



Bolzano World Capital of Time Policies 2023/24

**Insight
on time policies
and conference
proceedings of the
Time Week 2023**

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research



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1 Time policies in Bolzano/Bozen

Nowadays we see how various trends are gaining in importance, thus calling for a deep rethinking of urban spaces and urban times, in order to avoid a clash between private and work life. Among these trends we can list the flexibilization of the working hours, the growth of the service economy, the loom of new communication and information technologies, the change in gender relations (along with an increasing women's employment rate), the overcrowding of the cities, the change in the public services provided to the public and a general individualization of the lifestyle (Boulin & Mückenberger 2012, p. 1). It is in this particular context that time policies come into play: by implementing various measures to reduce the fragmentation of times and spaces in the public life of the city, with the aim of making working time, family time, relationship time, education time and time for oneself compatible (Walter et al. 2010, p. 33). Time as a resource becomes the subject of conscious, transversal, participation-oriented planning and design, primarily at the local and regional level, where daily life takes place (Mückenberger 2004, p. 25).

Historically, time policies originated in Italy in the second half of the 1980s as a political action for equal opportunities in social and urban policies. Throughout the 1990s, municipalities promoted these policies, experimenting with new urban practices in a framework of strong social and political legitimacy. However, these new practices were only weakly structured regarding their legislation. In the decades of 1990-2000 the only regulatory endorsement was in fact article 36 of Law no. 142/1990 (*"Ordinamento delle autonome locali"*), which assigns to the mayor the power to coordinate the timetables of public services, orienting them to the new time profiles of user demands. In 2000, law no. 53 "Provisions for the support of maternity and paternity for the right to care and to education, and for the coordination of the times of the city" (*"Disposizioni per il sostegno della maternità e della paternità, per il diritto alla cura e alla formazione e per il coordinamento dei tempi delle città"*), made these actions/policies de facto compulsory (Walter et al. 2010, p. 30). This law gave a new boost to urban time policies by giving municipalities the task of governing the city's time schedules and incentivising businesses to implement positive actions in the field of work-life balance (Meneguzzo et al. 2007, p. 131). Bolzano/Bozen was one of the first cities to develop innovative projects starting in 1993, and a year after, the "Times of the City"-Department with its associated office was established, with a "Time and Schedule Plan" (*"Piano dei tempi e degli orari"*) being adopted. The projects Bolzano/Bozen focused on included the mobility pact, projects in the area of school and school time, the so-called Open Thursday for citizens (public offices are open also on Thursday afternoon), time banks and work-life balance. A second-level master's degree on time policies was activated in collaboration with the Politecnico of Milan and other European universities, and European partnerships and projects were created and strengthened. In addition, time policies also became a major consideration in the City's Strategic Development Plans. The "Time and Schedule Plan" was developed in this sense (Bonfiglioli 2005, p. 1). At provincial level, time policies were first considered in a law under the Family Support Act (provincial law no. 8/2013, article 5), and especially in the respective implementing order "Guidelines for coordinating and managing family-friendly times and uses of space at provincial, district and municipal level" (Decree of the Governor of the Province no. 11/2021).

As circumstances become more and more stressful for individuals and families, managing time and space is becoming more demanding. What is the state of time policies today, what are the challenges and trends that need to be addressed now and in the future, and what is the status of implementation of concrete policies and initiatives? Contributions of the Time Week conferences held on 10th to 12th May 2023 in Bolzano/Bozen shed light on these issues and are summarised on the following pages. The last chapter summarises the main considerations and aims to provide a classification scheme for best practice examples in an international context.

The Time Week takes place in the framework of the TIME4ALL project of the European Commission's CERV programme for the promotion of social justice and citizens' rights. Project participants are the

members of the “Local and Regional Governments TIME Network”, namely municipalities, metropolitan cities and areas, a provincial council and government and associations from Italy, Spain, France, Belgium, Germany, Austria and Greece.

2 Time Week 2023 – Conference proceedings

Bolzano/Bozen has been designated as the “World Capital of Time Policies 2023/24” by the “Local and Regional Governments Time Network”, succeeding Barcelona as Capital of Time Policies in 2022. This network brings together European cities and regions that implement time policies, and each year one of its members is awarded the title “World Capital of Time Policies” for its commitment to time policies. In celebration of this important mission, the City of Bolzano/Bozen has organized and continues to organize a variety of events, initiatives, and new services aimed at highlighting the value of time for well-being and quality of life. The Time Week 2023 marked the beginning of this significant year for Bolzano/Bozen.

Over the years, Bolzano/Bozen has distinguished itself in promoting time policy initiatives in areas such as work-life balance, sustainable mobility, coordination of school schedules, harmonization of public office hours, digitization, and more. Above all, the city councillor in charge in the 1990s, Ingeborg Bauer Polo, initiated a whole series of projects and interventions on urban time policies that have gained international recognition and appreciation for the capital of South Tyrol. Already in 2007, an international congress on “Time policies and quality of life” organized by the City of Bolzano/Bozen in cooperation with Eurac Research took place in Bolzano/Bozen.

The current state and future topics of time policies were discussed at the three conferences held from 10th to 12th of May 2023 at different venues which have different focuses regarding the cooperation with partner organizations of the City of Bolzano/Bozen.

The theme of the first day was “**Time policies: a policy for innovation?**”, the second day focused on “**City and nightlife**” and the third day was dedicated to “**Working smart(er)**”. Figure 1 shows the whole program of the Time Week 2023 as well as the three conferences mentioned.



Figure 1: Program of the Time Week 2023 (Municipality of Bolzano/Bozen)

2.1 Time policies– a policy for innovation?



Time Week – Conference on 10th May at Eurac Research (BZ)

The first day of the conference questioned whether time policies are a policy for innovation in the public administration. The conference was moderated by Elisabeth Alber, senior researcher at Eurac Research.

As time policies emerged in Italy in the 1980s, the first question that arises is if they are still relevant. The speakers and the representatives of successful projects invited by the City of Bolzano/Bozen discussed this as well as which the particularities of Italian time policies compared to other European countries are. The participants explored the current state and the future of time policies at provincial, national and European levels.

The following chapters summarise the speakers' contributions to the topic "Time policies – a policy for innovation".

2.1.1 Opening

The participants of the conference were welcomed by the Bolzano/Bozen city councillor for Digital Innovation and Time policies, Angelo Gennaccaro, by the president of Eurac Research, Roland Psenner,

and by Waltraud Deeg, vice president of the government of the Autonomous Province of Bolzano/Bozen – South Tyrol and provincial councillor for Family, Senior Citizens, Social Affairs and Housing.

Bolzano/Bozen city councillor for Digital Innovation and Time policies, Angelo Gennaccaro, emphasized the role of Bolzano/Bozen as the second city after Barcelona to have the honour of being nominated World Capital of Time Policies. He thanked Ingeborg Bauer Polo as well as her successor Maria Chiara Pasquali for their pioneering work and the entire team that made it possible for Bolzano/Bozen to be the World Capital of Time Policies. Gratitude was also expressed towards Sandra Bonfiglioli as a visionary but practical leader who has been supporting the City of Bolzano/Bozen in its endeavour of time policies. In conclusion, the councillor highlighted that the citizens should always be at the very centre of time policies.

In his speech, **Roland Psenner, the president of Eurac Research**, the hosting organization of the first day congress, underlined how South Tyrol and especially the City of Bolzano/Bozen is a good place to celebrate time policies, as it is often seen as capital of minorities and cultural richness thanks to its three official languages. Already 16 years ago, in 2007, a congress on the topic of time policies took place at Eurac Research in cooperation with the City of Bolzano/Bozen. For this purpose, an artistic installation named “*Capitale Iniziale*” (artist Carla Cardinaletti together with Museion Bolzano/Bozen) and consisting in a huge horizontal hourglass was put in place inside and outside of the Eurac Research tower. Psenner emphasised the importance of time policies, but also stated that with the resolution of one conflict new ones can be created (for example, light pollution, among others).

In conclusion, the **vice president of the government of the Autonomous Province of Bolzano/Bozen and provincial councillor Waltraud Deeg** emphasized the importance of municipal time policies with a focus on the concerns and needs of families. Time as a limited and therefore very valuable resource not only for parents, grandparents, and politically active people, but also for young people, must be considered in political frameworks and regulations. The Autonomous Province of Bolzano/Bozen is in a privileged situation and, due to its areas of legislative competences, can also shape its own policies differing from national regulations. The legal basis of a concept of time policies for families was already created ten years ago with Art. 5 of the Family Support Law (Provincial Law no. 8/2013) and with the respective implementing order “Guidelines for coordinating and managing family-friendly times and uses of space at provincial, district and municipal level” (Decree of the Governor of the Province no. 11/2021). However, for time policies to succeed, there needs to be a network and teamwork of all the actors involved. Especially the networking of all political areas has been recognized as an important lesson of the recent years, which have been marked by various crises. Another urgent topic that needs to be addressed is who will take over the care of older people in the future. South Tyrol is an aging province: in 2035, every third South Tyrolean may be in need of care and the shortage of professional caregivers aggravates this situation. This is important to address, also to secure South Tyrol as a business location. However, the economy as well as the population have not yet understood how urgent this issue is; often, it is still seen only as a social issue.

After this classification of time policies at the local level, Waltraud Deeg went on to describe concrete measures that have been or are currently being implemented with Article 5 of the Family Support Act and the corresponding implementing order. These include: the use of a steering group, the analysis of local best practices as well as the (financial) support of pilot projects, the awarding of the “FamilyPlus Audit”, the creation of a dedicated government role in each municipality, targeted information events for all involved stakeholders, and a survey on the needs for extended hours of childcare. The goal of the municipal time policies is to analyse the most common conflicting goals of families and the causes of these conflicts at the local level, as well as to develop joint solutions with local network partners. The municipalities are supported and advised by the province regarding the implementation of the policies. In this way, various local time constraints can be harmonized and coordinated, and care and nursing services, the opening hours of public offices and stores can be adapted to the needs of citizens and customers. Another objective is the transition to more flexible and better coordinated working hours, and the general organisation of the workforce in local businesses in line with care, education and nursing services.

According to provincial councillor Deeg the added value of time policies is that good time management benefits families and society, as well as the business location; furthermore, it strengthens social cohesion, and the efficiency of services is increased.

2.1.2 Round table: “One time policy – more visions?”

The discussion focused on the characteristics of time policies in the different countries, how time policies have changed over time and whether this approach is still relevant today. The following experts participated in the round table.



