CARE

Community Actions for the Reconciliation of Family and Working Life

Collective document produced by REVES

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a guide for a local strategic approach to the reconciliation of work, family and public life

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a guide for a local strategic approach to the reconciliation of work, family and public life

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The project entitled "CARE-Community actions for the reconciliation of family and working life: enhancing the role of local authorities and social economy" is an equal-opportunity initiative of the European Network of Cities and Regions for the Social Economy (REVES).

Founded on the experiences of the European project, Portrayal of Women, and partially included in the DESEO project (Development of Districts of Equal Opportunities in Social Economy Territories), the CARE project's activities are part of a comprehensive local development strategy, based on the Socially Responsible Territories (SRT®) concept and on partnerships between local authorities and the social economy. Gender equality issues are part of the broader topic of general participation, a key principle of SRT®. All inhabitants, both men and women, should enjoy equal access to information, to dialogue with different local stakeholders, to decision-making, where appropriate or advisable, as well as to services. This would allow them to combine their own responsibilities with their greatest contributions, according to their ability, in all aspects of local development including economy and culture, as well as public and private life.

However, often reduced to a simple man-woman dichotomy that all too frequently results in controversy, this topic runs the risk of being only partially addressed, relegated to a gender-equality department or a *women's affairs* officer instead of being fully integrated into various local policies and initiatives. Yet, the reconciliation of family, public and working life does not only concern social and employment policies. As with other equal opportunity and participation aspects, it touches on all economic, public and private facets of society, such as transport, trade, urban planning, etc.

Nevertheless, research and the CARE project's activities have shown that the issue of reconciling family, work and public life is all too often treated as a women's issue. Efforts by the European Commission and other groups to make men and other members of local communities more responsible for these issues have so far not been felt at the local level in any significant way.

Revising and adapting not only public policies, but also actions, initiatives and local services provided by other local actors, based on participation and partnerships, is a key element of socially sustainable local development in general and of genuine equal opportunities and gender equality in particular.

All members of society should be able to contribute. It is therefore essential to discuss the importance of the *entire* local community that includes men and women, families and individuals without families.

Local authorities and social economy, target groups of the CARE project and the main recipients of this publication all play a key role in adapting initiatives, policies and instruments and in reassigning responsibilities. As promoters of sustainable development and the principles of democracy and solidarity, these actors are in a position to mobilise all local groups in an effort to develop new strategies and instruments to improve the reconciliation of family and work and to encourage all members of the local community, including men, to participate.

Luigi Martignetti, *Secretary General, REVES*

Over the past few decades, women have become increasingly active in the workplace, leading to a larger number of couples who both work. Up until today, this situation has not been fully taken into consideration by society:

- Few companies have adapted their organisation to account for their employees' personal lives;
- Public and private service offers, in terms of quality, quantity and accessibility, do not appear to meet the real needs of the citizens, who at times must grapple with a reduction of certain provisions and measures.
- Men have not truly changed, or have been unable to change, their participation in household tasks. Women continue to take on 80% of this work.

Consequently, there is an increasing number of families that have difficulty reconciling their family life and work, particularly women.

In addition, profound changes in work organisation have made it increasingly difficult to balance work and family, in particular greater flexibility in working hours and atypical work, the growth of the service economy and the development of ICTs in a globalised context, to name just a few.

Society and its rhythms have become very complex. The boundary between work and leisure time is fuzzier, distances between the office and home are at times long and time-consuming and the simple, standardised solutions of the past are no longer effective.

The growing number of single-parent families aggravates inequality between men and women in the workplace, in access to employment, in professional spheres and in society in general.

Moreover, other family structures have developed, including grandparents who raise their grandchildren, couples without children and homosexual couples, who have the responsibility of taking care of their partner or another family member.

The aging population is also modifying our society's structure.

These trends generate tension, particularly for women, because their professional activities are not compensated by a more balanced sharing of housework. These trends can lead to social exclusion or isolation and broken families.

Under the impact of these developments, reconciling social time (work, time at home and with family, social time, leisure and personal time) has become a major issue in Europe. It is a big challenge in terms of economic efficiency and social cohesion and includes all those involved in the economy and society: the state, local authorities and public services, in addition to companies, families of all types and the local community as such, including those who do not appear to be directly concerned by the issue.

