

The management of time as key to a fairer, healthier and more efficient society

Contributions and conclusions from three international debates on experience of urban time policies



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1. Background

DIPLOCAT and Barcelona Time Use Initiative for a Healthy Society (BTUI) present this joint publication that brings together the main contributions from the cycle of three gatherings that took place over Spring 2021 for the exchange of good practice in time use policies among local authorities in Catalonia and local authorities in the rest of Europe. The conclusions from the cycle will be the basis for the Barcelona Time Use Policy Declaration, that includes the future urban time agenda, in which cities and institutions in Catalonia have an important role as pioneers and promoters of time use policies.

Barcelona Time Use Initiative for a Healthy Society, an association that inherited the legacy of the Initiative for Timetable Reform in Catalonia, seeks to put time use at the heart of the political agenda in Catalonia and internationally, as a way of improving wellbeing, health, equality and the economic and wider social flourishing of the whole community. The Association is the major pressure group working on new proposals around the use of time both internationally and within Catalonia.

DIPLOCAT promotes international dialogue to build bridges between Catalonia and the rest of the world, and it does so with tools such as international debates and gatherings for the exchange of good practice. DIPLOCAT is a broad, cross-cutting public-private partnership with 38 members. It is a fundamental principle that its membership should include representation of local areas and that is why many of its activities relate to that municipal aspect of its mission.

Over recent years, the use of time has been successfully introduced into the public debate and the agendas of the majority of public institutions. Among those are the Barcelona Time Use Initiative for a Healthy Society and also the Office for Timetable Reform of the Government of Catalonia, the Advisory Council for Timetable Reform and the General Direction of Cares, Time Management and Equity at Work, created by the Catalan Government in June 2021. All with the aim of promoting timetable reform to bring us into line with the rest of Europe so as to have more reasonable and healthier schedules and so have more time to ourselves, saving time and using it more efficiently. At the European level, there is also a wide-ranging ongoing debate around no longer changing the clocks in spring and autumn, albeit with no clear consensus among countries, and on new ways to organise and regulate working hours through more remote working and debates on digital disconnection and the four-day working week.

We find ourselves living in a society in which we often feel that we don't have enough time to do everything asked of us: at work, as mothers and fathers, as children, friends, students... The standard schedules for work, shops, school, extracurricular activities, television programming and leisure that frame our habits and indeed the model by which we live and educate. How we organise our time affects our physical and psychological wellbeing, work-life balance, productivity at work, gender co-responsibility and equality and even the sustainable use of energy.

DIPLOCAT is promoting the study, analysis and exchange of international experience to foment international awareness of the country's pioneering initiative and its commitment, through this cycle organised with BTUI, to disseminate good practice in the use of time implemented by local government. This cycle also comes at a time of change, when the consequences of Covid-19 are making us look again at how we live and how we do things, often from the perspective of the use of time. This is an absolutely pivotal time in terms of refocusing time use policies in public organisations and government bodies through the replanning of working hours and space management, and a commitment to local services and products, workplace digitisation, etc. The pandemic has accelerated and modified initiatives that were already in place that will probably transform our cities and daily lives; measures that must ultimately be aimed at building a fairer, healthier and more efficient society.

2. Urban time use policies, a lever to improve the quality of life of all residents

“Time is not essential, time is the essence” said American writer Carol K. Anthony. As the essence of life, time is a common aspect of most public policy, but it is often implicit or hidden. Even so, many theoretical approaches speak of the idea of being time rich or time poor, and the right to one’s own time (Mückenberger, 2007)¹, bringing to the fore how the management of our time is an important issue in public policy.

Time use policies arose as a response to the economic and sociodemographic change that most European countries experienced in the late 1980s. Change that includes things such as the employment crisis, the dwindling of heavy industry and the growth in services; the growing presence of women in the workforce; and the progressive ageing of the population. Those changes in the aggregate bring into question the way in which time has been organised since the advent of industrialisation in the West. Basically, because the time structure conceived for the benefit of factory work and production lines has become obsolete in the face of emerging social needs.

At first, such policies were advanced by women, since women are the group most affected by the negative consequences of economic and sociodemographic change, and that most suffers by virtue of living in a society centred on the axis of economic productivity that only values time devoted to paid work.

Time policies can be defined as a policy instrument intended to affect, explicitly or implicitly, the way time is organised. They are policies that have time as their focus, regardless of how they are implemented or their scope (administrative actions, measure, project...).

The idea of a right to time of one’s own, first developed by Mückenberger, puts in relief the importance of time other than working time, such as social care, leisure and participation in democratic processes, as well as the uneven distribution of the scope that people have to determine the use of their own time. Recent advances in chronobiology and medicine show the importance of timetables, their quality and the organisation of time in general for our health and wellbeing and the effects of mismatches with our body clocks on our productivity and effectiveness.

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In line with those developments, feminism has worked to put in relief the importance of social care for our society, mainly provided as it is by women and essential to allow society to function. In that sense, the feminist approach fits perfectly with the right to time of one’s own, to protest against inequality between men and women and their ability to organise their own time.

Finally, we should also note the relevance of time to sustainability. For example, the sustainability of mobility has become more salient as a result of Covid-19, with the improvements seen in many environmental indicators as we have made fewer unnecessary trips and spent less time in transit.

¹ Mückenberger, U. (2007), *Metronome of daily life. Time practices in the city in Europe*. Gijón: Trea.

Improving the coordination of our time to have healthier schedules, build more sustainable societies, reduce the unequal distribution of time and give people back control over their time is a complex process that can be advanced by, among other things, urban time use policies. By making time visible as a key aspect of our lives, it is possible to investigate its impact on people's lives and, using that knowledge, to imagine new urban time use policies that would enable us to improve our wellbeing, health, equality and productivity.

The role of local government and urban policies

The places in which we live our day-to-day lives are administered by local authorities that have the capacity to transform and improve those lives. That is why time use policies have historically been taken up in towns and cities, where explicitly or implicitly there have always been time use policies.

Since the 1990s, local authorities in towns and cities have spearheaded the implementation of time use policies. Particularly in Italy, where Parliament passed a law in 1990 on city time, and in France, where the report *Time in Towns* was published in 2000, proposing the creation of urban time offices. In Catalonia, local time use policies were introduced by Barcelona City Council, which in 2004 adopted the first time use policies in Catalonia and the Initiative for Timetable Reform, which in 2014 developed a methodology to draw up Time Use Agreements.

The fruits of this momentum include the formation of networks of cities in order to share experience of time use policies, both within Catalonia - with the Network of Towns and Cities for Timetable Reform - and at the European level, with *Tempo Territorial* (2004) in France and the European Network of Cities for Time Use, created in 2008 in Barcelona and now led from France. Finally, town and city time use policies made the jump to Europe with the publication in 2010 of [Social time, leisure time: which local time planning policy?](#) By the Council of Europe as part of the European Congress of Local and Regional Authorities².

This cycle - jointly organised by DIPLOCAT and BTUI - takes place at a time of change, marked by Covid-19, but in which a number of initiatives intended to address already existing problems, such as the social care crisis, the climate emergency, the economic crisis and growing digitisation, have gained momentum. In that context, the urban dimension is becoming increasingly important and that has been recognised in the urban policy agendas put forward recently in both the United Nations and



² Debated and approved by the Chamber of Local and Regional Authorities on 26 October 2010 and adopted by the Congress on 28 October 2010 (see document [CPL\(19\)3](#)) Rapporteur: C. Tascon-Mennetrier, France.

the European Union, which underline the importance of local authorities as key players in achieving a fairer, greener, healthier and more sustainable future. That is why we organised the cycle around challenges, questions and ideas for the future that are key to emerging town and city agendas as well as being significant from the point of view of time use policies.

The cycle was made up of three sessions that took place in May and June:



20 May 2021. Sustainable post-Covid-19 economic recovery.



3 June 2021. The 15-minute city and sustainable mobility.



17 June 2021. Chronobiology in relation to our daily lives.

All the sessions were live-streamed in Catalan and English and can be viewed through [DIPLOCAT's website](#). The sessions were attended by Laura Foraster i Lloret, Secretary General of DIPLOCAT and Ariadna Güell, Co-Coordinator of BTUI. Attendees also included representatives of networks of cities committed to time use policies as well as Jean-Yves Boulin, member of Tempo Territorial and co-ordinator of the European Network; Alexis Serra, co-ordinator of the Catalan Network until April 2021; Eva García, co-ordinator of Global Cities at CIDOB; and Silvia Llorente of Metropolis. Maria Ángeles Rol de Lama, chronobiology expert and Director of the CronoLab at the University of Murcia, also spoke.

Looking at cities, there was discussion of the experience of Budapest, Bolzano, Paris, Milan and Rennes in Europe and Barcelona, Girona, Argenton and the Barcelona Metropolitan Area in Catalonia.

