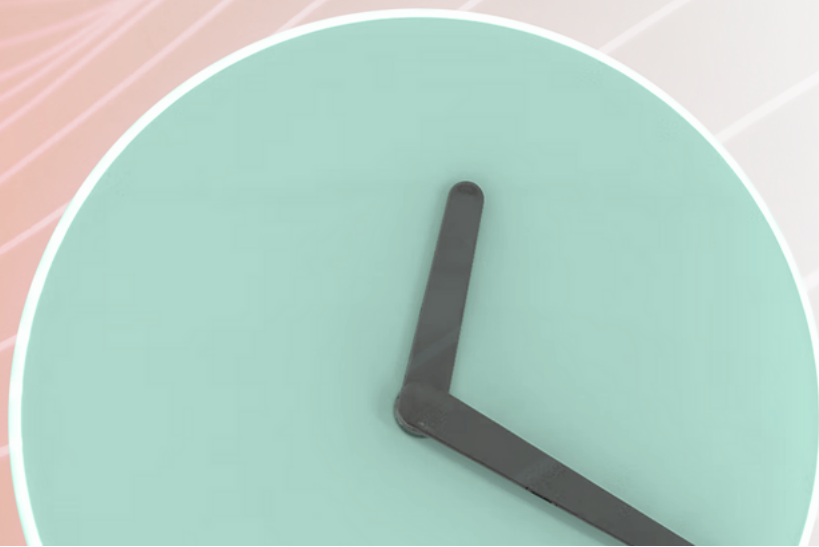


LOCAL AND REGIONAL TIME AGENDA

LIFE BALANCE:

Work, care, rest, and personal time



Index

Detailed index of policies.....	2
Introduction to the Local and Regional Time Agenda.....	4
Introduction to chapter 1 of the Agenda. Life balance: Care, work, rest and personal time.....	5
Context:	
• Work-life balance, an essential requirement for “decent work”, by Maria Luz Vega Ruiz (ILO).....	6
• Life balance: Work, care and personal time, by Sanna Nivakoski (Eurofound).....	9
Recommendation to implement life balance time policies.....	12
PART 1: Public policies to improve life balance for citizens.....	16
1. Centralisation and proximity of well-being services.....	17
2. Services to increase personal time.....	30
3. Services to improve life balance within companies and entities.....	50
4. Public procurement clauses that take account of life balance.....	59
PART 2: Public policies to improve life balance for public employees.....	64
1. Flexibility to adapt to personal life.....	65
2. Improving work organisation, implementing teleworking and digital disconnection	76

Detailed index of policies

PART I: PUBLIC POLICIES TO IMPROVE LIFE BALANCE FOR CITIZENS

1. Centralisation and proximity of well-being services

- a. Bogotá Care System (City of Bogotá)
- b. Superblock of care (City of Barcelona)
- c. Neighbourhood concierge service (City of Strasbourg)
- d. Closer to citizens: Anti-heat and -loneliness Plan (City of Milan)
- e. Single registration desk (City of Brive la Gaillarde)
- f. Libraries and civic centre closer to citizens (City of Terrassa)

2. Services to increase personal time

- a. Time for Care (Region of Catalonia)
- b. Time for You (City of Barcelona)
- c. Concierge service (Metropolis of Strasbourg)
- d. Respite Programme (Barcelona Provincial Council)
- e. Survey of Students' Time and Living Conditions (University of Poitiers)
- f. Out of school time (City of Bolzano)
- g. Momentum Project, free after-school childcare (City of Lleida)
- h. Concilia, free childcare service (City of Barcelona)
- i. Occupying the lunch break (City of Brive la Gaillarde)
- j. Promoting co-responsibility at home (City of Terrassa)

3. Services to improve life balance within companies and entities

- a. Barcelona Business Network for new working-time arrangements (City of Barcelona)
- b. Network for Time-Use Reform in Girona (City of Girona)

- c. Network of Companies, Entities and Shops for Time Reform (City of Esplugues de Llobregat)
- d. Co-responsibility workshops (Barcelona Provincial Council)
- e. Federate and develop local co-working spaces and third places (Metropolis of Lyon)

4. Public procurement clauses that take account of life balance

- a. Fostering co-responsible reconciliation through public procurement (Metropolis of Strasbourg)
- b. Fostering co-responsible reconciliation through public procurement (City of Barcelona)

PART II. PUBLIC POLICIES TO IMPROVE LIFE BALANCE OF PUBLIC EMPLOYEES

1. Flexibility to adapt to personal life

- a. Smart working and flexibility in the municipal administration (City of Bolzano)
- b. Balancing personal and professional life (City and Metropolis of Rennes)
- c. Adapting our rhythms (Metropolis of Lille)
- d. Age management in the local administration (City of Bolzano)
- e. Menstrual flexibility leave (City of Girona)

2. Improving work organisation and implementing telework and digital disconnection

- a. The Nearworking Project (City of Milan)
- b. Telework as a tool for life balance (Metropolis of Strasbourg)
- c. The home (“smart”) working plan (City of Milan)
- d. Decalogue for better time organisation (City of Barcelona)
- e. Teleworking away from home (City and Metropolis of Rennes)
- f. Testing telework on a large scale (Metropolis of Lille)
- g. Meeting charter (Metropolis of Strasbourg)
- h. Smart working, e-work and flexible times (Region of Lombardy)



Introduction to the Local and Regional Time Agenda

The Local and Regional Time Agenda is a pioneering compilation of time policies implemented in a post-COVID era by local, metropolitan and regional authorities in different corners of the world.

We hope this agenda will become a guide for those institutions interested in time policies as a tool to transform the society of the 21st century by making it healthier, more egalitarian, more efficient and more sustainable for all. It provides an updated compilation of time policies grouped by topic and practical recommendations on how to implement them. As stated in the Action Plan of the Barcelona Declaration on Time Policies, development of the Agenda is expected to take place during 2022 and 2023 and will cover several topics.

The Agenda is coordinated by the Local and Regional Governments Time Network, the international network supporting the exchange and promotion of workable time policies generated at the local and regional level.

Introduction to chapter 1 of the Agenda.

Life balance: work, care, rest and personal time

To introduce the Local and Regional Time Agenda, the Network has chosen to tackle one time-related topic of global relevance: “Life balance: work, care, rest and personal time”.

Historical and current data point to deep disparities among people around the world, especially between men and women. In the 21st century, citizens, their democratic institutions, private companies and social agents must define and achieve a better balance between the three main uses of time in everyday life: care, work and personal time. This factor is key to promoting a better life balance and building a healthier, more egalitarian, more efficient and more sustainable life.

Three features are key to improving our life balance: multidisciplinary measures (implemented by public and private institutions), well-informed short- and medium-term measures and government coordination at international, regional and local levels. To date, the most resilient time policies have come from local and regional institutions. This chapter seeks to provide visibility to these policies.

To explore the current context of how time is distributed among the population and amongst these three categories, this chapter features two articles from leading research institutions in the field: the International Labour Organisation (ILO) and Eurofound, the tripartite EU agency providing knowledge to help develop better social, employment and work-related policies.

Following these initial thoughts, the chapter describes 35 already implemented time policies that have been classified in two groups: policies that aim to promote a better life balance for citizens, and policies promoting this balance within public institutions.

Last but not least, to facilitate the transferability of these practices, we offer specific recommendations on implementing similar time policies.

Thanks are in order to all the collaborators that have made this publication possible,

*Marta Junqué and Ariadna Güell,
Acting Secretaries of the Local and Regional Governments Time Network and Co-coordinators
of the Barcelona Time Use Initiative for a Healthy Society*

Context - Introduction to the topic

Work-life balance, an essential requirement for “decent work”

Maria Luz Vega Ruiz

Senior Adviser Research Department, International Labour Organization (ILO)

Our day can be broadly divided in three categories: time dedicated to paid work (for those in the labour market); time dedicated to care activities for oneself, others and the community, and time used for personal matters. The three categories are deeply interconnected and should be analysed together to achieve a life balance that is healthy and egalitarian.

The International Labour Organization (ILO) has developed a concept of “decent work” that involves promoting opportunities for women and men to obtain decent and productive work in conditions of freedom, equity, security and human dignity, and to reduce the gap between people’s aspirations around their work and current work situations. An important step in the ILO’s quest for “decent work” is the consideration and regulation of working time. This must help to correct current imbalances between how people hope to combine working hours with care and personal time, and how those working hours are distributed in actual fact.

Working time was the subject of the very first international labour standard, the Hours of Work (Industry) Convention, 1919 (No. 1). Since then, the ILO has adopted international standards on a variety of working time-related subjects, including standards on working time limits, daily and weekly rest periods, paid annual leave, protections for night workers, holidays and the principle of equal treatment for part-time workers. In recent years, ILO standards have focused on time share and individual and professional life balance in response to new social needs and as a result of a more clearly defined concept of equality.

We must not forget that regulating working time is one of the oldest concerns of labour legislation. Observers in the 19th century recognised that working excessive hours posed a threat to the health of workers and their families and early labour law materialised around this idea. Closely intertwined and related to dignity and social justice, workers’ protections and working time are key features of “decent work” in 2022.

Closely intertwined and related to dignity and social justice, workers’ protections and working time are key features of “decent work” in 2022.

In recent decades, new economic trends given way to working hours that are increasingly diverse, decentralised and individualised. They have also led to greater tensions between the needs and preferences and workers and the professional imperatives of businesses. Such developments have included the increased use of results-based employment relationships, the division of working time into smaller segments and the expansion of operating and shop opening hours towards a “24-7” economy. Working time is also a key issue in global supply chains.

Competitive pressures and purchasing practices often lead to long working hours with extensive overtime. Even with new regulations designed to limit weekly working time, the current figures show an increase in working hours in numerous trades and all around the world¹. Longer working hours have been due primarily to the increased use of both paid and unpaid overtime, in particular among women.

1. The number of people working long hours globally has increased over time. The ILO estimates the current figure is 479 million workers, or nine per cent of the global population.

These new realities have raised concerns about time-related social inequalities, particularly in relation to gender, workers' ability to balance paid work with personal lives, family and civic responsibilities and the relationship between working hours, rest periods and social times. Appropriately, in 1981, the ILO also addressed some of these concerns with Convention 156 (workers with family responsibilities) on men and women workers with responsibilities around their dependent children, where such responsibilities restrict possibilities of preparing for, entering, participating in or advancing in economic activity. A number of countries, including Spain, have modified legislation to support flexible working arrangements and reduce working time to allow for time for guardianship.

Of late, all of these aspects and new elements have highlighted the need to expand the concept of time sovereignty, as underlined in 2019 by the Global Commission on the Future of Work². The Commission recognised workers' need for greater autonomy over their working time, while meeting the imperatives of business. Harnessing technology to expand choice and achieve a balance between work and personal life can help realise this goal and address the pressures that come with the blurring of boundaries between working time and private time. The Commission asserted that it will take continued efforts to limit working time and improve productivity, as well as minimum hour guarantees to create real choices for flexibility and control over work schedules.

According to ILO and WHO estimates, long working hours led to 745,000 deaths by stroke and ischemic heart disease in 2016, a 29% increase since 2000. The situation has also changed in the wake of the pandemic. COVID-19 has deepened inequalities and meant an overall decline in working hours in particular for small business and the informal economy, with recent ILO studies suggesting that we are still far from pre-pandemic levels. However, new methods of organising work, and in particular telework, have increased stress, psychological pressure, vision problems, anxiety, headaches, fatigue and sleep disorders, and the **general prevalence of health issues** would appear to be a major concern for society.

Challenges around working time must be tackled on multiple levels to improve global working conditions, close the gaps between workers' actual and preferred hours of work and cultivate the sustainability of businesses. This context includes workers who regularly work excessively long hours; those who work part-time and would prefer to work more hours to raise their earnings, and workers more concerned with the arrangement of working hours than the number of hours worked (those working nights and weekends and on irregular, unpredictable, or rotating schedules).

In various studies the ILO has concluded that balanced working time arrangements can benefit firms in many ways, including:

- *increased productivity;*
- *reduced rates of absenteeism and staff turnover;*
- *improved employee attitudes and morale, and*
- *more sustainable businesses.*

Benefits will also be seen by workers with increased flexibility. To put decent working time into action, businesses need to seek out ways to arrange working time arrangements (WTAs) and work schedules to accommodate individual workers' needs, including family and community responsibilities, while simultaneously meeting companies' professional imperatives. The work-life balance is a "win-win" approach that accounts for the preferences of both workers and employers, as suggested in the ILO Reduction of Hours of Work Recommendation, 1962 (No. 116).

Working time is therefore a key issue and central topic to new economic and social policies.

Based on the above-mentioned studies as well as existing international labour standards, the ILO has identified five key dimensions of decent work and working time, or “decent working time”: WTAs should promote health and safety; be “family-friendly”; promote gender equality; elevate businesses' productivity and competitiveness; and facilitate worker choice and influence over their hours of work. All these elements should be included when adapting new approaches to the current needs of workers and businesses.

We must be mindful of the fact that decent working time holds the promise of helping workers to balance work and life better while simultaneously delivering a boost to businesses' competitiveness. However, a proactive approach is essential: employers and workers must actively seek an appropriate mix of policies and practices, aided by a supportive national framework and time policies at the local, regional, national and international level. Only then will the promise of decent working time be realised.

A proactive approach is essential: employers and workers must actively seek an appropriate mix of policies and practices, aided by a supportive national framework and time policies at the local, regional, national and international level.

Life balance: Work, care and personal time

Sanna Nivakoski, Research Officer at Eurofound

Harmoniously merging paid work, care responsibilities, personal time and the various other aspects of one's life can be challenging. Conflicts occur, manifesting themselves as difficulties on the job, struggles in finding time for family, lack of personal time and exhaustion. The absence of these conflicts implies a desirable allocation of time – in other words, life balance.

