert tremendous leverage on the inclusion of environmental and social issues in Caledonia, concerns it put at the heart of its business plan.

Lessons learned:

The work we are doing in terms of social, employment and qualification can be envisaged in the long term. It seems clear that any action taken should be pursued so that we can get a truly beneficial outcome. This is why we want to continue our efforts already in place while continuing to provide appropriate training to our employees.

Specific topic:

SIC pays special attention to the social advancement of its employees, and at all levels.

It starts with the systematic training of its employees with a sum corresponding to more than 3% of their payroll spent on training each year. This requires the support of several employees each year in their individual approach and diploma but also more targeted programs. From 2009 to 2011, for example, the SIC initiated a comprehensive plan for management development at the level of the whole company. On another aspect, we also carry a special attention to the fairness of chances for our employment strategy. As of today, 3.62% of our employees are recognized as disabled people and 45.16% of our management positions are held by women (the objective being to achieve parity).

Description of good practice:

Disability cannot be treated in a single way. SIC in its strategy to develop the employment of people with disabilities is equipping its workstations. As a corporate citizen, it has also made a point to open some of its benefits to organizations working in the field of disability.

SIC is also strongly committed to host trainees. In all, 65 school students, 17 summer jobs and 3 apprentices were received in 2011.

In terms of internal training cycle, a development plan initiated in 2009 affected all managers representing more than a third of the workforce. In 2011, almost 2900 hours of training were provided to all managers.

SIC is one of the first companies in New Caledonia to commit itself to a project of this magnitude regarding managerial development.

Société d'équipement du Rhône et de Lyon

The development of human capital for the benefit of diversification of skills

Presentation of the company:

Developer and manufacturer recognized for over 55 years, SERL employs approximately 70 people with diverse profiles but with a majority of executives (62% of the workforce). This number is divided into operational and functional support (managers, accountants, human resource assistants and project managers) and the vast majority are project managers.

Specific topic:

The quantitative reduction of number of applicants and the declining quality of the applications received poses new challenges to Berliner Wasserbetriebe. In the future, we will focus more on the target group of students in vocational secondary school in order to recruit sufficiently qualified staff. This target group miss on one hand information on the education system and career choices and sometimes also lack the necessary motivation for this kind of position. But in order to improve the chances of young people with a migration background on the primary labour market, the Berlin Water Company is specifically involved with non-profit organisations.

Description of best practice:

Facing the specificity of the business, skills development is central to the strategy and the HR policy of the company. Every employee, regardless of his level within the company has a training plan and individualized career. SERL has given itself the means of its ambitions allocating 7.76% of payroll to training which is 4.8 times more than the legal minimum of 1.6%. Each year during annual interviews, the employee develops his plan with his superior training and / or desires change.

Many operation managers, with a profile of technician, are trained on financial and managerial aspects. These adaptations allow business to evolve more easily in-house. Functional staff gained positions responsible for operation. Functions are ungraded and only the potential prevails in career development. SERL also supports assisted contracts (internships, apprenticeships and professional training, temporary contracts). These contracts represent approximately 5% of payroll and often lead to contracts for an unlimited period in the company.

Lessons learned:

SERL has fully integrated its human capital as a real value and a key success factor. In an increasingly unstable environment, SERL is aware that the anticipation and adaptation is the best answer. This is why SERL will continue on this path of development of human capital which makes it, according to a SCET network study on all SEM of France, one of the most productive SEM.

Bremer Straßenbahn AG - BSAG

Health project saluteC

In the department for infrastructure of BSAG, a health project entitled «saluteC» started in 2011 (Salute comes from the Italian word for health, the C stands for the internal name for the Center Infrastructure). The tasks of the Center include the building and maintenance of the railway network BSAG, ensuring the power supply, the construction and maintenance of overhead line network and all the cleaning work of buildings and station areas. The center employs around 140 people.

The aging of the workforce in the context of demographic change in the center infrastructure is increasingly becoming a problem. The physical stress for an older craftsmanship of area with the changing performance runs the risk of disease on the one hand and reduced performance of the company on the other. The health of our employees represents therefore a high priority. Whereas in recent years the improvement of working conditions was (eg work organization, aids and appliances) the focus of attention, we focus now on changing personal behaviors thanks to SaluteC.

Experience has taught us that with courses on healthy lifestyle (exercise, nutrition, relaxation) only people who are available come, mostly those with already some health awareness. The target audience is not motivated. Moreover, health is so individual that we must take the personal backgrounds into account.

SaluteC takes into account these conditions, as we have implemented the following package with the help of a cooperation partner of the Institute for Performance Diagnostics and Prevention:

1- Leadership training at the beginning of the project.

All managers were invited to learn more about their own health and to develop their personal health strategy. You could train two days with doctors and physiotherapists and have individual conversations. The attendance was about 85%.

2- Job analysis on the spot. The aim was to analyse the lift and carry tasks in various awkward postures. Interviews with the employees completed the load profile.

3- Single-site discussions could then replace each employee in individual conversations at work about his personal health situation and advice. These calls were repeated four

times at intervals of about eight weeks to make exercises or test equipment (eg knee braces, back support belts).

4- Evaluation. The workers were interviewed before and after the intervention using standardized questionnaires and in the above mentioned Institute studied health. The tests are repeated after approximately 6 months to evaluate the sustainability.

5- Qualifications. Under the form of seminars, the movement proposed topics like diseases linked to our lifestyle and their effects.

The first results are very satisfactory. The participation rate was over 80%. The surveys and tests following the measures (the follow-up after 6 months is currently outstanding) stressed particularly those who had complained at the beginning of pain and had a significant improvement after the intervention, concomitantly. An increase in quality of life and job satisfaction upon completion of the overall measure and a result of cross-company workshop are planned.

Berliner Wasserbetriebe - BWB

Integration of young people with an immigrant background and with difficulties

Presentation of the enterprise:

The Berliner Wasserbetriebe (BWB) is Germany's largest company for water and sanitation. Providing water to the 3.4 million of Berliners as well as for residents of neighbouring municipalities in Brandenburg, which are supplied with drinking water but also waste water we drain and clean.

Issues at stake:

The reduction of the number of applicants and the declining quality of applications received lead to new challenges for Berliner Wasserbetriebe. In the future, we will focus more on the target group of students in vocational secondary school to recruit sufficiently qualified staff. This target group misses on one hand information on the education system and career choices but lacks also sometimes the necessary motivation for the kind of position we offer. To improve the chances for young people with a migrant background to successfully enter into the primary labour market, the Berlin Water Company is specifically involved in non-profit organisations.

Description of best practice:

The enterprise has started the initiatives «Berlin worth more» and «Berlin needs you!» aiming specifically at young people with migrant background and / or initial difficulties in getting an apprenticeship. A total of nine teenagers qualified in 2011 as part of the value-added initiative for an occupational internship, with the possibility in 2012 of a training system. The BWB will continue to work actively on the improvement and targeted promotion of professional guidance and also on the integration of pupils with an immigrant background and / or more difficult start in life.

In addition, BWB is member of the organisation «ROCK YOUR LIFE!». The non-profit organisation brings together students and companies. Students, qualified as coaches, support the volunteer student / inside of the integrated secondary school over a period of two years. This will make the selection of a potential career and the first contact with businesses easier and will make it possible to attend some job training situations and ask questions.

Lessons learned:

Sustainable human resources policy cannot focus only on high-potential, but is equally applicable to all social and educational levels.

PRACTICES FOR A BETTER SOCIAL AND TERRITORIAL COHESION

AIMAG

The relationship between the company and the territory

Presentation of the enterprise:

AIMAG spa is a multi-utility enterprise providing water, energy and environmental services in the north of the province of Modena and Mantua Oltrepo.

Issues at stake:

One of the main theme of the business plan for AIMAG is the enhancement of the enterprise' relationship with the territory. AIMAG has promoted over the years, a dialogue with various stakeholders of the territory as AIMAG considers that listening and acceptance of petitions of stakeholders to be an important lever for business improvement.

Description:

Model: all local stakeholders

Project: At the beginning of 2012, a collaboration between AIMAG and the «Istituto Cattaneo of Bologna» started to scientifically check the contribution of AIMAG to the territory. We wanted to understand how the company is considered for its collective value not only for the territorial identity but also as a reliable tool for land management. The focus was on water and waste management,

Design: The research is divided into two main parts: 1) analysis of the historical roots, the political, cultural and socio-economic characteristics of the geographical area in which the company is located, 2) the presentation of a survey with about 900 respondents in 11 municipalities - to detect the trust in institutions, the sense of belonging to the local community and the valuation of certain services managed by AIMAG.

Results found: The first part of the analysis shows that AIMAG is located in the heart of the Italian area with more «social capital» with a high level of civic responsibility, loyalty to institutions and high participation life of the community. This aspect is crucial for AIMAG, a company that provides services in which the collaboration of citizens-users is necessary. The second part of the research shows the results of the evaluations of services AIMAG by citizens on recycling at home (90% of citizens gives a good judgment), on tap water (80% have confidence, 50 % consider it a quality drink), houses on water (80% consider it a great service) and business services as a whole (95% gives a good judgment).

Lessons learned:

Research has shown that AIMAG collects a very high level of satisfaction and consensus and the delivery of its services is not only designed to ensure the welfare and health of citizens, but also to shape - in their everyday dimension - the relationship with local institutions that traditionally offered these services until a few years ago.

Société d'économie mixte d'aménagement de l'est de Paris – SEMAEST

Commercial animation and club "Vital' Quartier" in Paris (10 districts)

Presentation:

in the context of its mission of economic development for the "Vital' Quartier" in Paris, SEMAEST supports shopkeepers beyond the creation of their shops. This follows the general aim to develop the diversity of shops and to help shopkeepers in their development processes. SEMAEST created in September 2008 Vital' Quartier club that welcomes all shopkeepers in the east part of Paris to assist and enhance their reputation, free of charge.

Description of the good practice:

Actors: SEMAEST, City of Paris, shopkeepers and trade associations, chambers of commerce.

