



Corporate Social
Responsibility

Report

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2012



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Methodology and Glossary



Dott. Raffaele Ruberto
Special Administrator of the Bari IACP

THE YEAR OF THE TURNING POINT

Keeping to the promises made in the previous editions, we have written the third Report on Corporate Social Responsibility (CSR) by the Autonomous Institute for Social Housing in Bari.

We've realised that the direction to follow is innovation to evaluate the Institute's actions and what it has achieved.

Last year the Bari IACP also obtained excellent results, both in management terms and in terms of image: we are ready to face up to all types of both public and private challenges from the whole complex range of problems concerning "housing" in Italy.

Having overcome, in fact, the initial emergency, **we immediately concentrated on restoring the balance sheets and after that restoring the structure**, becoming the only institute in the south of Italy to obtain European recognition. We are now ready to face **the complete relaunching** of Social Housing in Puglia with decisive action and medium-long term planning concentrated on the needs of the people and the characteristics of the territory. There have also been excellent repercussions from our actions on the territory and on the rapport with the **stakeholders**: one of our primary needs is in fact to satisfy them.

This is why, in the next few months, we will continue in our commitment to our company "vision", to reach our long term goals, thanks, as always, to the top management and to all the employees of the Institute.

ITALY

ALER Brescia - Brescia
ALER Milano - Milano
ARTE Genova - Genova
ATC Torino - Torino
ATER Treviso - Treviso
IACP Bari - Bari
IPES Bolzano - Bolzano

FRANCE

Delphis - Paris
Dynacité - Bourg-en-Bresse
FSM - Melun
Habitat 62/59 Picardie - Calais
Le Foyer Rémois - Reims

GERMANY

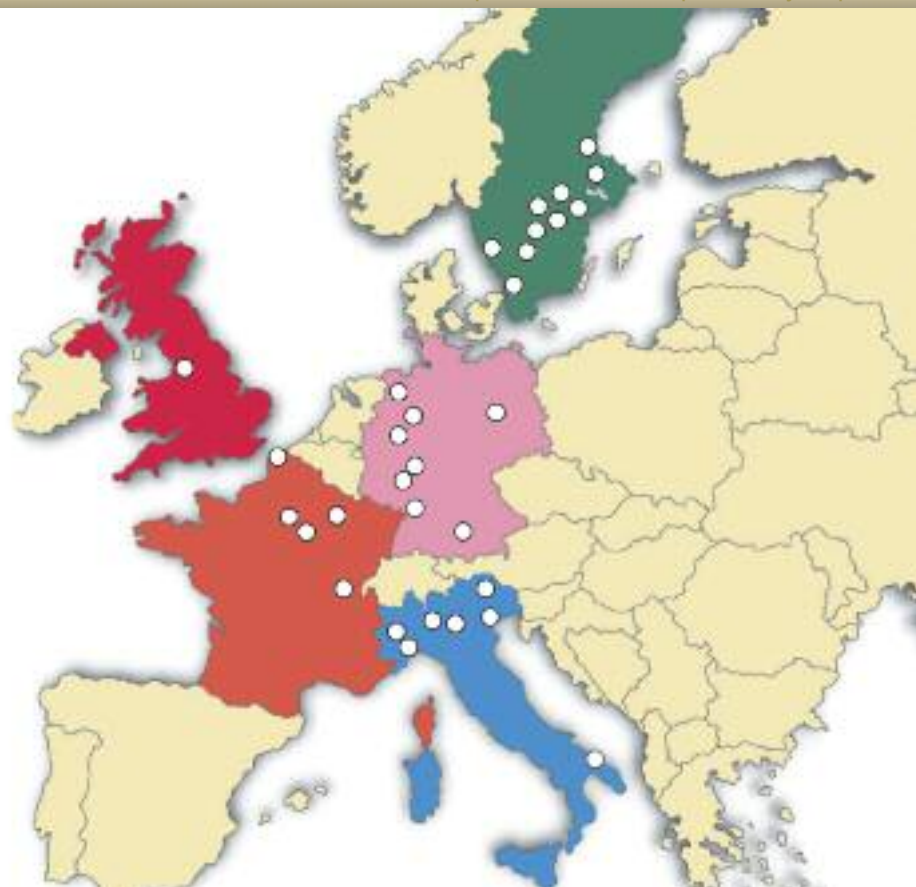
bauverein AG - Darmstadt
BWG - Bielefeld
DOGEWO 21 - Dortmund
GBG Mannheim - Mannheim
Gewoba - Bremen
GWG München - München
PRO POTSDAM - Potsdam
VOLKSWOHNUNG - Karlsruhe

SWEDEN

Bostadsbolaget - Göteborg
Familjebostäder - Stockholm
Gavlegårdarna - Gävle
Helsingborgshem - Helsingborg
Hyresbostäder - Norrköping
Mimer - Västerås
ÖrebroBostäder - Örebro
Stångåstaden - Linköping
VätterHem - Jönköping
UppsalaHem - Uppsala

UNITED KINGDOM

Bolton at home - Bolton



The European Housing Network, Eurhonet, is a network that contains about thirty social housing organisations in France, Germany, Italy and Sweden. The common denominator for all these organisations is the management of social or public housing. Although all the participating countries have different regulations governing the social housing sector, they all have a common aim: to work for a sustainable society where the impact on the environment is minimised by conscious actions.

Eurhonet manages various projects, one of which aims to produce a model for the associated organisations which will allow them to report on their work using criteria of Corporate Social Responsibility (CSR). This report has been written using the Eurhonet model.

The concept of social responsibility can be interpreted in various ways. Eurhonet's vision of social responsibility is to show how the associated organisations have voluntarily incorporated social aspects in their work in cooperation with their stakeholders. All this is done bearing in mind social, environmental and economic responsibility and sustainability, but at the same time maintaining an ethical attitude towards its employees.

Social and environmental responsibility

in public residential housing

01

PROMOTING LOCAL SOCIAL SUSTAINABILITY

- Answer the needs of the housing market
- Help disadvantaged families
- Promote activities to enhance social cohesion

02

PROTECTING THE ENVIRONMENT

- Promote environmental sustainability in social housing
- Promote technological renovation
- Develop innovative energy saving projects

03

PROMOTING ECONOMIC SUSTAINABILITY

- Help the local economy
- Practice responsible purchasing
- Maintain the quality of the rental housing

04

PROMOTING DIALOGUE AND GOOD GOVERNANCE

- Check the satisfaction of the stakeholders
- Encourage participation
- Work transparently and ethically

05

DEVELOPING HUMAN RESOURCES

- Improvement of human resources
- Develop qualifications and training
- Promote reconciliation of working life and family life



05



Our identity card



The Bari IACP is a non profit making public Institute. Although it has an independent organisation, its own fixed assets, independent administration, and accounts, it is monitored by the regional government and can consider itself as an **operative arm of the Regione Puglia**.

The Institute is responsible **for all the province of Bari and 7 towns in the province of BAT (Barletta, Andria, Trani)**, covering a vast territory. It is administered by a Board of Directors. Currently it is administered by a special administrator, dr. Raffaele Ruberto, under the terms of regional law 28/2000. Since 1st January 2005, the Institute has been directed by the Director General **avv. Sabino Lupelli. It has 122 employees and one director.**



Key numbers

N.	NAME OF MARKER	2010		2011		2012	
EURHO 01	Number of rented dwellings (31/12/2012)	Rented dwellings	Rented comm. premises	Total	Buildings (rented or mixed)	Historic build (rent+mix+purch)	
	Units belonging to IACP	20,853	2,782	23,635	3,163	5,228	
	Units under management	3,177	2	3,179	439	445	
	Total	24,030	2,784	26,814	3,602	5,673	
EURHO 02	Average rental for type of premises (€/m²)	Province	Bari	Province	Bari	Province	Bari
	1 st level	4.33	4.40	4.34	4.42	4.40	4.30
	2 nd level	6.26	6.12	6.16	6.02	6.25	5.68
	3 rd level	11.51	11.48	11.51	11.48	11.67	11.23
	4 th level	15.16	14.89	15.08	14.87	15.20	14.58
	5 th level	18.49	18.25	18.56	18.20	19.10	17.96
	6 th level	23.62	23.61	23.58	23.59	23.60	23.36
	Fair Rent	18.40	19.45	22.53	21.42	26.39	20.60
	Agreed Rent	31.39	43.72	31.24	43.31	32.15	46.54
	Compensation for Occupation	24.73	26.44	25.59	26.50	26.36	26.41
	Average rental for type of premises (€/m²)						
Social rent (levels 1-6+9)			0.85		0.88		
Agreed rent or fair rent (levels 7-8)			2.99		3.16		
EURHO 03	Number of dwellings accessible to the disabled and the elderly out of the total renting stock	nb.	percentage	nb.	percentage	nb.	percentage
	Equipped dwellings	973	4.6%	982	4.7%	998	4.8%
	Accessible dwellings	11,714	55.1%	13,801	66.1%	13,977	67.0%
	Inaccessible dwellings	8,556	40.3%	6,091	29.2%	5,878	28%
	Total	21,243	100%	20,874	100%	20,853	100%
EURHO 04	Percentage assignees >65 years	nb.	%	nb.	%	nb.	%
	Tenants under 65	13,545	57.57%	13,271	56.36%	13,083	56.07%
	Tenants over 65	9,981	42.43%	10,275	43.64%	10,252	43.93%
	Total	23,526	100%	23,546	100%	23,335	100%
EURHO 05	Annual turnover (K€)						
	Total annual turnover	23,793		23,195		23,977	
	Turnover from rent	18,779		17,859		17,847	
EURHO 06	Average age of total stock:						
	Rented buildings						
	Average age of stock	32		33		34	
	Total buildings	2,138		2,138		2,134	
	Mixed buildings (rented and purch.)						
	average age of stock	51		52		53	
	Total buildings	977		977		978	
	total buildings						
	Average age of stock	38		39		40	
	Total buildings	3,115		3,115		3,112	
EURHO 07	Division of dwellings according to period of construction (%)						
	Decade to 2010	3.90%		3.80%		3.80%	
	Decade to 2000	7.40%		7.30%		7.30%	
	Decade to 1990	27.50%		27.30%		27.20%	
	Decade to 1980	32.20%		32.20%		32.20%	
	Decade to 1970	16.70%		16.80%		16.80%	
	Before 1960	12.30%		12.60%		12.70%	
	Total	100%		100%		100%	
EURHO 07	Number of full time, or equivalent, employees (nb.)						
	Full time or equivalent	125		124		120	
	Part-time	2		2		2	
	Total	127		126		122	



Avv. Sabino Lupelli

Director General IACP Bari

NEW CHALLENGES

A FUTURE WITH MORE SKILLS AND GREATER RESPONSIBILITY

The third CSR Report is an important opportunity for the Bari IACP to highlight all the initiatives that have been put into action in 2012 in terms of Social Responsibility, in a moment when families are in a general socio-economic crisis.