One of the goals of the cycle was to foster the exchange of good practice in time use policies between local authorities, as a key step to boosting the implementation of such policies. We hope that the talks in the cycle will allow us to open the door to other experiences and draw the lessons from them to transform towns and cities in Catalonia and the rest of Europe and so contribute to building a new urban policy agenda that takes proper account of time.

3. Sustainable post-Covid-19 economic recovery

First session, 20 May 2021

Covid-19 has required changes to many aspects of our lives and confined many of us to our immediate environment, the town or city in which we live. This time has prompted many local authorities to accelerate their existing initiatives or to re-think the services that they provide to adapt them to changes that have taken place and future change. Those changes are intended to boost and accelerate sustainable economic recovery which, as Sonia Ruiz from Barcelona City Council pointed out, must respond to the multiple crises that we are living through: social, social care, economic and environmental.

The local authorities invited to the session have adopted new measures and accelerated others already in place to adapt to changed needs and to construct a model of local government that supports sustainable economic recovery. The measures described respond to many challenges at the same time and refer to aspects such as social justice and equality, respect for social care work, active mobility

and green mobility, making us healthier - especially people who are working - and increasing efficiency through public policies of good governance.

In the course of the day, we analysed the changes to the model to which those measures respond, their continuity into the future and the impact they are hoped to have in the towns and cities where they have been adopted from the perspective of time use policies. The moderator of the session, Silvia Llorente, Research & Policy Officer at Metropolis, the global association of major cities and metropolitan areas, emphasised the importance of building spaces for discussion like this session to develop models of inclusive governance and generate new ideas.

Key aspects of time use policies generated by Covid-19

From the examples presented, we can conclude that, although these initiatives have arisen out of - or been affected by - the consequences of Covid-19, they all have mid to long-term horizons and are contributing to a change in our model of the city, changing its rhythms and refocusing priorities such as social care, sustainability and a shop-local model.

Beyond specific measures, we can also draw out key issues for local authorities who want to implement those measures:

1. **A cross-cutting approach.** The experiences presented showed how time use measures have consequences for many aspects of people's lives, and therefore local authorities need to have the broadest, most transversal approach possible, considering the implications that a policy might have for the work, family and personal lives of its beneficiaries.
2. **Stakeholder involvement.** It transpires that it is key for projects to succeed for there to be dialogue and discussion with all stakeholders, such as shopkeepers' associations, unions and local authority staff.
3. **Pilot projects and evaluation of the outcome.** Several of the experiences presented included post-implementation evaluation so as to determine next steps, how long to continue and possible improvements. Pilot studies are a key tool to use before large-scale implementation of projects like this.

Experience of town and city time use policies

> Barcelona City Council

The Conciliation Programme and the Ten Commandments for a healthier, fairer and more efficient organisation of time

Sonia Ruiz, Director of Gender and Time Use Policies of City Management of Barcelona City Council, presented two ground-breaking initiatives. For city residents, the **Conciliation** Programme that "offers a childcare service to try to reduce time poverty in families and especially for women and single mothers", and an internal programme: the **Ten Commandments for a healthier, fairer and more efficient organisation of time** that the Council has adopted for its own staff.

The **Conciliation** Programme is a free support and childcare programme for 3-12-year-old children outside normal school hours, seven days a week. The aim of the programme is to promote a better work-life balance, particularly for women. Single mothers, women in abusive relationships and women who do not have a family support network are therefore a priority. The service can be used as a one-off or on a regular basis for reasons to do with work, training, bureaucracy, emergencies

or getting some breathing space. Since it started, it has been rolled out in seven neighbourhoods in Barcelona and consideration is being given to extending it to other neighbourhoods given the level of demand. From October 2020 to April 2021, there have been more than 5600 childcare episodes, representing more than 555 registered customers. The **Conciliation** programme was a direct response to the effects of the pandemic, as it was noted how many women, particularly single mothers, were losing their jobs when the impact of Covid-19 was at its most severe because they had nowhere to leave their children.

Internally, the Council adopted the [Ten Commandments for a healthier, fairer and more efficient organisation of time](#), which under the tag "Have you got a minute?" contains ten measures to improve the time management of people working for the Council. Although the Council started preparations before the pandemic, the programme was adjusted during the pandemic to the changed circumstances and the impact of remoteworking. It included a plan to communicate the Ten Commandments to every department of the Council and a global and individual monitoring

plan. There are currently working groups in place to adapt the Ten Commandments to the actual situations of staff groups and there is a counselling service to support the change.

In addition to those measures, Sonia Ruiz drew attention to the fact that other steps that take account of time are also being worked on, like the development of superblocks, mobility plans, school walking routes and the [Open courtyards](#) and [Barcelona cares](#) programmes. In relation to business, the Active Barcelona service is also being launched to extend the gender advice service by adding time management issues, so as to support businesses that want to consider changing the way they organise time. Each business receives five hours of advice and a specific training proposal.

Got a minute? 10 Ten-point plan for a healthier, more egalitarian and efficient organisation of time

- 1 Striving for more rational meeting times** 
- 2 Promoting virtual meetings to reduce the environmental impact** 
- 3 Cutting the number of meetings and making them more productive** 
- 4 Guaranteeing the right to digital disconnection** 
- 5 Avoiding working on weekly rest days** 
- 6 Bringing lunch times forward** 
- 7 Reducing working lunches to a minimum** 
- 8 Promoting a physical and psycho-social health plan for the well-being of people in the organisation and taking into account the use of time** 
- 9 Building a safe and efficient teleworking system through consensus** 
- 10 Disseminating information and promoting greater familiarity with and application of this ten-point plan in our daily routine** 

> Budapest City Council

Let's make Budapest a ten minute city

Budapest made a shift as a city in the 1990s, moving from a planned economy to a market economy, which led to more cars, the creation of residential districts outside the city centre and the spread of shopping centres. That brought about a sharp fall in the use of the city centre and the closure of many small shops.

In April 2021, Budapest City Council published its strategy *My home, Budapest*, in which it proposed a new model of the city based on three principles: the creation of opportunity, the green city and the open city. A key way of implementing those principles is to reverse the model of the 1990s to move towards a city that promotes local shopping and services and that puts the ideal of the ten minute city within reach. With that concept in mind, various projects have been launched to reduce travel time, promote active transport and change residents' time habits.

In terms of mobility, as senior mobility planner from the Budapest Transport Centre Balzas Fejes explained, the current aim is to return to public transport once the pandemic is over and boost active modes of travel. To do that, they have introduced cycling projects like increasing

the number of bike lanes, improving cycling infrastructure and updating the city's bike sharing system. Traffic calming has also been implemented in the city centre to increase the space available to pedestrians. Finally, the city is committed to continue to develop its tram network, which dates from the late 1960s and was shortened in the 1970s and 80s. All those projects share the aim of enabling intermodal transport, promoting active mobility and making it easier for people to do their shopping in shops in the neighbourhoods in which they live.

In relation to spaces, the final aim is to have compact neighbourhoods where residents can manage most of their daily tasks, reducing the need to travel. It is a question therefore of undoing the model developed in the 1990s with single-purpose neighbourhoods.

So far as promoting local shops is concerned, there have been various awareness-raising and advertising activities to promote local services and small and medium-sized businesses. The pandemic and the restrictions it led to have meant that rapid services, provided locally and in a more accessible way, are more important



than ever. The campaigns, with the changes to mobility infrastructure, are aimed at changing the transport and shopping habits of the residents of Budapest. There is the outstanding challenge of managing the increase in home deliveries in the city as a result of the increase in internet shopping.

The pandemic has been the background to the development of the strategy. Public transport

has been particularly affected by Covid-19 restrictions which have led to ridership at 20% of normal levels on public transport, now recovered to 60%, but with a consequent increase in the use of private cars. There have also been changes in consumer behaviour with increased appreciation of local shops on the one hand but also with an increase in internet shopping.

> Solsona Council

Changes to shop hours during Covid-19, a joint initiative with the Shopkeepers' Union

The initiative presented is a joint pilot project of the Solsona Shopkeepers' Union and the Council in Solsona, a town with 9000 residents in the heart of Catalonia. The project came about in full pandemic at the initiative of the Shopkeepers' Union, who asked themselves what changes they should make to respond to the restrictions in place at that time. They came up with the idea of a four-week pilot project with reduced opening hours. Shops in the project closed earlier between 7 and 8 pm, rather than at the usual time of 8.30 to 9 pm.

After the pilot project, shopkeepers and consumers were asked to reply to a questionnaire to assess the result and determine next steps. From the perspective of the shopkeepers, there was a difference between those who had taken part and those who had not, with much more positive reactions from those who had taken part. The principal reason for shortening opening hours was specifically to improve work-life balance in the round. It was also said that in winter there are not many people out after 7 pm and so the shops are not busy then. The main reason for not closing earlier is fear of competition from department stores and supermarkets.