Figure 2: Speakers of the round table (Municipality of Bolzano/Bozen)

The first speaker of the round table was **Sandra Bonfiglioli, professor emeritus at the Politecnico of Milan** and one of the pioneers of time policies in Europe. She illustrated how time policies originated in Italy and what characteristics and specific features they have.

In Italy, time policies (also referred to as “times of the city”) consist in an array of public policies designed and managed by municipalities and municipal governments that were born in the late 1980s due to favorable circumstances. Back then, no specific need had been named, but there were several challenges regarding the work-life balance, especially for women. Modena, in 1986, had been the first city to change the hours of a municipal service according to the citizens’ needs. The four Bassanini laws (concerning the reform of the public administration in terms of simplification and decentralisation) also gave a strong boost to local governments regarding this issue, giving local authorities administrative functions of interest to their communities. In the late 1980s, exchange and reflection groups were formed. The City of Milan was the first in 1992 to set up an internal research group under Law no. 142/1990 (“*Ordinamento delle autonome locali*”), and to draft a plan “for a friendly city” (“*per una città amica*”). This innovation, especially requested by women with the focus on the quality of living, took root quickly, and many different parties, including technical staff and managers from municipalities and regions, universities and research centres, parties, etc., worked on the issue. Many Italian cities subsequently carried out projects on new times of the city by systematically exchanging best practices. Some of them formally established a “Time Office” and hired staff through public calls for jobs, among them Milan, Rome, Bergamo, Cremona, Bolzano/Bozen and others.

At the European level, the dissemination of “times of the city” took place through the “Eurexcter” program (co-financed by the European Social Fund), which develops territorial excellence projects including city time plans, and promotes the exchange of good practices.

Bolzano/Bozen begun with the process in 1990, asking Sandra Bonfiglioli for advice to develop plans and projects on the times of the city. Thus, Bolzano/Bozen has been able to conduct an accompanied experiment for a long time, which is still ongoing today with its primary goal of high quality of life for all citizens. The paradigm of time policies was developed thoroughly, with a strong involvement between

institutions of the urban area and its inhabitants. Bonfiglioli explained that time policies motivated women within institutions which is another important aspect that characterizes Bolzano/Bozen. When asked if time policies are still relevant today, Sandra Bonfiglioli replied that when they emerged, the focus was on the work-life balance. More recently, the Covid-19 pandemic shifted the values and the ways of living even further. Furthermore, technologies have changed the world. Slowing down the pace of life and simplifying it has become a new type of freedom. Therefore, time policies should also be interpreted regarding today's living conditions and challenges.

The next speaker, **Jean-Yves Boulín, researcher and sociologist at Université Paris Dauphine and member of *Tempo Territorial* (Paris)**, another forerunner in the field, explained the characteristics of time policies in France. He illustrated specific ways in which time policies were implemented and the ways they were disseminated among local French authorities.

The European program "Eurexter" (1996-2000, co-financed by the European Social Fund) and its training programs, introduced by some local authorities in France (Saint-Denis, Poitiers, Lille, Strasbourg, Charleville-Mézières), gave a big stimulus contributing to the dissemination of good practices and especially to the principles and methods of the Italian experience of "*Tempi della città*". Another crucial factor was the decision by the French legislator to reduce working time from 39 to 35 hours and the consequent taking into consideration local authorities had to do of the impact of the newly freed-up time on mobility in general and on the opening hours of businesses and services. The simultaneous occurrence of these two elements led the legislator to transform the harmonization of public service schedules of local officials (mayors, presidents of inter-municipalities of agglomerations with more than 50.000 inhabitants) into law, taking into account the needs with regard to work-life balance, as well as the development of the local work organisation. The issue of urban time has also been supported by several French ministries (Ministry of the City and the Ministry of Women's Rights) and associated organisations (Datar – an organization under the Prime Minister responsible for territorial planning). Local authorities have been incentivised to implement time policy projects, and legitimisation was created among institutional actors by raising awareness on the topic thanks to the seminars held by the Datar organisation.

With a right-wing coalition winning the 2002 elections, this (financial) support came to an end. In fact, to this day, time policies are, for some reason, unluckily, perceived as left-wing policies. The cities and local authorities had therefore to exchange experiences and share best practices differently, as Datar seminars no longer took place. This need led in 2004 to the birth of the "Tempo Territorial" network. The initiatives that have been carried out since then are numerous and varied, and can be grouped into the following main fields: work-life balance, access to everyday life services and mobility, and urban regeneration. Some initiatives have been addressed more intensively according to the characteristics of the involved territories, while others have been established at a wider level (e.g. one-stop-shop for schools, revision and differentiation of the entry times of organisations/institutions that are major mobility drivers).

Even though the time policies approach was born many years ago, fundamental issues from the early years around 2000 are still central: equality between genders and different population groups, providing a greater control over time structures to various population groups ("right to time"), as well as promoting new ways of working while at the same time favouring a process of slowing down. Not least climate change makes it necessary to rethink time and space aiming at a sustainable development. The most recent initiatives implemented in terms of time policies are mainly related to work and working time (especially relevant after the expansion of telework during the pandemic), to the articulation of time and spatial dimensions within urban and peri-urban areas to limit travelling and new constructions, and to the "15-minute city" concept respective the rethinking of the use of time and space from a perspective of sustainable development and adaptation to climate change.

Time policies should enhance social cohesion, as telework and digitization lead to a raise in individualisation. Time policies are a very relevant topic today, and the various actions are considered as strategic for the governance of communities. Even though only about 15 communities in France are

currently actively engaged in time policies, their actions are increasingly followed with interest by other authorities, government agencies and other interested institutions.

Ulrich Mückenberger, research professor at University of Bremen and consulting member of *Deutsche Gesellschaft für Zeitpolitik (Bremen, Germany)*, addressed in particular the question of how time policies have transformed over time.

Starting from Italy and Bolzano/Bozen, some countries such as Germany and France were achieving one success after another in time policies in Europe. In Bremen-Vegesack, the first German time office based on the model of the Italian "*Ufficio dei tempi*" was created. Time use plans modelled after land use plans were developed. However, there are many German cities that are not yet part of the time policies network. An illustrative example of why time policies are not moving forward is the so-called "cauliflower principle": A cauliflower plant has a stem and roots, the hidden source from which time policies come (participation, gender issue, etc.), and this trunk develops blossoms and branches. These blossoms can be times of work, times of health, times of sustainability, times of women, times of school, and so on. There are all kinds of branches that can blossom and ultimately hide what the trunk actually was. According to Mückenberger, this interpretation is well substantiated for Germany. The city of Aachen, for example, is the embodiment of a family-friendly city in Germany. There, interdepartmental responsibility for family policies has been created and transformed by the city council into a statute. However, it does not fall under the label of time policies, but under that of family policies. Furthermore, the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth has produced guidelines for family-friendly time policies, which are not subsumed under time policies either. If the label "local time policies" is not put on it, it does not mean that there has been no success in propagating and promoting time policies.

Subsequently, Mückenberger demonstrated how time policy measures are being shifted into numerous sectors and policy fields. In Germany, there are no time offices in stricter sense. However, cities aim for their services to be within easy reach ("the city of 10 minutes") for everyone. Bremen, for example, is Germany's first award-winning bicycle city. With regard to health, there is a requirement to offer specialist appointments to patients within a certain window of time. In the area of mobility, the 9-Euro ticket, which citizens could use during the pandemic for all local and some long-distance transport means (now it is the 49-Euro ticket), should be mentioned. This is a time policy measure that puts sustainability at the centre of times. Furthermore, it is important to find a new balance between paid and unpaid work, especially for women.

There are ways to civilise the work culture in terms of time policies, this involves finding out the right times for the different professional activities. For example, what times are necessary for care? Today, care is mostly a matter of time and money. At the University Hospital Charité of Berlin, a minimum staffing level has been set to allow for certain care times. At the German automotive company Daimler AG, agile working was introduced, independent of the hierarchical top-down principle, and social times were created at the workplace. However, it is also important to clarify and respect the limitations of the dependent work and other human activities. In this regard, the experience of the Covid-19 crisis with its development towards telework or home office work was important. This is very important for many working people who may also need to do care work at home.

A new balance between paid and unpaid work in everyday life and in the life cycle must be found and secured (e.g. "option time model" by Jurczyk/Mückenberger). In this context, "breathing life courses" are important, in these periods of childcare, care for older people, voluntary work, further education and self-care can be integrated more strongly into periods of employment. A new distribution of different burdens is necessary (activities for oneself, for the benefit of companies, and for the benefit of society), and new financing models are required to make this possible.

According to Mückenberger, the cauliflower principle is sad, and its time policy component needs to be emphasized more. Many initiatives have blossomed, even if time policies are not always immediately visible.

Ariadna Güell Sans, co-coordinator of Barcelona Time Use Initiative (BTUI) (Spain), briefly described the state of time policies in Spain.

In Spain, time policies have mainly been initiated by local authorities. Coordinated efforts take place in Catalunya, and there are some experiences in other parts of Spain as well. Time policies were introduced rather late in Spain, inspired by the examples of Italy and France. The approaches have developed over time: First, the family movement evolved, but then also issues like health, sustainability and mobility came to the fore and were discussed.

Another important point is that public institutions, but also civil society, have taken the initiative and pushed time policies, because a change in schedules was considered necessary. There were discussion rounds with different stakeholders and representatives of the civil society, organised by themes. Time policies also started to increase at the regional level and not only at the municipal level.

For Ariadna Güell Sans time policies are very timely, not least because of climate change and the demographic change. She emphasized how urgent it is to implement policies in these fields.



Comments and questions from the audience

A question from the audience was addressed to prof. Mückenberger: The participant asked whether **it had been calculated how expensive the current system is and how expensive it would be if the “breathing life courses” were implemented?**

Mückenberger explained that there is no such calculation, even though this question has been on his mind for a long time. This has to do with the fact that the cost side of time policies can be counted, whereas the benefit side, which has to be weighed against it, is very difficult to estimate and quantify. This question mostly comes from economists who are of the opinion that societies have to save money and time policies simply add costs to society’s budget. This structurally overlooks the matter of time policies central contribution to society and, above all, of the hidden costs a society without time policies in place bears. For example, the care crisis: society has no time for care and most of the burden is carried by volunteers and unpaid persons. These activities are not counted and therefore do not appear in any budget. These mistakes cannot be tackled with a simple calculation of “breathing life courses”. For all these models a work group has been set up where the question of costs is worked out more broadly, looking at it from the societal side. Time policies are quality policies and existential policies, and they are needed. Democratic processes also need time.