Among the many initiatives there is the **involvement of young experts from Puglia** in search of their first job, who were given **the chance to mould themselves to a profession and launch themselves into the job market** with a qualification which will give them more certainty for their future; all this through the help of the training organisation FORMEDIL.

As usual, the Institute has also this year dedicated a lot of time to **professional training for its employees**. There were many courses held during the year using some of the best companies in Italy, among which were the Master's course in "Arbitration in civil and commercial matters" for those employees, as provided for by law, with appropriate professional inclinations and the correct educational qualifications. There were also occasions to get the residents to socialise, with "**Garden Faber**", a project to create and manage public gardens. The closing ceremony of the project showed the final results which helped to create an atmosphere of calm inside a large group of Public Residential Buildings by looking after the shared garden full of century old plants and trees and beauty.

There are a lot of projects for new buildings and for reclamation and restoration of buildings belonging to the Autonomous Institute for Council Housing which, using the professional skills of the Technical Section, obtain excellent results thanks to their abilities and their hard work.

There have also been **many examples of Institutional Communication** which have allowed daily collaboration with other institutes, the University and the Polytechnic in Bari and other important professional associations and trade unions in the Provinces of Bari and Barletta-Andria-Trani.

It is clear that we never forget that our prime objective is to alleviate the housing shortage in our area. A "house" is one of the chief necessities of the Italian family, and we are all aware that housing is one of the main necessities that the institutions must supply, and not through emergencies and short term actions.

2012 IN BRIEF: KEY NUMBERS

AREA	MARKER	MEASUREMENT	RIF. Eurho-GR
ACCOUNTS	Annual turnover Turnover from rent	23,977 K€ 17,847 K€	EU-05
STOCK	Total number of rented dwellings managed	24,030 units	EU-01
	N° of dwellings rented (property of IACP)	20,853 units	
	N° of rented dwellings managed (other institutes)	3,177 units	EU-06
	Average age of buildings only for rent	34 years	EU-03
Average age of buildings partially purchased	53 years		
Dwellings equipped for the disabled or elderly	4.8 %		
Dwellings accessible to the disabled or elderly	67 %		
USERS	Total number of assignees	23,335	EU-02
	Minimum monthly rent	25 €	
	Percentage of users on minimum rent	19.15 %	
	Average monthly rent	68.86 €	EU-04
	Most frequent income level	30 %	
	Percentage of users on 2 nd level	34.84 €	
Average monthly rent 2 nd level	0.88 €/mq		
Average rent per m ² for "social rent" (levels 1-6 + 9)	3.16 €/mq		
Average rent per m ² for "agreed rent" or "fair rent" (levels 7-8)	44 %		
PERSONNEL	Percentage of assignees over 65	120	EU-07
	Number of full time employees or equivalent	2	
	Number of part-time employees	1	
	Number of Directors		

01

Promoting local social sustainability

08



THE FIRST SOCIAL HOUSING BUILDINGS IN BARI-JAPIGIA

In July 2012 the town council of Bari invited the first applications for the assignment of the property of 21 social housing dwellings. The houses will be built in the Japigia quarter in Via Suglia, by the consortium of PIRP Japigia ScaRL builders.

The project is part of a greater plan within the **Social Housing Programme**, passed some years ago by the town council run by Mayor Emiliano, and falls within the works included in the **PIRP (Integrated Plan for the Restoration of the Outskirts)** of Japigia.

Those eligible to apply were Italian and European community citizens and non-European citizens with a residence permit, without a dwelling suitable for their families within the city of Bari.

Co-habiting couples were also permitted to participate if they were registered as resident.

The prices of the houses range from a minimum of 202,093.23 euro to a maximum of 246,469.28 euro according to the size of the house.

COURSE OF ACTION FOR THE AGREEMENT FOR THE HOUSE



THE PRESENT AND FUTURE OF PUBLIC-SOCIAL BUILDING. "IDEAS COMPARED"


On 27th January 2012 there was an important Conference in Milan, organised by the Sunia organisations of Bari and Milan on the theme of "The present and future of public-social building. Ideas compared". Ten years after the modification of the Constitution (Constitutional Law n.3 of 18th October 2001) which also moved responsibility for all Public Residential Building – PRB to the regional governments, the Sunia of Bari and that of Milan proposed a meeting to discuss how two regions, so far and different from each other, like Lombardy and Puglia have organised their policy for public housing: parallels or similarities that can be drawn? The conference was focused on the recent past, the last ten years, while all the questions regarding the present and the future are strongly conditioned by the economic crisis.


One thing that everyone agreed on was the need for Italy to restart its economy, giving space for ideas for development able also to create new jobs, and at the same time supporting social, environmental and cultural rebirth in our cities and surrounding areas through urban restoration as a means to reach well-being and environmental sustainability.


The meeting was an opportunity to reflect on and discuss the deep changes and experiences that are already affecting the entire sector of social housing. The meeting was chaired by Lucia Guerri from the Committee of the ALER San Siro Quarter of Milan, while the Deputy Mayor of Milan, Maria Grazia Guida and the Mayor of Bari Michele Emiliano both sent their good wishes. The day's themes were introduced by Nicola Zambetti, regional coordinator of SUNIA Puglia, and Stefano Chiappelli provincial secretary of SUNIA Milan.


It was then the turn of the various speakers: Domenico Zambetti, Regional Councillor at the Casa della Lombardia; Angela Barbanente, Regional Councillor for the Quality of the Territory for Puglia; Lucia Castellano, Town Councillor for Housing at the City of Milan; Giovanni Minali, from the CGIL of Milan; Franco Mirabelli, Councillor for the Democratic Party (PD) of the Regional Council of Lombardy, Domenico Ippolito, General Director of ALER Milan, and Sabino Lupelli, Director General of the Bari IACP. Daniele Barbieri, Secretary General of the National SUNIA, drew the conclusions.


During the conference the regional Councillor for Lombardy gave a summary of the "Agreement for the House" in terms of the key points for the future.


 **Summary of the existing measures for housing welfare**, which aim to support those in extreme poverty through simplifying the way in which funds are distributed and through helping young couples buy their first house through the lowering of interest rates on mortgages;

 **Laying down a regional plan for energy and environmental redevelopment**, starting with the removal of asbestos from public housing;

 **Development of housing funds**, in connection with shared aims for social housing and the housing needs for Lombardy: for 2012 we aim to raise the Lombardy federated housing fund from its current 200 million euro to 400 million euro;

 **Increase in rental housing availability** through the completion of the current investment programmes, the recovery of unused Aler properties, and measures for using unsold properties;

 **The carrying out of urban restoration projects** in particular areas within the region;

 **The reintroduction of the public role in residential building**, Aler and the introduction of new players in social housing;

 **The application of legal urban incentives** as provided for in the bill for urban restoration.





Nicola Zambetti
Regional Secretary
of Sunia

Some comments on the current situation of public residential building in Puglia?

I think the time has come to reflect on this. Since its inception, the Vendola regional government has started using all the GESCAL funds. We need to think about how these funds have been used, how many houses have been built, the quality of the buildings and what type of maintenance has been carried out on existing buildings. This is a difficult period because of government cuts on public residential housing and on welfare, and buildings are being taxed considerably, in particular publicly owned buildings. This will inevitably bring about a reduction in the Institute's funds and therefore its ability to be active and to manage.

We need to start from the real needs of citizens. We must recuperate all parts of the city, re-using and using more what already exists. Regarding taxing houses that are no longer usable, I declare that I am in favour so that this can be an incentive to the owners to restore them and put them back on the rental market. In this way we avoid many owners declaring their houses unusable in order to avoid paying tax. This will allow us to use property in the way intended in the constitution, that is for property to have a social role.

In the years to come the Bari IACP will start to build hundreds of houses in the areas of Sant'Anna, Enzitetto, Carbonara, via Bruno Buozzi etc. What will be the effect of these new houses on the urban plan and the social make up of the city?

