

PACT FOR TIMETABLE REFORM

Objective 2025



Government of Catalonia
Ministry of the Presidency

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1.

Introduction

Carles Capdevila, who is sorely missed, said that the millennium's epidemic is the lack of time. We have all suffered or are suffering from this social disease, as witnesses, agents or, ultimately, victims, trying to squeeze into a single day more things than there are time for. There can be many reasons for this phenomenon (analysed in depth in this document), and countless consequences that, as a society, we must strive to avoid.

For this reason, I welcome the excellent work that over the last three and a half years has resulted in this Pact for Timetable Reform. Many people and institutions have participated in this endeavour. The occasion was worth it. Thank you to everyone involved.

This Pact does not represent the end of a process, but a milestone towards achieving the 2025 Objective, which the Catalan Government has also put their heart and soul into: to correct the two-hour time difference compared to the rest of the world; to promote a new time culture in organisations in favour of more efficient and flexible models to meet new social needs; and to establish the concept of time as a new measure for freedom, equality and well-being. In a nutshell, to achieve a better quality of life by putting time use in order.

Indeed, up until now, if we look for our reflection in Europe, we see that, globally, we are still far behind with regard to regulations that, in most European countries, lead to employees ending their work day between 5 and 6 pm. Here, the lack of compact schedules and, in many cases, excessively long lunch breaks, mean that many people eat their dinner after 9 pm which, in turn, adds up to less hours of sleep. This ends up taking its toll on health and professional and academic performance.

Therefore, this initiative is not undertaken with the intention of regulating people's lives, but from a deep conviction that between us we can organise our timetables to live better. We are convinced that this will have many well-known positive effects, both on health and business productivity and competitiveness.

Moreover, I want to highlight the opportunity that timetable reform represents with regard to taking a step forward for women: The Pact not only aims to increase personal time and time for self-care, but also intends to achieve better work-life balance and a greater sense of joint responsibility between men and women in the home.

The purpose of all this is to have time to share and participate socially in all the things that make us grow as human beings. Our motto, both old and apt, is to not only add years to our lives, but most importantly to add life to our years.

Carles Puigdemont i Casamajó

President of the Government of Catalonia

The Pact for Timetable Reform is the culmination of an initiative that began three and a half years ago thanks to a group of experts that started this journey so that people could live with more reasonable and healthier work schedules. We have achieved a pact that includes the agreement reached by all the agents involved from different spheres such as trade, government, labour, healthcare, culture and leisure, the audiovisual industry and education. The pact includes a long list of regulations with a fixed timescale goal, 2025, a time when our society will have more reasonable timetables adapted to people's needs. We cannot forget that the end goal of this initiative is to improve everybody's quality of life, an objective that receives the full support of the Government of Catalonia.

On 18 March 2014, the Government of Catalonia put their commitment to and institutional support of timetable reform in writing through a Government Agreement. After several pilot tests and awareness actions in different sectors and regions (about twenty companies, institutions and town councils have gone through a process of change), the Advisory Board for Timetable Reform was created in July 2015. Thus, the driving force behind the timetable change became a Government advisory body, under the Ministry of the Presidency. This was another sign of our commitment. During the last quarter of 2016, a participatory process for timetable reform was developed with discussion sessions held throughout Catalonia. Simultaneously, sector-based four-sided committees were promoted. The sectors that make up these committees are considered the true driving force behind timetable reform. The work of these committees, consisting of experts from different fields, has generated many agreed upon ideas and measures that have helped create the Pact that we have in our hands today. In addition, in January of this year, the Network of Cities and Towns for Timetable Reform was born, given that municipalities are key in promoting timetable pacts.

After all this work, we stand by timetable reform as a safe bet, a winning change. Time, our time, everybody's time, must turn into a measure for freedom, equality and well-being. With timetable reform, we all win: equality between men and women, since we will have a greater sense of joint responsibility with regard to childcare or dependent care; health, because it suggests healthier timetables due to correcting the two-hour time difference compared to the rest of the world; and well-being, favouring the rationalisation of how economic or academic activity is organised, therefore improving productivity and competitiveness. Just these two of the twenty-four hours in a day will represent a true revolution to fight against economic and gender inequality and to promote healthier habits. A new time culture in organisations and businesses with more flexible models will lead to better efficiency, favouring competitiveness and representing energy savings, among other benefits.

We sign a Pact that must be our compass along this journey, a comprehensive guide for our public policies. We know the timetables we must achieve, we have reached an agreement regarding a change that only has positive effects on everybody in many sectors and we are setting a time horizon, the year 2025, for the Pact goals to become a reality. The success of this initiative depends on the positive and proactive response of the general public, the institutions and organisations of the whole region and on our negotiation skills, because all sectors must participate for this to become a global change. More time is more well-being, more time is more culture, more time is more health and more time is more competitiveness. Ultimately, buy time from time.

Neus Munté i Fernàndez

Minister for the Presidency of the Government of Catalonia

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2.

Background

Timetable disruption in Catalonia is the result of superimposing old manufacturing timetables, altered by the transformations suffered by the economic growth model during the years of Francoist “developmentalism” and more recently by the effects of the demands corresponding to the years of service sector growth. The persistence of a presenteeism workplace culture and the poor flexibility of agreed work models must also be noted. This situation has created serious obstacles for business competitiveness and production; an increase in psychosocial risks for workers; the persistence of a gender gap with regard to work conditions; health problems due to the lack of sleep in adults and children; low academic performance; a lack of family and personal time to dedicate to leisure, culture or social activism; and a decrease in the general well-being of society.

In recent years, in-depth research has been carried out regarding the effects of timetable disruption, and the studies available show there is a pressing need to remove the obstacle that current timetable inflexibility represents, which is unable to handle the complexity of the times we live in. In practically the whole of Europe, work schedules are from 8 or 9 am to 5 or 6 pm, with a lunch break of maximum

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one hour in the middle of the working day. Nevertheless, in Catalonia it is not unusual for the working population to take a two-hour lunch break (in schools it can be three), with the working day then lasting until 7 or 8 pm, or beyond. This long working day means eating dinner at 9 pm is a best-case scenario; it complicates childcare and caring for the elderly, weakens civic and community participation, hinders the enjoyment of culture and, of course, slows down the running of organisations. In addition, prime time adapts to these timetables, having a negative impact on hours of sleep. Ultimately, productive time collides with personal free time and time to relax. This organisation of everyday life time does not come from the climate; this myth rings hollow when you see that Northern Catalonia, Portugal, Morocco, Provence, Italy and Greece have timetables that are much better suited to making these different spheres compatible. Likewise, a few decades ago Europe started substituting the timetables born in the Industrial Age for others more adapted and flexible with demands for more equality, more rational productivity and public participation. Several studies by the European Foundation for the Improvement of Living and Working Conditions (Eurofound) with Eurostat data show that they are moving in the right direction, even though there are differences between States according to the models adopted and with regard to their particular idiosyncrasy. In contrast, in Catalonia, this discussion only started a few short years ago and up until now it hasn't been widely acknowledged – moreover in a crisis context, where formulas to optimise scarce resources must be found and from which new lifestyles not determined exclusively by a misunderstood compulsive, product-based consumption must emerge.

With this situation in mind, the aim should be to achieve a basic timetable organisation that allows for individually-agreed upon flexibility according to 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 as much as possible. In the end, it is through a better timetable structure that a better response can be given to the increased complexity of current and future societies, with a positive

impact on the collective well-being and fighting against old and new forms of inequality.

Nevertheless, the success of this timetable reform depends on all the agents that, in one way or another, are responsible for organising time with a social focus. It is thanks to the willingness and commitment of all the agents involved that the signing of the Pact for Timetable Reform was possible.