Mückenberger also stated that there is a difference between time management and time policies. Time management starts from how a fixed budget can be used best for goals to be achieved. But it has to be taken into account that time policies are different, as the time budgets of men and women change over their lifetime. This requires time redistribution, which often is not considered sufficiently in time management considerations. Mückenberger formulated the “right to time” 22 years ago, and he is still working on it today.

Another comment by a member of the audience was related to **the concept of the “inhabited city” (“città abitata”) and the importance of evaluating everything in an urban system in terms of the time it takes to reach services, workplaces, etc. rather than distances.**

Ariadna Güell Sans added that in their network also regions and municipalities are represented. In her experience, the Metropolitan time agreement was a good way to start.

2.1.3 Best practices: “Improving access to services thanks to digitization”

The final part of the conference was dedicated to the presentation of good practices. The representatives of the cities of Bolzano/Bozen, Bergamo (Italy), and Lleida (Spain) as well as from the Catalanian Government shared their experiences.

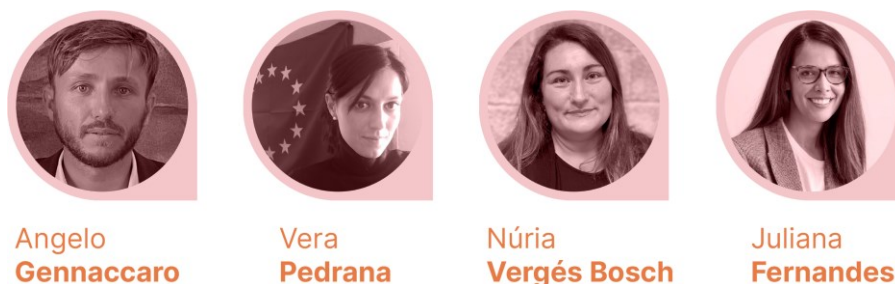


Figure 3: Representatives of best practice projects (Municipality of Bolzano/Bozen)

Angelo Gennaccaro, councillor for Digital Innovation and Time policies of Bolzano/Bozen (Italy), focused on “The digital transition: concrete support responses and digital training”.

For the councillor, the first part of the conference gave many stimuli, among which the inherent connection between time policies and digitization. The aim of the administration of the municipality of Bolzano/Bozen is to improve the accessibility of services for its citizens by digitizing them and by generally simplifying processes. With digitization, travelling to public offices can be avoided; furthermore, it is no longer necessary to harmonize office hours. The Covid-19 pandemic has accelerated digitization, but still, much attention needs to be paid to the digital divide between citizens who are early adopters and those who have difficulties handling technologies (older or disabled people, foreigners, and generally people with little or no computer skills). One important task for the public administration is digital inclusion of everyone, starting from the bottom, teaching citizens the necessary competences, skills and tools. In this way, citizens can fully exercise their citizenship rights. Other operational objectives are offering assistance and mentoring regarding the use of online services and making online municipal services more user-friendly. However, these challenges can only be addressed together. The municipality of Bolzano/Bozen has been networking among local associations to create a digital support network:

- It has strengthened its citizen centers (*centri civici – Bürgerzentren*), bringing services closer to citizens and introducing a digital help desk operating two days a week, where experienced technicians and trained young people help with the use of various digital tools and devices.
- In the “DigitalBz” network, several associations in the city offer coordinated digital support to their users. In special video tutorials, the municipality provides user instructions for key online services, such as booking appointments, applying for the Public Digital Identity System (SPID), changing residence, and applying for various certificates.
- Basics of the digital world are also accessible through the “*Pillole Digitali*” project, where in open meetings, citizens can find out about some of the key issues in accessing online services.
- Thanks to the “SWAP” project, implemented in cooperation with the Free University of Bolzano/Bozen, Bitz Unibz FabLab, Arci Ragazzi and Vision Think Thank, and supported by the National Association of Italian Municipalities (Anci), older people are not only the designated users of digital support services, but can also volunteer to transfer some of their skills to the young.

Vera Pedrana, responsible for European projects in the Municipality of Bergamo (Italy), spoke about the experiences of Bergamo, more specifically about “Innovation and time reconciliation today: tools, results, alliances”.

The topic of time policies in Bergamo started a long time ago, in 2014. The target was to make Bergamo smarter, increasingly digitized, more easily accessible, and citizen friendly. The administrative path of change involved the introduction of experimental models and tools, such as free wifi in the city’s hot spots, the provision of online civil registry services, and the facilitation of participation (including virtual participation) by citizens in the political life of the municipality.

Bergamo was the centre of the Covid-19 pandemic. The change process that had already begun before provided a solid foundation that was important during that crisis. They were “tested” in the worst imaginable scenario, but the municipal administration was able to update its measures and protocols to continue operating in the new and difficult reality.

Faced with the new needs that emerged from citizenship, the municipality put in place new services, also taking advantage of the opportunities that digital technologies offer. The areas on which the administration focused from the beginning were digitization, innovation and simplification.

- Institutional website (www.comune.bergamo.it) as a single access point for municipal procedures. The review of the site from 2019 to the present has led to a significant increase in digital requests from citizens.
- A multifunctional administration counter built in partnership with the municipalities of Trento, Syracuse and Amalfi (SPRINT project “*Sportello Polifunzionale Riusable, Innovativo e Telematico*” financed among others by funds of the PON Governance). The revised timetable (offices also open to the public one afternoon a week and on Saturday mornings) made it necessary to introduce, among the employees working in the service, a new two-week working schedule, alternating a 32-hour week with a 40-hour week.
- Decentralised offices in the city’s suburbs to bring citizens closer to services: demographic services and the municipality’s social services are presently offered.
- New telematic services “*Segnala Bergamo*” (reports are sent in real time to the administration) and “*Prenota Bergamo*” (booking of appointments at municipal offices).
- The “*Servizio Reti di Quartiere*” (Neighbourhood networks service) aims to channel the requests and needs of individual citizens, voluntary associations, shopkeepers, organizations and various other groups. This service proved very important during the lockdowns of the Covid-19 pandemic, where a neighbourhood-wide mapping of open shops (supermarkets, pharmacies) that provided home delivery service was created. The “*Bergamo Aiuta*” citizen support service emerged from the initiative. In addition, the “*Negozi di prossimità, reti e relazioni tra cittadini*” (Neighbourhood shops, networks and relations between citizens) project fostered the relationship between neighbourhood shopkeepers with neighbourhood volunteers, thus helping to strengthen a primary control network to monitor unstable situations.
- The “*Scrivania digitale*” (Digital desk) project focuses on bureaucratic simplification for citizens and businesses by providing remote access to applications and requests to the administration seven days a week, 24 hours a day.

Concluding, Vera Pedrana pointed out that nine years after the start of this participatory journey, it is possible to make an initial assessment, summarized by the digital transformation index “ICity Rank” (an annual report on smart cities in Italy by Forum PA): The city of Bergamo has gained 15 positions in the ranking, moving from 18th to third place in Italy.

The municipality of Bergamo is currently working on the revision of its Time and Schedule Plan. The time policies approach is seen as a transversal approach that concerns all areas and services, a method to be used in all services and which thus becomes a “forma mentis”.

Núria Vergés Bosch, general director of Care, Time Organization and Equity in Work, Department of Equality and Feminism of the Government of Catalonia (Spain), explained the themes “Digitization, time policies and gender perspective”.

Vergés Bosch explained that time and gender perspectives have to be considered in all policy areas at all levels. The right to time is a fundamental right for everyone. Work-life-balance has to be promoted for all, as data still show a great imbalance between men and women: Women engage in paid work, but also frequently take on care work in the family, on top of the domestic chores. This led to the rhetorical question, if there is ever a time out for people, especially for women.

Thinking about digitization, in the Information and communication technology (ICT) sector only 30% of employed people are women and only 33% of the persons in higher or further education courses in this area are women. For that reason, digitization needs a gender perspective. If women participate in the construction of a digital society, contents and procedures will fit everyone better. Some examples of the Generalitat of Catalonia are given below.

- The Digital administration decree (approved in 2020) regulates and orders the deployment of the digital administration model of the Generalitat of Catalonia. Digital public services have to be personalized, proactive, and user centred. Furthermore, public servants and employees should have sufficient digital competences.
- The Shock plan against the digital divide includes the training in basic digital skills of people (especially of older women) at risk of digital exclusion.
- The “Donatic.cat” Plan is about promoting activities aimed at reducing sexism and cyberbullying via ICTs, while at the same time fostering women’s access to ICTs and encouraging entrepreneurship and technological careers among women.

Núria Vergés Bosch stated that for the future there is a need for conscious digitization. Even though changes are already taking place, there is still a long way in terms of time use from a gender perspective. Furthermore, it is the effective equality between users of digital services which is important, as well as taking into account the difficulties that users face regarding digital connection.

Juliana Fernandes, chief of operations at the Municipality of Lleida and associate professor at the Polytechnic of University of Lleida (Spain), reported Lleida’s experience on “Improving access to services thanks to digitization”.

The city of Lleida has 140.400 inhabitants and is the regional capital. Another 500.000 people live in the surrounding areas. Lleida is the “city of 15 minutes by foot”, while at the same time many people commute 15-25 minutes by car from the cities around it.

The time project started in 2021 with the aim to address the topics of work-life balance and wellness, to identify best practice examples, and to follow up with key agents from municipal services and important stakeholders. Also, specific issues of sectors like commerce and services, industries, public services and education and leisure were addressed. The result was the launch of the “*Xarxa Lleidatana pel Pacte del Temps*” which addressed various improvements for citizens and civil servants in terms of an adjustment of timetables at nursery schools, the implementation of digital transformation and the facilitation of digital tools and its related training.

The following best practices are related to the digital transformation and are either from the public, the private or the third sector.

- The introduction of the Microsoft 365 tools for virtual meetings, e-mail handling, sharepoint etc. had a huge impact.
- A “Citizen Folder” consisting in 613 procedures available in a digital catalogue, and eight service offices assisting citizens and giving support also by telephone.
- With WIFI4EU, 25 points around the city allow over 250 users to connect daily via free Wi-Fi.

- A procurement website for the electronic presentation of offers, with an electronic point-based system for public contracts.
- OAC 360° Social is a social assistance support platform. Users of social services can submit their documents via a secure WhatsApp channel linked to the administration's technological platforms. This allows staff to manage users more flexibly and reduces bureaucracy.
- Thanks to the Virtual Tax Office, fees and taxes can be paid online.
- OAC 360° is targeted at the population in general, but also at businesses or institutions that need to contact the virtual office of the city administration and need help in using the municipal web portal.
- The "*Decidim*" platform for participatory democracy aims to build a more open, transparent and collaborative society in which the city presents projects it would like to implement, and where citizens can vote on them.