Thanks to its coordination with the City of Bari and with the Regional government of Puglia, the Autonomous Institute for Social Housing in Bari has managed to plan the building of these houses. Unfortunately these houses were planned some years ago but building has only just started. I believe there were some bureaucratic delays, but we must be quick because the housing emergency in the city of Bari has reached alarming numbers. More and more people are being turned out of their homes, and rents will rise to compensate for the new taxes. So yes, we will have new houses but we do not know how long it will take to build them. I hope there will be a meeting as soon as possible between the IACP and the Bari city council to establish times in order to be able to deliver these new homes in twenty four months at the most.

In recent years the rapport between tenants associations and the Bari IACP have greatly improved. What was the situation in the past, what has happened to arrive at the present situation, what will the future rapport be and how can it be improved?

To ratify the good rapport between the institute and the tenants associations, a few years ago there was an agreement signed laying out the guidelines for a new, helpful form of collaboration. At the centre of any initiative there is the tenant and his needs. This has given a positive slant to the relationship, and we can only hope to improve it in the years to come with ever greater cooperation.

A declaration on the conference in Milan?

The conference in Milan was useful because we were able to compare two different situations and two different institutions. The one in Milan is an institute that has been reformed, with all the problems connected with the reform and the management of so many houses. The other is the Bari IACP which, even though it has not been reformed, still manages to respond to the needs of families and the market. We certainly need to do more in Puglia, and in particular in Bari, and it is obvious that even if it doesn't take a reform to be able to act in the market, this must be an example for the reform of this institute. It's unthinkable to have a reform and then to find itself faced with problems like those in Milan, where the rapport between management and tenants is not good. There are enormous problems of rights that are not respected, whereas in Bari we started from a different point, with the charter of services and the rapport already established. Not only with this compulsory administration but also before, we were ahead of other institutes and we have to improve still more. I hope we can achieve a new service charter which will allow tenants to do their own maintenance. In the relationship between Bari and Milan I believe the others have a lot to learn from us, both in terms of maintenance and in terms of management and rights.



01 Promoting local social sustainability

N.	NAME OF MARKER	2010	2011	2012	
SOC. 1 HOUSING OFFER BASED ON LOCAL DEMAND					
SOC. 1.1	Number of dwellings per class of surface area	20,953	20,874	20,853	
	up to 40 m ²	396	388	462	
	from 40.01 to 60 m ²	3,034	3,020	2,994	
	from 60.01 to 75 m ²	2,603	2,577	2,553	
	from 75.01 to 95 m ²	11,225	11,199	11,167	
	>95 m ²	3,695	3,690	3,677	
SOC.1.2	Type of dwelling built every year (Nb. and %)	Nb.	%	Nb.	%
	dwellings at "social rent"	0	0.00%	48	27.40%
	dwellings at "agreed rent"	66	100%	127	72.60%
	other (subsidised and social housing)	0	0.00%	0	0.00%
	total	66	100%	175	100%
SOC. 1.3	Increase in rental stock with purtenances (Nb. and %)	Nb.	%	Nb.	%
	dwellings	20,831	-0.39%	20,874	0.21%
	commercial premises	454	0.22%	457	0.66%
	commercial premises/storage areas/cellars/ purtenances	5,463	-0.07%	5,638	3.20%
	Total Building Units	26,748	-0.32%	26,969	0.83%
SOC. 1.4	Dwellings offered for sale				
	% dwellings	1.11%	1.12%	1.42%	
	N° dwellings sold	80	80	100	
	Total dwellings for sale	7,207	7,131	7,040	
SOC. 2 CURRENT RENTS AND EXPENDITURE					
SOC. 2.3	Average increase in rent (%)	8.52%	-4.85%	3.13%	
SOC. 3 SOCIAL MIX					
SOC. 3.1	Level of internal mobility in the assigning of dwellings (%)				
	assignment	574	59	560	
	change	4	10	4	
	Total contracts	578	69	564	
	% Change	0.69%	14.49%	0.71%	
SOC.3.2	Division of users by age (Nb. and %)	Nb.	%	Nb.	%
	up to 18	8,865	12.02%	8,121	11.41%
	from 19 to 40	21,465	29.11%	19,677	27.64%
	from 41 to 65	26,854	36.42%	26,518	37.24%
	over 65	16,551	22.45%	16,885	23.71%
	General Total	73,735	100%	71,201	100%
SOC.3.2a	Division of users by size of families (Nb. and %)	Nb.	%	Nb.	%
	1 member	4,168	17.72%	4,752	20.18%
	2 members	7,786	33.10%	8,212	34.88%
	3 members	5,361	22.79%	5,348	22.71%
	more than 3 members	6,211	26.40%	5,234	22.23%
	General Total	23,526	100%	23,546	100%

N.	NAME OF MARKER	2010		2011		2012	
SOC.3.2b	Division of users by income level (% of total)						
	1 st level	Nb. 4,638	% 19.71%	Nb. 4,748	% 20.16%	Nb. 4,743	% 20.33%
	2 nd level	6,970	29.63%	7,327	31.12%	6,932	29.71%
	3 rd level	3,783	16.08%	3,789	16.09%	3,551	15.22%
	4 th level	2,586	10.99%	2,552	10.84%	2,581	11.06%
	5 th level	1,745	7.42%	1,721	7.31%	1,902	8.15%
	6 th level	1,786	7.59%	1,689	7.17%	1,823	7.81%
	Fair Rent	50	0.21%	60	0.25%	17	0.07%
	Agreed Rent	1,481	6.30%	1,087	4.62%	1,267	5.43%
	Compensation for Occupation	487	2.07%	573	2.43%	519	2.22%
	General Total	23,526	100%	23,546	100%	23,335	100%
SOC. 4 INITIATIVES FOR SOCIAL COHESION							
SOC. 4.1	Description of the initiatives for social integration and evaluation of the results	yes		yes		yes	
SOC. 5 SOCIAL WELFARE FOR THE TENANTS							
SOC. 5.1	Expenses for social welfare (social fund or other social welfare)						
	total sum spent	€ 273,000		€ 418,000		€ 271,000	
	n° of social building dwellings	20,953		20,874		20,853	
	average cost in € per dwelling	€ 13.00		€ 20.00		€ 13.00	
SOC. 6 ACCESS FOR THE DISABLED AND THE ELDERLY							
SOC. 6.1	Expenses sustained for restructuring to make the dwellings more suitable for the disabled and the elderly						
	expenses for restructuring for the disabled	€ 450,000		€ 500,000		€ 411,394	
	total expenses for restructuring	€ 10,000,000		€ 10,000,000		€ 9,943,860	
	% of total restructuring expenses	4.50%		5.00%		4.10%	
	total turnover	€ 23,793,000		€ 23,195,000		€ 23,977,000	
	% of total turnover	42.00%		43.00%		41.00%	
SOC. 7 SAFETY POLICIES FOR THE NEIGHBOURHOOD							
SOC. 7.1	Initiatives and results of the safety policies	Fencing of the estates, lighting in the shared areas, giardini condominiali, pest control in the shared gardens		Fencing of the estates, pest control in the shared gardens		Fencing of the estates, pest control in the shared gardens	
SOC. 8 URBAN RENEWAL							
SOC. 8.1	Percentage of annual investments in urban renewal projects (new buildings, demolition and restoration)						
	Total investment in urban renewal projects (€)	n.a.		€ 9,537,000		€ 25,192,000	
	Total investments	n.a.		€ 9,938,000		€ 30,721,000	
	Total investment in urban renewal (%)	n.a.		95.96%		82.00%	
SOC. 9 CONSUMERS PROTECTION							
SOC. 9.1	Procedures for personal data protection	yes		yes		yes	

02

Protecting the environment

14



WITH THE "GARDEN FABER" PROJECT. THE CREATION OF A COMMUNITY GARDEN PROJECT

In the middle of June 2012 a **community garden** was created at the IACP estate in via BRUNO Buozzi in Bari as part of the "**Garden Faber**" project, which won the 2010 "**Principi Attivi**" competition. It was financed by the Puglia Regional Government, in partnership with the Bari IACP and the National Union of Tenants Association (SUNIA) of Bari.

This is the final phase of the **joint planning of the gardens** in communal areas near the buildings. The tenants, together with the members of "Garden Faber", planned the gardens and took part in the laying out and planting of them.

Community gardens, in fact, are based on the citizens themselves creating the gardens, in a process of **taking back the public areas**, thus creating social cohesion and the creation of a community. All the citizens of Bari, including those who do not live in the Bruno Buozzi estate, are invited to help in carrying out the project, becoming "**urban gardeners**".



GARDEN FABER THE FINAL EVENT "PRINCIPI ATTIVI" PROJECT

On 17th of September 2012, at the Santa Teresa dei Maschi Library in Bari, there was a meeting with the title "**Community gardens and urban vegetable gardens: new practices for urban regeneration**", promoted by the cultural association "Garden Faber".

Garden Faber is a cultural association created in April 2011 in Bari as a result of a participation in the Principi Attivi competition in 2010. It works in the field of **community gardening**, that is the collective creation of urban gardens. The objective of Garden Faber is to help the process of projecting, constructing, and restoring urban gardens **starting from the direct action of the citizens. It proposes to be an intermediary between the institutions and the citizens.**



Among the guests at the meeting were the writer and landscaper **Michela Pasquali**, author of the book "The gardens of Manhattan, stories of guerilla gardens"; the architect **Barbara Annunziata** from the group "4 Cantoni" in Rome; representatives of the associations "**Xscape**", "**Parcorossani**", "**Mettiamo su bottega**", "**Bio orto circuito**" and "**Elle sette**". Starting from their own experiences, the guests described the various ways in which urban regeneration is possible through collective planning and action on urban gardens from "the roots", with an intent to create **social involvement and recuperating the spaces of the city.**

The councillor for the Quality of the territory Prof. Angela Barbanente, the Director of the Bari IACP **Avv. Sabino Lupelli**, **Prof. Ing. Francesco Selicato** and the Chairman of Sunia in Bari **Nicola Zambetti** were also present.