Life balance is closely related to the particular stage a person is at in their life cycle and is therefore a target that changes over time for everyone.

Life balance is closely related to a person's stage in their life cycle and is therefore a target that changes over time for everyone.

Some aspects of life are resource-intensive, for example studies during youth, family demands when children are young and care for others later in life. Conflicts arise especially when many demanding aspects of life coincide. Working parents of young children are a prime example of people with a multitude of demands, and of resources being stretched on the job and at home.

Differences between men and women in work-life conflict are related to deep-rooted gender inequalities. Traditional gender norms often portray men as 'breadwinners' and women as 'home-makers'. Although in recent decades gender equality has increased in the EU, the pace of progress has been slow (Eurofound and EIGE, 2021). Persisting disparities in the labour market are reflected in the gender employment gap: in 2019 in the EU, the employment rate of men was 79%, while that of women was 12 percentage points lower, at 67%¹.

Another gender imbalance involves the degree to which people work in jobs that may be done from home (teleworkability), which is higher among women than men in the EU (Sostero et al., 2020).

In addition, deep-seated gender disparities are evident in unpaid work that parents do at home: in 2016, men spent an average of 16 hours a week on childcare while women spent an average of 31 (Eurofound, 2017).

Surveys such as those by Eurofound² collect information about life balance issues. Here, the focus is on parents' work-life balance because such questions are often exclusively asked of workers, and because working parents face the double responsibilities related to their job and their children. However, it is important to note that, as mentioned earlier, life balance issues concern everyone, regardless of employment status.

Work-life conflict among parents

Among working people, conflicts between work and home life can operate in two directions: work commitments may prevent people from dedicating enough time and attention to their home life, and family and housework responsibilities may prevent people from being able to dedicate enough time and focus to work.

The scale of the first type of conflict is illustrated in the first two images of Figure 1. In line with traditional gender norms, in 2015, 22% of working mothers and 19% of working fathers reported that they were at least occasionally too tired after work for household tasks. As for employment preventing a person from dedicating time to family, the picture is more gender-balanced. This is to be expected, considering that the focus here is on workers. Men were slightly more likely (14%) than women (13%) to report that their job prevented them from dedicating time to their families, possibly a reflection of longer working hours.

The other direction of work-life conflict can involve family responsibilities preventing a person from either concentrating on their job or from dedicating time to their job. These types of conflict are reported less often: between 4% and 5% of working mothers reported these issues in 2015, while the rate was 3% among working fathers (last two images of Figure 1).

1. Author's calculations based on Eurostat data from 2019 [LFSI_EMP_A_H], people aged 20-64.

2. For example, European Working Conditions Survey (EWCS) and Living, Working and COVID-19 (LWC) survey.

Work-life conflict among parents during the pandemic

During the COVID-19 pandemic, children required additional care and education from parents because of closures of schools and childcare facilities. The gender imbalance in childcare tasks meant that mothers took on most of this additional work. Meanwhile, working from home was widely recommended or mandated. The gender imbalance in the teleworkability of jobs meant that women were more likely than men to work from home during the pandemic. As a result, working mothers in particular struggled to simultaneously meet the demands related to their jobs and their children. Beyond increases in work-life conflict, there is evidence that these competing demands have caused some women to leave the labour market altogether (Albanesi and Kim, 2020; Petts et al., 2021).

The prolonged strain that the pandemic placed on working parents' work-life balance is evident in the first two images of Figure 2. Of particular concern is the gender disparity and the dramatic increase in the share of working mothers showing signs of exhaustion: 38% report being too tired after work for household tasks. Reflecting the increased demand on parents to provide care and education for their children, over a quarter of working parents report their job preventing them from giving the time that they wanted to their families.

Particularly during initial pandemic lockdowns, when vast numbers of schools and childcare facilities were closed and working from home (where possible) was widely mandated, conflicts where family life had a negative impact on work became widespread (see last two images of Figure 2). Concentrating on work became particularly difficult, reflecting the juggling of working from home with childcare duties. By both measures, the situation was especially challenging for working mothers.

Policies for better life balance

People themselves, as well as policymakers, social partners and businesses, are seeking improvements in life balance – in the interest of everyone, including workers, employers, carers and care recipients. Life balance issues are high on the agenda in many EU initiatives.

The European Pillar of Social Rights includes the Work-life Balance Initiative, addressing the challenges faced by working parents and carers, and including minimum standards for parental, paternity and carer's leave, and flexible working arrangements. A new directive on work-life balance for parents and carers is due to be implemented in 2022. In addition, the recently announced European Care Strategy seeks to improve the life balance of carers.

Telework may serve as an example of a current trend with likely consequences for work-life balance. On the one hand, telework has the potential to improve work-life balance by reducing commuting and providing workers with more freedom and flexibility to organise their time. On the other hand, telework can blur the boundaries between work and private life, leading to longer working hours and working during free time (Eurofound, 2021b). These concerns contributed to the European Parliament's recent resolution on the right to disconnect from work. Telework during the pandemic – often compulsory and rapidly implemented – correlates with a poor work-life balance for mothers in particular. The problems are likely explained in part by the additional burden brought on by the closures of schools and childcare facilities. For many people, the benefits of telework appear to outweigh its downsides – at least in non-pandemic times. As an indication of this, many Europeans wish to continue to work from home after the pandemic: 49% of women and 43% of men state that they wish to do so at least several times a week (Eurofound, 2021a).

Ultimately, the success of European initiatives that aim to enhance life balance rests on the deployment of well-informed policies at national, regional and local levels.

References

Albanesi, S., & Kim, J. (2021). Effects of the COVID-19 recession on the US labor market: Occupation, family, and gender. *Journal of Economic Perspectives*, 35(3), 3-24.

Eurofound (2017), *European Quality of Life Survey 2016: Quality of life, quality of public services, and quality of society*, Publications Office of the European Union, Luxembourg.

Eurofound (2021a), *Living, working and COVID-19 (Update April 2021): Mental health and trust decline across EU as pandemic enters another year*, Publications Office of the European Union, Luxembourg.

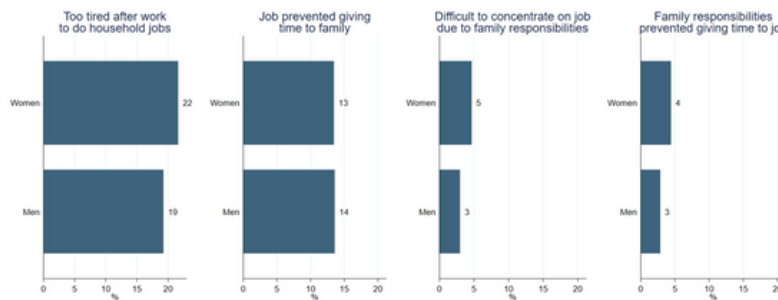
Eurofound (2021b), *Right to disconnect: Exploring company practices*, Publications Office of the European Union, Luxembourg.

Eurofound and EIGE (2021), *Upward convergence in gender equality: How close is the Union of equality?* Publications Office of the European Union, Luxembourg.

Petts, R. J., Carlson, D. L., & Pepin, J. R. (2021). A gendered pandemic: Childcare, homeschooling, and parents' employment during COVID-19. *Gender, Work & Organization*, 28, 515-534.

Sostero, M., Milasi, S., Hurley, J., Fernandez-Macías, E., & Bisello, M. (2020). Teleworkability and the COVID-19 crisis: a new digital divide? (No. 2020/05). JRC working papers series on labour, education and technology.

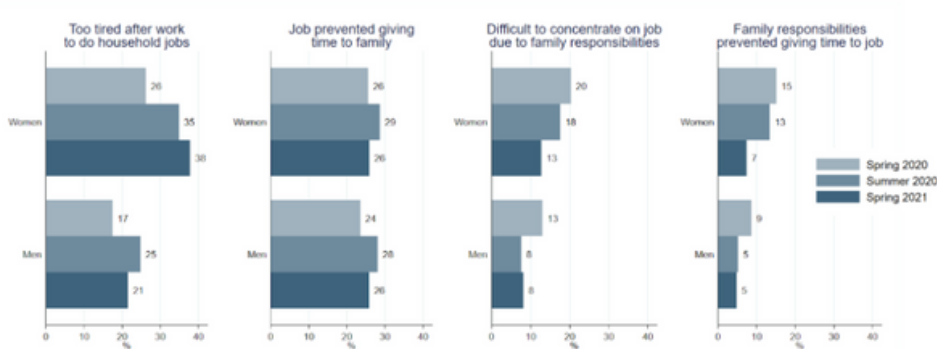
Figure 1 Work-life balance of working parents (EU, 2015)



Note Survey question: *Since you started your main paid job, how often have you ...felt too tired after work to do some of the household jobs which need to be done? ...found that your job prevented you from giving the time you wanted to your family? ...found it difficult to concentrate on your job because of your family responsibilities? ...found that your family responsibilities prevented you from giving the time you should to your job?* Bars represent the sum of answers: always and most of the time.

Source: Eurofound's European Working Conditions Survey (EWCS) (EU27) 2015.

Figure 2 Work-life balance of working parents (EU, 2020/2021)



Note Survey question: *How often in the last 2 weeks have you ...felt too tired after work to do some of the household jobs which need to be done? ...found that your job prevented you from giving the time you wanted to your family? ...found it difficult to concentrate on your job because of your family responsibilities? ...found that your family responsibilities prevented you from giving the time you should to your job?* Bars represent the sum of answers: always and most of the time.

Source: Eurofound's Living, Working and COVID-19 e-survey (EU27) rounds 1, 2 and 3 (2020/2021).

RECOMMENDATIONS TO IMPLEMENT LIFE BALANCE TIME POLICIES:

1 Holistic view of life balance

Foster structural changes for healthier, more egalitarian and more efficient uses of time by infusing work and care strategies with a holistic view of life balance (work, care, rest and recreation). The current “eight hours framework” (eight hours to work, eight hours to sleep/rest and eight hours for recreation, as described by Robert Owen in 1817), needs to be updated to include care time and make it as important as work, rest and recreation.

2 Flexibility, key to life balance

Life balance is closely related to the particular stage a person is at in their life cycle and is therefore a target that changes over time for everyone. Promote flexibility in working arrangements and working time and monitor its implementation (e.g. telework). Flexibility and work autonomy measures tend to generate more equality than leaves or permissions, which are usually taken only by women.

3 Care services are more than childcare

"Care services" should include all types of care services, such as those for the elderly and for dependent people, not just childcare. Care services must take account of criteria of high quality, availability and affordability, so both caregivers and recipients feel comfortable to use these services.

4 Citizens' awareness-raising campaigns to highlight benefits for all

Because time policies are innovative and current policies are a product of structural patterns in how society is organised economically, culturally and politically, citizens' awareness-raising campaigns must be developed around the uses of time.

Meanwhile, from clearly wording statements and goals and offering information about the advantages of time policies and existing resources, to enlisting diverse, accessibility-informed channels of communication (e.g. social media, official websites, street informers, information leaflets, radio and television advertising, etc.) which are capable of reaching all citizens, communication strategies are key to messaging around time policies. Life balance awareness-raising should be based on three fundamental ideas:

- 1) Making life balance policies of interest to everyone: workers, employers, as well as care recipients and caregivers;
- 2) Highlighting the value to unpaid work;
- and 3) Promoting the equal sharing of caring responsibilities.

5 Target citizens and public workers alike

Public administrations promote life balance actions which are designed for citizens, but, as employers, they must also set the example when deploying life balance measures and actions for their own employees. In this connection, the deployment of measures within the public administration must be supported by training for civil servants and government officials. As for internal organisation, there must be coordination to convey the importance of time policies to all teams, based on the idea of transversality between the different departments of the public administration involved. Political will is always needed to introduce the topic into the institutional and political agenda. Government institutions and representatives must commit to time policies, because they affect all citizens and all economic and social actors. One key practice is promoting co-responsibility through social procurement clauses that require companies to adopt co-responsible work-life balance plans when awarded public contracts.

6 Key elements: Sociodemographics and territory

Life balance policies in cities must be designed to take account of sociodemographic considerations such as population, socioeconomic data, employment and unemployment rates, income and the gender gap in various fields, among others. Also, proximity to public services and facilities is an example of how implementation can be influenced by territorial considerations) such as population distribution, mobility patterns and public transport use, which are crucial to structuring how projects and policies are distributed in neighbourhoods and districts. For instance, policies to support caregivers must take account of the fact that caregivers usually live in vulnerable socio-economic conditions; essential material conditions for a good performance of working from home, and that specific employment and unemployment data of each context, disaggregated by men and women, help us to understand patterns of work-life balance and co-responsibility.

7 Data and information are essential

Evaluating how policies are working and introducing proper changes during deployment. Sharing knowledge on time-use indicators and useful data is essential to monitoring the impact of policies. Pilot projects are a good way to initiate ambitious policies and assess their effectiveness to learn from the process and be able to roll them out more widely.

8 Collaboration with key stakeholders

Designing, deploying and evaluating time policies requires dialogue and collaboration between various actors and sectors, such as private companies, research centres and academia, NGOs, unions, the social economy and time policy experts and consultants, among others. Prime examples of this are networks of collaboration among enterprises and public institutions, as businesses are not only key allies in changing patterns of how time is used within organisations, but they are also very useful exponents of good practices. Various participation and engagement methodologies are key to getting people to open up about their needs, expectations and opinions around time policies.


9 Gender mainstreaming through the whole policy cycle

Data show that women are more affected by time poverty and the constraints that make them have less time (gender pay gap, employment rates, time for care, etc.). Gender is a cross-cutting consideration and this must be taken into account when designing, deploying and evaluating time policies.

