

Time Policies Toolkit

Toolkit made from the lessons
learnt during the Time Academy



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1. Introduction to the Time Academy 2025

The Time Academy is an open event providing a framework for learning and exchanging insights on time policies, exploring the temporal dimensions of contemporary life and well-being at local and regional levels.

This Time Policies Toolkit is a practical guide designed specifically for local and regional government policymakers and practitioners. Drawing on the collective expertise and best practices shared during the [Time Academy](#), it supports institutions in recognising, evaluating, and implementing time policies that put the organisation of time at the heart of public service and urban development.

This guide is also intended to help municipalities and regions transition from isolated initiatives to comprehensive, cross-sectoral strategies, a key challenge repeatedly identified by practitioners and policymakers.

Putting time at the centre of policymaking, time policies constitute a fundamental paradigm shift in how municipalities organise public services, urban development, and community wellbeing. As a multidisciplinary domain encompassing work-life balance, sustainable mobility, nighttime economies, and comprehensive care systems, temporal governance requires innovative methodologies that transcend traditional administrative boundaries and departments within local and regional government structures.

Building upon successful experiences from municipalities and regions, the Time Academy has provided urban officers, decision-makers, and practitioners with a practical training programme designed to implement time-conscious governance within their respective levels of competence.

The Time Academy has been designed as a capacity-building programme, guaranteeing participants not only comprehend temporal governance concepts but also acquire practical implementation skills. So, although conceived independently, each session has built upon the previous one, offering concrete resources to help teams navigate each phase of policy development, from mapping existing resources to launching and evaluating new initiatives.



The sessions took place online on Monday 30th of June; Tuesday 1st, Wednesday 2nd, and Thursday 3rd of July 2025, from 10:00 to 11:30 CEST

The Time Academy 2025 has been promoted by the Local and Regional Governments Time Network, as a part of the Time4All 2.0 project, co-funded by the European Union.

Brief explanation of the sessions:

The 1st session, on 30th June, with the title **“How to identify existing time policies in my local government”** provided participants with a comprehensive methodology to identify latent time policies in their institutions across seven key domains, including equality frameworks, commercial regulations, nighttime service provision, and mobility systems, as well as two case studies. Applying such methodology to develop metropolitan time policies was presented by the Metropolitan Area of Barcelona.

The 2nd session, on 1st July, **“Evaluating time policies through evidence-based frameworks”**, addressed how municipalities could develop rigorous, time-sensitive evidence systems that blend quantitative metrics (e.g., time-use surveys) with qualitative well-being indicators, through two case studies from Barcelona City Council and the Municipality of Bolzano.

The 3rd session, on 2nd July, **“Designing cross-government time policies”** explored mechanisms to maintain political commitment to time governance reforms while overcoming institutional divides by portraying the experiences of the Network of Professionals in Work Equity, by the Catalan Government, and the implementation of a Local Time Organisation Plan by the Barcelona Provincial Government.

The 4th and final session, **“Time policies for climate action”**, on 3rd July, showed how time policies can be used to implement public policies for climate action and mobility management with the presentation of two best practices by the City and Metropolis of Rennes and Milan City Hall.

2. Session 1 — How to identify existing time policies in my local government

a. Goals:

- Explore how time profoundly shapes the organisation of cities and regions.
- Reveal, assess, and understand existing (often unrecognised) time policies in local governance, spanning seven core domains such as equality frameworks, commercial regulations, nighttime services, and mobility systems.
- Provide participants with a clear methodology to map their temporal governance landscape and lay the groundwork for developing a purposeful time policy.

b. Speakers:

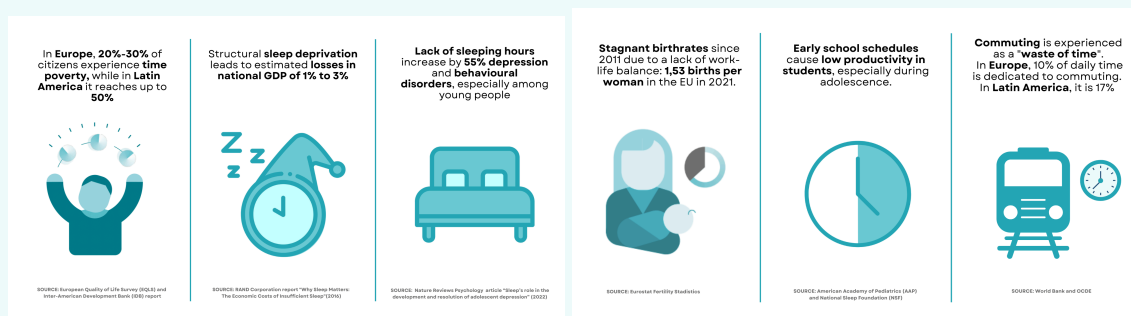
- **Elisabet Tejero**, Director of Social Policies and Equality Services of the Barcelona Metropolitan Area
- **Pedro Martín**, Officer for Equality and Time Policies of the Barcelona Metropolitan Area
- **Marta Junqué Surià**, Director of Time Use Initiative

c. Introduction to concepts and methodology:

The [Time Use Initiative](#) is the main organisation advocating for time policies on government agendas. TUI's director, Marta Junqué, made an introduction to time policies and an explanation of the methodology.

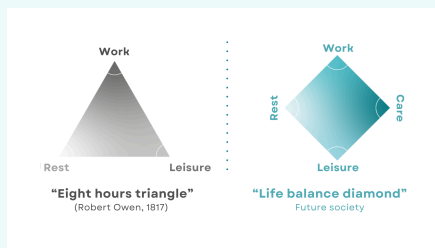
Time is a collective concept and, as such, it requires a collective solution. The solution is time polices, which consider time as a valuable social resource and a key factor when designing (public) policies.

Why is it urgent to discuss time? We have a global problem with time poverty, or the lack of sufficient discretionary time for ourselves after paid and unpaid work and basic biological needs:



The solution?

- **Right to time:** individual and collective right to self-determine how we use our time
- **Time polices**, which consider time as a valuable social resource and a key factor when designing (public) policies



BENEFITS OF TIME POLICIES

A more **balanced time** organisation



Health and wellbeing



Equality



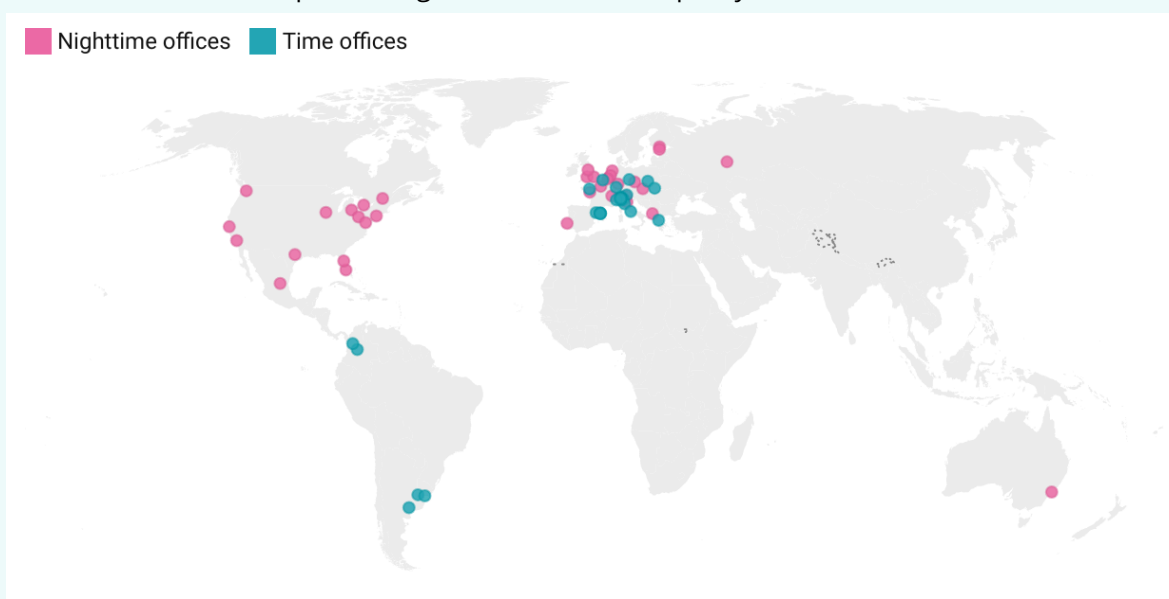
Efficiency



Sustainability

What can I do if this is important to me and my city?