Other projects concern digital support points of attention, a new website with a responsive web design, a reviews campaign on Google, an appointment reminder through WhatsApp for two municipal offices and apps for various services (booking tickets for swimming pools, (pre)enrolment for schools and the adoption of holiday camps etc.). Since 2021, the Municipality of Lleida received various awards and a lot of recognition for its digital transformation projects.

Some impressions...



Fig. 4: Information brochures displayed



Fig. 5: Opening of city councillor Angelo Gennaccaro



Fig. 6: Opening by president Roland Psenner



Fig. 7: Opening by vice president of the government Waltraud Deeg

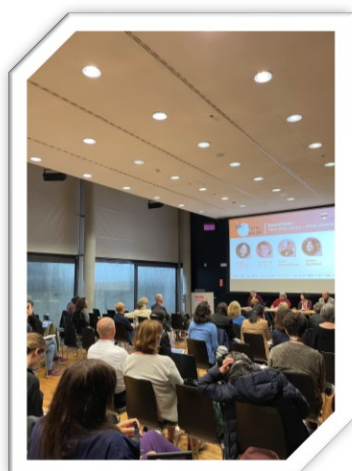


Fig. 8: Conference participants

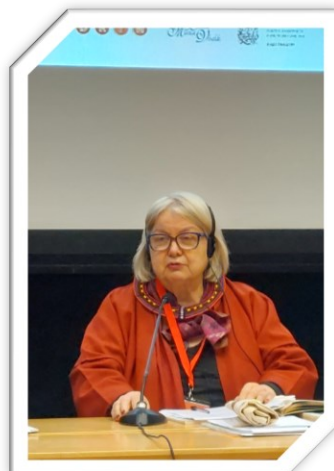


Fig. 9: Speaker Sandra Bonfiglioli



Fig. 10: Speakers of the round table



Fig. 11: Questions from the audience



Fig. 12: Questions from the audience

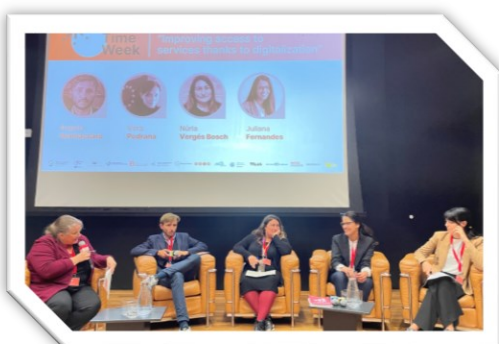


Fig. 13: Representatives of best practice projects

Figure 4, 5, 6, 7, 10, 11, 12: Katharina Riedl/Eurac Research – Figure 8, 9, 13: Municipality of Bolzano/Bozen

2.2 City and nightlife



Time Week – Conference on 11th May at Waaghaus (BZ)

A city and its nightlife often have an ambivalent relationship. But how can a city be transformed into a space that encourages a harmonious coexistence of various activities and agendas? And how to make sure that the different functions of a city do not clash with each other? Furthermore, how can night mobility be managed effectively? These topics, along with others, were explored and discussed during a round table featuring international guests, social and cultural influencers, and city mayors with a focus on nightlife.

The event was chaired by Ariadna Güell Sans, co-coordinator of the Barcelona Time Use Initiative (BTUI) (Barcelona, Spain).

2.2.1 Opening

The conference was opened with a musical contribution, an experimental piece for electric guitar and live electronics on the theme of time with changing rhythms, performed by a student at the “A. Vivaldi” Music School in Bolzano/Bozen.

Angelo Gennaccaro, councillor for Digital Innovation and Time policies of Bolzano/Bozen (Italy), opened the conference with remarks about different perspectives of the citizens. Admittedly, there is a lot of discussion about what happens in Bolzano/Bozen’s city centre at the night. Members of the population have different needs, i.e. different city users coexist. These different realities must be considered.

Klaus Widmann, president of the Waaghaus Cultural Association, Bolzano/Bozen, (Italy), welcomed all participants and underlined the importance of the topic for Bolzano/Bozen: The matter of Bolzano/Bozen’s nightlife will probably always be very debated, as it is a hot - and for some very loud - topic.

2.2.2 Round Table: “Carpe noctem – night-time governance”

Ariadna Güell Sans, co-coordinator of the Barcelona Time Use Initiative (BTUI) (Barcelona, Spain) and chairperson of the round table, opened the discussion. The topic is the night and how the different needs and forms of use can be managed, and how the nightlife impacts mobility. Furthermore, the round table is about open points on the agenda and good ideas to discuss and share. A key idea is to change the focus, to see the night as a positive, creative and inclusive space. But how do the relationships between institutions, clubs and cultural associations work? Is there a participatory process and if yes, how does it look like?

The following discussants participated in the round table.



**Giulia
Casonato**



**Emily Marion
Clancy**



**Florian
Pallua**



**David
Prieth**

Figure 14: Round table discussants (Municipality of Bolzano/Bozen)

Giulia Casonato, night mayor of the Municipality of Trento (Italy), was appointed two years ago. Her job as night mayor is to survey the needs regarding night-time and to try to incorporate them in the city management. Creating the role of a night mayor is one experimental way to tackle the issue – the idea is that there are multiple forms of governance around the world, and that it is just a matter of copying the best of them.

Casonato stated that before discussing the management of the night, it is important to explain why it is important to manage the night. It's not just about resolving conflicts, it's about needs that should be met. This point of view changes the focus of policies considerably: When people talk about the night, they always think about what is already there, but the question is, who doesn't go out at night but would like to? And what are the reasons for the opting out – is it because some people feel unsafe, don't have friends or feel pressure from society and therefore perceive a barrier? In any case, there is a discrepancy: We are often concerned that young people don't go out because they are constantly on their mobile phones. But on the other hand, when they do go out, many people don't like that either.

The role of the night mayor is to help the administration take different needs into account. It's about talking to people and listening to them. In Trento, these people are mainly the student community and the youth, but also retailers, shopkeepers, etc. Introducing night-time policies also means cultural change, with many small steps leading to change. The implementation process is considered more important than the outcome itself. Other important activities are the analysis of data, as well as tackling concrete things like improving lighting in parks etc.

Emily Marion Clancy, vice mayor and deputy mayor in charge of Night Economy in the Municipality of Bologna (Italy), reported that the night is seen as a moment of conflict in her city and how this is being addressed with a participatory approach.

The "*Stati generali della notte*" is an initiative that aims at designing the Bologna Night Plan through a series of activities (events, dialogues with other cities, research). Its purpose is to address the management of the city's nightlife considering multiple aspects (cultural, social, economic, liveability and safety), and to balance the interests and rights of all. Like the cities of London and Milan, Bologna first analysed its own reality, then held focus groups with different stakeholders, which resulted in open questionnaires to ask citizens about their needs. From the research emerged a clear difference between night workers and day workers. Currently, all ideas and requests for night policies are being collected and the priorities for Bologna are being defined. The whole process is characterised by an ongoing debate with all stakeholders.

The last 20 years have been characterised by a war on drugs, with the result that young people are not properly informed and aware. They want to experiment and use hard drugs. That's why information and prevention are so important. Some think the night is dark and scary. Again, information and awareness-raising are important to take these fears seriously and act accordingly. The challenge is to change the approach and work together with community workers as well as owners of venues, shops and restaurants. In Bologna, nightlife takes place mainly in the city centre, i.e. in populated areas, which is a problem due to the noise. But this is how the cities are made, which is why it is important to think about how to offer some nightlife in every neighbourhood. It is safer for people to get home if there are other people on the streets. And this can be influenced by club licences. In order to prevent gender violence, it would be useful to train bartenders and bouncers to recognize risky situation and intervene. It is very important to make (public) spaces safer at night, also for the LGBTQ+ community.

Florian Pallua, coordinator of the specialized centre for prevention activities among young people – Forum Prevenzione, Bolzano/Bozen (Italy), spoke about Bolzano/Bozen and South Tyrol in general. Bolzano/Bozen is the most visited place in South Tyrol, but according to Pallua, nightlife is a problem in the whole province. He helps young people organise events and knows there is a need to create spaces where they can meet, not only to party, but to have social experiences. Nightlife is always perceived as an activity involving too much alcohol or other drugs, noise pollution etc. However, it is important to

start a dialogue, as acknowledging the problems is the first step in finding the means to solve them. The tendency for young people to move closer together and have smaller groups of friends has not only been exacerbated by the effects of the pandemic. It has also been observed independently. This leads to them going out less, even though there are opportunities to do so.

On the other hand, people are more and more attached to their smartphones (social media, etc.), a development which is only indirectly connected to nightlife. The time when young people can experiment is limited to when all other “organized” commitments (school, sports, etc.) are done. When describing nightlife in South Tyrol, it can be observed that there are many initiatives for people over 25 (South Tyrolean Jazz Festival, etc.), but few programmes for people under 25. In addition, many initiatives fail because of a lack of suitable venues, which is a structural problem, and because of bureaucratic obstacles.

Pallua stated that it is important to change the way we think about and judge the night. People are used to think in terms of moments and assessing them. But the process is important to define together what is important for the city, what its goals are, and to tackle the problems together. An example for this: an initiative organised by young people with several stages for performances in a rural community, in which the municipality also participated, went well – only a few neighbours complained that it was too loud. These few complaints were sufficient for the initiative to be cancelled the following year, although everything else had gone really well. The result was young people’s frustration with public administration.

David Prieth, manager of the p.m.k cultural centre, Innsbruck (Austria), sees himself more as an advocate of the night than a manager of a cultural centre. According to him, mediation between the different cultures (high and subculture) is important. The Viaduktbogen-area, in which p.m.k. cultural centre is located, is by people who have never been there, often perceived as a shady place, which in reality it is not, as many people project their biases. Hence the aim is to open up the area to other people who don’t usually go there. This year, for example, there was a festival which was also open to families and included a “seniors’ stage”.

An even distribution of bars and entertainment venues in the city makes a lot of sense. It is also important to respect the different needs of people during the night, including those of the people who live in the neighborhood, more precisely, mutual respect is crucial. Clubs should not be closed because they are too noisy, but they should receive help to improve their sound system and wall insulation. The Innsbruck Club Commission was created to represent interests like these, on the club’s side. Talking about topics like sexual violence prevention is also essential – who starts the discussion is secondary.

In Innsbruck, similar to Bolzano/Bozen, it is difficult to find spaces and venues for concerts or events. It is important to be transparent and honest from the outset if an event cannot take place due to noise or other issues. Otherwise, it will lead to frustration and disappointment if the decision is made later, and the organisers have already started planning.