10 Knowledge sharing, an opportunity to learn from other policies

Networks and working and research groups are crucial to ensuring the transferability of good practices among city councils and metropolitan areas. Time policies will be increasingly present on the agenda as more institutions share experiences and are willing to help others to do the same. The [Declaration of Barcelona on Time Policies](#), a pioneering agreement signed by more than 100 time-use stakeholders, promotes collaboration around time policies and knowledge sharing among signatories to work towards guaranteeing all citizens' 'right to time'.

PART 1.
**Public policies
to improve life
balance for
citizens**



1.
Centralisation
and proximity of
well-being
services

Bogotá Care System



Local | Bogotá City Council (Colombia)

How a city is reorganising itself so that caregivers can pursue personal development



Policy objective

- Address demands around balancing the provision of care so that caregivers can pursue personal development, well-being, income generation, etc.
- Recognise caregivers' contributions by means of a radical "ease-of-access" modality
- Redistribute care work responsibility more equitably between women and men
- Reduce women's unpaid care work so that they can pursue personal development and self-care
- Simultaneously provide services for those who provide care and those who require it. For example, while a caregiver attends a programme to finish high school, her family members can take part in play and physical activities, including those members with a disability

Context (Problem to address)



In Bogotá, **30% of women engage in unpaid care work full time**, a situation affecting mainly low-income women, whose opportunities for professional development are hampered by care work overload.

Consequently:

- 70% of caregivers cannot pursue basic education;
- fewer women are able to access jobs or entrepreneurship;
- 21% have diagnosed illnesses;
- 33% lack rest time;
- women lack economic autonomy.

Long-term consequences include: (1) wider educational gaps; (2) increasing health problems; (3) increasingly feminised poverty and the broader resulting impacts thereof.

Bogotá's Care System operates in three distinct ways:

1. Care Blocks: A new criterion for the city's urban planning that gives centrality to caregivers and care work and organises the city to meet people's needs. Care Blocks are situated so that services are located in an 800-metre vicinity and can be accessed within a 15- to 20-minute walk.

2. Care Buses: The mobile version designed for people who live in rural and outlying areas, guaranteeing rural and peasant caregivers have access to care services. This is especially important because caregivers in Bogotá's rural areas devote more time to care work and often lack basic utilities like running water or electricity.

3. The "Home Care Delivery": A programme designed for the 14% of full-time caregivers who cannot access Care Blocks or Care Buses due to the conditions of the people they care for, mainly individuals with severe disabilities who are seldom able to leave the household. Door-to-Door Care will deliver services to this special population in their own households, guaranteeing their access to the System.

4. The Care System is also implementing a strategy for cultural change, called "Men's Care Schools", so that men can acquire housework skills and caring abilities.



Key aspects

- Community Care Blocks located within an 800-metre vicinity enable most potential recipients to access them by a 15- to 20-minute walk from their homes
- Lack of recognition for unpaid caregivers is the product of socio-cultural sense-making, so long-lasting, powerful and sustainable change will require that the Care System transform cultural biases
- The Care System simultaneously provides services for carers and care recipients; services can be brought to their homes if they are unable to leave

Results



During 2021, the Care System provided 53,178 services to caregivers and their loved ones in the first 12 months of operations across the city. Of these, 10,416 were for care recipients, and over 10,180 women reached with the Care Buses in rural and outlying areas.

Likewise, 3,426 people, including Afro-descendant, Indigenous, trans, teens and elders, participated in 303 workshops as part of the 'We can all learn to care' programme.



Natalia Oviedo,

Adviser of the Secretary for Women's Affairs

noviedo@sdmujer.gov.co



To learn more...



[Sistema de cuidado](#)

Superblock of care (VilaVeïna)



**Ajuntament
de Barcelona**

Local | Barcelona City Council

Communities of between 10,000 and 30,000 inhabitants tackle care needs from a collective, proximity-based approach



Policy objective

Improve the well-being and life quality of people that require care and their caregivers by enhancing coordination between the services and resources in each area

The service takes a proximity- and community-based approach that:

- Is equipped to face demographic and social changes in the city more efficiently and with more well-being
- Recognises the centrality of care in sustaining life

Context (Problem to address)



- Citizens unfamiliar with existing resources and services for care
- Low level of collective co-responsibility for care provision
- Unevenly redistributed care responsibilities, and poor working conditions among caregivers
- Need for more nearby resources and services that meet care needs and improved holistic approach in current initiatives
- Low visibility and social recognition of importance of care
- Need for a physical environment that meets people's needs better

VilaVeïna is a free service in public facilities in specific areas where citizens can inform themselves about care resources and services. Each VilaVeïna offers the following services:

- 1) Information and individual support about close-by resources and services to improve the well-being of people.*
- 2) Meeting point for families and caregivers.*
- 3) Workshops, conferences and other activities on varying issues, including improving health and emotional well-being.*
- 4) Support groups where people in similar situations can share experiences and overcome difficulties.*
- 5) Breathing spaces and childcare services where families and caregivers can bring their dependents and have some personal time.*
- 6) Legal advice about contracting caregivers and related rights and duties.*
- 7) Support for projects to care for others collectively.*



Key aspects

- Small local units to guarantee the proximity and community-based approach
- At least one full-time, dedicated professional per area to promote networking, programme activities and provide support services to citizens
- Ensures that actions address citizens' real needs
- Offers childcare services and breathing time to facilitate caregivers' participation in proposed actions
- A common service offering at city level that can tailor actions and projects to each area

Results



- With 16 centres operational by late 2022, the project will reach more than 320,000 people, nearly 20% of Barcelona's inhabitants
- Project benefits from a municipal investment of €3.5 million
- More than 350 people have already benefited from the various services of VilaVeïna, by either receiving information or taking part in programmed activities. The most common profile are Catalan female caregivers aged 60 to 75 seeking support around self-care services, and nearby resources to meet the needs of caregivers



Núria Salas

Coordinator of VilaVeïna, Department of Strategic Projects, Communication and Participation. Foment de Ciutat, S.A.

pactedeltemps@bcn.cat

vila veïna

To learn more...

[VilaVeïna](#)

Neighbourhood concierge service



Local | City of Strasbourg (France)

Facilitate everyday life in a deprived and under-serviced neighbourhood



Policy objective

- Meet the expectations of the inhabitants and the needs of the Ampère area
- Reflect the will of Strasbourg city and eurometropolis to develop neighbourhood concierge services by supporting a pilot version in the priority neighbourhood in the city of Ampère

Context (Problem to address)



Addressing a lack of services in working-class neighbourhoods, the project to develop neighbourhood concierge services aims to:

- Strengthen social bonds through the development of a local service offer
- Combat isolation by improving residents' living environment
- Enlist SSE actors to restore territorial equity
- Help develop and revitalise working-class neighbourhoods

Concierge services, in the general sense, are structures that act as interfaces between clients and service providers, offering services that make life easier, save time and improve the quality of life. Their particular form varies depending on whether they serve individuals in a business, third place or neighbourhood. However, all have one thing in common: centralised demand and supply. In weakened neighbourhoods, where the supply of private and sometimes public services is declining, residents express a strong need for basic necessities, particularly food and local services: the neighbourhood concierge service therefore helps revitalise areas and make them more attractive by providing solutions to resident needs.

A neighbourhood *conciergerie* is a central and unifying open space that offers new services for free or at discounted rates and makes it possible to:

- create endogenous economic activity in priority neighbourhoods (QPVs) and develop professional integration;
- connect inhabitants:
 - o through gift for gift, skills exchange, conviviality, citizen participation, activities;
 - o to local services (post office, bread depot, mobility support, etc.) and to other cultural, sports and artistic venues, etc;
 - o to sustainable development activities and events (social and solidarity economy, object recycling, education on the environment and eating well, etc.)

Concierge directors are caretakers, and they play a pivotal role. They are in charge of the duty roster and handle requests from listed service providers. They ensure customer relations and organise daily operations at the centre (welcoming residents, managing reservations and receipts, managing relations with service providers). They take on various roles: manager, logistician, social facilitator, mediator, etc.



Key aspects

- Evolving range of services adapts to emerging needs and will be expanded in the coming weeks (bicycle hire and maintenance, bulk food products, etc.). These services will be provided in close partnership with local actors, mainly from the SSE sector.
- Workshops will be created on different subjects based on the wishes expressed by inhabitants: sewing, DIY, digital, sport, recycling, environmental actions, etc.
- Since opening, the concierge service has been very busy. Many residents have already visited this friendly place.
- Caretakers are ideally residents, and place of residence is a criterion in hiring.

Results



Development perspectives of the network of concierge services:

- The Ampère pilot initiative helps to develop a public policy relating to the provision of local services.
- Other applicant neighbourhoods will be part of the next wave of development of this network, including the priority neighbourhoods (QPVs) of Quartiers Ouest in Schiltigheim/Bischheim. To do this, the local authority has turned to a State aid scheme –the Service of General Economic Interest (SIEG)– that allows it to make substantial financial contributions, in line with its ambitions. With this legal tool, ambitious projects can be deployed that reconcile economic development and general interest.
- Next steps :
 - 2nd half of 2021: legal support to develop the emergence process; launch of a call for expressions of interest to select project leaders in the other territories.
 - 2022: opening of one or more **concierge service**.



Joana Levy

Project Manager in charge of the Time Office

joana.levy@strasbourg.eu



To learn more...



[Facebook page of the project](#)

Closer to citizens: Anti-heat and Loneliness Plan



Comune di
Milano

Local | Milan City Hall (Italy)

One of the key objectives is to strengthen, particularly in summer months, existing year-round social and home policy assistance for people assisted by the Social Services of the Municipality of Milan. It aims to extend aid activities to a wider range of citizens who, in summer, face increased challenges obtaining support from family members and caregivers. It also seeks to integrate Social Services Access Points to make it easier for fragile citizens and their families to be attended and oriented to services and resources in the area. It strives to offer short and emergency interventions and to support work-life balance for families of elderly citizens and of people with disabilities and/or in situations of fragility. It aims to organise a communication system for monitoring weather conditions to help prevent the effects of heat waves, and to draw up a list of referrals to competent health authorities (ATS) to define individuals' degree of frailty and health risks.



Policy objective

- Strengthen at-home and social support interventions
- Integrate and facilitate access to social services
- Offer beneficiaries targeted orientation to the network of public services
- Relieve caregivers in particular periods of the year
- Improve the work-life balance of families, the elderly and disabled people
- Conduct integrated and preventive interventions related to social support and health care

Context (Problem to address)



The City of Milan's Welfare Development Plan (2018-2020) highlights how data in the municipality's information system relate to the population development for 2030, making it possible to understand a demographic trend that will see a sharp decrease of minors (-2.7% of the total population) against an increase in the adult population (+2.1%) and young elderly people (+1.3%). At a glance, these values offer a perspective of the city's potential demographic development and the consequent changes in terms of citizen needs.

The ageing of our population is closely linked to loneliness and changing family structures and dynamics. A considerable portion of Milan's residents are lonely: 45% of families, a figure that is decidedly higher than the Italian average (32%). Eleven per cent of single-parent families qualify as well, situating the real figure at over 50% of the population. From this perspective, this plan to develop citizen welfare commits the Administration to help people, particularly women, to reconcile time for life and work. There is also the prospect of strengthening the relationships networks to respond to the tragedy of ageing in solitude. The anti-heat and -loneliness plan, among other interventions put in place by the Administration, aims to respond to the need for flexible and articulated services for fragile people and their families. This project therefore offers citizens a system of services from qualified personnel to ensure necessary social assistance and care support so citizens can stay at home even in summer.

Finally, all the activities developed are in line with the Guidelines prepared by the Presidency of the Council of Ministers, Department of Civil Protection.



Key aspects

- Helps fragile people stay at home and relieves families/caregivers for limited periods of time and in emergency situations by offering personal and environmentally-friendly hygiene service and meal preparation. Free for people below a certain income.
- Home delivery service, free for beneficiaries below a certain income. Guaranteed fast service and for short periods of time.
- Alleviates elderly people's sense of loneliness and isolation, heightened by the health crisis, with phone-based Relational Psychological Support (free/fee-based).
- People lacking a social network and facing challenges applying for similar services can benefit from shopping and medicine delivery service free.
- Frail people can get help with administrative procedures around indispensable and non-postponable activities (delivery of documents to competent offices, assistance preparing requests, etc.).
- Fragile people can get help in minor maintenance needs (e.g. changing light bulbs).
- Listening and support in orientation to services for frail people, caregivers and/or relatives.

Citizens can activate services included in the plan by calling to the 020202 number, which works 6 days a week, 12 hours per day.

Results



- Summer 2021: 619 requests received
- Summer 2021: 4540 interventions, including:
 - Accompanying support (8)
 - Home meal delivery (3110)
 - Environmental hygiene (480)
 - Personal hygiene (636)
 - Meal preparation (10)
 - Relational support (252)
 - Foods and goods delivery (44)
- Summer 2021: 515 phone queries
- Shorter waiting lists for social welfare services



Francesca Zajczyk & Bianca Russo & Gloria Ferrari
Department of Mobility
assessora.censi@comune.milano.it

To learn more...



[Commune di
Milano](#)

Single registration counter



Local | Ville de Brive la Gaillarde

In one evening and one place, city services organise leisure activities throughout the year, and thus offer the public the opportunity to register in one go



Policy objective

Allow people to avoid travelling to different places on different dates to register for the new school year, by favouring ONE PLACE and ONE TIME

Context (Problem to address)



Every year, the start of the school year is a source of stress for parents who have to organise their children's activities in a short space of time

Prior to the meeting, a special section of the city's website allows the public to see available time slots for activities and simulate timetables.