- Join the [Local and Regional Governments Time Network](#), the unique worldwide association of more than 40 cities and regions to promote and implement time policies. It has created a map including more than 60 time policy officials worldwide:



- Use the most innovative methodology for assessing time policies in organisations: ***The Self-Assessment tool for public institutions implementing a balanced time organisation.***

BLOCK 1 – Paid and Unpaid Working Time		
Please, choose your preferred answer to each question: • Does your institution have this policy? [Answer: Yes/No] • What is your interest level in learning more about this policy? [Answer: High/Medium/Low]		
Gender Equality, Equity and Co-responsibility	Does your institution have this policy?	What is your interest level in learning more about this policy?
Caring services for families and caregivers to accompany children, the elderly, or other dependent people and have personal time		
Communication or awareness campaigns or programmes to promote equitable share of time use and care between women and men.		
Protocols to incorporate clauses referring to co-responsibility and equitable distribution of time use in public procurement.		
Proximity-based support services to caregivers, such as legal support, emotional and peer-group support, training courses, etc.		
Integrated and preventive interventions related to social support and healthcare.		
Business Time Organisation, Trade and Consumption		
Public network of companies and/or entities promoting good practices on time use.		
Data compilation on business time use schedules and/or good practices (i.e., opening and closing hours, consumption hours, during workweeks and festivities, in summer...)		
Personalised assessments for companies to implement new time-use organisational models (i.e., network, flexible working hours, reduced workweek...)		
Public regulation and/or promotion of healthy closing times (aligned with circadian dinner time for each country).		
Municipal consumption vouchers or other public incentives are used to stimulate local commerce and consumption on a proximity basis (grocery shopping, etc).		
Planned corridors for medium and large companies, organisations, and industrial areas are encouraged.		
Public provision of guidelines, strategies, and/or directives related to adapting working schedules to extreme climate events, such as heatwaves, droughts, or heavy rain.		
Initiative for package delivery and/or grocery storage allows for public provision of local markets and other day-to-day utilities, balancing workers' decent time and consumer needs (i.e., having a centralised delivery centre in the neighbourhood or residential block for packages, adapting municipal markets with refrigerated storage for groceries...)		
Governance and Awareness		
A Time Chief Officer is appointed to coordinate and supervise the implementation of time policies transversally within the administration.		
Public awareness campaign to improve schedules and time organisation, aimed at citizens and companies.		
An annual report on time policies and other implemented actions is developed.		

➤ A diagnostic tool designed to evaluate and enhance time management practices within a local government.

➤ Aims to identify strengths and areas of improvement in the way time is managed within public policy, covering various domains such as gender equality, mobility, business time organisation, education, nighttime policies, democracy and citizen services, leisure and culture and internal municipal policies.

➤ It enables local governments to better understand their temporal governance landscape and unlock pathways for further strategic time policy development.

How to use it?

It has four blocks:

- Three of them assess policies aimed at citizens.
- A fourth block, focusing on implementing policies internally within the institution.

1. **Assessment:** Each section includes specific initiatives that, when implemented, address a given area. Institutions are asked to indicate the status of each initiative with a yes/no answer if they have such a policy. Then, they are also asked to assess their level of interest in a given policy, with a high/medium/low answer.

2. **Analysis:** After completing the questionnaire, an analysis of the results will help identify strengths, gaps, and opportunities for improvement in time policies.

3. **Action Plan:** Conceiving an action plan will show how to implement innovative public policies in different areas, and will give guidance on how time policies can be further developed and enhanced.

d. **Application through real-world case studies:** Through a specific case study from the Barcelona Metropolitan Area, attendees could learn how to systematically assess their institution's current time-related measures and put the methodology into practice.

Case Study: Diagnosis of Time Policies in the Barcelona Metropolitan Area

Who:

The **Barcelona Metropolitan Area (AMB)** governs 36 municipalities, covering 636 km² with over 3.2 million residents; about half of Catalonia's GDP is generated here. The AMB coordinates urban planning, mobility, housing, environment, economic development, and social cohesion, and is a founding member of the [Local and Regional Governments Time Network](#). Notably, it leads the Metropolitan Pact for the Right to Time, signed by 17 municipalities representing 82% of the area's population.

Metropolitan Pact for the Right to Time

The Metropolitan Pact for the Right to Time is the institutional agreement between the AMB and the Metropolitan Municipalities that implements the commitments of the Barcelona Declaration on Time Policies.

Its goal is to promote a **healthier, more equal, and more sustainable** metropolis and municipalities through better organisation of people's time.

It establishes a collaborative framework with metropolitan municipalities to promote actions in key areas such as **mobility, care, work, public space, and citizen participation**.

It is a tool to transform the territory into a **chronosensitive, equitable metropolis** with a feminist perspective, focused on the everyday well-being of its citizens.



17 adhering municipalities representing 82% of the metropolitan population

What:

The AMB launched a **diagnostic self-assessment** to measure the implementation of time policies across its municipalities. The tool consists of 50 questions on specific actions and is monitored biennially (2022, 2024), with 29 out of 36 municipalities participating (covering 80% of the territory and 96% of the population), providing individual and collective data on the actual implementation and drawing conclusions and recommendations.



Key Findings:

- Highest future interest: policies for the productive sector and awareness-raising on the right to time
- Time policies for citizens: 20% of municipalities show high implementation, 70% intermediate, 10% low (mostly smaller municipalities)
- Average implementation: 30% of the possible time policies are in place
- Adherence to the Metropolitan Time Pact correlates with higher implementation levels
- Time policies are becoming more mainstreamed, often placed under mayoral or socio-economic departments, but the Equality Office remains the main driver
- Implementation varies by area:
 - **High:** education, mobility, public space, citizen attention
 - **Intermediate:** gender equality, leisure
 - **Low/incipient:** awareness-raising, nighttime policies, productive sector

Lessons Learned:

- Diagnosis is essential for effective policy implementation
- Custom progress reports help municipalities track and advance their work, and are highly valued by them.

e. Results of the workshop

During the session, participants, primarily from local and regional public institutions worldwide, applied the proposed methodology to their known cases in order to test the assessment tool on

time policies. These were the results, in a list of the top 10 most implemented and the top 10 most interesting policies:

Implemented Policies	Interested Policies
<ol style="list-style-type: none"> Caregiving services Awareness campaigns to promote an equitable share of time use and care between women and men Public network promoting practices on time use Protocols for equitable distribution of time use in public procurement Planned commutes Public provisions to adapting working schedules to extreme climate events Proximity-based support services to caregivers Public awareness campaign to improve schedules Use of apps and digital services to provide mobility info and services A majority of public procedures are <u>digitised</u> to facilitate citizen access 	<ol style="list-style-type: none"> Appointment of a Time Chief Officer Public Co-Working Spaces Data compilation on good time use practices Public network promoting practices on time use Public awareness campaigns to improve schedules Public provisions to adapting working schedules to extreme climate events Awareness campaigns to promote an equitable share of time use and care between women and men Caregiving services Consumption vouchers Equitable distribution of time use in public procurement

Block 1: Paid and Unpaid Working Time

- Spanish/Catalan local and regional entities demonstrate **consistently high implementation of caregiving, communication campaigns, proximity-based support, and innovative services**, with what can be considered a certain level of policy awareness and development among institutional actors.
- Italian cities display **medium-to-high uptake for traditional caregiving and communication initiatives** but show variability regarding proximity-based and innovative policies, as well as in stakeholder participation and systematic data collection.
- French data reveals an **urban-regional divide**, with urban centres such as Strasbourg actively **developing core policies**, while regional administrations demonstrate less engagement and greater uncertainty, particularly concerning innovative and participatory measures.
- In the cases of those participants **introducing newer approaches to time policies**, such as municipalities in Turkey and Poland, uncertainty or limited action regarding most policies indicates their first steps in this domain and **prospective areas of development**.
- Local authorities in Portugal, Bulgaria, and Greece tend to prioritise **traditional caregiving and communication measures, presenting medium overall engagement** but with identifiable gaps in the adoption of more innovative time policies.

