



Promoting sustainability
in Public Services

BEST PRACTICES – CEEP-CSR LABEL 2016 EVALUATION PROCESS



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CONTENTS



ENVIRONMENTALLY FRIENDLY AND HI-TECH PRACTICES4

Water Quality Monitor.....	4
CreATTivi per l'Ambiente.....	5
FUP - Fatura Unica Portuaria (Port Single Invoice).....	6
Increasing E-Mobility at the BVG.....	7
The Rimini Seawater Protection Plan.....	8
CITYFIED.....	9
Energy Assessment of the Petit Port.....	10
Guides for Sustainable Development in Urban Planning.....	11
Sorting Locations.....	12
SMAT Water Point.....	13

SUPPORTING A BETTER SOCIAL INCLUSION AND TERRITORIAL COHESION14

Fight Social Isolation of Older People.....	14
Projects to Support Integration.....	15
Social Fund.....	16
The Swimming Academy of Fyrishov AB.....	17
Together, We'll Take Care of our Neighbourhood.....	18
Olivais em Ferias.....	19
Partnership for Inclusion Actions in Favour of Unemployed Persons Facing Strong Social or Professional Difficulties.....	20
Anticipating the Needs in Housing of the Elderly in the Reunion Island.....	21
PLUS by SODEGIS - School for Tenants of Social Housing.....	22
Impact Analysis from a Child's Perspective of a Major Infrastructure Project.....	23

PRACTICES TO CREATE NEW INNOVATIVE TOOLS AND SOLUTIONS24

Project Development.....	24
SAEMES OpenData.....	25
CoSto - Connected Stores: Using Digital Technologies to Empower Local Stores.....	26

PRACTICES RELATED TO CORPORATE GOVERNANCE27

Public Sector Partnership to Drive Efficiency and Commercial Advantage.....	27
Setting up a Reorganisation.....	28

ORGANISATIONS AWARDED THE 2016 CEEP CSR LABEL29

EDITORIAL

Corporate Social Responsibility is a key element for the management of public services. For this reason in 2008, CEEP, the European Centre of Employers and Enterprises providing public services and SGIs, created the CEEP-CSR Label. This Label - which started under the Discerno project co-funded by the European Commission - is now a CEEP stand-alone project that promotes the Corporate Social Responsibility of SGI and public services' providers.

It was created to answer the need of enterprises providing public services to be recognised for their activities in the field of CSR, as no label answering that need existed. The CEEP-CSR Label is therefore the only European label for public services. All public services' providers are invited to apply for the CEEP-CSR Label.

The CEEP-CSR Label provides added-value, improving the corporate image of the awarded organisations; it guarantees that awarded enterprises are doing more than "just" provide public services, and that they care about the social and environmental impacts of their activities.

To celebrate the awarded organisations, CEEP holds an awarding ceremony sponsored each year by a different National Section.

The 2016 Awarding Ceremony was held in Paris on 14 November, sponsored by CEEP France.

This booklet was circulated during this event and further used to support and promote the commitment of public services' providers in implementing outstanding CSR practices.

The evaluation process is divided into three main phases:

1. Initial evaluation via the online self-assessment tool;
2. Evaluation by external experts from Berenschot;
3. Selection by the independent awarding committee of the awarded organisation, and of the 4 outstanding practices.



ENVIRONMENTALLY FRIENDLY AND HI-TECH PRACTICES

WATER QUALITY MONITOR

Name of the enterprise:
ACEA Ato2, Italy



COMPANY OVERVIEW

ACEA Ato2 Spa is one of the biggest Italian operators in the water sector with about 4 million inhabitants served in the province of Rome, 360 million m³ of drinking water sold, 623 million m³ of wastewater treated and about 360,000 chemical determinations performed on drinking water. The company is 100% controlled by ACEA Spa, the holding company of a group quoted in Milan stock exchange, that manages the integrated water services for about 8.5 million inhabitants in the central part of Italy, including Rome.

DESCRIPTION OF THE PRACTICE

At the beginning of 2008, ACEA Ato2 started a project for the development of an in-house information system to manage in real time all analytical data produced by off-line controls performed on the water system. The main objectives of the project were:

- Classify and archive all analytical data in a standard way, useful to any further processing;
- Validate every sample according to the plausibility of its chemical composition;
- Evaluate every analytical value according to the related laws;
- Historical monitoring of every potentially critical parameter;
- Make available all the resulting elaborations for intranet online interrogations.

A collection of six websites were developed in time under the portal "Water Quality Monitor" at low cost, needing only a spreadsheet and a HTML editor.

Due to the robust ICT system architecture, only two

people are needed to elaborate and share in real time (daily) a huge mass of data (more than 18,000 samples per year).

Some of the main goals obtained:

- To quickly and simply extract the data periodically requested by the Italian Authority on water services (AEEGSI);
- To improve water networks' performances through the knowledge of the chemical fingerprint of water circulating;
- To enable customers to know the approximate composition of water they use, simply by a click on the ACEA website;
- To allow early warnings and consequently the arrangement of timely corrective actions in case of unexpected increases in the concentration of pollutants in drinkable water.

EXPECTED OUTCOMES

The whole work can be seen as preparatory for a future totally automated system that, as such, could be certified, enabling consumers and/or authorities to check the quality of the service provided by a water company. To date the validation and evaluation tasks, the very core of this process, are necessarily performed by skilled human resources. The full automation, already possible, will necessarily require artificial intelligence usage.

CREATTIVI PER L'AMBIENTE

Name of the enterprise:
Ambiente Servizi S.p.A., Italy



COMPANY OVERVIEW

Ambiente Servizi S.p.A. is an "in-house" public-owned stock company in charge of the management and distribution of environmental hygiene services in 21 towns in the province of Pordenone.

In order to improve quality and to make our working area more liveable, Ambiente Servizi S.p.A. have always focused on the dialogue with the users of their services, on the increase of awareness among citizens and on scientific innovation.

DESCRIPTION OF THE PRACTICE

The project of environmental education "CreATTivi per l'ambiente" involves all primary schools of the towns working with Ambiente Servizi S.p.A. and consists of training programmes, presented in the schools, on different issues such as eco-sustainability, correct waste separation and reduction for the protection of our natural resources, as well as our environment.

The language and the instruments used during these programmes will be developed according to the different ages and the teacher can choose between three different options; the first one refers to waste separation, the second one refers to the consequences of what we buy in terms of waste, and the last one refers to the waste management cycle. Every session will be integrated with practical activities. At the end of each session, a visit of Eco Sinergie - the waste treatment plant managed by Ambiente Servizi - will be organised to show where and how waste is collected after separation.

EXPECTED OUTCOMES

The main goal of this project is the creation of a new environmental awareness, which is the base for correct behaviours in the future. The aim is to directly involve the children of the primary schools, as privileged and more sensitive representatives, in environmental and social equity issues, connected with the quality of our environmental system.

Since their youngest years, children are involved in a social reality, characterised by fast and deep changes in terms of habits, attitudes, as well as individual and common behaviours. This can stimulate children's questions and their need to know and understand the surrounding reality as a whole. In terms of educational programmes, it is therefore necessary to favour the integration of children in the social community and promote a sustainable approach towards the environment through motivational, concrete and active methods.

FUP – FATURA ÚNICA PORTUARIA (PORT SINGLE INVOICE)

Name of the enterprise:

APS – Administração dos Portos de Sines e do Algarve, S.A., Portugal



COMPANY OVERVIEW

The APS – Administração dos Portos de Sines e do Algarve, S.A. is a port authority responsible for port management deep water Sines and also the ports of Faro and Portimão in the Algarve. The Port of Sines is the largest port in the country and it experienced a very important development at the beginning of this millennium. The two ports of Algarve are important for the regional economy and will be developed according to real business opportunities.

