

# common good work innovation

COOPERATIVA SOCIALE  
la **CittàVerde**



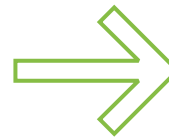
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# Our history

- 1991** ○ Mondoverde was established as a farming cooperative providing gardening and manual street-sweeping services with the specific goal of offering job opportunities for disadvantaged persons in a situation of real-world employment with protection
- 1994** ○ Registration in the regional list of job placement social cooperatives (section B)
- 1997** ○ Name change from Mondoverde to La Città Verde
- 2003** ○ Opening of a location in Ferrara and establishment of the street furnishings division
- 2004** ○ Social and educational services (section A) are provided alongside job placement to permit job opportunities to be offered to users with a reduced ability to work
- 2008** ○ Acquisition of a non-hazardous waste processing plant in Bevilacqua, in the municipality of Crevalcore
- 2010** ○ Merger with the social cooperative Terra Ferma in Ferrara
- 2014** ○ Renovation of greenhouses in the Ferrara plant and start of the social farming project, diversifying the range of social and employment opportunities on offer
- 2016** ○ Opening of a composting and chip production plant
- 2018** ○ Establishment of a Steering Committee to act as a link between the Board of Directors and workers



original social/  
educational  
planning and  
job placement  
methods





1991 → TODAY





# Our mission

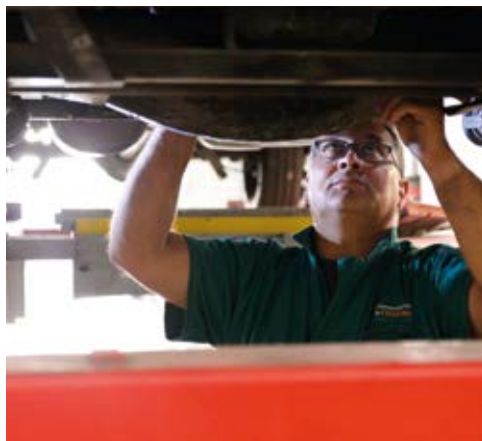
The cooperative's mission is construction and development of COMMON GOOD, supplying quality services and products at a fair price in the areas of gardening, waste management and treatment, installation and maintenance of street furnishings and social farming, while at the same time creating opportunities for WORK, employment, socialisation and integration, primarily targeting the disadvantaged.



## Common good



## Work



## Innovation



## As a social cooperative, we believe it is fundamental to:

1

Maintain a bond with the place of origin of the people who work with the cooperative in order to help them build a career path tied to their own overall personal well-being.

2

Consolidate a relationship of trust and collaboration with customers and citizens.

3

Constantly focus on INNOVATION by promoting targeted, recurrent training programmes, coming up with alternative solutions to problems and adapting activities in response to technological and social evolution so as to supply products and services that contribute to improvement of citizens' well-being.

4

Supply products and services compatible with the environment and the health of workers and associates.

## quality products and services at a fair price



# Job placement for disadvantaged persons

In addition to the organisational system used to manage and supply services, the cooperative has a specific organisational system for management of the job placement process in all business sectors, with a specific organisation chart set up as follows:



## **JOB PLACEMENT MANAGER**

The job placement manager monitors and assesses the overall process and solves any problems that may arise. This person meets periodically with the local services operator and the guiding tutor/operator.



## **CONTACT PERSON/ OPERATOR FOR TERRITORIAL SOCIAL AND MEDICAL SERVICES**

Local services propose the start of a process for the disadvantaged persons served, monitoring them through an outreach worker and/or social worker. The local services involved are normally: Addictions Services; Mental Health Department; Parenting and Childhood Services; Adults' Social Services, Personal Services.



## **TUTOR/GUIDANCE WORKER**

The guidance worker accompanies and tutors individuals undergoing job placement and concretely helps disadvantaged persons in their work. The guidance worker is an employee with good organisational and relational skills.