Design: It is a club, free of charge, open to all shopkeepers and artisans created by SEMAEST within its mission of "Vital'Quartier". This aims to sustain or restore commercial diversity and economic dynamics in some neighbourhoods of Paris, fighting against excessive mono-activity, the vacancy of premises and promoting local employment.

Implementation: 2004, first six sectors Vital'Quartier 1 (2004-2015), 2008, five additional sectors Vital'Quartier 2 (2008-2021). Official opening of the Vital'Quartier Club with elected officials of the the City of Paris. June 2009 animation called «Vital'Quartier 10 days» for all members of the club.

In 2010 and 2011 Several thematic conferences have been organised: windows dressing for the holiday season, decoration of front houses with graffiti.

The main results:

December 31, 2011, more than 350 locals representing 38,543 m2 are controlled (purchases or agreements with the owners) in 11 sectors, thematic conferences in 2011: «Customer Relationship for sale, building development plan of business, manage the image of the company, manage its business.»

Issues:

Help tenants to develop their business. Every two months, SEMAEST offers helpful thematic conferences useful for the development of activities.

Increase awareness of tenants installed: an animation policy in commercial districts is implemented by SEMAEST.

Lessons:

The animation and commercial club Vital'Quartier meet a need for technical assistance and animation. This action complements the assistance provided by the SEMAEST during installation; including the achievement of quality work needed.

This project contributes to the local sustainability of activities installed.

Skills development and economic action of SEMAEST can respond to qualitative global missions related to management operations. This is the case with GPRU, Blaise St. in the 20th district, with the aim of revitalizing the neighborhood. A charter of commercial development is being signed and an association of merchants and artisans was created in late 2011.

Société d'économie mixte d'aménagement de l'est de Paris – SEMAEST

Creating an investment company to help the development of local shops in Paris

Presentation:

With the success of the mission called «Vital'Quartier» (to bring vitality in a neighbourhood of Paris), the City of Paris, SEMAEST and Caisse des Dépôts decided to create a real estate company in order to own some shops of proximity. It will acquire and operate more than half of the shops that enters into the category «vital quartier». Caisse des Dépôts and the City of Paris gave their agreement to this arrangement. The company will be founded in 2012.

Issues:

This is an innovation as it is the first time that such enterprise is being set up in France. Its purpose can meet the objectives of social cohesion and economic diversity in the context of sustainable development of the city.

Description of the good practice:

Actors: SEMAEST and Caisse des Dépôts dominate the capital and the balance is intended to be held by private partners. Capital is 11 million, for a total investment volume of 25 million euros.

Implementation: The Vital Mission District was created in 2004 by the City of Paris to fight against single activity and disuse commercial districts threatened by the disappearance of local shops. This operation consists of two phases: 2004, first six sectors Vital'Quartier 1 (2004-2015), 2008, five additional sectors Vital'Quartier 2 (2008-2021). The company created a subsidiary of SEMAEST with the aim to manage about 120 shops in 2012 the first phase Vital'Quartier 1 of 6 areas: Saint-Denis (1st and 2nd), Beaubourg-Temple (3rd), Fontaine King «(11th), Sedaine-Popincourt (11th), Daumesnil-Mongallet (12th) and Belleville (20th).

The main expected outcomes:

- Renters are more likely to stay in the neighbourhood
- Continuation of the help provided to shopkeepers and artisans to help them to stay over the long term
- Potential selling off of 60 shops until 2015 and 60 others until 2021 (SEMAEST control by agreements or owned 350 shops on two areas Vital'Quartier)

Lessons:

With the mission Vital'Quartier the SEMAEST helps restore or maintain the commercial diversity including acquiring premises, rehabilitating and renting them out to merchants and artisans.

The first phase of this exemplary mission will end in 2015. Meet this deadline, new solutions will be sought to ensure continuity Vital'Quartier, stabilizing the most threatened shops in the medium term.

Caisse des Dépôts, the shareholder SEMAEST supports this action.

Société immobilière de Nouvelle-Calédonie – SIC

An offer tailored to specific needs

Presentation of the company:

SIC is a SEM (enterprises with mixed public and private ownership) of 158 employees, which manages 9,300 housing units and more than 14% of the population of New Caledonia. It makes a significant contribution to the development of New Caledonia, with nearly 84 million investment, 2400 jobs created and 3.3% of GDP. Its position as the leading donor Territory allows the company to exert tremendous leverage on the inclusion of environmental and social issues in Caledonia, concerns it put at the heart of its business plan.

Specific topic:

As first landlord of New Caledonia, the SIC must meet all needs. SIC owns now 229 housing suitable for people with reduced mobility, 282 senior housing units and 611 students. It aims to pursue this strategy of adapting these houses to the public. Thus, a new residence of 70 homes for elderly people will be delivered in 2014. Each year, 5% of new homes are suitable for people with reduced mobility and a couple of existing homes are built.

Lessons learned:

Despite significant efforts in recent years to meet the needs of specific populations of New Caledonia, we find that there is still much to do to catch up on this topic. Our feedback on the subject continues to fuel our next delivery programs (whether through a better adaptation of dwellings concerned or new operations).

Description of good practice:

SIC had been a residence for elderly people dating from 1968 (80 units). However, there were no care services in this residence. That is why we decided to launch the project of RPA (residence for elderly people) «Cerisiers Bleus» in 1997 (82 units). Various services are available on site (hospital, restaurant, hairdresser, agents SIC ...). Given the success of this operation, the CIS launched another RPA in another area of Noumea in 2011 with the «Orchidées» residence (100 units). This operation has a few less services (primarily a medical point of view) that can further differentiate our offer. This idea will be pursued with the establishment of a senior residence at Mont Dore in 2014 with the Garden of senses. This transaction will provide a space for young and dynamic retirees outside Noumea. Finally, this year we are launching our refurbishment program for our former home for elderly people in N'Géa which should significantly improve the space and quality of housing that we offer.

However, we did not simply focus on elderly people. An extensive program has been launched to adapt our offer to people with disabilities. It went through a renovation of our specifications for the construction and delivery of systematic 5% of our new housing suited to their needs (always on the ground floor). Finally, we also worked on our older houses as shown by our collaboration last year with the Association Valentin Haüy for the development of 4 units for the visually impaired people in our homes in the village of Magenta. We also used this type of partnership with the «perinatal network» to accommodate 18 mothers close to the CHT Magenta hospital.

Finally, the SIC last year delivered the first university residence on the territory of Nouville (470 units). This large residence was first used as the main village of the Pacific Games before hosting its first students. It welcomes young people from throughout the Territory, but also Wallis and Vanuatu.

Société d'équipement du Rhône et de Lyon – SERL

Involve citizens in the renewal of their neighbourhood

Presentation of the company:

Developer and manufacturer recognized for over 55 years, SERL puts all his skills to local communities and private enterprises to ensure the success of their development projects, urban renewal and superstructures for the economic region of Lyon.

Description of good practice:

SERL wanted to involve people from the start of the project. Since 2002, information workshops have been set up with a panel of 50 people, but also relay and opinions of local professionals to present the objectives of the project and numerous public meetings were held in order to trace the expectations of the population.

Then, the program «For me The Duchère» was implemented to interact with all residents of the project content. Visual surveys were conducted with 110 people with the aim to produce a movie summarising expectations. Public meetings with a total of 630 people took place. A working group of 40 people was formed to formalize these expectations. This resulted in 252 proposals submitted to the SERL and 60 commitments for the project were selected.

Participatory monitoring committee was created, bringing together residents, elected officials and technicians to carry out the monitoring of the various consultations thematic project: consultation on the content (landscape aspect, games, furniture), Parc du Vallon (Working Group of 40 persons, 11 workshops, visits, public meetings, exhibitions), proposal for the selection of different scenarios for the future inhabitants, central consultation for naming new streets in the neighbourhood ...

At mid-term, this process works well, 92% of the commitments are implemented or will be, and we notice that people take ownership of their new neighbourhood.

Specific topic:

Urban renewal is very specific as it affects people close to their situation by changing their lives, by the demolition / reconstruction of buildings and landscaping. In addition, this area includes many partners involved in improving the quality of life in these neighbourhoods (State ANRU City, ...). Dialogue is therefore essential to carry out these projects. The project Duchère Lyon 9th is one of the most ambitious urban renovation plans in France with €500 million investment. Our aim is that people take ownership of their new neighbourhood created by our services, therefore we must associate them in decisions. It is the ambition of the SERL Project Duchère.

CILIOPEE

Creation of « CILIOHPAJ Avenir & Joie » and development of its social activities

Issues at stake:

“CILIOHPAJ Avenir & Joie” was created in November 2010 by the merging of 3 associations willing to mutualise their skills, rationalise their needs and increase their efficiencies. Its intervention is focused to frail persons of all origins and all ages. This new entity of the CILIOPEE group manages 175 seats positions in emergency housing and coordinates the emergency number “115”. It is approved by the State. Among the structures within this organisation, one association manages two centres of housing and social reinsertion, one of them being dedicated to women and their children victims of violence. To facilitate their reinsertion, “CILIOHPAJ Avenir & Joie” set up in April 2011 a network of mutual support within the centre.

The association also set up, at the request of the social partners, a support system of health and social support for elderly migrants.

Lessons learned from this practice:

The service provided has already helped several women staying in «La Roseraie» to enter into process leading to reinsertion, to new professional activities and to regain a more active lifestyle.

Their enthusiasm and commitment to this new network reinforces our belief that success is often the result of simple and proactive actions, drawn from the observation of everyday life.

Presentation of the best practice:

Often alone, with or without children, people under social benefits located in the centre “La Roseraie” have for most of them limited training or professional experience.

The support service has been created to enable them to seek employment or to start a professional training scheme. The key idea lies on their voluntary commitment, whether to look after children or to share cooking activities or gardening activities in a spirit of mutual sharing.