Along those lines, Dolors Corominas, member of the Board of the Solsona Shopkeepers' Union called on higher tiers of government, such as the Government of Catalonia, to work towards an agreement on opening hours that covers the whole autonomous community so as to avoid unfair competition. She highlighted pilot projects like this as key to providing evidence in support of moving to a new model of shop opening hours.

So far as customers are concerned, they were asked about their shopping habits and what they thought of the trial. It was apparent that there were two different behaviours, one for food shopping where people buy more from supermarkets in the morning and another for non-food shopping, half of which is done in local shops later in the afternoon and evening. In any case, most people did their shopping before 7 pm and only 7% said that they would find it hard to adapt to the shorter opening hours.

After the trial, even though closing was not kept at 7 pm, all the shops did bring their closing time to 7.30 or 8 pm instead of 9 pm. It is also worth noting that the change to opening hours may need to be different in summer and winter to fit in with daylight hours.

> Bolzano Council

The Age Management Project and smart working

Sabina Scola, from the Office of Statistics and Timetabling of Bolzano Council, presented an initiative to manage generational change in the Council that include the concept of smart working to proactively adapt to the changed circumstances

brought about by digitisation and remote working. The initiative started before the pandemic but it was accelerated by circumstances.

Their analysis started with looking at the

situations of the Council's one thousand staff, of whom 55% are women and 48% are women in management positions. In addition, part-time work is female (only 7% of part-time workers are men) and staff are getting older with an average age of 51, taking know-how with them as they retire. From that, we can deduce two things that must be done: improving women's work-life balance and managing an ageing workforce to appropriate capture know-how.

From that starting point, the Council started consultations with stakeholders (unions, local government committees, key departments, etc.) which led to the proposal to create an [Age Management Plan](#) that had two objectives: improving work-life balance for junior and senior staff and promoting the transfer of know-how. To determine what actions to take, the Council ran a participative process that produced ideas about how to devise diverse and flexible ways of working.

Those ways of working included smart working, that had already been regulated by Italian law. Under that law, smart working is defined

as a relationship agreed between the parties organised by phases, cycles and objectives with no restriction on hours or places of work. Consequently, the programme stresses flexibility of space, allows people to manage their time independently, develops trust between the parties and a sense of personal responsibility and collaboration between workers and contractors, and making the best use of tools and technology.

Smart working was accelerated by the pandemic and in May 2020 there was a survey to find out how the Council's staff had experienced the change. Smart working scored 8 out of 10, and 83% of workers said that they wanted to continue to work remotely, particularly those with management roles.

Currently, smart working is already included in the employment contracts of people employed by the Council and will therefore be a recognised way of working, albeit on a voluntary basis. Work is also ongoing on the development of rules to give standard employment protections to people who opt for smart working.

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Challenges for the future and working in networks

On the basis of the experiences presented, we can see that the main challenge is to consolidate existing measures when the pandemic recedes. In some cases, that may require revising those measures to adapt to new circumstances, whilst in other cases it may mean formalising them to ensure that they continue. In any event, it is clear that the measures taken will not end with the pandemic, rather they go further and are aimed at a paradigm shift in towns and cities.

Bolzano's Sabina Scola, stressed how since the early days of time use policies in the 1990s, those policies have always operated through networks and on the basis of participative decisions both within individual local authorities and among local authorities. Representatives of other local authorities supported that idea, underlining the capacity of networks to create links not only among institutions but also with advocacy groups, other organisations and community groups. Networks are also a key tool to mobilise research and innovation projects at the European level, according to Fezes, and so to generate innovation in public policy.

As moderator Silvia Llorente summarised: "A network is the most important field of work. That exchange of knowledge and experience of the positives and negatives of others' experience is important to construct fairer and more just policies and to have more positive effects in the mid to long term."

Resources

- Barcelona | [Decàleg per a una organització del temps més saludable, igualitària i eficient \(The Balance Programme and the Ten Commandments for a healthier, fairer and more efficient organisation of time\)](#)
- Barcelona | [Infographic for the ten commandments for a healthier, fairer and more efficient organisation of time](#)
- Barcelona | [Superblock](#) project
- Barcelona | [Open Courtyards](#) and [Barcelona cares](#) Programmes
- Budapest | Strategy: [My home, Budapest](#)
- Bolzano | [Age Management Plan](#)

4. The 15-minute city and sustainable mobility

Second session, 3 June 2021

Time can be made a key value for rethinking the use of space and to be able to meet the basic needs daily life locally. The 15 minute city is the realisation of that concept on a local level, the idea of designing a city in which all basic services are within 15 minutes' walk or cycle of any other point.

The idea of the 15 minute city is not new, but it has recently come to the fore thanks to two crises: the climate emergency and the crisis caused by Covid-19. As researcher for the Global Cities programme

at CIDOB Eva Garcia commented, the 15 minute city shows us that “we are facing a paradigm shift in the model of the city and our way of life.” This idea is not just a reaction to the crises caused by the pandemic, but is also a paradigm that is here to stay.

The three core principles of the 15 minute or local city are sustainable mobility to reduce our carbon footprint, decentralisation to ensure universal access and locally available basic services, and reinforcing the connection between people and where they live.

Alexis Serra, Director of the Office for Timetable Reform of the Government of Catalonia from 2018 to 2021 and coordinator of the Catalan Network of Towns and Cities for Timetable Reform³ over the same period, underlined how important it is for any local policy to incorporate time as a cross-cutting feature, and for local time use policies to be visible, have budget allocations and be monitorable.

Key issues to promote the concept of the 15 minute city from a time perspective

The 15 minute city is an idea that is becoming stronger in our current circumstances and that can help us to meet current challenges such as climate change, economic recovery and the crisis in social care. The different projects presented in the session all shared key features, which are essential to transforming our cities into 15 minute cities:

1. **The incorporation of time in urban planning.** Through the discipline of chrono-urbanism, we relate time and space, and plan both services and public spaces taking into account both dimensions and end-users.
2. **The creation of multipurpose spaces.** In contrast to the functional utopia of Le Corbusier, in which each space and neighbourhood had its own purpose, a 15 minutes city is poly-centric, a city in which we can do everything in every neighbourhood and in which public and private spaces fulfil a range of purposes.
3. **An emphasis on sustainable mobility and the promotion of active mobility.** All the projects put forward changes to mobility infrastructure, on the one hand making streets more pleasant for pedestrians and cyclists, and on the other hand strengthening connections by public transport and bike for longer distances. That meshes with second-generation time policies that seek to incorporate sustainability as a central principle.
4. **The need to beautify urban spaces.** The sustainability of the life of cities is a key principle for all the projects, many of which are focused on creating more pleasant urban spaces, that contain plants, art and other things that make them more human and more liveable.
5. **The importance of education and social care.** It has also been shows that schools play a key role when it comes to arranging the life of these local neighbourhoods and as such they must always be borne in mind from the outset in projects of this type. Making education and social care easier to access helps to reduce time poverty, which particularly affects women.
6. **Coordination among institutions and the metropolitan dimension.** One of the central challenges discussed is the fact that cities are not isolated and consequently there needs to be coordination among nearby cities and with metropolitan organisations in order to fully implement the idea of the 15 minute city.

³ The Catalan Network of Towns and Cities for Timetable Reform brings together 181 of Catalonia's 947 local authorities, 10 County Councils and its 4 Provincial Councils.

- 7. Involvement of people.** We should note that all the projects presented have some form of public involvement, direct or indirect, through the most representative civil society organisations. A local city is a city that adapts to the needs of its residents and as such requires the active involvement of residents in its development.

In summary, the success of any project to develop a 15 minute city or 45 minute area can be measured by the degree of localness that it achieves and by improvements in the quality of life and social wellbeing of residents.

Experience of town and city time use policies

> Paris City Council

The transformation of public space in the 15 minute city

[Paris' 15 minute city project](#) as presented by Alexiane Zelinsky, an expert from the Mobility Agency of the Department of Transport of Paris City Council, is based on the creation of versatile spaces that can be appropriated by residents. The method is centred on three key objectives: to create breathing zones in a dense city; to construct spaces that promote neighbourhood living; and, to develop local shops and services. It is also a priority to take account of the most isolated and least mobile groups, e.g. the disabled and the elderly, and neighbourhoods with fewer services.

The process of transforming the city is approached neighbourhood by neighbourhood in a process coordinated with different stakeholders and uses three key resources: public services such as schools, public spaces and the ground floors of buildings.

The process has four phases:

1. An open meeting with neighbourhood residents, based on a detailed assessment of the neighbourhood to see what transformations are required.
2. Consultation, consisting in walking round the neighbourhood asking for ideas and proposals from residents, and a process of

online participation that is linked to the initial assessment.

3. Technical review and construction on the basis of the proposals put forward.
4. Animation of spaces, to encourage residents to take ownership.

One of the successful measures of this project is opening up school playgrounds, that have been made more attractive and where there have been activities for all local residents along with traffic restrictions round schools.