APS provide quality services to their customers, are competitive in the international market and strive to continue to grow the service in the interests of the economy of Portugal.

DESCRIPTION OF THE PRACTICE

The project was implemented in the Port of Sines, by the port authority, during the first quarter of 2016. It became operational on 1 April, and will be adopted by the remaining Portuguese ports by end of 2016. Its objective is to create the “Port Single Invoice” (FUP), thus corresponding to the unique representation of the State in the ports (Port Authority; Maritime Authority; Customs; Borders Authority; Health Authority).

In order to maintain a competitive edge on the international port-maritime sector, the need for innovation and simplification of business procedures has always been pursued by the port’s community and the Portuguese government.

To accomplish these major objectives, the FUP was planned on the SIMLEX2016 programme of the XXI Constitutional Government of Portugal, to be implemented jointly by the major state authorities involved on the port’s business processes.

Following the decision of the Council of Ministers on 3 March, 2016 (Resolução do Conselho de Ministros N° 12/2016) the official creation of FUP was determined as a system to aggregate the invoicing of all the public sector entities that provide services to ship’s calls, using JUP (Janela Unica Portuária – Port Single Window system) as the platform and framework to implement FUP, on the Porto of Sines as a pilot implementation. Further to the same decision of the Council of Ministers, it was authorised that all procedures, business and administrative processes were to be defined and established by means of a protocol, signed between the involved authorities as the main stakeholders.

It was also determined that the FUP implementation would be extended to all ports of Portugal by the end of 2016, following the legislative, regulatory and contractual updates, to create compliance standards nationwide.

By changing the system from issuing individual invoices for each of the state authorities to issuing one single invoice – centralised and issued by the port authority in representation of all the state authorities involved – a new best practice was created, simplifying procedures and saving paper across the port community.

EXPECTED OUTCOMES

The outcomes expected are a simplification of procedures and an important paper saving across the port community, obtained by adding the feature of electronic invoicing. The savings are estimated in terms of 600,000 sheets of paper, as soon as this project is replicated nationwide, becoming a large scale best practice by the end of 2016.

INCREASING E-MOBILITY AT THE BVG

Name of the enterprise:

Berliner Verkehrsbetriebe (BVG), Germany



COMPANY OVERVIEW

BVG keep you moving. Together with partners they serve an area of almost 1,000 km² which is home to around 3.4 million people. Their customers benefit from modern vehicles and stations, the majority of which have accessible facilities. This is in response to demographic change and it ensures that reduced mobility passengers can also use services.

They as present an attractive and green alternative to private transport and a key element of a flexible transport concept.

DESCRIPTION OF THE PRACTICE

Two thirds of the BVG’s public transport services, its underground trains and trams, already run on electricity and are 100% climate-neutral, obtaining their power from renewable energy sources.

They have been stepping up efforts to increase e-mobility since 2014, both in buses that traditionally run using fossil fuels, and in the BVG’s car pool. Achieving a net zero carbon footprint throughout their public transport fleet is part of their programme to bring about sustainable corporate development.

With regard to the city of Berlin’s set target of achieving carbon neutrality by 2050, they are currently examining the feasibility of expanding reliance on electricity on the basis of predefined requirements.

Two solutions will be realised:

(1) E-Mobility bus services with all-electric vehicles, including charging infrastructure:

- Switchover to fully electric buses on a route previously served by diesel buses;
- Wireless bus charging at termini with integrated inductive charging system.

(2) Electrification of the BVG’s car and van pool

- Trial of daily use and assured availability of an internal electric vehicle pool.

EXPECTED OUTCOMES

- Verification of everyday practicality of e-mobility, accumulation of practical experience and conclusions for future system requirements;
- Perception and visibility of workable e-mobility in the growing city;
- Accumulated experience as a major electric fleet operator with regard to necessary underlying conditions (e.g. financing, industrial partnerships etc.);
- Build-up and provision of required charging infrastructure in association with industrial partners;
- Demonstrate added value provided by zero-emissions and low-noise vehicles in a major city;
- Contribution to reducing pollutant emissions in Berlin’s public transport system and to climate protection;
- Inconspicuous integration of charging equipment in cityscape;
- Accompanying, innovative research projects with local universities to integrate e-mobility with a view to the “smart city”;
- A compelling example of municipal management regarding trust in and acceptance of new technologies.

THE RIMINI SEAWATER PROTECTION PLAN

Name of the enterprise:
Hera, Italy



COMPANY OVERVIEW

The Hera Group is one of the major multi-utility companies in Italy; it offers the sustainable management of several services to 4.4 million citizens in 358 municipalities spread over 5 Italian regions (Emilia Romagna, Veneto, Friuli Venezia Giulia, Marche and Tuscany). Hera provides energy (distribution and sale of gas and electricity), water (water systems, sewage and treatment) and waste management (collection and disposal) services to citizens and enterprises.

DESCRIPTION OF THE PRACTICE

The Rimini Seawater Protection Plan involves the structural modification of sewage systems and treatment plants to solve the environmental problem caused by waste discharged into the sea.

The project represents the biggest intervention in terms of seawater protection in Italy. Hera has made a substantial investment in the plan and is in charge of designing and implementing all of the expansion and renovation works related to the waste water and treatment network. The project is realised by Hera with Rimini municipality, Romagna Acque and Amir.

Three measures are already completed:

- Doubling of the S. Giustina wastewater treatment plant;
- Construction of the North Pipeline for drainage of the Bellaria wastewater treatment plant into the S. Giustina plant;
- Isola sewer decontamination.

Other measures are:

- Conversion of the Rimini Marecchiese plant into a collection tank;
- Completion of the separation of sewer networks in the northern area of Rimini;
- Construction of the South Pipeline;
- Completion of the separation in the Roncasso and Pradella basins;
- Construction of subsea pipeline and pumping station for the Ausa basin and reservoirs;
- Construction of hospital detention reservoir;
- Construction of Colonnella I reservoir, connecting conduit and of the Rodella reservoir;
- Filling the Ausa beach stretch.

EXPECTED OUTCOMES

The plan aims to eliminate swimming bans in public waters and reduce the pollution impact measured in COD by 90% by 2020, by 11 measures worth an overall investment of over €154 million. The completion of the "Isola" sewage decontamination work of the North Pipeline, of the S. Giustina wastewater treatment plant and the partial separation of networks in the northern area of Rimini, have made it possible to reap the first environmental benefits, reducing the amounts of COD and BOD disposed of at sea. The S. Giustina treatment plant – the largest in Europe among those that use ultrafiltration membrane technology – stands out for its ability to serve an area of 560,000 inhabitants. Advanced systems for remote monitoring and remote management make it possible to handle emergencies, breakdowns or other special situations safely and efficiently.

CITYFIED

Name of the enterprise:
Kraftringen Energi AB, Sweden



COMPANY OVERVIEW

Kraftringen Energi AB is an energy company owned by four municipalities in southern Sweden. They are a full-width energy company, which conducts energy generation, distribution and sales of electricity, natural and biogas, district heating/cooling and energy efficiency services.

Numbers in brief (2015): 430 employees; 300,000 customers; turnover €270 million (approx.).

DESCRIPTION OF THE PRACTICE

Kraftringen, together with one of their biggest customers, the Lund Municipality housing company LKF, is part of a five-year project that will demonstrate how energy can be saved and an area can be renovated in a cost-efficient manner so that the tenants (low-income households) can afford to continue living in their flats after renovation.