This cooperation offers the possibility to each and everyone to share their availabilities and constraints to consider a more dynamic approach of their activities. This idea is for us a major element in view of future autonomy and social integration. This project is led under the authority of the responsible persons within the institution and an experimented collaborator. The collaborator helps without substituting to the action of women concerned. This programme was awarded in the frame of a call for proposal of the French National Funds for the child protection of the French ministry for social cohesion.

To help create this service for mutual support, the Ciliopée Group has managed important work but also asked - thanks to the press and its team – gifts of child beds (3 were collected) as well as equipments for childhood (changing tables, games and furniture). This comes on top of the purchase of the enterprise.

In addition, early 2012, CILIOPEE created inside the centre for children under 3 years, a family apartment which helps preserve the father’s place and foster a balanced family relationship.

CILIOPEE is also linked to local associations regardless of culture or religion. This is the case of “Secours Catholique”, that helps in the organisation of an exchange between residents of «La Roseraie» and organisation “Day Fanm” (Women’s House in Creole) in Haiti. The panelist from the association received in 2011 Eleanor Roosevelt Award for Women’s Rights.

CILIOPEE

A new service to accompany older residents

Presentation of the enterprise:

Groupe CILIOPEE is a group of enterprises and associations working in the area of social housing. As people's careers and private lives are no longer linear, since 2000 Groupe CILIOPEE has diversified its housing offer (emergency, halfway housing or rental housing for people on modest income, social access to property ownership ...). Furthermore, since 2005, the housing constructed or refurbished by the enterprise has been designed to energy efficiency criteria to enable clients to reduce their energy bills.

Issues:

The extension of healthy life is one of the element of the XXI century. It enhances and justifies the desire from seniors to stay at home. But, falls in unsuitable homes remains the main source of accidental death. These accidents happen for three-quarters of them, to people aged 75 and over. CILIOPEE decided to prevent this risk. In partnership with institutions and associations invested in home improvement, as well as state departments concerned, CILIOPEE Habitat took the initiative to adjust its housing park whose residents are more than 70 years . Most of them perceive very low incomes. This is why CILIOPEE created a fund to support financially such operations: a fund to support the adaptation of homes.

Lessons learned from the practice:

Since 2010, the ad hoc committee, composed of administrators and skilled people, met four times. Thirty-five cases were evaluated. Two cases were rejected by the commission in light of the situation of people. Thirteen tenants have abandoned their idea to start the work and twenty requests for financial support received a green light.

It appears that:

85% of the requests are for the replacement of a bad with a shower. The average amount of work per housing amounts on average € 2778. 65% of applicants received also help from their retirement scheme or their complementary health insurance for an average amount of € 1,675. CILIOPEE Habitat has granted € 20,437 of aid (about 1022 € / for each file accepted), averaging 37% of total cost of housing adaptation. New cases are being investigated. Since the inception of this activity, the number of applications is increasing (about 7 to 10 applications are received every month).

Issue at stake:

CILIOPEE has created two jobs and put at disposal the technical services of the group In regard to its action dedicated to the ageing of its tenants. The investment in this action needs to take on board two constraints: the limited possibilities of the ageing tenants and the reluctance to see their housed transformed for increased security. With this perspective in mind, we need to work in two directions: the social and "human" component on one hand and the technical and financial element on the other. The transversality of the skills available within the groupe CILIOPEE is an advantage to benefit from the various competences needed.

Indeed, the association "CILIOHPAJ Avenir & Joie" has recruited a nurse in December 2011. The aim of this nurse is to meet one by one the tenants of 70 years of age or older. Those persons accept voluntarily to start a discussion about their stay at home.

Hired to assist in this task, a young collaborator developed a handy booklet entitled SARAH (Initials in French for "Service to help elderly or tenants with disabilities") as a guide for tenants to help the adjusting of homes. The technical services of the "groupe CILIOPEE" make themselves available to visit homes and assess the feasibility of the work to be planned.

Finally, the adaptation fund helps the process of adjusting houses. Whatever the amount of aid obtained from the retirement scheme, "mutuelles", or public grants to perform the work, some costs remain to be paid by the seniors and not everyone can afford this expense. After an evaluation of each case, CILIOPEE provides financial assistance in the form of a grant. The allocation of this aid is regularly discussed and validated by an ad hoc group of directors and employees of the Group CILIOPEE with external stakeholders to guarantee objectivity.

GEBALIS

Club for families

Company presentation:

In June 2012, GEBALIS EEM is responsible for 66 quarters/residential districts, 22146 homes and 1 120 stores/non-residential places, 91 500 m2 of Parking areas, 30 Public Playgrounds, 9 Sports Fields, 4 Games Areas and 178 272 m2 of Public Green Spaces. It has 200 employees, of a wide range of professions and, aside the headquarters the enterprise has 11 local offices spread throughout Lisbon, divided in 5 major areas of intervention: North West, West, South, North East and East.

Starting June 2012; Gebalis also began its activity with a reception balcony at the New «Citizen Shop» (4th Generation), located in Marilla (East Lisbon area).

Description of best practice:

The project aims to promote organized sessions that help parents revising their role as educators, their sense of belonging, their participation and share of knowledge through group dynamics, roll-plays, brainstorming, exposition, films sessions and debate. A specific place was created for the development of the project in a local structure of the Municipality of Lisbon, where all the sessions can take place, including the babysitting of children while the parents participate in working groups.

At individual level the project tries to promote: information and better capacity of parenting performance, a time for reflection about themes parents consider most important (decided among the members of the group); promotion of inter-relations between the different parents and groups participating in the various sessions; create a special place dedicated to parents for their socialization and resolution of common problems.

At family level we hope to promote better relationships between parents and children and also within different generations.

At Community level GEBALIS is trying to attend to the local community needs and identified difficulties, sharing possible solution and motivating them to get involved in the local community for the resolution of identified problems.

The project was launched by CPCJ but, in the long run (since 2011), GEBALIS, assured the Coordination and follow-up of the project, with the same participants.

Issues at stake:

The district «Bairro do Armador» has 1336 municipality social houses and is located in the east side of Lisbon town, in Marvilla. Its characteristics include multicultural setting, different ethnics residents, easily to identify in the different areas of the neighborhood. There are also some Hindu families living in the area, coming from India and Mozambique, and Africans that migrated from the former Portuguese colonies (especially from Angola and Cape Verde), as well as there are a few gypsies families. Aside this multicultural context we also find a significant number of families coming from diverse locations in Portugal that migrated towards Lisbon looking for better living conditions. From the survey conducted by the CPCJ (Commission for Protection of Children and Young people) from the Oriental Lisbon Area, from the situations identified for social intervention aside various correlated problems, the parental neglecting was one of interventions needed with less answer to offer.

For that reason, Gebalis chose exactly that matter of intervention to lead a project next to «Bairro do Armador» Families.

Lessons learned:

Working in partnership with residents, families and local entities it is not always easy but pays-back the time and motivation investment to reach common goals.

The true involvement of people with specific tasks and the flexibility to be open to new perspectives without forgetting the basic ideas of the project is another lesson to retain if we want to be successful in our social interventions.

GEBALIS

GEBALIS ACTIVA to fight against poverty and exclusion

Company presentation:

In June 2012, GEBALIS EEM is responsible for 66 quarters/residential districts, 22146 homes and 1 120 stores/non-residential places, 91 500 m2 of Parking areas, 30 Public Playgrounds, 9 Sports Fields, 4 Games Areas and 178 272 m2 of Public Green Spaces. It has 200 employees, of a wide range of professions and, aside the headquarters the enterprise has 11 local offices spread throughout Lisbon, divided in 5 major areas of intervention: North West, West, South, North East and East.

Starting June 2012; Gebalis also began its activity with a reception balcony at the New «Citizen Shop» (4th Generation), located in Marilla (East Lisbon area).

Description of best practice:

Until 2010, the programme was supported at 50% by IEFP – national Institute for Professional Training, under a government incentive available to all public and private enterprises. During the programme, the option was to recruit people for Gardening and Electricity activities.

During the programme, GEBALIS offers:

Training on the job

Personal, Social and professional training and events, specific for GEBALIS ACTIVA

Participation in all the social events promoted by GEBALIS to all staff members

Full insertion on small working teams

Same lunch subsidy as all staff members at the enterprise

Health insurance

Psychology and Social tutorship

Until now, 44 people participated in the programme, out of which 17 are fully integrated and belong to the regular staff of Gebalis (meaning that 34% of the participants successfully accomplish all programme contracts and conditions and were integrated in the enterprise as regular staff members). When someone leaves, a new vacancy opens to a new candidate to participate at GEBALISACTIVA. For the purpose of the programme, only up to 6 participants can take part in the programme at the same time.

Issues at stake:

Fight against poverty and social exclusion through professional insertion, development and competences acquisitions at personal, social and professional level, adequate to the exercise of an activity; open new job-stations to satisfy social needs not answered by the normal functioning of the professional market, as well as the promotion of the social and local development (for example, all the staff under this programme are actively involved in the project “Guardiões do Jardim” also promoted by Gebalis). There is a high percentage of population within active age for work that is not absorbed by the regular working market due to their past or background, lack of school and/or skills, and that represent a significant number of unemployed that are in “disfavour” of the labour market (ex-prisoner; ex-drug addicts; people with very low school levels; long time unemployed; people over 45 years of age with good personal and working operational skills).

In 1999 Gebalis created the enterprise “GEBALISACTIVA” to help the return to the working market of this specific population trying in this way to help decreasing the unemployment rate and, at the same time, contribute with the social inclusion of the participants. All the selected individuals that enter for the programme at GEBALISACTIVA are supported by a multidisciplinary team that includes not only technical staff and trainers but also a psychologist that follows each case individually (ca. 20% of the working time is devoted to this special programme).

Lessons learned:

Investing in social causes has positive values and returns that can be shared in benefit of people and enterprises. GEBALISACTIVA develops its work not only with its own resources and staff. Facing the experience over the years, and its rate of success (34%) the overall evaluation is positive, even when considering only economic values.