Another key factor has been to promote active mobility and find a balance between vehicles, bikes and pedestrians. The data show use of vehicles now trending down and walking rising. In the case of bikes, there is still room for improvement, with an ongoing project to link neighbourhoods with cyclable routes.

This search for balance has been undertaken through, amongst other things, the *Paris rests, calmed* areas project. The objective is to have car-restricted areas that are only accessible by people who have permits (residents, public transport, delivery drivers, taxis, etc.) with facilitating infrastructure. It is hoped that this will help to improve air quality and reduce noise pollution.

> Milan City Council

The local city

Francesca Zajcyk, councillor with responsibility for questions concerning time management at Milan City Council stressed how time, something

that had not previously been questioned, is not a quality asset. From that perspective, a change of model is proposed, emphasising the aspect

of spatial proximity and working alongside neighbourhoods, for example with tactical town planning, installing planting, calming and investing in slow mobility.

Milan's project dates from before the pandemic but has been shaped in reaction to the effects of Covid-19. As a result of lockdown, the Council undertook a planning exercise involving its mobility, town planning and urban time departments. The fruit of that exercise was published in *Milan 2020, strategies for adaptation*, which among other things argued for the idea of the 15 minute city, interweaving two key themes: time and space.

On the basis of that strategy, new ways of using space and time were planned. The strategy also provided new tools to politicians to launch initiatives to meet three objectives:

1. Increasing demand for public mobility and increasing active mobility.
2. Flexibility and desynchronisation of the start and end of work, education and social activities to avoid congestion.
3. Nearness. Prioritising access to basic services within 15 minute of any place.

One of the first areas that was tackled was the relationship between ridership on public transport and the school timetable. In Italy, the central government gave power to local government to manage timetables in their cities. To do that, a roundtable was formed with key stakeholder organisations in the city to coordinate the use of time and respond to the needs created by the pandemic. That roundtable decided to desynchronise opening and closing times of public services and schools to prevent overcrowding on public transport and to keep ridership below 50%. To ensure that, they drew up timetables to allow students to reserve seats on public transport and be sure of being able to use those seats.

A second project that has been advanced is the concept of working locally. The idea is for people to have workplaces that are local to them, in their neighbourhood, half-way between remote working and on-site working in an office, where workplaces are dynamic and distributed, rather than fixed and concentrated in specific locations. That involves making use of decentralised in-town offices but also spaces that are not fully used by businesses or multinationals and co-work spaces. Milan City Council has identified more than one hundred of them. The concept has already been implemented internally to the local authority and has allowed the Council to explore new ways of working, developing a way of



living and working in a 15 minute city, indirectly supporting the development of services and shops in neighbourhoods and reducing travel round the city. Although it has been implemented within local government in response to Covid-19, this may be a model for the public sector after the pandemic.

The work local project has not been implemented

> Barcelona Metropolitan Area

A metropolitan vision of sustainable mobility

Mariona Conill represented the Barcelona Metropolitan Area (AMB). Mariona is an Engineer in the Department of Mobility, Transport and Sustainability. She explained that a key aim is to plan for mobility so that citizens are close to their daily activities. The AMB is working on this principle on the one hand with the 36 local authorities that make up the AMB and, as a metropolitan area, the idea is being expanded to the 45 minute metropolitan area.

To give structure to this 45 minute area, a key aspect is mobility, which is instrumental to building proximity. However, the task is shared across many departments of the AMB, such as departments involved with economic and social development and land use as well as others.

The AMB sees rational land use planning as an essential theme in achieving sustainable development objectives and to support economic recovery. Mobility issues have been captured in the Metropolitan Urban Mobility Plan (PMMU). The PMMU is the mobility planning reference tool for the 36 town councils and sets out specific measures to be implemented across the whole metropolitan area in the period 2019-2024. Its purpose is to improve the quality of life in the metropolis through actions that ensure sustainability and health, that support the economic and social progress of residents and the land use planning throughout the metropolitan area. Based on healthy, sustainable, efficient and fair mobility.

Although it is not an explicit objective of the PMMU to achieve a 45 minute area, there are a number of action areas intended to bring services closer to the residents of the metropolis and to

across the whole metropolitan area yet, but according to the representative from Milan City Council, it would make sense to do so since many businesses have space throughout the whole area. Milan City Council is looking for public-private collaboration spaces and it is hoped that some of those private businesses will take up the challenge and decide to use their premises to create semi-local jobs.

support sustainable local mobility. Some of them are described below:

- **Promoting active mobility** to link local authority areas within the metropolitan area This includes actions such as extending the network of cyclable routes, bike parking and public bike sharing at metropolitan scale, currently being trialled. There are also planned measures to improve connectivity for pedestrians.
- **Safe, health and fair spaces and streets.** This group includes actions to make the city more liveable, roll-out low-emission zones, improve the design of bike lanes and signage for bikes, and others.
- **Improving public transport.** Given the size of the metropolitan area, as well as active mobility there is a need for a public transport network for longer distances. The PMMU envisages networks of buses that are more frequent in the summer and at weekends to facilitate leisure travel and travel by visiting holidaymakers. Also to improve the connectivity of the outer metropolitan area and to continue to extend the on-demand transport network to cover areas that do not have scheduled services.
- **Promoting habit change.** This covers promoting sustainable access to work and to the places that require people to move about. It includes projects such as walking routes to school, education and training in sustainable mobility in schools and training for local police officers in sustainable mobility. It also embraces communication with the delivery and logistics industry.

Challenges for the future and working in networks

According to Alexian Zelinsky, the main challenge that Paris faces are the less tangible aspects of the 15 minute city, getting Parisians to take ownership of the new spaces and fill them with life. To that end, Paris is implementing a programme of animation for the newly car-free spaces with cultural activities, workshops, sport and training.

The second key challenge for Paris is to create green spaces, so that every resident has a leafy area within 15 minutes' walk or cycle ride. As part of that, trees are being planted in planters and urban woods are being planted to create natural areas rich with spaces that symbolise Paris as a self-governing place.

Finally, the third challenge is to do with revitalising the fabric of the local economy. That is being done in Paris through SAMAEST, a public-private body that ensures that local shops can open in the centre of Paris. There are also other awareness-raising and publicity campaigns around shopping local, such as the creation of the **Made in Paris** label, local business incubators and other programmes that demonstrate the positive results of revitalising the fabric of the local economy. Those actions run alongside a new city logistics strategy based round the bike for the last kilometre and consideration of the employment conditions of delivery riders.

According to Milan City Council, housing is another future challenge, one that is basic to improved quality of life. We must work to ensure that each neighbourhood and metropolitan local authority gains a new centrality, to make each of them attractive places to live again. To do that, authorities have to understand the structural changes in society and in the family and to respond to the new needs that are arising, mapping all the services available as a starting point for improving the accessibility of culture, education, local shops and healthcare. Milan is currently doing that mapping.

At the metropolitan level, according to Mariona Conill, the harder challenge is for all stakeholders to agree shared objectives and to work to make them reality, and to convince residents of the value of the local city project. Francesca Zajick from Milan City Council agreed on that point.

Finally, as a consequence of the Covid-19 crisis in public health, new challenges have arisen that need to be met within these projects, starting with the need to ensure that the progress that has been possible



in the exceptional circumstances created by the pandemic lasts and to use it to bring about a paradigm shift. The pandemic has also bequeathed the prioritisation of projects that support economic recovery and restoration of the fabric of the local economy and a loss of trust in public transport that must be reversed.

All the speakers agreed that it is necessary to have spaces for the exchange of experience of urban time use policies. Among the benefits of that exchange they underlined the ability to innovate and compare options before implementing a policy, the value of finding out about other examples so as to be able to convince residents of the possibilities and benefits of implementing a particular time use policy and finally, the hope that such spaces might act as catalysts for the implementation of the 15 minute city at the European level.

Alexis Serra, who was coordinator of Catalonia's Network of Towns and Cities for Timetable Reform, noted the "importance of strengthening time policy partnerships and networks and of sharing good practice and international experience in a formal way."

Resources

- Paris | [The 15 minute city](#)
- Milà | [Introduction of 2020 adaptation strategy](#)
- Milà | [Final Document of 2020 adaptation strategy](#)
- AMB | [Metropolitan Urban Mobility Plan](#)

5. Chronobiology and our daily lives

Third session, 17 June 2021

Circadian rhythms regulate different processes in our bodies in cycles of roughly 24 hours, regulated principally by the sleep-wake cycle. The disruption of that internal rhythm is linked to an increase in health problems such as behavioural disturbances, stress, cardiovascular disease, diabetes and overweight. Despite that, society's organisation of time means that many people live out of step with their circadian rhythm, since they have to fit in with the work, educational, social and leisure timetables that surround them.

Maria Ángeles Rol de Lama, Professor of Physiology and Co-Director of the Research Group at the CronoLab of the University of Murcia, briefly explained the importance of our circadian rhythm. The biological clock that all living things have developed to allow adaptation to change, particularly changes in light/darkness and seasonal change. In the case of mammals, the biological clock is principally in the brain, but there is a whole circadian system of peripheral clocks in nearly all the organs and tissues of the body, controlled by the master clock in the brain. The signals that the central clock receives help to activate and deactivate a number of physiological variables such as the light/dark cycle, locomotor activity, body temperature, blood pressure and hormone secretion.