3.

From initiative to institutions



The Initiative for Timetable Reform was created in autumn 2013 and was presented on 29 January 2014 at a ceremony held at the CCCB. An association was set up made up of fifteen experts to act as its driving force. The aim was to lay the foundations, raise awareness and draw up the reform in three years.

The experts that have aided in the promotion of timetable reform are: Javier Albares, sleep medicine specialist doctor [Teknon Sleep Clinic]; Assumpta Baig, teacher [Associació Salut i Família]; Sara Berbel, social psychologist [Barcelona City Council]; Salvador Cardús, sociologist [Autonomous University of Barcelona]; Lluís Casado, consultant [Grupo Mediterráneo Consultores]; Trinitat Cambras, professor [University of Barcelona]; Núria Chinchilla, professor [IESE Business School]; Anna Ginés, professor [ESADE Ramon Llull University]; Josep Ginesta, *treballòleg* and Secretary General [Government of Catalonia]; Elvira Méndez, Director General [Associació Salut i Família]; Fabian Mohedano, *treballòleg* and MP [Parliament of Catalonia]; Jordi Ojeda, professor [University of Barcelona]; Mercè Otero Vidal, professor [Ca la Dona]; Cristina Sánchez-Miret, sociologist [University of Girona]; Esther Sánchez, HR manager and chair [Advisory Board for Timetable Reform] and Elena Sintés, sociologist [Institut Infància i Adolescència / Fundació Bofill].

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On 18 March 2014, the Government of Catalonia showed their institutional support for timetable reform through a Government Agreement. Decision 646/X was approved at the same time in the Parliament of Catalonia and the Timetable Reform Study Commission was created.

Between 15 and 21 September 2014, Timetable Week 1 was organised.

Between 2014 and 2015 groundwork reports coordinated by the Advisory Board for Sustainable Development (CADS), the Parliament of Catalonia and the Social and Economic Work Council of Catalonia (CTESC) were presented.

Pilot tests and awareness-raising actions were promoted in different sectors and regions. Around twenty companies, organisations and town councils went through a process of change. The Parliament of Catalonia became the first public institution to adapt its timetables. Also noteworthy were the local mobilisations in the trade and restaurant sectors that took place in Vilafranca del Penedès (2015), Prats de Lluçanès, Argentona and Lleida (2016).

Between 6 and 12 June 2015, Timetable Week 2 was organised.

The Government of Catalonia agreed to create the Advisory Board for Timetable Reform on 15 July 2015, with the mission of fostering the social dialogue process. The driving force became a Government advisory body, under the Ministry of the Presidency. The advisory body was presented on 20 July at a ceremony with President Artur Mas at the Palau de la Generalitat.

Between 6 and 10 June 2016, Timetable Week 3 was organised.

On 22 September 2016 the “Agreement to promote timetable reform at work: Ten objectives for collective bargaining” was signed, carried out by the Labour Relations Board.

As a result of the pilot tests, on 4 November 2016, in the presence of Vice-President Oriol Junqueras, the Timetable Reform Inventory was presented as a self-assessment tool for organisations.

From 20 September to 29 November 2016 a participatory process to debate timetable reform took place. The face-to-face discussion sessions were held in 12 different municipalities throughout Catalonia.

Over the three years, the members of the Advisory Board attended several hundred informative meetings and conferences with all kinds of social agents across Catalonia.

On 18 January 2017, the Network of Cities and Town for Timetable Reform was born. Municipalities are a key factor in promoting timetable pacts. The ACM and FMC had already previously urged the local sphere to reform timetables.

On 10 March 2017 the document “Guidelines for the promotion of the Pact for Timetable Reform” was validated, based on the dialogue process developed through the four-sided committees.

Once the report was delivered to the Minister for the Presidency, Neus Munté, the Advisory Board for Timetable Reform concluded their work. On 2 June 2017 they met for the last time in order to assess the Pact for Timetable Reform presented by the Government.

Between 12 and 18 June 2017, Timetable Week 4 was organised.

The Initiative for Timetable Reform considered its work done and communicated its dissolution on 31 October 2017, leaving leadership of the process in the hands of the institutions and social agents, as they would be responsible for implementing the decisions made.

On 17 July 2017, President Carles Puigdemont arranged for the institutions, agents and general public to sign the Pact for Timetable Reform in a solemn ceremony at the Saló de Sant Jordi of the Palau de la Generalitat.

4.

Laying the foundations



4.1

CADS report on laying the foundations for the timetable reform process in Catalonia

Once the Government approved giving their support to the Initiative for Timetable Reform on 18 March 2014, the Advisory Board for Sustainable Development (CADS) was entrusted with a groundwork report for transitioning towards timetable reform in Catalonia.

It was an assignment that CADS accepted with particular interest, given the many advantages that this reform could lead to, and was convinced that its implementation would represent an improvement in our day-to-day lives over several life stages, and that this change would be especially positive for Catalan society.

Specifically, and giving only a few examples, it would help the public to have more time for their personal lives and achieve a better work-life balance, working more efficiently, and time redistribution would have a positive impact on social involvement and quality of life. As such, starting down this path toward its implementation in public policies was therefore necessary.

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Despite this positive outlook, which all the experts consulted confirmed, CADS approached the issue with the utmost respect, verifying all the aspects to be analysed, agreed upon and executed in order to achieve specific goals in the work, social and educational spheres. We must not forget that the challenge was to make deep-rooted changes to the culture and organisation of society, individuals and companies.

CADS report 5/2014, of 5 November, provided the groundwork requested by the Government and confirmed the general consensus on the arguments pointing towards the reforms favourability. From this moment onwards, the Government's work was particularly significant, given that both the research into documentation and the numerous conversations with experts carried out showed how vital it was to continue studying the mechanisms with which to organise and construct this process.

The challenges and difficulties of such a reform are always very significant. Nevertheless, the associated opportunities and benefits easily outweigh the effort required. It is for this reason that CADS encouraged the Government to begin the actions necessary for timetable reform and to reach an agreement on the necessary changes in the different areas with all sectors involved.

The Annex includes the text and specifies the main conclusions of the report.

4.2

Study Commission Report to the Parliament of Catalonia

On 10 June 2014, the Timetable Reform Study Commission was established by the Parliament of Catalonia (in accordance with Decision 646/X of the Parliament of Catalonia). The Commission was created as a result of the work and suggestions made by the group that was the driving force of the Initiative for Timetable Reform.

All political parties in the Parliament of Catalonia gave their unanimous support, recognising the need, and even urgency, to carry out specific measures to change the concept of time in our society. This initial consensus was and is the best guarantee to achieve solid proposals that can later become effective legal regulations.

This Commission is considered particularly relevant because its actions are based on people's everyday lives and supporting their quality of life. This highly relevant fact has meant that, throughout the sessions, concepts not usually found in the discussions of parliamentary commissions came up, such as the public's degree of happiness, humanistic ethics or the measurement of social well-being, all intrinsically linked to time organisation.

The work sessions were structured into 8 sessions that discussed the different sectors on which timetable reform would have an impact, keeping in mind the different studies available for each of them and the participation of experts, who collaborated with their data and knowledge to put forth some proposals.

The report, presented on 14 July 2015, describes some of the most significant contributions made throughout this working period, as well as the main conclusions and proposals discussed during the sessions, both by members representing different political parties and by experts and speakers invited based on their knowledge of the areas being addressed.

The Annex includes the text and specifies the main conclusions of the report.