ENVIRONMENTAL PRACTICES

Stockholm Vatten

Carbon Footprint

Enterprise:

We aim to make our enterprise carbon dioxide neutral by diminishing the emission of Green House Gases , by using energy and running our processes well, by minimising the escape of Methane from our Waste Water Treatment plants , by converting the use of High Grade Energy to Low Grade Energy (i.e Methane to district heating) and by the use of “green electricity”.

Actors:

We have made agreements with a company which upgrades our biogas to fuel quality. This agreement involves the regional transportation company (SL) which uses the biogas in buses. We have contracts with two energy companies which convert the heat in our treated effluent to district heating.

Implementation:

We have worked following a step by step approach investing in our plant and gradually making it possible to replace with biogas for domestic heat, at the same time making sure that the necessary agreements and logistics are set up in order to make the biogas available on the market. Measures within our treatment plants aimed to trace methane emissions and modify our processes, or collect and destroy methane formed. For two years, Stockholm Vatten has only used “Green” Electricity according to our energy strategy.

Design:

The ultimate driving force for change is money, but the pay back for a green project is generally not imminent. The public sector has to be prepared to subsidise initial investments in infrastructure and facilitating the availability of biogas and to promote investments in new car fleets and new technology. A broad approach has to be taken covering all aspects in the chain, raw materials, production, financing, customer (market) needs and logistics. In our opinion, for projects incurring change of habits, the public sector must take the lead but with private partnership.

Result:

Our carbon footprint is zero. From our waste water, 1100 Gwh of heat is recovered which is used for district heating.

Issues at stake:

We are a large consumer of energy, about 160 Gwh/year, we are also a large producer of renewable energy in form of biogas, we also have a big energy potential in the waste water, from which heat can be extracted. In a global perspective, climate change caused by green house gases is a major issue, every nation and enterprise has this issue on their agenda, so as the City of Stockholm and Stockholm Water, with both short and long term objectives. Our objective is to diminish energy consumption by 1 % every year and to become carbon dioxide neutral.

AIMAG

WATER Fountains

COMPANY PROFILE:

AIMAG spa is a multi-utility enterprise providing water, energy and environmental services in the north of the province of Modena and Mantua Oltrepo.

Issues at stake:

AIMAG has been, for many years, conducting campaigns and environmental education activities in schools to promote tap water as a quality beverage preferable to bottled mineral. In 2010, AIMAG donated to municipalities chilled water that has been placed in municipal buildings to be used by employees and citizens through the offices. In 2012 it made a major campaign for the promotion of tap water, with two other multi-utilities, along with the brand of the Italian distribution Coop. This campaign, carried out in January on a limited territory, will soon resume at a national level.

Lessons:

It is important to promote this new system that makes a new «tool» for family - The creation of these fountains are accompanied by information campaigns including schools activities.

Description:

Model: municipal government, citizens

Project: The water fountains were placed in central areas of the city to ensure an easy access at an affordable price. This system looks like a water kiosk and it is connected to the water network and can deliver up to 2500 liters of water a day. Users can choose between chilled still or sparkling water. Water fountains were created with the aim of promoting the water network - as an alternative to bottled mineral -, communicating the quality of the source used (no treatments are necessary from the source) and explaining the security provided by the numerous controls to which it is subjected.

Execution: Three «case dell'acqua» were built between 2011 and 2012 in three different municipalities (Carpi, San Felice and Novi di Modena). Another one will soon be activated in the town of Mirandola: the inauguration was unfortunately postponed after June 2012 due to the earthquakes that hit the region. The water costs 2 cents per liter: it was decided not to have it free of charge to avoid waste and to communicate the importance of water as a precious resource.

Test results: The «case dell'acqua» have been highly successful and are used throughout the opening hours (6 to 22). It has also become an important place of socialisation for users.

The use of water network shows an ecological approach as regards the saving of raw materials as well as the disposal of waste: Tap water does not need packaging that will be wasted after one use. It is therefore possible to avoid the use of oil, energy and water needed for the manufacturing of bottles. With the three fountains currently active, our system has helped to save waste, about 1.5 million bottles a year. The house water may eventually also help families to spend less: the purchase of bottled water at the supermarket can exceed 600 euro a year. For the same amount of water using the public fountains, a family only spends about 40 euro. The survey conducted over the quality of these structures shows that 80% of people consider this system as a practical, economic and environmentally friendly service.

ACEA SpA

Electromagnetic compatibility and environmental impact of MV/LV substations

Presentation of the enterprise:

Acea is one of the main Italian multi-utility companies. Listed on the stock exchange since 1999, it is involved in the management and development of networks and services in the water, energy and environment sectors. Acea is leader in Italy in the water sector while it also distributes more than 11 TWh of electric energy in the city of Rome. Since its origins, Acea has been managing its activities following the principles of corporate social responsibility, devoting attention to all its stakeholders.

Issues at stake:

Acea is concerned about the environmental impact of its electrical installations and about the respect of European Directives and Italian laws relating to the electromagnetic compatibility in order to guarantee free circulation of electrical devices and to create an environment in which the electromagnetic pollution is minimized. The design of new electrical installations and medium/low voltage substations and the substantial modifications of electrical systems are accompanied by specific analysis and a careful evaluation of electrical devices compatibility with surrounding areas, especially houses, inhabited buildings or places characterized by permanence for more than four hours of adults and children. The zone of Roma Capitale is particularly sensitive to the minimization of environmental impact, especially for the reason that medium/low voltage substations are usually installed in very populous areas and even inside of the buildings.

Therefore, it's fundamental to draw up specific guidelines to design plants respecting constraints.

ACEA

Towards a better management of magnetic induction

Actors:

The project is carried out by Acea Distribuzione S.p.A., the subsidiary ACEA company which operates in the energy distribution domain, thanks to the collaboration of different departments: engineering, planning and operating units.

Design:

The project has the aim of detecting and defining criteria for designing medium/low voltage substations as part of electrical energy distribution systems in order to minimize magnetic induction sent out by electrical components inside, especially in situations where substations are included in buildings.

The study is supported by numerous simulations performed thanks to a specific software which applies a 3D model for the numerical evaluation of electric and magnetic fields.

There are two main applications:

- a) in existing substations: it could be important to evaluate if outside magnetic induction is less than the bonds established by the Italian laws and to try, if necessary, to modify the existent layout of the substation;
- b) in new buildings: the goal is to minimize the expected magnetic induction emissions by an optimal configuration of electrical equipment that minimizes the electromagnetic field emitted outside.

Implementation:

The project begins with the analysis of models conveniently chosen according to the typical realizations of electrical systems. The first important stage is the individuation of medium/low voltage substations typologies meant to be the models. Afterwards, the simulation consists of modeling inside equipments and setting the layout, by using the software to implement these models and then by obtaining a numerical evaluation of magnetic induction through 3D representations. After this, by reiterating and simulating, the aim is to minimize the magnetic induction by changing the position of electrical switchboards, transformers, MV and LV cables which are the most influential magnetic sources, or by confining magnetic fields into the room thanks to the installation of electromagnetic shields on the walls and on the ceiling.

The obtained numerical values are compared with the results of field measurement campaigns, both in existing substations (even to verify the accuracy of the built physical model) and in new constructions realized according to the model.

After a test stage, it becomes possible to carry out the adjustment of technical specifications and to draw up guidelines for constructing future substations in compliance with the optimized models.

Measured results:

Simulations of existing situations generally give numerical values greater than those of the measure campaigns. The models obtained for future constructions permit, in most of the actual cases with real parameters and load situations, to realize a layout in which the magnetic field out of the substation is lower than 3 μT , in accordance with Italian laws. This is useful to guarantee the respect of Directives and the preservation of environment.

Lessons learned and next steps:

- 1) Planning and designing electrical systems carefully leads to very good results in minimizing magnetic field emissions and electro-smog;
- 2) Next steps could be to reduce environmental impact on the visual appearance side, especially for isolated substations installed on the roads or in the parks.

ACEA SpA

Biodiversity protection

Presentation of the enterprise:

Acea is one of the main Italian multi-utility companies. Listed on the stock exchange from 1999, it is involved in the management and development of networks and services in the water, energy and the environment sectors. Acea is leader in Italy in the water sector and it also distributes more than 11 TW of electricity to the city of Rome. Since its origins, Acea has been managing its activities following the principles of corporate social responsibility, devoting attention to all its stakeholders.

Description of the best practice:

Actors: The project is carried out by Acea in collaboration with Ornis italica, a no-profit scientific association active in environment protection.

Design: Beside the management of the webcams and the website, the main goal of the initiative hawks in towns is to provide nest site opportunities for rare species and increase urban biodiversity. With the help of nest boxes installed on water towers Acea intends to encourage the natural and recent tendency to urbanisation of birds and bring them closer to humans..

Implementation: Water towers (containing the piezometric tanks) are structures higher than the buildings in their vicinity. Therefore, they represent suitable nest sites for falcons which take advantage of their dominant position for perching and hunting. The kestrel is the main species benefiting from the nest boxes having occupied most of them. Peregrines recently began using the nest boxes too and the number of breeding pairs in Rome is growing from one year to the other. There are lots of towers in Rome and in other towns and villages served by Acea. Therefore, Acea would like to extend this promising initiative to these other places and share with conservation organisations the management of the nest boxes.

Measured results: In the last three years, the nest of Appio and Vergine has increased the total population of baby birds by seven. Kestrels also have achieved a good productivity output. If more nest boxes were to be added, more falcons would take this opportunity and would start living in our towns.

Issue at stake:

Acea is sincerely concerned about the protection of the biodiversity, and Acea undertakes actions within the boundaries of its responsibility, to help the environment and the development of the wildlife. One of these actions (hawks in towns) aims at encouraging the nesting of falcons (kestrels and peregrines) in the city of Rome. About 30 nest boxes have been installed on water towers in various areas of the town and many have been occupied by breeding birds. In the tower of "Salone", for example, a 80 m-high tower in the North-East side of Rome, a pair of peregrine falcons Appio and Vergine (named as the ancient Roman aqueducts) has regularly been breeding since 2010. The nest is equipped with a webcam broadcasting on the Web (www.birdcam.it), in real time, the behaviour of the birds during the whole reproductive period. A large community of people including stakeholders, students, scientists, bird and wildlife lovers from all over the world, follows every year with enthusiasm all phases of the reproduction, from incubation to birth.