There is very little information available on the degree to which employers offer services or work arrangements that facilitate coordination between professional and private life.

Behind the reconciliation of social time we also find, more or less explicitly, the issue of equality between men and women in both professional and private spheres. There are many instances of inequalities in employment, e.g. less job opportunities and job security for women. Wages earned by women are often lower than those for men for identical work, men monopolise power in companies and many women are forced to take part-time jobs. These inequalities tend to legitimate the idea that women should do the housework[1] and, because women are expected to tend to family responsibilities, they are less available for other tasks, thereby justifying a reduction in their professional responsibilities.

Government measures in the field of reconciliation are far from neutral. The development of collective care facilities, for instance, tends to promote the full-time professional activities of mothers. Parental

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[1] The UN report prepared for the Beijing Conference in 1995 indicated that women are largely victimised by the *double work day*. On average, women spend more hours per week than men tending to family and household work, which is both unrecognised and unpaid. Adding up domestic and work outside the home, women work on average 13% more than men. The worldwide total of domestic work performed by women, which is unpaid but indispensable for the proper functioning of society, was worth 11 billion dollars in 1995 and accounted for 2/3 of women's work. Therefore, women work more and earn less than men. In post-industrial, Western societies, the double work day is now being replaced by the triple work day, consisting of work and the home plus care for the destitute elderly. The trend of the last decade seems to have been aggravated by unemployment and financial instability.

leave and part-time employment measures have an impact on women's professional careers. The longer the interruption, the greater the impact. Part-time jobs, 80% of which are filled by women and are often regarded as a panacea, became a means to promote a sharing of family duties which again appears to discriminate women. Furthermore, the reconciliation issue, including childcare, care for the disabled and the elderly, is all too often considered a problem reserved for the family. However, it appears evident that the entire community, at local, national and European level, enjoys the contributions made to society by everyone. The issues arising from time reconciliation and care management directly or indirectly concern each member of this community.[2]

It is above all in the local community, close to individuals, where we can find untapped potential of shared responsibilities, for creating many new opportunities and redefining the roles of each community member, including those of companies, elected representatives, public administrators, associations, and citizens.

Participation procedures fostering dialogue between the various members of society, shared decisions and their implementation play a vital role. Local authorities and social economy structures, in their role of promoters both of democracy and the many goals of sustainable local development, as well as service providers, are well positioned to prompt a revision and remodelling of responsibilities, initiatives and local services.

On the basis of these observations, REVES (European Network of Cities and Regions for the Social Economy) committed itself to the Care project, entitled **Community actions for**

THE CARE PROJECT

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[2] For over ten years, the issue of balancing work and family life has been a leading priority in European policies. It has been featured in a number of Directives and Recommendations, often preceded by agreements between the European social partners, such as the agreement on part-time work, parental leave and childcare; the June 2000 Resolution on the Balanced participation of women and men in family and working life; and the November 2000 European Council Resolution to create indicators to monitor the link between family and working life.[3] The various actions under the programme entitled "Towards a Community Framework Strategy on Gender Equality (2001-2005)" also focused on this topic. The "Roadmap for equality between women and men 2006-2010" adopted by the Commission in March 2006, and accompanied by the creation of the Gender Equality Institute, will pursue these initiatives.

Moreover, the 1997 European Employment Strategy (EES) and more particularly the strategic guidelines for employment, adopted in 1999, furthered this movement.

These initiatives were and are based on the inclusion of equality in the overall process, in all actions and by all those involved. This concept is called *gender mainstreaming*.

the reconciliation of family and working life: enhancing the role of local authorities and social economy, set within the framework of a programme relating to the Community Framework Strategy on Gender Equality.

This project aims to promote and strengthen local strategies for the reconciliation of family and working life in five partner territories:

– The urban area of Dunkirk, France, with the participation of the ADELIE association
– The urban area of Barcelona, Spain, with the participation of the association CEPS Projectes Socials
– The city of Modena, Italy, with the participation of the municipality of Modena
– The Province of Piacenza, Italy, with the participation of the Province of Piacenza and CE.SVI.P. (Centro Sviluppo Piccola e Media Impresa)
– The area of the Prefecture of Piraeus, Greece, with the participation of the Prefecture of Piraeus

ISCOS cisl, the Italian trade union institute, is also a partner.