4.3

CTESC report on paid work time management within the context of timetable reform

In 2013, in Decision 202/X on rationalising measures of work schedules for work-life balance, the Parliament of Catalonia urged the Government of Catalonia to put the Social and Economic Work Council of Catalonia (CTESC), through the Labour Relations Board (CRL), in charge of writing a report on the measures that must be adopted in workplaces, the economy and society to rationalise timetables in a way that contributes to people's work-life balance, especially to favour equality between men and women. As mandated by the Parliament, CTESC agreed to write a report, which was presented on 8 April 2015, on rationalising timetables and focusing on paid work time management. The ultimate goal was to establish a series of considerations and recommendations for the Government in this area so that it might accomplish its set purpose, recognised in Article 72.2 of the Statute of Autonomy of Catalonia.

The Annex includes the text and specifies the main conclusions of the report.





5.

Dialogue and participation

5.1

Four-sided committees

On 7 November 2016 the dialogue process for timetable reform began. From the start, this action aimed to open a space for discussion and dialogue, compile a list of challenges and opportunities, and negotiate and reach agreements, all through four-sided committees, in sectors such as the productive fabric, education, public services, trade and consumption, culture and leisure, and mobility.

Each four-sided committee consisted of current social agents within the sector and/or region involved: business associations and unions, institutional agents and independent specialists agreed on by the group of agents.

The aim of these committees was to negotiate agreements that would help to achieve timetable reform in the sector, companies or regions considered most ideal by all the agents involved. The goal of this agreement was to reach a consensus on a work time management model.

The dialogue process promoted by these four-sided committees consisted of the following stages:

1. Preparation (validated by the Advisory Board for Timetable Reform on 15 July 2016)
 - 1.1 Writing working document (themes and work limits)
 - 1.2 Methodological document for data collection (guide)
 - 1.3 Call for participants (agents involved in focus areas)
2. Development (follow-up by the Advisory Board for Timetable Reform on 16 December 2016)
 - 2.1 First session (commitment to timetable reform)
 - 2.2 Second session (limits, determinants and enabling measures)
 - 2.3 Third session (commitment as a sector)
3. Results (validated by the Advisory Board for Timetable Reform on 10 March 2017)
 - 3.1 Final report on dialogue process (Guidelines for the promotion of the Pact)

A total of eleven four-sided committees were established, corresponding to the acceleration focus areas:

1. Productive fabric
2. Public services
3. Education under 18
4. Education over 18
5. Trade and consumption
6. Culture and leisure (associations)
7. Culture and leisure (audiovisual industry)
8. Culture and leisure (sport)
9. Culture and leisure (cultural industry)
10. Healthcare services
11. Mobility

During the first session, agents discussed future scenarios and built the project for this process of change, which would count on their active participation and their validation.

During the second session, the agents expressed the terms under which the arrival of a potential zero moment would take place. This entailed defining the limits with which each agent could agree. Based on these determinants, the agents put forth positive proposals to reach the goals set in the different areas:

- Research/Pilot tests
- Awareness-raising/Communication
- Regulations
- Grants/ Aid/ Allowances
- Collective bargaining
- Innovation
- Other considerations

During the third session, the agents structured their commitment as a sector. This commitment is the firm public, unanimous expression of agreement on the part of the institutions making up the acceleration focus area.

The “Guidelines for the promotion of the Pact for Timetable Reform” was the resulting social dialogue report. The report was presented on 31 March 2017 and represented an instrument by which the Government of Catalonia, through the Ministry of the Presidency, could write public policies to organise the set of measures, resources and actions needed to achieve timetable reform. It would also allow timetable pacts to be founded at municipal and/or regional level.

5.2

Participatory process

At the same time, the Secretariat for Transparency and Open Government, in collaboration with the Initiative for Timetable Reform, opened a participatory process across Catalonia to listen to the general public and collect ideas and proposals to make the timetable reform process easier and more effective.

Process goals

- To inform the general public about different aspects of timetable reform.
- To discuss the challenges and opportunities of timetable reform.
- To collect ideas and proposals to make timetable reform easier and more effective.
- To include the perspective of the different agents most affected by the reform.

Discussion of focus areas

- Productive fabric
- Education
- Public services
- Trade and consumption
- Culture and leisure
- Mobility

In this context, during twelve face-to-face sessions across Catalonia, discussions were held regarding the challenges and opportunities that timetable reform offers Catalan society as a whole. Throughout these discussions, the public gave their point of view regarding how to implement the changes that timetable reform entails within the

normal workings of society.

The face-to-face sessions were held between 20 September and 29 November 2016 in 12 different municipalities: Terrassa, Barcelona, Igualada, Sort, Lleida, Lloret de Mar, Vilafranca del Penedès, Reus, Tortosa, Girona, Mataró and Esplugues.

In each municipality, two sessions were held. The first was an informative talk by a member of the association Initiative for Timetable Reform, while the second, held a week later, was a space to discuss reform focus areas. Both sessions were held in the afternoon, the first from 6 to 7 pm and the second from 4 to 8 pm, although most discussion sessions ended around 7.30 pm.

In order to organise the deliberation between members of the public and to adapt to the process goals, the discussion was held based on the timetable reform acceleration focus areas. These discussion or acceleration focus areas were broken down into three key goals for achieving timetable reform in each focus area. Participants were asked to suggest measures to achieve these goals and to also point out difficulties that could arise during their execution. The goals suggested for each focus area are:



FOCUS AREA 1: Productive fabric

- To make work schedules more compact, less spread out.
- To make the working day more flexible.
- To achieve more productive organisations.



FOCUS AREA 2: **Education**

- To establish a curricular and extracurricular school schedule from 8 am to 7 pm (schools).
- To make school schedules, more compact and less spread out (secondary schools).
- To establish an academic schedule from 8 am to 7 pm (universities).



FOCUS AREA 3: **Public services**

- To make a more compact schedule the norm.
- To promote and streamline e-government.
- To humanise the timetables of public events and rationalise the schedules of elected officials and management positions.



FOCUS AREA 4: **Trade and consumption**

- To humanise commercial timetables (from 7 am to 7.30 pm).
- To promote shopping habits in line with the new timetables.
- To adapt shopping habits to a diverse society.



FOCUS AREA 5: **Culture and leisure**

- To carry out public performances and leisure activities mainly between 6 pm and 2.30 am and set prime time from 8 to 11 pm.
- To adapt cultural facility timetables to new uses (libraries, museums, cinemas, etc.).
- To humanise association timetables and take into account all the time uses of volunteers and activists.



FOCUS AREA 6: **Mobility**

- To promote public transport policies to adapt to new timetables and reduce commute times.
- To reduce work commutes.

The report resulting from this participatory process was used to suggest measures to achieve timetable reform, taking into account the different points of view that exist within Catalan society regarding this issue, beyond those that came up in the dialogue phase.



6.

Charter of Commitments towards Objective 2025

Timetable reform is a citizens' initiative proposing a change in scheduling so that we can have more freedom to manage our time. By synchronising our timetable habits with those of the rest of the world, with a more organised pace, we will buy time from time and, ultimately, improve our health and quality of life. Timetable reform promotes civilised scheduling habits, fostering equality, good relationships and above all, our health and well-being.

The 2025 Objective is the milestone that the institutions and organisations promoting the Pact for Timetable Reform wish to attain, and therefore they are committed to:

1. Correcting the two-hour time difference compared to the rest of the world.
2. Promoting a new time culture in organisations in favour of more efficient and flexible models to meet new social needs.
3. Establishing the concept of time as a new measure for freedom, equality and well-being.