Lessons learned:

- 1) Biodiversity protection is our common challenge.
- 2) Efforts for the protection of the biodiversity, even when they appear relatively high, are always worth to afford, particularly when they produce successful results.

Entsorgung Dortmund GmbH – EDGB

Waste management for the Dortmund housing industry - Location Service Plus®

Summary:

«Standort Service Plus» is an individually tailored concept for the housing industry, to reduce costs and to improve the living environment. It increases customer satisfaction of housing associations, their tenants and increases trust between housemates.

Content and objectives:

With the project “Standort Service Plus”, the following aims should be met:

- Increase the value of the living environment
- Avoidance of additional fees
- Waste separation
- satisfied tenants
- Stability of charges for waste
- Improve the overall urban landscape

Detailed representation:

Location Service Plus® is a common brand on the initiative of various municipal waste management companies that offer consistent waste management services. These go beyond the traditional collection of waste from private households.

This particular service is used to optimize the waste situation in large residential complexes, residential buildings, and compacted blocks of flats. The aim of this brand is to provide an additional service for the housing industry, with established performance and quality standards. The brand «Location Service Plus®» has become nationwide in over twenty municipalities.

For housing companies, this service offers the opportunity to enhance their residential properties in the long term, more attractive and increase the rental potential. By individual waste management and meaningful container equipment and continuity of care by service personnel on site, the waste management situation is greatly improved. Long-term savings are also possible as the refuse container sizes are tailored to the needs of users. Filling failures are minimized by continuous tenant information.

Lessons learned:

Through an ongoing dialogue with the housing associations and their tenants, a high acceptance for the separate collection of waste and new waste collection systems is achieved. A further incentive to participate lies in the savings due to the reduction of fees for waste management, having a positive effect on the amount of charge for each place. Specific and tailor-made waste management are organised together with the housing associations and the tenants.

Stockholm Vatten

Promoting Automatic Water Metering (AMR)

Issue at stake:

As water is cheap and available in abundance in Stockholm, the incentive to save water and to keep an eye on the water consumption is generally low. However, efficient water use is still an important issue. For real estate companies with thousands of flats, and for us the water company, the cash flow generated by millions of cubic meters is important. Water metering, both the accuracy and regularity, is important. However, replacing manual reading by AMR has a very long payback time and can be questioned on purely financial grounds.

Actors:

Both Stockholm Water and the major real estate owners of Stockholm have an interest in AMR, provided the value of it can be defined. In the end of the day, customers and the environment will benefit from efficient water use.

Design:

The actors have formed working groups discussing both technical and financial solutions and a pilot case is started with one of the main public estate owners in Stockholm.

Implementation:

Once the technical solutions were in place, a replacement schedule was worked out, according to the reinvestment program the change of water meters wasn't due before 2018, but we put the program forward introducing AMR.

Result:

Real time consumption figures which facilitate forecasting and planning and a predictable cash-flow.

Entsorgung Dortmund GmbH – EDG (DE)

Low-waste school

In schools, waste is often not sorted adequately if even sorted at all. Students have little knowledge of waste prevention, recycling, disposal facilities, and material flows. As a consequence, significant amounts of residual waste enter into waste incinerators, and existing recycling systems are underused.

Presentation of the practice:

In collaboration with the school authorities, a plan was worked out to introduce bins for residual waste (black), packaging (yellow), paper (blue) and order bio waste (brown) in all classrooms. The experience is free of charge for them. Colourful waste containers are placed in the schoolyard and complemented by a poster to help pupils. The result is a uniform colour system for all schools. Principals, teachers, janitors, and students were informed of the on-site advice on the EDG-waste about the sorting system. In a multi-page checklist to schools, further opportunities for waste reduction and recycling, as well as lessons are provided: containers for batteries, corks, cell phones, CD, toner cartridges. The customer service teaches pupils about the production of recycled paper, the ecological school bags or checks the sorting game. Additionally, a library checkout from books to games and movies, to complete different topics varied material for the planning and organization of teaching about waste and the environment. EDG provides guided tours to landfills, recycling centres, depots and composting plants. All environmental education activities are shown on a separate website, www.sauberes-dortmund.de ,and can partly be downloaded.

Issues at stake:

The waste sorting must begin with the setting up of specific bins in the classroom. Students must be able to evaluate their work materials from environmental and sustainability issues and change their purchasing behaviour accordingly. The importance of recycling processes can be also experienced through visits to local waste management facilities. Teachers need relevant instructional materials and classroom visits are offered by our enterprise.

Lessons learned:

All offers on waste prevention, waste separation, integration lessons and excursions are in high demand and it happens more and more online. With the new release and color coding, waste volume has clearly shifted toward recyclable waste and this relieves the incinerators. For their efforts, the EDG was awarded in 2012 from the school and the Ministry of Environment of the länder of Nordrhein-Westfalen.

Société immobilière de Nouvelle-Calédonie – SIC

Generalization of solar water heaters

Presentation of the company:

SIC is a SEM (enterprise with mixed private and public ownership) of 158 employees, which manages 9,300 housing units providing housing services to more than 14% of the population of New Caledonia. It makes a significant contribution to the development of New Caledonia, with nearly 84 million investment, 2400 jobs created and 3.3% of GDP. Its position as the leading donor Territory allows the company to exert tremendous leverage on the inclusion of environmental and social issues in Caledonia, concerns it put at the heart of its business plan.

Description of the good practice:

Despite the huge potential for solar energy in New Caledonia, the market is somewhat underdeveloped. Due to this situation, the SIC has decided to launch its solar installation programme. The first installations of individual solar water heaters had no technical problems, but they still showed the limits of the Caledonian market. Today, SIC is facing an oligopolistic market, where one of the few suppliers is required, with control of all facets of the market. It is a market supplier / installer (not two different markets) where equipment problems and intertwine creating cause some difficulties. In addition, we quickly realized that the classical centralized solution used in France was not suited to our needs in New Caledonia (like in most overseas) because of the lack of centralized management expenses such as heating found in France. This observation, we embarked on special facilities for which the local master builders have very limited experience. Finally, we encountered market size was not quite ready to absorb all the requests that we had planned, and that as the side of firms and companies. In total, companies only install about 1,000 CES per year in the private sector. On the positive side, we could count on the support of "ADEME" and the Territorial Committee of the Energy Management (Comité Territorial de la Maîtrise de l'Énergie). This support was financial but also in terms of training actors and regulations (degree of installation provided by a local training is mandatory, as well as certifications for solar panels available).

Issue at stake:

The concept of energy waste is not yet very spread in New Caledonia, but SIC educates its tenants in this process. Since 2008, the SIC has equipped all its new houses with solar water heaters. Since 2010, SIC has also equipped its oldest houses. The aim is to equip the entire housing properties of SIC (9300 units so far) by 2020 with a rate of about 1000 equipped houses per year. This does not happen without complexities, the Caledonian market having limited experience for such work at its inception. Nevertheless, to this day 2700 solar water heaters were installed and companies and firms involved show a much better expertise on this topic.

Lessons learned:

Although we note considerable improvements on the side of all stakeholders, we can see that everyone is still on a learning curve in this market. Some aspects still require substantial work, including maintenance facilities and the establishment of a monitoring system for which everything has to be done in a market which is not quite ready.

Ambiente Servizi

Environmentally friendly events

Issues at stake:

In line with the European and national legislation and in accordance with its environmental policy, Environment Services considers that the reduction of the production of non-recyclable waste is the basis for living in a society that is more sustainable. As part of measures encouraging the collection and promotion of awareness-raising and environmental information, the company wishes to promote proper management and sustainable waste during the holidays, festivals and events in general in order to achieve the following objectives:

- Reduce the production of non-recyclable waste in these initiatives;
- To increase and enhance the collection;
- Use of festivals and events such as a vehicle to promote environmental awareness of the participants;
- To orient and sensitize the community to understand the importance of virtuous choices and behaviors in the environmental field.

Lessons learned:

The waste management should be aimed at reuse and recycling also outside the home. In this context, support the use of compostable cutlery in festivals and public events, where waste management is often a problem, it is an important action to foster a virtuous cycle that can enhance the traditions of the area by promoting sustainable lifestyles and practices .

Description of best practices:

In order to improve the management of waste at village festivals and events in the area, reducing the production of non-recyclable waste and by raising awareness of an ever increasing recycling, Environmental Services provided from 2009 to associations ecological cutlery kits, or forks, knives, and plastic cups of vegetable origin and cellulose, to confer with food debris. The « environmentally friendly events» have, over the years, further consolidated to cover events in thirty municipalities. Remarkable therefore the success of the proposal, once on one side to always dispose of less waste in landfills, but at the same time to make the organization of events even less complex. The figure confirms that municipalities and associations in the area served by Environment Services are year after year more sensitive to environmental issues: public demonstrations are indeed a great opportunity for environmental education «on-the-spot», as they allow you to bring the family to the problem of growing waste production and the daily practice of the separation of the same, as well as energy saving and environmental protection. The objective of the «ecofeste» is to permanently escape from addiction and logic throwaway to promote a present and a sustainable future.

PRACTICE LEADING TO THE CREATION OF INNOVATIVE PRODUCTS OR SOLUTIONS

Porto de Sines

Port Single Cart

Presentation of the enterprise:

A APS-Administração do Porto de Sines, S.A., is a public enterprise, and aims to ensure the exercise of the powers and duties of planning, upgrading, promotion and regulation of the port of Sines. It aims at rationalizing and optimizing the exploitation of its resources and economic and operational efficiency, while respecting the safety and environmental requirements, providing customer satisfaction and added value in the Iberian and European markets

Issues at stake:

A system integrated into the Port of Sines, which subsequently serves as a model of reference at the national level, to access and movement of people and goods in the areas of international ports and access to board ships or in the context of Homeland Security or the under the ISPS Code, simplifying the process of authorization for users and increased control in all aspects of security/protection, border control and access to bonded warehouses. This measure was implemented through the creation and use of a computer application, accessible via the Internet and Single Port Card, visual and digital issued electronically and previously validated by different authorities and agencies - border, maritime, port and harbour facilities. The main actors are the APS, the Captaincy of the Port of Sines, the Outpost 205 of the Aliens and Border and port facilities.