It is noteworthy that several of the partners are in the vanguard in the field of equal opportunities. Their activities are part of broader actions, some of which were launched over ten years ago.

The term *care* refers to all the tasks involved in looking after dependent people who are close to us: childcare, care for elderly parents, care for disabled, material care and upbringing, as well as time devoted to discussion and listening. This notion involves not only physical and emotional care, but concern for others as well.

The CARE project was set up in particular for local authorities and social economy organisations of the partner territories.

The goals are:

– An analysis of good practices pursued by local authorities and social economy, in terms of structures and/or instruments, such as mechanisms used for training in and support for task-sharing, care for family members and the enhancement of the role of the father;
– The creation of new models for childcare sharing and care for the elderly, for the good of, but above all with the support of, the local community;
– The drafting of guidelines to improve and/or create a suitable range of local services.

The project has two main features:

1. On the basis of research and analysis of existing structures, the participants have produced a *European benchmark* to improve local strategies for the reconciliation of family and working life.
2. Through *experimentation* of new models, this benchmark has

been revised and guidelines have been created in an effort to improve and/or create a range of local services responding to real needs.

The following actions have been carried out:

Action 1: Preparatory research consisting of pinpointing the time-reconciliation weaknesses and potential in the partner territories.

Action 2: Creation of standards and benchmarking shared among the partners.

Action 3: Analysis, in relation to the benchmarking, of the actions taken by the partner territories.

Action 4: Experimentation of new instruments aiming to improve services.

Action 5: Analysis of experimentation and benchmark adjustments.

Action 6: Handing over of results.

The first section of this guide takes up the work done during the Barcelona working sessions of February 2006, and the Modena sessions of May 2006, which dealt with the drawing up of standards and benchmarking relating to local policies for time reconciliation on three levels:

– general governance and policies that set the main orientations;
– programming;
– single initiatives and actions.

This work was done by all the partners on the basis of local experiences and with methodological support from REVES.

The good practices, presented in the second section, were selected according to their innovative character and transferability.

The third section contains a methodological analysis of the experiments conducted by the partners. In September 2006, during a seminar in Dunkirk, the partners discussed the topics under experimentation and the methodology used. The goal was to make sure that other territories could make use of the conclusions reached during the initial experiments, thereby ensuring these mechanisms' transferability. On the basis of a sustainable flexibility model used in companies, which was presented by ISCOS in a workshop, the project's partners decided to examine the feasibility of applying this model to a whole *territory*. The results are found in the fourth section.

This guide concludes with a series of recommendations for improving local services relating to the reconciliation of family, work and public life.

In the first stage of the CARE project, the partners defined the criteria and standards for creating local strategies aimed at reconciling work, family and public life. Three levels were examined:

1. the governance for setting guidelines and orientations;
2. programming that, based on the general orientations, sets up specific operational plans;
3. actions implementing the aforementioned plans and programmes.

Discussions on each of these levels produced:

1. a benchmark: a system of measurement indicating the partners involved in the process and the model used;
2. an analysis of the current situation in each of the partner territories;
3. a proposal for areas of progress and experimentation.

Process of Governance

Definition as agreed upon by the CARE partners

First of all, an effective process of governance should be based on a **(shared) vision and clear objectives**. **General guidelines/strategies** need to be developed.

Policies/initiatives should always build upon a **joint analysis of interests** (identification of problems and possible solutions). It therefore seems crucial to **engage and interconnect different local actors** already at that stage. (Challenge: A large number of those actors might have operated following different logics – they are now supposed to collaborate in a field that has not been fully explored so far).

Governing includes a **responsible management of *different* policies linked to reconciliation**.

Resources/tools and a **methodology** to optimise results should be identified. Following the principle of burden-sharing, governing also means **allocating and co-ordinating** the aforementioned responsibilities and resources.

Another important element of governance is **monitoring/evaluation**. These activities should be carried out jointly by different local actors and in reference to certain **indicators** (developed by the local authority in collaboration with a large number of local actors and beneficiaries). The relevance of **feedback methods for beneficiaries** should not be under-estimated.