Participants include:

- *The youth and sports department for municipal sports schools*
- *The music and dance conservatory*
- *The municipal plastic arts centre*
- *The three cultural social centres*



Key aspects

- Cooperation of relevant departments
- Availability of large room for the event
- Organise waiting at the stands
- Dedicated area with games and supervised childcare
- *Perk*: small playful activity on the spot

Results



- Satisfaction survey at discharge
- This system is satisfactory as it has been in place since 2009

Strengths:

- One-stop shop opening hours in the evening to reach working residents/beneficiaries

Weaknesses:

- Difficulty motivating some of the services involved



Marie Claire Lacaze

Director of the Innovation and Territorial Strategies

marie-claire.lacaze@brive.fr



To learn more... 

[Le guichet unique
c'est bien pratique](#)

Libraries and civic centre closer to citizens



Local | Terrassa City Council (Catalonia)

Decentralised public facilities with schedules to ensure citizens can access them



Policy objective

Decentralise services by offering a significant number of them at city council libraries and civic centres which also host programmes and activities for people of all ages

Context (Problem to address)



These facilities offer extensive opening hours, both morning and afternoon, as well as a wide range of activities for all ages. To reach all citizens, the network offers a range of special services for people with disabilities.

The "Home Library" project, with the collaboration of the Red Cross and volunteers, offers a home loan and reading service for people with reduced mobility.

Bibliomóbil is a joint service of the Terrassa Centre Business Association and Terrassa Public Library Service. It offers a document lending service in various squares in the historic centre and makes reading more accessible to the elderly, people with reduced mobility and the general public. City libraries also have document drop boxes, and borrowed documents can be returned to any library in the municipality.

The "Boomerang" project lets citizens request documents from other libraries. Documents are sent by courier service to the requesting library, requiring no travel on the part of users. Additionally, an inter-library loan service enables library users to obtain titles not available in Terrassa libraries from other libraries outside the city. Online services exist as well, such as the online information service, online municipal services and more.

The "Question" Project, an online information service of the Barcelona Provincial Council's Municipal Libraries Network, connects people to librarians, who respond to inquiries within 72 hours.

Online municipal services promote the use of personal time by offering document reservations and loan renewals, library card applications and at-home access to assorted information and resources through Terrassa's bibliographic database (daBiT), the digital newspaper archive, MP3 audiobook downloads, "virtual shelves" and more.



Key aspects

Indicators to assess communication channels and actions include:

- Newsletters sent: 12 (348,558 users reached)
- Posts: 160
- Tweets: 820
- Videos published: 14
- Followers: 2896
- Stories: 213

Results



- New user cards: 2,188
- Total library cards: 100,862
- Total books lent: 88,882
- Total audiovisual and other media: 27,870
- Online renewals: 47,009
- Virtual loans: 26,104
- Total documents lent: 189,865
- Inter-library loans: 16,067 (lent)
- Inter-library loans: 15,793 (received)
- Drop-in activities: 254
- Sign-up activities: 448
- **Number of visitor sessions: 283,796**

Review: Maybe only choose 2-3 impact data on libraries and add data on civic centre




Joan Chicón,
Director for European and International Affairs
joan.chicon@terrassa.cat



To learn more...



[Biblioteques de Terrassa](#)



2. Services to increase personal time

Time for Care



Generalitat
de Catalunya
Departament
d'Igualtat i Feminismes
**Secretaria
de Feminismes**

Regional | Department of Equality and Feminisms, Government of Catalonia. City Councils and County Councils. Ministry of Equality, Government of Spain. "Plan Corresponsables" (Co-Responsible Plan).

Promote, coordinate and fund the enlargement and creation of nearby public care services for zero- to fourteen-years old, out of school time



Policy objective

The main objective of this policy is to develop public co-responsibility around care. Several specific objectives include:

1. Consolidate children's right to care
2. Create free time for families, particularly women, to whom care work is largely attributed
3. Accredite professional experience acquired in the informal sector
4. Generate new quality employment in this sector
5. Advance in gender and territorial equality

Context (Problem to address)



Catalonia has a population of approximately 7.5 million. Roughly 1,160,000 are children between the ages of zero and fourteen whose out-of-school care needs are mainly assumed through private entities and a limited number of leisure and social organisations. Care work thus mostly falls to families, particularly women, who have traditionally been responsible for this task.

Women's possibilities of reconciling life and work and participating in the labour market are far from equal to those of men. It is therefore necessary to provide out-of-school services to free up time for adult carers, and simultaneously to professionalise these jobs and create quality care employment. It is a complex challenge and until now, what scant childcare resources exist have been poorly distributed across the territory.

The Department of Equality and Feminisms believes that society and governments must share responsibility for care if we hope to attain equality, particularly as it relates to gender. These services, designed as universal public services for zero- to fourteen-year-old children, strive to impact the local area and families, particularly women, to whom care work has been traditionally chiefly assigned.

In Catalonia, funding for the programme is expected to come from the city and county councils that will implement it. Moreover, this policy is aligned with the government's commitment to promoting co-responsibility; increasing free care coverage for zero- to three-year-olds, and supporting other public policies involving leisure and other local initiatives already implemented. Now we want to promote the Catalan public system for childcare services. This means broadening existing services and facilitating the creation of new ones as, for example, local babysitting, summer camps, children's play centres and other public services offered out of school time and separate from the educational system.



Key aspects

- Free and universal care services for children from zero to fourteen years old
- Services implemented by local governments to ensure flexibility and proximity
- When necessary, priority given to single-parent families, mothers/guardians who have suffered gender violence, women over 52, women in situations of long-term unemployment and women migrants
- Defines professional profiles that these services can employ
- Establishes a public system to professionally accredit care experience in the informal economy
- Supports adapting spaces that are used for caring services
- Local administrations receive support in the form of tool kits, a hotline and other resources from a gender-informed perspective
- Follow-up based on indicators of use, results and impacts
- Funding will be annual and there is a government commitment of continuity

Results



Still in progress

We now **exceed 20 million euros per year**. If necessary, to equalise the effects on families, women and children, preferential access for certain communities of women and families is envisioned.

Due to particular socioeconomically-related obstacles to work-life balance –for instance, in accessing other services formally or informally– priority will be given to single-parent families, mothers/guardians who have suffered gender violence, women in situations of long-term unemployment, women over 52, women migrants and families with other care responsibilities.



Núria Vergés Bosch & Mar Garcia Puig

Care, Time Organization and Work Equity. Department of Equality and Feminisms. Government of Catalonia)

tempspercures.igualtat@gencat.cat

To learn more...



[Temps x Cures](#)

Time for You

(Temps per a tu)



**Ajuntament
de Barcelona**

Local | Barcelona City Council through the
Municipal Institute for People with Disabilities
(IMPD)

*Leisure activities for people with disabilities and
breathing time for caregivers*



Policy objective

- Provide quality leisure opportunities for children, young people and adults with disabilities
- Provide free time for families in caregiving roles

Context (Problem to address)



Temps per a tu, a time use initiative, was launched in 2011. Since 2013 it has been managed by IMPD and seeks to mitigate the effects of lack of time among caregivers caring for functionally diverse people.

Such effects include physical and emotional burnout, economic burdens and missed opportunities in education, work and participation in social and leisure activities.

A service to foster quality leisure time for children, youth and adults with disabilities and, at the same time, promote families' work-life balance



Key aspects

- Make it easier for families to access services by organising activities at nearby facilities (social centres and libraries, among others)
- Provide participants with a moment of leisure and the rest of the family with breathing time with morning and afternoon activities scheduled weekly or bi-weekly (on Saturday)

Results



- 2,200 people have used the service since it started
- 215 annual users, average

(Updated 1 January 2022)



Assumpta Soler

Head of the Strategy and Coordination Department,
Municipal Institute of People with Disability

pactedeltemps@bcn.cat

To learn more... 

[Temps per a tu](#)

Concierge service

(Comptoir des services)



Metropolitan| Eurometropolis of
Strasbourg (France)

Facilitate employees' daily life by bringing a
range of services to their workplace



Policy objective

- Improve workers' well-being by making their daily lives easier and enabling them to better articulate their lives between the personal and professional; promote gender equality by balancing the duties
- Improve employer brand and potentially encourage greater employee involvement in work and increased individual efficiency thanks to a reduced mental load
- Generate bonds between co-workers

Context (Problem to address)



The service seeks to improve work-life balance to make workers' daily life easier and lighten the mental burden of daily tasks, which all too often continue to fall to women.

The concierge service addresses societal issues insofar as particular attention will be paid to putting to work companies from the social and solidarity economy.

The City of Strasbourg, which pledges to promote professional equality by improving employees' coordination of their professional and personal life, has chosen to cover the operating costs of a social company providing a concierge service. This service aims to make the lives of city employees easier, alleviate often complex daily routines, better balance professional and personal life and find those little "extras" that provide great services.

Employees need only pay the very reasonably-priced cost of the service they request. This service desk serves as an intermediary so that employees can access a range of services at their place of work, at no extra cost.

Among the numerous services proposed are:

- *Personal at-home services: childcare, tutoring, pet-sitting and pet care, cleaning, garden maintenance, etc.*
- *Maintenance and repair: ironing, clothing alterations, dry cleaning, shoe repair, bicycle repair, car maintenance, telephone/computer/tablet repairs, technical inspections, etc.*
- *Circular economy: small appliance and DIY equipment rental, game and book loans/donations, dress sales, charity drives, collection drives (batteries, light bulbs), etc.*
- *Deliveries: parcels (reception/dispatch), produce baskets, etc.*
- *Advice: low-carbon mobility, moving assistance, etc.*
- *Well-being: massage, hairdressing and manicures*
- *Pop-up activities and events: DIY workshops, craft markets and group orders*
- *Mini emergency shop: hygiene, coffee capsules, raincoats, cards and stamps, bread, etc.*



Key aspects

- Services backed by responsible social and environmental policy
- Public-private partnership
- Strong communication
- Tailored to user needs
- Collaboration with local traders committed to virtuous approaches
- Process of ongoing evaluation and highly flexible market means adjustments can be made to fit needs as closely as possible
- Service providers paid for time spent on service, not number of services provided, with possibility to extend opening hours or add help desks
- Users' committee to send attendance statistics

Results



Policy currently in progress.

The company has identified local service providers from the socially responsible economy sector and local traders and craftsmen who are committed to providing a quality service. 75% to 80% of services are provided by agents in the socially responsible economy sector, integration sector and sheltered work. 20% to 25% are provided by agents in the traditional economy in compliance with quality and sustainable development standards.



Joana Levy

Project Manager in charge of the Time Office

joana.levy@strasbourg.eu



To learn more...

[Conciergerie](#)

Respir Programme, free time for non-professional caregivers



**Diputació
Barcelona**

*Local | Barcelona Provincial Council
Programme of temporary residential support for
non-professional caregivers*



Policy objective

- The programme is for families caring for dependents over the age of 65 and families caring for people with intellectual disabilities. It aims to improve the quality of life of caregiving families, particularly women, by offering rest periods of 15 days to two months for those caring for elderly dependents, and rest periods of 3 days to two months for those caring for people with intellectual disabilities. Meanwhile, comprehensive care is provided to dependents and people with disabilities. It also serves as a resource in cases of unforeseen family situations.

Context (Problem to address)



Women are primarily responsible for care. Half of the beneficiaries of the dependency law in Barcelona province receive economic benefits for informal care. Family carers spend between 13 and 17 hours a day caring for dependent people; 42% of them for periods of more than 10 years. These long and intense periods spent providing care have effects on physical and emotional health, as well as on participation in the labour market and society. Rest time is one of the principal needs and demands of caregivers to be able to balance care with personal life.

Family caregivers can access this programme by referral to Barcelona Provincial Council service through the basic social services of city councils in Barcelona province. This service offers stays of between 15 and 60 days per year for the elderly, and of 3 to 60 days for people with intellectual disabilities. During the stay, social and health care is provided, as well as leisure and occupational activities. Families can also receive support and training.



Key aspects

- Comprehensive care from specialised professionals
- Interdisciplinary teams
- Coordination between care and medical sectors
- Person-centred care
- Quality of care and continuous improvement
- Outcome-oriented
- Comprehensive information system
- Space for ethical reflection
- Corporate social responsibility

Results



- 3,905 people from 128 municipalities attended in 2019
- The average age of caregivers in the Respite for the Elderly programme is 61 and 70% are daughters of the dependent elder
- The average age of caregivers in the Respite for the Disabled programme is 57 and most caregivers are mothers



Teresa Llorens

Coordinator of the Equality and Social Sustainability Area

ca.iss@diba.cat



To learn more...



[Respir](#)

Survey of Students' Time and Living Conditions



Local | University of Poitiers

To find out how university students use their time and what kind of living conditions they have, and to increase their personal time



Policy objective

The "Time and living conditions of students" approach was the subject of a major survey conducted in 2018 by the University of Poitiers and the Leonardo da Vinci Confederal University (COMUE, bringing together the University of Poitiers, the University of Limoges and other educational institutions).

Context (Problem to address)



Since 2000, profound transformations in how higher education and research are organised in France have significantly altered university staff and students' relationship to time, including time for work, studies and university life.

It therefore became essential to measure how students at the University of Poitiers organised their time and, in particular, how they balanced time for learning and time for other activities, academic or not, as this determines their success throughout their time at university.



Key aspects

Four thousand students were surveyed on problems they face structuring their time between study time and non-study time; mobility issues; leisure; sports and cultural practices; conditions of access to healthcare and restaurants, and absenteeism.

Results



The results of this survey were presented in a playful and artistic way to guarantee a better take-up.