Comments and questions from the audience

A participant from Barcelona mentioned the **Night of the Museums** as an example of how young people can be invited to visit a museum and how all visitors can be spread across the city or metropolitan area at night through such an event. In Barcelona, there are also **night buses** where, according to a “**stop on demand**” policy, certain groups of people such as young people and women can ask the driver to get off anywhere.

A specific question was asked about the **“Club Commission” in Innsbruck: if this initiative is funded by the municipality and how the relationship between clubs and neighbourhood is managed.**

David Prieth explained that the “Club Commission” came into being in pandemic times because some night clubs were in danger of closing down. Therefore, it was a matter of standing together and tackling the issue together. Mediation and awareness raising, two aims of this initiative, are very important as many people have no connection to what is going on at night, which is why an ongoing discussion is needed. The first two-year project was financed by the Tyrolean government, among others.

The conference moderator expressed the impression that the use of time has changed during the pandemic, but other trends (e.g. 24/7 availability) also play a role. She asked the participants of the round table whether they think if the **use of time at night has changed.**

Florian Pallua (Bolzano/Bozen) expressed that in his opinion political representatives should take the matter more seriously: There is not only a gap between the different needs, but also between different ideas on how the city should be designed together. For example, in schools, all the teachers are motivated, but the students are not involved enough; nice top-down initiatives are launched, but the young people are not allowed to participate. However, it is very important to give them the opportunity to create something together, to be creative together. Young people need to be given the opportunity to organize and contributing to solving the problem in a simple way. In Bolzano/Bozen’s Piazza Erbe, there was a nightly crowd of young people, but for the neighbours they were too loud and consumed too many drugs. The mayor reacted with strict measures, listening only to the needs of one side.

For David Prieth (Innsbruck), it is important to give people the feeling that they are indeed welcome. In Innsbruck, public space often is reserved for people who have money, hence, not the young. Public space must be made more liveable – it is not realistic to live in the city and pretend to be in the quiet countryside. In addition, more free entertainment opportunities should be offered where people don't have to pay an entrance fee.

Emily Marion Clancy (Bologna) referred to the result of her analyses. In Bologna, everyone goes out at night, several evenings a week, not only young people. The question is what they are looking for. You have to think outside the box and consider also issues that are well organised during the day, like rubbish collection, and transfer them to night. If the rubbish is removed immediately after a street festival, the perception of the residents is completely different. This way, influence and control are possible. With night policies, the whole administration has to be involved. Night policies have to be intended as a process and created with a long-term view. Taxi drivers, bus drivers and other actors also have an important role to play.

Giulia Casonato (Trento) explained that it is also necessary to think about what is missing at night, not only about who does not go out at night. In her opinion, everything should be possible at night: people should be able to go to the museum, do sports, etc. However, administrations are not able to work together across sectors. Night-time policies are a win-win situation for all concerned. It requires spaces where people can meet and stay without restrictions – in this way, people’s need to be out at night can be met, while at the same time it ensures that residents have a quiet night.

The last question was specifically about the issue of concerts and noise pollution in Bolzano and how **noise levels are not always easily plannable for.**

Emily Marion Clancy (Bologna) replied that in Italy, according to the law, in some areas events with a certain decibel level cannot be organized. This problem should be addressed at national level. The law has to take reality into account. In Emilia Romagna, there is an additional regional law that is strict but also allows exceptions. The problem is often not the night club or the event itself, but the large groups of people leaving the venue and causing noise.

In conclusion, the conference moderator emphasized the need to transfer day policies to the night. It is important to create public spaces and places where people who do not have money for bars etc. can meet and enjoy the night. Health and safety are also crucial issues that need to be considered, especially for those who work at night.

Some impressions...



Fig. 15: Registration of participants



Fig. 16: Opening by Waaghaus president Klaus Widmann



Fig. 17: Opening by the city councillor Angelo Gennaccaro



Fig. 18: Musical opening by a student from the music school



Fig. 19: Conference participants



Fig. 20: Speakers of the round table

Figure 15-20: Katharina Riedl/Eurac Research

2.3 Working smart(er)



Time Week – Conference on 12th May at Chamber of Commerce (BZ)

The third day of the conferences was about different times and ways of working, including their advantages as well as critical issues. Furthermore, the four-day workweek was a topic as well as outlining a possible vision of the future work world. The discussion among company leaders, heads of institutions and associations was moderated by Lucio Giudiceandrea, journalist in Bolzano/Bozen (Italy).

2.3.1 Opening

Sylvia Profanter, director of the office for Statistics and Times of the city of Bolzano/Bozen, conveyed greetings from mayor Renzo Caramaschi and from councillor Angelo Gennaccaro, who were not (yet) present in person, and opened the conference together with Alfred Aberer, general secretary of the Chamber of Commerce of Bolzano/Bozen.

Sylvia Profanter, director of the office for Statistics and Times of the city of Bolzano/Bozen (Italy), explained that all over Europe, due to staff shortage and inflation, new working time models are being researched. Germany plans to extend working hours, other countries like Iceland, Spain or Great Britain rather intend to cut them. Another approach is pursued by Belgium, which aims to reduce working time or concentrate it within fewer longer days. But which working models are more profitable for companies and organisations, as well as for employees? The municipality of Bolzano/Bozen is interested in different working time models – which actually originated in the private sector – as changes in working hours of civil servants and administrative staff also affect the organisation of a city: traffic flows, the use of services and childcare times all change as a consequence. Therefore, the municipality has to react and in fact already introduced flexible working models 20 years ago, like flexible entry times, individual work schedules, a summer work schedule, compensation of overtime, and telework. After individual agreement, up to half of the working time can be done as smart working. However, although the municipality of Bolzano/Bozen has been a pioneer regarding flexible working, there is still a lot to do, Sylvia Profanter states.

This topic is very important for the economy, **Alfred Aberer, general secretary of the Chamber of Commerce of Bolzano/Bozen (Italy)**, says, especially because of the current shortage of qualified staff. In his opinion, it is necessary to deal with the different facets of working time (4 1/2 day week, i.e. Friday afternoon off, smart working or working from home, etc.), always taking into account how a company or economy sector is structured. In South Tyrol, there are many small and rather unstructured businesses, especially in the hospitality sector. There, it is not so easy to introduce new models such as the 4 1/2 day week, and businesses are in competition with each other regarding this issue. Smart working or working from home functions well in some sectors, such as the service industry. In the production sector, on the other hand, it is difficult to introduce. At the Chamber of Commerce in Bolzano/Bozen, every employee can work from home on two days a week, even though this depends on the needs of the institution (e.g. help desk opening hours). On average, 10% of the staff work from home. Work-life balance is also an important issue that the Chamber of Commerce offers advice on to local companies.

2.3.2 “New working models for the new world of work”

In this part of the conference, different examples were presented of how companies and organisations have implemented or approached this issue in their realities. The following representatives presented their experiences.

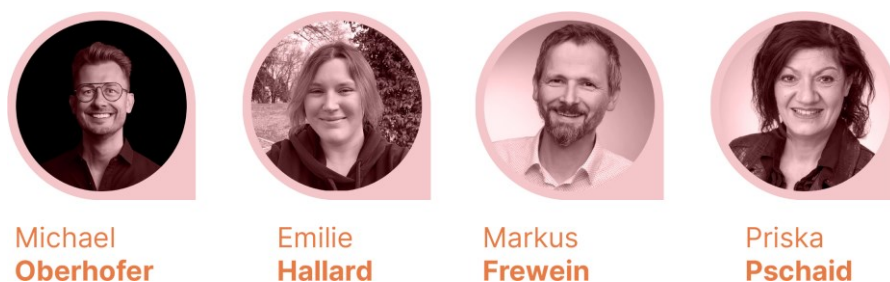


Figure 21: Representatives of best practice projects (Municipality of Bolzano/Bozen)

The first speaker was **Michael Oberhofer, co-owner and managing director of Brandnamic, Bressanone/Bixen (Italy)**, presenting “Today’s working models” at his company. For Brandnamic, this is a big issue that has been dealt with intensively in recent years.

The 165 employees, 65% of whom are women, have an average age of 33 and are thus a relatively young team. For the company management, it is important to reconcile all the needs of its employees, young and old. The company is mainly involved in creative design activities and operates throughout Europe. In the creative sector, people are often productive at different times of the day. However, even though the company has a reputation for being very creative, in terms of working hours they were very rigid (9am - 5pm). This put the company at risk to lose some employees, which is why it sought help from a specialised agency. In the end, the old patterns could be discarded. The most important lesson learned was that working time models are not available off the shelf but have to be customised for the company and its employees.

For a year now, employees have been able to anonymously communicate concrete suggestions and requests thanks to weekly administered questionnaires. The first part of the questionnaire consists of questions about their mood at work, after which there is an opportunity for feedback. In the beginning, the main issues mentioned were the core working hours, i.e. not being able to work from home and being too restricted. Furthermore, at the beginning, only the three owners of the organisation looked at the filled-in questionnaires, later, team leaders were included in the activity. Therefore, the employees took note that their feedback is read and treated seriously by the company.

Until recently, the company had fixed core hours, due to the consideration of being available for customers, which mainly consist of hotel owners, a special customer group that works 7 days a week. Furthermore, work from home was only granted in exceptional cases. However, at the beginning of 2023, the company went through a restructuring process, based on suggestions from the questionnaires, but also from interviews and discussions with the employees. This was an exciting learning process for the company.

Today, there is the possibility to work from home up to three times a week. Interestingly, 70% of the employees have registered for it, but only half actually use it at the moment. In addition, the core hours have been abolished, i.e. employees can work from 6.30 in the morning to 20.30 in the evening, with everyone being responsible for their own organisation and work output. Responsibility now is a key issue, and the company has noticed that its staff can handle it. Not all members of staff are able to take advantage of these changes, e.g. in customer service or cleaning and kitchen staff, but this was clearly communicated from the beginning and the staff accepted it fully.

Another important thing is that off time really is time off: Employees can enjoy their free time with a clear conscience – which also applies to managers. Especially with regard to answering e-mails, it is important to provide a clear framework and rules, but without over-regulation. Increased responsibility and self-determination have also increased employee satisfaction enormously, which is evident from the weekly questionnaires. Team leaders play a crucial role in implementing such rules, therefore, the company has invested a lot of time in discussions with them. However, one lesson learned is that this model does not work for everyone.

Summing up, the company will always use a hybrid model, i.e. both working from home and being present at the company. Creative work in particular requires an exchange of opinions. Working hours have not been changed despite more relaxed structures: it is always eight hours a day, but the freedom to be able to attend doctor's appointments, for example, gives people a sense of easiness. And when employees feel satisfied, they produce better outcomes.