Block 2: Time for Social Sustainability

- Italian municipalities show a **higher degree of implementation in proximity-based services, digital administration, and public transport digital tools**, while demonstrating varied implementation for participatory governance and caregiving measures.
- Major cities in France and Spain/Catalonia, along with German respondents, present diverse outcomes—some larger cities are advancing in proximity-based services, but

exhibit a complementary **higher interest in artificial intelligence (AI) and data-driven analytics**.

- There is a clearly expressed demand across local governments for participatory, data-driven, and equitable time-use policies, with strong interest in **citizen engagement, flexible work scheduling, and digital innovation**—even where ongoing policy implementation remains modest.
- Policy areas related to digitalisation and public transport receive comparatively higher priority; moreover, **the emergence of AI in policymaking, participatory governance, and inclusive time policies offers notable opportunities for development**.

Block 3: Time for Formal and Informal Leisure

- Institutions widely recognise the **social value of time policies**, particularly those supporting caregivers, optimising daily schedules, and **improving quality of life (notably at night)**. However, practical implementation is currently in the development phase.
- **Strong institutional interest in leisure-related time policies** suggests readiness to advance, provided there is greater resource allocation, improved inter-agency coordination, and heightened policy awareness.
- Across participants' answers, policy development will need to shorten implementation gaps through **prospective innovative policies in nighttime governance**, the needs of **shift-working individuals**, and the **advanced scheduling of community activities** (according to Chronobiology).
- **School-related scheduling practices are the most established**, yet not universal; policies promoting nighttime leisure and general leisure quality remain the least developed, despite being widely recognised as essential for social equity and well-being.

f. Resources

- [Recording of session 1](#)
- Presentations used:
 - [Introductory slideshow presented during session 1](#)
 - [Barcelona Metropolitan Area's slideshow presented during session 1](#)
- Tools used during the session:
 - [Self-Assessment tool for public institutions implementing a balanced time organisation](#)
 - [Metropolitan Agreement for the Right to Time- AMB](#)
- Other links:
 - [Local and Regional Governments Time Network](#)
 - [Time4All 2.0 project](#)
 - [Decalogue for a balanced and rational organisation of working time in metropolitan companies](#)- AMB (in Catalan)
 - [AMB Time Policies website](#) (in Catalan)

3. Session 2—Evaluating Time Policies Through Evidence-Based Frameworks

a. Goals:

- Enable local governments to rigorously evaluate time policies using robust, evidence-based frameworks that integrate both quantitative data and qualitative insights.
- Demonstrate the use of quantitative tools, such as time-use surveys, to generate measurable data on policy impact.
- Highlight the importance of qualitative well-being indicators to capture broader social and individual outcomes.
- Share global best practices and methodologies, equipping participants with practical approaches for comprehensive time policy assessment, featuring case studies from Barcelona City Council and the Municipality of Bolzano.

b. Speakers:

- **Noemi Alfi**, Officer of the Statistics and Time Office of the Municipality of Bolzano
- **Blai Martí Plademunt**, Officer for Gender Mainstreaming of the Barcelona City Council
- **Marta Junqué Surià**, Director of Time Use Initiative

c. Introduction to concepts and methodology:

The transformative role of time policies in achieving the SDGs

Time policies are powerful, cross-cutting instruments that can drive profound changes across society, directly advancing the achievement of the Sustainable Development Goals (SDGs). As introduced by Marta Junqué, Director of the Time Use Initiative (TUI), these policies do not act in isolation; rather, their transversal and holistic nature enables them to address multiple societal challenges simultaneously while promoting the common good.

According to a [report](#) by the Time Use Initiative, **at least eight SDGs are closely linked to time policies, demonstrating how these strategies serve as levers for progress across the 2030 Agenda.** Specifically, SDG 1 (No Poverty), SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action).

Why does evaluation matter?

It is important not only to conceive innovative time policies but also to evaluate their impact through evidence-based analysis. Time is a public resource: governments redistribute time, not just money, so evaluation prevents inequitable time impacts, as well as provides rigorous time-sensitive evidence systems that blend quantitative metrics (e.g., time-use surveys) with qualitative well-being indicators so that current policies can be re-adjusted or improved.

d. Application through real-world case studies:

The session approached how time policies can be evaluated with different methodologies, using examples from two of our long-standing cities developing time policies, Barcelona and Bolzano:

Case study 1: Barcelona: A proposal for a Time impact assessment tool

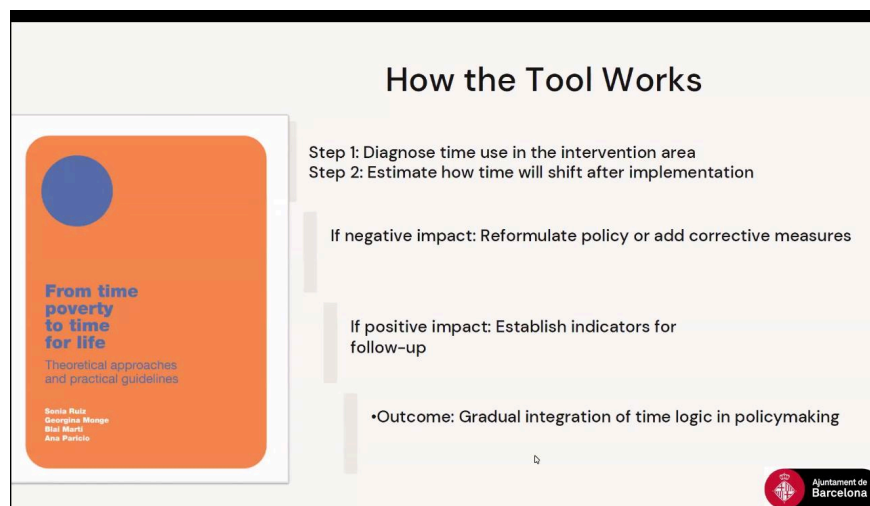
Who:

The **Barcelona City Council** is the primary governing body of the city of Barcelona (Catalonia, Spain), overseeing the administration of one of Europe's densest and most dynamic urban areas: a city of approximately 1.73 million people across 101 km², making Barcelona the second-largest city in Spain and a major economic centre in the Mediterranean.

Barcelona was the first city in Spain to promote time policies, and since 2023 have an institutional anchorage from the gender mainstreaming area; it was also one of the founders of the [Local and Regional Governments Time Network](#), holding the title of World Capital of Time Policies in 2022. Barcelona is also one of the first endorsers of the [Barcelona Declaration for Time Policies](#), one of the institutions signing the [Interinstitutional Agreement for time policies in Catalonia](#) and co-organiser of the [Time Use Week](#).

What:

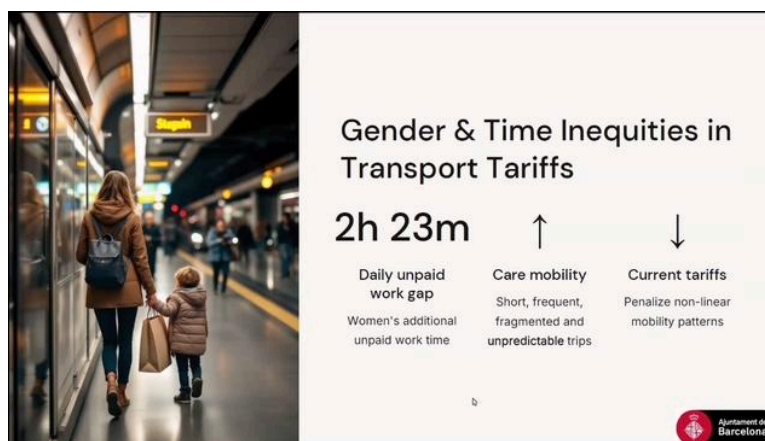
Time impact assessment tool: a tool to assess the time use implications of public policies. It estimates how time is redistributed across gender and social groups.



Time evaluation in practice — school mobility: a pilot study was conducted using this tool in 2023, collecting data by age, gender, and transport mode of children.

Key findings: the more autonomy children had to go to school, the healthier the time spent by caregivers and kids was.

Time evaluation in practice — gender and time inequities in transport tariffs study.