Issues at stake:

Description of best practice:

As part of a Working Group established by the Forum for the Simplification of Procedures, was first prepared a document on access to international areas and on board ships, containing the general principles that summarize the issue, the powers of authorities involved and the definition of the following general principles. Later, other documents were prepared, one on access to international areas and on board ships (table) that lists, sorts and classifies entities that access to the areas in question, and one on access to international areas and on board ships (procedures), which presents in detail the procedures to adopt, which formed the basis for preparation of a consultation process for the development of computer application for implementing the system. We developed a prototype that was implemented and tested and that was approved by the authorities and agencies involved.

Lessons learned:

The good practice described has extended the system to all areas of the harbor and has been the subject of improvements over time.

Porto de Sines

One stop shop for the harbour

Presentation of the enterprise:

APS-Administração do Porto de Sines, S.A., is a public company that aims to ensure the exercise of the powers and duties of planning, upgrading, promotion and regulation of the port of Sines, aimed at rationalizing and optimizing the exploitation of its resources and economic and operational efficiency, while respecting the safety and environmental requirements, providing customer satisfaction and added value in the Iberian and European markets

Description of best practice:

Once the needs were identified, a strategic framework was designed, a comprehensive understanding of best practices and benchmarking performed in order to develop a national reference model for the characterization of business processes and a strong business process reengineering its dissemination and implementation.

The initiative culminated in the implementation of a technological platform that centralizes information, documentation and processes relating to the various entities working in the port, allowing economic agents, the presentation of information through a single point of contact, facilitating the instruction and decision done electronically. The «Janela Única Portuária» is a virtual « One Stop Shop» that allows to dematerialize administrative procedures and create conditions for the interoperability of information systems of the various stakeholders operating in the port (Port Authority, Customs Authority, Maritime Authority, Health Authority, Border Authority, Shipping Agents, Brokers, Concessionaires and other service providers). The implementation has gone through a process of application development, installation of hardware and software, performing integrated testing, and finally training to the users.

Description of Best practice:

As a result of this integration it was possible to obtain a reduction of port transit times of cargo and vessels, customs clearance from 3-4 days to 1-2 hours, allowing effective information control in order to support fraud combat and tax evasion; the tracking and tracing of goods; and the dematerialisation process.

Issues at stake:

Empowering stakeholders - Port Authority, Customs Authority, Maritime Authority, Health Authority, Border Authority, Shipping Agents, Brokers, Concessionaires and other service providers - with tools to manage and operate efficiently the movement of vessels and cargos in the port. The intention of this initiative was to eliminate redundancies, integrate all the actors, simplify and harmonize procedures, in order to increase the efficiency of the port, thereby offering gains at an operational level from the point of view of protecting people and property.

Lessons learned:

The best practice described demonstrates that collaboration between all stakeholders involved in port activities, allows to find solutions through an effective integration of all stakeholders and information sharing, it is possible to increase the transparency of processes, the efficient management of resources , improving the service provided to customers.

Porto de Sines

System of Geographic identification and information (Sistema de Identificação e Informação Geográfica (SIIG))

Presentation of the enterprise:

A APS-Administração do Porto de Sines, S.A., is a public enterprise, and aims to ensure the exercise of the powers and duties of planning, upgrading, promotion and regulation of the port of Sines. It aims at rationalizing and optimizing the exploitation of its resources and economic and operational efficiency, while respecting the safety and environmental requirements, providing customer satisfaction and added value in the Iberian and European markets

Description of best practice:

Following the implementation of port management, operational and security systems, this company wide system was developed, using alphanumeric and geographic information sources that allow the port services to have an integrated vision of the static and dynamic reality of the port status, allowing the management of facilities and resources to be more efficient and simultaneously more agile. The system exchanges information with JUP, AIS, CUP and DW, ALOHA and with the Port Supervision System and the administrative and financial management systems. There is a full integration with the AIS - Automatic Identification System, which enriches the georeferenced information available, by allowing the representation of ships in real time. As part of operational planning, based on operational, safety and security information, it is possible to simulate various scenarios of operation and occupation of the port within a defined time frame, in order to optimize quays use, the resources used in operations, and thus optimizing the flow of the vessels and reducing the residence time to the minimum necessary to carry out operations of ships that come into port.

Issues at stake:

The need to speed up and make the management of space more efficient, resources, the quay occupation and operational safety led to the development of the project SIIG - Geographic Identification and Information System, integrated with the other port systems, including JUP – One Stop Shop, for electronic dispatch of vessels and cargo, AIS – Automatic Identification System of Vessels, SSP – Port Supervision System, CUP - Port Single Card, SAP ERP - administrative and financial management system, DW – Data Warehouse and ALOHA – Environmental Hazard Modeling. This system supports the actions of the operational planning service, engineering, safety and security, environment, management of dominial areas, and serves customers of the port, concessionaires and remaining entities and authorities, aiming to optimize the use of the port, its quays, resources and operational safety and security, and to increase the ships flow.

Lessons learned:

The good practice described allows the improvement of customer service, optimization of operational resources, speed up and make the operational procedures more efficient, increase the flow of ships and reduce the residence time of ships in the port.

ACEA SpA

Advanced analysis tools for improving the operation of the electrical distribution networks medium and low voltage

Presentation of the enterprise:

Acea Distribuzione is the Electric Distribution company serving Rome and Formello. Acea serves a total of 2.7 millions of people corresponding to 1.6 millions of end-users. Moreover Acea manages the Rome's public lighting service and takes care of design, realization and management of the artistic lighting of some of most important Rome monuments (i.e. Colosseo, Basilica of S.Pietro, Terme di Caracalla, Villa Adriana, etc).

Acea Distribuzione is currently ISO9001 – OHSAS18001 – ISO14001 qualified and it is get ready to implement the ISO50001 energetic certification system.

Description of best practice:

Actors:

Acea Distribuzione has developed the project by involving its internal departments of planning, operative workgroup, and Geographic Information System management. The house of the software used for the network calculation, Strel S.r.l., contributes to the project management.

Design:

The project, started in the second half of 2011, finds the main aim in optimizing the function of MV network in order to reach many advantages, for example: the minimization of energy losses caused by the Joule effect, the improvement of the voltage profile, the non-stop service and the equipments' operative life.

Issue at stake:

"Acea Distribuzione" manages low voltage and medium voltage distribution electric network in the city of Rome.

The only medium voltage network consists of about 190 km long lines (air lines and cables), 13000 medium/low voltage substations, 70 high/medium voltage substations and 1600 MV backbones.

The company currently carries out the following activities: structure designing, construction, maintenance, operation. In such a mission some of the main goals regard the improvement of the reliability service parameters and the reduction of energy losses. To reach the mentioned targets, the continuous change in structure and operating conditions (due to connections of new end users and variations in load profiles) must be taken into account. Each year the network increases on average in 220 km long MV cables (what with extensions and reconstructions) and in 120 new MV/LV substations.

This fact makes necessary periodically performing the network analysis, which is a wasting time activity. In order to accomplish network analysis in a short time, the company has developed new software tools based on the load flow program (DigSILENT) and Geographical Information System (GIS) of the electrical networks. The new tools allow the company to examine in detail the operations of the network even in presence of the so called "distributed generation" (particularly RES power plants connected to medium voltage network).

Berliner Stadt Reinigung

Production of gas out of bio-waste

Company:

The Berliner Stadtreinigung - BSR - is a Berlin's municipal waste management company that helps to reduce resource consumption and harmful CO₂ emissions. The main objectives of the project are to minimize the environmental impact and to recover energy in the treatment of the organic waste at a high level. This includes a high efficiency use of bio-gas as well as the proper quality treatment of organic waste to minimize volumes and produce easily recyclable fermentation products.

Description of the best practice:

We started to design a biogas plant in 2008 for 60,000 tons in Berlin-Spandau. The organic waste will be processed by the fermentation of billions of microorganisms. It will be converted into methane and other gases. After this process the methane will be separated, purified and then fed as energy-rich biogas into the regular gas grid. This biogas will refuel up to 150 of our gas powered collection vehicles, equivalent to more than half of the BSR collection fleet. Due to this system, around 580,000 tons of waste per year can be collected and transported in without CO₂ -emissions. The other fermentation products will be reused as fertilizer in agriculture like any other compost material.

We can save about 5,000 tons of the greenhouse gas carbon dioxide (CO₂) emissions each year. The new recycling concept is a significant environmental progress: In the future we use organic waste twofold: for energy recovery and for re-use of material. Berlin therefore will be the first large city in Germany where the organic waste is recycled in a comprehensive way – good for the climate.

The information of our citizens is an important part of the planning process. We have a transparent procedure and involved residents early in the biogas project. In addition we actively informed political bodies and environmental organisations on the state of the planning process on a regular basis. We have integrated reservations from local residents regarding noise, odours or exhaust fumes from the very beginning by applying very strict standards for the planning and approval process. The fermentation plant will be the cleanest of its kind in Germany - measured by the emissions.

Central idea:

Organic waste is a re-usable material, which is often used below value. So far, this waste is composted and used as humus. In the future, we will recover energy from organic waste.

At three locations, we will be able to refuel up to 150 gas powered collection vehicles running on this biogas. These vehicles are low-emission, low-noise and will transport in the future 63 per cent of all regular household and all organic waste CO₂ –emission-free in Berlin each year.

HERA SpA

More bills requires more trees

Company:

Hera is one of the leading multi-utility in Italy. It provides services for 241 municipalities in the provinces of Bologna, Ferrara, Forlì-Cesena, Modena, Ravenna, Rimini, Pesaro and Urbino and in three municipalities of the province of Florence.