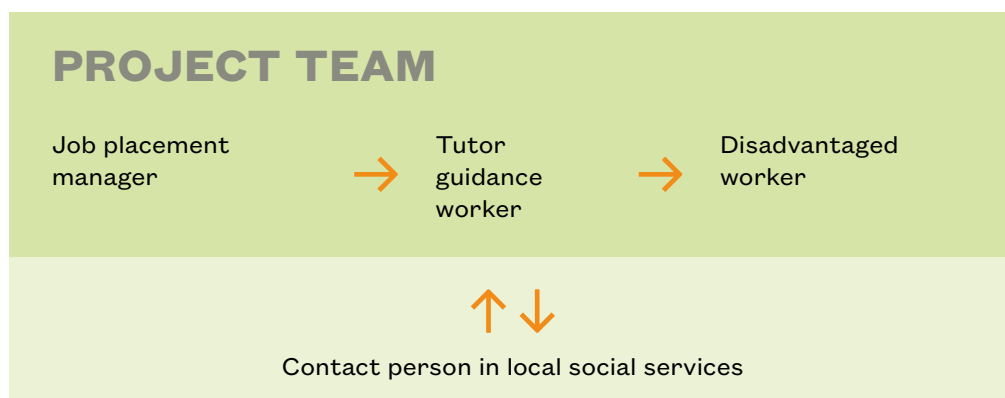


## **PROJECT TEAM**

The project team includes the person in charge of the job placement process in the social cooperative, technicians from the local services who referred the individual and the tutor/guidance worker. The team's principal tasks are assessing the person's relational, cognitive and work skills; preparation of the job placement project; and monitoring and accompaniment in the individual job placement process.



## MANAGEMENT STRUCTURE



The job placement project consists of consequential, organic implementation of the following activities:

1

Rehabilitation of social and employment skills with instructional apprenticeships for the disadvantaged in accordance with art.4 of law 381/91 and for particularly fragile and vulnerable persons under regional law no. 14 of 30 July 2015:

- persons with physical, psychological and sensorial disabilities
- former inmates of psychiatric institutes
- psychiatric patients
- persons with drug addictions
- persons with alcohol addictions
- underaged workers from disadvantaged families
- convicts admitted to alternative sentencing
- persons affected by difficulties locating employment and social or medical problems.

2

Job placement for these persons through contracts of employment stipulated under collective agreements in a variety of sectors.









The background of the page is a photograph of a street sweeper in operation, with a green overlay. The sweeper's brush is visible on the left, and the ground is covered in dust and debris. A large white circle is centered on the page, containing the word "Services".

# Services





# Gardening



Well cared-for,  
safe, accessible  
green areas are  
*a true luxury*

**G**ardening is hard and often fatiguing work, but the precious human relationships that are established among members of the team make this form of service an excellent starting point for recovery and rehabilitation.

Well cared-for, safe, accessible gardens are truly luxury goods, and our way of working offers a double “pay-off”, not only improving citizens' quality of life but offering workers opportunities for growth and emancipation.

We work with both public authorities and private-sector clients, and all waste materials are recycled as compost and bio-fuels.





- **Mowing**
- **Pruning** and cutting trees and shrubs
- **Weed-killing** and plant protection treatments
- **Design and planting of gardens**, flowerbeds and green areas
- Analysis of **tree stability and botanical census** of trees





# Waste management

**W**hile gardening might be considered to belong to the “luxury” sector, waste collection is an essential public service. This service is provided in collaboration with local multiutilities and requires a strong commitment to waste management in compliance with strict regulations. The relationship established with citizens is a highly stimulating one, encouraging workers to continue to improve in their work and permitting progressive adaptation of their work (from teamwork to independent work).



*commitment to  
compliance with  
strict standards*





- Manual and mechanised **street cleaning** in public and private areas
- Door-to-door **waste collection**
- Collection of **bulky wastes** in the local community and door-to-door
- Collection of **special wastes** of commercial, industrial and/or workshops origin for multiutilities and privately owned companies
- Operation of **collection centres**
- Distribution of door-to-door waste collection **kits**





# Street furnishings

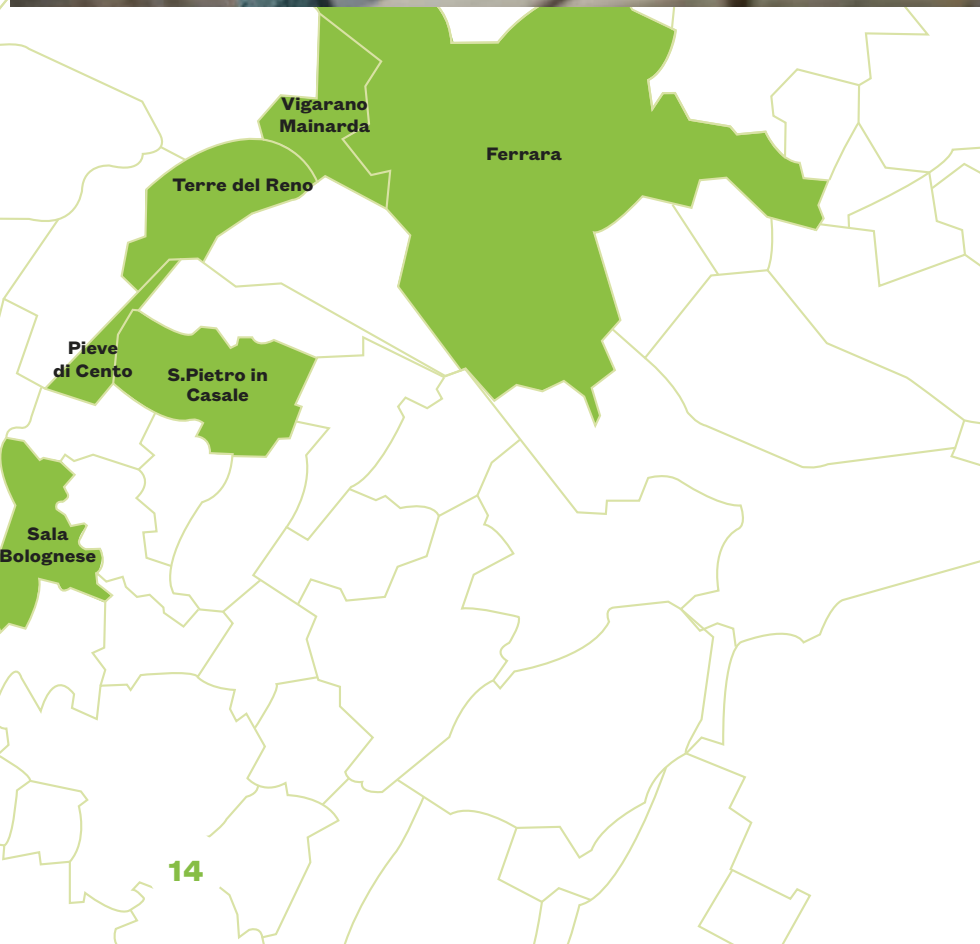
**S**treet furnishings are managed with the goal of creating and maintaining spaces that encourage social aggregation.