Key findings:

- Women spend more time and money than men on mobility because the system is designed around work-related trips (commuting), and women tend to have care-centric mobility patterns.
- Women do more unpaid care work, which is not predictable, and tariffs are not addressing this fact.
- There is a lack of gender-disaggregated data and a missing care-related trip analysis

Lessons learned:

- Evaluation can prevent inequitable time impacts
- Transport pricing is not neutral; it's a political decision, and it is time-related
- Mobility must be equitable, accessible, time-aware and gender-responsive
- Time poverty is shaped by paid and unpaid work
- The gap can be bridged with actions such as:
 - Flat-rate passes for fragmented mobility
 - Time-zone tariff systems
 - Care mobility data collection

Case study 2: Tools to evaluate time use projects in Bolzano

Who:

Bolzano is the capital of South Tirol (Italy) with 106.564 inhabitants, 52,34 km², the seat of the provincial government, and the main centre of services for the province. It is the daily workplace for 67,000 workers, 40,000 of them living in the city.

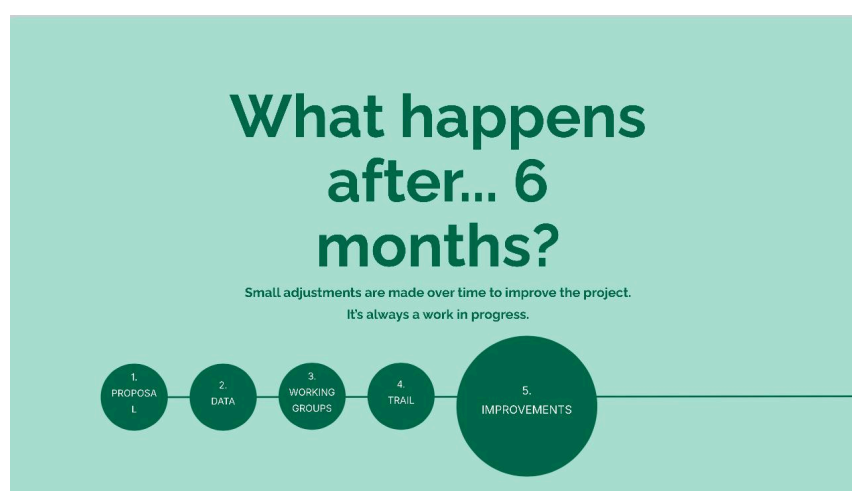
The **Bolzano Municipality** is a pioneer in implementing time policies, from the "10-minute city" to the Statistics and Time office, promoting various initiatives to increase citizens'

awareness of the value of time. It is a member of the [Local and Regional Governments Time Network](#), and was the World Capital of Time during 2023-24.

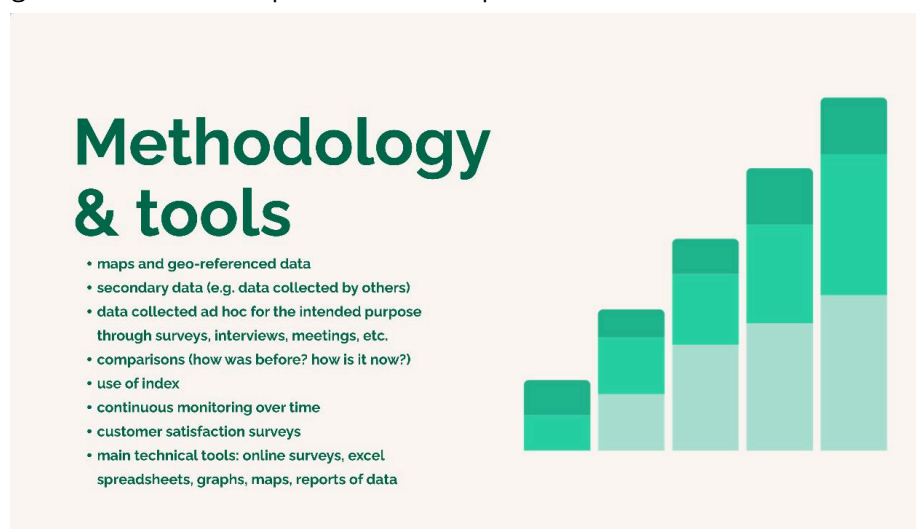
What:

Evaluation of time policies through an evidence-based framework

The Municipality of Bolzano, through its Statistics and Time office, is promoting different projects, mainly related to school hours, to promote work-life balance, with more rational working hours as well as opening hours and with urban renovation over time, including different actions and involving different actors.



Projects are a work in progress: after 6 months, they are re-evaluated using different methodologies and tools, both quantitative and qualitative:



Time evaluation in practice: online surveys

Evaluating Smart Working policy: To assess the need to continue smart working (working from home) for the Bolzano Municipality workers, the Statistics and Time Office proposed an **online**

survey. Based on the data collected, arrangements were made within the administration to regulate smart working.

Our online surveys

Preparing a good survey takes time.
The wording of the questions must be short and effective.
The easy comprehension of questions and answers must be tested before dissemination.

The screenshot shows a survey interface for the City of Bolzano. It includes a title bar, a progress indicator, and a main content area with a question about satisfaction with smart working. There are 'Indietro' (Back) and 'Continua' (Continue) buttons at the bottom.

This screenshot shows a list of statements for evaluation under the heading 'RITMO DI LAVORO' (Work Rhythm). The statements are:

- Quali di queste affermazioni esprimono meglio la sua esperienza con lo smart working? (In generale, a risposta multipla)
- Alisco a concentrarmi meglio in smart working che in ufficio
- Alisco ad organizzare meglio la mia giornata lavorativa
- Alisco una migliore gestione del tempo
- Al sento più efficiente rispetto alla presenza in ufficio
- In ufficio vengo disturbato di più, ho maggiori interruzioni
- Non ho lo stress dei tempi di viaggio
- Ho un maggiore risparmio di tempo
- Alisco a concludere meglio famiglia e lavoro
- L'ambiente di lavoro è più rilassato in smart working
- Ho difficoltà a concentrarmi
- Ho difficoltà ad organizzare il mio lavoro
- Al sento meno motivato
- Vengo disturbato di più che in ufficio

Time evaluation in practice: maps and geo-reference data

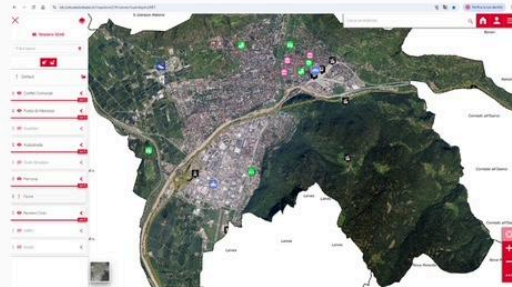
Evaluating *Pedibus* routes for children: safe pedestrian routes for children to go to school are continuously re-evaluated and redesigned, especially when new children join the routes, and then remapped by a Geographical Information System.

Maps and geo-referenced data

Maps are another useful tool to visualize data, especially when you need to locate them in a certain area or if you need to study certain movements.

Our municipality has developed interactive maps for internal use containing numerous layers to monitor various phenomena.

Others can be added to these upon request, providing our technicians with geo-referenced data to merge.



Key findings:

- Time policies are not 'once-only' policies; they are projects in continuous development.
- Time-sensitive evidence systems that blend quantitative metrics (e.g., time-use surveys) with qualitative well-being indicators are proven to be more effective.
- Time policies need a continuous re-evaluation to be aligned with the changing needs of the population (smart working example).
- We need quantitative indicators (*Pedibus* users increasing, for example) that indicate if the project is still relevant, or whether certain aspects need to be rethought.
- Evaluation is needed to guarantee a high level of quality year after year. (Customer satisfaction surveys after children and youth summer camps, for example.)

e. Resources:

- [Recording of Session 2](#)
- Presentations used:
 - [Barcelona's slideshow presented during Session 2](#)
 - [Bolzano's slideshow presented during Session 2](#)
- Tools used during the session:

- [Achieving the SDGs through time policies — Time Use Initiative](#)
 - [Uses of time department website — Barcelona City Council](#)
 - [From time poverty to time for life — Barcelona City Council](#)
- Other links:
 - [Barcelona Declaration on Time Policies](#)
 - [Bolzano Municipality website](#)
 - [Bolzano takes over Barcelona as the new World Capital of Time Policies](#)

4. Session 3 — Designing Cross-Government Time Policies

a. Goals:

- Foster interdepartmental coordination; equip institutions to break down silos and integrate time policies across departments.
- Sustain political commitment: explore strategies to maintain long-term political will around temporal governance reforms.
- Support cross-cutting action by promoting time policies as a transversal priority embedded in all areas of local governance.
- Provide practical tools to introduce prioritisation mechanisms to identify key decision-makers and focus policy efforts.
- Showcase replicable models of tools such as the Time Chief Officer role, Local Time Plans, and municipal time networks to institutionalise and scale time policy implementation.

b. Speakers:

- **Saray Espejo Benito**, Director General for Care, Time Organisation and Work Equity of the Catalan Government
- **Gemma Parera**, Officer of Social Sustainability, Life Cycle and Community Area of the Barcelona Provincial Council
- **Alba Elvira**, Officer of Social Sustainability, Life Cycle and Community Area of the Barcelona Provincial Council
- **Marta Junqué**, Director of Time Use Initiative

c. Introduction to concepts and methodology:

Why should time policies be conceived as a transversal and core issue within institutions?