The cost-efficient measures taken in Lund will be used as a case study to analyse and present the replication potential. The large scale case in Lund aims to renovate 16 buildings containing 379 flats in the city district of Linero. This area was built in 1970 and is in need of renovation and energy-efficiency measures. Through the Lund case, Kraftringen and LKF together will demonstrate the efficiency of the technology to reduce the energy consumption of the buildings by approx. 30% and increase the proportion of renewable energy used to almost 80%. In the project they have collaborated with the research institute IVL to ensure that latest knowledge in the field of the demo case is included and the knowledge from the case is shared with a wider audience.

The CITYFIED project (www.cityfied.eu) is funded by the European Union's Seventh Framework Programme and addresses these issues in three large scale demonstration cases where innovative technological solutions are demonstrated at full scale (Lund, Sweden; Laguna de Duero, Spain; Soma, Turkey).

21 partners in five countries are participating in the project. The project has a total budget of €46 million. 11 additional European cities are participating as a city cluster, and replication of the results from the renovation in the demo cases will be closely analysed for them.

EXPECTED OUTCOMES

Increased energy efficiency of the housing sector in Europe and increased proportion of renewable energy is important for Sweden as well as the rest of the European Union in order to achieve the high ambitions regarding climate change mitigation. In CITYFIED, Kraftringen Energi AB demonstrate replicable and cost-efficient methods and business models for retro-fitting and energy efficiency that will be spread to 40 cities across Europe that joined the community of interest and as such are closely following the progress of the project with the aim to replicate the methods in their own cities.

ENERGY ASSESSMENT OF THE PETIT PORT

Name of the enterprise:
NGE, France



COMPANY OVERVIEW

NGE is a mixed ownership company, owned equally (38.03%) by the city of Nantes and Nantes Métropole. NGE manages and develops equipment for authorities for parking, tourism, leisure activities and hall rental, including event design and renewable energy production. NGE works to support public policy in the Nantes urban area and its region as a whole.

DESCRIPTION OF THE PRACTICE

Over the last few years, as part of its sustainable development approach and to optimise costs, NGE has been implementing a range of measures to reduce energy consumption at Le Petit Port (swimming pool/ice rink), which is by nature a facility which consumes a high volume of energy. Different innovative solutions have been put in place, in particular:

- A thermal exchanger to warm the pools from the ice rink's condenser;
- A heat recovery unit that takes waste water from the pool's changing rooms;
- Solar panels on the roof of the ice rink.

During 2014, the Leisure Department management decided to add fresh impetus to the discussions by asking a building energy engineering company (ALTEREA) for help to carry out an energy diagnosis for the facilities.

ALTERA carried out an energy audit which enabled an inventory to be drawn up in terms of energy with a study to establish the energy consumption, the construction material characteristics and the technical characteristics of the heat production and electrical installations. The existing system was analysed and potential energy saving sources were identified. NGE was provided with a list of priority actions to be carried out. Each intervention proposed is detailed in a summary file with the annual energy savings, the annual CO₂ emissions avoided, the cost of the work and the return on investment.

The objectives were to encourage actions to control energy demand, improve comfort for customers and staff at Le Petit Port, reduce greenhouse gas emissions and promote renewable energies.

Within this approach, the first definite action will be the connection of Le Petit Port to the city of Nantes's urban heat network.

EXPECTED OUTCOMES

The project enables NGE to control its energy consumption and optimise its costs while providing the public with a warm welcome. In fact, the facilities are still very popular with the public and the measures taken to lower energy consumption do not affect users' comfort.

GUIDES FOR SUSTAINABLE DEVELOPMENT IN URBAN PLANNING

Name of the enterprise:
Sequano Aménagement, France



COMPANY OVERVIEW

Sequano Aménagement is a public urban planner and builder located in Seine-Saint-Denis, in the Great Paris area.

DESCRIPTION OF THE PRACTICE

Being an urban planner and builder, Sequano Aménagement wish to limit its impact on the environment. To this end, they created a taskforce dedicated to sustainable development applied to the sector of planning and construction. In 2015 and 2016, the taskforce's goal is to redact a special guide for the use of all employees of Sequano Aménagement.

Two guides are being developed; one for urban planning on the possible ways to take sustainable development into account in the daily work of conception of new districts, for instance: developing wooden buildings for limiting the emission of greenhouse gases, the integration of eco-conception in the architecture of the buildings and districts, and the development of the use of renewable energies.

The second guide aims at limiting the negative side effects of construction sites, such as noise, dirtiness, troubles in public spaces and pollution of soils. Sequano Aménagement's employees demand that the construction enterprises sign the charter, and that they commit to respecting the dispositions of the charter during the whole time of construction.

EXPECTED OUTCOMES

The guide dealing with construction sites is now validated by employees and the guide dealing with urbanism will be ready at the end of 2016. The hope is that it will be useful to help all employees be able to represent the ambitions of Sequano Aménagement for sustainable development, and to give them keys to act for a more sustainable world.

Sequano Aménagement presented this best practice because it is a collaborative work, involving every employee of the enterprise and also the external actors.

SORTING LOCATIONS

Name of the enterprise:
Groupe SERL, France



COMPANY OVERVIEW

SERL was created in 1957 by local authorities, together with private partners. The group intervenes on the territory of the metropolitan region of Lyon, as a stakeholder in economic and local development. SERL is active in urban planning, urban revitalisation, economic development, building of public utilities of general interest, management of premises, safety management and real estate. More than ever, Groupe SERL is a global manager of urban projects.

DESCRIPTION OF THE PRACTICE

SERL know that some consumption patterns have negative impacts on the environment and is willing to fight this pollution. Consequently, it wished to progress in its environmental approach.

In 2015, it took three months for SERL to create, in its own premises, two locations dedicated to selective sorting and waste recycling; paper, cardboard, glass bottles and vessels, plastic bottles and cups, batteries, light bulb, corks and so on.

A poster was designed by an employee of SERL "Dédé se met au Tri et à la Récup" ("Dédé sets about sorting and recycling"), which indicates where the locations are. The objective is to facilitate the development of selective sorting among the employees.

EXPECTED OUTCOMES

Thanks to this location, dedicated to recovery of this kind of waste, the company makes it possible for the consumer, who is also an employee in the company, to benefit from a practical collection point.

In the short-term, this action raises awareness among employees on their own waste creation and on how to manage it.

In the long-term, this action will give every employee the opportunity to have an eco-citizen impact.

From a social point of view, this practice allows SERL to create activity for innovative companies in some sorting fields. These companies call upon handicapped workforce and foster social inclusion (for instance: Company Elise).

Since January 2015, recycling in our premises by the company Elise has represented:

- 5,046 kg paper;
- 22.05 kg plastic bottles;
- 55.5 kg paper cup;
- 3.5 kg cans.

Which correspond to saving:

- 86 trees;
- 151,380 litres water;
- 25,230 kWh energy;
- 2,775 kg CO₂ emissions.

We have generated 76 hours of work for handicapped people.

SMAT WATER POINT

Name of the enterprise:
Società Metropolitana Acque Torino S.p.A. (SMAT S.p.A.), Italy



COMPANY OVERVIEW

SMAT S.p.A. is a totally public owned company managing the Integrated Water Service for the city of Turin and 291 municipalities of the metropolitan area, serving over 2.2 million inhabitants.

SMAT recognised the meaning of innovation and the essential role of scientific research applied to the subject of water resources. SMAT inaugurated in 2008 its own research centre, whose mission is the development of innovative projects through studies and experiments.

DESCRIPTION OF THE PRACTICE

SMAT has always fostered the use of tap water and – among other initiatives – the SMAT Research Centre has engineered and developed the Punto Acqua or "Water Point", a kiosk where drinking water coming from the network is chilled and distributed as still or sparkling (carbonated with CO₂). Still water is distributed for free, while the sparkling version is available at the symbolic price of 5€/cents for 1.5 litres.