Security is a pressing concern, and this kind of work often requires prompt, urgent intervention, but it is a job that helps develop manual skills, facilitating workers' personal growth by forming small teams.

In recent years we have specialised in installation of inclusive playground equipment which can be used by children with different abilities, consistently with our goal of promoting social integration.



*specialising  
in installation  
of inclusive  
playground  
equipment*





- Installation and maintenance of street furnishings (benches, tables, flowerpots) and children's playgrounds
- Washing of plastic playground equipment for primary schools
- Maintenance and installation of indoor furnishings in private apartments
- Repair and reclamation of unused street furnishings and playground equipment
- Taking electronic censuses of street furnishings and playground equipment



# Waste treatment

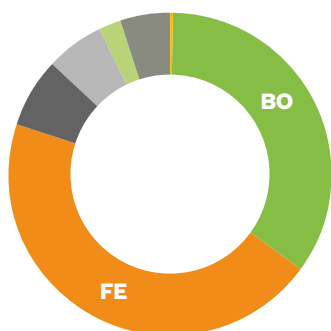
**T**he Bevilacqua composting and wood chip production plant allows La Città Verde to complete the circle of production, as the cooperative is authorised to receive wastes of all kinds produced or collected in the course of its activities: grass, tree branches, organic wastes, paper, wood, glass and street furnishings.

The waste collection platform therefore permits optimisation of logistics (reduction of the distance travelled by wastes) and production of compost and wood chips for sale in the area where it is produced, restoring both material and economic value to the local community.

This work is based on partially repetitive processes, offering an important opportunity for job placement even for people with reduced working capacity. The intention is to achieve progressive worker qualification.



## Provinces of origin of wastes



<b>Ferrara</b>	<b>45 %</b>
<b>Bologna</b>	<b>34 %</b>
Latina	7 %
Modena	6 %
Pesaro and Urbino	5 %
Pisa	2 %
Ascoli Piceno	0.3 %







Circular economy contest - a project by Ilenia Ghita and Romeo Cuoghi



*compost and wood chip are sold in the areas where they are produced*

- **Composting** of biodegradable wastes (organic wastes and garden trimmings)
- Recovery of forestry wastes, wooden packaging and trimmings from pruning for fuel production (**wood chips**)
- Storage of a number of types of non-hazardous waste (**cardboard, glass, metals, wood, plastic**) of urban and industrial origin
- Reclamation of **metal** street furnishings





# Social and educational services

**T**he goal of the social rehabilitation processes that take place in the various sectors the cooperative works in (waste management, gardening, street furnishings and social farming) is progressively increasing the autonomy of the persons involved.

La Città Verde can count on solid in-house expertise permitting development of customised projects encouraging individuals to change the way they perceive their role in society, from aid recipient to productive worker.

Interaction with society is also very important: the weekly market held in Piazza dell'Acquedotto in Ferrara, for instance, offers an opportunity for workers to establish a direct relationship with citizens, a time when they succeed in overcoming the challenges of integration with their productive and social surroundings.





- Individual rehabilitation programmes for psychologically and socially disadvantaged persons through waste management work
- Development of social skills and work skills among persons with intellectual disabilities in the areas of gardening and social farming
- Orientation and school/work alternation for young people with intellectual disabilities



*transformation of the perception of one's role in society from “recipient of assistance” to “worker”*





# Garage

**T**he cooperative has its own garage which is registered with the Chamber of Commerce to provide vehicle repair and vehicle electrical system repair services and is also an authorised ISUZU and Piaggio garage. The qualified workers employed in the garage perform scheduled and special maintenance on La Città Verde's own vehicles.