ECOHOUSING: EXHIBITING OUR PROJECTS

The **EcoHousing|Energy sustainability in social housing** exhibition by the architects Flavio Patino and Alessandro Cariello participated in the PUGLIARCH 2012 festival of architecture in the "Slow architecture" part in the section "Slow Urban Regeneration and S[low] Cost Architecture" and in the annual General Assembly of EURHONET 2012.

The projects from the Bari IACP competition "**Integrated solar panning systems: energy**

redevelopment for Public Residential Building in Bari", were also presented. This aimed to receive proposals for redeveloping energy in the properties belonging to the Institute. The themes of the exhibition were **optimisation of energy resources** through the application of sustainable technologies and the impact on social housing of projects aimed at safeguarding the environment.

Energy self-sufficiency is one of the instruments for improving the architectural quality of buildings and for a better use of communal areas. The projects presented by the competitors interpret the concept of **sustainability**, trying to go beyond the mere concept of the environment.



The ideas presented try to integrate the technologies for energy production and the architectural forms with proposals that, while on an urban scale are compatible with contexts that are different from those of the competition (that is a wider compatibility between the solar panning systems and the entire property of the IACP), on the level of each building **use design solutions suitable for the type of architecture available.**

Nearly all the structures proposed have a **low impact** that does not greatly change the architectural nature of the buildings – which each tenant identifies as “home”, but still make it possible to see the technological improvement that has been applied to the inside of the building to make it energy self-sufficient.

Another element that makes these innovations acceptable for the residents is their **personalisation.**

The high level of flexibility of the technological design means they tend to be dry-mounted, ma-

king them reversible, composed of structures that can be dismantled and will leave the buildings intact when the technology used will have become obsolete.

In this sense, economic sustainability is guaranteed by the choice of **mini-maintenance to get the maximum radiation from the sun**, with simple maintenance and minimum management and disposal costs. The structures, together with the restoration of the gardens, of the street furniture and the lighting of the open spaces, aim to create new areas that previously did not exist, or to dignify those already present, thus making energy redevelopment a catalyst for aggregation of the community.

The results of the competition pose some questions – while giving some valid ideas – on how the idea of technological upgrade to reach energy self-sufficiency from renewable sources can blend with the idea of living in a **greater concept of architectural, economic, social and environmental sustainability.**

02

Protecting the Environment

N.	NAME OF MARKER	2010	2011	2012
ENV. 1 ENVIRONMENTAL POLICIES				
ENV. 1.1	Action plan or environmental initiatives			
	GPP tenders for supplies	yes	yes	yes
	GPP tenders for services	yes	yes	yes
ENV. 1.2	Number of new and restructured dwellings with environmental standards higher than those required by national laws	n.a.	n.a.	n.a.
ENV. 2 FIGHTING CLIMATE CHANGE				
ENV. 2.1	Average energy used by buildings built within the last 5 years (KWH/M2/Year)	-	-	-
	Average energy used by all the property (KWH/M2/Year)	-	-	-
	Average greenhouse gas emissions by all the property (KG CO2/M2/Year)	-	-	-
	Average greenhouse gas emissions by buildings built within the last 5 years (KG CO2/M2/Year)	-	-	-
	Distribution of dwellings according to energy class			
	District heating	0%	0%	0%
	Methane gas	98%	98%	98%
	Fuel oil	2%	2%	2%
ENV. 2.3	CO2 emissions by the Institute's vehicles			
	Km/year	10,700	55,000	55,000
	Number of vehicles	1	5	5
	Emissions CO2 g/km	140	596	596
	Tons of CO2/year	1,498	21,604	21,604
ENV. 4 URBAN AND LANDSCAPE ARCHITECTURE				
ENV. 4.1	Total expenditure for green areas (€)	n.a.	n.a.	n.a.
	Number of dwellings involved (n°)	n.a.	n.a.	n.a.
	Expenses per dwelling (€/dwelling)	n.a.	n.a.	n.a.
ENV. 5 AWARENESS CAMPAIGNS				
ENV. 5.1	Creation of environmental awareness campaigns for residents, employees and service suppliers	Competition for ideas on photovoltaic systems "Daniela De Santis"	Garden Faber	Garden Faber

03

Promoting economic sustainability

ELIMINATING IMU FOR IACP: AN IDEA THAT RESTORES A LITTLE HOPE

When the law decree simplifying the tax system was presented there was an amendment to eliminate IMU from public buildings. In Puglia, IMU would devastate the budget of IACP. In this I can repeat the declaration of the Councilor for the Quality of the Territory **Angela Barbanente**.

“Hearing that when the law decree simplifying the tax system was presented there was an amendment to eliminate IMU from public buildings and on shared property restores some hope. Within the Commission for Housing Policy in the Conference of Regions, the Regional Govern-

ment of Puglia has been saying for some time how the tax expected of IACP is absurdly unfair, with particular reference to the Unified Municipal Tax – IMU.

In our opinion, at a time of terrible economic problems for the weaker levels of society, and when the amendment obliging bank Foundations to pay IMU has been rejected because they are non-profit, it is unthinkable that public institutes whose role is to guarantee the right to a house for the weaker social levels of society should be considered as profit making.

In Puglia IMU would have an unbearable affect on the budget of IACP, frustrating the efforts of recent years to balance the budgets, and to allow the improvement of the housing conditions of tenants and increase the offer of public housing. The hope is that the pressure applied by the Region, City Councils, institutes and tenants' unions will persuade the legislators to use criteria of equity and reasonableness”.





THE BARI IACP CONSTRUCTS 100 HOUSES FOR SECURITY WORKERS

In 2012 the Institute finished the construction of 100 houses in the Poggiofranco quarter of Bari, one of the most important areas of the city, construction made possible thanks to article 18 of law n° 203 of 1991.

The law was emitted to help the mobility of personnel who work in the field of the Law, from the Police to those who work in the Law Courts, thus initiating a programme of Public Residential Building, **to be let or used by State employees when this is necessary in the fight against organised crime**, giving priority to those who are transferred for reasons of work. The work of construction, which was carried out in compliance with the rules governing Public Residential Building, was for a building with two stairways with apartments ranging from 64.57 m² to 94.93 m², all of them with parking space and gardens. **They are of excellent architectural quality with all technical devices for energy saving and bio-architecture**, the building is on a charming square which has become the meeting place for young people from Bari in recent years, being their current choice for evenings out.

The area is one with **the best services**. In fact, near the building there are the Faculty of Economics, the largest hospitals, hotels and shops. It is also close to the by-pass and other major roads in the city, allowing residents to get to the building easily and to be able to get out of the city without going through the traffic that blocks the other quarters. The apartments have wide windows and large balconies, and they have an excellent view of the city, and some even have a view of the sea. It is hoped that all this will provide comfort for those who work in the Police force or who do awkward shifts in the name of guaranteeing our safety.

19



BARI CITY COUNCIL – MUNGIVACCA WORKS TO CONSTRUCT N° 2 BUILDINGS FOR A TOTAL OF N° 100 E.R.P. DWELLINGS FOR STUDENTS FROM THE UNIVERSITY AND POLYTECHNIC

Laws: 179/92, 493/93, 85/94 – 1st two year period

Sum financed: Euro 7,000,000.00

Starting price for the work: Euro 5,081,490.97 plus VAT

Net cost of contract: Euro 4,020,445.70 plus VAT

Net price following the 1st modification survey:

Euro 4,027,613.50 plus VAT

The project entails the creation of ERP buildings for student residences which are part of the plan for restoring the Mungivacca quarter in Bari. The main points of this plan are **the rethinking of the open public areas and the creation of new urban quality**.

Public and private areas, expressions of individual and collective life, will be present within the complex which to the east will connect with the city through a system of roads and to the west will connect with the apartments looking onto the courtyards through a new system of walkways that will culminate in the already existing "Pugliese" Place.

Work has already started, and financing of Euro 7,000,000.00 is expected, of which Euro 5,081,490.97 plus VAT is the starting price of the work.

The work includes **five distinct main buildings**, which are separate, for a total of **100 apartments for the students**, a central walkway between two buildings and another one transversal to this which connects the first floors of the buildings. Three of the five buildings are near to each other and form a single block in line. The other two, parallel to each other, and perpendicular to the other block, are connected to them by a walkway.

The side towards the town will close and strengthen the architectural design through buildings that reflect the scale of the other buildings already present, but will also provide a protective barrier to make life more tranquil inside the complex.

Those parts facing onto "Pugliese" Place, and the IACP quarter "Borgata Operai" will abandon the scale of the area to take on the size of the project. The height of the buildings will be reduced, traditional forms will be used and also traditional materials.

The two squares at street level will connect the complex to the surroundings, and the low square which will contain the various collective services (bar, common rooms) will be more tuned to the senses, with elements from nature (plants and water) and from the typical Mediterranean town.





CITY OF BARI S.MARCELLO – PIRP

Within the Integrated Project for Restoration of the Outskirts the Bari IACP has destined the S. Marcello area of Bari for **restoration work on 9 buildings –A-B-C-D-E-F-G-H-I in via Salvemini and via Fortunato** for the sum of Euro 1,733,500.00.

The work, which has already finished, included **re-plastering of the outside walls and the**

application of a thermal insulation coating, as well as the refacing of the entrances and the balconies, the substitution of the floors and skirting of these, the replacement of the damaged windows etc, cleaning, restoration and where necessary substitution of the stone skirting of the buildings and the repair of the pavements around the buildings.