Time policies represent one of the most innovative and forward-looking areas in public policy today (UNDP, 2025). To ensure that 21st-century public services are effective, sustainable, and responsive to citizens' needs, time must be placed at the centre of policy and decision-making. However, for time policies to be truly transformative, they must be grounded in key principles:

- **Prioritising time equity**, ensuring all individuals have fair access to and control over their time.
- **Promoting systemic coordination**, recognising that effective time management requires collaboration across sectors and departments.
- **Leveraging data for adaptive governance**, using evidence to shape, evaluate, and improve policy interventions.
- **Fostering participatory decision-making**, enabling communities to co-design time-related solutions.
- **Conceiving time as a common good**, whose distribution affects well-being and life quality.

By nature, time policies are inherently transversal. Yet many public institutions, particularly at the municipal level, remain organised in vertical silos. This fragmentation makes it difficult to

effectively address multidimensional challenges such as time poverty or to reimagine a more socially just organisation of time.

One clear example of the need for transversal coordination is in the area of **care policies and gender equality**. Here, time policies offer powerful tools to redistribute unpaid care responsibilities, reduce inequalities, and foster a more balanced and inclusive use of time across genders.

To unlock their full potential, time policies must be at the heart of institutional thinking, cutting across departments, adapting to diverse realities, and advancing equity at every level.

d. Application through real case scenarios

In this session, essential tools for integrating time policies as transversal policies across local and regional institutions were presented:

- Creating Time Chief Officers
- Designing effective Local Time Plans
- Building networks of time professionals within a territorial dimension

Case study 1: Time Chief Officer

Who:

Local and regional governments worldwide

What:

The **Time Chief Officer** (TCO) is a dedicated role responsible for the transversal coordination, development, and evaluation of municipal time policies. This role is **essential for breaking institutional silos and ensuring that time is governed as a public resource**, with a focus on equity, well-being, and sustainability.



The ideal candidate will combine theoretical knowledge with practical experience in navigating complex municipal structures and facilitating cross-departmental collaboration.



Key findings:

- Role definition matters: appointing specific roles, such as a Time Chief Officer, strengthens coordination and elevates time policies on the institutional agenda.
- The Time Chief Officer is a strategic, transversal role essential for modern municipalities seeking to address time poverty, promote equity, and enhance urban well-being.
- By embedding this function within the municipal structure and balancing regulatory and awareness-raising tasks, cities can lead the way in innovative, inclusive, and sustainable time governance.

Case study 2: Building policies around government: the case of the Network of Workplace Equity Professionals in Catalonia

Who:

The **Department of Equality and Feminism of the Catalan Government** aims to promote the Catalan Government's equality policies, work for effective equality in the workplace, guarantee rights and non-discrimination and design public policies to eradicate sexist violence. One of its areas of action is Care, Time Organisation and Workplace Equity, where among its objectives are: reorganising life and work times with public policies, make visible the different uses of time to redistribute them equitably and work for the effective equality of women and men in community, labour and social participation, and promote work-life balance measures and influence the timetable reform.

The Catalan Government is a member of the [Local and Regional Governments Time Network](#), one of the first endorers of the [Barcelona Declaration for Time Policies](#), one of the institutions signing the [Interinstitutional Agreement for time policies in Catalonia](#), and co-organiser of the Time Use Week.

What:

[The Network of Workplace Equity Professionals \(XPET\)](#) was established to deploy professionals specialised in equality and time use within the local authorities of Catalonia, with currently counts with 51 officers in local governments throughout Catalonia. Time use is one of the core areas of action of the Network; the professionals drive initiatives that promote the right to time, co-responsibility, time reorganisation and time justice, both within the administrations and in the region as a whole.

USES OF TIME: STRATEGIC AXIS OF THE NETWORK

Network of Workplace Equity Professionals play a key role in:

- Promoting the reorganisation of the uses of time in the Administration and the region.
- Promoting co-responsibility measures in caregiving.
- Defending the right to time as a principle of public policy.

In particular, they work on:

- Equality plans, including time use reorganization measures
- Local time agreements (Pactes del temps)
- Training and awareness-raising activities
- Actions with companies and public services
- Collaboration with local agents in the fields of care and labour

Their work connects gender equality, time justice and institutional transformation.

Departament d'Igualtat i Feminisme

The following are three notable experiences led by local authorities that are part of the Network, as concrete examples of how these policies can be applied by municipalities:

- **Baix Ebre County Council Time Agreement** with gender and mainstream perspective (2025-2026): The Agreement includes 43 specific measures, structured by sector (education, companies, care services, vulnerable groups, etc.) and has a rigorous monitoring system, with indicators and assigned managers.
- **La Selva County Council local time agreement**, which combines actions in the field of work and care. It is a regional experience that combines methodology, awareness, and community structuring in defence of the right to time.
- **Sant Boi de Llobregat City Council monthly updated website**: a specific space on the municipal website dedicated to the use of time to disseminate and raise awareness among citizens from a feminist perspective.

Key findings:

- Networks drive progress: building communities of practice (e.g., networks of equity and time professionals) accelerates learning and supports interdepartmental collaboration and policy diffusion across municipalities.
- Best practices can be shared throughout time and equity professional networks, and at the same time, adapt them to the diverse realities, needs and resources.

Case Study 3: Local Time Management Plans

Who:

The **Barcelona Provincial Council** is a local government institution that promotes the progress and well-being of the citizens of its territorial area: the province of Barcelona, with 311 connected municipalities. This represents 24% of the total area of Catalonia and 74% of the total Catalan population (5.7 million people). It operates directly, providing services and, above all, in cooperation with local councils. The Barcelona Provincial Council is a member of the Local and Regional Governments Network, one of the first endorers of the [Barcelona Declaration for Time Policies](#), one of the institutions signing the [Interinstitutional Agreement for time policies in Catalonia](#), and co-organiser of the Time Use Week.

What:

Local Time Management Plans

In the frame of the Barcelona [Provincial Council's Mandate Action Plan](#), one of the key policies related to care and time policies is the Local Time Management Plan.

- A local policy that allows for the inclusion of a time use perspective in all municipal actions and implements a commitment to work with financial and human resources.
- The instrument for achieving a more balanced time use and guaranteeing citizens' right to time at a local scale.

Key actors involved:

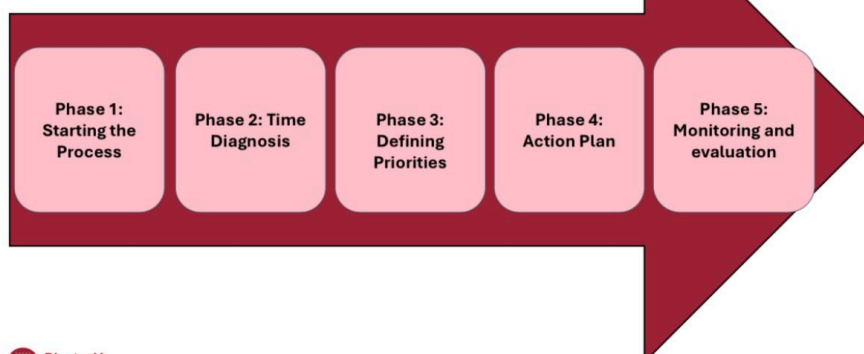
- **Municipal government:** approves the Plan and ensures political support
- **Time Policy Leadership Group:** provide strategic guidance and political support
- **Time Chief Officer:** leads the development of the Plan and coordinates between teams
- **Sectorial Working Groups:** city staff, experts, or even citizens, provide specific insight on the areas addressed and define concrete actions

Thematic areas of the Plan:

- Paid work
- Domestic and care work
- Commuting
- Education
- Rest and nighttime services
- Leisure and public facilities
- Administrative procedures and participation

Guía para la implementación de un Plan Local de Organización del Tiempo

Methodology



Pilot projects are already ongoing in two municipalities: Sant Adrià del Besòs (38.490 inhabitants), and El Prat de Llobregat (66.184 inhabitants).