The garage offers plenty of opportunities for skill development in areas that would otherwise be outsourced, while at the same time increasing workers' sense of responsibility for vehicle maintenance.

The result is savings on use of materials, longer vehicle life-span, and consolidation of the direct relationship with suppliers.



*extension of vehicles'  
useful lifespan,  
consolidation of direct  
relationship with  
suppliers.*

- Equipmentequipment  
diagnostics, maintenance,  
and repair
- Regular and scheduled  
maintenance
- Emergency on-site repair
- Management of vehicles'  
electrical systems
- Tyre changes
- Parts warehouse management
- Authorised Piaggio and Isuzu  
garage



# Social participation

**G**rowth of the cooperative and the number of workers and members led to identification of new “tools” for offering opportunities for active participation in society in 2017 and 2018.

## **PREPARATORY MEETINGS FOR DISCUSSION OF FINANCIAL STATEMENTS**

Meetings open to all workers, held in the Cooperative's three locations, to explain and discuss economic results and trends in various sectors of production, with the specific goal of ensuring informed participation in the subsequent meeting for approval of the annual financial statements.

## **TRAINING PROGRAMME FOR ASPIRING MEMBERS**

Obligatory training programme qualifying workers who wish to become members of the cooperative to make an informed, responsible decision.

The issues addressed include the general principles of the cooperative, the particular features of social cooperation, and the specific mission of La Città Verde.

## **STEERING COMMITTEE**

A consulting body set up to encourage participation in the cooperative's organisational and administrative decisions and act as a link between the Board of Directors and workers.

## **Concretely**

- proposes activities aimed at improving economic performance, the competitiveness and quality of the services offered, working conditions and workers' safety
- monitors technical and productive requirements and presents proposed expenditures and investments to the Board of Directors
- coordinates the operations of company sectors consistently with the plan of development adopted by the Board of Directors

## **The committee's term of office is two years, and it is composed of**

- one Manager and one Member Worker elected from each of the Cooperative's areas of activity.
- one Member Worker from 'Administration and General Services'
- one member of the companies' trade unions
- the workers' safety representative
- one member of the Board of Directors

*“Cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions.”*

*from the Charter of values and principles approved by the General Assembly of the Centennial of the International Cooperative Alliance, Manchester 1995*





# Networks

**O**ur social work cannot be separated from our participation in networks and projects set up by organisations directly or indirectly concerned with employment, the disadvantaged, the local community and the environment.

This is why the cooperative promotes the birth and consolidates its membership in a number of networks based on the principles of economic development inspired by the concepts of solidarity and care of people and nature.

The size of this network offers access to more resources, with a greater impact

on society, permitting social cooperation and active participation in calls

for tenders and development of projects linked with environmental issues above the provincial and regional levels.



ECOBI

# 28

participating cooperatives

environmental services



CONSORZIO  
IMPRONTE SOCIALI

# 11

participating cooperatives

Educational activities

Garden maintenance

Environmental  
services

Transportation  
services



SIC: CONSORZIO  
INIZIATIVE SOCIALI  
(SOCIAL INITIATIVES  
CONSORTIUM)