The clock is adjusted every day by signals of light and dark, in cycles of approximately 24 hours. The clock also uses other signals such as the time at which we exercise or eat. All in all, if the clock is synchronised, it makes our bodies work properly. If our rhythms are interrupted or desynchronised that internal order is lost and we suffer from what is called circadian disruption or chronodisruption.

That can be due to a variety of reasons, such as travelling between time zones (jet lag), or being exposed to bright light during the night. Rol de Lama stressed how such chronodisruption has consequences for our health, such as an increased risk of metabolic syndrome, cognitive and emotional effects, and cardiovascular problems, among others.

But what is key is that our internal time should be synchronised with our external time (cycles of light and dark) and our social time (the times at which we have to do things like going to work). To maintain a healthy circadian rhythm, we need to synchronise these three clocks.

In this debate, the conference reflected on the different policies implemented from a public health perspective to adapt or flex schedules determined by local institutions and so to produce less disruption of the circadian rhythms of residents.

Key aspects to transform town and city rhythms around health, equality and productivity

As can be seen from the cases described, the transformation of town and city rhythms is a complex process, with many stakeholders, which has to be approached from different perspectives. The transformation also has to take account of at least the following:

1. Our current knowledge based on chronobiology and sleep medicine, so as to ensure that changes improve the health and wellbeing of residents.
2. Existing inequality in the availability of one's own time, so that changes do not worsen the situation of the most disadvantaged groups, such as women.
3. The impact of the organisation of time on the efficiency and productivity of organisations.

Given this complexity, we can see how all the experiences had a first step of a participatory, rigorous analysis of the existing situation; secondly, creating forums for working with stakeholders from each sector; and, finally, an element of awareness raising both for residents and for organisations.

Experience of town and city time use policies

> Argentona Council

The organisation of extracurricular activities and effects on children and families

Angel Puig, Councillor for Economic Development at Argentona Council, explained how since 2015 the Council has been committed to a *Time Use Pact* and associated measures. One of the key themes at the heart of the *Time Use Pact* is the world of children. Argentona has a focus group with approximately 150 young people and children that rapidly landed on improving timetables and rethinking the normal timetables for their activities. That required changes to meal times, the times of activities as such and sleep times, and making sure that weekend activities end early in the evening.

Those changes were much more successful thanks to the commitment of families and meant that when the discussion reached schools, families were much more open. Since schools fall under the Government of Catalonia, action was only taken within the limited power to vary timetables of each school. The main change was to move the beginning of the school day to 8.30 am so as to be able to finish at 1 pm with a break. The main thing that they achieved was to influence the secondary level, the local college. The college moved from a split day to a condensed day, with a break at 1 pm

for lunch and finishing at 2.30 pm. Despite some initial reluctance, the scheme has been in place for some years and is working.

To be consistent with that innovation, the Council also rethought the scheduling of culture and leisure organised by public services of the Council, making them earlier and bringing them in line with the changes to extracurricular activities and school timetables.

To be able to take the project forward, a forum for dialogue involving all stakeholders was key, allowing the project to be monitored and kept on track. We can therefore say that these changes had a positive effect on the town and have led to changes in other areas such as shop hours.

> Girona Council

The Girona Network for Timetable Reform: good practice around health, work-life balance and productivity

Gloria Plana, Councillor for the Department of Economic Development of Girona Council, repeated the Council's original commitment to timetable reform, putting at the centre of the debate the need to develop timetables and ways of organising time that are healthier and in harmony with our circadian rhythms. In relation to businesses and organisations, that has been translated into a focus on the importance of having lunch and supper at healthier times, shortening the day and not intruding on time for rest.

Various initiatives have been taken in that area. First, in 2015 the Council developed the Commitment to Punctuality, a self-evaluation tool to assess Girona Council's internal time use practices and to propose improvements. After that, time use policies were developed along two lines: the Girona Network for Timetable Reform and, on the other hand, the Time Use Pact.

In 2016, the Girona Network for Timetable Reform was started, a meeting place for organisations interested in learning about, applying and imagining specific measures to improve the organisation of time to make that organisation more consistent with our circadian

rhythms. Currently, the Network consists of more than fifty organisations, with businesses of varying sizes from different industries, such as business services, the cork industry, metallurgy, pharmaceuticals and the food industry.

The fruit of the Network's work was to gather more than 250 good practices in time organisation, such as having a buffer in the time of arrival and departure to allow people to have a better work-life balance and shortening the lunch break and leaving work earlier. With the aim of exchanging and disseminating know-how and experience round timetables and time management, various working groups were organised during those year among member organisations of the Network, and this year saw the first Prizes of the Girona Network for Timetable Reform. Organisations in Girona and its area of influence could submit their good practices in one of the following categories: healthy habits, equality and work-life balance and efficiency.

Also, during 2018 and 2019 work started on the Time Use Pact in Girona: a project to promote the reorganisation of timetables in the area of the city affecting residents as a whole, with the aim of improving people's quality of life.

> **Rennes Metropolis**

Changes to daily life around Rennes

Anne Le Floch, Deputy President of Metropolitan Rennes, presented Renne’s long history of involvement with time use policies, which started in 2002 with the creation of an Office for Time. A key action taken in time use policy was aimed at freeing up travel and changing the rhythms of daily life in the metropolis. To do that, in 2011 it was proposed to desynchronise the lecture timetables at Rennes University, bringing arrival time forward by 15 minutes for half of the students. The initiative was successful and led to a 17% fall in congestion at rush hour on the metro.

Subsequently, a light was shone on business timetables through a study of travel by workers. The study showed that there were two drivers of people’s travel and time: their working hours

and the school day. The study also found other information: for example, that 80% of employees have flexible start and finish times, but that 90% always get to work at the same time in the morning.

To desynchronise those timetables, a range of actions were taken, such as awareness-raising campaigns to promote desynchronisation and a tool in the form of an interactive map where residents could enter large flows of people and the best times to travel. Finally, they are also working with the idea of creating cowork spaces to make it possible to work remotely in shared spaces, so as to combine different styles of work to desynchronise the timetables and journeys of residents.



Challenges for the future and working in networks

The speakers shared the challenges for the future for the implementation of time use policies that they had identified, some of which follow:

- **The need to maximise the ability of government bodies to be role models** for ways of managing time, to reduce inequality and allow residents' various timetables to be coherent.
- **Incorporating consideration of time use policy in all town and city policies**, so that a common time culture can come about, and see how it can foment the shift to greater public wellbeing.
- **Increase awareness raising** so that everybody can learn about the importance of this issue. Residents need to be educated and informed about things such as the need to respect the body's circadian rhythms, to eat at healthy times, and to get proper rest, among others. That work also has to be undertaken in every part of the economy, and it is particularly challenging in industries such as retail and hospitality.
- **Resume and rethink measures that have been delayed by the Covid-19 pandemic.** As with many other policies, time use policies have been partially stopped over the last year, and therefore it is necessary to restart and recover times of political and democratic activity related to these matters. In addition, the pandemic has also affected our perception of time and it will be necessary to see which prior measures should be kept in place or rethought and which aspects have become more important, like remote working. In any event, the ongoing challenge is to continue to gain support for the need for time use policies and to put forward proposals that respond to the current problems of each town and each city.
- **The need for regional and national time use policies** so as to extend their benefit to the whole population. In the case of Catalonia, the implementation of the measures agreed in the Timetable Reform Pact.

Finally, Argentona also exemplified a typical challenge for small and medium-sized towns and cities that are in close relation with other towns around them for work and leisure, as with Argentona and Mataró. In that sense, we need to see how well change works and is received by people who live part of their lives in the town next door.

All the speakers and the speaker from Argentona underlined the importance of gatherings such as this one and of working in networks to be able to advance rapidly and effectively to do whatever makes sense in each city and to learn from each other.

Jean-Yves Bouine, Co-Ordinator of the European Network of Towns and Cities for the use of time, said that from the cities in the Network, it was apparent that they have four key expectations: the exchange of experience among local authorities and initiatives so as to develop a common language; strengthen the legitimacy of time policies on the national and local stage; promote time use policies in Europe; and, implement shared projects. In his opinion, we are at a turning point in terms of introducing time use policies, because on the one hand we have initiatives like the cycle described in this report and other projects led by Barcelona and, on the other hand, the pandemic has put many issues around the use of time on the political and policy agenda.