Of particular technical interest is **the creation of cavity walls** around the edge of some of the buildings which were particularly subject to rising damp, through a new system involving the placing of panels along the outside walls that waterproof the walls touching the earth. These are particularly resistant to pressure and are able to guarantee a cavity that allows movement of air around the walls.

Work was also done on the common areas of the buildings trying to meet the needs of the tenants who had expressed the problems of living in their homes.

WORK IN PROGRESS

20

The point of view

Ing. Corrado Pisani

Director of the Technical Section of IACP Bari



INNOVATION AND PRAGMATISM INITIATIVES IN THE TECHNICAL SECTION

The congestion of historic centres and the frequent town planning chaos of the suburbs make it necessary to act on the need to “think again” about the city using general plans that are coherent with housing and town planning policies.

It is no longer the moment to carry out hundreds of confusing minor works, nearly always as an emergency and without an overall rationale.

Bearing this in mind, the objective goes beyond that of building new homes to include **reclaiming and enhancing what already exists**, focussing our attention on the main value of **making quarters and cities better to live in**. We can no longer have the idea of “ghetto” suburbs which are nearly all made up of social housing, as if to “confine” poverty. How liveable large urban centres are depends on social cohesion, and therefore on the living together in any given quarter of different social classes in order to create overall social cohesion.

Hence the opportunity and need to give value, through wise restoration and reclamation, to public residential buildings within urban areas, in order to guarantee the maintenance of the social composition and to encourage better living conditions and coexistence.

This is the route that we have already undertaken in 2012, with ventures to ensure the so called “mix”, that is **the presence of public and private buildings** both in the new expanding areas and in the quarters needing restoration.

03

Taking economic responsibility

N.	NAME OF MARKER	2010		2011		2012	
ECO. 1 MANAGEMENT OF THE PATRIMONY							
ECO. 1.1	Number of old dwellings renovated every year:						
	total lacp dwellings	20,953		20,874		20,853	
	total lacp dwellings more than 25 years old	16,265		16,991		17,224	
	renovated dwellings (>€10,000 and 25 years)	357		172		151	
	% remaining dwellings over 25 years and >€ 10,000 renovated out of total lacp dwellings over 25 years	2.2%		1.0%		0.9%	
	% remaining dwellings over 25 years and >€10,000 renovated out of total lacp dwellings	1.7%		0.8%		0.7%	
ECO. 1.2	Average extraordinary maintenance expenses per dwelling in a period > 5 years	2006-2010		2007-2011		2008-2012	
	cost of work	€ 122,321,358		€ 131,018,198		€ 54,193,069	
	n° of renovated buildings	1,447		1,567		847	
	average cost of work per building	€ 84,534		€ 83,610		€ 63,982	
	n° of lacp dwellings renovated	12,231		13,187		7,528	
	average cost of work per dwelling	€ 10,000		€ 9,935		€ 7,198	
ECO. 1.3	Rate of empty lodging per type of empty lodging	Bari Province		Bari Province		Bari Province	
	turnover more than 3 months (95 days) (%)	0 0		0 0		0 0	
ECO. 2 LOCAL ECONOMIC SYSTEM							
ECO. 2.1	Income distribution for SH (€K) (employees – suppliers – PA)						
		%	absolute value	%	absolute value	%	absolute value
	expenses for staff	19.48%	4,635	20.22%	4,691	18.52%	4,440
	tax (PA)	17.57%	4,181	19.16%	4,444	37.76%	9,053
	banks	0.15%	36	0.01%	3	0.00%	0
	service suppliers and outsourcing	31.49%	7,492	30.00%	6,959	24.14%	5,787
	N.I.	4.35%	1,035	4.98%	1,154	4.79%	1,149
	Value Added distribution	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
	annual total turnover	100%	23,793	100%	23,195	100%	23,977
ECO. 2.2	Annual investment in new buildings						
	investment in new buildings (€K)	17,600 74%		12,496 54%		2,185 9%	
	total annual turnover	23,793		23,195		23,977	
ECO. 3 RESPONSIBLE PURCHASING							
ECO. 3.1	Description of ethical and eco-compatible practices (GPP)	Green Public Procurement Mungivacca (renovating green areas)		Separate collection of rubbish Consip-paper: green purchasing		On every floor bins have been placed for separate collection of paper. Also for printer cartridges etc. (toner, cartridges, drums etc.) The Institute abides by law 152/2006	
ECO. 5 INNOVATIVE EFFORT							
ECO. 5.1	Description of innovative projects	-		-		-	

Promoting dialogue and good governance

EURHONET: CEO ACADEMY AND GENERAL ASSEMBLY. BARI, 17 – 18 OCTOBER 2012

In October 2012 the city of Bari hosted the Eurhonet annual CEO Academy and General Assembly, with the participation of around 150 professionals from the European members.

We were very proud for ourselves and for our city to have been chosen by the Executive Committee to organise this complicated annual event, the only moment when all the member nations can meet and discuss what they have been doing during the year, as well as being a precious opportunity to plan future strategies and projects.

Being a member of a network of companies at the forefront of the field of Public Residential Building in Europe is for each of us a privilege and an added value. The exchange of ideas and information is a stimulus as well as a chance to emulate and grow professionally.

CEO ACADEMY & GENERAL ASSEMBLY BARI 2012 (HOTEL PALACE – BARI) 17 – 18 – 19 ottobre

CEO ACADEMY 2012
Wednesday, 17 October
Moderator: Mrs Valeria LADDAGA

14.00 Welcome to the CEO Academy and to IACP Bari

Mr Sabino LUPELLI, CEO IACP Bari

15.00 Requalification of suburban areas

Professor Nicola MARTINELLI
Professor in Urban Planning and member of the board of the Polytechnic of Bari. "National Research PRIN 2005 "The public city" as a planning workshop. Producing guidelines for the sustainable regeneration of the suburbs".

15.20 Regeneration of social and urban fabric

Professor Dino BORRI
Professor in Urban Planning Techniques Manager for DAU, Dept. Architecture and Urban Planning, Polytechnic of Bari.

15.40 Exploitation of renewable resources

Professor Angela BARBANENTE
Apulia Region Assessor for Public Housing, Professor of Urban and Regional Planning, Polytechnic of Bari.

16.00 Round Table and discussion

16.45 End of the meeting

GENERAL ASSEMBLY 2012
Thursday, 18 October
Moderator: Kristina ISACSSON, Dieter EMIG

09.00 Opening of General Assembly
Mr Angelo VENTURA, President Eurhonet

Welcome to Bari
Mr Michele EMILIANO, Mayor of Bari
Mr Raffaele RUBERTO, Special Administrator IACP Bari
Mr Sabino LUPELLI, CEO IACP Bari
Mr Nichi VENDOLA, Governor of Apulia Region
Mrs Angela BARBANENTE
Apulia Region Assessor for Public Housing
Mr Egidio Ettore ISACCHINI
President FEDERCASA and President ALER BRESCIA

10.30 What's happening in Eurhonet?
Social Integration - HR Exchange
CSR - Ageing
Energy savings - BuildTog and Retrofitting

How to get EU-funding
Mr Francis DEPLACE & Mr Thomas LESPERRIER

Communication in Eurhonet
Mr Lars LÖFGREN

The vision of Eurhonet
Mr Roger RÅDSTRÖM

14.00 How to fulfill a vision?
Mr Roger RÅDSTRÖM

15.30 Ordinary General Assembly
Speech by the new president

16.30 End of the meeting

Riqualificare le periferie per rigenerare
il tessuto sociale ed urbano

Housing the future



CEO ACADEMY AND GENERAL ASSEMBLY, TO DISCUSS URBAN REGENERATION

Among the "hot" topics of the CEO Academy there was **Urban regeneration**, of which IACP Bari has been an expert and protagonist in recent years within the confines of PRB, together with experts from the various sectors involved.

Regenerating the urban make up of an area certainly means improving daily lives and means more than satisfying basic needs; that is a **stable, decent roof for all**.

A house is a basic fundamental right for every citizen, but it is obvious that it represents the primordial concept of the lair and of the family. Therefore, together with the house as a social service to be guaranteed to all citizens who need it, there must also be **the aim of safety and an improvement of the social context**.

These are the main themes of the round table at the CEO Academy, at which politicians and experts from the sector participated to discuss the the social asset of THE HOUSE. The speakers at the meeting, which was well attended, were: **Sabino Lupelli**, General Director of IACP Bari, Professor **Nicola Martinelli** Vice-chancellor of Bari Polytechnic, Professor **Dino Borri** from the DAU Department of Bari Polytechnic and Professor **Francesco Ruggiero** from Bari Polytechnic.

SOCIAL INTEGRATION AND INNOVATION AT THE CENTRE OF THE DEBATE

The Regional Government of Puglia associates Public Residential Building with concepts of integration within the urban social network, as well as experimenting in innovative construction techniques.

In this context the IACP of Bari, the fourth biggest in Italy in terms of properties, has for various years taken on the fundamental role of Institute specialised in this area. It puts together the concepts of a company and productivity with its social aims to guarantee a home to the less well off.



These are some of the themes that were talked over during the various discussions, from which the fundamental role of Public Building at this time of economic crisis emerged, given also the high price of mortgages and rents. Today the poverty level – that of people needing Public Housing – is no longer typically those who are destitute, but those with only one wage earner in the family, or young couples who cannot enter the property market or afford to rent. One solution is to build homes to rent at an affordable price or with an agreement to sell in the future in order to allow families, paying an agreed price and not a social price, to immediately enter the rental market and later to become owners of the same property.