# 16

participating cooperatives

Environmental  
services

Cleaning

Cemetery services

Garden maintenance

Inter-library  
transport

Doorman services

Management of  
health budget

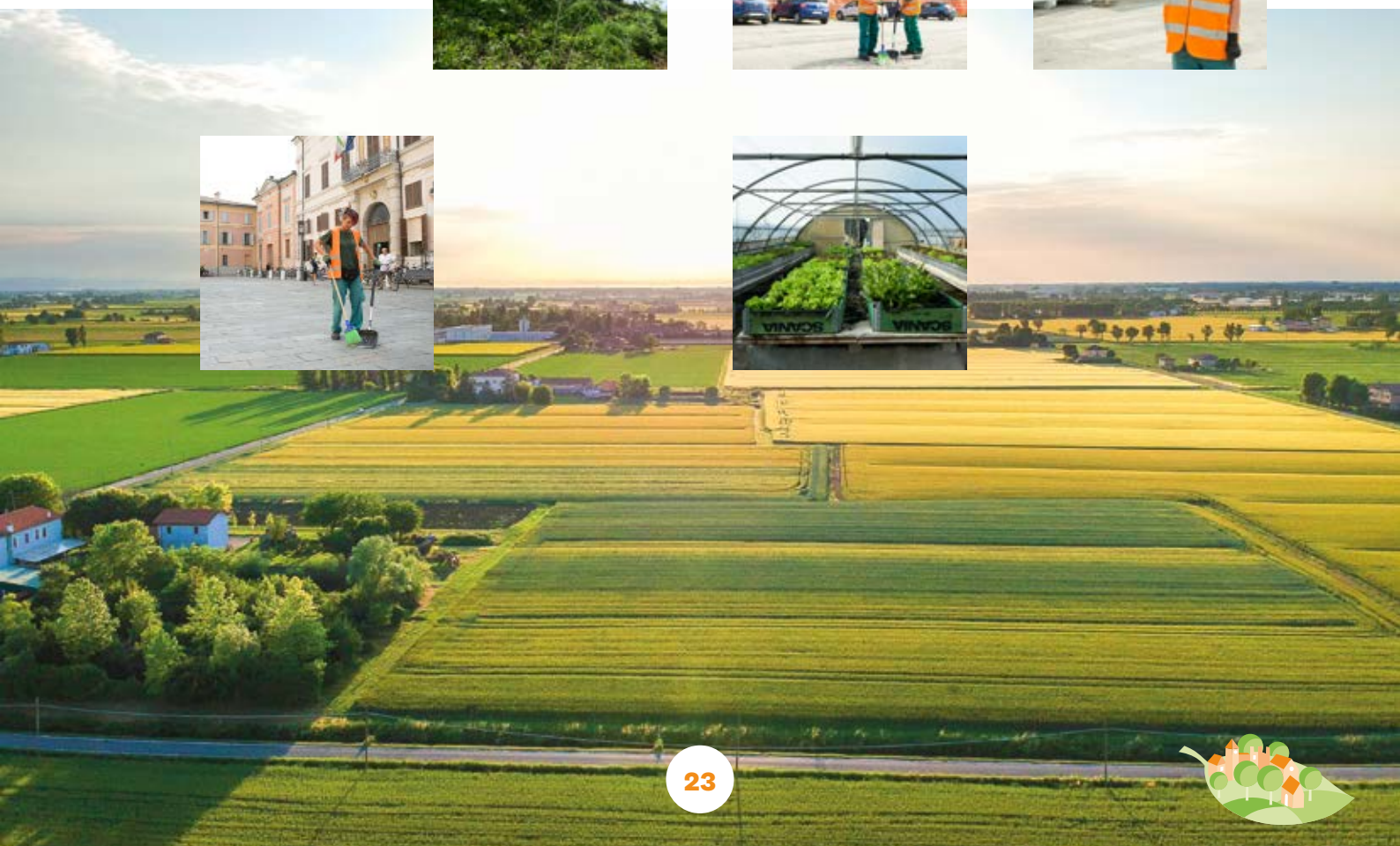
Promotion of  
apprenticeships



# Places

**La** Città Verde works in a well-defined, contiguous area, with which it has developed a fertile two-way relationship over the years: the local community offers projects to promote employment of local citizens, both disadvantaged and non, while promoting reinforcement of social cohesion.

In turn, the workers are inspired to perform their day-to-day tasks with a high level of professionalism, aware that they are contributing to improvement of the environment they themselves live in.





# Certification, registration and attestation

**A**ll the Cooperative's services are certified under standards ISO 9001:2015 (quality management system), ISO 14001:2015 (environmental management system), BS OHSAS 18001:2007 (occupational health and safety management system).

An organisational and management model has also been adopted under Legislative Decree 231/2001 regarding the cooperative's social responsibility.

THE COOPERATIVE HAS BEEN AWARDED A LEGALITY RATING BY THE COMPETITION AND MARKETS AUTHORITY WITH A SCORE OF \*\*+

The Cooperative is registered in Italy's national registry of environmental management companies and qualified to transport wastes in the following categories: Cat. 1 Class C (transportation of urban wastes), Cat. 4 Class F (transportation of non-hazardous special wastes), Cat. 5 Class F (transportation of hazardous special wastes) and Cat. 8 Class F (waste intermediation)".





COOPERATIVA SOCIALE  
**la CittàVerde**



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# social balance

2018

COOPERATIVA SOCIALE  
la **CittàVerde**



# Job placement for the disadvantaged


## DISADVANTAGED PERSONS HIRED WITH A CONTRACT OF EMPLOYMENT (2016 - 2018)

Year	2016	2017	2018
Physical disabilities	6	7	6
Psychological and sensorial disabilities	8	7	8
Psychiatric patients	11	13	14
Drug and alcohol addicts (pathological dependencies)	10	11	12
Disadvantaged persons (under regional law no. 14 of 30 July 2015)	10	17	19
<b>TOTAL</b>	<b>45</b>	<b>55</b>	<b>59</b>

## TYPE B JOB PLACEMENTS (1991-2018)



**148 total placements,  
90 of which resulted  
in permanent hiring**



Year	type B job placements	hired
1991/-1995	16	11
1996/-2000	18	10
2001/-2005	22	13
2006/-2005	33	19
2011/-2017	34	11
2011/-2015	40	24
2016/-2018	19	13
<b>Total</b>	<b>148</b>	<b>90</b>

## TYPE B JOB PLACEMENTS

Three-year summary	2016/ 2018	%
type B job placements	24	100%
leading to hiring	14	58%
of which still underway	5	21%
of which terminated	5	21%

## TYPE A PROCESSES UNDERWAY

Three-year summary	2016	2017	2018
	25	25	27



# Human resources

## Members

**M**embers make an effective contribution to management of the cooperative, attending meetings, electing a board of directors and contributing to strategic development strategies.