The 2025 Objective aims to contribute to:

- Increasing the levels of the public's social well-being and protecting their health, especially that of more vulnerable groups.
- Allocating time more logically throughout everyday life.
- Achieving a greater work-life balance.
- Promoting activities that encourage healthier habits.
- Improving academic performance.
- Increasing the amount of time available for rest.
- Achieving objectives regarding joint responsibility and gender equality.
- Promoting citizen participation in civil initiatives and organisations, as well as in the management of public affairs.
- Improving corporate productivity and competitiveness.
- Increasing workplace performance, promoting improvements in decision-making and reducing work-related accidents.
- Making energy sustainability possible by saving energy due to reduced timetables and commutes to the workplace.

To achieve this, timetable reform suggests reducing the working day and making it more compact wherever the sector, activity and workplace allow. The idea is to bring the end of the working day forward, introducing more flexible hours; bring meal times forward, both lunch and dinner; and synchronise the timetables of businesses, institutions and social and cultural organisations.

The 2025 Objective must bring the following indicators closer to the European average, wherever possible, so that an upward trend is followed by:



Health

- Having earlier bedtimes.
- Making up for sleep lost.
- Reducing the stress of workers, especially women.



Organisations

- Increasing work flexibility mechanisms.
- Increasing teleworking.
- Reducing lunch breaks to maximum of one hour in organisations.
- Having the working day end earlier.
- Increasing productivity per hour worked.
- Improving the competitiveness of organisations.
- Reducing unjustified work absenteeism.
- Applying the hours bank.
- Reducing rotations within organisations.
- Increasing the number of workers that eat at a healthy time.



Public services

- Having public buildings and facilities close earlier.
- Increasing timetable pacts in municipalities.

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- Increasing online administrative procedures.
- Having public activities end earlier.



Education

- Including the lunch break in secondary school timetables.
- Having extracurricular activities take place earlier.
- Having extracurricular activities end earlier.
- Having higher education classes end earlier.



Culture and leisure

- Unifying prime time.
- Running TV news programmes in an earlier time slot.
- Having physical activities end earlier.
- Removing television programmes aimed at children and adolescents from the night slot.



Trade and consumption

- Increasing compact timetables in shops.
- Establishing a more responsible timeframe for consumption.



Mobility

- Reducing commute times.
- Reducing the number of commuting accidents.
- Increasing public transport availability at rush hour.

To achieve the 2025 Objective, the Pact for Timetable Reform specifies the action it will take through acceleration measures and focus areas.

Its promoters encourage all agents, whatever their capacity, to make this timetable acceleration possible. The success of timetable reform will depend on the positive and proactive response of the general public and the explicit commitment of organisations and regions.

Support can be individual or collective and can be shown through our website reformahoraria.cat.



7.

Acceleration focus areas

7.1

Productive fabric

In 2015, the private sector contributed 214.927 billion euros to Catalonia's GDP. A total of 594,498 companies have their production and commercial establishments in Catalonia (37,208 from the industrial sector, 73,837 from the construction sector and 483,453 from the service sector). It employs 2,165,400 people, 85% of the Catalonia's population.

Commitment

The productive fabric will implement the change in line with the "Agreement to promote timetable reform at work: Ten objectives for collective bargaining" (see Annex 5), based on the principle of promoting the health of workers to be in synch with their circadian rhythms with regard to activity, meal and rest times (healthy timetables). Furthermore, this area commits to the challenge of improving the time management and organisation of its work teams to achieve more efficient organisations.

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Proposal

- To promote the introduction of meals at healthy times for workers.
- To reduce the working day, making it shorter and more compact, and introduce flexible timetables, wherever the sector and workplace allows.
- To promote measures aimed at preventing presenteeism and improving the productivity of work teams.

7.2

Public services

A total of 316,483 people are employed by the Catalan government authorities, around 12% of the working population, according to data from 2016. This means that a significant percentage of the population works as civil servants, mainly in the healthcare and non-university education sectors (41%). They are distributed among the Government of Catalonia and its public sector (63.7%), local government authorities and its public sector (28.7%), and universities (7.5%). This figure must be added to the close to 90,000 workers that provide services in the healthcare and education sectors in centres through some sort of agreement or contract (not including support or administrative staff).

Commitment

The Catalan public services aim to promote timetable reform based on the principle of public service quality and health promotion, to be in synch with circadian rhythms with regard to activity, meal and rest times (healthy timetables).

Ultimately, the aim is to ensure that public services function optimally while respecting the principle of autonomy of the different authorities, allowing them to design their own timetables, keeping in mind specifics or particularities, and always respecting a healthy timetable without damaging the appropriate/correct provision of the public

service.

Proposal

- To generalise meals at healthy times for workers.
- To adapt timetables and political schedules of people in elected and management positions to the reform.
- To set a closing time for public facilities.
- To support the National Agreement for the Digital Society, to avoid face-to-face appointments between the general public and government authorities, favouring the optimal use of time and allowing better work-life balance.
- For local businesses to set timetable reform in municipalities through timetable pacts, with the involvement of social, economic and public organisations.

7.3

Education under 18

The Catalan education system is organised in stages: infant education, primary education, compulsory secondary education and post-compulsory education, which includes intermediate- and advanced-level vocational training programmes. Compulsory stages include primary education and compulsory secondary education. Infant education is the pre-compulsory stage taught to children between 0 and 6 years of age. It is organised in two three-year cycles: first cycle or nursery school (from 0 to 3 years of age), with 79,027 students, and second cycle or preschool (from 3 to 6 years), with 219,390 students.

Primary education is the free and compulsory education stage that covers six academic years and is organised in three two-year cycles: first cycle, middle cycle and advanced cycle. Generally, a child starts primary education the year they turn 6 and finishes at 12 years of age (482,917 students). Compulsory secondary education (ESO) is free and covers four academic years. Generally, a child starts secondary education when they turn 12 and

finishes at 16 years of age, although students have the right to remain at the centre through the ordinary system until 18 years of age (303,847 students).

Educational leisure activities are included in the education system through school canteen services, before- and after-school clubs, extracurricular activities and summer camps at practically all infant and primary education centres and residually in compulsory secondary education centres. We estimate that there are around 25,000 workers in this leisure activity sector.

Commitment

The education community will implement timetable reform in the education sector by preserving and promoting at all times the child's best interest above all other considerations, as stated in the United Nations' Convention on the Rights of the Child (1989) and the Catalan Law on the Rights and Opportunities of Infants and Adolescents (2010).

This legal framework, also recognised in the Catalan Law on Education (2009), includes the right to education and educational leisure activities, and therefore refers to the educational timetable as a whole.

The following principles are defended at all times: the principle of inclusion, equity and equal opportunities and the principle of health promotion, respecting circadian rhythms: activity, meal and rest times (healthy timetables). Midday becomes a key moment, conceived as educational time. Each centre has the right to freely design their timetables, keeping in mind their different specifics or particularities (public, private or state-funded; primary or secondary education; regional diversity, rural school, tourist environment, etc.), as long as a healthy timetable is respected. The organisation of education times must distinguish between the timetables of the students, professionals and the school.

Finally, to be able to reconcile education and work timetables, timetable reform must also be take place in the productive fabric.

Proposal

- To protect an 8 am-4 pm timetable as school hours in the Catalonia Education Service's compulsory, universal education centres.
- To adjust the school day, especially the time dedicated to lunch, to the healthiest timetable possible in the Catalonia Education Service's compulsory, universal education centres.
- To bring extracurricular activity timetables forward, in order to respect afternoon and evening family time, as well as rest time, respecting the school timetables of the Catalonia Education Service at all times.

7.4

Education over 18

From 16 years of age, post-compulsory studies begin, including baccalaureate (90,944 students), intermediate- (58,550 students) and advanced-level (58,550 students) vocational training programmes, studies under a special system (artistic and language studies), with 15,504 students, and university studies (207,663 students).