Up to today, 150 SMAT Water Points have been installed within the Turin metro area and are actually in service.

Every 1.5 litres of water supplied through SMAT Water Points means that a plastic bottle is not produced, filled and transported onto the shelves. During 2015, SMAT Water Points supplied around 35 million litres of tap water, with a saving of more than 28 million of plastic bottles (equalling 884 tons of plastic and with a reduction of CO₂ emission of 3.5 million grams). The families of the Turin Metropolitan Area saved around €5 million.

These advanced technologies, together with the constant quality monitoring of distributed water are aimed at increasing the user perception of "quality water," being able to enjoy the same level of quality as the most expensive bottled water, but at "zero time and distance".

SMAT Water Points have been awarded SMAU 2015 price and their excellency has been recognised by Piedmont region through the admission to POR-FESR (Regional Operative Programme, co-financed by the European Fund for Regional Development) for the "IoTibevo" project ("IoTibevo" means "I drink you").

"IoTibevo" is a project to increase the sustainability of SMAT Water Points even more. Through the installation of a series of technological innovations of relevant interest, among which a multi-parameter on-line probe capable of monitoring a number of water parameters and of maintaining a constant supervision on water quality. The collected data is transferred in real time to SMAT Remote Control premises, operating 24/7, where they are analysed and elaborated in order to grant an on-time surveillance of the quality of the water also along the network.

EXPECTED OUTCOMES

The project displays a dual positive outcome; the environmental aspect of reduction of waste production and optimisation of logistics, due to the "zero time and distance" and socio-economical effect, with the saving on family budget for the purchase of bottled water together with the enviro-friendly practice of re-using instead of consuming; this will pave the way to a better attitude of citizens.

SUPPORTING A BETTER SOCIAL INCLUSION AND TERRITORIAL COHESION

FIGHT SOCIAL ISOLATION OF OLDER PEOPLE

Name of the enterprise:
CILIOPIÉE Group, France



COMPANY OVERVIEW

Group CILIOPIÉE gathers enterprises and associations acting in the field of housing; CILIOPIÉE Jeunes; CILIOPIÉE Habitat; CILIOPIÉE Immobilier and COPROD. These branches enable a better understanding of social and age disparity in housing. They are all considered to be public utilities.

Group CILIOPIÉE employs nearly 150 people. It operates in 7 departments and 60 municipalities of Nouvelle Aquitaine, with a subsidiary in Corrèze. CILIOPIÉE kept its head office in Agen, in the heart of the South West.

DESCRIPTION OF THE PRACTICE

The project consisted of the launch of a partnership with La Poste in order to fight social isolation of older people in the Limousin. These are the starting points:

1. First, an analysis: citizens are getting older, and the situation of elderly people tends to be worrying. Their financial resources are lower, and they suffer from isolation (20% of 70+ in France).
2. Then, a wish: organise activities to break the isolation.

On the basis of these starting points, COPROD, a subsidiary from Group CILIOPIÉE based in Corrèze since 2012, launched a partnership with La Poste at the end of 2014.

The scope was to widen this project to the whole territory where CILIOPIÉE is present.

How? Visiting elderly people and checking up on their global well-being.

Who? The usual postman, in addition to his mail delivering, meets the voluntary elderly tenant once a

week. The same practice can be developed through the automatic visit of 70+ by one or several people who has been trained for this activity and specifically appointed for it.

In practice: The tenant chooses the day of the week he/she prefers for a personal visit. If he/she plans to be absent, he/she informs the postman. On the chosen day, the postman asks him/her several questions and fills in a questionnaire right after the visit. The questionnaire is directly sent to COPROD, who contacts the families in case of emergency. The personal data protection is guaranteed.

The project started in March 2015. It involved 27 tenants during 12 months. It is still ongoing. It costs €8,000 to the company (estimation). As far as COPROD is concerned, it involves two employees.

Thanks to the agreement between the two parties, COPROD benefits from a "special" fee: €4/visit, instead of €7 which is what La Poste usually charges for this service. COPROD decided to make this service free for tenants who are over 70, without consideration.

In France, COPROD has been the first social landlord to propose this service to its tenants. This kind of partnership can be reproducible by any social landlord.

EXPECTED OUTCOMES

To enable older people to overcome isolation, to have regular visits and to prevent any risk, anticipate potential problems and warn their families.

PROJECTS TO SUPPORT INTEGRATION

Name of the enterprise:
EDG Entsorgung Dortmund GmbH, Germany



COMPANY OVERVIEW

EDG Entsorgung Dortmund GmbH is a municipal disposal partner of private households in Dortmund. There are about 570 industrial workers and around 200 administrative employees. We are proud of our multi-cultural workforce that consists of 21 nations.

DESCRIPTION OF THE PRACTICE

Because of their CSR-related corporate governance, EDG considers it is its duty to implement integrative measures for citizens of Dortmund with an immigrant background in the field of active employment promotion. Our corporate philosophy is focused on giving people the chance to get into the primary labour market.

For the EDG, integration is not a single project. Integration is an important component of our corporate philosophy and is to be understood as a permanent and structural process. Integration concerns all EDG employees and is therefore a cornerstone of our corporate philosophy.

As a guiding principle of our actions, we see this active participation in the social challenges – demographic, climate and resource protection, Integration – and thus the assumption of responsibility for development of public spaces.

The challenges of the EDG as municipal waste disposal company in dealing with this issue are varied and relate to particular issues to be developed and solutions for the employees, the labour market, customer and social responsibility.

The "VHS-Maßnahme" is a project to help people to enter the labour market. Almost 40% of growth of population in Dortmund is accounted to one district that is known as a deprived area. This is why

the "VHS Dortmund," the EDG, the "Agentur für Arbeit," and the "Jobcenter" created a method for qualification of male immigrants. A group of eight immigrants from Bulgaria, Croatia and Romania started the seven months' action in December 2014 and attended classes where they learned German as a foreign language, including technical terminology. Additionally, they had theoretical and practical lessons in the waste disposal areas of the EDG. After their internship, they got a certificate and five of them were even transferred to temporary employment. Now they also make an important contribution to integration by cleaning and taking care of refugee shelters in Dortmund.

To mention another example, the "Masterplan 50plus" is a collection of several stand-alone measures. An essential part is the internal integration across generations. Integration of older and younger employees brings precautionary social benefits such as a less early retirement of employees and less absenteeism due to illness. Moreover, it actively contributes to the reduction of unemployment.

EXPECTED OUTCOMES

The EDG does not expect any economic benefits but one important gain is the renewal of our company because integration as a permanent structural process affects the corporate culture and brings positive changes to the company. The investment into society creates an added value for the city.

SOCIAL FUND

Name of the enterprise:

EMATSA – Empresa Municipal Mixta d'Aigües de Tarragona, Spain



COMPANY OVERVIEW

EMATSA – Municipal joint venture Tarragona Water Ltd, belongs to Tarragona's Town Hall and to AGBAR of the SUEZ Group and has been managing the integral water cycle in Tarragona for over 30 years. It also provides external laboratory services.

Nowadays, EMATSA provides its services to a population of approximately 145,000 inhabitants in Tarragona and three nearby towns. Amongst its many challenges, it keeps working towards the consolidation of its excellence in managing the urban water cycle.

DESCRIPTION OF THE PRACTICE

Today, the severe impact of the economic crisis is still noticeable in parts of our society. There is still a great number of families experiencing difficulties in accessing basic services which are fundamental to improve the quality of life and also a key imperative for economic development.

Fully aware of the challenges faced by society, EMATSA created a Social Fund intended to rebate or include allowances in the water bill.