If all goes well, this will lead to the creation of a time office hosted and run by University of Poitiers' Maison des Étudiants.



Dominique Royoux

Director of the Ruralités Lab

dominique.royoux@univ-poitiers.fr

To learn more... 

[Temps et Conditions de vie des Étudiants](#)

Out of school time



Local | Municipality of Bolzano (Italy)

Midday lunch and play in primary and secondary schools



Policy objective

The project is mainly a support to help families better reconcile working time. Students can stay at school at lunchtime and participate in activities until 2.30pm.

Context (Problem to address)



Many parents work all day or until early afternoon, leaving children home alone at lunchtime or, in the case of many, on the streets.

The situation has worsened over the years, with the presence of unaccompanied boys leading to growing numbers of small gangs who become a problem for the whole neighbourhood.

After classes, students are supervised by youth centre activity leaders during and after lunch. Interested students can have lunch in the school canteen. Activity leaders become reference persons for the students, who often go with them to youth centres after school.



Key aspects

Creation of a network between the school, municipality and youth centres. Network members collaborate to solve problems and propose new activities that can change over time.

Results



Parents have a better work-life balance; students have the chance to spend free time together; neighbourhoods face fewer and fewer problems with gangs of youngsters, and, with the help of activity leaders, teachers have a better relationship with youngsters in difficulty.



Sabina Scola

Office of Statistics and Time

sabina.scola@comune.bolzano.it



To learn more... 

[Tempi della Città](#)

Momentum Project, free childcare after school



Ajuntament de Lleida

Local | Lleida City Council (Catalonia)

Right to play; family support; co-education; social cohesion; equity; autonomy; play as a universal language



Policy objective

- Play as a universal language
- Enhance family relations through quality time
- Stimulate creativity, imagination and self-development
- Support and promote networking among families through various activities
- Offer a neutral neighbourhood space and serve as an advocate of inclusion and transformation
- Provide recreational resources and foment the circular economy
- Inspire values like respect, solidarity, organisation, patience, sharing, etc.
- Promote cultural understanding and gender respect

Context (Problem to address)



Toy libraries address a range of public needs and expectations.

For instance, some new parents seek orientation and would like to belong to a network of families where they can share their concerns.

Some families and single parents lack other support around issues of work-life balance. Some foreign-born families seek support to help their children adapt and be included. Some seek a space where they can enjoy quality time with their children.

Zero- to twelve-year-olds their families. Also schools, other city entities and elderly people from specific projects. The service costs €20 per year. A special 50%-75% discount applies to large families and single parents.

Children up to four years old whose families are not present can receive assistance from professionals between 4.30pm to 7.00pm.

In the months ahead this service will be expanded to extend service hours till 8.30pm and open on Saturday mornings and afternoons.



Key aspects

- Schedule, implement and evaluate the Family Work Plan and Projects
- Select, catalogue and adapt play material and toys taking account of educational criteria
- Tailor Basic Operating Regulations to the specific needs of users and the environment
- Design and build games and educational materials.
- Encourage and stimulate play situations with children and families by giving advice on various play-related matters and the integral development of the child
- Convene the educational team for regular meetings and hold necessary meetings and coordination with the distinct groups near the toy library
- Detect possible social deficiencies and communicate them to Primary Care Social Services teams

Results



- Roughly 700 children assisted (the expectation is to increase this number in the coming months)
- Five toy libraries in various zones of the city



Juliana Fernandes
Chief Operations Officer
jfernandes@paeria.cat

XARXA MUNICIPAL DE LUDOTEQUES



To learn more... 

[Xarxa municipal de
ludoteques](#)

Concilia, free childcare service



**Ajuntament
de Barcelona**

Local | Barcelona City Council

On-demand childcare space to promote work-life balance, particularly for single-parent female families



Policy objective

- Help users, particularly women, balance work, family and personal life with a service tailored to current childcare needs
- Facilitate women's access to occupational training and the labour market
- Help users move up in, and maintain, employment
- Promote well-being within family units
- Provide women with personal time enabling them to fully participate in their community and strengthen their active role in society
- Give families a breathing space
- Provide quality leisure opportunities for the children

Context (Problem to address)



Concilia, part of the COVID-19 Social Reaction Plan, was launched in 2020 as a way to provide relief to at-risk families with children at home and lacking time for basic tasks such as housekeeping, work and going to necessary appointments (doctor, job interviews, etc.). It also sought to create breathing time, especially for women lacking networks of support.

Concilia offers childcare for one- to twelve-year-olds in nine Barcelona locations in the neighbourhoods of the Neighbourhood Plan. It opens outside school hours every day from Monday to Saturday (week-day afternoons and all day Saturday). Potential users can book the service online 48 hours in advance, or on site. Families need only register on the app once, providing all the required legal documentation, after which they can request the service as many times as they wish. The Concilia team confirms or rejects each petition by phone. Priority is given to single-parent female families, gender violence survivors, or families without a community network that can support them.



Key aspects

- Some slots are reserved for urgent cases and can be booked 15 minutes before the service starts
- By law, service for one- to three-year-olds must take place in a nursery
- Families can bring their child to the centre, or arrangements can be made for children to be picked up at school
- Coordination with other services and entities in each neighbourhood, and presence of special needs educators staffing the service.

Results



- 7,819 provisions of childcare
- From October 2020 – June 2021, 648 families used the service, of which 299 were single-parent female families and 90% of foreign origin

Projecte Concilia: Servei municipal de canguratge

NECESSITES CANGUR PER LES TEVES CRIATURES?

L'Ajuntament de Barcelona posa en marxa un **servei de cura d'infants de 3 a 12 anys gratuït** de manera puntual o sempre que el necessitis, disponible a disposició de les famílies residents als barris del Pla de barris.

> **T'interessa? Demana més informació!**

Need a sitter for your kids? Barcelona City Council provides a **free childcare service for children aged from 3 to 12**, for occasional or regular child-minding, available for families living in areas covered by the Neighbourhood Plan.

> **Interested? Ask for more information!**

📍 **Espai: D'1 a 3 anys:** Escola Bressol Municipal Diagonal Mar (Josep Pla, 57). **De 3 a 12 anys:** Casal de Barri Besòs (Cristòbal de Moura, 232)

☎ **Teléfono de contacte:** 722 204 255

✉ **Correu electrònic:** concilia.besosmaresme@incoop.cat

👤 **Infants d'1 a 3 anys:** dill-div (17.15-20.30 h), diss i festius (10-14 h i 15.30-18.30 h).

Infants de 3 a 12 anys: dill-div (15-20.30 h), diss i festius (10-14 h i 15.30-18.30 h).

Servei d'atenció a famílies amb cita prèvia: dill-div (14-15 h)

Ajuntament de Barcelona | Districte de Sant Martí | PLA DE BARRIS



Nuria Borrut Valdivias

Coordinator of Employment and Economic Activity,
Neighbourhood Strategy Department, Foment de Ciutat,
S.A.

pactedeltemps@bcn.cat

To learn more...

[Concilia](#)

[Pla de Barris:
Canguratge](#)

Occupying the lunch break



Local | Brive la Gaillarde

Setting up specific cultural activities at lunchtime



Project objective

Use new time slots to develop and promote a specific cultural offer



Key aspects

Based on these objectives, the city of Brive has set up specific cultural activities during lunchtime.

The project consisted of organising "small concerts" in the city centre, with duration calibrated to the lunch break, and which could be attended while eating a sandwich.

These concerts can be set up and taken down quickly in halls, with a tailor-made programme that encourages conviviality.

Context (Problem to address)



In sparsely populated areas, the lunch break can be difficult to occupy for employees in particular, who either eat lunch on the run at their place of work or go home, most often by car.

Further, this raises the issue of access to culture for the same people who, if they live in the suburbs, lack the time or desire to return for entertainment during the evening.

This can also concern older people who have difficulty getting to programmed events in the evening.

Results



In Brive, an evaluation was conducted by means of a satisfaction survey. The results were very positive.



Marie Claire Lacaze
Director of Innovation and Territorial Services
marie-claire.lacaze@brive.fr

To learn more... 

[Concert sur le pouce](#)

Promoting co-responsibility at home



Local | Terrassa City Council (Catalonia)

Actions to promote co-responsibility at home



Policy objective

Promote co-responsibility at home through various kinds of actions aimed at making domestic work more visible and ensuring that housework such as cleaning, shopping, ironing, care for children and the elderly, etc. is divided such that free time is more evenly distributed among women and men

Context (Problem to address)



Better distribution of time among men and women

The Department of Gender Policies organises actions to promote co-responsibility at home.

These actions aim to make domestic work more visible and ensure that housework such as cleaning, shopping, ironing, care for children and the elderly, etc. is distributed so that free time is more evenly distributed among women and men. These actions include:

- *"Share to enjoy", an exhibition shown in several of the city's libraries and civic centres. In addition, schools, associations and entities can request the exhibition for temporary display.*
- *"Get involved at home, you win!", a workshop activity led by the Educational Guide in collaboration with the Education Service.*
- *The city's various public and subsidised schools can request this workshop, geared towards primary school students, by contacting the Gender Policy Service. Puzzles and calendars are periodically printed in poster format for schools and children's leisure.*



Key aspects

Communication is fundamental to reach our target public. Diverse communication channels are key to reaching schools, entities and associations and ensuring massive participation in activities.

The main communication channels of this policy are:

- Public presentations of a guide of educational activities (education dept. of Terrassa City Council) in which city schools can choose the workshops which they wish to impart
- Official website
- Social media

Results



The beneficiaries have been very positively impacted. Despite a lack of measurable traceability, feedback from subsequent meetings was very positive about the project's visibility and applicability. A total of 387 students (234 girls and 152 boys), participated between 2017 and 2021.



Joan Chicón,
Director for European and International Affairs
joan.chicon@terrassa.cat



To learn more...

[Terrassa Corresponsabilitat](#)

3.
Services to
improve life
balance within
companies and
entities

Barcelona Business Network for new working time arrangements

(Xarxa d'Empreses NUST)



**Ajuntament
de Barcelona**

Local | Barcelona City Council and its local economic development agency (Barcelona Activa)

A network and learning community to improve working time arrangements that benefit workers, employers and the city



Policy objective

- Raise awareness about the benefits of better working time arrangements by enlisting the power of experience and narratives from companies about:
 - Increasing productivity
 - Attracting and retaining the right talent
 - Promoting gender equality
 - Promoting health and safety
 - Improving work-life balance
 - Improving job satisfaction and commitment to the organisation
- Support change through learning opportunities. Help managers develop and implement better working time arrangements through:
 - Information exchange
 - Good practices dissemination
 - Workshops Mentoring and peer-to-peer support

Context (Problem to address)



Barcelona City Council is committed to promoting citizens' quality of life with impactful time policies, a key dimension of which are working time arrangements. The pandemic has heightened the importance of greater degrees of choice and influence over the context in which we work. Companies face a window of opportunity to make progress developing new ways of organising work time to be more efficient, healthier and more egalitarian.

The network brings together HR managers and executives from more than 130 organisations and companies in every sector and of every size and experience level: from those with significant experience to those that are just starting to work on this issue.



Key aspects

- Clear purpose: What is the network's reason for being?
- Attracting leading companies to act as catalysts
- Allow network membership to expand through members' connections
- Establish a solid technical unit to manage communication, coordination, events organisation and other issues relevant to the network's infrastructure

Results



- More than 130 companies
- The NUST Network has been operating in Barcelona for 15 years
- Publications (Application guide for more productive and healthy schedules; Guide to implementing better work-time organisation in companies)
- Creation of an annual award for innovative companies in time organisation (10 years and more than 40

XENU:ST

Xarxa d'Empreses
Nous Usos Socials
del Temps
BARCELONA



Emilia Pallàs Zenke

Executive Director of the Local Socioeconomic
Development Area

pactedeltemps@bcn.cat

Avancem cap a una organització
del temps de treball més saludable,
igualitària i eficient

Lliurament del Premi Barcelona a l'Empresa
Innovadora en Conciliació i Temps - 7a edició

To learn more... 

[Xarxa Nust](#)

Network for Time Use Reform in Girona



Local | Girona City Council (Catalonia)

A multi-organisation network that has shaped a committed space for time use reform

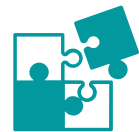


Policy objective

Promote worker health through more rational and human schedules, and greater productivity and flexibility in organisations, where work can be done outside the office. In short, achieve a healthier, more efficient and more conciliatory time organisation.

The aim is to achieve a basic timetable organisation that allows for individually-agreed upon flexibility based on personal needs and decisions. The basis should be an adequate timetable for the vital demands of improved public health and social well-being, which favours a rational organisation of economic activity while at the same time increasing personal free time.

Context (Problem to address)



Timetable disruption in Catalonia is the result of superimposing old manufacturing timetables subsequently altered by transformations in the economic growth model during the years of Francoist “developmentalism” and more recently by the demands of years of growth in the service sector.

The persistence of a workplace culture of presenteeism and the poor flexibility of agreed work models is also significant. This situation has created obstacles for business competitiveness; increased psychosocial risks; a persisting gender gap; health problems; low academic performance, and a decrease in the general well-being of society.

The Network for Time Use Reform in Girona was created in 2016. This network is the first of its kind in Catalonia and, together with various partner organisations, including companies, shops and associations, built a committed space for time use reform. Currently, it has more than 65 organisations of varying sizes and productive sectors such as metallurgy, tourism, NGOs, pharma, food and more.

The Network has collected good practices on time use organisation in companies, shops and associations, including value-led and goal-oriented management, schedule flexibility, productive meetings and healthy mealtimes, among others. To promote the values of time use reform, the Network organises trainings and experience exchanges. It also organises the Girona network's Time Use Reform Awards, of which there are three categories: healthy habits, equality/work-life balance and efficiency.



