

Industrial relations for a green economy

Innovative bargaining processes for a sustainable growth and a quality employment



Project VS/2014/0405 co-founded

by

DGESAI - DG EMPLOYMENT, SOCIAL AFFAIRS and INCLUSION

Case Italy USR Cisl Toscana: Creation of incinerator

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PRESENTATION (IDENTITY CARD OF BEST PRACTICE)

Name of initiative/project/ intervention/agreement

Creation of incinerator in Case Passerini in Florence (a plant that produce energy burning waste form Florence Urban area); authorization process and impact on the quality of relationship system

Short description

Incinerating waste to produce energy is a system adopted all over Europe. Not all the waste can be recycled and landfill are already reaching the saturation level. In Italy the construction of any incinerator is fraught with difficulties because land fill is the prevailing over the one of using waste to produce energy. The fact that Q.tHerma believed in the utility and efficiency of the project is a good practice and is an important step towards Italy updating its system of management and re-use of the waste. Authorization process has been supported by a continuous action by sectorial trade union and national towards the company and institutions.

This relationships system was useful to overcome difficulties involving also environmental ngo.

Geographic, territorial, sectorial localization

Case Passerini, Sesto Fiorentino municipalities (Provincia di Firenze)

Period of activity

2000-2014

Players /promoters

- Province of Florence
- Company
- Trade Union (sectorial e horizontal)
- Environmental ngo

Players/ partners involved, their main functions

Institutional system: Province of Florence in 2000, through Provincial waste management plan decided to go past the land fill system, creating an incinerator, it identified a location and launch the process to authorize it but after few year an important change of rules slowed down the project and requested technical and industrial changes.

Quadrifoglio is the project main sponsor; it launches a public call for proposal to find a technological partner (hera) to create together a newco that should build the plant. It stays in contact with institutions and trade unions.

HERA and Quadrifoglio establish Q.tHerma company. HERA brings to Quadrifoglio technical skills and a set of local supplier already in place.

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Q.tHermo is the newco, controlled at 60% by Quadrifoglio and at 40% by HERA; it is in charge of drawing and implementing the whole project; it is legally responsible for any aspect of the project, interact with institutional players and face all the technical and legal difficulties.

Trade Unions have a steady relationship based on the right of information. National trade union took part to institutional desks to define rules, industrial policy rules and launched autonomous initiatives to mobilize and make efficient the system and workers defense.

Types of Beneficiaries (direct/indirect):

- Province of Florence citizens
- Workers as concerns employment level during the building and fully operational

Human resources involved in the bargaining process and their competencies

- Trade unionist
- Some of environmental activist
- Technical expert (internal and external)
- Institutional expert

Indicators for monitoring and evaluating activities

The monitoring system is realized by Arpat. As concerns relationship system the quality of information/communication is active and is linked to authorization process.

DESCRIPTION

Starting point of the initiative/project/intervention as related to the territorial context (social, economic, political)

The process has been long and overcame many obstacles: change of rules, change of institutional systems, low approval rate in the local community, technical, technological and environmental problems.

In February 2000 Florence Provincial Council adopted “Provincial Plan of Waste Management” where the incinerator is explicitly mentioned. In order to choose localization of the plant in 2001 Province decided to use VIS Health Evaluation Impact; it ended in 2005 with the choice of Casa Passerini. Florence Provincial Council approved this solution in July 2006. January 2007 Tuscany Region, Florence, Prato and Pistoia province, Empolese-Valdelsa territory and 12 local administration (Firenze, Prato, Pistoia, Empoli, Scandicci, Sesto Fiorentino, Pontassieve, Rufina, Greve, Montale, Agliana e Quarrata) sign an agreement that establish the launch of an incinerator building plant. A set of “mitigating works” in order to give the plant a zero environmental impact. In 2012 Q.tHermo, is created and tasked to draw the project, build and manage the plant. In 2013 Q.tHermo submits to Florence Province the request of Single Environmental Authorization including 16 act among authorizations and brief necessary to start the activities. In the spring of 2014 the procedure for the Environmental Impact Evaluation was completed and started the one for the Environmental Integrated has been closed. At the end of 2014 it should be approved the authorization to start the building activity and it should be ready by 2017.

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During this process there were many problems. From this case it can be observed how dialogue with among institutions and constant support from trade union has been essential to find reasonable and consistent solution although in the context of a set of rules ever changing.

Thank to this institutional dialogue and Q.tHermo belief of creating an useful work for the territory it has been possible to start a new energy producing incinerator for Florence that will be ready in 2017. This structure not only will have a positive environmental impact but also it will help to preserve faunistic and vegetal environment and it will have a positive effect for the employment territory.

Description of the socio-economic, territorial, corporate context in which the initiative is based.

Initiative was borne in a context where institution shifted toward valorizing waste instead of disposing of it in landfill. Already in 2000 Province of Florence through Provincial plan of waste management decided to be over land fill system opening an incinerator even though Italian socio-cultural is always been contrary to incinerators and the project was developed under constant pressure from committee and environmental groups.

Is it possible to describe the “philosophy” inspiring the best practice?

Overcoming social, cultural and legal obstacles that in Italy are put against incinerators. The creation of this plant is itself a good practice because it allowed to overcome many obstacles and launch an a plant of European level.

What problems/general needs the interventions is trying to address? What the specific ones are?

The action aims to answer to national direction, subsequently adopted by Regional and local government, that each territory should be able to rid of its own waste within its borders.

What the goals/ends the intervention is trying to achieve? What bargaining dynamic had been in place?

To consolidate the system of relations and support synergic actions. The action aims to go over the waste disposal of landfill to valorize waste as energy source.

What activities and instruments the intervention is operational through?

As concerns relationship management the main instruments are public events, information meeting, public meeting, seminars and institutional round tables.

Technical aspects are concerned with analysis and project related to authorization process

How the actions can increase knowledge and support overcoming specific problem

The system of relationship showed the good quality of the process of nonviolent management of environmental conflict being able to find synergic actions.

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As concerns the territorial context what the most innovative aspect of the initiatives are? Why?

The system of relationship allowed to enlighten corporate, environmental, citizenship related aspects that bonded in creating a plant that could respect territory important characteristics also as concerns protected wet areas.

What the “internal quality factors” of the initiative are? (sustainability, internal efficiency, effectiveness?)

The system of relationship is consolidated and increased the level of respect and reciprocal trust.

Is it possible to transfer the initiative in other context?

Initiative is borne from a process of knowledge and dialogue that developed personal competences of participants.

Is the initiative reproducible in different contexts?

The initiative was born from a process of knowledge and dialogue that developed personal competences of participants and it can't be automatically transferred in other contexts.

Please point out communication instruments (website, documents, booklets) concerned with the initiative.

Please write your final considerations

The authorization process is in its final stage. The result can be judged a success considering the string opposition to this kind of project. It is satisfying especially the environmental quality and the impact on the landscape and ecosystem. The system of relationship has improved from a quality point of view.