Resources

- Girona | [Girona Network for Timetable Reform](#)
- Argentona | [Argentona Time Use Pact](#)
- Metropolitan Rennes | [Office for Time](#)

6. Conclusions: second-generation town and city time use policies

The time use cycle has allowed an exchange of varied experience of time use policies implemented recently in different local authorities in Catalonia and the rest of Europe and to see the commitment of the local authorities who attended to continue to improve their towns and cities and make them healthier, fairer and more sustainable. Nine local authorities took part in the cycle including two metropolitan areas (Barcelona and Rennes), big cities like Barcelona, Budapest and Paris, medium-sized cities like Milan and Girona and towns like Argentona and Solsona. In addition, there were speakers from research centres like the CIDOB and the CronoLab of the University of Murcia, city networks like Metropolis and two networks of local authorities for time, the Tempo Territorial Network, now run by the European Network of Cities for Time, and the Network of Catalan Local Authorities for Timetable Reform.

In the three discussion sessions, it was possible to see the range of experience, that spans practically all areas of a person's life, from paid employment to mobility, leisure, culture and education, to mention but a few.

The cycle allowed us to draw four principal conclusions and to identify some common themes that have made them successful experiences.

The first conclusion is the shared feeling that all participants had that cities now have an opportunity to promote and advance time use policies. The shock of Covid-19 and the implementation of Agenda 2030 have required us to rethink how we manage time, both individually and collectively. Many of the time use policies presented also respond to the challenges faced by cities caused by the different crises that we are living through (social, social care, economic and environmental).

From that point of view, if we compare now to the time when town and city time use policies first emerged in the 1990s we can see how we find ourselves with a second generation of time use policies, that reinforce some of the fundamental principles of the 1990s and forcefully bring into play many new principles. Those continuing principles include the need to have a clear feminist approach, enriched by the progress of recent decades, particularly in relation to social care and the sharing of domestic responsibilities. Aspects related to health, digitisation and democratic participation have also become more important. As a new strand to the conversation, sustainability stands out a key issue, along with economic recovery.

Those aspects of second-generation time use policies not only affect the urban agenda, they also need to be integrated into future policies in Catalonia and internationally. In relation to the agenda in Catalonia, those elements also need to be incorporated into Objective 2025 determined by the Government of Catalonia to move towards healthy, just, efficient and sustainable schedules, and in the management of European recovery funds. At the international level, Agenda 2030, the Green New Deal and the transformation of the model of work all need to be incorporated.

Secondly, local authorities have been, are and will be key to the development of time use policies because of their proximity to their residents. But town halls have limited resources and powers and that is why there must be partnerships with other levels of government (metropolitan, regional, national and international) to promote improvements that allow a better quality of life and a fairer use of time as between men and women and different social groups.

Thirdly, although the role of government to advance time use policies is key, public-private partnership is also key to truly implement effective and cross-cutting time use measures that affect the whole population, as has been seen in the different examples of alliances between shopkeepers and local authorities in Paris and Budapest. To develop time use policies, it is fundamental to involve business and working people and research institutions in a country or region.

Last but not least, the objective of this cycle was to foster the exchange of time use policy good practice among local authorities as a key step to boosting their implementation in places where they are not yet in place and to helping to grow and extend the policies already in place in other towns and cities. This report is proof that that has been achieved. This cycle has “awakened” the European Network of Cities for the Use of Time. But it has also made clear the need to promote and animate work in networks, relaunching and extending the existing city network at the European and international level.

There is a great deal of consensus among the speakers as to the fact that working in networks among cities keen to advance time use policies must be useful for local authorities and must perform three principal functions:

- To share knowledge, lessons learned and good practice in town and city time and to give mutual support.
- To continue to promote the right to time in the EU agenda and to make common demands to increase the visibility of local and metropolitan networks and time use policies.
- To encourage more town and city stakeholders to push forward time use policies, in order to increase wellbeing, including not just towns and cities but metropolitan cities and regions, since on the international stage the power to implement time use policies is shared between different levels of government.

From all the experiences specific relevant lessons have been drawn, but we can also identify common features that made them successful.

First, an emphasis on raising awareness and involvement of residents. All the processes presented had an initial phase of educating residents and organisations and raising their awareness and involved them in subsequent decisions. Given that changing timetables also involves cultural change and changes to beliefs, that participation is key to achieving the intended effects.

Secondly, we have seen the importance of measuring the effects of any steps that are taken and, where possible, working on the basis of trials that are successfully implemented and learning from what has happened. In almost all the cases there have been studies by way of surveys or indirect data or the use of trials prior to full implementation of a measure.

All those aspects lead us to believe that the cycle is a first step that opens the door to continued sharing of experience and to building healthier, fairer, more efficient and more sustainable cities through the implementation of second-generation town and city time use policies and that to do so we will have to promote and animate network working among town and city stakeholders.

Annexe 1. Session programmes

First session, 20 May 2021



**INTERNACIONAL SERIES
OF MUNICIPAL BEST-PRACTICES
ON TIME USE POLICIES**

Post-Covid-19 sustainable economy recovery

ONLINE SESSION
In order to register
fill in this form

First session – 20 May 2021 – 10am - 12pm

Covid-19 has changed countless aspects of our lives and, in many cases, confined us to our immediate surroundings: the city or the village we live in. Many local administrations have already sped up existing initiatives in order to rethink their public services and adapt them to the changes that we are experiencing, both today and in the near future.

How towns and cities promote labour, tourism and entrepreneurial models in the future is an important question to consider and to rethink. Existing debates such as a reduction in working hours and the practicality of commuting and travelling for work and leisure are gaining traction as regards time-use policies.

This session will analyse these changes and the measures that are likely to be maintained or transformed into new policies able to modify current models from a use-time perspective.

PROGRAMME

#TimeUse

10.00am	<p>Welcome</p> <ul style="list-style-type: none"> ▪ Laura Foraster, Secretary General of DIPLOCAT. ▪ Ariadna Güell, Co-coordinator of the Barcelona Time Use Initiative for a Healthy Society.
10.10am	<p>Round-table</p> <p>Moderator: Silvia Llorente, Research & Policy Officer for Metropolis Observatory.</p> <ul style="list-style-type: none"> ▪ The Concilia Programme and the Decalogue for a healthier, more equal and efficient organization of time: Sònia Ruiz, Director of Gender and Time use policies at Barcelona City Hall. ▪ Let Budapest be a city of ten minutes! Balazs Fejes, senior mobility planning expert of the Centre for Budapest Transport. ▪ Changes in opening hours in the commercial sector during Covid-19; a joint initiative with Solsona City Hall: Dolors Corominas, Member of the Board of the Solsona Association of Shopkeepers and Traders. ▪ The Age Management Project and Smart Working: Sabina Scola from the Statistic and Timetables Office at Bolzano City Hall.
11.30am	<p>Q&A</p>
11.45am	<p>End of session</p>




Second session, 3 June 2021



The city within 15 minutes and sustainable local travel

ONLINE SESSION
[Registration by form](#)

Second session - 3 June 2021 - 10am - 11.45am (CET)

Time can become a key value in rethinking the territory, and being able to cover the basic needs of life in a local environment. The 15-minutes city is the embodiment of this concept at the local level, the idea of designing a city where all basic services are not more than 15 minutes from any other point.

The session will explore how initiatives have been built to promote a local territory that reduces travel times and to what extent they have taken into account the uses of time of the different groups that live in the municipalities when relocating services or modifying infrastructures.

It will also address the impact of the concept of proximity when we apply it not only to large cities, but also to territories in the process of depopulation, and to what extent, it can help stop or alleviate this process.

PROGRAMME

#TimeUse

- | | |
|----------|---|
| 10.00 am | <p>Welcome</p> <ul style="list-style-type: none"> ▪ Alexis Serra, Former Director of the Timetable Reform Office of the Government of Catalonia. |
| 10.05 am | <p>Round-table</p> <p>Moderator: Eva Garcia, Senior Researcher of the Global Cities Programme at CIDOB.</p> <ul style="list-style-type: none"> ▪ Transformation of the public space for a 15-minutes city, the case of Paris: Alexiane Zelinsky, Project Manager at the Mobility Agency in the Department of Transports at the Paris City Hall. ▪ The proximity city: Francesca Zajczyk, Delegate Consultant for the Times of the City in the Milan Municipality. ▪ A metropolitan vision of sustainable mobility: Mariona Conill, Mobility engineer at Sustainable Mobility Department at the Barcelona Metropolitan Area (AMB). |
| 11.15 am | <p>Q&A</p> |
| 11.45 am | <p>End of session</p> |

Third session, 17 June 2021

INTERNATIONAL SERIES ON MUNICIPAL BEST-PRACTICES IN TIME POLICIES

The implementation of chronobiology on our daily lives

ONLINE SESSION
[Registrations
by form](#)

Third session - 17 June 2021 – 10 am to 11.30 am

Circadian rhythms regulate different processes in our body in cycles of approximately 24 hours, controlled mainly through our patterns of sleep and wakefulness. The disruption of this internal rhythm has been linked to health problems such as behavioural disorders, stress, cardiovascular disease, diabetes and obesity. Despite this, the social organisation of time forces many people to live out of sync with their circadian rhythm, as they have to adapt to the work, educational, social and leisure schedules that shape the rhythm of life in our cities and towns.