Emilie Hallard, project communicator, Synergie Wallonie, Liège (Belgium), explained the approach for a "Four-day week in Belgian companies".

Since November 2022, the Belgian government created the possibility for full-time employees to concentrate their work on four days instead of five. The four-day week as a work time possibility only applies to full-time contracts (there are three types: 38 h/week, 39h/week, 40h/week). Employees can thus do their full-time job in the span of four days instead of five (which means working ten hours per day in a 40-hour week). The free day is defined by the employee and the employer together. The system is not mandatory for anyone and can be refused by the employer or the employee.

The initiative has to start from the employer; he/she decides whether or not to opt for the four-day system. Then, an update of the work rules is necessary (in the 38-hour setting). In the 39- or 40- hour setting, a change of the collective labour agreement is necessary in addition. Afterwards, the interested employees submit a written request, for which the employer has up to one month to decide and get back to the employee (in written form). Before starting the four-day week, both employer and employee have to agree on the terms and conditions, concluding a written agreement. In addition to the work rules in form of a general framework devised by the employer, and the individual agreement between employer and each employee, a clause has to be added to the work contract. It is valid for six months and can be renewed if the new working model fits the needs of the employee. Some employees cannot choose this option, for example public servants, employees in managerial positions, domestic workers, commercial representatives, trusted persons and employees of the socio-cultural sector. It has to be mentioned that the employee must ask the employer for this arrangement, and not vice versa.

According to a survey by Secorex (one of the largest social secretariats in Belgium offering administrative services), less than 1% of Belgian employees use this option. One reason for this may be that it is too early for this work arrangement. Furthermore, the reduction of working days does not correspond to a restriction of hours or workload, as the five days are condensed into four. Working more than nine hours a day for four days is unrealistic and not compatible with service hours of schools, nurseries, etc.

The model does not lead to a collective reduction of working time, also because not everyone can benefit from it as the public sector is excluded. In addition, the initiative is not regarded so positively because the realities and working conditions of women are not considered. It is necessary, in order to "work less to live better", to look at the whole work system and not only to distribute the five-day workload over four days.

For **Markus Frewein, transport planner and mobility researcher - Verkehrplus, Graz (Austria)**, "It's all about the image of work!".

Several years ago, Frewein's company decided to reduce the office working hours; however, this voluntary attempt was stopped after only three months as it did not go well. After that, everything went back to the way it was before, with the difference that now the reasons for the failure were understood due to a change of mentality.

There is a similarity between transport business and social change: Complex questions are supposed to be answered with simple answers. Let's look at the development of the car, for example, the car has become bigger and bigger over the last 40 years. The opposite happened with typewriters/computers and telephones. We live in a constructed world – but who makes the construction plan? We, humans, do it ourselves! Furthermore, nothing must be necessarily the way it is, everything could be different. Yet, we often hear the phrase "we've always done it that way" as repetition is not subject to justification (A. Nassehi), and that's why we don't get any further with some topics. It's important to believe in the solution. The Corona crisis has shown us what is possible: home office, less air travel, video conferencing, quick action by governments and experts who were listened to. In relation to the climate

crisis, however, these things do not seem feasible (according to Captain Futura, 2020, "*Grafiken für eine bessere Welt*"). We keep hearing that we have to get out of a trap. But we are in a dilemma, we have to get out of the part-time trap (staff shortage, etc.), but many people can no longer manage to work full-time.

In the media, there are headlines like "In the past, the guest was king, now the employees are too" – employees are the heart of a company. Appreciation for them, e.g. in the health or care sector or in gastronomy businesses, and more flexible models would lead to higher productivity.

Can the four-day week help here? The experiences from Belgium and Brandnamic described above show that only a small percentage of employees accept the offer. However, it is important to offer this flexibility, to give employees the opportunity to use it. In the end, it is not the four-day week that brings the solution, but the flexible working model. The experiences from mobility planning processes show that society is much further ahead than politics and professional associations. The operational team of an organization sees the world very differently. Frewein's office consists of 19 colleagues, with 13 working time models and 14 desk chairs. Employees are offered a bicycle and the Austrian climate ticket for public transport, there is a regular team breakfast and meal (self-cooked), and two additional leave days have been introduced. This flexibility brings much more than it costs. The image of the organisation or company, the motivation of the staff to focus on results, the "will to do" are all equally important.

There are ultimately three things that need to be done in mobility, social or care transitions: we need to do more, do it more courageously and, above all, we need to do it faster.

For example, what has been learned from 100 years of car traffic? A traffic problem cannot be solved with new roads... Perhaps this can also be applied to working time models. If you really want to think about transformations, perspectives have to be turned upside down. A social process is necessary to create the willingness to accept change, e.g. to create a restaurant garden for guests, or bike parking spaces instead of car parking spaces. Small modifications like these develop society, whether we are talking about health, care or working time models.

The Municipality of Bolzano/Bozen is well known in the area of traffic planning with its model of so-called school streets, i.e. the temporary driving ban of streets close to schools, introduced in the mid-1990s. This model has also made it into Austrian legislation, i.e. the road traffic regulations, as of 1st October 2023. It has been a long way, but you have to believe in the solution. Politics is always a bit behind when it comes to picking up social processes.

Priska Pschaid, Strategic Unit Gender Management, Municipality of Graz (Austria), presented "Graz goes equal! Equality Management and New Work in Graz".

Pschaid has worked for the Graz city administration for more than 20 years, 18 of them under a conservative municipal government, now under a new, left-wing coalition, which acknowledges the issues of women and gender equality in a completely different way. In 2012, Graz has signed the European Charter for Equality between Women and Men in Local Life and is therefore committed to a gender equality action plan. Equality between women and men in all areas of life and policy fields is regulated by law, i.e. EU law, as well as the Austrian Federal Constitution, amongst others. The equality action plan sets the framework for "new work". The plan follows a top-down principle, with the main areas addressed being equality in the labour market, the promotion of new role models, the creation of better education possibilities as well as a healthy and safe environment for all, the reduction of social and societal barriers, more thorough financial management and discrimination in the workplace. It is important that gender equality is considered in all areas and that its implementation is an integral part of everyday management, with the managers being responsible for it. Much of what has been defined as gender equality goals has to do with time management. Equality is anchored in the Federal Constitution, the highest legal instrument there is. Therefore, it is not about good will, but things that have to be addressed.

Even before the Covid-19 pandemic, teleworking was possible for those whose job allowed it. However, during the pandemic, there was an increase, and additional possibilities for working from home were

created. The Graz city administration, together with its respective legal entities, has more than 8.000 employees. Therefore, it is important to implement clear regulations for working from home (e.g. about who can do it and when).

Finding a uniform regulation, with guidelines and checklists, was a long process, but it was the utmost concern of the managerial staff. Currently, 40% (two days per week in full time) can be worked from home – the decision on this is made by the management and the respective agreement with the employee is valid for one year. With all the advantages and disadvantages, the perception of and satisfaction with working from home varies greatly. It also has to be taken into account that not all employees and all activities are suitable for it.

The City of Graz has about 3.200 employees, 69% of whom are women, and approximately 1.000 people are employed part-time. The part-time rate among women is partly problematic due to old-age poverty, which is why the goal of a special women's support program, provided for by law, is to increase the quota of full-time jobs. Also the quota of women in management positions should be increased to up to 50% (at the moment it is about 33%, in 2011 it was 22%). To achieve this, it is important to make it possible for women to hold management positions on a part-time basis. A regulation should guarantee women this right, even if, for example, the head of department does not agree.

It is therefore crucial that gender equality is incorporated in all areas and in all daily activities, and that the issue is anchored clearly in laws and regulations.



Comments and questions from the audience

One question from the audience was addressed to Michael Oberhofer from Brandnamic. The **elimination of core time requires more self-responsibility** of the employees. Does this mean that there is **no formal monitoring of working time** at all?

Michael Oberhofer answered that the employees have to stamp their time cards – this is the formal monitoring which can be done online and offline. Since Brandnamic is a service provider, the working time is allocated to individual projects.

Another question was addressed to Oberhofer, namely **how many employees at Brandnamic are using the possibility to work from home.**

Oberhofer described that, with few exceptions, everyone is in the company on Mondays and Tuesdays. Of the 165 employees, more than half have filled in the formal request. At the beginning, more than half of the staff used the possibility, now it is less than half. Of course, the option is used a lot on Fridays.

Ariadna Güell Sans said that the “Time4all” project, a time policies project involving her own organization as well as others, includes many municipalities. However, Brandnamic has decided to make these changes on its own. The question to Oberhofer was whether he thinks **the public sector needs to take action to encourage organizations to make these changes**, and if the answer is yes, what kind of support does a small company like Brandnamic appreciate?

Oberhofer stated that the company had sought help as it was afraid of making mistakes without support. Since the Covid-19 pandemic, people have become very open to this topic. Things that were impossible before are now being discussed. Brandnamic is also tackling the issue of gender equality, with a staff member taking care of this issue. The public sector needs a little longer, but this issue will certainly soon arrive there too.

Priska Pschaid intervened at this point and once again emphasized the importance of a clear set of rules and the agreement of everyone on these rules. For large organizations like the Municipality of Graz, these rules must consider various given factors.

Jean-Yves Boulin asked what the **normal working hours are at Brandnamic**.

A 40-hour week is common, Oberhofer said. But there are also considerations to switch to a four-day week, in which the 40 hours could be freely allocated from Monday to Thursday. Currently on Friday, employees have the possibility to finish work at 2 pm. In the questionnaires for the employees, the four-day week is brought up again and again. There is a demand for a reduction in working hours but keeping the same salary.

Sylvia Profanter from the municipality of Bolzano/Bozen asked a question to Mr Frewein. The **four-day week was introduced in a self-experiment** and then abolished. **What were the reasons why it did not work?**

The salary was left the same and the working hours were reduced, Frewein explained. As a result, work couldn't be organized efficiently anymore as the focus was too much on the model itself. The four-day week is not really a rigid model, but it was implemented in a rigid way. According to Frewein, the flexible model is the best. Verkehrplus has to be there for its customers from Monday to Friday, hence working hours would need to be spread among its employees in a way that is flexible and yet covers all the service hours of the typical work.

Another question from the audience was addressed to Priska Pschaid on **how she imagines full-time employment for everyone** and **what measures are taken to avoid the outsourcing of the care work**.

Pschaid answered that she sees the high number of part-time employees in her organization as problematic. There should also be more promotion of pension splitting. Women are not aware of the impact of part-time work on their pension's money, therefore, regarding this topic more awareness should be raised. For example, employees should not extend their part-time work beyond the years they care for small children. Municipal authorities have to reduce poverty and enhance the economic independence of women. And services and structures of childcare facilities should be offered the whole day and throughout the year.