From this age onwards, there are also specific training plans that are professional studies aimed at students between 16 and 20 years of age with special needs linked to slight to moderate intellectual disability that are not able to follow ordinary professional training.

Commitment

The education and university community commits to promoting timetable reform defending at all times the principle of inclusion, equity and equal opportunities and the principle of health promotion, respecting circadian rhythms: activity, meal and rest times (healthy timetables).

Each centre has the right to freely design their timetables keeping in mind their different specifics or particularities, as long as a healthy timetable is respected.

Finally, to be able to reconcile working and studying, timetable reform must also be achieved in the productive fabric.

Collective bargaining with university employees (professors and administrative service workers) must be undertaken. Furthermore, the availability of public transport for university students across the whole of Catalonia, and not only the metropolitan area, should be taken into account.

Proposal

- For bachelor's degree studies, to redistribute breaks to ensure meals are eaten at healthy times.
- For postgraduate and master's degree studies, to bring the training offer forward in order to rationalise when class times end in the evening.
- For advanced-level studies, adult schools and vocational training programmes, to redistribute breaks to ensure meals are eaten at healthy times.

7.5

Trade and consumption

Trade and services have a big impact on the economy, contributing close to 13% of the GDP and employing more than 440,000 people, 300,000 of which work in retail, representing 16% of jobs. Private consumption is the main type of consumption in Catalonia (contributing more than 70% of its GDP). The general public makes most of its purchases at small and medium-sized businesses, as well as at large-scale retailers. Current trends consist in concentrating demand by concentrating supply. Currently, 50% of consumption occurs from midday to 2 pm and from 7 to 8 pm.

This description takes into account native consumption, excluding the consumption by the tourist population that visits Catalonia. Flexibility must be anticipated in municipalities with a high influx of (national and international) tourism to incorporate the proposed commercial timetables.

The mandatory European daylight savings time changes on the last Sunday of March and October should also be taken into account.

Commitment

The commercial fabric and diverse consumer goods organisations will implement timetable reform by promoting a new predominant consumption timeframe that allows for a paradigm shift in consumption habits. This proposal is defined within the idea of balance between the public's freedom and self-sufficiency with regard to consumption and respect for workers in the trade sector. Due to the nature of trade, it will adapt to the acceleration measures when the sector and remaining areas allow it to do so, ensuring its viability and stability.

Proposal

- To support a paradigm shift where the predominant consumption timetable is until 7.30 pm, as soon as the changes to the working day structure have been achieved in most of society, which will favour a change in shopping habits.
- To promote a responsible shopping timetable by modifying the public's shopping habits and business opening hours, adapting to new needs and ways of making purchases.

7.6

Culture and leisure (audiovisual industry)

Audiovisual services in Catalonia employ more than 13,000 people, with more than 1,900 companies and more than 2,000 establishments. More than 4 million people consume 140 minutes (or 2 hours and 20 minutes) of television daily (and 1,700,000 people exceed this consumption). The average daily radio and Internet consumption is 101 and 160 minutes, respectively. Television, radio and Internet penetration represent 84%, 59% and 77%, respectively. It must be noted that radio consumption does not interfere with or determine the habits of its audience, but is consumed throughout the day. Radio prime time is between 8 am and midday, with a second peak between 5 and 7 pm (therefore timetable reform does not affect the code related to the radio broadcasting sector).

Commitment

The Catalan audiovisual sector aims to uphold timetable reform based on the principle of public (consumer) and sector worker health promotion, to be in synch with circadian rhythms with regard to activity, meal and rest times (healthy timetables).

Proposal

- To progressively set the timeframe from 8 to 11 pm as prime time for the programmes by the related audiovisual communication service

providers using the radio spectrum under the protection of a licence awarded by the Audiovisual Council of Catalonia in accordance with Law 22/2005, keeping in mind their competitive capacity.

- To promote progressively bringing forward the news slots of the related audiovisual communication service providers using the radio spectrum under the protection of a licence awarded by the Audiovisual Council of Catalonia in accordance with Law 22/2005.
- To organise programming keeping in mind the target audience, especially in the case of children and adolescents.

7.7

Culture and leisure (associations)

The lack of personal free time has severe consequences both on reduced cultural practices and social participation. Current timetable disruption prevents many people (especially within certain age ranges and population segments such as women or adults with family burdens) from being involved in community projects or engaging in civic and/or political activities. Nevertheless, culture, community life, associations, the non-profit sector and local culture business organisations represent close to 6% of the total GDP.

Objective2025

Commitment

Associations and cultural and social non-profit sector organisations and local culture business organisations plan to promote timetable reform based on the principle of health promotion, to be in synch with circadian rhythms with regard to activity, meal and rest times (healthy timetables).

A commitment towards quality participation and/or the service offered must also be ensured, promoting new ways of organising and managing human capital.

Proposal

- To improve internal work processes in sector organisations to increase efficiency and quality.
- To generalise meals at a healthy time during organised activities, to enable change.
- To adapt the reality of the non-profit sector to the “Agreement to promote timetable reform at work: Ten objectives for collective bargaining”.

7.8

Culture and leisure (sport)

In 2010, 50.5% of the population over 16 years of age played one sport or more, and 49.3% of these were members of a sports club or association. In 2015, there were 16,705 legally registered sports organisations, of which 9,008 were clubs associated in 71 federations, which equates to 608,658 people with a federation licence. Forty-five of them are sports councils covering all the counties in Catalonia, with 195,917 school sports licences. Town councils are in charge of 47% of the 40,298 sports areas included in more than 14,000 sports facilities.

Commitment

Organisations, entities, institutions and clubs related to sports will promote timetable reform

based on the principle of health promotion, to be in synch with circadian rhythms with regard to activity, meal and times (healthy timetables). This means adapting and promoting healthier timetables for playing sports.

Proposal

- To adapt timetables so that sports are played at healthier times.
- To make it a general rule that sports activities for children and young people of school age start after school and end by 8 pm.

7.9

Culture and leisure (cultural industry)

Leisure and culture are what people spend much of their free time on. They are activities that are carried out in the spare time left after work, family, studies, etc., and therefore cannot be the driving force for timetable change. Furthermore, culture and leisure in Catalonia have an important effect on other sectors and, in this context, restaurants, nightlife and cultural activities play a key role in the success of tourism and, therefore, have strategic value for our society that must be protected and stimulated.

Commitment

The aim of timetable reform must be to improve work-life balance and make more time for culture, leisure and social activities, respecting people's free will to choose how they spend their time. The culture and leisure sector will follow this process closely, to adapt to society's demands and habits, given that it is under no circumstances the driving force for change.

Proposal

- To create a monitoring board for timetable and habit changes, that analyses different studies and proposes measures for different sectors, keeping in mind their differences and the regional and climate differences.
- To progressively extend cultural and leisure timetables as productive fabric and commercial timetables advance.

7.10

Healthcare services

There are around 130,000 people working as healthcare professionals. In 2016 they attended to 7 million emergency service visits in Catalonia and, in 2015, there were more than 829,003 admissions. That same year, there were more than 45 million primary healthcare visits and more than one million ongoing care visits, without including appointments carried out through new information and communication technologies (ICT) or the activity notified by the ten primary healthcare teams (EAP) that work in Catalan prisons.

Commitment

The Catalan healthcare services aim to promote timetable reform based on the principle of service quality and health promotion, to be in synch with circadian rhythms with regard to activity, meal and rest times (healthy timetables).

Healthy timetables will be favoured as long as optimal service is ensured and each centre can

freely design their timetables, keeping in mind their different specifics or particularities.