This makes our members the essential foundation on which La Città Verde is built and grows.

In view of the importance of the figure of member, and keeping in mind the contribution every individual can make, the principle inspiring the cooperative is that of free, voluntary participation: cooperatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination (from the Charter of Values and Principles approved at the Congress of the Centennial of the International Cooperative Alliance, Manchester, 1995). La Città Verde implements this principle, making the choice to join an entirely free one and allowing anyone who wishes to do so to become a member of the cooperative by purchasing a share for only 25 euros.

## Workers

Human capital is the hinge on which La Città Verde's everyday activities and prospects for development revolve.

Following an initial temporary contract with an average duration of one year, the employment relationship is made permanent to provide workers with motivation and a sense of belonging to the cooperative.

Seasonal contracts are used exclusively in the gardening sector, at peak times in spring and autumn.

### MEMBERSHIP BASE

Year	2016				2017				2018			
MEMBER CATEGORY	MALE	FEMALE	CORPORATE ENTITY	TOTAL	MALE	FEMALE	CORPORATE ENTITY	TOTAL	MALE	FEMALE	CORPORATE ENTITY	TOTAL
Workers	68	8		76	65	10		75	72	10		82
Volunteers	3	5		8	3	5		8	3	5		8
Investing members	3	3	1	7	4	3	1	8	4	3	1	8
Other members	8	11		19	8	11		19	8	11		19
<b>Total</b>	<b>82</b>	<b>27</b>	<b>1</b>	<b>110</b>	<b>80</b>	<b>29</b>	<b>1</b>	<b>110</b>	<b>87</b>	<b>29</b>	<b>1</b>	<b>117</b>
Including disadvantaged members	30	2			30	3			31	4		
Including foreigners from within the EU	1	0			1	0			1			
Including foreigners from outside the EU	10	0			10	0			8			
<b>Age range</b>	<b>&lt;= 30</b>	<b>31/-50</b>	<b>&gt;50</b>		<b>&lt;= 30</b>	<b>31/-50</b>	<b>&gt;50</b>		<b>&lt;= 30</b>	<b>31/-50</b>	<b>&gt;50</b>	
Individuals	2	67	40	109	1	59	49	109	2	55	59	116

## WORKERS

Year	2016			2017			2018		
EMPLOYEES	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Members	68	8	76	64	10	74	72	10	82
Non-members	27	3	30	39	3	42	40	3	43
<b>Total</b>	<b>95</b>	<b>11</b>	<b>106</b>	<b>103</b>	<b>13</b>	<b>116</b>	<b>112</b>	<b>13</b>	<b>125</b>

permanent contracts	73	10	83	73	11	84	72	10	82
including part-time contracts	12	4		13	5		15	4	
temporary contracts	4	0	4	10	1	11	14	2	16
including part-time contracts	1	0		6	1		7	1	
seasonal contracts	18	1	19	20	1	21	26	1	27
including part-time contracts	10	1		10	1			1	
<b>Total</b>	<b>95</b>	<b>11</b>	<b>106</b>	<b>103</b>	<b>13</b>	<b>116</b>	<b>112</b>	<b>13</b>	<b>125</b>
including part-time contracts	23	5		29	7		22	6	

Year	2016	2017	2018
WORKERS			
<b>Total type B workers</b>	<b>103</b>	<b>114</b>	<b>122</b>
Non-disadvantaged workers	68	76	82
Disadvantaged workers under Law 381/91	35	38	40
<b>% of disadvantaged/non-disabled workers</b>	<b>51%</b>	<b>50%</b>	<b>49%</b>
<b>Total type A workers</b>	<b>3</b>	<b>2</b>	<b>3</b>