In 2013, EMATSA and the Tarragona City Council signed an agreement for the granting of aid to people in need and social emergency, and a special social fund was created for the payment of water and sewer bills. This measure has been maintained since then and for 2017 the resources dedicated to the social fund will be €95,000, which is a 0.7% of the income for water billing.

In addition, EMATSA has bonuses for large/poor families, partly subsidised consumption and no charge for reconnection after service discontinuance; since it is understood that the company cannot disregard the needs of citizens and, therefore is obliged to provide all possible resources to alleviate the economic situations of families at risk of social exclusion.

This social fund is regulated by a collaboration agreement between EMATSA and the town councils in which the company provides its services. The welfare officers of each town/city council are those who determine which people/families are to receive this collaboration.

Since this programme started EMATSA has dedicated €276,000 to this project and its help has reached 847 families.

Finally, EMATSA also promotes the sponsorship and financial support to cultural, welfare and environmental initiatives lead by non-profit entities of the city and towns where the company provides its services.

EXPECTED OUTCOMES

Although everyone's wish would be that a social fund is no longer needed, the truth is that the economic crisis is not over yet and many people are still living at the limit of the access to primary needs. Until this situation changes EMATSA is determined to increase the Social Fund to ensure that everybody has access to quality water service.

THE SWIMMING ACADEMY OF FYRISHOV AB

Name of the enterprise:

Fyrishov AB, Sweden



COMPANY OVERVIEW

Fyrishov AB is one of the leading arenas for recreation, sports and events in Sweden with about 1.8 million visitors annually. With a large indoor pool and recreation area, a large sports complex and a camping area with chalets. Fyrishov AB is a municipally owned company with a commission to provide an arena for public health and a visitors' attraction. In 2015, the turnover was €10.97 million and the number of yearly employees was 96.

DESCRIPTION OF THE PRACTICE

The ability to swim is a matter of life and death and also a requirement for a school leaving certificate. However, a substantial share of five graders do not pass the test. Children of non-Swedish origin are over represented among children who drown and a large number of asylum seekers need integration into Swedish society, both in terms of education and social life. Much of the social life takes place around the Swedish coasts and lakes.

Fyrishov AB started the Swimming Academy in spring 2015. The Swimming Academy comprises swimming courses especially targeted at children as well as adults of non-Swedish origin. This was enabled by grants from the Swedish Life Saving Society and Swedish Civil Contingencies Agency and earmarked funding from the City of Uppsala. As a part of Fyrishov's Swimming Academy, a series of seminars were also held, raising issues of swimming from a variety of perspectives to a broad targeted audience comprising both politicians and various organisations related to swimming and water activities. During the courses and seminars, environmental considerations concerning swimming and a healthy lifestyle are raised.

EXPECTED OUTCOMES

Since the beginning of 2015, over 500 people have learned to swim through the courses provided by the Swimming Academy, and more are to follow. For the younger participants, this increases the chances of a complete school leaving certificate and thereby further studies and employability. It is also an introduction to a Swedish institution for sports, health and recreation and a social platform for learning, which facilitates better health and leisure among groups in society that Fyrishov struggles to reach with its ordinary services.

The increased presence of adults of different cultural backgrounds may also increase safety in and around public swimming pools. Awareness is also raised among politicians and representatives of organisations participating in the seminars, both about the importance of the ability to swim, issues of integration and environmental considerations in relation to swimming.

TOGETHER, WE'LL TAKE CARE OF OUR NEIGHBOURHOOD

Name of the enterprise:
GEBALIS, EM, SA, Portugal



COMPANY OVERVIEW

GEBALIS is a municipally owned enterprise with public liability, established in 1995, to ensure the social housing management in Lisboa.

Its mission is to ensure quality of life, social integration, inclusion and empowerment of local residents.

GEBALIS is responsible for the management of 66 residential districts, which are distributed throughout the city, with an estimated population of approximately 80,600 people.

The management of this housing stock is operated through 12 local offices, on a proximity basis.

DESCRIPTION OF THE PRACTICE

Project "Together we'll take care of our neighbourhood" is aimed at the population of the "Quinta do Lavrado" neighbourhood where about 740 people reside. This project is based upon participative methodology, which leads to a series of actions that enable the improvement of people's quality of life and constant analysis, monitoring and reformulation with the participation of the targeted population and local partners during the project.

This project promotes the organisation of collective actions carried out by the project partners, involving local populations and, more specifically, tenants, for the identification and resolution of the main problems at the level of the construction, of human coexistence and experiences. An Environmental Team was formed, called "Nature's Guardians," an intergenerational neighbourhood's team of children, young and older people, users of institutions settled in the neighbourhood; The Guardians verify best practices carried out in the neighbourhood, follow and participate in project activities.

The campaign "Together we'll take care of our neighbourhood" was developed for the community as a whole; which involved the creation of recommendations posted on buildings by the residents, that contribute to improving the neighbourhood. The activities in the buildings began by an approach, the project partners (Gebalis and local associations) to tenants, through thematic awareness campaigns (e.g. not to throw trash on the ground to avoid pests). Further to this came the scheduling of meetings for the organisation of the buildings, constitution of the administrations of residents and election of those responsible for these commissions.

EXPECTED OUTCOMES

Project actions are aimed at changing behaviour and co-responsibility in taking care of common areas. Gebalis proposes to carry out interventions as a result of a process of negotiations with residents whenever they are committed to change their behaviour. Monitoring/evaluation of commitments is done by the residents.

Through population's involvement, promotion of personal competences, and promotion of coordination between institutions and tenants, it is expected to develop a strong sense of belonging and responsibility and revitalize the neighbourhood.

OLIVAIS EM FERIAS

Name of the enterprise:
Junta de Freguesia de Olivais, Portugal



COMPANY OVERVIEW

The Parish Council of Olivais envisions the implementation of a continued and integrated policy, directed to residents, so that everyone benefits from quality education, social assistance, health, culture, sports and environmental services, valuing partnerships with local institutions and community work. They intend to ensure that in the medium-term, their services correspond to the needs of their residents, and support an increasingly larger number of local initiatives. In the near future, education, amongst other areas, is expected to be another social inclusion tool, promoting activities in green spaces, where urban requalification and rehabilitation reflect the concern to ensure a wider accessibility to disabled citizens.

DESCRIPTION OF THE PRACTICE

"Olivais em Férias" emerged from the need to provide particularly disabled, disadvantaged children and teenagers of local families, with summer holidays (July-September) at low social costs, by attending a wide variety of summer activities. These being of a sport, beach/water games, sociocultural, intergeneration, environment and artistic nature. This social project aims to develop physical, intellectual, creative and social skills in a holistic inclusive manner, supervised by trained monitors and education aids, since its first edition in 2014.

During the first editions of the Olivais on Holiday programme (2014 and 2015) approximately 800 children, 30 physically challenged, and their families participated in the programme.

In this third edition, there are 4,439 enrolments, involving children from seven parish schools, education aids, trained monitors, an administrative back-up support team (four administrative, a general coordinator and the education department vowel) which manage the programme's logistics, and bus drivers transporting children to and from beaches and other outing places. Cooks provide the children with daily cooked healthy food.

As a consequence of the parish population feedback, the number of enrolments is expected to continue increasing.

EXPECTED OUTCOMES

- Increased numbers of staff and participants in the activities, by extending the programme to the elderly "Senior Holidays" and to physically challenged citizens "Olivais +", embracing parish residents and non-residents living in surrounding parishes.
- Ensuring the majority of the juvenile population has access to a larger number of diverse activities during holiday periods.
- Gradual abandonment of unhealthy eating habits and sedentary life.
- Promoting the fight against unemployment, considering that a holiday monitor is able to increase the possibility to develop a professional activity through extra-curricular enrichment and family support, under the parish's responsibility.
- Environmental footprint decrease, considering the programme activities denote environmental concern and awareness.