In this debate, we'll look at some of the different public health policies designed to either change the schedules established by local entities or make them more flexible in order to cause less disruption to citizens' circadian rhythms.

Programme
#TimeUse

10 am	<p>Welcome</p> <ul style="list-style-type: none"> ▪ Laura Foraster i Lloret, Secretary General of DIPLOCAT ▪ Jean-Yves Boulin, Coordinator of the European Cities Network for Time Use
10.10 am	<p>Introduction to chronobiology: by María de los Ángeles Rol de Lama, full professor of Physiology and co-director of the CronoLab Research Group at the University of Murcia</p>
10.20 am	<p>Round table on case studies</p> <p>Moderator: María de los Ángeles Rol de Lama</p> <ul style="list-style-type: none"> ▪ The organisation of educational leisure and the effects on children and families: Àngel Puig, councillor for Economic Development at Argentona City Council. ▪ The Girona Network for Timetable Reform: Best practices on health, work-life balance and productivity: Glòria Plana, councillor for the Economic Development Area at Girona City Council. ▪ Changes in the daily rhythms of the metropolitan area of Rennes: Anne Le Floch, vice-president of Rennes Métropole.
11.20 am	<p>Q & A</p>
11.30 am	<p>Series closing speech by Ariadna Güell, co-coordinator of the Barcelona Time Use Initiative for a Healthy Society.</p>

Annexe 2. Participants



> JEAN-YVES BOULIN

COORDINATOR OF THE EUROPEAN NETWORK OF CITIES FOR THE USE OF TIME

Jean-Yves Boulin is a sociologist who specialises in employment and work issues, the use of time and laws and policies relating to the use of time. Principal investigator IRISSO - University of Paris Dauphine. He started to work on time use policies, particularly through international comparisons of collective negotiation and regulation. He has analysed interactions between the structures of work time (that change) on the one hand and problems in the use of time on the other. To illustrate that, he studied the impact of Sunday working in France and the United States. He has also analysed the role of the social organisation of time (for example, timetables for public services and markets) on the ways in which individuals organise their time. He has participated in the dissemination of these policies in France and other European countries. He is currently continuing to work on these issue and has carried out research into how to give more self-determination to people in the organisation of their own structures for time through their lives.



> MARIONA CONILL

ENGINEER IN THE DEPARTMENT OF MOBILITY, TRANSPORT AND SUSTAINABILITY AT THE BARCELONA METROPOLITAN AREA

Mariona Conill is a sustainable mobility project manager and road engineer who specialises in the planning and management of mobility and transport. Her career started at AMB in 2014, specifically in the Department of Management and Use of Transport. In 2020, she moved to the Directorate of Sustainable Mobility Services, focusing on innovation applied to mobility, managing project proposals submitted in European calls for proposals and following up on those proposals. She also works in air quality, logistics, active mobility and other aspects of sustainable mobility.



> DOLORS COROMINAS

MEMBER OF THE BOARD OF THE SOLSONA SHOPKEEPERS' UNION

Dolors Corominas is a member of the Board of the Solsona Shopkeepers' Union. She was born in Solsona into a family of shopkeepers involved in traditional tailoring and garment wholesale. She is qualified in Nursing, Infant Education and Tailoring. After working in nursing and education, she took up the management of Davesas, the family business, which the Government of Catalonia recognises as having been established for 240 years involved in the same business of tailoring and the sale of men's fashion. She is currently a member of the Board of the Solsona Shopkeepers' Union, whose objectives include promoting changes to opening hours to improve work-life balance.



> BALAZS FEJES

SENIOR MOBILITY PLANNER AT THE TRANSPORT CENTRE OF BUDAPEST

Balazs Fejes is a senior mobility planner at the Transport Centre of Budapest (Budapesti Közlekedési Központ). He graduated from the Technical University of Budapest (now the Budapest University of Technology and Economics) and has a Masters in Transport Engineering. He has worked as an associate and project manager at various businesses in the transport industry in Hungary. Since 2011, he has been working in the transport authority of the Hungarian capital, the BKK Center for Budapest Transport, principally in the Mobility Strategy Division and currently in the Directorate of Strategic Planning as a senior mobility planner.



> LAURA FORASTER I LLORET

SECRETARY GENERAL OF DIPLOCAT

Laura Foraster i Lloret (Barcelona, 1976) has a degree in Business Management and Administration from Pompeu Fabra University and in Humanities from the Open University of Catalonia and has a masters degree in European Studies from Leuven University, as well as specialist training in public diplomacy and Election Observation Missions. She is current Secretary General of DIPLOCAT. Until the temporary closure of the organisation in April 2018, she was its executive director.

She was Principal Secretary for the Minister for Innovation, Universities and Business and the Minister for Business, Tourism and Consumption of the Government of Catalonia in two successive parliaments, managing the Ministers' offices, and advising them on political issues and international and European Union affairs.

Previously, she worked as a parliamentary assistant for a number of Catalan Members of the European Parliament in Brussels and Strasbourg, monitoring the Foreign Policy, Human Rights and International Relations Committees and the Shared Security and Constitutional Affairs Committees. In Brussels, she also worked in the European Commission, on the Committee for the Regions and the Delegation of the Government of Catalonia to the European Union.



> EVA GARCIA

SENIOR RESEARCHER FOR CIDOB'S GLOBAL CITIES PROGRAMME

Eva Garcia is a senior researcher in the Global Cities programme at CIDOB (Barcelona Centre for International Affairs). Doctor in Postcolonialism and Global Citizenship from Coimbra University (Portugal). She has a masters in Citizenship and Human Rights: Ethics and Politics from the University of Barcelona (2010) and a European Masters in Human Rights and Democratisation undertaken at the European Inter-University Centre for Human Rights and Democratisation (2005) in Italy and Denmark. She graduated in Law from the Autonomous University of Barcelona (2004). In the period 2011-2018, she was a researcher at the Centre for Social Studies (CES) at the University of Coimbra. From 2015 to 2016, she was part of the Political Unit on the Right to the City and Cities for All of the United Nations, made up of 20 experts from all parts of the world

with the aim of giving advice to support the drafting of the New Urban Agenda adopted at HABITAT III. From 2007 to 2014 she was Executive Coordinator of the Commission for Social Inclusion, Participatory Democracy Participation and Human Rights of the global network of United Cities and Local Governments. While there, she created and coordinated the Inclusive Cities Observatory.

> ARIADNA GÜELL



CO-COORDINATOR OF BARCELONA TIME USE INITIATIVE FOR A HEALTHY SOCIETY

Ariadna Güell has a personal and professional interest in public policy as a tool to improve public wellbeing and reduce inequality. She has dedicated her career to improving the implementation of public policy in different areas in Catalonia, Europe and internationally. Since 2019, as coordinator of the Barcelona Time Use Initiative for a Healthy Society, she has been working for the implementation of time use policies in Catalonia and the wider world. She has more than nine years' experience as an adviser to the Catalan government, different departments of the European Commission and international organisations such as the United Nations.

> ANNE LE FLOCH



DEPUTY PRESIDENT OF METROPOLITAN RENNES

In July 2020, Anne Le Floch was elected as mayor of La Chapelle-des-Fougeretz and Deputy President of Metropolitan Rennes with responsibility for the Office for Time. The Rennes Office for Time is one of the first in France, created in 2002 in the city and extended in 2010 to cover the whole metropolitan area. Faced with the diversification and individualisation of the rhythms of our lives, the Office for Time schedules time across the metropolitan area. Adapting the timetables of public services to the needs of users whilst respecting the schedules of staff, spreading journeys out so as to reduce congestion, developing public spaces and buildings to suit a variety of uses over time, connecting the metropolitan area with a transport network that facilitates access to services at the right time ... are all levers to improve the quality of life in the area based on the experiences and needs of residents. The Rennes Office for Time is also very involved in Tempo Territorial, the French network of stakeholders in time policies.

> SILVIA LLORENTE



RESEARCH & POLICY OFFICER AT THE METROPOLIS OBSERVATORY

Since 2016, Silvia Llorente has been working at the World Association of Major Metropolises where she currently holds the position of Research & Policy and Europe Regional Officer. She has a degree in Political Sciences and has undertaken postgraduate studies in gender and public policy. She has been a gender equality activist all her life. Her areas of specialisation include human rights, gender governance and women's empowerment.



> GLÒRIA PLANA

COUNCILLOR FOR THE DEPARTMENT OF ECONOMIC DEVELOPMENT AT GIRONA COUNCIL

Glòria Plana was born in Girona in 1968 and is the mother of two sons and one daughter. She has a degree in Law and studied for a Doctorate in Law at the University of Girona. Lawyer and Counsel at the University of Girona until 2007. From 2007 to 2011, she was Regional Director of the Occupational Department for Catalonia in Girona. She was Counsel for the Department for Business and Employment at the Government of Catalonia. She is currently head of the Technical Management Office at the University of Girona and Deputy Mayor and Councillor for Economic Development at Girona Council.