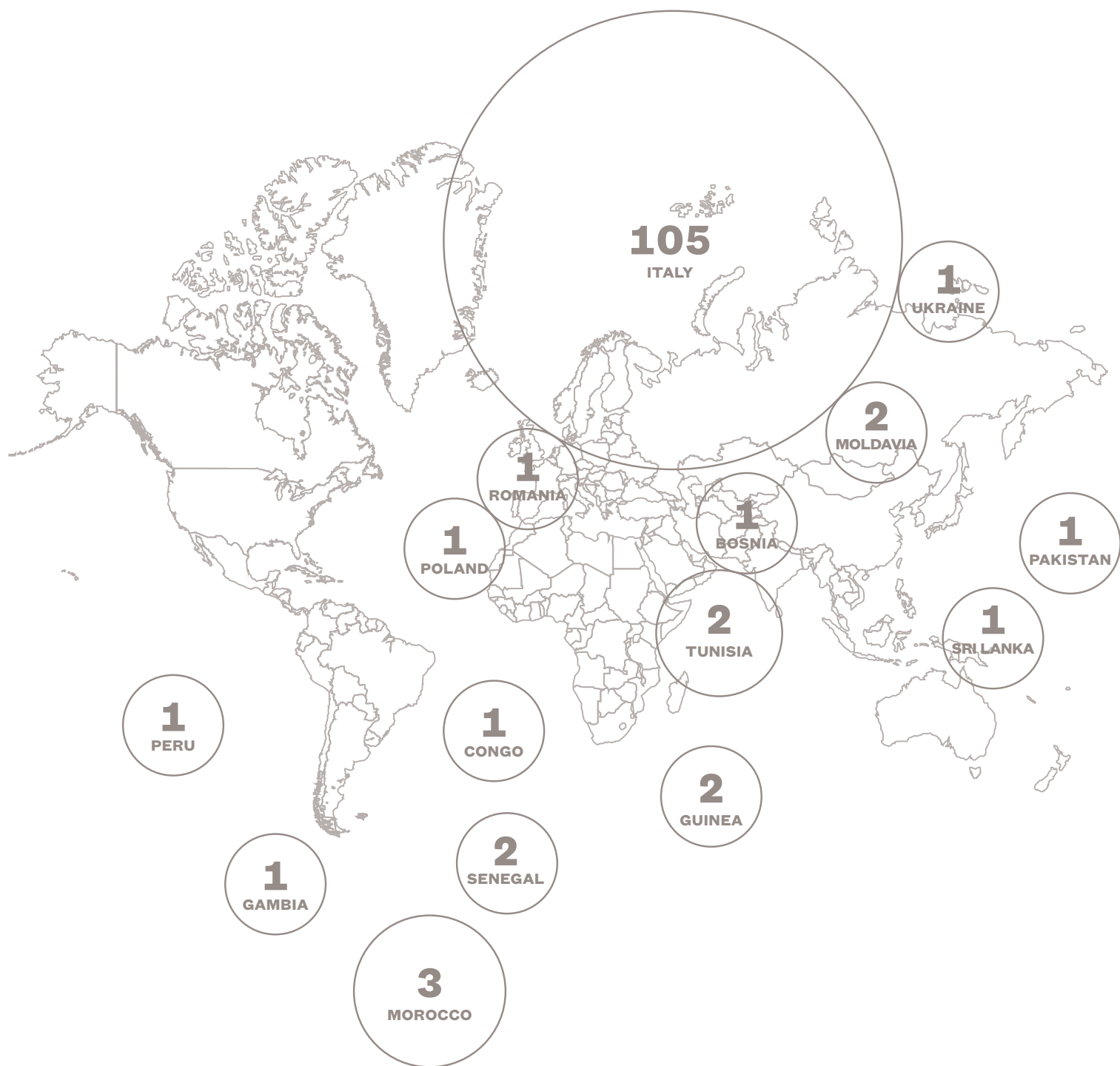
Year	2016	2017	2018
DISADVANTAGED WORKERS' PAY UNDER LAW 381/ 91			
Salaries and wages	€ 452,249.41	€ 478,576.60	€ 540,657.52
Social security and pension contributions	€ 11,099.23	€ 11,666.73	€ 30,916.15
Disadvantaged workers	€ 36,140.43	€ 37,291.12	€ 44,023.59
<b>Total</b>	<b>€ 499,489.07</b>	<b>€ 527,534.45</b>	<b>€ 615,597.26</b>

## INJURIES

Year	INJURIES	DURATION (DAYS)	FREQUENCY RATE	AVERAGE DURATION IN DAYS	DURATION IN HOURS	TOTAL HOURS WORKED	% OF HOURS WORKED
<b>2016</b>	9	207	54.5	23.0	907	165,115	0.55%
<b>2017</b>	7	56	41.4	6.3	357	169,120	0.21%
<b>2018</b>	12	336	67.6	28	1368	177,400	0.77%