Key aspects

The main ideas to consider in **companies** are:

- Making work schedules more compact and less spread out
- Making the work day more flexible
- Increasing productivity in organisations

And in **shops**:

- Humanising commercial timetables (7am to 7.30 pm)
- Promoting shopping habits in line with the new timetables
- Adapting shopping habits to a diverse society

Results



The main results and benefits are:

- Earlier bedtime
- Recovered hours of lost sleep
- Reduced stress among workers, particularly women
- Definition of a healthy mealtime in organisations
- Greater number of agreed labour flexibility mechanisms
- Increase in teleworking
- Shortening of company lunch breaks to a maximum of one hour
- Earlier end of the workday
- Increase in organisations' competitiveness
- Fewer unjustified absences
- Implementation of a compensation mechanism for time
- More workers eating at a healthy time

In shops:

- More compact schedules at shops
- Consolidation of a responsible consumption schedule



Gloria Plana i Yanez,
Deputy Mayor for Economic Promotion
dalsina@ajgirona.cat



To learn more...

[Xarxa per la reforma horària](http://www.girona.cat/xarxareformahoraria)

Network of Companies, Entities and Shops for Time Reform



Local | Esplugues de Llobregat
(Catalonia, Spain)

Companies, entities and shops committed to implementing good practices for a new culture of time



Policy objective

Drive a new culture of the powerful time, in favour of a more efficient and flexible model to meet new social needs

- Share good practices on time use

Some basic recommendations:

- Consolidate the work day to allow workers to leave earlier
- Introduce more flexible schedules for start and finish times
- Move forward meal times at lunch and dinner
- Synchronise the schedules of businesses, institutions and social and cultural actors
- Create a pull effect for other companies, entities, businesses and people
- Consolidate use of the time factor as a new measure of freedom, equity and well-being
- Eliminate the two-hour time gap relative to the rest of the world

Context (Problem to address)



Timetable disruption in Catalonia is the result of superimposing old manufacturing timetables subsequently altered by transformations in the economic growth model during the years of Francoist “developmentalism” and more recently by the demands of years of growth in the service sector.

The persistence of a workplace culture of presenteeism and the poor flexibility of agreed work models is also significant. This situation has created obstacles for business competitiveness; increased psychosocial risks; a persisting gender gap; health problems; low academic performance, and a decrease in the general well-being of society.

Introducing a new time culture requires engagement from all sectors of the municipality. Our network of Esplugues companies, entities and shops, launched in 2016, currently has 327 members. Among them, large companies like Nestlé and Etnia have shared the best practices available on the municipal website. Their example can have a pull effect both in the municipality and outside it.



Key aspects

- The new culture of time requires changes in social habits on a global scale.
- Networking and the engagement of labour and social actors enables us to have a real impact on time use. Indeed, the current culture of time exacerbates social and gender inequalities.
- Digital portal: New members can apply to the network of Esplugues companies, entities and shops by filling out a form on the municipal website.

Results



Three hundred twenty-seven companies, entities and shops have committed to promoting good practices in their organisations to facilitate the right to time.



Pilar Díaz

Network of Companies, Entities and Shops for Time Reform

emelus@esplugues.cat



To learn more...

[xarxa d'empreses](#)

Co-responsibility workshops



**Diputació
Barcelona**

Local | Barcelona Provincial Council

Workshops for co-responsibility in time use and caring in organisations and entities



Policy objective

With Towards a New Public System of Care in the Community, Barcelona Provincial Council (Diputació de Barcelona) aims to promote discussion about the inequalities in the social organisation of care in the municipalities of Barcelona province. These workshops therefore aim to open the debate and provide tools to move towards greater co-responsibility in care, tackling gender and social inequalities and promoting life balance between care time and social participation.

Context (Problem to address)



Women are primarily responsible for care, for both children and dependents. Half of the beneficiaries of dependency legislation in Barcelona province receive economic benefits for informal care. Family carers spend between 13 and 17 hours a day caring for dependent people and 42% of those carers have performed the work for more than 10 years. These long and intense periods spent providing care have effects on physical and emotional health, as well as on participation in employment and society. To facilitate women's participation, it is therefore important that organisations and society promote a co-responsible distribution of care times.

The policy is part of an effort to raise awareness about care and time use in municipalities. Distinct workshops seek to raise awareness and promote reflection and discussion about care and support for developing and deploying community initiatives and local networks so that society can work towards a new, democratised system of care. These workshops are intended for organisations and entities keen to approach the conceptual and practical framework of care within organisations. The workshop offers chances learn and reflect on care and time use as well as methodologies to spark transformation at organisation level to make care and time use more democratic, taking account of the principles of care within the organisation. Other workshops aim specifically to promote awareness about co-responsibility in care and encourage reflection about the role of men. Barcelona Provincial Council offers these workshops to municipalities, which in turn offer them to local organisations and citizens, so we can reach distinct corners of Barcelona province, the majority of them small and medium municipalities.



Key aspects

Workshops use participative methodologies which make it possible to convey a conceptual framework about care work and time use, as well as promote reflection and dialogue on actions and proposals to tackle inequalities

The conceptual framework is based on the perspective of gender and feminist theory

The extent of impact and capacity for transformation is linked with the ability of the professional team facilitating the sessions; they propose specific actions that are tuned to be applicable to the day-to-day realities of each group to reverse the inequalities detected

Results



Two hundred thirty people took part in the project in 2021. Due to its success and participant feedback, workshop duration has been extended in 2022.



Teresa Llorens

Coordinator of the Equality and Social Sustainability Area

ca.iss@diba.cat



To learn more... 

[Tallers de suport i corresponsabilitat](#)

4.
Public
procurement
clauses that
take account of
life balance

Fostering co-responsible reconciliation through public procurement



Local | Eurometropolis of Strasbourg (France)

Including procurement clauses in municipal contracts to encourage awarded suppliers to adopt work-life balance measures



Policy objective

- Help local companies create jobs
- Place ethics at the heart of the purchasing act: create a relationship of trust between buyers and companies based on shared ethical standards
- Develop the economic performance of purchasing: use purchasing as a lever to control public spending, professionalise buyers
- Optimise public procurement: conclude contracts that are secure for the parties and that guarantee the continuity of public services
- Increase the use of sustainable development in public procurement: introduce more social, environmental and fair trade clauses in contracts, while ensuring that they remain sustainable for businesses
- Deploying e-services in all acts and exchanges relating to the authority's purchases by supporting the players in the digital transition

Context (Problem to address)



Public procurement in France represents between 15% and 20% of GDP. It can play a major role in economic, social and environmental transitions. Local and regional authorities account for around 65% of national public procurement, which is a key lever in the implementation of the recovery plan, the deployment of which is essential to combat the economic and social crisis that has accompanied the health crisis we have been in for more than a year.

The SPASER is the local tool that outlines the community's main policy orientations in terms of sustainable public purchasing.



Key aspects

The governance part includes several areas, ranging from the development of sourcing to the technical and political monitoring of its implementation and evaluation, and including communication.

In regards to external communication, local and national dissemination was ensured as soon as the plan was adopted; as regards internal communication, it is essential that the departments and services take ownership of the plan's content.

Some participated in its drafting and are driving forces in this area; others are keen to increase their skills so that purchasers, project managers and finance officers can give concrete expression to the principles that structure the plan.

In-depth and regular exchanges are held between the local authority's purchasing department and these departments in order to ensure that everyone can successfully take ownership of its content.

Results



The results were not long in coming. The number of specifications containing only the two classic criteria 'price' and 'technical' is decreasing; the proportion of awards to the best offer is increasing; the number of small and medium-sized companies obtaining our contracts is increasing and three quarters of the successful offers are actors based locally.

One last point deserves attention. The adoption of such a scheme is a powerful tool for making the territory's companies eco-responsible and also a device for advancing, within the community, the collective reflection on the enormous socio-environmental issues related to the habitability of the planet by the human species.



Joana Levy

Meeting charter

joana.levy@strasbourg.eu



To learn more...

[Official Website](#)

Fostering co-responsible reconciliation through public procurement



**Ajuntament
de Barcelona**

Metropolitan | Barcelona City Council and its local economic development agency (Barcelona Activa)

Including procurement clauses in municipal contracts to promote awarded suppliers' adoption of work-life balance measures



Policy objective

- Systematically apply this clause in public contracts to foster the adoption of reconciliation measures within companies and organisations participating in public procurement processes
- Foster innovation and reinforce companies' role as drivers of change by considering measures that go beyond what is legally required

Context (Problem to address)



Legal improvements have sought to increase companies' obligations regarding work-life balance, but many companies are not yet affected by them, or comply strictly with the law. The lack of measures in that direction has significant consequences for the quality of life of workers, particularly women and the most precarious employees.

Barcelona City Council can influence companies' behaviour through public procurement and effect change at the metropolitan level. It is the primary contractor in the city, so including social and environmental clauses in public procurement ensures that the Council is a good mechanism to incentivise voluntary adoption of such measures.

In 2017, Barcelona City Council approved a pioneering decree on sustainable public procurement which set out criteria to make municipal procurement a tool for transformation. Among other things, it recommends including a contract performance condition requiring suppliers to take specific steps to facilitate work-life balance among their employees.

These criteria are described in a guide, currently under review, and were subsequently developed through protocols to facilitate their implementation. As for the clause on co-responsible reconciliation, the protocol specifies the types of measures that the supplier can apply, the deadlines and requirements to verify its fulfilment, and facilitates some support resources. Particularly noteworthy among these is an advisory service for companies on matters of equality and time organisation that offers individualised assessments, tailored to the needs of each company.



Key aspects

- Social clauses are not applicable to the whole company but are limited to the contract execution. Hence, it will be key to evaluate proportionality regarding the contract characteristics, particularly as duration and number of contracted employees are concerned.
- To obtain the desired results, defining the way in which clause compliance is verified (documents to present, deadlines, formats, etc.), as well as sanctions if the clause is not fulfilled, will be key.
- Generating support resources for both companies and the public employees designing the contracts will be important.

Results



- Number of contracts that have added the co-responsible reconciliation clause since it was approved:
 - 2017: 1
 - 2018: 11
 - 2019: 42
 - 2020: 62
 - 2021: 112

Total: 228



Sonia Ruiz

Director of Gender and Time Policies Services
pactedeltemps@bcn.cat



To learn more...

[Contractació pública social](#)

PART 2:
**Public policies
to improve life
balance for
public
employees**

1

**Flexibility to
adapt to
personal life**

Smart working and flexibility in the municipal administration



Local | Municipality of Bolzano (Italy)
A new way of working for work-life balance



Policy objective

The Municipality of Bolzano has made work-life balance one of the most important objectives of its employee policies. Since 1995, many instruments have been introduced to improve work-life balance, such as flexible working hours, part-time work and child and elderly care leave.

During this time, however, it has been observed that it is mainly female employees who change their working hours to cope with family commitments. Part-time work is not an optimal solution because then pensions are also reduced.

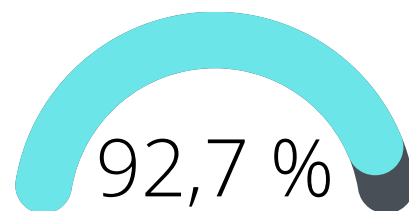
Smart working, on the other hand, is a good solution for work-life balance that has been very much appreciated during the health crisis.

Context (Problem to address)



Today, the Municipality of Bolzano employs 997 people, 550 women and 447 men. Two hundred nineteen employees are on part-time contracts and 203 of these are women. Part-time work cannot be the only answer to time management needs.

Flexible working hours and new forms of work can help to improve work-life balance. Smart working is an excellent way of working and also has an impact on mobility in the city.



of part-time contract staff are women

Smart working, which became available in November 2021, can be requested by all employees with work that can be performed away from the office.

Employees and their managers agree on new working hours with a maximum of two days a week of smart working.

Employees has a daily time slot in which they can be contacted. For the rest of the day they can work when it is most convenient for them.



Key aspects

The most innovative part of this working tool is that it completely changes the way of working in a public administration. Work is no longer made up of daily activities, rather, work is organised around objectives. The foundation must be a good relationship of trust and collaboration.

Results



The desired results are greater job satisfaction, fewer absences due to family care, better work quality and greater sense of belonging and collaboration.



Sabina Scola

Office of Statistics and Time

sabina.scola@comune.bolzano.it



To learn more... 

[Commune di Bolzano](#)

Balancing personal and professional life



Local and Metropolis | City and Metropolis of Rennes (France)

Local authority staff working non-standard hours and addressing inequalities and societal changes



Policy objective

The main objective is to improve working conditions and make it easier for people to balance work and life.

This measure is aimed in particular at women working atypical hours and bringing up their children alone, who have difficulties securing childcare and sometimes incur significant costs doing so.

This measure is part of ongoing efforts to reduce precarious employment, promote gender equality and reconcile private and professional life.

Context (Problem to address)



Following an emblematic action conducted from 2002 to 2004, which led to the reorganisation of the working hours of maintenance workers (eliminating atypical and fragmented working hours), a study was carried out by the Time Office on the working hours of the employees of the Rennes local authorities (City, Metropolis, CCAS).

Two projects have been set up by the Human Resources Department to improve employees' work-life balance.

1) **Introduction of a benefit for staff working atypical hours** (weekends, public holidays, before 8am and after 6pm), subject to means testing. Delivery of pre-financed vouchers covering up to €5 per hour of care for children 12 and under.

2) **Telework trial** (regular, occasional or exceptional) from 2015.