Key findings:

- Transversality is essential: successful time policies require true interdepartmental and cross-sectoral collaboration; siloed approaches limit impact.
- Political will must be sustained: maintaining long-term political commitment and leadership is key to embedding temporal governance, especially amid institutional changes.
- Custom approaches work best: Local Time Plans should be tailored to each municipality's resources, capacities, and political priorities for greater feasibility and ownership.

e. Resources:

- [Recording of Session 3](#)
- Presentations used:
 - [Time Use Initiative's Time Chief Officer's slideshow presented during session 3](#)
 - [Government of Catalonia's slideshow presented during Session 3](#)
 - [Barcelona Provincial Council's slideshow presented during Session 3](#)
- Tools used during the session:
 - [Guide for the implementation of a local time management plan](#)-Barcelona Provincial Council (in Catalan)
- Other links:
 - [Network of Workplace Equity Professionals \(XPET\)](#) - Catalan Government (in Catalan)
 - [Equality and Feminism Department website](#) - Catalan Government (in Catalan)
 - [New uses of time website](#) - Barcelona Provincial Council (in Catalan)

5. Session 4 — Time Policies for Climate Action

a. Goals:

- Apply time policy tools to climate challenges: guide participants to use their understanding of time policy development to design targeted solutions for climate mitigation and adaptation.
- Integrate time into climate action planning: by reorganising time, such as altering mobility patterns and reducing peak-hour congestion, municipalities can support both greenhouse gas reduction and climate resilience goals.
- Redesign policy and institutional priorities: illustrate, through practical examples, how temporal governance can help reshape municipal and regional strategies to address the climate crisis more effectively.
- Foster holistic, cross-cutting approaches: emphasise the value of transversal, system-wide responses, showing how time-oriented measures intersect with sectors like mobility, energy, and public space to amplify climate action.
- Enable participants to analyse, prioritise, and design concrete time policies that address climate action at the local level, leveraging best practices from Rennes and Milan.

b. Speakers:

- **Alice Ricouard**, Mission Manager at the Time Office of the City and Metropolis of Rennes
- **Sergio Daneluzzi**, Head of Support to International Activity of the Milan City Hall
- **Susanna Moltenni**, Head of Partnerships and Special Projects Unit at the Employment, Youth and Sport Division of the Milan City Hall
- **Marc Martorell Escofet**, Policy Officer of Time Use Initiative

c. Introduction to concepts and methodology:

Building on participants' understanding of time policy development, this session challenges them to apply temporal governance tools to a pressing global issue: the climate crisis. Drawing on insights from previous sessions and introducing innovative examples from the City and Metropolis of Rennes and the Municipality of Milan, the session explored how redesigning policy and institutional priorities around time can support effective climate mitigation and adaptation.

d. Application through real case scenarios:

There are several examples of local time policies used to implement public policies for climate action and mobility management; the experiences of Rennes and Milan demonstrate successful integration of time policies for climate mitigation and adaptation.

Case study 1: Sustainable urban time policies in Milan

Who:

Milan is an important city in northern Italy and the most powerful economy in the region, with 1,5 million inhabitants; 3,2 in the metropolitan area, and up to 7.4 million in the larger area, as

well as 900,000 daily city users. Milan has a significant pollution problem; it is in a plain surrounded by mountains, with no wind, so pollution stays in the city.

Italy has a long tradition of urban time policies; the **Milan City Hall** was among the first in Italy and Europe to develop urban time policies through a Timetables Master Plan in 1994. Milan is a member of the [Local and Regional Governments Time Network](#), and an endorser of the [Barcelona Declaration on Time Policies](#).

What:

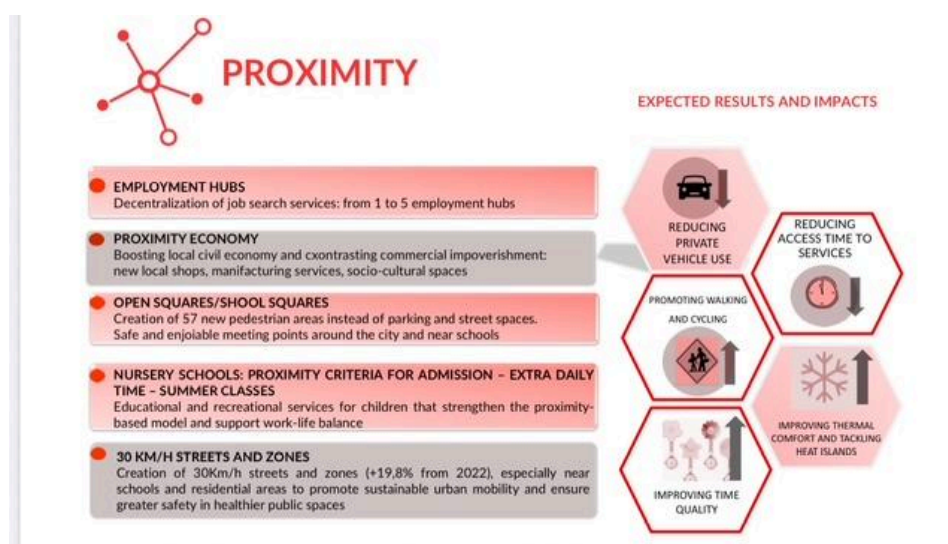
Time practices mapping

In 2022, the Milan City Hall approved the PAC — Air and Climate Plan, a tool for reducing air pollution and responding to the climate emergency, to protect health and the environment. A dedicated activity within the Air and Climate Plan (PAC) has the goal of mapping and promoting practices for a better organisation of the city's time.

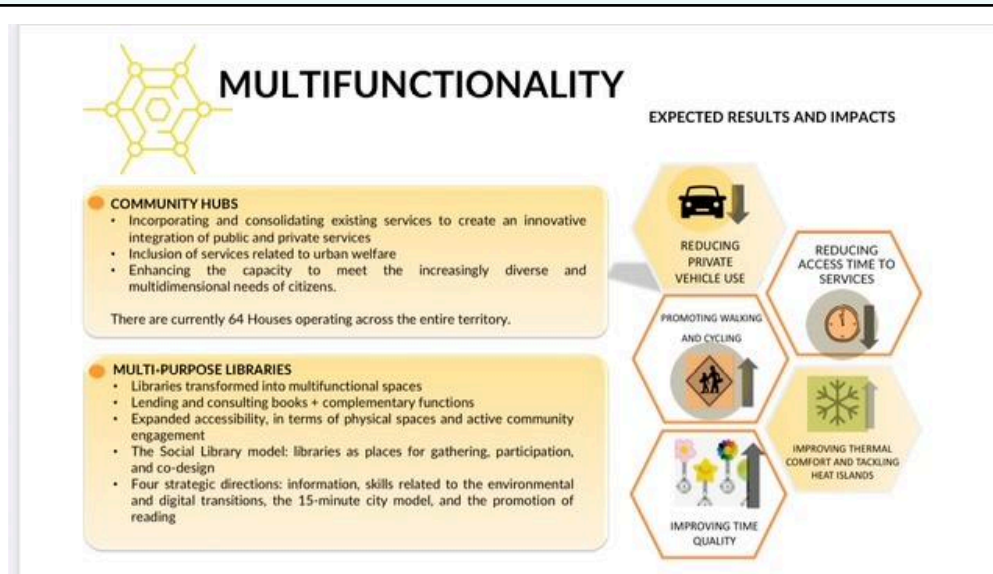
The practices mapping implies the collection and communication of an overview of existing practices impacting times and schedules in the city of Milan, selected for their relevance to times and schedules. At the same time, it produces positive impacts on the environment.