Proposal

- Healthcare centre availability should be in harmony with timetable reform principles, respecting user accessibility, service quality and healthy timetables for healthcare service workers.
- In those centres where healthcare is provided, if their characteristics make it viable, public opening times that respect healthy timetables for the healthcare professionals may be set.
- To implement work time management (timetables, working day, breaks, hours bank, agreed flexibility, etc.) and e-working measures where possible to favour a healthy work environment.

7.11

Mobility

Currently, mobility for personal reasons doubles mobility for work or study reasons, although the main reasons for travelling are work and shopping, and in this last instance the population mostly uses motorised vehicles. The use of private vehicles increases the further away from Barcelona people live. Rush hour is between 5 and 8 pm, a timeframe in which around 25% of all travelling occurs, above all for personal reasons and to return home. Commuting occurs mainly first thing in the morning (between 7 and 9 am). With regard to daily mobility, the county of El Barcelonès behaves very differently compared to other counties, since travelling on foot, by bicycle and on public transport represents more than 75% of all trips.

Commitment

Actions related to timetable reform and mobility policies will be aligned with the objective to achieve a sustainable use of private transport and to leave this mode of transport behind in favour of public transport, as well as other means of

Objective2025

transportation with little or no environmental impact such as by bicycle or on foot.

This commitment must ensure accessibility for users, keeping in mind the existing regional diversity.

Proposal

- To adapt policies included in mobility planning documents to the new demand that will occur as a result of timetable reform.
- To ensure an increase in supply, if required, of public transport during rush hour and to adapt the timetables to the new rush hour brought about by timetable reform.



8.

Measures for acceleration

The measures resulting from the dialogue process are described below for each of the acceleration focus areas, adding an initial section referring to measures put in place before the dialogue process and that have enabled subsequent work. The acceleration measures include the following:



Research/Pilot tests



Campaign



Regulations



Grants/Aid/Allowances



Collective bargaining



Innovation

Furthermore, with regard to the measures compiled, the source of the contributions is distinguished with a label:



Four-sided committees



CADS and CTESC



Participatory process



Parliament decisions



Government initiative



Research/
Pilot tests



Campaign



Regulations



Grants/Aid
Allowances



Collective
bargaining



Innovation

In the groundwork documents, the CTESC made 41 proposals and CADS made 5. Thirty-three of them were finally included.

Parliament of Catalonia decisions contributed a further 49 proposals, from the Study Commission and other decisions. Thirty-five of them were included.

Many specific proposals emerged from the participatory process, a total of 242, which have been incorporated into the different measures described. The most concrete proposals, listed in the document “Participatory process for timetable reform. Final report”, will be taken into account when formulating public policies linked to each institutional level.

8.1

Prior measures

Plan that considers a global intervention, not a partial or fragmented action.



Raise awareness among society in general while including on the political agenda the clear idea that advancing towards a rationalised and flexible work timetable is an opportunity for everyone.



The Government must set the political, economic and social guidelines needed to enable this cultural and structural change and is responsible for dedicating the necessary budget lines.



The Government of Catalonia must provide specific, ad hoc organisational tools to promote the reform and further define the commitments.



Incorporate timetable rationalisation as the main goal of public policies, with enough budget items to guarantee this change in time management model, increasing the levels of public social well-being, improving business productivity and competitiveness and promoting sustainability and energy savings.



Launch the Pact for Timetable Reform, with the participation of the Parliament of Catalonia, the autonomic and local government authorities and the social and economic agents, in order to agree on how exactly to reform timetables.



Draw up a strategic plan that gives concrete form to the Pact for Timetable Reform.



Identify strategic actions that have a high potential for change and whose execution is viable; a rigorous, ex ante assessment of the costs and social and economic benefits should be ensured.





Four-sided committees



CADS and CTEC



Participatory process



Parliament decisions



Government initiative

Create the Advisory Board for Timetable Reform.



Promote a generalist campaign addressed to the general public: Life awaits you. Find time within time.



Promote dialogue and participation (participatory process and four-sided committees).



Incorporate new timetable reform demands into the future Inter-professional Agreement of Catalonia (AIC).



General institutional communication campaign in the media for business people and workers.



Publicity campaign for “Agreement to promote timetable reform at work: Ten objectives for collective bargaining”, with the production of a support guide that helps to apply the promotional measures and train the people responsible for collective bargaining.



Design and verify the Timetable Reform Inventory self-assessment tool for organisations.



Highlight good practices performed by businesses from different sectors, regions and dimensions with the Timetable Reform Inventory self-assessment tool.



8.2

Productive fabric



Write, discuss and sign the document “Agreement to promote timetable reform at work: Ten objectives for collective bargaining” with the Labour Relations Board of Catalonia.



Objective2025



Research/
Pilot tests



Campaign



Regulations



Grants/Aid
Allowances



Collective
bargaining



Innovation



Experts observe collective bargaining processes in different sectors to identify and determine potential existing barriers.



Design and verify the Timetable Reform Inventory self-assessment tool for municipalities.



Open a support line from different levels within the Government so businesses can promote measures aligned with timetable reform.



Compile the good practices of different government authorities, taking into account their dimension and region, based on the Timetable Reform Inventory.



8.3

Public services



Study the impact of timetable reform, taking into account the following aspects:

- . Public opening hours and work schedules of public service workers.
- . Working conditions for employees before and after timetable reform.
- . Status of technological services, digital skills, digital divide, etc.
- . Economic costs and benefits of implementing measures related to timetable reform.
- . Viability of adapting facilities to accommodate areas for meals.



Pilot test of the impact of timetable reform on the quality of the public service and the satisfaction of the general public and professionals, by applying measures such as agreed flexibility and e-working.



Setting incentives for town councils through aids that promote measures, based on the Timetable Reform Inventory (which could become timetable pacts).





Four-sided committees



CADS and CTESC



Participatory process



Parliament decisions



Government initiative



Campaign to promote healthy habits with regard to circadian rhythms among workers.



Specify, through collective bargaining, all potential agreements related to timetable reform for workers.



Campaign addressed to the general public regarding how ideal and beneficial implementing the timetable reform in public services would be, in order to see the impact on its quality.



8.4

Education under 18



Draw up the document “Recommendations to promote timetable reform in public services”, taking into account elected officials, workers and the general public.



Study the impact of timetable reform on education, taking into account the following aspects:

- . Needs of the students and families, analysing current existing data, taking into account extracurricular activities and their starting and ending time.
- . Conditions of teaching staff in the different scenarios (at present and after the timetable reform), and of other education professionals, including midday activity monitors.
- . Economic consequences of the introduction of lunch for the different agents.
- . Link between school failure and current timetables.



Supply government and protocol areas with tools and skills training related to humanising timetables and schedules of those who hold public office.



Campaign to promote healthy habits while respecting circadian rhythms: activity, meal and rest times (healthy timetables).





Research/
Pilot tests



Campaign



Regulations



Grants/Aid
Allowances



Collective
bargaining



Innovation



Pilot test in secondary schools across Catalonia to adapt to new timetables that take into account:

- . Incorporating lunch at a healthy time.
- . Organising 45-minute sessions that allow breaks to be redistributed.



Plan potential aids for families who need it, for extracurricular activities and for lunch breaks.



Specify, through collective bargaining, all potential agreements related to timetable reform for workers.



8.5

Education over 18



Study the impact of timetable reform, taking into account the following aspects:

- . Map of historic and current timetables and their evolution.
- . Map comparing the timetables of countries in the Mediterranean basin.
- . Collection of good timetable and time organisation practices.
- . Economic consequences for different agents.
- . Needs of the students, analysing different existing realities.
- . Working conditions of teaching staff in the different scenarios (now and after timetable reform).



Campaign to promote healthy habits while respecting circadian rhythms: activity, meal and rest times (healthy timetables).



