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SEEDING

Social Economy Enterprises addressing Digitalisation,
Industrial relations and the European Pillar of Social Rights



CASE STUDY
ITALY

Naturcoop Società Cooperativa Sociale Onlus



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Naturcoop Società Cooperativa Sociale Onlus



NAME OF THE PRACTICE	DIGITAL MAP – STRADE PER L'INCLUSIONE SOCIALE (ROADS FOR SOCIAL INCLUSION)
Responsible actor	<ul style="list-style-type: none"> management (unilaterally)
Type of practice	<ul style="list-style-type: none"> other: implementation of a workers' tool
Challenges addressed	<ul style="list-style-type: none"> platform work
Employment impact	<ul style="list-style-type: none"> job retention health and safety at work other: work organisation on green areas
Geographical coverage	<p>The technology is used to maintain cycle paths throughout the province of Varese, specifically those around the lakes.</p> <p>It is used for the management of public green areas in the municipalities of Cassano Magnago, Somma Lombardo, Vizzola Ticino, Varallo Pombia, Casorate Sempione and Gallarate. The GIS app is also used for cleaning public waste bins.</p> <p>Over the past two years, competition has greatly increased, and the application of GIS App with Giampy software adds value, especially in the case of public tenders.</p>

Sectoral coverage	<p>The maintenance of public and private green areas has undergone a decline in investment in recent years. In particular, municipalities have reduced investment in favour of minimal maintenance.</p> <p>Competition between companies has risen. It is a unionised sector. It is predominantly manual work that requires simple equipment (shears, ladders, slings etc.) or complex equipment if it involves extraordinary maintenance (cutting of tall trees). Precision and punctuality reduce costs and increase competitiveness.</p>
Company coverage	<p>These sectors are accompanied, and carefully supported and monitored, by the Social Area, which is responsible for job placement and relations with local authorities.</p> <p>The cooperative's entrepreneurial activity is aimed at the insertion into the world of work of physically and mentally disabled people, minors and adults in difficulty, former drug addicts and people in alternative measures to detention. The ISO 9001/2008 certification, extended to all production sectors and to the Social Area, guarantees the high quality of the cooperative's operating processes, which are also demonstrated by the high success rate of job placements (72%).</p> <p>COMPANY STRUCTURE (equity investments): The cooperative's social base is made up of 44 members, 9 of which are financing members, 15 working members and 20 volunteer members. Naturcoop is a member of the Insubria district of the employers' organisation Confcooperative.</p>
Occupational coverage	<p>The areas involved in the digitisation project are:</p> <ul style="list-style-type: none"> • directorate, • human resources, • administration, • communication and marketing, • production. <p>The competence is being acquired by all the subjects involved and presupposes the will to support the digital transition processes in order to be competitive in the market.</p>
Workforce addressed	<p>The workforce consists of 40 employees. The people involved have a low level of education (compulsory school) and are aged between 25 and 55 years.</p>

ACTORS INVOLVED IN THE ACTION

Company management	Yes
Worker members of the cooperative at large	Yes
Works councils	No
Trade unions	No
Employers' organisations	Yes: Confcooperative
NGO	Yes
Public authority	Yes

DESCRIPTION

Rationale for the adoption of the practice	<p>Market competitiveness requires social enterprises to invest in the search for digital tools to continue their job inclusion mission while enhancing their entrepreneurship. In particular, the company identified some stress and critical factors for disadvantaged workers:</p> <ul style="list-style-type: none"> • increasingly higher work intensity, • increasingly complex equipment, • reporting methods for orders requiring complex knowledge and meta-skills. <p>These factors risked becoming excessively high barriers to entry into the world of work. From this perspective, digital transformation was definitely seen as an opportunity: digital tools and information management in the cloud can save time and effort and reduce mistakes. The tool was created to respond to market needs and the will to compete with other companies while employing disadvantaged (mentally disabled) people. The tool allows workers to locate the green areas and indicate the correct jobs to do.</p>
Process of the adoption of the practice	<p>Specific objectives of the practice are:</p> <ol style="list-style-type: none"> 1) improve the profitability of Naturcoop contracts, 2) improve the effectiveness of the job placement path, 3) rationalise and speed up internal production, administration, personnel management and management of disadvantaged personnel, 4) improve the brand reputation of Naturcoop. <p>The GIS app has been adopted by all company functions and the development has been accompanied by a CRSL Laghi research body and by CGM to make it a useful tool for other companies as well. Trade unions will also be involved in implementation, as it is a geolocation tool that does not aim to control workers but to facilitate their work.</p>

Description of the practice	<p>Giampy:</p> <p>The Giampy software allows users to monitor the accompaniment of the disadvantaged person in all phases of job placement.</p> <p>It is a database of information relating to the job placement of each disadvantaged person, including the type of disadvantage, details of the sending body and the individualised plan with the related intervention tools.</p> <p>Giampy offers the possibility to manage a "logbook" with periodic updating and reports of team checks; there is also a graphical monitoring of the person's progress.</p> <p>Thanks to Giampy, Naturcoop will be able to guarantee the constant and punctual monitoring of job placement to the Social Service departments of municipalities placing people with disabilities.</p> <p>From the point of view of company processes, in particular in the administrative/social area relationship, Giampy guarantees further advantages and simplifications thanks to the structural connection with the databases of the human resources sector: personal data, contractual aspects and training deadlines will be automatically shared and synchronised.</p>
Dismissed alternatives	None.
ASSESSMENT	
IMPACT OF THE PRACTICE ON:	
Job stability and secure employment	The practice facilitates the work of those with low qualifications and skills and in particular of people with disadvantages.
Skills needs and training	The basic training is to use an app on a smartphone.
Working conditions	The organisation of work through the use of this system facilitates workers' safety as it correctly identifies the green construction site, reducing stress and the possibility of errors. The administration and human resources departments are able to collect training and work needs on individual construction sites, facilitating educational work.
Company performance	The practice has the purpose of facilitating and keeping disadvantaged people at work while increasing the ability to produce profit as the cooperative becomes more competitive. The system was adopted in mid-2019, and the real impact is expected in 2020.
Overall strengths and weaknesses	The strength is the innovation of the tool with respect to human resources and the possibility of use even for weak subjects. The weakness is harmonisation with labour standards, which has yet to be implemented.
Overall opportunities and threats	The opportunity of the tool is related to the possibility of also using it for training. There are no threats.

Potential for social partners and collective bargaining to upscale/transfer the practice	As stated above, the tool is meant to ease job placement of people with disabilities, while not entailing particular threats in terms of control of workers. This may be illustrative for unions in order to avoid abuse. In fact, under certain circumstances, they have consultation rights concerning tools allowing the control of workers.
Potential for public authorities to support upscaling/ transferring the practice	Public authorities could suggest the use of the tool to support social work placement companies in green construction sites.
List of annexes, sources	<ul style="list-style-type: none"> • Company website • Research report ready in spring 2020
Website	https://www.naturcoop.it

The case study was prepared by: Gruppo Cooperativo CGM (Italy).