The Institute can be the main protagonist of a fundamental process of regeneration of the social make up of the suburbs by guaranteeing the necessary integrated services and the primary and secondary urbanisation, but above all by widening the base of its users to include new types such as young couples and immigrants. In this the coordination of housing policy by the Regional Government of Puglia and all the towns involved has been fundamental.



AN UNDERSTANDING TO INCREASE LEGALITY AND SAFETY IN PUBLIC COMPETITIONS

The prefect of Bari, Mario Tafaro, has signed an agreement with the Special Administrator of the Bari IACP, Raffaele Ruberto, the Dean of the University of Bari, Corrado Petrocelli, and the mayors and special administrators of the towns of Acquaviva delle Fonti, Alberobello, Altamura, Bitonto, Capurso, Casamassima, Cassano delle Murge, Gioia del Colle, Giovinazzo, Gravina in Puglia, Modugno, Rutigliano, Ruvo di Puglia, Sammichele di Bari, Santeramo in Colle and Terlizzi to establish that all the companies that take part in competitions for public works with a value of more than 250,000 Euro and for contracts to supply goods or services for a value of more than 50,000 Euro must present the anti-mafia declaration. Failure to do so will mean

The General Assembly of Eurhonet was held on the second day, with the participation of Angelo VENTURA, President of Eurhonet, Raffaele RUBERTO and Sabino LUPELLI Special Administrator and Director General of the Autonomous Institute for Social Housing in the province of Bari and Floriana Gallucci, Councillor for the Property, Public Residential Building (PRB) and Housing Emergency in the city of Bari. Greetings were sent by Nichi VENDOLA, President of the Regional Government of Puglia, Michele EMILIANO Mayor of Bari, Angela BARBANENTE, regional Councillor for the quality of the territory at the Regional Government of Puglia and by Emidio Ettore ISACCHINI, President of FEDERCASA.

Among the various subjects discussed during the day were the new laws and new projects regarding the sector, social housing and the new concept of integration of the social network for the tenants of social housing, and the need to test innovative construction techniques in order to be "competitive" in the market for housing and rents. All of this is already being practised by the IACP of Bari, which is seen as a specialist in the sector.

being excluded from the competition. The agreement, which is a waiver to the European ruling, reduces the European value of 5 million Euro.

The management of public works tenders for goods and services is usually one of the areas most exposed to "environmental" influences, and the agreement intends to increase the collaboration between public institutes to increase safety and legality for public works, making it more difficult for the mafia to infiltrate. Police forces from the province were also present, and it will be their job to check companies participating in the competitions.

The agreement pays special attention to the transport of waste materials, the supply of cement, the purchase of stone, waste disposal, metal and bitumen work and automotive transport.

There will also be greater transparency in financial movements, in fact all payments will take place through banks or the post office.

GOOD PRACTICES

INTERNAL SATISFACTION

In November and December 2012 IACP Bari carried out its first survey of "Internal Customer Satisfaction" aimed at its employees other than managers, for a total of 120 people.

The survey was presented during a staff assembly organised by the General Management, during which everyone was encouraged to answer sincerely, clearly and pro actively, giving useful contributions in the open questions.

AIMS OF THE SURVEY

The survey was conducted by handing out a questionnaire made up of 62 questions in 6 main areas. It aimed to "measure" the climate, motivations and the satisfaction of the employees in order to highlight critical points and improve working conditions through taking corrective action.

The six main areas of the survey were:

- the rapport between yourself and the Institute;
- your workplace;
- the working environment and your relationship with your colleagues;
- your rapport with the work you do;
- communications with the Institute;
- your rapport with the management and the style of leadership.

The last section, called "To Highlight" gave three completely "open" questions to which each employee could freely express his or her point of view, the points of strength and weakness, and any ideas and priorities for change. The last question asked them to judge the usefulness of the questionnaire in terms of prospects for improvement.

THE VERACITY OF THE SURVEY

97 employees answered the questionnaire, being 80.83% of the total.

The sample was equally distributed in terms of gender (45.7% female, 54.3% male), of medium high age (47.9% between 40 and 50, 37.2% over 50) with a high level of education (52.1% with a high school diploma and 42.6% graduates) and proportionally distributed between their respective areas/sectors of work.

SUMMARY OF THE RESULTS

Rapport between the employees and the Institute

A strong sense of belonging to the Institute emerged, as well as consideration, satisfaction and professional gratification.

Among the more common motives were the variety and non-repetitiveness of the work, and the usefulness and suitability of their role/function, also guaranteed by their contact with tenants and with the public in general.

Consequently, half of those interviewed said they were completely satisfied and not to be seeking a change. The other half, however, was open to any idea of a change for the better in terms of salary, greater responsibility or an advancement in their career.

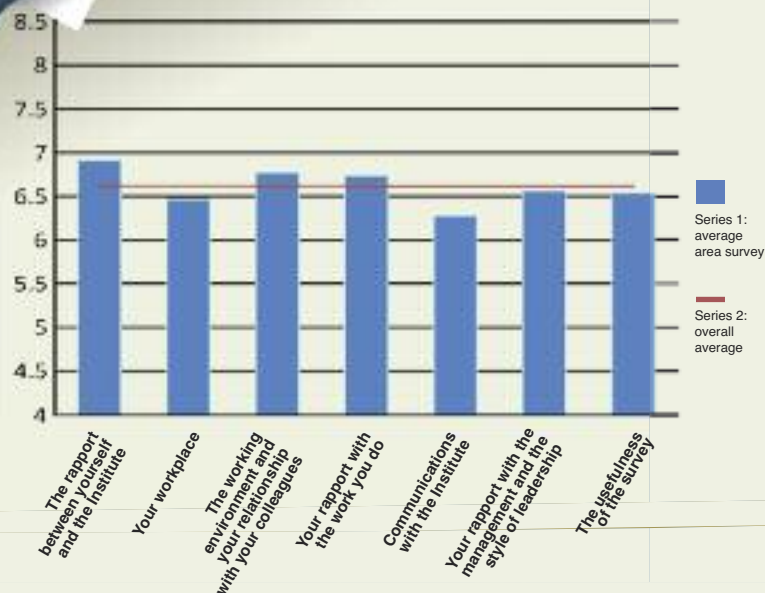
Workplace

The workplace was said to be adequate, with good lighting, reasonably welcoming and safe, supplied with good equipment and work support as well as meeting rooms. The technical sector was lacking in some technical infrastructure. The number and quality of refreshment zones was thought to be insufficient by those interviewed, as were the cleanliness and healthiness of the environment.

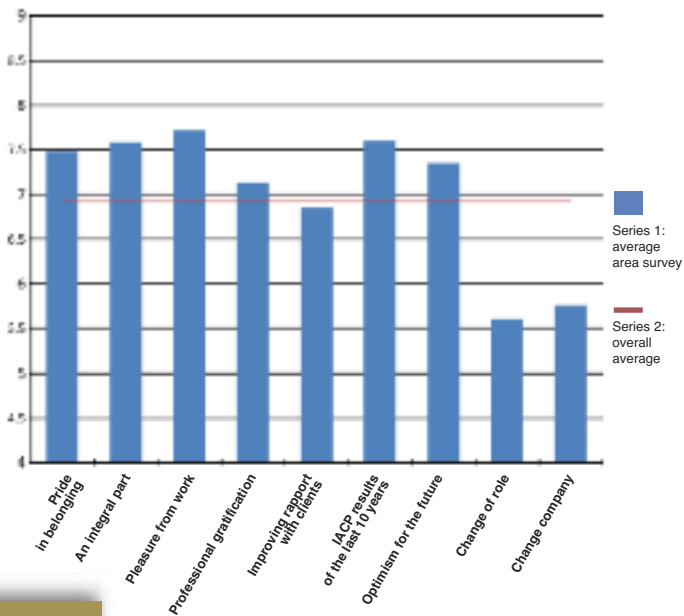
Working environment

The working climate and the relationship with their fellow workers were generally good, but some things should be noted. The quality of the relationship and collaboration with fellow workers was inversely proportionate to the number in the group of work: total collaboration within ones PO; less but sufficient with the other POs of the same sector, but not enough collaboration between different sectors of the Institute, where everyone felt there was insufficient integration and collaboration. Despite this, on the whole people were more than satisfied with the balance between their working life and their private life.

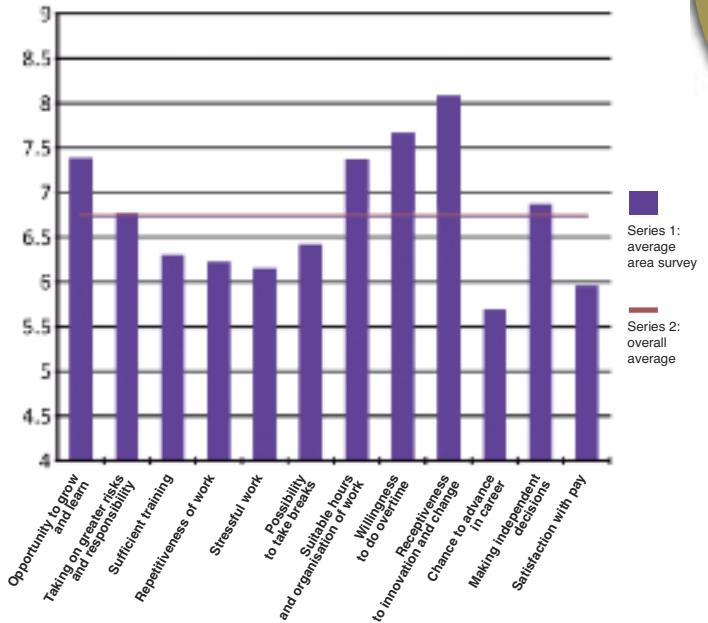
Survey for internal Satisfaction: Summary



Report between the employee and the Institute



Report between employee and the work he/she does



Relationship between the employee and his/her work

Most people appreciated the opportunities to grow professionally, the chance to take on responsibility and make decisions, the convenience of the way work is organised and working hours. The level of stress was considered acceptable, and also the repetitiveness of the work. However, most people were not satisfied with pay levels, which they would like to see higher, and the lack of opportunities for promotion.