Actors should also ensure **coherence and links between policies/programmes/initiatives at local, national and European level**. Based on this exchange, general guidelines/strategies/policies should continuously be revised.

The following actors should participate in this process:
– **local/regional authority** (above all political decision-makers with the cooperation of different departments/technicians, *where appropriate*; sometimes in dependence *of* or in interaction *with* the national government).
– **representatives of economic sectors** (including trade unions, employer organisations).
– **social economy representatives** (platforms, groups of enterprises)
– **civil society/representative structures of beneficiaries**.

The model of governance would obviously not be identical on all territories. However, each territorial approach should include the following points:
– **Research on general needs and possible solutions, on existing competences and resources**. These activities should be linked to a consultation of different local actors and stakeholders.
– **Consultation *of* and concertation *between* different local actors and stakeholders to establish a common vision/common objectives**. Discussion on appropriate means/methods to solve problems and to improve policies.
– **Establishing and strengthening relations between different actors/stakeholders**.
– Whilst drawing on the results of the consultation/concertation process, **final decisions should then be taken by the local authorities**.
– **Meetings with different representatives of all involved structures in order to continuously monitor and evaluate processes and results**.

Shortcomings and proposals for improvement/experimentation

Through analysis on the partner territories and discussions during the CARE workshops the following major shortcomings linked to governing processes could be identified:

- Nearly all partners report a lack of a thorough analysis of needs and resources.
- The aforementioned problem can be partially linked to missing *structures* of consultation of other local stakeholders. If consultation processes exist, they are rather informal and do not always happen on a regular basis.
- Some local authorities made efforts to dialogue with other local actors concerned by reconciliation policies. Feedback/responsiveness, however, remained at times rather weak. This could be observed, for instance, in the case of (capital-based) enterprises.
- Different territorial entities as well as different departments of one entity (for example municipal council) may be in charge of designing policies linked to reconciliation. Nevertheless, shortcomings can be stated regarding communication and coordination between those entities and departments. Work towards a more integrated, transversal approach seems necessary.
- In their discussions, all CARE partners perceived as a major shortcoming the lack of an evaluation and monitoring system which would ensure a "quality control" of policies and their implementation on a regular basis. Crucial elements such as success indicators haven't been identified so far.
- Reconciliation policies are still to a large extent addressing particularly women, even though there is a need to also implicate men more strongly into care for family members.
- A large part of the shortcomings observed have their roots in a wrong perception of the issue. Local actors and citizens are often not aware of the broad range of areas of daily life affected by problems linked to reconciliation of work and family life. Communication and awareness-raising are therefore crucial so as to change existing patterns of thinking, society organisation etc.

Face to these problems, CARE partners agreed on the following proposals:

- To offset the lack of territorial consultation, a proper analysis of needs and evaluation systems, specific committees convened on a regular basis might be created. These committees should be composed of representatives of local authorities (different territorial levels/different departments, social economy, chamber of commerce, trade unions etc.). It should be kept in mind that successful reconciliation policies need to touch on a

variety of every-day life issues such as internal enterprise policies, transport, opening hours of shops and services, urban planning, entertainment, training & education etc. Depending on the situation, its complexity and existing needs it might be necessary to form sub-working groups relating to specific problems (shop owners, specific neighbourhoods etc.).

- In order to ensure a certain influence of these committees on local governing processes in the field of reconciliation, work results should always be made public and visible.

- In this context, it seems also necessary to improve communication and awareness-raising activities in general so as to activate all relevant actors and citizens. Communication plans aiming to ensure an appropriate channelling of information have to be set up. Roles and responsibilities of local actors and citizens regarding the use of social time should be defined. Reconciliation should be perceived as a problem of the whole local community.

- To counteract overlapping of measures and a lack of coordination between and within local authorities/territorial units, better systems of communication such as mailing lists for elected representatives and administration or seminars should be created.

Definition as agreed upon by the CARE partners

PROGRAMMING

Programming means translating guidelines/a policy/strategy into **specific operational plans and strategies**. **Priorities** need to be set. Particularly for reconciliation programmes, it appears evident that they should be developed at the level that is closest to the citizens.