Hera provides energy (gas and electricity), water (water, sewage and water treatment) and environmental (waste collection and disposal) for a total customer base of over 3 million people.

The shareholding in June 2011 (the date of payment of the dividends) includes 187 public shareholders that owns 60.1% of the shares, 401 investors and over 20,500 private shareholders (individuals or legal entities not engaged in financial activities).

Description of best practices:

The planting of trees is one of the possible ways to offset the greenhouse gas emissions resulting from business activities. Thanks to photosynthesis, trees absorb CO₂ and produce oxygen. The Hera Group is developing an innovative project that will be developed until autumn 2012. It combines electronic form, CO₂ absorption and link with the territory.

The campaign for the promotion of electronic bills consists on associating the planting of trees in the areas served by Hera and the increase of the use of electronic invoices. We offer customers the possibility to both receive electronic invoices and on the same time, contribute to the planting of trees. The environmental choice of the customer to use the electronic bill is thus enhanced by taking a double environmental value which, in turn would benefit from the social point of view. The 24 municipalities served with more than 20,000 residents will be offered a partnership for the promotion of sending electronic bills to customers of the Group, which will lead to the planting of a number of trees on the achievement of a particular outcome in terms of subscriptions from customers. The remaining 161 municipalities will be proposed to participate in a «call» that will lead to the planting of trees in 20 municipalities.

Issues at stake:

Dematerialisation of bills, CO₂ reduction, strengthening ties with the territory.

Lessons learned:

Increased environmental awareness, community involvement and customer feedback.

HEAG Süd Hessische Energie AG

The NATURpur Institute for Climate and Environmental Protection

Presentation of the company:

The HSE AG is a leading energy and infrastructure service provider, and the ENTEGA subsidiaries of the largest providers of green energy and climate-neutral natural gas in Germany. Both enterprises paved the way for a sustainable energy supply designed by HSE. This project addresses this project holistically within a Sustainability Group and follows systems to avoid, minimize the strategic triad of CO₂, and to compensate for it. In all HSE and its companies do, they act with responsibility - with a holistic view of the economy, society and environment. In brief: HSE sees the big picture. The core idea of NATURpur Institute for Climate and Environmental Protection:

For HSE, climate is not only a political task, but also a business. In their view, a person who does today a serious job of general interest, needs to ensure not only the access to these goods, but also the impact of the use of these goods to the surrounding. The orientation towards a sustainable energy supply is done here by a continuous process.

The NATURpur Institute for Climate and Environment GmbH (NATURpur Institute) was founded in 2008, it is the forward-looking center of excellence for renewable energy within HSE. It provides a platform for applied research to contribute, implementation gaps with a view to a sustainable energy supply.

Description of project:

The enterprise has started the initiatives «Berlin worth HSE is the first energy services provider in Germany which founded such an independent non-profit institute. The NATURpur Institute has a registered capital of 25 million euros and uses over one million euros per year for its promotion. With the collaboration of other institutions and individuals, the Institute supports the work of HSE to develop its work in climate change, resource protection and innovation. The knowledge on renewable energy developed by the institute is available: all results achieved are open to the public.

Specific tasks of the Institute are to identify relevant research issues in the implementation of a modern public services, the selection of suitable partners from science, the evaluation and selection of eligible research projects that speed up the transfer from conception to implementation and the strengthening of the discourse on climate change and modern interest in politics, business, science and society.

For example, HSE has an agreement with the University of Darmstadt in the field of exploration of smart metering,

smart grids. The Institute is involved as Chair for Applied geothermal at the Technical University of Darmstadt. Additionally, the Institute supports the city of Darmstadt in their efforts to minimize CO₂ emissions by promoting the creation of a CO₂ footprint for the city. With the University of Giessen, the Institute for the study of effects of energy production from renewable resources food production and the ecosystem. Together with the University of Kassel, there is a cooperation on energy efficiency. The Institute promotes public debate with the event «Future Energy Dialogue», through which it brings together experts from government, business and society. Secondly, and in cooperation with the University of Darmstadt, some lectures on «Energy for the Future» are being provided.

HSE AG takes over the NATURpur Institute for climate and environmental protection as the only energy services company in the project «Intelligent Cities - Towards a more sustainable, efficient and liveable city». Other partners of the B.A.U.M. Association which initiated the project are the companies Accenture, ECE, Hewlett-Packard and Panasonic. Urbanisation increases. It means more population and as consequence, new challenges. There is an increasing need to find new solutions. The aim of this study project is to imagine approaches and ways for cities and regions to evolve towards a «Smart City».

The focus is not on megacities and not on newly planned cities. Rather, the project should be a guide for decision-makers. Likewise, effects and savings for companies, public institutions and private households are taken into account. The example of the Hamburg Metropolitan Region, the applicability of solutions for German and European cities will be illustrated and discussed.

Energy is one of the four topics, with the other topics: «mobility», «urban development» and «production and consumption». These four issues were selected by participants as decisive for the development of a “smart city”. The NATURpur Institute for Climate and Environmental Protection brings both financial information and contents about energy supply in this project.

Experience Gained:

For HSE, the NATURpur Institute is important for the responsibility over climate change and for the development of sustainable methods of providing public services. In a limited time, the Institute has achieved considerable popularity in the region and receives numerous requests for new additional projects.

HEAG Süd Hessische Energie AG

Campaign «power hungry hunting» and the ENTEGA «Fridge Igloo»

Presentation of the company:

Both HSE distributors ENTEGA retail GmbH & Co. KG and ENTEGA business customers GmbH & Co. KG is active in Germany as a climate-neutral and nuclear power-free energy supply. They follow the strategic triad of «CO2 avoidance, minimisation and compensation». Together, HSE and ENTEGA provide approximately 420,000 residential and business customers with green energy. Thus ENTEGA is one of the largest green energy suppliers in Germany. In Hesse and Rhineland-Palatinate is ENTEGA the market leader in the number of customers. In 2011 ENTEGA sold two Terawatt-hours of green power and more than one terawatt hour carbon-neutral natural gas - more than any other company in Germany.

The central idea of the power-hungry hunting and refrigerator igloos:

Experts estimate that about 40 percent of current energy consumption can be saved in Germany through a more efficient handling. ENTEGA would address the waste of energy and make it visible. The idea is to create an awareness around energy efficiency and illustrate the need for a new, more economical use of energy. To facilitate the implementation in everyday life, ENTEGA shows solutions that can be used for each and everyone. The initiative is embedded in a framework for customer loyalty, integrating the logical consequence of a responsible approach and the above claim to the drive a shift in conscience. Due to the huge investments in renewable energies made by ENTEGA and the parent company HSE an important contribution to energy policy - and the customer thereby automatically. This is exactly the ENTEGA clarify their customers by making them active in their homes visited, educating and assisting with the idea of ENTEGA. For this reason, teams from ENTEGA travelled to defined cities to work together with customers to promote the transformation of energy in the city.

Description of the best practice:

The idea: ENTEGA blows in their territory of origin in the Rhine-Main-Neckar to hunt useless “power eaters” (inefficient equipment) and tries to move them away from the market and disposed them properly. Here, all customers or interested parties had the opportunity to arrange an individual appointment to pick up their equipment and have it disposed of. In return, they got a voucher of 50 euros as environmentally conscious citizens - a grant of ENTEGA for purchasing a highly energy efficient new device. With the “power-hungry hunting” project, ENTEGA has initiated the topic of energy efficiency in the region. The goal was to engage in conversation with people, especially on the topic of energy saving and energy efficiency. The action was announced in September 2011 on posters, ads, house litter basket and in the customer magazine.

The refrigerator igloo which was created in order to illustrate the power-hungry hunting, is a spectacular monument dedicated to the waste of energy in the Darmstadt city center. The walk-through monument is an installation like a refrigerator which cools outside while the interior is heated by the wasted heat: an important waste of energy, as it unconsciously happens every day in millions of households. To demonstrate the energy loss, a giant meter is located at the entrance of the igloo. Another ironic sculpture is located inside the igloo to symbolise our everyday energy loss.

Experience Gained:

For South Hessen, the home territory of ENTEGA, such action was new. The campaign was a success: ENTEGA has disposed of over 600 household appliances from more than 400 customers. So far, about 60 percent of the issued coupons were redeemed. Most important, however, is that there was a direct exchange on energy saving and energy efficiency between the customers and the employees of ENTEGA.

The installation «Fridge Igloo» was visited by over 30,000 people. It should give some ideas and inspire people to think about their own energy consumption.

AIMAG

Industrial partnership with local businesses for the design of a new product

Company profile:

AIMAG spa is a multi-utility enterprise providing water, energy and environmental services in the north of the province of Modena and Mantua Oltrepo.

Issues at stake:

The decision of the Authority for Electricity 155/2008 required the commissioning of metering equipment by the gas distribution company. The decision described minimal functional requirements and functions for the remote reading and remote delivery points from distribution network of natural gas. AIMAG, in accordance with AS RETIGAS - the Group company that distributes gas -, and after careful evaluation of the products existing on the market, considered the possibility of directly producing devices for remote reading, in collaboration with a local - EGICON Ltd -.

Description:

Model: Companies territory

Project: The collaboration with EGICON has led to the realization of the device required by the law, including the pressure probes and temperature necessary for the correction of the gas volumes measured. The corrector is an electronic device based on microcontroller and produced with CE-MID. The device is responsible for collecting the data of pressure, temperature and pulse counter to serve the purpose of correction. The system is also equipped with a radio module to manage the function of remote reading. The company is also engaged in the construction of the necessary infrastructure software - in line with the provisions of resolution - on the one hand in order to interface with the systems in the field and on the other to integrate with the existing infrastructure of this software, in particular with management applications.

Execution: The collaboration with EGICON started in early 2011; in November 2011, the project was completed and the product had obtained all the necessary certifications. Since December 2011 the installation on the points of delivery has started.