Draw up a document with recommendations for promoting timetable reform, keeping in mind students and workers.





Four-sided committees



CADS and CTESC



Participatory process



Parliament decisions



Government initiative



Specify, through collective bargaining, all potential agreements related to timetable reform for workers.



Pilot test in different municipalities with diverse realities to compile a list of good practices for making timetables more compact and flexible.



8.6

Trade and consumption



Study the impact of timetable reform taking into account the following aspects:

- . *The habits of different consumer profiles and the existing change in dynamics.*
- . *The businessperson's capacity to adapt and new buying formulas.*
- . *Employment in the sector and the working conditions there.*
- . *Workers' commute to the workplace.*
- . *Seasonality (differences between summer and winter) and shopping days of the week.*
- . *The specificity of towns with a high level of tourism and certain cities' tourist areas.*
- . *Regional diversity.*



Campaign to promote more responsible, sustainable and healthy shopping habits.



Campaign aimed at local trade to adapt to new shopping habits and about the benefits of the timetable reform that will allow them to rationalise timetables.



Specify, through collective bargaining, all potential agreements related to timetable reform for workers.



Draw up a document with recommendations for businesses to promote timetable reform.





Research/
Pilot tests



Campaign



Regulations



Grants/Aid
Allowances



Collective
bargaining



Innovation

8.7

Culture and leisure (audiovisual industry)



Study the impact of timetable reform, taking into account the following aspects:

- . Economic costs for networks to run the nightly news earlier and change prime time timetables.
- . Consequences for other Catalan audiovisual media of placing Catalan TV programmes in an earlier time slot.
- . Benefits of the timetable change for the general public and TV station employees (rest time).



Include the principles and values of timetable reform in all TV network programming, particularly with regard to programmes for children and adolescents, emphasising the negative effects on health due to lack of sleep (responsible consumption).



Call for an extraordinary meeting with different TV network managers to set corporate social responsibility and timetable reform agreements and guidelines.



8.8

Culture and leisure (associations)



Study the impact of the timetable reform on the non-profit sector, associations and companies related to the local culture, taking into account the following aspects:

- . General and specific benefits for the organisations and people involved.
- . Degree of application of equality plans (aspects related to timetables).
- . Experiences and existing good practices both in the productive fabric and the organisations themselves to make the commitments of civic and community life compatible.
- . Bring forward the afternoon timetables of facilities.
- . Adapt facility spaces to new partial opening hours in accordance with new time uses.



Design and verify the Timetable Reform Inventory self-assessment tool for organisations.



Disseminate good practices and recommendations for organisations and entities based on the Timetable Reform Inventory, focusing in particular on flexibility and making different time uses compatible.





Four-sided committees



CADS and CTESC



Participatory process



Parliament decisions



Government initiative



Set up processes that speed up administrative management and procedures for organisations.



Specify, through collective bargaining, all potential agreements related to timetable reform for workers.



Supply workers and volunteers with tools and skills training related to better time management in organisations (accompanying associations).



8.9

Culture and leisure (sport)



Study the impact of timetable reform on the sector, taking into account the following aspects:

- . Existing timetables in sports facilities in Catalonia.
- . Timetables during which sports are played and uses of facilities in other European countries in the Mediterranean basin.
- . Effects that playing sport at ill-advised times has on health.
- . Mobility times to access sports facilities and potential needs to adapt school transport timetables.
- . Impact of productive fabric and trade timetables on playing sports.
- . Reality of regional diversity and potential shortfalls of facilities.
- . Potential exceptions to the general recommendation of a healthy timetable, for social interest reasons.



Compile good practices that help government authorities simplify administrative management and procedures for social organisations.



Campaign from women's associations to broadcast the benefits of timetable reform.





Research/
Pilot tests



Campaign



Regulations



Grants/Aid
Allowances



Collective
bargaining



Innovation



Compile good practices and recommendations regarding shared uses of school sports facilities (belonging to the town council/Government of Catalonia).



Compile existing experiences where playing sports is combined with other activities (at school) and even become a part of the company culture.



Campaign aimed at the general public and agents from the world of sports and the productive fabric regarding adopting healthier timetables for practicing sport.



8.10

Culture and leisure (cultural industry)



Study the impact of timetable reform (divided by region) taking into account the following aspects:

- . Economic impact on different sectors (culture, leisure, restaurants, etc.).
- . Timetables for cultural practices (attending shows, concerts, cinema, visiting exhibitions, etc.).
- . Relationship between timetables and cultural production and consumption.
- . Timetables of public and private leisure and cultural facilities and rooms.
- . Timetable conditions for workers of creative, cultural and leisure industries.
- . Impact of the audiovisual sector.
- . Comparison with different cities in the world.



Add the timetable habit variable to the survey on cultural participation in Catalonia promoted by the Ministry of Culture.





Four-sided committees



CADS and CTESC



Participatory process



Parliament decisions



Government initiative

8.11

Healthcare services



Study the impact of timetable reform, taking into account the following aspects:

- . *The number of professionals available to be able to handle the suggested timetables.*
- . *The differences that exist between primary healthcare centres (region, resources, timetables, etc.).*
- . *Workers' conditions before and after timetable reform.*
- . *Status of technological services, digital skills, digital divide, etc.*
- . *Economic costs and benefits of implementing measures related to timetable reform.*
- . *Viability of adapting facilities to accommodate areas for meals.*



Pilot test at primary healthcare centres of the impact of timetable reform on the quality of the public service and the general public's and professionals' satisfaction with it, with the application of specific measures such as the compact working day, agreed flexibility and e-working, among others. These pilot tests will be carried out with prior consent from the local environment, civil society, etc.



Draw up the document "Recommendations to promote timetable reform", keeping in mind aspects such as the agreed timetable flexibility, e-working, working towards goals, etc.



Campaign to promote healthy habits in harmony with circadian rhythms among workers and the population.



Campaign aimed at the general public to promote a culture based on an efficient use of healthcare services in accordance with the principles and implementation of timetable reform.



Specify, through collective bargaining, all potential agreements related to timetable reform for workers.





Research/
Pilot tests



Campaign



Regulations



Grants/Aid
Allowances



Collective
bargaining



Innovation

8.12

Mobility



Implement efficient Wi-Fi networks on public transport that allow the commute to become part of the working day.



Study the impact of timetable reform, taking into account the following aspects:

- . Fluctuation of workers when getting to and leaving work.
- . Identifying the public transport needs.
- . Impact of the use of private transport.
- . Consideration of regional variables.
- . Distance between residence and workplace.
- . Promotion of e-working.



Adapt campaigns promoting the use of public transport (including buses, etc.) and car-sharing, showcasing the mission of timetable reform.



Promote Mobility Plans for businesses and appoint mobility managers for industrial estates and centres with a high level of economic activity or high-transit areas.





9.

Leadership and governance

Transition plan towards timetable reform

Once the Pact had been approved, the Catalan Government will draw up a transition plan. This plan specifies the agreements and effectiveness of the instruments needed to achieve the objectives. It determines the network of technical and economic aids to be made available so that the Government of Catalonia and local corporations can execute the mandated tasks. This transition plan will be adapted and updated to the different government plans until 2025.

Leadership structure

A political structure with cross-cutting areas of authority was created in the heart of the Ministry of the Presidency, which will exercise the following functions:

1. Promote and control compliance with the Pact for Timetable Reform.
2. Execute the transition plan towards timetable reform.
3. Coordinate the activity of the monitoring committee and the four-sided committees.
4. Coordinate the work of the Inter-ministerial Committee.