Based on their interaction with time, practices are classified into four categories:

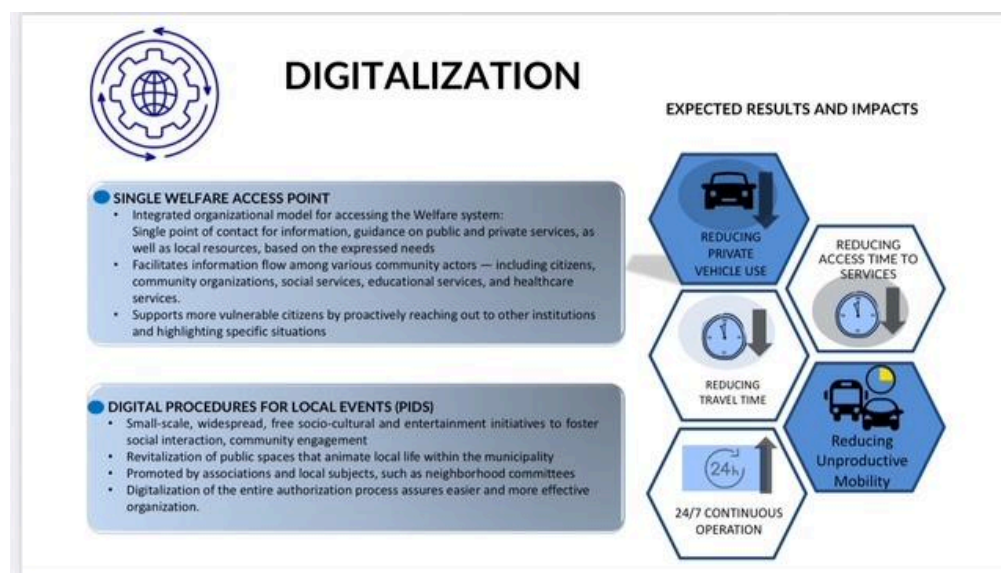
- **Proximity and Decentralization:** residents must be able to meet their basic needs without having to travel long distances, based on the “15-minute city” concept, which proposes that everyone can reach the different places of interest in the municipality, in a maximum of 15 minutes.



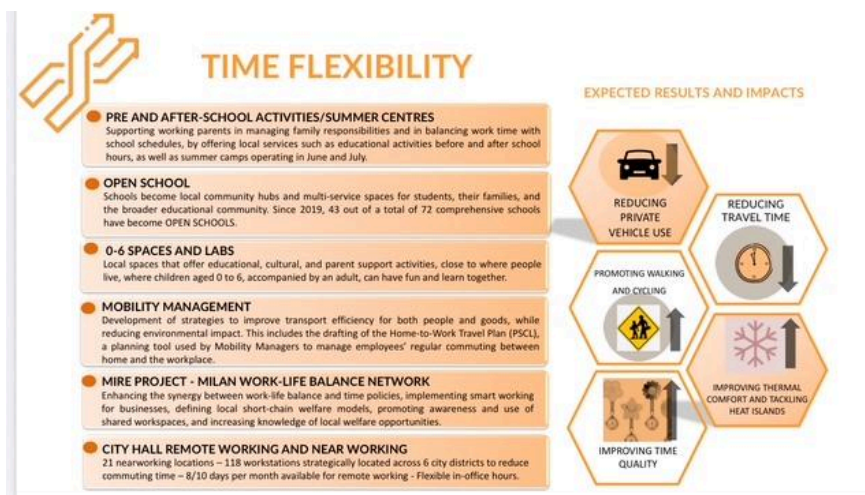
- **Multi-functionality:** it implies that people must be able to satisfy multiple needs in the same space.



- **Digitisation:** it includes all policies aimed at facilitating citizens' access to online resources and services, avoiding unnecessary travel and saving time.



- **Flexibility:** it refers to all those measures that promote work-life balance, influencing work and study schedules, through formulas such as teleworking, flexible schedules and the rationalisation of school schedules.



Environmental impact is found in the dimensions of :

- **Mitigation:** actions and strategies that have a direct impact on climate change.
- **Adaptation:** all the actions and strategies aimed at allowing people to live better with the effects of climate change.
- **Air Quality:** actions aimed at controlling atmospheric pollution.

Key findings:

- Better time management in the city impacts the climate and air quality, as it involves decisions related to the daily lives of residents.
- Specific time policies developed in the areas of work flexibility, digitalisation, proximity services or multifunctionality of venues contribute to climate change mitigation and air quality improvement, and, at the same time, they are promoting a new social time organisation.

Case study 2: Peak hours' management in the City and Metropolis of Rennes

Who:

Rennes is a city of 230,000 inhabitants, but its metropolitan area gathers 43 cities with 480,000 inhabitants. Its public transportation network implies 430,000 travellers a day. **The City and Metropolis of Rennes** has been a pioneer institution in promoting time policies: the Rennes Time Office was created in 2002 to organise the territory through time to adapt to societal changes. The City and Metropolis of Rennes is a member of the Local and Regional Governments Time Network.

What:

Rush hours policy on Rennes metro lines

Since 2009, line A platform was packed during the “rush hour pick” phenomenon, and it happened in Rennes between 7:40 and 8:00 a.m.

Technical solutions were tested: increasing the frequency of service, purchasing next trains, reconfiguring trains to increase the number of carried passengers... These initial solutions would increase transport capacity by 30% (at a high cost of 30 million euros) and were proving insufficient in the face of the constant increase in metro ridership.

Solution:


Through a partnership methodology (involving the Mobility and Transport Department of the City & Metropolis of Rennes and the operator Keolis), the Rennes time office proposed taking action not on the transport offer and network but directly on demand and users. It identified “time generators”, the structures whose timetables generate large flows of traffic at specific times, by using ticketing data, counts, field observations....

Then, a consultation process was initiated around Villejean metro station (the one most affected by the peak), with the University of Rennes, major secondary schools and the hospital centre. As the University of Rennes was one of the main “time generators”, in 2012, an experiment was launched with partial staggering of classes and a two-wave start to the new academic year:

- 6,000 students in Licence 3 and Master's started at 8:15 am
- 8,000 students in Licences 1 and 2 started at 8:30 am

Result:

Right from the start of the experiment, the hyper-peak was smoothed out, and this improved the metro service and the quality of life of students and travellers in general.




Line A : results

- The strength of this approach relies in the fact that **collective interests** are taken into account in a decision that is usually based on individual choices.

The **figures** for this project are :

- A 17% reduction in the average train load between the most congested stations
- 5% reduction in metro flows at morning peak times
- **30 million € saved, staggered investment in infrastructure** (Kennedy station from 2025)



Line B of the metro has also been overcrowded at peak hours since 2023, leading to saturation of trains and stations. Following the example of the work carried out on line A, Rennes’s Time office proposed a partnership working method to reduce the peak and restore a smooth and safe service for all users.

The diagnosis has already been made, and some actions have been proposed as an experiment to find better solutions for the collective interest:



Line B : experiment

- **Consultation** with all the academic bodies, local authorities, lycées and University.
- **59 scenarios** were developed and modeled to find a temporal solution
- A **first experiment** will be launched in 3 lycées on the **1st September 2025** after an agreement to test a time-shift scenario (5 700 students will change their timetables).
- **Signature of a charter** by all stakeholders in August
- The **University could also experiment** new opening hours in 2026.

 **RENNES**
Ville et Métropole

Lessons learned:

- Thanks to the use of participatory time policies that lead to changes in university schedules, the peak hours congestion has been reduced by 17% and the city has saved 30 million euros of public budget.
- This has been done, not investing in infrastructure but in analysing people flows and establishing a methodology of collaboration between different city actors to find collective solutions for sustainable mobility and a better quality of life.

e. Resources:

- [Recording of Session 4](#)
- Presentations used:
 - [Rennes' slideshow presented during Session 4](#)
 - [Milan's slideshow presented during Session 4](#)
- Other links:
 - [Air and Climate Plan-City of Milan](#)
 - [Milano cambia aria-City of Milan \(in Italian\)](#)
 - [Le bureau des temps-The City and Metropolis of Rennes \(in French\)](#)
 - [The City and Metropolis of Rennes website](#) (in French)
 - [City of Milan website](#)

6. Annexes

6.a. Self-Assessment tool for public institutions implementing a balanced time organisationx

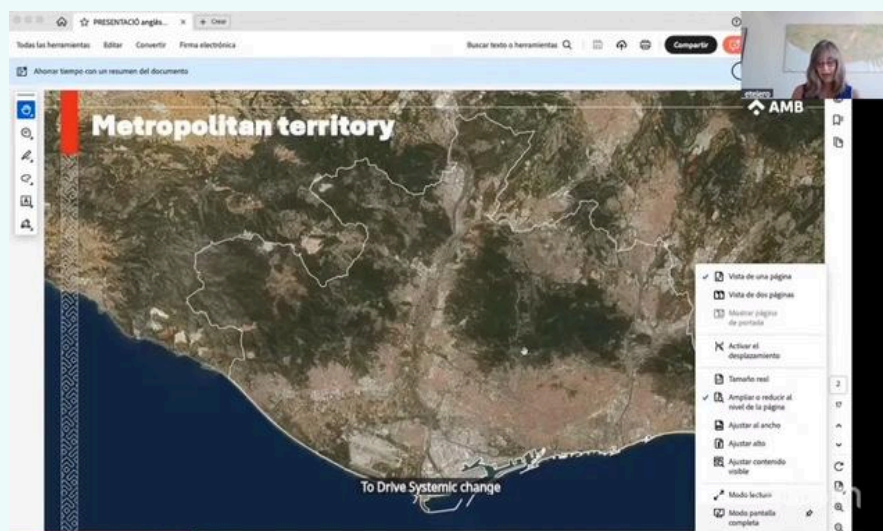
The Intellectual Property of the Tools belongs to Time Use Initiative.