WORKERS' ORIGIN



# Income statement

Year	2016	2017	2018
GROSS TURNOVER• Revenues from sales and services	€ 5,199,098	€ 6,096,973	€ 6,611,358
RETURNS AND DISCOUNTS			
<b>NET TURNOVER</b>	<b>€ 5,199,098</b>	<b>€ 6,096,973</b>	<b>€ 6,611,358</b>
+/-IN-HOUSE PRODUCTION• Changes in inventories of work in progress, semi-products and finished products • Changes in work in progress • Increases in fixed assets due to in-house work	€ 615,989	€ 472,104	€ 358,491
<b>VALUE OF PRODUCTION</b>	<b>€ 5,815,087</b>	<b>€ 6,569,077</b>	<b>€ 6,969,849</b>
PRODUCTION COSTS • Cost of raw materials, subsidiary materials, consumables and goods • Changes in inventories of raw materials, subsidiary materials, consumables and goods • Cost of services • Cost of leasehold property	€ 2,153,422	€ 2,440,102	€ 2,576,967
<b>CHARACTERISTIC ADDED VALUE</b>	<b>€ 3,661,665</b>	<b>€ 4,128,975</b>	<b>€ 4,392,882</b>
PERSONNEL COSTS	€ 2,677,271	€ 2,794,215	€ 2,963,460
<b>EBITDA</b>	<b>€ 984,394</b>	<b>€ 1,334,760</b>	<b>€ 1,429,422</b>
DEPRECIATION, AMORTISATION AND PROVISIONS	€ 337,759	€ 458,001	€ 524,315
EBIT	€ 646,635	€ 876,759	€ 905,107
ACCESSORY OPERATIONS • Other income and proceeds	€ 90,379	€ 80,577	€ 125,662
OVERALL NET RESULT	€ 556,256	€ 796,182	€ 779,445
+/-FINANCIAL MANAGEMENT • (Financial income) • Financial charges	€ 180,175	€ 173,616	€ 155,190
PROFIT ON ORDINARY OPERATIONS	€ 376,081	€ 622,566	€ 624,255
+/-PROFIT ON EXTRAORDINARY OPERATIONS • (Extraordinary income) • Extraordinary charges • (Revaluation) • Write-downs	€ -		€ -
<b>PRE-TAX RESULT</b>	<b>€ 376,081</b>	<b>€ 622,566</b>	<b>€ 624,255</b>
TAXES	€ 34,075	€ 28,538	€ 33,456
<b>NET PROFIT</b>	<b>€ 342,006</b>	<b>€ 594,028</b>	<b>€ 590,799</b>



# Distribution of total added value

Year	2016	2017	2018
<b>A Personnel wages and salaries</b>	<b>€ 2,739,728</b>	<b>€ 2,938,650</b>	<b>€ 3,099,765</b>
NON-MEMBER employees	€ 792,376	€ 788,658	€ 821,231
Other employee benefits for NON-MEMBER employees (travel expenses, meal tickets, expense refunds)	<b>€ 30,342</b>	<b>€ 16,920</b>	<b>€ 20,163</b>
REBATES AND DIVIDENDS	€ 54,865	€ 123,251	€ 122,457
MEMBER employees	<b>€ 1,850,262</b>	<b>€ 1,964,286</b>	<b>€ 2,083,591</b>
Other employee benefits for MEMBER employees (travel expenses, meal tickets, expense refunds)	€ 2,500	€ 31,724	€ 37,575
... Non-employees (associates - apprentices - work under agreements)	€ 1,791	€ 6,375	€ 2,193
...			
... Directors and auditors	€ 7,592	€ 7,436	€ 12,555
... * ...			

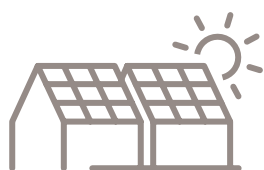
<b>B Pay for Public Administration</b>	<b>€ 72,194</b>	<b>€ 65,627</b>	<b>€ 82,503</b>
... Direct taxation (national and local)	€ 34,075	€ 28,538	€ 33,456
... Indirect taxation (national and local) - subsidies from the state and public institutions)	€ 38,119	€ 37,089	€ 49,047

<b>C Remuneration of loan capital</b>	<b>€ 193,261</b>	<b>€ 180,429</b>	<b>€ 162,461</b>
... Short-term financial charges • Long-term financial charges	€ 193,261	€ 180,429	€ 162,461

<b>D Community</b>	<b>€ 4,596</b>	<b>€ 4,515</b>	<b>€ 14,637</b>
... Gifts and donations	€ 426	€ 50	€ 9,180
... Support for local events and associations	€ 4,170	€ 4,465	€ 5,457

<b>E Remuneration of the organisation</b>	<b>€ 271,273</b>	<b>€ 451,728</b>	<b>€ 448,546</b>
+/-variations in reserves	€ 271,273	€ 451,728	€ 448,546

# Energy sustainability of waste treatment plant



## TOTAL YIELD [MWH]

Year	
2015	<b>250</b>
2016	<b>247</b>
2017	<b>230</b>
2018	<b>224</b>



## CO<sub>2</sub> PREVENTED (KG)

Year	
2015	<b>174,738</b>
2016	<b>172,893</b>
2017	<b>159,637</b>
2018	<b>151,838</b>

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