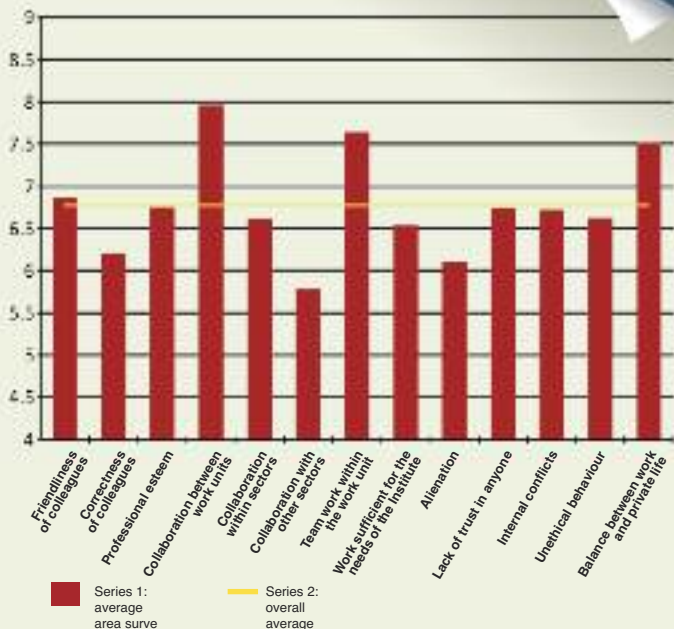
Communication within the Institute

Although it was generally considered sufficient, the process of communication within the Institute was thought to need improvement.

There were complaints about everyday work, about the exchange of information coming from other offices necessary to carry out one's work. Among the causes of this were an unwilling attitude by other colleagues or even an inability to supply the information, as well as the lack of written procedures or official documentation to regulate the flow of information.

There was also a need to visualise one's own area of competence in more complex projects, due also to the lack of planning and coordination meetings.

The working environment and your relationship with your colleagues



The hierarchical structure and the style of leadership

There was general satisfaction with the situation, with esteem and faith in the immediate superiors, with the cooperation, planning and organisation of work and the distribution of work within one's own PO. People were less satisfied with the situation outside their own work group.

FINAL CONSIDERATIONS

To conclude, we can be generally satisfied with the way IACP is proceeding. We intend to conduct the survey again in the future, hoping to achieve even better results so as to reward the efforts of everyone in conducting the survey, in giving sincere and constructive answers and in carrying out the innovations.

04

Promoting dialogue and good governance

N.	NAME OF MARKER	2010	2011	2012
GOV. 1 DIALOGUE WITH THE TENANTS ORGANIZED OR FINANCED BY THE INSTITUTE				
GOV. 1.1	Meetings with the residents, organised and financed by the Institute to promote dialogue	yes	yes	yes
	Questionnaire to discover the degree of "Customer Satisfaction in the Public Administration	yes	no	no
GOV. 1.2	Results of the surveys on residents' satisfaction		To be evaluated	
GOV. 1.3	Action plan to improve the satisfaction of the residents	Action plans and evaluation through customer satisfaction surveys are currently being studied		
GOV. 2 DIALOGUE AND SATISFACTION OF THE RESIDENTS				
GOV. 2.1	Agreements with associations and residents' groups and contributions to local associations	Yes (delegation of the residents)	Yes (delegation of the residents)	Yes (delegation of the residents + SS medici)
GOV. 3 PROMOTING TRANSPARENCY				
GOV. 3.1	Existence of an ethical code practised by the company	yes	yes	yes
GOV. 3.2	Long term strategic document (aims and objectives of the company) which is regularly evaluated	yes	yes	yes
GOV. 4 DIALOGUE AND SHARING INFORMATION WITH LOCAL ADMINISTRATION AND POLITICIANS				
GOV. 4.1	Existence of specific information and a policy of dialogue with local authorities and politicians	yes	yes	yes
GOV. 5 EVALUATION, ORGANISATION AND ROLES OF THE MANAGEMENT AND CHECKS				
GOV. 5.1	Percentage of women in management positions	0.00%	0.00%	0.00%
GOV. 5.2	Document describing the role of the board of directors	yes	yes	yes
GOV. 5.3	Existence of a documented procedure for the evaluation of the management and the board of directors	yes evaluating body	yes evaluating body	yes evaluating body

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Developing human resources

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AGREEMENT TO CREATE JOBS AND A FUTURE FOR THE YOUNG PEOPLE OF PUGLIA

In May 2012 an agreement was signed in the office of the **President of the Regional Government in Bari** between the **five IACPs** in Puglia and the **Formedil** in Puglia and by the **Construction Schools** from the province.

The aim of the agreement is to encourage the creation of initiatives of common interest, aimed at maintaining the assets of public property, at redeveloping the landscape and at encouraging a culture of safety in the workplace through **training and information for the unemployed and for workers in the building industry**.

The agreement, encouraged by the regional Councillor for the stability of the Territory, **Angela Barbanente**, is the result of the excellent results coming from the agreement signed about one year ago between IACP Bari and Formedil Bari, thanks to which there is now a course "**Technical expert in matters concerning the cadastre**" - a training and work experience course for about twenty young graduates or with a high school diploma.





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The regional agreement will be the basis of specific agreements to be signed between the various IACP in Puglia and the Formedil schools. To help this agreement, a **Permanent Technical Board** has been created, made up of representatives of the Regional government, a representative of each IACP and a representative of each Construction School.

This praiseworthy initiative is **an emblematic example of the connection between Public administrations** which are able to communicate and make agreements with high quality private bodies, with the only aim of **helping young people to grow**, allowing the fusion of the social-economic tissue of the region.

“TECHNICAL EXPERT IN MATTERS CONCERNING THE CADASTRE” COURSE: PRESENTATION OF THE CERTIFICATES

On 19th July 2012, in the lecture hall of Formedil Bari, the attendance certificates were presented for the “Technical expert in matters

concerning the cadastre” course, organised as part of the agreement by the IACP and sponsored by the Regional Government of Puglia of 16th January last. The aim of the agreement is to “encourage the growth of ventures of common interest, aimed at maintaining the assets of public property, at redeveloping the landscape and at encouraging a culture of safety in the workplace through training and information for the unemployed and for workers in the building industry”. The initiative, enthusiastically sponsored by the Regional Councillor for the stability of the Territory, Angela Barbanente, gave rise to the “Technical expert in matters concerning the cadastre” course, thanks to which seventeen young people who had just graduated or acquired a high school diploma were able to gain professional skills and above all were able to gain experience in monitoring and registering property. This also was a great help in updating the cadastre of the Autonomous Institute for Social Housing in Bari.

At the award ceremony, among those present were: Regional Councillor Angela Barbanente, Director General of the Bari IACP Sabino Lupelli, the Chairman of Formedil Puglia Beppe Fragasso, the Vice-Chairman of Formedil Bari Salvatore Bevilacqua and the Director of Formedil Luigi Aprile.



TRAINING COURSES: THE ROLE OF ARBITRATOR

Arbitration is not just a means to reduce the number of court cases. The Mi-

nistry of Justice has, in fact, been looking for an alternative method for the parties involved in a conflict to have the help of a trained, impartial, neutral and discreet arbitrator to find an agreement and a satisfactory solution.

One of the characteristics of a civil arbitrator is to be professional, with complex training, above all from a structural point of view, as defined by the Ministerial Decree 180/2010. From a legal point of view, **an arbitrator can be defined as an impartial person, a neutral third party with regard to those involved in the dispute, who carries out a service aimed at helping two or more parties to find an amicable agreement** to resolve a controversy or find a proposal to resolve it. The arbitrator, therefore, is someone who is registered on the list of an organism as a professional who knows the technicalities of negotiating procedures and has the ability to apply them, as well, of course, the legal technicalities of the dispute.

The impartiality and seriousness of the arbitrator mean his/her ability to become the catalyst for the trust of the parties, to the point of being the confidant and "representative" of all.

This is why Ministerial Decree 180/2010 allows the parties involved to ask the organism concerned to designate a specific arbitrator to deal with their dispute. This is something not allowed in a normal judicial dispute.

The courses that the arbitrators follow deal with the national, European Union and international rules governing arbitration and conciliation, the procedural methodology for facilitating and adjudicating in negotiations, and arbitration and the techniques for managing conflict and communicative interaction, also with reference to the arbitration delegated by the judge. They also study the form, the content and the effects of the request for arbitration and the conciliatory agreement, the duties and responsibilities of the arbitrator.

This is a well structured professional qualification as an arbitrator, not just, or even mainly, concentrated on the relative laws, but more on relationships and the technique of arbitration. This is a new semi-legal role, a real homo novus both in the world of professions and in that of the law. The arbitrator does not make proposals, nor does he/she force the acceptance of solutions, he/she simply suggests to the parties how to return to an efficient communication in order to see the elements and interests they have in common, on which to base the theories for a negotiated agreement.