Document freely available for download at:

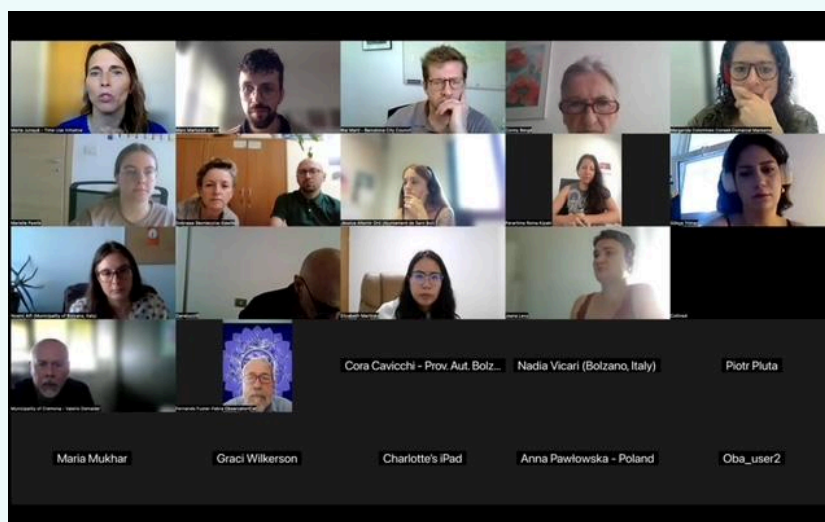
<https://timeuse.barcelona/self-assessment-questionnaire-for-municipalities-on-time-policies/>

6.b. Pictures of the Time Academy sessions

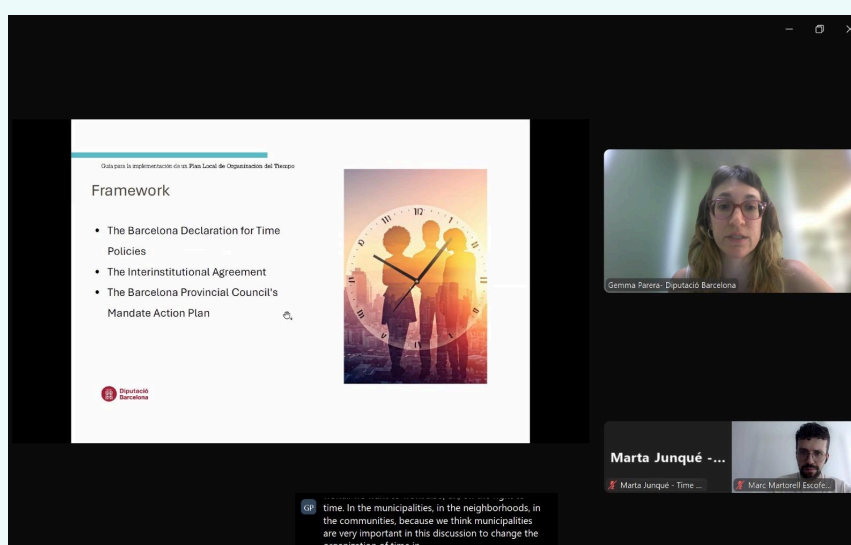
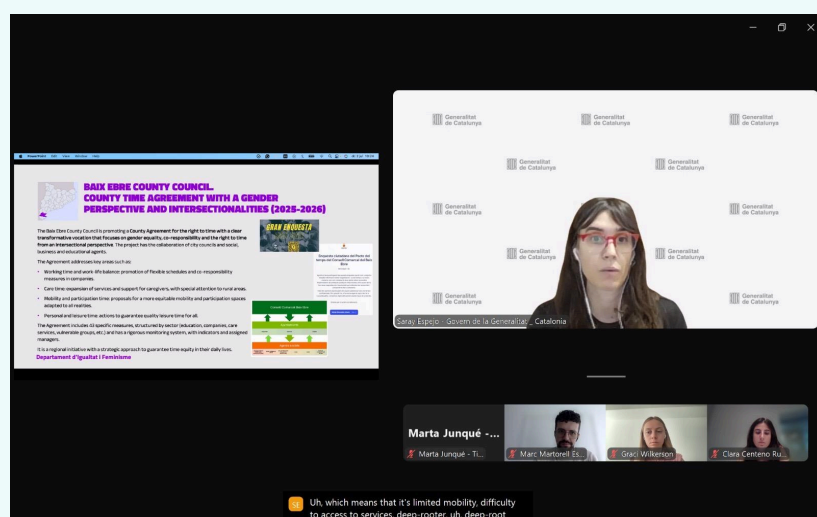
Session 1



Session 2



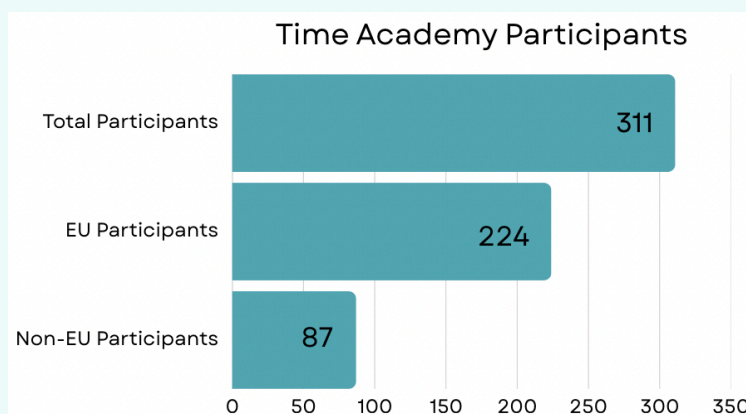
Session 3



Session 4



6.c. List of participants per country



EU Countries	Participants
Belgium	3
Bulgaria	7
France	18
Germany	12
Greece	8
Italy	38
Poland	6
Portugal	13
Spain	119
Austria	2
The Netherlands	2
Sweden	1
Finland	1

Other Countries	
Argentina	8
Australia	1
Bolivia	1
Brazil	2
Canada	2
Chile	2
Colombia	8
Dominican Republic	1
India	5
Jamaica	1
Japan	3
Jordan	1
Lebanon	1
Mexico	9
Nigeria	1
Perú	2
Switzerland	1
Thailand	2
Tunisia	1
Turkey	23
UK	3
Uruguay	2
USA	3

Secretariat

Local and Regional Governments
Time Network

Time Use Initiative

<https://timeuse.barcelona>
info@timeuse.barcelona

The **Time4All 2.0** project is part of the European Commission's CERV programme, which awards projects that promote social equality and citizens' rights. The project targets 6,000 participants, focusing on youth, women, and migrants. As a result, more than 20 municipalities from 9 EU countries will implement more and better time policies to ensure citizens' right to time. Ultimately, the project contributes to a more resilient, sustainable and inclusive European society.

Time4All 2.0 is led by the city of Bergamo and Time Use Initiative (TUI), the international organisation promoting time policies and the right to time, which currently runs the Network's secretariat.

More information: <https://timeuse.barcelona/time4all-2-0>

Coordination

Marta Junqué Surià

Marc Martorell Escofet

Edition

Elena Tarifa Herrero

Graci Kay Wilkerson

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