PARTNERSHIP FOR INCLUSION ACTIONS IN FAVOUR OF UNEMPLOYED PERSONS FACING STRONG SOCIAL OR PROFESSIONAL DIFFICULTIES

Name of the enterprise:
Plaine Commune Développement, France



COMPANY OVERVIEW

Plaine Commune Développement consists of two separate legal entities; a local semi-public company (société d'économie mixte) and a 100% publicly owned company (société publique locale). Both are in charge of urban development projects on the territory of "Plaine Commune," an urban district that includes nine towns from the Department of Seine-Saint-Denis, has more than 400,000 inhabitants and is one of the ten territories of the Greater Paris Metropolis.

DESCRIPTION OF THE PRACTICE

Plaine Commune Développement operates in a territory that offers extraordinary economic opportunities and faces a high unemployment rate. Job creation does not match the level of education of the local population and social difficulties are barriers to employment.

As early as 2009, the potential the activities could provide to support social inclusion was identified. Since then, social clauses into their procurement contracts were included. Contractors are committed to dedicate a number of working hours to inhabitants of the territory of Plaine Commune facing strong social or professional difficulties (such as long-term unemployed workers, recipients of minima social benefits, unqualified young people, disabled workers, etc.). Plaine Commune also require from developers to whom they sell land and building rights to do the same in their own contracts, this commitment being included in the provisional sale agreement. Thanks to the support of the Ile-de-France Region and of the ESF, the Facilitation network set up by Plaine Commune was able to support the enterprises in implementing the actions and to monitor the commitments of its members.

In 2015, it became apparent that there was too little feedback of the quantitative and qualitative results of their actions and that some commitments were not fulfilled. This was mostly due to the absence of internal coordination and to too many informal relationships with the Facilitation network. Therefore, they first named an internal referent person in charge of social inclusion. Then, together with the coordinator of the facilitation network, they developed a precise methodology of cooperation relationships which resulted in a charter signed in March 2016 by Plaine Commune and the company.

EXPECTED OUTCOMES

All specialists agree that the monitoring process is the key success factor of inclusion actions. Including social clauses into contracts is quite easy but offering support to contractors to implement actions and monitoring their commitments is highly needed in order to develop efficient actions. These require the existence of a strong facilitation network as well as the definition of a precise work methodology. Therefore, this partnership is set up in order to develop social inclusion actions and improve their efficiency, which they expect to measure the impacts from 2016.

ANTICIPATING THE NEEDS IN HOUSING OF THE ELDERLY IN THE REUNION ISLAND

Name of the enterprise:
SIDR - Société Immobilière du Département de la Réunion,
Réunion Island, France



COMPANY OVERVIEW

Created in 1949, SIDR, the real estate company of the Department of Reunion is a mixed company owned almost entirely by the French Development Agency - AFD (on state funds and its own funds) and by the departmental council of the Reunion Island.

A developer, constructor and accommodation provider, SIDR is the leading social housing organisation in the Reunion Island and one of France's overseas departments. With about 25,000 housing units in management today, it provides homes to nearly 10% of the population of the island. Its long experience has made the company a reference in housing benchmarking. SIDR responds in a qualitative manner to the different needs of the local population for rental housing. It adapts its policy to the high standards of its partners and its clients and uses its expertise to build housing with rent which suits the poorest families living on the island.

DESCRIPTION OF THE PRACTICE

SIDR has 600 appropriate housing and twelve residences for elderly people on the island. The company adapts its housing in order to encourage its elderly tenants to remain at home. An ad hoc and ambitious plan of 2,600 housing has been officially recorded by SIDR for the period 2015-2025. The plan includes a technical and a social part to accompany the older tenants at a time of their lives when they may become vulnerable. Apart from building new residences for elderly people (30 per year), and the adaptation of future housing (100 a year), the technical part also involves the development of accommodations in the old residences belonging to the company.

From 11 to 13 March 2016, during the first meeting

of seniors living at Saint Denis, SIDR presented its housing for older people. Three social counsellors proposed a personal welcome to explain our policy and actions.

EXPECTED OUTCOMES

- Obtaining a potential coverage of at least 80% of the needs.
- Carrying out actions to break the isolation of older people and create social links.

Among others, these are some of the mandatory guidelines:

- Replacement of equipment in bathrooms by appliances suitable for people with reduced mobility (e.g. fitting a grab bar in the toilet and bathrooms; installing sliding doors with wall partition; installing lifts where it is possible; putting outdoor display lights, etc.);
- Information sheets for the 2,500 elderly tenants concerned are examined to have a better understanding of the needs for specific interventions (medical, personal assistance service, or technical housing adaptation, etc.);
- Establishment of strong partnerships for social actions with municipalities (ex. Cayenne, municipality of Saint Joseph) and with specialised associations to propose several collective actions every year (thematic outing, wellness day, prevention programme, etc.).

PLUS BY SODEGIS – SCHOOL FOR TENANTS OF SOCIAL HOUSING

Name of the enterprise:
SODEGIS, France



COMPANY OVERVIEW

Builder of sustainable social housing since its inception in 1990, SODEGIS supports the development of the Reunion Island. Creator, producer, living spaces manager for the Reunion Island, SODEGIS gives residents of southern and western areas of the island the opportunity to build their projects in social housing adapted to their needs and changing lifestyles. With its logical business strategy for corporate social responsibility, SODEGIS assumes its choice to develop otherwise by giving an extra dimension to its business. By addressing the issues and social, environmental and economic impacts associated with its business, SODEGIS commits to a responsible dynamic in which directors, employees and residents all have a role to play.

Results in 2015:

- Sales: €23,499
- Employees: 107
- 3,148 housing and managed property SODEGIS

DESCRIPTION OF THE PRACTICE

In 2014, SODEGIS innovated on the national stage by creating PLUS, constructive university. Space for learning and sharing, PLUS by SODEGIS now enjoys a growing recognition among its stakeholders with 950 participants in 2015. PLUS by SODEGIS implements actions that favour the participation and involvement of tenants within their residence (training on the power to act, artistic workshops, consultations PLUS by SODEGIS on the quality of life). The school tenants address the issue of "living together" through educational modules on the operation of housing and residence, on community life and the life skills and specific equipment (wood stove, water heater, VMC, water and sanitation collector).

The programme includes the purchase of eco-citizenship practices and social inclusion of people. The school tenants have a dedicated room within the PLUS By SODEGIS space (place of exchange and collaboration, connected, modern and accessible to all, in the service of territories). It is available to new tenants by combining operations presentation and exchange meetings within the PLUS by SODEGIS space. Based on our internal competencies and partner associations, educational interventions are spread out over media such as theatrical and musical performances, videos, accessible to all on the themes related to the tenant interface / social landlord or tenant / resident. Eventually, a truck School for Tenants of Social Housing will also cross the territories to educate tenants already installed.

EXPECTED OUTCOMES

The main objective of the School for Tenants of Social Housing is to retain tenants, to welcome new tenants and empower them in their residential history by getting them to open up to sustainable practices. The SODEGIS thus gains in performance and saves money with such a decline in the number of mutations and costs of rehabilitation, less conflict neighbourhood and mediations, better supported by the tenants' work.

The ambition of SODEGIS is to transmit to future generations our local wealth, "living together" in the Reunion Island.

IMPACT ANALYSIS FROM A CHILD'S PERSPECTIVE OF A MAJOR INFRASTRUCTURE PROJECT

Name of the enterprise:
Stockholm Vatten AB, Sweden



COMPANY OVERVIEW

Stockholm Vatten AB is Sweden's largest water and waste management company. Its business affects 1.3 million residents and businesses in and around Stockholm. Stockholm Vatten provides drinking water and treats the waste water in the city of Stockholm and in the municipality of Huddinge. The company is responsible for the waste disposal in the city of Stockholm. Stockholm Vatten has a strong commitment to meet both current and future residents' needs by making long-term decisions that comply with environmental requirements and with a sustainable cycle in focus.