Governance structure

A monitoring committee was created to provide a specific and separate space for the organisations with representative power to carry out social dialogue and reach agreements (FOMENT, FEPIME, PIMEC, CCOO and UGT). Assigned to the Ministry of the Presidency, its goal is to advise the Government of Catalonia with regard to policies and actions that have an impact on the organisation and use of time in everyday life, to advance in the implementation of timetable reform.

Comprising the most representative organisations in Catalonia, it promotes and encourages the permanent four-sided committees, whose aim is to involve the different leading agents in timetable reform acceleration processes in its governance. Some work could be carried out in existing dialogue and participation bodies in order to avoid possible duplications.



10.

Monitoring and assessment

Monitoring the adaptation

The relevant public authorities and social agents must adapt and monitor the application of timetable reform throughout the transition period to achieve the 2025 Objective.

Specifically, the coordination and collaboration of all institutional participation bodies and private initiatives concerned with timetable reform must be promoted through social dialogue to strengthen institutional collaboration on this matter.

Research and data

The data available regarding time use must be analysed and harmonised and include indicators that accelerate timetable reform, so that indicators for establishing public policies are available.

All the government authorities that generate knowledge through research must incorporate the perspective of time use and the variable of timetable habits in order to integrate the corresponding indicators in the statistics databases.

The idea is to have data from before and after timetable reform's implementation, thanks mainly to the survey on time use carried out by Idescat and other such tools.

Assessment

The Government, jointly through the Ministry of the Presidency and the monitoring committee for the Pact's governance, must carry out continuous assessment of the Pact's effects during the transition period, with the participation of all the sectors involved and existing advisory bodies. It will then write an annual report with the conclusions of this assessment.

The report on the effects of the Pact, which must be made public, must be delivered to Parliament through the corresponding parliamentary commission. The first report must be published and presented in Parliament within a year from the date of the Pact's approval.





11.

Funding



Priority goal of public policies

Public policy must place the organisation of timetables in accordance with this Pact as one of its cross-cutting and priority goals, and a sufficient amount of the budget must be allocated to this end.

Promotion measures

The government authorities of Catalonia must adopt measures that stimulate, encourage and promote timetable reform so that it permeates all areas of everyday life.

Resources and budgets

The precepts that represent expenditures for the budgets of the Catalan Government will apply once the Government of Catalonia Law on budgets corresponding to the financial year immediately following this Pact's entry into force comes into effect, that is, for the year 2018.

The budgets of the Government of Catalonia and the local Catalan government authorities must allocate the resources needed to guarantee the objectives of this Pact from the year 2018.

Agreements will be drawn up between local bodies and the Government of Catalonia to further define and establish the funding responsibilities and objectives for the various responsibilities assigned in this Pact.

Dictionary

Academic timetable: *period of time during which school activities and extracurricular or complementary activities, if there are any, are carried out.*

Acceleration focus areas: *levers through which the timetable reform can be promoted. They mainly consist of the productive fabric, education and public services, followed by trade and consumption, culture and leisure, and mobility as the timetable reform is implemented in society.*

Acceleration measures: *set of actions that promote timetable reform and respond to acceleration focus areas.*

Advisory Board for Timetable Reform: *body assigned to the Ministry of the Presidency whose goal is to advise the Government with regard to policies and actions that have an impact on the organisation and use of time in everyday life.*

Agreed timetable flexibility: *capacity to adapt to the production changes of workers and the organisation to attend to leisure, training or work-life balance needs, or any other needs that may arise.*

Annualised working time: *process that counts working time on an annual or pluriennial basis, incorporating a longitudinal vision of workers' professional careers.*

Business mobility plans: *set of measures to ensure more sustainable access to the workplace, as well as to generate mechanisms that aid mobility management.*

Circadian rhythm: *regular cycle lasting twenty-four hours, approximately, that includes the biochemical, physiological and emotional processes inherent to human activity.*

Commercial timetable: *limiting the opening hours of retail establishments dedicated essentially to selling goods to the public to a maximum amount of*

hours daily and a maximum number of Sundays.

Compact working day: *working day with time for lunch that allows work to become compatible with other uses of time (for example, from 8 am to 1 pm and from 1.30 to 5.30 pm).*

Competitiveness: *capacity of an organisation to produce and sell products or provide services that can compete successfully in the market.*

Dialogue process: *action that aims to open a discussion and dialogue, compile a list of challenges and opportunities, and negotiate and reach agreements, through four-sided committees in sectors such as the productive fabric, education, public services, trade and consumption, culture and leisure, and mobility.*

e-learning: *learning process that is more flexible than on-site learning, given that it uses technological media and can contribute to reduced commuting times.*

e-working: *method of working based on decentralised task organisation, which allows work to be performed outside of the workplace through the use of information and communication technology tools.*

Flexible timetables: *possibility of workers having a window of time in which to start and end their working day and for mealtimes during the working day.*

Four-sided committees: *dialogue process made up of social agents in the sector and/or region involved (business associations and unions, institutional agents and independent specialists agreed on by the group) whose aim is to negotiate enabling agreements and which must be focused on reaching a consensus on a working time management model.*

Health: *maximum degree of physical, mental and social well-being that allows one to lead an independent and*

joyful life in connection with others. It is not just the absence of illness.

Healthy timetables: *activity, meal and rest times that respect people's circadian rhythms.*

Initiative for timetable reform: *public initiative, independent of any organisation, made up of a diverse group of experts, brought together by a common goal: the positive transformation of our society through a timetable change.*

Intensive working day: *working day concentrated in the morning that does not allow time for lunch (for example, from 7 am to 3 pm).*

Management by objectives: *organisation management based on the follow-up of results by workers and teams.*

Network of Cities and Town for Timetable Reform: *group of town councils committed to promoting the measures that will favour timetable reform in their municipalities.*

New timetable: *new distribution of time, based on respecting the circadian rhythm, derived from the application of the Pact for Timetable Reform.*

Objective 2025: *moment when the change in time trend is expected to be achieved, resembling that of the rest of the world.*

Operational meetings: *efficient decision-making and participation spaces that respect the time of everyone in an organisations or work teams.*

Participatory process: *action across Catalonia to listen to the general public and collect ideas and proposals to further timetable reform and make it more effective.*

Pilot test: *project consisting of a trial in order to check the advantages of timetable reform in an institution, organisation or entity.*

Presenteeism: *tendency of workers to*

remain at their workplace more hours than is required for the production of goods or services, reducing the organisation's productivity.

Prime time: the time at which a television audience has the most viewers.

Productivity: effectiveness of productive effort.

Responsible shopping timetable: support for shopping times that help fight against the current plethora of extended opening hours.

Rest: state of inactivity or rest of the body and mind.

Sleep: uniform rest state of an organism. In contrast with the waking state, when the living being is awake, sleep is marked by low levels of physiological activity (blood pressure, breathing) and by a lessened response to external stimuli.

Split working day: working day distributed in the morning and the afternoon, with considerable time for lunch (for example, from 9 am to 2 pm and from 4 to 7 pm).

Timetable acceleration: modification of timetables that allow timetable reform's goals to be achieved.

Timetable pacts: instruments that local corporations can use to promote and specify timetable reform.

Timetable Reform Inventory: self-assessment tool for organisations based on self-diagnosis with regard to timetables and the time use management of all the agents involved.

Timetable reform: systematic and comprehensive initiative carried out with institutional and societal involvement and within in a certain time frame, whose objective is to modify time uses and implement a new

timetable.

Transition period: period of time between the entry into force of the Pact and the attainment of the 2025 Objective.

Transition plan: document that specifies the agreements and effectiveness of the instruments needed to achieve the objectives. It determines the regime of technical and economic aids so that the Government and local corporations can execute the mandated tasks.

Working day: number of hours that a worker dedicates to the activity for which they are employed, computed daily, weekly or annually.