2.3.3 Round table: "The challenges for businesses and society in the labour market"

In his opening words for the round table, the Bolzano/Bozen city councillor Angelo Gennaccaro once again thanked the former city councillor Ingeborg Bauer Polo, whose work started in 1993 made it possible to talk about this topic in Bolzano/Bozen today. The Time Week has given many incentives, but it is crucial to keep the focus on the topic of time throughout the year.

The topic of "working smarter" is very important. Some time ago, public employment was very attractive. The public administration has been introducing flexible working models for a long time but has more difficulties nowadays to find qualified employees or civil servants. Now, the best practices can be found in the private sector.

The result is that public competitions for vacant jobs sometimes have no applicants. Therefore, the question is what can be done to make the public sector attractive for young people again. Digitization accelerates many things, and smart working is one model, but not the only one.

The round table debate with Jean-Yves Boulin from IRISSO-Université Paris Dauphine, Georg Lun from the Institute for Economic Research IRE (Bolzano/Bozen), Stefan Perini from the Institute for Work Promotion IPL (Bolzano/Bozen) and prof. Marco Zamarian from the University of Trento was moderated by Lucio Giudiceandrea.



Figure 22: Round table discussants (Municipality of Bolzano/Bozen)

The first question was posed by the moderator to **Marco Zamarian, associate professor at the University of Trento - Department of Economics & Management, Trento (Italy)**, asking him for an **overview of what is happening internationally on this issue.**

Zamarian answered that a lot has happened recently, so from a scientific point of view this is a very interesting period to study working times.

One particular case is Iceland where a lot of experimenting with the reduction of working time is going on. Iceland has no structural unemployment and a high GDP per inhabitant, but many employees are severely dissatisfied. This is interesting as in fact the debate of reducing working hours is very old. It starts at least as far back as the 1930s, when reflections about the four-day week and the reduction of working time to 36 or 32 hours per week were made. At that time, however, the debate was born out of the then huge number of unemployed people.

Previously, Iceland had the longest working week of the OECD countries, working more than 44 hours a week. Therefore, the aim was to be able to create the same output in less time, with more satisfied people. The experiment was very successful and was in fact institutionalized. It spread from the municipality of Reykjavik to other municipalities and the public sector in general, and then spilled over to the private sector as well. Approximately 86% of Icelandic employees are now concerned and it can in fact be regarded as a massive reform of the labour market. Now, hourly productivity is much higher, as is overall productivity. Also employee satisfaction has increased a lot, especially in terms of less stress. The only negative aspect is that for some work has intensified, in that their work is less extensive in time but is denser and activities have a higher pace.

Many got inspired by this case. In the Italian labour market, there are companies that reduce their working hours (even drastically) on their own initiative – not to address unemployment, but dissatisfaction, and marginally it is also done because of the increased sensitivity in terms of environmental sustainability (reduction of commuting to reduce CO₂ emissions).

The question to **Georg Lun, director of the Institute for Economic Research IRE - Chamber of Commerce, Bolzano/Bozen (Italy)** was **which local businesses are more open to change working models and which are less open.**

According to Lun, Brandnamic is certainly a model company in this regard, but in general, it depends on the sector. In certain sectors it is easier to adopt new working models. South Tyrol has a traditional economic structure: agriculture and tourism are very strong, also the service sector, with very long

working hours. However, it is the industry sector where it is easier to introduce new working models. Also size is important: in large companies it is easier to introduce different working models. Smart working because of the Covid-19 pandemic has flourished. The Chamber of Commerce carried out a study, asking companies before, during and after the pandemic how many had implemented smart working. During the pandemic, smart working increased by 27%, after the pandemic, we are back at 9%. The local economic system is made up of small, traditional companies. Recently, there was a debate at the Chamber of Commerce about the fact that young South Tyroleans study abroad and then remain there to work. Flexibility and working hours are also crucial issues in this debate and are more common in larger companies abroad than in South Tyrol. Given the economy structure in South Tyrol, these changes are not easy to make.

Stefan Perini, director of the Institute for Work Promotion IPL, Bolzano/Bozen (Italy), was asked about the example of Belgium (reduction to four working days per week with unchanged hours). Moreover, working less with the same salary, who would say no?

Just this week, Perini explained, the Institute for Work Promotion IPL presented a study on the working hours of companies. Basically, a full-time person works about 44 hours a week. Some sectors work longer in terms of the length of the working week (agriculture, tourism, construction). The survey shows that South Tyrol has a very long working week, South Tyroleans are hard workers. The five-day working week is standard for more than 70% of people, but some also work six or seven days. Only 6% of the respondents have a four-day working week. This study is perfectly comparable with results from other European countries (the European Working Condition Survey was the basis).

At the moment, everyone is talking about the short working week. But the problem is that there are different options, and it is not always clear what exactly is meant: One model is that you work 32 hours, at 80% part-time and also receive 80% of your salary. In the second model there are four ten-hour days with 100% of the salary, but long working days are not productive on the long term. On the contrary, they can be harmful, e.g. work accidents tend to happen during the last hours of a shift. The third model is 32 hours worked, hence, an 80% part-time but 100% salary. Ideally, performance should also be 100%. This leads to a problem on the long run as employees have to increase productivity over the four days, and therefore, there also is the risk of increasing the intensity of work. IPL surveys on the quality of work show that South Tyroleans suffer a lot from time pressure, e.g. by deadlines. Stress in general is a recurring theme. In the care sector it is known, for example, that staff often cannot keep up with the number of patients they have to care for.

Therefore, faced with a labour market that already demands so much from people (psychological and physical workload), do we want to demand 20% more productivity? There is no satisfying answer to this question yet, but there is hope that technological developments, not just digitization, will lend a hand. The 32-hour week is a goal we want to reach, but we need the support of technology to increase productivity.

Jean-Yves Boulin, researcher and sociologist at IRISSO-Université Paris Dauphine, Paris (France), was asked whether new working models are accepted in European countries and what the trends are in organisations which adopt these models.

Iceland served as a model for promoting the four-day week by some non-governmental organisations (NGO), such as "Autonomy" in the United Kingdom (UK) and "4 Day Week Global" in New Zealand. These NGOs support surveys and experiments conducted in different countries around the world. At the moment, several experimentations have been done or are still running in the USA, Ireland, UK, Europe, South Africa and Brazil. What is striking is that these experiments are not limited to Europe. The experiments supervised by "Autonomy" and "4 Day Week Global" are conducted for a period of six months according to the 100-80-100 principle (employees retain 100% of their pay while working only 80% of their former hours, provided they maintain 100% productivity).

In France, we know the four-day week very well. In the 1990s, just before the law on the 35-hour week came into force, several experiments were carried out. The idea was to share the work and thus reduce the working hours in order to hire more staff. It was very interesting as the companies were free to

reduce the working hours by ten or 15% - they were also offered adequate incentives, but the obligation in return was to hire staff.

Looking at different experiments which were supervised by Boston College, Cambridge University and University College Dublin, the results were very surprising: the companies saw an increase in turnover, absenteeism was greatly reduced, productivity increased. This is not surprising as, as Perini said earlier, we know that the longer the working time, the more likely it is that productivity decreases. The majority of employees (on average) reported that stress and burnout had also gone down, mental and physical health improved, and work-life balance increased, to name a few. These are very positive outcomes of the experiments.

Weighing the pros and cons of working 32 hours or a four-day week, Boulin is personally in favour, but not for everyone as there are at least two conditions: firstly, the reduction of working hours and secondly, the recruitment of new staff.

However, one must also consider that if the experiment lasts six months, people will know that they are being monitored and will behave in a correspondingly virtuous manner. For this reason, it is necessary to look at the long-term evolution.

Boulin supervised a French company in the IT retail sector with more than 1.000 employees. Normally, companies taking part in these experiments are smaller firms, mainly in the IT, marketing and consulting sectors, where employees can also work from home. In France, teleworking has exploded after the Corona crisis. In the company studied by Boulin, eligible employees can work two days from home and two days in the office, which is important as work also is a collective activity. According to Boulin, one of the most important work changes in the recent decades is the individualization of people and work. There is therefore a need to restore the role of work as a collective action.

The next question from the moderator addressed all speakers: **What is the trade unions' position on tailor-made working time, and how can it be managed?**

Zamarian replied that this is certainly problematic. Labour relations are always a big issue for those dealing with personnel in medium to large companies. The management of new working models further intensifies the work of those who have to manage the time of others.

For Perini, for so many years it was common to utilize the agreements with the trade unions as a basis. The Italian law on "smart working" as a national regulatory framework gives very few indications and relegates everything to individual agreements between an employee and his / her company. In the South Tyrolean provincial administration, for example, an agreement for remote working will possibly be added to the collective agreement. Conditions can be set very broadly. There is the risk that in an organisation with 40 employees, for example, there are 40 different forms of work. Tailor-made contracts may be suitable to address specific needs of individuals, but they can also be seen as inequality as they do not guarantee equal working conditions for all, but differentiated conditions. The provincial administration, for example, had to make contracts with rules that apply to everyone.

If the individual worker deals with his superior, he / she is in a weaker position, the moderator stated. **Does this mean there is a risk of weakening the individual worker in favour of the company?**

Actually, what we are experiencing is a change in society, Lun said. Young people have a different attitude towards work and leisure time. Currently, there is a lack of skilled professionals which leads to increasing negotiating power for the individual employee. The discussion is focused on working time, but it is only one of the relevant pieces of the puzzle when looking at these changes. There are people - especially the younger generation - who at certain times are not available for work, and at other times they are. The discussion of the four-day working week is an old one, Lun acknowledged, and in the future, there may be fewer days, more flexibility. However, this will lead to more difficulties for companies.

According to Boulin the problem is that in all industrial countries, unions are becoming weaker and weaker, in France, for example, the unionism rate is very low compared to Germany or the Nordic

countries. Today, employers say that workers are now in the best position to negotiate their conditions. However, Boulin is sceptical about this: In France, 6-7 million people are unemployed or on precarious contracts. Boulin said the problem lies in the companies. There is individualization, but it is necessary to rebuild collective action and communities, which is why the four-day week is very important. In the last centuries, the reduction of working hours was supported by different social movements. But today there are no such movements that support it. To reorganize work, you need a community. For example, in France, there is a big company that is productive for six days a week, but its employees only work four days. Many of the female employees with part-time contracts in this company now work full-time because the organization of work has changed. It is crucial to rebuild the work organization and talk about how you work.