Stockholm Vatten owns and manages over 5,000 kilometres of pipes that carry sewage water to sewage treatment works, where the water is purified before being discharged into the Baltic Sea. In close cooperation with the city of Stockholm several actions are taken for the conservation and restoration of the lakes in the Stockholm region.

DESCRIPTION OF THE PRACTICE

Stockholm Water is planning a major infrastructure project (€700 million) to secure the future sewage treatment in Stockholm. The sewage water will be treated with membrane technology enabling further removal of pharmaceuticals for example. In short, the basis of the project is to close down one (Bromma) of two existing sewage treatment plants, upgrading the other (Henriksdal) and building a 16 km long tunnel (and 30m deep tunnel) under the city of Stockholm to transport the sewage from Bromma to Henriksdal. Excavating the tunnel and transporting excavated rock and building materials generates a lot of heavy traffic, often in densely populated areas. This is a common consequence and potential inconvenience of many big infrastructure projects.

During the consultation process of this project, many questions were raised by concerned parents – what impacts will this project have during the construction of the tunnel on the mobility and safety of our children, will it restrict their activities?

In order to map mobility and activities around the areas of impact, thus identifying potential areas of conflict, interviews were carried out individually or in focus groups with children, teachers and leaders of adjacent activities. A large number of mitigating actions were identified which resulted in requirements directed towards the project.

EXPECTED OUTCOMES

Such a systematic analysis of a project, focused on an important group of stakeholders (children), facilitates the consultation process and the acceptance of a project. This methodology has not been used in this type of project before, but it is believed it can have broader applications.

The consultation process, which in the end should lead to an acceptance of the project can be time consuming and expensive. This type of impact analysis can save time and money, lead to a better project and serve as a communication platform with concerned stakeholders.

PRACTICES TO CREATE NEW INNOVATIVE TOOLS AND SOLUTIONS

PROJECT DEVELOPMENT

Name of the enterprise:
Perfect Union, France



COMPANY OVERVIEW

Perfect Union was founded in 2009. It is a French non-governmental organization (NGO) with general advisory status of ECOSOC – United Nations. It aims to contribute to a sustainable world for all, especially the most vulnerable. The heart of its action is the fight against poverty. Perfect Union wants a better world which will not leave anyone behind. To succeed, it has implemented the method MAPEX (management of projects of excellence) which includes development and excellence as a compass.

DESCRIPTION OF THE PRACTICE

MAPEX has three phases: design, implementation and evaluation of the project. The two best practices are part of phase 1, which is divided into three levels: drafting, planning, and budgeting. At the editorial level, before describing the project, we define the idea behind it. The method which makes it possible to develop the idea into a project is called the DORSI method, whilst the method which is used to better describe the project is called the MAPILOT method.

The **DORSI** procedure used to develop the idea into a project is as follows: **D** – Diagnosis, **O** – Objective **R** – Routes, **S** – Solution, **I** – Innovation.

The **MAPILOT** method procedure must be followed in the right order and given the necessary time to consider all factors and to develop the project description. The following procedure is used: **M** – Motivations, **A** – Activities, **P** – Public, **I** – impact, **LO** – location, **T** – Time

EXPECTED OUTCOMES

1. The DORSI method

This practice allows the best of the following dimensions to be taken into account:

- **Financial:** the more a project is thought upstream, the more likely it will succeed. For example, if the diagnosis is wrong and the costs were over-estimated, the project will be more expensive.
- **Social:** this preliminary stage is useful because it makes it possible to take into account the views of civil society and general interest of work already done in the area or field.
- **Environmental:** this aspect is taken into account throughout the process (DORSI) through consideration of the protection of the environment as a cross-pillar.

2. The MAPILOT method

The impacts of the MAPILOT method are many:

- At the financial level: the better the project is described, the more measured the financial risks are.
- At the social level: in the impact of the method MAPILOT, this pillar is a transverse axis. It is necessary to take into account employment and equal opportunities.
- At the environmental level: this pillar is also a transverse axis. It shows that the environment must be protected at all stages of the project.

SAEMES OPENDATA

Name of the enterprise:
SAEMES Ville de Paris, France



COMPANY OVERVIEW

Created in 1979, Saemes (for Société Anonyme d'Économie Mixte d'Exploitation du Stationnement de la Ville de Paris) has been in the parking business for more than 35 years. With 254 employees and €48.2 million worth of sales in 2015, SAEMES is the 2nd operator of car parks in Ile-de-France.

Our business is threefold:

1. Operation of leased car parks (public and residential).
2. The design, construction and modernisation of car parks.
3. Consulting.

DESCRIPTION OF THE PRACTICE

Saemes set a partnership with OpenDataSoft, a French specialist with a performing open data platform, to launch the first open data dedicated to car parks in France. The open data approach consists spreading data produced in a structured and opened way, guaranteeing the free access and re-use by all. Opening data and controlling their quality allows Saemes to target all audiences and value the range of the services proposed in its 90 car parks. With the Saemes OpenData project, the company Saemes follows four goals:

- **Quality:** reliable and fresh data.
- **Transparency and opening:** a bigger echo for our data by making them free.
- **Innovation:** encouraging the creativity of developers (start-up and experts) to lead a better mobility for Ile-de-France inhabitants.
- **Exchange:** interact with the community and help to build a bigger "innovation" image.

The OpenDataSoft innovated solution allows partners and contractors (cities, agglomeration etc.) to align themselves with the future legal requirements. The data of Saemes OpenData will allow the most innovative start-up to develop applications such as, for example, predictive tools allowing us to anticipate the availability or to favour the most fluid intermodality between the various ways of transportation. Saemes OpenData is a totally transverse project within the organisation; everyone had to work together to succeed and launch the platform in only four months. The platform is available here: saemes.opendatasoft.com.

EXPECTED OUTCOMES

Economic: Saemes OpenData allows SAEMES to increase its competitiveness with its customers B2B (cities, agglomeration etc.) and to attract new customers, in particular through the real-time free spaces information provided by the platform.

Environmental: a set of data is dedicated to this theme to put forward our actions for the environment in every car park.

Social: numerous employees were integrated in this project (group project and ascent of the information) and all employees are informed about the project's main steps (platform launch, internal dataset opening, etc.). This working process has showed its efficiency and will be renewed for future Saemes projects.

COSTO - CONNECTED STORES: USING DIGITAL TECHNOLOGIES TO EMPOWER LOCAL STORES

Name of the enterprise:
SEMAEST, France



COMPANY OVERVIEW

For 10 years, Semaest has been involved in the protection and the diversification of the convenience store. It acquires stores, assures their renovation and rents them to the storekeepers at attractive conditions. Being more than just a lessor, Semaest accompanies its tenants in the implementation of their economic project. It strengthens the services it offers them for their installation, helping them to develop, optimise their costs and better meet the expectations of their customers.

DESCRIPTION OF THE PRACTICE

Launched in 2015 by Semaest, CoSto merge innovation and local economy so that independent businesses make the internet a strength and not a threat. CoSto favours the digital revolution of proximity, through several actions:

The CoSto network puts in contact the independent storekeepers who are concerned about the advent of the digital economy

- The meeting **"CoSto on the road"** aims at informing and training the storekeepers on themes linked to the digital technology (development of customer loyalty, payment without contact, social networks, geo-localisation, etc.).
- The **"living lab CoSto"** offers them the possibility to experiment, for several months and free of charge, the digital solutions in their shop. Calls for projects are directed to the start-ups of the digital technology. Meeting **"CoSto dating"** is also organised between start-ups and storekeepers.