Key aspects

- Taking account of employees' time constraints in the HR policy of the community
- Study on staff working hours as part of a gender equality action plan
- Establishment of an "equality" working group in the community

Results



Despite the warm reception of this measure among trade unions and staff, few vouchers have been requested and distributed to date. As of November 2021, 598 women and 282 men had requested and received permission to telework.

Several hypotheses can explain this: assistance offered by vouchers is insufficient; limitations on access are too restrictive; human resources face difficulties sharing information with eligible staff; people's lack autonomy to find cheap childcare, etc.

In 2022-2023, HR will overhaul social benefits and plans to conduct a survey of agents to learn more about these barriers and improve access to this assistance.

The equality working group has developed within HR and services, and a specific committee has been set up with trade unions.



Hélène Réveillard

Bureau des temps de Rennes Ville et Métropole
temps@rennesmetropole.fr



To learn more... 

[Bureau des temps](#)

Adapting our rhythms



*Metropolis | Eurometropolis of Lille
(France)*

*Adapting working conditions to external events
that impact the work environment*



Policy objective

- Improve working conditions and facilitate work-life balance
- Reduce the impact of external events on access to the workplace
- Demonstrate the reactivity and exemplary nature of the Eurometropolis of Lille (MEL)

Context (Problem to address)



"Adapting our rhythms" is a system to adapt working conditions in the MEL to external events that impact the work environment.

This policy allows employees to telework or modify their working hours (shift, reduction) during foreseeable external events, for example, the 2018 strike (25 days between April and June 2018) and match days during the European Football Championship of 2016.

This system is being reproduced to account for exceptional weather conditions (frost, heatwave, snow, pollution peaks) and events affecting travel.



Key aspects

- Strong reactivity in implementation
- Exceptional nature of telework for external reasons
- To make the system sustainable, the conditions for triggering the system, i.e. decision-making process, criteria and communication, while maintaining continuity of service, must still be specified and validated for each type of situation
- Methodology:
 - Internal link declaration form
 - Hierarchical approval
 - Telework or shift work

Results



The project seems to be very much appreciated by the staff concerned.

It is likely that this system will be reactivated for the World Rugby Championships in 2023 and for the Paris Olympic Games in 2024, some of the events of which will be hosted in the MEL area.

One hundred nine employees benefited from the scheme during the train strike. Ninety-nine per cent were satisfied and wanted to continue teleworking.



François Lescaux

Project manager of the Time Office
bureaudestemps@lillemetropole.fr

**ADAPTONS
NOS
RYTHMES !**

To learn more... 

[Metrópole
de Lille](#)

Age management in local administration



*Local | Municipality of Bolzano (Italy)
Ensuring work-life balance for senior employees*



Policy objective

Maintain strong motivation and performance by helping senior employees to reconcile life and work

Context (Problem to address)



The Municipality of Bozen/Bolzano employs 997 people, 509 of whom are aged between 50 and 60.

It is therefore important to adapt working hours, activities and objectives to ensure work-life balance without employees losing their motivation and sense of belonging.

An internal working group within the administration received expert advice drafting an action plan to manage various generations of staff. All aspects of work were considered: corporate culture (values and objectives, work-life balance), human resources management (motivation and involvement) and finally the ability to attract and motivate young people (recruiting and retention). Each year, priorities among the objectives are set. A working group monitors the progress of the plan.



Key aspects

Creation of the action plan requires the involvement of employees in focus groups. The plan is then shared by management, the mayor and the council. Managers must be appointed to follow and implement the plan.

Results



The expected results concern work motivation, sense of belonging, work performance and the passing on of senior employees' know-how.



Sabina Scola

Office of Statistics and Time

sabina.scola@comune.bolzano.it

To learn more... 

[Comune
di Bolzano](#)

Menstrual flexibility leave



Local | Girona City Council (Catalonia)

Eight hours of leave per month to reconcile health and wellness with work.



Policy objective

Menstrual flexibility leave aims to make it easier for workers to adapt work rhythm to the menstrual cycle in those cases that may affect the individual's well-being and work performance.

Context (Problem to address)



Leave aims to help employees adapt their work rhythm to the menstrual cycle in those cases that it may affect their well-being and work performance.

Menstruation often causes physical discomfort, fatigue, emotional sensitivity, etc., which, while not requiring medical leave, diminish well-being and can negatively impact work and require an overexertion that ultimately has physical and/or emotional consequences.

This improvement at work is an opportunity to talk about health and work and to incorporate the gender perspective.

This leave, an initiative and proposal of union groups, was approved by Girona City Council in plenary assembly. By making a request to the HR department, Girona City Council workers who need it can apply for up to eight hours of flexible menstrual leave, which allows them to be absent or modify the working day schedule.

Flexible hours may cover a period of up to three months. This leave is always granted, and no proof is required.



Key aspects

- Proposal from trade unions (collective bargaining)
- Approved by the Girona City Council plenary
- Leave incorporated into the labor agreement
- Maximum eight hours of flexible working hours per month to be recovered within three months
- Always granted and no justification required
- Innovative initiative making it possible to talk about health, women and health, women and work
- Incorporates the gender perspective in occupational health
- Policy putting people's wellbeing at the centre, to improve not only individual wellbeing, but also the quality and health of companies and, by extension, the quality and health of cities

Results



Three requests were received during the three-month period of policy implementation.

This policy is expected to benefit a total of 554 women.



Gloria Plana i Yanez,
Deputy Mayor for Economic Promotion
dalsina@ajgirona.cat

To learn more... 

[Ajuntament
de Girona](#)

2

Improving work organisation and implementing teleworking and digital disconnection

The Nearworking Project



Local | Milan City Hall (Italy)

A wide-ranging remote working plan was implemented by Milan City Hall in 2021 through the Smart-working Organisation Plan (Piano Organizzativo Lavoro Agile, POLA). It met with considerable success and helped to decongest traffic and make working spaces less crowded. However, not all City Hall employees find the best working conditions at home, as they often lack the necessary space and circumstances to make the most of this opportunity. In September 2021 Milan City Hall arranged to make eight of its workplaces available to nearworkers not normally employed there.



Policy objective

- Make the city more sustainable by reducing vehicle traffic
- Relieve congestion in public transport
- Offer workers a change of scenery and the chance to meet new co-workers and learn
- New skills
- Provide employees with suitable working spaces near home
- Equip these spaces with necessary facilities (workstations)
- Help workers get away from family/caretaking responsibilities when at work
- Help workers balance their personal and professional lives

Context (Problem to address)



The pandemic has proven to be an unprecedented testing ground in remote working for City Hall employees. Remote working solutions have provided consistent benefits in terms of sustainability, safety and help in family/caretaking chores. 51% of City Hall employees come to Milan from outside the city, and others live in areas that are far from the workplace.

Most appreciate the chance to work from home when this is allowed. But many live in homes without the necessary space, equipment or general conditions for productive work. Others are in close contact with family members and are unable to distance themselves from their surroundings and concentrate. Some, while happy to be at home, simply need to go somewhere else, at least for some time –both to get work done and to socialise during breaks– without having to commute all the way to their normal workplace.

A recent survey found that 85% of remote workers find it difficult at times to work from home. These workers' well-being is important to the Administration, which is trying to provide them with solutions that are respectful of their needs as well as of the quality and output of their work.

In September 2021 Milan City Hall arranged to make eight of its workplaces available to nearworkers not normally employed there. Reservable workstations were set up for those interested. At the same time, other suitable locations were sought in cooperation with public utility firms and private companies (through the Smart Working Community project, thanks to the collaboration with the Milano Smart City Alliance program) and in co-working spaces around the city, in order to provide more options for commuters from the wider metropolitan area.

The project continues as more options are considered and studies focused on public employees' inter-city mobility aim to pinpoint the best locations near transport hubs. The possibility of equating remote work in City Hall workplaces (which qualifies as "regular" work) and remote work in private or other spaces (which qualifies as "home" work) is also being examined. The interaction with employees of public utilities and private companies is considered a bonus as public/private interaction unfortunately remains uncommon in Italy.



Key aspects

- Identifying suitable workplaces in buildings in the wider city area:
 - Managed by the City Hall
 - Managed by public utilities or in-house companies
 - Managed by private companies
 - Set up as sharing economy co-working spaces
- Planning and setting up fully equipped shareable workstations
- Providing dedicated hardware, software and internet connections
- Making individual workstations reservable on a daily basis to interested employees
- Monitoring existing opportunities and looking for new potential workplaces

Results



- At present Milan City Hall welcomes nearworkers to eight of its own workplaces, where there are a total of 50 daily reservable workstations. This adds up to 3,900 slots per year.
- Thanks to Smart Working Community, two private workplaces managed by a national telecom company (TIM) and an electricity and gas utility (ENEL) have recently joined the offer for a total of 21 daily reservable workstations.



Francesca Zajczyk & Bianca Russo & Gloria Ferrari
Department of Mobility
assessora.censi@comune.milano.it

To learn more... 

[Comune Milano](#)

Teleworking as a tool for life balance



Local | Eurometropolis of Strasbourg (France)

A pioneer in teleworking. Since 2013, the City of Strasbourg has offered employees the option of telework. After four years of trials, the city introduced telework in its work organisation, allowing immense resilience during the COVID-19 health crisis.



Policy objective

- Improve quality of life at work, professional efficiency and better time management for all
- Promote sustainable development and territorial strategy
- Promote efficiency of the public service at controlled costs
- Highlight the local authority as a model, particularly in relation to local partners

Context (Problem to address)



The City of Strasbourg was a pioneer in the development of telework in a public administration in 2013. Launched on an experimental basis, this new mode of work organisation became common law in 2018. The city has also set up a telework observatory to measure the impact of telework on the organisation of work and life and to formulate proposals for its evolution.

The City of Strasbourg hopes to modernise the community at large in response to the evolution of work generated in particular by information and communication technologies and by constraints linked to sustainable development.

-
- *In 2017 telework was deployed permanently after a feasibility study and two experimental phases during four years.*
 - *Telework is open to all EMS staff with teleworkable tasks and workers with disabilities.*
 - *Possibility to telework two set days a week at home or in a third place. - Computer and telephone equipment is provided.*
 - *Since the COVID-19 health crisis in 2020 when 3,200 agents were made to work remotely, fresh deliberations have helped to make the system more flexible and to increase the number of days teleworked.*

Results



100%

workers



85%

managers

Before the crisis: 500 teleworkers, 100% satisfaction among teleworkers and about 85% among their managers.

In summer 2020 an evaluation was conducted to learn what developments to propose for a new post-COVID framework. The decision ultimately adopted in December 2021 aims to provide a flexible framework for telework.



key aspects

Strong focus on training, good union dialogue, good IT tools and support for managers and teleworkers



Joana Levy
Meeting charter
joana.levy@strasbourg.eu

To learn more...

[City of Strasbourg](#)

The home (“smart”) working plan



Local | Milan City Hall (Italy)

During the pandemic, Milan City Hall began accelerating existing efforts to help city employees balance work and personal time. Thanks to recent provisions in Italian law, the Administration has been able to deploy a vast project (POLA – Piano Organizzativo del Lavoro Agile) of home or remote working (known locally as “smart” working) for its workforce.



Policy objective

- Improve work-life balance
- Develop self-reliance and responsibility
- Increase individual engagement
- Support employees with children and/or caretaking duties
- Empower employees with disabilities or health issues
- Relieve congestion in public transport and at the workplace
- Bring life and economic activity back to non-central areas of the city
- Boost digital and networking skills
- Foster innovation and performance ratings

Context (Problem to address)



Milan City Hall is the largest employer in the city, with approximately 14,000 employees operating in its various divisions and departments. During the pandemic the main need was to allow for most of them to work safely distanced while maintaining city services. In the new ordinary, there still exists a need to relieve congestion in transport (51% of city employees reside outside the city limits) and public spaces, but now the primary goal is to proceed to a widespread new conception of work for civil servants, allowing more personal freedom and the opportunity to better balance work, personal time and caregiving needs – in exchange for increased commitment and responsibility in their everyday work.

Happier and more relaxed employees with shorter commutes who are free to choose when to concentrate on work, whether at home or in other suitable spaces of their choosing, should guarantee better output and improved results. Home working is also a great way to improve the workforce's digital and networking skills.

This is how work becomes “smart”. Only a limited range of contact-based activities are excluded.

Milan City Hall issued revised criteria for remote working in May 2021. All employees, including middle and top management, can apply – if and when their activities are compatible with remote work. Each employee must sign an individual agreement with the head of his/her unit, detailing the maximum number of remote working days per month, the activities to be carried out and the expected, measurable results. Work may be performed between 7.00am and 9.00pm, for a daily maximum of 7.15 hours. On average, most employees work from home two days a week and spend the rest of their working time at the office. Employees in particular conditions can extend their home working quota.



Key aspects

Individual three-year agreements between employees and managers when remote working is compatible with relevant activities

- Agreements detail:
 - Number of home working days per month
 - Activities agreed upon
 - Goals to be reached and performance measurement
 - Safety, security and privacy guidelines
- The City Hall provides software and hardware tools (personal devices and web connections can be used if complying with the Administration's security requirements) including a web platform fully replicating the office desktop and its operations.
- In every department, the City Hall has mapped and detailed activities that are compatible with remote work.
- Remote work is allowed between 7.00am and 9.00pm and a maximum of 7.15 hours a day.
- Employees must be reachable by phone or video-call at least 5 hours a day, previously agreed on. This number is higher for managers.
- The City Hall provides online training programmes for employees new to remote working, covering both technical and conceptual requirements.
- The City Hall provides suitable co-working spaces for remote working in different areas of the city.