The lack of professionals, even in the public sector, is currently debated, the moderator stated. Can these **new working models attract more candidates to take up jobs?**

According to Zamarian, offering an attractive work model is a component that new members of the labour market look for. At first, a certain disorientation might arise with regard to these proposals, especially with regard to career perspectives: If you do smart working and a short week, how can you grow in the company? Companies often do not have a clear answer to this question as not enough thought has been given to the consequences of these new working models yet. It is a mind-set change that still has to happen in most companies. To make these models work, they must become central to the way things are done within the company.

Furthermore, these new models must be centred around the way people work in the company. In the mid-1970s in the US, the four-day work week was introduced to mitigate the consequences of the oil crisis. Everyone was happy, like in Iceland. But the world they interacted with worked differently than our world today, so they went back. It is important to look at that too, Zamarian stated, and to take into account also the interdependencies that exist.

There are many different ways to reduce working time, Boulin explained. In Gothenburg, Sweden, companies in the service sector (e.g. the care sector) reduced working hours to six hours on five days per week in 2015. This is another way to reduce working time while at the same time considering different life courses, like Mückenberger explained on the first conference day of this Time Week ("breathing life courses"). The four-day week is a marginal approach at the moment, i.e. not so many companies have implemented it. In Australia, the government wants to introduce the four-day week by law in 2030. In the 19th century, our ancestors worked six-seven days a week, followed by a reduction to five days at the beginning of the 20th century, and in the 21st century, there is a tendency towards a four-day week.

The management of the French company interviewed by Boulin stressed in many conversations and meetings how good the four-day week is as it helps prevent people from leaving the company. There is no career mobility, people want to stay in the company, they don't want to go back to a five-day week. The question is why people want to work only four days or less: Is this a problem of the work itself or the place of work? Behind all this, there might be the general question of work-life balance. This also applies to teleworking: People like to telework, even if then they sometimes work more as it is difficult to switch mentally off. However, only 40% of jobs can be done in telework, so the four-day week could be a compensation.

According to the moderator, the question is if **people who work in sectors where teleworking or flexible working are not possible (e.g. care and nursing) are disadvantaged compared to others.**

Undoubtedly this is already the case, Lun noted. The various jobs are already very different, and so is the workload. A four-day working week requires higher productivity, and the question arises as to how small companies, and in South Tyrol 90% of the companies have less than ten employees, can reorganize work with fewer staff. The doubt remains as to whether studies carried out on medium-sized and large companies can also be valid for small companies like the ones in the province of Bolzano/Bozen.

What we will see in the coming years is that there will be companies that are able to offer a short week, whereas others will not. These differences, which are already noticeable now, will be even more pronounced in the future.

Flexibility of time and place is not possible in all sectors or in all professions, Perini noted. Time flexibility also depends on the type of service, e.g. in healthcare the continuity of services has to be guaranteed: Working from Monday to Thursday is one thing, but who works from Friday to Sunday? Nevertheless, Perini is convinced that in the coming months, in South Tyrol there will be more companies experimenting with flexible working hours and even the four-day week. Perini has heard of a bank experimenting with the short week, and also of other large organisations. It will become clearer over time whether these models have a future or not. A mix must be found that suits both employees and companies/organisations and that combines the needs of everyone.

A part of the working world is getting more flexible, but another part is standing still – is this the scenario that awaits us, the moderator asked?

The segmentation of the labour market is already happening, Zamarian said, you only have to look at the spectrum of salaries. And working conditions are unequal in different ways: between men and women, young and old, certain skill profiles over others. It is not only an issue of certain types of work being suitable to flexible work, also the characteristics of the professionals must be considered. Now the phenomenon is being looked at carefully, although a little late as it already is there. How come that the banking sector can be so flexible regarding working hours? Is it caused by the fact that the bank counters are no longer in such demand (due to ATMs, online banking...)? Work has changed, so there is hope: jobs change (like in the banking sector) and then are more suitable to becoming flexible, Zamarian concluded.

Companies are having difficulty hiring employees, Boulin explained. This is good news as it shows that people are now thinking about their jobs and their working conditions (especially after the pandemic). Employers who introduce new working time models offer their employees better working conditions. The four-day week is only one possibility - we also need to think about the workload and the atmosphere at the workplace, i.e. different working conditions. More reflection on what we do, on the meaning of work, is necessary. A lot of work that people do seems to be meaningless, people don't know why they are working. This is a problem as everyone needs the feeling of what he or she does is meaningful. Furthermore, we have to ask ourselves whether the introduction of certain technologies is meaningful or not. Young people ask whether their job is good for the climate, which also has to be taken into account.

The moderator concluded the discussion, summarizing that in the whole discourse, participation and co-partnership are essential. We now have the opportunity to re-establish equality between men and women. There is not one model but there are many, and the factors that define these models are also many. There is a need to change, but there is also resistance to change. Nothing makes us see the interdependence of everything better than this issue. To touch one thing is to move many others. The Covid-19 pandemic has given a boost to innovation, even if in certain areas it also made us go backwards. But it is important to try again and to limit negative outcomes for the next time.

Some impressions...



Fig. 23: Moderator Lucio Giudiceandrea and Sylvia Profanter



Fig. 24: General secretary Alfred Aberer



Fig. 25: Speaker Michael Oberhofer



Fig. 26: Speaker Emilie Hallard



Fig. 27: Speaker Markus Frewein



Fig. 28: Speaker Priska Pschaid



Fig. 29: Conference participants



Fig. 30: Conference participants



Fig. 31: City councillor Angelo Gennaccaro



Fig. 32: Moderator and speakers of the round table

Figure 23, 24, 26 - 32: Katharina Riedl/Eurac Research – Figure 25: Municipality of Bolzano/Bozen

3 Summary and classification

Today, time policy measures are being implemented in various areas of daily life, also due to diverse demands made by different groups in our societies. Work-life balance, gender equality, demographic change, but also climate change are some of the important issues that make time policies indispensable and urgent to implement – not least as the use of time is becoming increasingly important at the individual level. Digitization and technological development act as accelerators and can facilitate the introduction of developments, e.g. in the areas of work organisation, access to services and participation. However, also deceleration is an important issue that must be reflected in time policies, for example with regard to permanent availability. In addition, the Covid-19 pandemic has changed our society, which must be considered in the light of time policies in the future.

The contributions on the three conference days included both fundamental reflections on the topic of time policies as well as concrete experiences from public institutions and private organisations. The main considerations can be summarized as follows:

- Time policies are in principle recognised as having a founding character, referring to the concept of the “right to time”.
- More than ever, time policies are a topical issue which have to be addressed urgently (due to the care crisis and climate crisis among others).
- There are already a lot of measures being implemented at the local level, especially in the urban context, though not always under the label of “time policies”.
- Societal changes and the resulting new values (simplification, time prosperity and deceleration as values especially for the younger generation) must be taken into account when setting up time policy measures.
- Participation of citizens and all involved stakeholders (universities and research organisations, public entities, associations, trade unions, suppliers of products and services, education providers etc.), while at the same time taking into account the varying time availabilities of the different target groups, in the planning and management processes as well as the evaluation of services and policies is essential for the success of such measures.
- Time policies are a transversal issue that needs to be addressed and planned across departments (top-down coordinated policies and bottom-up initiatives).
- The creation of an adequate data base (integrated and technology supported) helps to address the concerns systematically and effectively.
- Lifelong learning, support services and exchange of experiences and good practices are important to counteract the digital divide.
- Digitization and technological developments act as accelerators for developments and are crucial for the introduction of innovations such as new working (time) models.
- There is no “off the shelf” working time model: experiences show that each organisation has to find out for itself which working time model fits best.
- Time policies contribute to value creation in terms of economic, social, educational, welfare and environmental well-being.

Time policies, as was emphasized in many contributions of the Time Week conferences, are a transversal topic and thus have an impact on diverse areas of our lives. They can be addressed and implemented through explicit and implicit measures, which is illustrated by the cauliflower principle mentioned by Mückenberger on the first conference day: it is often not obvious at first glance that time policies are at the basis of certain approaches. The characteristics and areas according to which time policies can be systematically categorised are described below.

From the very beginning, time policies have had certain general characteristics, some of them very innovative, which have paved the way for participatory public action logics, such as networking, strategic planning, intersectoral and multi-partner action, and inclusive logics. The following table proposes a reasoned taxonomy, with reference to Mückenberger & Boulin (2012) and Bonfiglioli et al. (2000), among others.

Characteristics			
Field of application	Implementation extent	Motivation for time policies	Working methods
<ul style="list-style-type: none"> Implementation of a national policy on local level Origin derives from local initiatives 	<ul style="list-style-type: none"> Spatial dimension Service-based implementation Target group Problem-centred 	<ul style="list-style-type: none"> Process of adaptation to external changes Implementation of own social or cultural objectives 	<ul style="list-style-type: none"> Strategic planning (integrated and multi-partner policies with urban impact) Intervention projects and programmes (action research, pilot projects, action plans, pacts and experiments) Analyses, mapping (mapping of timetable supply, social research, demand analysis) Best practices (comparison, exchange and learning with other administrations and similar realities)

Table 1: Characteristics of time policies (Boulin & Mückenberger 2012; Bonfiglioli et al. 2000)

This table proposes a classification of best practices of urban time policies from an international context without guarantee of completeness.

Areas			
Access to public and private services	Work-life balance	Mobility and accessibility of public spaces	Empowering people to participate
<ul style="list-style-type: none"> Regulation of opening hours/access times (e.g. schools and childcare facilities) Creation of additional access points (e.g. e-government, open government, one-stop shops/one-stop agencies, <i>sportelli unici</i>) Decentralization or reorganization of services (in terms of space or content) 	<ul style="list-style-type: none"> Transition to a more flexible work organization (e.g. smart working, teleworking, working from home, job sharing, 4-day working week) Family-friendly working conditions (e.g. parental leave from a gender perspective) Creation of coworking spaces Age management (e.g. partial retirement, age-appropriate working conditions, knowledge management) 	<ul style="list-style-type: none"> Public transport offer and schedules (e.g. intermodal transport) Sharing/renting vehicles (e.g. carsharing, carpooling, bike rental) Redefinition and opening of public spaces (e.g. schoolyards) Regeneration of public spaces, making them safe and inhabitable 	<ul style="list-style-type: none"> Decreasing the digital divide with focused information sharing and training as well as intergenerational exchange Support and training opportunities for professional requalification or re-entry, qualification courses for career opportunities or further development Participation initiatives open to all and accessible in terms of time and space

Table 2: Classification scheme with areas of time policy measures

4 References

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