In the case of value civil arbitration, the arbitrator communicates to the parties his evaluation of the dispute and a possible solution, but none of the parties is obliged to accept.

If the arbitration doesn't reach the desired results, they are free to use any other instrument to resolve the conflict, including the law courts or further arbitration.

They basically have nothing to lose, they can however be sure that they have tried all possible routes to finding a satisfactory solution. Certainly, the sooner they reach an agreement, the greater will be the benefits in terms of cost, time and maintaining good business relations.

Arbitration, therefore, is an institution for resolving many disputes in as much as the counterpart is not seen as an adversary to beat but as someone with whom to reach an agreement, often coinciding with the real needs of the parties and not with their legal rights.

The IACP has always followed the path of helping its employees to grow and to update in order to upgrade their skills, an important incentive for the professional development and the transformation of public services. Furthermore, with the approval of Legislative Decree n° 28 of 20th March 2010 obligatory arbitration became law, and without it the parties cannot undertake judicial proceedings. The law covers condominium disputes, beneficial rights, partitions, inheritances, family agreements, rental, extended loans for use, business lease, payments of damages from vehicles and boats, medical responsibility and defamation through the press or by other means.

We have therefore started a process of specialised training of "arbitrators" among those who have the necessary requisites and roles for taking on the work of arbitrating disputes.

At the end of the course of 54 hours with a final exam on 4/5/2012, 17 people were trained and qualified as "arbitrators".



JOINT NEGOTIATION: NEW REGULATIONS

On 4th April 2012 new regulations on joint negotiation were signed in Rome by Federcasa and the SUNIA, SICET and UNIAT unions. The regulations derive from the agreement signed some months ago at the headquarters of the Federation.

Joint negotiation, provided for in the agreement and controlled by the regulations for its realization, aims at cooling down disputes that could arise through rental and/or services supplied by or managed by the Institute, and to start an extra-legal conciliatory procedure of joint negotiation.

The procedure aims at a **simplified solution to any disputes** that may arise in the rental relationship or in the field of condominiums, that can start an extra-judicial path, with reduced costs and time with respect to civil trials and with joint negotiation procedures that respect the recommendations of the European Commission.

The regulations came into effect on 2nd May 2012 and have been included in the Services Charter and new rental contracts.

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Developing human resources

N.	NAME OF MARKER	2010		2011		2012	
HR. 1 DEVELOPING THE WORK							
HR. 1.1	Division of personnel according to type of job and type of contract or seniority (Nb. e %)	Nb.	%	Nb.	%	Nb.	%
	open ended contract	127	100%	126	100%	122	100%
	fixed term contractor	0	0.00%	0	0.00%	0	0.00%
	full time	125	98.39%	124	98.41%	120	98.36%
	part time	2	1.61%	2	1.59%	2	1.64%
	Total	127	100%	126	100%	122	100%
HR. 1.2	Division of hours, of the workers involved and annual cost of training per category of worker	Nb. empl.	h.	Yearly cost (€)	Nb. empl.	h.	Yearly cost (€)
	Managers	2	65		1	26	
	D	47	1,391		52	1,703	
	B	5	45		1	7	
	C	16	383		13	228	
	A	0	0		0	0	
	Total	70	1,884	52,500	67	1,964	61,910
HR. 1.3	Rate of internal promotion per category (*)	Nb.	%	Nb.	%	Nb.	%
	A	0	0,00%	0	0,00%	0	0,00%
	B	8/24	33,33%	0	0,00%	0	0,00%
	C	9/32	28,13%	2/32	6,25%	0	0,00%
	D	0	0,00%	0	0,00%	0	0,00%
	total/category	17/56	30,35%	2/32	6,25%	0	0,00%
	total/n° employees (excluding managers)	17/125	13,60%	2/126	1,59%	0	0,00%
	(*) horizontal progression 2010 – vertical 2011/2012						
HR. 2 CONSTANT IMPROVEMENT OF WORKING CONDITIONS							
HR. 2.1	Policies for improving public health and compatibility between family and working life	€	Nb. empl.	€	Nb. empl.	€	Nb. empl.
	part time	0.00	2	0.00	2	0.00	2
	flexitime	0.00	2	0.00	3	0.00	3
HR. 2.2	Level of satisfaction of employees						
	working environment/infrastructure		n.a.		n.a.		good
	internal communication		n.a.		n.a.		good
	incentives system		n.a.		n.a.		sufficient
	training/qualification		n.a.		n.a.		good
HR. 2.3	Level of absenteeism caused by accidents at work, work related illness and stress						
	nb. accidents		0		0		3
	days absent		80		0		72
	total working days per year for all workers		32,005		31,019		30,683
	% total absences		0.00%		0.00%		0.23%

N.	NAME OF MARKER									
HR. 3	PROMOTING DIVERSITY AND EQUALITY IN THE WORKPLACE									
HR. 3.1	Distribution of employees' salary according to gender and category (M = male – F = female)									
YEAR 2010		Total expenditure	%	M	Salary	%	F	Salary	%	
Managers		2,151,845	53.84%	25	1,034,540	25.89%	27	1,117,305	27.96%	
supervisors		427,493	10.70%	8	213,747	5.35%	5	213,746	5.35%	
executive employees		1,417,118	35.46%	35	870,160	21.77%	22	546,958	13.69%	
General Total		3,996,456	100%	68	2,118,447	53.01%	57	1,878,009	46.99%	
YEAR 2011		Total expenditure	%	M	Salary	%	F	Salary	%	
Managers		2,395,782	56.94%	26	1,179,115	28.03%	27	1,216,667	28.92%	
supervisors		390,194	9.28%	7	171,011	4.06%	9	219,183	5.21%	
executive employees		1,421,370	33.78%	33	867,761	20.62%	22	553,609	13.16%	
General Total		4,207,346	100%	66	2,217,887	52.71%	58	1,989,459	47.29%	
YEAR 2012		Total expenditure	%	M	Salary	%	F	Salary	%	
Managers		2,286,265	55.91%	25	1,078,427	26.37%	28	1,207,838	29.54%	
supervisors		400,414	9.79%	6	175,793	4.30%	8	224,624	5.49%	
executive employees		1,402,545	34.30%	32	849,491	20.77%	21	553,054	13.52%	
General Total		4,089,224	100%	63	2,103,711	51.45%	57	1,985,516	48.55%	
HR. 3.2	Special employment									
	Specific contracts for young people, the unemployed or people with special social needs	n.a.		n.a.		n.a.				
	N° employees from protected categories (National contract for Regions and Local Autonomous areas)	10		11		10				
	% protected employees / total employees	7.87%		8.73%		8.20%				

Methodology & Glossary

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REPORT ON THE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY
OF THE AUTONOMOUS INSTITUTE FOR SOCIAL HOUSING OF BARI
YEAR III N. 1

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The company has gathered the data in order to document and present the detail in this report.

The economic data is taken from the general accounts and the management accounts. The other data is from the internal IT system or from other company reports.

The data in this report, with specific reference to graph indicators, can vary according to the specific regional regulations for this sector which each Italian member of Eurhonet adopts.

MODERATED RENT: is the rent that covers the cost of realisation or recovery or acquisition as well as management costs. It is calculated mainly on the basis of objective elements and is somewhere between the social rent and the market rent.

SOCIAL RENT: is the rent that contributes to the cost of realisation or recovery or acquisition as well as management costs. It is calculated according to the social – economic condition of the family and the dwelling it occupies.

SERVICES CHARTER: a document that describes the rights and duties of tenants, the services, the methods and timing of delivery and checking procedures. The Charter is the instrument by which the principle of transparency is implemented and which lays down the principles on which the company is based: equality, impartiality and the protection of human dignity. The Services Charter commits the organization and structure to respect what is within it.

ENERGY CERTIFICATE (CERTIFICATE OF): a document certifying the energy performance and the class of the building, prepared and countersigned by a qualified professional.

PUBLIC RESIDENTIAL HOUSING (ERP): Real Estate achieved through the implementation of a set of actions funded by State, Region or Municipality, aimed at satisfying the housing needs of more economically disadvantaged members of the community.

FACILITATED HOUSING: housing interventions for the purchase of the first house in which the State bears a share of the mortgage interests.

SUBSIDIZED HOUSING: housing interventions for the realization of rental housing completely paid for by the government directly treated by the Municipality and local companies for public housing.

EURHO-GR®: the official reference (registered trademark) adopted by ERP companies that adhere to Eurhonet for the compilation of the relationship of social and environmental sustainability. It serves as a guideline and contains a graph of indicators (both municipal and national) that are used for data collection in the report.

ISEE: an indicator of equivalent economic situation designed to measure the economic conditions of the household and used to set limits of access or revocation to the ERP as well as for social fee calculation.

REGULAR ONGOING MAINTENANCE: an activity whose purpose is to preserve in good condition all the parts and accessories of the real estate property without increasing its value or improving its performance.

EXTRAORDINARY MAINTENANCE: the set of actions for the improvement, auditing and the corrective actions that may increase the value of properties or prolong their longevity.

STAKEHOLDER: the stakeholders that influence the management decisions that may affect the activity and success. Stakeholders are: employees, the financial community, customers, suppliers, the State, Public Administration, the environment and so on.

SUSTAINABLE DEVELOPMENT: development that, by offering economic, environmental and social services to all members of a community, leads to an improvement in the quality of life, responding to the needs of the present generation without compromising the possible needs of the future generations.



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