Results



- In 2019 only 321 employees worked remotely.
- By November 2020, 5,300 employees had signed individual remote work agreements, most on the basis of eight days per month.
- Women, who account for 65% of the workforce and 67% of the remote working agreements, have benefited particularly.
- A recent survey found that
 - 72% of City Hall employees consider remote working a positive learning experience.
 - 67% of City Hall employees consider remote work to be as productive as work at the office; 30% of the same say that productivity has actually increased.
 - Average employee satisfaction is 7.7 on a 1-10 scale.



Francesca Zajczyk & Bianca Russo & Gloria Ferrari
Department of Mobility
assessora.censi@comune.milano.it

To learn more...

[Comune Milano](#)

Decalogue for better time organisation



**Ajuntament
de Barcelona**

Local | Barcelona City Council and its local economic development agency (Barcelona Activa)

Ten-point plan for a healthier, more egalitarian and more efficient organisation of time at Barcelona City Council



Policy objective

Promote a new culture of time in the public administration that is:

- Healthy and concerned with individual well-being
- Egalitarian, mindful of people's life cycle and which works towards reducing inequalities
- Efficient, flexible and based on trust

Specifically, the plan aims to:

- Improve the way time organisation is managed at all levels of the city council
- Establish a common framework of do's and don'ts for time management within the city council
- Recommend specific actions that city council employees can apply to their day-to-day work organisation

Context (Problem to address)



- Time organisation has nothing to do with constraints such as climate or lifestyle; schedules are dependent on a specific culture and can be changed.
- Every year in Spain, we work 300 hours more than people in Germany, though we are ranked among the least productive at European level.
- Long and rigid work schedules, paired with the obligation to be on-site at the workplace, imply physical and psychosocial risks, low competitiveness levels and more social and gender inequalities.
- Men participate in care and domestic work less than women, although their rate of participation is increasing.

The decalogue emerged as part of the Time Agreement of Barcelona, and aims to move towards a healthier, more egalitarian and more efficient organisation of time. The decalogue offers ten measures that cover various aspects of employees' reality at the city council:

1. *Striving for more rational meeting schedules*
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 psychosocial 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*

Communications: infographic, banners, statement and article.



Key aspects

- Involves work across key units in the organisation (HR, internal communication, etc.) and with social stakeholders (trade unions)
- Envisions the possibility of a participatory process with employees
- Takes into account existing inequalities from a gender perspective (e.g. **women shoulder more care responsibilities**) and different life-cycle moments
- Tailors measures to the specific work schedules of each employee's group
- Publication of the decalogue was followed by a dissemination plan for all employees that included:
 - Physical version of the document and associated merchandising (stickers and bookmarks)
 - Digital version of the document and associated communication materials

Results



The measures involving time organisation (work flexibility, schedule rationalisation, consideration for life-cycle constraints, reconciliation measures adapted to individual realities, among others) benefit employees because they:

- Increase employee satisfaction
- Improve working environments
- Facilitate reconciliation and promote equal opportunities from a gender perspective
- Attract and retain talent within the organisation
- Reduce work absenteeism and employees' rotation

The Decalogue has reached the entire workforce through:

- 14,000 copies of the decalogue
- 14,000 stickers
- 14,000 bookmarks






Sara Berbel Sánchez
CEO at the Barcelona City Hall
pactedeltemps@bcn.cat



Got a minute?

10

Ten-point plan for a healthier, more egalitarian and efficient organisation of time

1 Striving for more rational meeting times 	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 
2 Promoting virtual meetings to reduce the environmental impact 	6 Bringing lunch times forward 	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 
7 Reducing working lunches to a minimum 	10 Disseminating information and promoting greater familiarity with and application of this ten-point plan in our daily routine 		

To learn more... 

[Barcelona City Council](#)

Teleworking away from home



Local and Metropolis | City and Metropolis of Rennes (France)

Teleworking solutions away from home for a better reconciliation of time in daily life



Policy objective

Enable workers to better reconcile personal and professional life by offering an alternative to home-based teleworking with a dedicated workspace outside the home, while promoting sociability and tackling mobility and vehicle congestion, particularly at rush hour

Context (Problem to address)



Since 2019, the Bureau des temps has organised telework meetings with companies to raise awareness and support them through work-related mobility changes.

A study in 2020 revealed an appetite for teleworking among employees, albeit with certain risks (isolation, lack of separation between personal and professional life, etc.), and highlighted a lack of awareness of co-working spaces.

A network of co-working spaces has been formed and a website, "Bureaux à rallonge", has been created to promote telework in co-working spaces among companies and employees.

In parallel, trials have involved a telework spot that gives employees the chance to telework during rush hour in a public space (media library, etc.), thus doing away with commutes without modifying working hours.

"à la bonne heure!", a collaborative application, was created to complete those actions.

Employees use the app to enter their office arrival and departure times, which makes it possible to identify peak hours and avoid them, in particular by teleworking during peak hours.



Key aspects

- Mobilisation of local players: companies, co-working spaces (public and private) municipalities of the metropolis, internal services, etc.
- Offering several alternatives to employees who have the possibility of doing so, decongesting traffic routes for those who are constrained by their schedules
- Methodology: Survey, animated meetings, experiments co-created with stakeholders, various communication tools (website, practical sheets, etc.), collaborative build of "Bureaux à rallonge" website with co-working space

Results



Actions and experiments in progress

- 43 co-working spaces identified in urban and rural territories, inside and around the metropolis
- Development of joint actions by co-working spaces to promote their visibility and energise their networks
- Actions and experiments in progress, results forthcoming



Hélène Réveillard

Bureau des temps de Rennes Ville et Métropole
temps@rennesmetropole.fr



To learn more... 

[Bureaux à Rallonge](#)
[la bonne heure](#)

Testing telework on a large scale



*Metropolis | Eurometropolis of Lille
(France)*

*Adapting working conditions to external events
that impact the work environment*



Policy objective

- Better reconciliation of personal and professional life
- Support for change
- Willingness to set an example
- Decongest urban spaces and participate in development of the area

Context (Problem to address)



This project is part of the promotion of teleworking in the Lille metropolitan area to limit employee travel and to enable workers to better balance their personal and professional time.

The telework experiment within the establishment has made it possible to prepare the roll-out of this form of work.

The experiment steering committee decided to test potentially difficult situations: complete services via telework, complete hierarchical chain, jobs which could not be teleworked (switchboard operator, ecoguard), all categories of jobs. The experiment lasted one year and involved 150 people.



Key aspects

- Openness to a wide range of professions and profiles
- Possibility of working with a personal computer
- Choice of locations between home and third places
- Discussion groups between teleworkers
- Methodology:
 - Selection of a large panel
 - Mandatory training for staff and their managers
 - Ongoing evaluation (surveys, questionnaires, focus groups, psychological interviews, guides, etc.)
 - Creation of a technical committee and a steering committee

Results



Deployment was endorsed by a vote held in 2022 at the end of the experiment involving nearly 1,700 teleworkers (70% of teleworkable posts) and an adjustment of the modalities (two days a week, fixed price, telework allowance, etc.).

It had almost no cost.



François Lascaux

Project Manager of the Time Office

bureaudestemps@lillemetropole.fr



To learn more...

[Métropole de Lille](#)

Meeting charter



Local | Eurometropolis of Strasbourg (France)

To deal pragmatically with the difficulty of controlling time, which sometimes affects the quality of life at work, the City and Eurometropolis of Strasbourg sought to improve the management of collective working time



Policy objective

- Respect everyone's time by scheduling internal meetings to ensure a better balance between professional and private time (family, civic, associative, leisure, etc.)
- Save time by keeping meetings short and efficient
- Reduce travel time through new remote meeting practices and the use of available tools (videoconferencing, conference calls, etc.)

Context (Problem to address)



The time slots chosen for meetings have an immediate effect on how workers balance time between professional and private life (family obligations, associative commitments, civic activities and personal well-being).

The community expects each employee to perform his/her work time and to firmly commit to accomplishing public service missions entrusted to him/her. It also wishes to better organise collective work periods to ensure that works can better integrate their professional and private time.

The meeting charter is the result of transversal work carried out internally. It is a guide to good practice for internal working sessions, which applies to everyone and fulfils the following objectives:

- *Respect everyone's time by regulating meeting times*
- *Save time by keeping meetings short and efficient*
- *Reduce travel time through new remote meeting practices and the use of available tools.*

The proposals put forward are essentially common sense and help people learn how to live and work together.

Each of the employees is invited to try to put them into practice, taking into account the needs of the service and the goal of quality public service.



Key aspects

- Connected to time and sustainability policies
- This tool to modernise our administration has three components:
 - Timetables
 - Rules for facilitators and participants aimed at professionalising how meetings are conducted
 - Available logistics and tools to conduct meetings in the best working conditions, including at a distance

Results

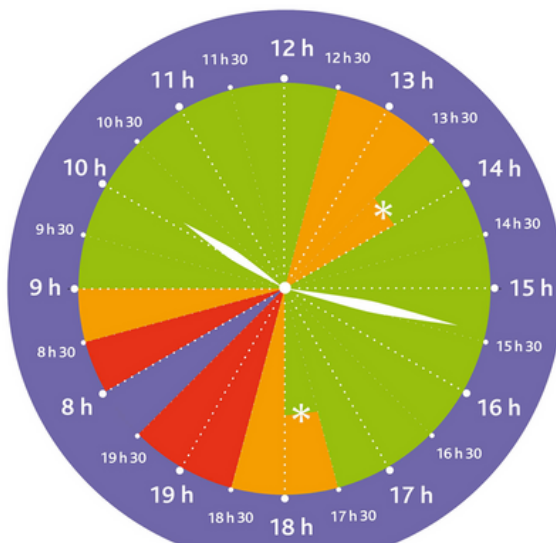


Although there are times when the meeting charter is not respected, today it is broadly accepted that proposing meetings before 9.00am or after 5.00pm is likely to hinder employees' ability to organise and reconcile personal and professional time in their life.

A revision of the charter is being considered in order to include the right to disconnect as well as good practice in terms of remote meetings.



Joana Levy
Meeting charter
joana.levy@strasbourg.eu



Contributes to a good articulation of private / professional time

Contribue à une bonne articulation des temps privé/professionnel
A privilégier le plus possible.

Does not facilitate the use of time

Ne facilite pas l'équilibre des temps
A programmer de façon ponctuelle, avec un délai d'invitation d'une semaine minimum ou en cas d'urgence avérée.

Can strongly disrupt the balance between private and professional time

Peut fortement perturber l'équilibre des temps privé/ professionnel
A programmer exceptionnellement, en dernier recours avec un délai d'invitation de deux semaines minimum ou en cas d'urgence avérée.

Lundi, mercredi et vendredi
(durant lesquels, le nombre de jours de congés et d'ARTT est plus fréquent)

Mardi et jeudi
(où une flexibilité un peu plus forte est nécessaire pour permettre l'organisation des réunions internes)

To learn more...

[Strasbourg City Council](#)

Smart working, e-work and flexible times



**Città
metropolitana
di Milano**

Regional | Lombardia (Metropolitan Area of Milan f)

Internal time policy to help workers balance work and life



Policy objective

- Introduce a new work style by fully digitising documents and processes
- Save time with simplified procedures
- Promote smart working, e-work and the use of modern technologies like remote conference calls, to reduce emissions and decongest the urban space
- Promote flexible time schedules to ensure a better balance between professional and private time

Context (Problem to address)



Increasingly widespread telework solutions during the pandemic awakened awareness around the need to update the working environment of the Metropolitan Area of Milan.

The Administration has noticed that these more tech-oriented working conditions allow better scheduling and increased productivity.

The Metropolitan Area of Milan boasts a solid tradition in promoting work-life balance solutions, e-work and specific projects to support parenting within the office. Every year, as part of the three-year Smart-working Organisation Plan (POLA), the Administration adapts new projects to meet the needs of its employees and to grant efficient services to metropolitan citizens.

The pandemic made it necessary to introduce smart working as an active solution to curb the spread of COVID-19. This process of “forced digitisation” has today allowed smart working to gain currency. On 31 March 2021 three internal documents (POLA, Performance Plan and Positive Actions Plan) confirmed the positive nature of the smart work model: it changes how we see the working environment, trains our focus on objectives and enhances the organisation's productivity.

The Metropolitan Area of Milan additionally affirms that e-work projects are valuable solutions to meeting employee needs. The Administration provides flexible time schedules and part-time options to allow parental and child care.



Key aspects

Four organisation plans:

- Performance Plan (PdP): to establish goals and results
- Positive Action Plan (PAP): to support and protect the beneficiaries of flexible time schedules; train and update directors and supervisors on the new working possibilities; grant care for children, the elderly and long-term sufferers of illnesses
- Smart-working Organisation Plan (POLA)
- Home-Work Transportation Plan: to enhance environmental sustainability

Results



Data from 31 December 2021 on a total of 1,072 employees

- 882 smart-work contracts signed (61% F; 39% M)
- 12 ongoing e-work projects (67% F; 33% M)
- Flexible time schedules sensitive to public transport at rush hour: entrance time extended from 7.30am to 10.30am
- 7 tailor-made time schedules (86% F; 14% M)
- 112 part-time contracts (82% F; 18% M).



Ermanno Matassi, Barbara Trevisan, Donatella Mostacchi, Ariella Donnini

Human Resources and Organization Office
smartwork@cittametropolitana.mi.it

smart
working
lavoro agile

To learn more...

[Official Website](#)

 **Join the conversation!**

 timeusepolicies.info

#RightToTime #TimeAgenda

Contact information

Secretariat of the Local and Regional Governments Time Network
and team of the Barcelona Time Use Initiative for a Healthy Society

Marta Junque Surià

martajunque@timeuse.barcelona

Marc Martorell

marcmartorell@timeuse.barcelona