Test results: The product is reliable - there have been some minor technical problems in earlier installations but they were quickly resolved - and is in complete control of AIMAG that, because of the direct knowledge of the instrument, must not relate with external parties for the maintenance or further development of the same. Within the company, skills and expertise necessary to manage the device increased.

Lessons:

The internal creation of this product, along with a company of the territory, allowing a knowledge and direct management of the instrument. The investments put in place for the study and research are recovered from both management and efficiency through the commercialization of the product on the market.

CORPORATE GOVERNANCE

Berliner Wasserbetriebe Compliance Management System

Presentation of the enterprise:

The Berliner Wasserbetriebe (BWB) is Germany's largest company for water and sanitation. Providing water to the 3.4 million of Berliners as well as for residents of neighbouring municipalities in Brandenburg, which are supplied with drinking water but also the waste water we drain and clean.

Issues at stake:

Derived from the German Corporate Governance Code, the Corporate Governance Code of the State of Berlin, the BWB compliance management system was brought into the focus of the control tasks of the Supervisory Board. The code includes compliance with laws, regulations, policies, contractual obligations and the company's internal policies and regulations. It is for BWB, as a public enterprise, a crucial system for its long-term success. A Compliance Management System (COMS) was introduced to ensure compliance and to establish clear lines of responsibility. The objective is to use already existing systems and regulations and to increase their effectiveness and efficiency.

Description of best practice:

A compliance organisation was created in 2011 that meets the necessary requirements. A Commissioner for Compliance (CCO) was appointed, who also heads the associated bar area under the responsibility of the CEO. It has implemented a Compliance Committee, which is composed of designated employees of systemically important areas / tasks:

- Compliance Management
- Risk Management
- Staff Counsel
- Employees Personnel Management
- depending on requirement and other areas (eg, data protection, IT).

In all organizational units contact person for compliance have been designated.

For questions and information relating to corruption and for rapid clarification of suspected cases, the integrity committee (INA) - with counterparts from four areas of the BWB – offers the services of an ombudsman, who is subject to the lawyer's duty of confidentiality.

Lessons learned:

The implemented integrated management system of BWB is the fundamental basis of the compliance management system. It is based on the PDCA cycle: continuous improvement process known (s Plan-Do-Check-Act).

Berliner Wasserbetriebe

Implementation of a code of conduct

Presentation of the enterprise:

The Berliner Wasserbetriebe (BWB) is Germany's largest company for water and sanitation. Providing water to the 3.4 million of Berliners as well as for residents of neighbouring municipalities in Brandenburg, which are supplied with drinking water but also the waste water we drain and clean.

Issues at stake:

The BWB performs its duties responsibly, taking into account social, environmental and structural policies and principles. In accordance with the statutory and regulatory provisions, every employee should act accordingly. The BWB therefore expects perfect behaviour from all employees on the basis of the Code of Conduct.

Description of best practice:

The Code of Conduct outlines the rules and principles for responsible and lawful act of the employee inside the BWB. The principles should be respected both as a claim inside the enterprise but also outside it. The Code of Conduct is a mandatory internal control and applies uniformly across the Board, the executives and the employees inside the BWB. This code is reminded on an annual basis.

The Code of Conduct is part of the compliance management system and describes the compliance culture of the BWB.

The mandatory compliance principles are:

- Law-compliant behavior,
- Business integrity
- Sustainability and social responsibility,
- Proper record-keeping and transparent financial reporting,
- Fair and respectful working conditions / occupational health and safety,
- Protection of corporate assets, of secrets, confidentiality and third party rights
- Privacy and Information Security,
- Keeping corporate and private interests,
- Supplier and customer relationships,
- Factual dealing with authorities.

Lessons learned:

A published code of conduct represents a promise of lawful behaviours, it should be implemented everyday and be taken for granted.

ISS

Promoting and celebrating diversity in the enterprise: project DIVERS'ISS

Presentation of the enterprise:

ISS is an international pioneer in facility services. From a small security company in Denmark 111 years ago, our company has become a complete provider and integrator of facility services in the domains of cleaning, catering, security, property and support services.

Issue at stake:

ISS employs more than 500.000 people in over 50 countries. We employ people of every nationality, ethnic background, language and religion. We employ men and women equally, of all ages. Moreover, our people work for a great variety of customers, at their premises, often without direct ISS supervision. Managing diversity in all its aspects is at the very heart of our vision on service: Leading facility services globally, by leading facility services locally. We therefore aim to empower our staff with information, training and authority to make decisions on the spot, at the client's site and take responsibility.

Description of best practice:

Actors: All ISS Staff – Special focus on first-line managers
Design: Sign on for an ethical charter championing 12 ISS core values on diversity based on interviews with middle and top managers. Creation of a special communication package to all ISS staff (DVD with an interview with country manager, personal letter, website, and accompanying brochures) – Implementation of a custom-made 2-day training program to help ISS managers handle diversity in the workplace
Implementation: multi-year program that started in 2007 and that led to the foundation of many other CR initiatives
Measured results: huge gain in company-wide awareness. Diversity has become an important issue on our corporate agenda.

Lessons learned:

Reaching out to 10.000 staff who are spread across the country, who often work part-time, who have little direct contact with their employer, who may have language problems and who have to work together with other people from very different backgrounds is a huge effort. The two-day training of first-line managers by an outside specialist from a different ethnic background was particularly valuable to help people appreciate diversity and use it as a bonus.

ISS

Carrying out a full Employee Engagement Survey among all ISS staff (white and blue collars)

Presentation of the enterprise:

ISS is an international pioneer in facility services. From a small security company in Denmark 111 years ago, our company has become a complete provider and integrator of facility services in the domains of cleaning, catering, security, property and support services.

Issues at stake:

ISS Belgium employs more than 10.000 people. Most of our services solely exist by virtue of these people – we have no ‘products’ to sell, only perishable services. In our ISS Service Value chain engaged and satisfied employees are inextricably linked to happy customers. But how do we know that our employees feel engaged and satisfied?

Description of best practice:

Actors: All 10.000+ ISS staff (white and blue collar) – Group HR – External partner Synovate – Belgian HR Development division – Belgian first-line managers

Design: Conduct an online and paper engagement survey – prepare reports with dashboards and benchmark comparisons on team, region and national levels

Implementation: the project was initiated by Group HR at the beginning of 2011. Survey questions were compiled, standardized and translated. Surveys were sent out electronically to white collars and distributed on paper through first-line managers.

Measured results: ISS Belgium scored an impressive 93% online return and a 40% paper return, resulting in an overall 44% response rate, significantly higher than peer countries. ISS employees overall displayed high pride, engagement and motivation, resulting in a positive NPS score.

Lessons learned:

The project was satisfying in many respects, because among other things:

So many first-line managers worked hard to obtain a high response rate from their teams.

It was the first time blue collars were asked to give their opinion in a structured way.

Scores turned out to be better than expected, which increased overall pride in ISS.

Results could be viewed and compared on different levels, resulting in better improvement plans.

Société Immobilière du Département de La Réunion – SIDR

Stay tuned in our everyday work

This is reflected in particular by:

- The organization of seminars for strategic shareholders
- The signing of the Small Business Act with CGPME (a French organisation representing SMEs)
- Meeting with stakeholders (communities, suppliers, customers, etc ...)
- The organization of seminars for executives inside the company
- Workshops (monthly) of the steering group offering cross-cutting themes
- A management research and development required to reflect on new concepts and products
- Working groups who regularly reflect on a variety of topics (organization, production ...)
- A Quality Service Quality Plan for the company
- Signature of a Commitment Charter QSE (Quality Safety & Environment)
- A legal intelligence provided by lawyers
- A safety engineer to anticipate risks
- A sustainable development manager
- An operations manager ANRU (urban renewal)
- Calls for innovative projects in construction
- The development of partnerships and networks

Measurable results include:

- First landlord of DOM (oversee department) with over 20,000 homes in management
- ISO 9001 in all of our business since 2004.
- Implementation plans heritage for over 15 years
- A housing rehabilitation of houses for more than 25 years
- More than 5,000 homes equipped with solar water heater
- (25% of the park)
- All new homes equipped with solar water heaters since 5 years
- The anticipation of the acquisition VEFA with private developers (several months before the government's announcement, the SIDR had already studied the acquisition of 1500 dwellings with private developers)
- Conducting operations conclusive experimental (housing built in 3 weeks) allowing the emergence of a new local industry.
- Establishment of collaborative arrangements with rental tenants associations
- The lowest rate of unpaid rent from social landlords despite 40% of tenants are RSA beneficiaries (Revenu de solidarité active).

Nantes Gestion Equipement – NGE

System for a management of complaints

Presentation:

NGE has developed within its own Customer Relation Management software one application dedicated to complaint management. It allows all actors to be informed live about complaints addressed by customers as well as the answers provided.

Issues at stake:

Customer complaints are opportunities for improvement. The software developed internally allows a follow-up to all complaints. We centralise all information related to customers into one specific folder (information related to contracts, invoices, letters, etc.). The information is shared in a fully secured way. One internet portal allows each responsible to follow their files where they have to provide an answer. By this way, our customers are ensured to receive a reply within a short amount of time.

Description of best practice:

Workers in charge of the various processes fill in the database with the complaints of the customers.

Each complaint is filled in following its key topic: cost, malfunctioning, cleanliness, location, date, etc.

If the complaint is linked to additional information, either electronic or in paper version, the additional document is attached.

Specific processes were established to define the role of each and everyone following the type of complains.

“normal” complaint: need to use the standard form

Technical complaint: the content of the answer is provided by the responsible on the site

“Sensitive” complaint: answer needs to be provided by the Communication service.

At every moment of the year, head of processes, responsible of quality or the management can be aware of the complaints:

Evolution on the number of complaints by topic, by venues, etc.

Average answering delay.

Lessons learned:

The follow-up processes are perfectly mastered:

- Our customer are sure to receive a fully documented answer
- The management of NGE knows that every answer provided is duly controlled
- The analysis of the complaints leads to action plan to help NGE to improve.

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