Programming requires **detailed knowledge of the territory and its resources/potentials**. Different aspects related to the well-being of the citizens need to be taken into account; *specific* **needs of the beneficiaries should be identified**. (However, this does not mean that aspects related to feasibility and budget should be completely sidelined.)

According to the priorities, **different local actors/different sectors and services need to be involved**. **Their contributions and activities have to be coordinated**. Regarding some of them, efforts should be made to **encourage them to assume their responsibility**. **Networking** is a crucial element.

Collaboration of different local actors is crucial for this phase. However, their **activities might need to be re-defined** during the programming phase.

The following actors should participate in the process:
– **local/regional authority** (different sectors concerned, political representatives and, very important, technicians)
– **representatives of economic sectors** – (trade unions/employers)
– **social economy representatives** (platforms, groups of enterprises)
– **organisations of service providers and other professionals that are active in domains linked to reconciliation**
– **civil society/representative structures of beneficiaries**
The hierarchy of those actors should follow specificities of the respective territory.

Basic elements of a programming process:
A basic condition for successful programming in the field of reconciliation is the **dissemination of information** (by different means, including media). This includes the **activation of all relevant stakeholders, including citizens**, on the territory. Measures related to **education and training** of local actors and citizens appear to be relevant.
An **ongoing exchange of information** as well as **consultation/concertation processes** are important elements of local programming. The **initiative for programmes or parts of programmes should come from different actors** (even if some of them they do not dispose of a large budget).
A kind of **coordination committee** composed of different actors should exist (for concertation processes).
The allocation of responsibilities to different actors calls for specific instruments such as contracts (to **settle tasks and relationships**).
It appears important to continuously **monitor the coherence between general political objectives and the operational phase of programming**.

Shortcomings and proposals for improvement/experimentation
With regard to programming processes the CARE partners identified the following main problems:
- On some partner territories, local stakeholders have not yet the possibility to actively take part in programming processes on reconciliation on a regular basis. Most often, *formal* structures to ensure such co-programming do not exist.
- A lack of appropriate/clearly defined structures and working methods risks rendering certain co-programming processes rather unsuccessful and ineffective.
- Certain local actors are more difficult to involve than others, which might at times lead to a lack of variety/representative capacity in processes of joint local programming. This also implies the danger of having the same stakeholders taking part in programming *and* in specific projects (see also chapter 3).

- Local programming processes still fall short of an integrated approach of coordinating programming for reconciliation in *different* fields (different departments/sectors …).
- In all territories a lack of an overall and cross-sectoral evaluation of programming processes can be stated.

Accordingly, the following proposals have been made:

- Programming processes have again to be based on different forms of communication activities aiming to promote collaboration of a broad range of relevant local players (including service providers). Some actions should be designed to especially address organisations that are not that reachable (including representative organisations of enterprises). Communication should point out the variety of issues linked to reconciliation of family and working life so as to exclude from the very beginning programming processes focusing on few aspects only. Moreover, it seems crucial to highlight the fact that reconciliation of work and family life does not concern women only, but that programming should also be designed with the aim to enhance participation of men in family care/family life.
- *Formal* standard structures (committees) allowing for a real co-programming that implies diverse local players and different territorial entities need to be established. Different sub-committees working on various aspects of reconciliation of work and family life (childcare, care for elderly, care for disabled, education …) should be superseded by a general coordination committee. The latter would promote an integrated, transversal approach interlinking programming processes in various fields related to reconciliation. Alike structures might also raise the impact, effectiveness, success and therefore credibility of co-programming processes. This could then attract other local players that did not participate before.
- In order to render their work successful, the aforementioned committees need to have clear rules of procedure. They have to work objective-oriented and respectful of existing resources. Programming is founded on four pillars: knowledge, competences (=responsibilities), capability and resources. Committees should thus carefully define which actors might best contribute to which pillar.

  Regarding *budget resources*, for example, local authorities could adopt specific budget lines providing a certain basis for financial sustainability beyond the limits of legislative terms. However, at the same time it seems useful to define other budget resources and to strengthen the willingness of different local actors to co-finance actions.