> ÀNGEL PUIG

COUNCILLOR FOR THE DEPARTMENT OF ECONOMIC DEVELOPMENT AT ARGENTONA COUNCIL

Àngel Puig Boltà, is a technical architect, Councillor for Culture, Heritage, Cooperation and Economic Development and Employment at Argentona Council. For thirty years, he has been part of the La Paleta cooperative, working in the construction industry. For five years he was Director of the Cooperative Union of Mataró Foundation. In the political arena, he has been part of the political group Entesa and subsequently the Initiative for Green Catalonia. Councillor at Argentona Council since 2011, he has responsibility for Education and Heritage, as well as the Gazetteer, Archives and Libraries. He is President of Cantir Museum, of the Heritage Board and the Education Board. A convinced vegan and ecologist, he was a founder member of Spring Choir for Peace and its president for 25 years and is currently a member of Mataró Solidarity Council.



> MARÍA DE LOS ÁNGELES ROL DE LAMA

PROFESSOR OF PHYSIOLOGY AND CO-DIRECTOR OF THE CRONOLAB RESEARCH GROUP AT THE UNIVERSITY OF MURCIA

Doctor Maria Angeles Rol de Lama is Co-Director of the Chronobiology Laboratory at the University of Murcia in Spain. Her current research is focused principally on dysfunction of the circadian rhythm (or chronodisruption), with the aim of determining the causes and minimising impacts on health. She has published more than 90 articles, supervised ten doctoral theses, spoken at 200 conferences and taken part in 40 research projects and contracts. The Chronobiology Laboratory at the University of Murcia aims to involve people in changes to lifestyle so as to improve circadian health in a customised manner. The Laboratory has been awarded eleven research prizes.

She is also co-author of several patents and registered intellectual property rights and co-founder of two businesses that advise on circadian cycles in humans: Chronobiotech S. L. (2010-2012) and Kronohealth S. L. (2017-). She is currently a member of the CIBER consortium focused on research into healthy ageing and is a member of the Spanish Sleep Society. She was an advisor on the Committee of Experts on seasonal clock changes appointed by the Spanish Government.



> **SÒNIA RUIZ**

DIRECTOR OF GENDER AND TIME USE POLICIES OF CITY MANAGEMENT OF BARCELONA CITY COUNCIL

Sònia Ruiz is Director of Gender Policy and Use of Time at Barcelona City Council. She was born in Barcelona in 1976 and has a doctorate and undergraduate degree in Political Sciences and Public Administration from the Autonomous University of Barcelona. She is an associate researcher at the Centre for Diversity Policy Research and Practice at Oxford Brookes University, where she is also conducting postdoctoral research. Professor for Postgraduate Studies in Gender and Equality at the Autonomous University of Barcelona, she is the author of numerous publications on feminism and social and political movements. She has worked as a lobbyist in Brussels and is a Senior Specialist Civil Servant in local government social policy. She was Provincial Director for Equality in Barcelona, advisor to the Office of the Spanish Minister for Defence and is currently Head of strategy and time policy for gender transversality at Barcelona City Council. She is the mother of a daughter and a feminist activist.



> **SABINA SCOLA**

OFFICE FOR STATISTICS AND TIMETABLING, BOLZANO CITY COUNCIL

Sabina Scola was born in 1966 in Bolzano where she grew up and currently lives with two children, a husband and a dog. She studied Sociology in Trento out of passion and life brought her to Bolzano City Council.

She has volunteered in international collaborations and has worked for many years in the social field, in community development, in participatory projects with groups of residents and, since 2008, she has been involved with time policy. Today she spends her time principally in the office/at home (smart working). She likes gardening, music and dance.



> **ALEXIS SERRA**

FORMER DIRECTOR OF THE OFFICE FOR TIMETABLE REFORM AT THE GOVERNMENT OF CATALONIA

Born in Manresa on 2 August 1975. Father of Aniel and Dunia. He has a Diploma in Business Sciences (Autonomous University of Barcelona) and Postgraduate Studies in Collective Bargaining and Industrial Relations (Barcelona University), Master of Management of Marketing and Communications and Postgraduate Studies in Local Management. Management Function (ACM - Rovira and Virgili University)

He has been professionally involved in the management of a number of organisations active in youth policy, self-employment and social policy. He was head of the private ministerial office in the Departments for Social Wellbeing, Deputy Presidency and Presidency, for Minister Neus Munté and Minister Jordi Turull, whose department successfully concluded the Pact for Timetable Reform (2017). He advises on time policy. He has written numerous articles

relating to the use of time. He has taken part in various studies, projects and conferences relating to time policy. He also provides training in time policy as a new way of organising our time for a fairer, more efficient and healthier society. In June 2018 he was appointed Coordinator for the Promotion of Timetable Reform in the Department of the Presidency and in January 2019 he was the first Director of the Office for Timetable Reform, attached to the Department of the Presidency. He is currently Secretary for Children, Adolescents and Youth.

He says he enjoys being involved in management, creativity, monitoring issues and is a great advocate for dialogue and empathy to reach good understandings. Above all, he is an advocate for social policy, equality, gender equality in family roles and the good use of time: time should become a space of freedom for all.



> **FRANCESCA ZAJCZYK**

COUNSEL FOR CITY TIME IN MILAN CITY COUNCIL

Francesca Zajczyk is Professor of Urban Sociology at the University of Milan – Bicocca. She was awarded the Ambrogino d’Oro Prize by Milan City Council on 7 December 2004 and Equality of Opportunity adviser to the Mayor of Milan from 2011-2015 and adviser to the Rector of the University of Milan - Bicocca for Expo2015 and post-Expo from 2014. She is currently councillor in Milan City Council with responsibility for the use of time, member of the Equality of Opportunity Committee of the Lombardy Region, member of the Governing Board of the Franco Parenti Foundation and of the Board of Directors of the Local Transport Agency for Milan, Monza-Brianza areas.

She has supervised doctorates and led scientific committees and national and international research. Currently, she is Subdirector of the series Sociology of Italian Cities (Rubettino). She has experience in the fields of urban social transformation, time use policies, mobility and gender and equality of opportunity issues.



> **ALEXIANE ZELINSKY**

EXPERT IN THE MOBILITY AGENCY OF THE DEPARTMENT OF TRANSPORT IN PARIS CITY COUNCIL

Alexiane Zelinsky is a projects specialist for Paris City Council. Her mission within the Mobility Agency of the Department of Transport for the City of Paris is focused on the transformation of public space, and requires working in close cooperation with the Councillor for mobility, public space and the Olympic Games. She has a dual masters from Sciences-Po Paris and the University of Fudan, Shanghai, and has recently chosen to specialise in environmental studies at the University of MINES-ParisTech. Following two years of experience of sustainable development projects in the private sector, she decided to become involved in the transformation of her adopted city, Paris, convinced that the local level is the right level to tackle problems caused by climate change. Personally, she walks and cycles to work and round Paris every day, conscious of and concerned about environmental issues, particularly around green mobility and the nature of the city.

The member entities of DIPLOCAT

» Public institutions and municipal entities

- Government of Catalonia
- Barcelona City Council
- Tarragona City Council
- Girona City Council
- Lleida City Council
- Vielha e Mijaran City Council
- Barcelona Provincial Council
- Tarragona Provincial Council
- Girona Provincial Council
- Lleida Provincial Council
- Conselh Generau d'Aran
- Catalan Association of Municipalities and Counties
- Federation of Municipalities of Catalonia

» Entities of the business sector

- General Council of the Official Chambers of Commerce, Industry and Navigation of Catalonia
- Entrepreneurs association Foment del Treball Nacional
- Association of Micro-, Small and Medium-Sized Enterprises of Catalonia (PIMEC)
- Confederation of Cooperatives of Catalonia
- Multi-Sector Business Association (AMEC)
- Private Foundation of Entrepreneurs (FemCAT)

» Entities of the social, trade union and sports sector

- The Group of Entities of the Voluntary Sector of Catalonia
- Trade union Unió General de Treballadors de Catalunya (UGT)
- Trade union Comissions Obreres de Catalunya (CCOO)
- Football Club Barcelona

» Universities, business schools and academic institutions

- University of Barcelona (UB)
- Autonomous University of Barcelona (UAB)
- Technical University of Catalonia (UPC)
- Pompeu Fabra University (UPF)
- University of Lleida (UdL)
- University of Girona (UdG)
- Rovira i Virgili University (URV)
- Ramon Llull University (URL)
- Open University of Catalonia (UOC)
- University of Vic - Central University of Catalonia (UVic-UCC)
- International University of Catalonia (UIC)
- Abat Oliba CEU University (UAO CEU)
- Barcelona Institute of International Studies (IBEI)
- EADA Business School
- Barcelona Graduate School of Economics (Barcelona GSE)