- The **"CoStores"** allows project leaders to sell their products in pop-up stores equipped with innovative services (mobile payment, increased reality, service of customer loyalty). An ideal average to test a concept or a new district before a long-lasting installation.

CoSto is also an information network on the new practices of shops, a place of exchanges between storekeepers and a laboratory of experiment to test the digital tools for the business of tomorrow. A first call for projects on the theme "development of customer loyalty by the digital technology" was launched to bring to the foreground the innovative solutions around this theme. 15 start-ups were selected and invited to present their solutions. 40 retailers took part in the experiment. In 2016 the second call for project with the objective to "increase visibility thanks to the digital technology visibility" allowed to test 4 solutions by 60 retailers.

EXPECTED OUTCOMES

This network has the ambition to contribute to maintaining the storekeepers, craftsmen and independent creators in Paris by allowing them to exploit the potential of digital technology, to increase their activity and win in visibility. CoSto has 700 members (bakeries, grocers shops, florists, butcher's shops, wine merchants, booksellers, creators).

PRACTICES RELATED TO CORPORATE GOVERNANCE

PUBLIC SECTOR PARTNERSHIP TO DRIVE EFFICIENCY AND COMMERCIAL ADVANTAGE

Name of the enterprise:
Scape Group, United Kingdom



COMPANY OVERVIEW

Scape Group is a public sector owned built environment specialist.

First trading in 2006, they offer a suite of OJEU compliant frameworks, joint ventures and design solutions that are available to any public body in the United Kingdom.

As a public sector organisation, Scape Group fully appreciate the role that the built environment plays, in the context of service delivery and local economy. They also fully recognise the continued pressures that their clients face in procuring efficiently and delivering more-for-less in these austere times.

All of their services have been designed with these challenges in mind - to support the entire lifecycle of the built environment, to help create a smooth procurement journey and to stimulate local growth in communities.

DESCRIPTION OF THE PRACTICE

Arc Partnership was launched on 1 June 2016, marking the start of a unique collaboration between Scape Group and Nottinghamshire County Council. The aim of this joint venture was to drive greater efficiencies into the management and development of the built environment.

The joint venture was created to deliver property design, project management, and planned and reactive maintenance services to Nottinghamshire County Council. Having an exclusive 10-year service contract with the potential for a 5-year extension, Arc Partnership's objectives include improving service delivery, the execution of the annual planned maintenance programme, delivering the capital programme on time and to budget, and the management of the Nottinghamshire County Council reactive repairs framework.

Given the exceptionally short timeframe, a highly focused development programme was taken forward, including commercial negotiations between the two shareholding organisations, the production of legal documentation, extensive employee consultation and TUPE transfer, workload analysis, pension fund reviews, payroll set up, brand, marketing and website development, ICT procurement, premises fit-out and business plan development.

Over the first three years, projects totalling approximately £90 million in value will be delivered through the partnership.

EXPECTED OUTCOMES

With Arc Partnership now fully operational, the key success factors were the smooth transition of employees to a new working environment whilst managing team spirits in a time of uncertainty, and the minimal disruption to the productivity of the business. These factors were achieved in a compressed timescale and to the complete satisfaction of all stakeholders involved.

It is hoped that this will be the first of many similar joint ventures led by Scape. With over a decade of experience in successfully managing a built environment business and securing high levels of operational efficiency for the public sector, this initiative is seen by the senior management team as an opportunity to enhance The support for the public sector through further integration into their organisations.

SETTING UP A REORGANISATION

Name of the enterprise:

Société Immobilière de Nouvelle-Calédonie – SIC, New-Caledonia, France



COMPANY OVERVIEW

SIC is New-Caledonia's main social housing company with more than 10,000 units. Approximately one person out of six is accommodated in its residences which are disseminated throughout most of the country's territory. SIC integrated a corporate social responsibility policy in 2008.

DESCRIPTION OF THE PRACTICE

The project "setting up a new organisation" is structured to achieve the following goals:

- Creating new departments: customers, partnerships, communication and innovative projects;
- Setting up a new service: contracts, risks and juridical advising;
- Reorganising the rental and proximity activity: splitting up two jobs in three with more specialisation; (property manager, rental manager and rental assistant);
- Creating an action plan for tackling the rental overdue;
- Studying the opportunities for a relation centre;
- Developing services and actions towards clients' proximity;
- Acting to consider employees' interests such as well-being and work conditions.

EXPECTED OUTCOMES

In the short to medium term, the project is expected to improve activity's indicators, such as vacancy and outstanding payment for the rents. Also, the objective is to strengthen the agency's autonomy and productivity for improved customer satisfaction, while providing better understanding for clients with particular needs (ageing persons, students, businesses, disabled etc.). Finally, the project will eventually improve our practices to develop both internal and external communication.

In the long term, we expect this project to improve customer satisfaction, the company's reputation and its financial stability.

Finally, the crucial goal of the best practice is to reduce the amount of outstanding payment and vacancies.

These are some of the key factors for success:

- Consulting the stakeholders for their expectations;
- Building the project with all staff members;
- Transparent communication throughout the process;
- Implicating the managers;
- Progressing at an acceptable pace;
- Analysing the initial situation based on factual indicators to determine the problems;
- Escort the teams and be attentive to their worries.

ORGANISATIONS AWARDED THE 2016 CEEP CSR LABEL

Four outstanding practices, selected by the awarding committee of the 2016 CEEP CSR Label



CILIOPEE

Fight social isolation of older people



EDG - Entsorgung Dortmund GmbH

Projects to support integration



GEBALIS, EM

Together, we'll take care of our neighbourhood



SEMAEST

CoSto - Connected Stores

Please see overleaf for the 25 organisations awarded with the CEEP CSR Label in 2016

Four outstanding practices, selected by the awarding committee of the 2016 CEEP CSR Label

Ciliopée Groupe	"Fight social isolation of older people"
EDG - Entsorgung Dortmund GmbH	"Projects to support integration"
GEBALIS, EM	"Together, we'll take care of our neighbourhood"
SEMAEST	"CoSto - Connected Stores"

The 25 organisations awarded with the CEEP CSR Label in 2016

ACEA Ato2 S.p.A.	Italy	Water & waste water management
Ambiente Servizi S.p.A.	Italy	Waste Management
APS - Administração dos Portos de Sines e do Algarve, S.A.	Portugal	Transport
BVG - Berliner Verkehrsbetriebe	Germany	Transport
Ciliopée Groupe	France	Social Housing
EDG - Entsorgung Dortmund GmbH	Germany	Waste Management
EMATSA - Empresa Municipal Mixta d'Aigües de Tarragona	Spain	Water & waste water management
Fyrishov AB	Sweden	Tourism
GEBALIS, EM	Portugal	Social Housing
Gruppo Hera	Italy	Multi utility
Junta de Freguesia de Olivais	Portugal	Public administration
Kraftringen Energi AB	Sweden	Energy
NGE Nantes	France	Tourism
Perfect Union	France	Other sectors
SAEMES	France	Transport
Scape Group	UK	Urban renewal, town planning & development
SEMAEST	France	Urban renewal, town planning & development
SEM Plaine Commune Développement	France	Urban renewal, town planning & development
Séquano Aménagement	France	Urban renewal, town planning & development
Groupe SERL	France	Urban renewal, town planning & development
SIC - Société Immobilière de Nouvelle-Calédonie	France	Social Housing
SIDR - Société Immobilière du Département de la Réunion	France	Social Housing
SMA Torino S.p.A.	Italy	Water & waste water management
SODEGIS	France	Social Housing
Stockholm Vatten AB	Sweden	Water & waste water management