Time is another important type of resource. Programming and the implementation of programmes takes a considerable amount of time. Often, periods of development and implementation of programmes do not correspond with political terms of office. The establishment of stable programming networks composed of a variety of local players is therefore also a means to ensure sustainability of programming processes. A part from this aspect, clear time schedules and deadlines help making programming processes successful.

When it comes to *capacities* such as the co-ordination, animation and mediation of meetings, discussions and decision-making, a neutral external facilitator with professional experience in programming processes appears to be necessary. She/he would help to identify the needs, common objectives, resources, responsibilities etc. Analytical skills and the capacity to pinpoint essential elements and issues are just two important attributes. However, each facilitator would be biased to a certain extent. It is therefore vital that a consensus on the choice can be reached among all participants. Work can be successful only, if the facilitator has been accepted by all of them.

- Programming processes do not always have to be initiated or managed by local authorities. EQUAL initiatives, for instance, showed that private organisations might often be project leaders working in collaboration with public or other private entities. Experience has proven that such private initiatives may attract even administrations that are rather hostile, but prefer to be informed and consulted.
- To raise the impact of committees and to ensure their sustainability beyond the time limits of legislative terms, their work has to be made public. Again, clear communication strategies as well as specific communication channels are vital elements.
- In some cases, it might be of use to strengthen collaboration between local authorities and different organisations/platforms/neighbourhoods/groups of enterprises by pacts or other agreements. However, such conventions are only of use if they do not lead to any exclusion of other relevant players. Given the fact that local realities may change quickly, agreements need to be reviewed and modified on a regular basis. They might also provide opportunities to re-define relationships at local level (addressing problems related to advantages of para-public service providers etc).
- Fundamental for the success of programming regarding reconciliation is the establishment of mechanisms allowing for close feedback loops between actors of governing and programming

processes. Both governing processes and programming have to be based on a thorough analysis of needs (which might be carried out at governing level); both have to apply clearly defined evaluation and monitoring strategies. Moreover, such feedback mechanisms could facilitate the co-ordination of actors in different fields and at different levels. They might include conferences, seminars, mailing lists/newsletters, the establishment of specific committees …

- Permanent evaluation and monitoring mechanisms have to be established so as to ensure success of programming processes. For this to be done, clear indicators need to be identified and have to be revised on a regular basis. It seems to be evident that such evaluation systems cannot focus on programming processes only. They need to be embedded in a larger context linking programming with general policy guidelines and single initiatives. Again, the aforementioned feedback loops and related structures might be of use. Involving different local players at a vertical and horizontal level, they would enhance the representative capacity of indicators and validity of monitoring results.

Definition as agreed upon by the CARE partners

The term "project" refers to **planning and implementation of concrete activities**. It relates to the **definition of *specific/final* objectives and (a) *specific* target group(s)**.

Actions need to be developed in respect of the principle of **sustainability**. This also necessitates an **integrative approach including different policies** that may have an impact on reconciliation of private – public – work life.

Success and risk indicators as well as limits should be clearly defined. Expected **products/results as well as methodologies and tools** have to be identified. Therefore it is crucial to decide on potential partners and their responsibilities. In this context one should take into consideration the need, availability and allocation of appropriate **resources in terms of time, budget, human resources**. A **clear time schedule** has to be set.

Actions should be evaluable. **Evaluation and follow-up *during* and *after* the actions** are a basic condition for their effectiveness. Their **coherence with general strategies/policies/programmes** is important. At the same time, an **interaction between those who set up projects, programmes and general strategies** seems to be a key factor of success.

Furthermore, results/products should be **disseminated**, where possible. This should happen during and after the respective activity.
Finally, it appears important that successful activities **continue** in different forms and/or are **transferred to other levels/territories**.

The following actors should participate in the process:
- **local/regional authorities** (in particular technical services)
- **professionals and experts**
- **service providers** (enterprises, associations…)
- **enterprises as clients of services**
- **enterprises as employers**
- **workers**
- **families**
- **representatives of civil society** = representatives of beneficiaries
- **beneficiaries as such**
⇨ the local community as such (in all its different forms)

Basic elements of the process:
Similar to the programming process, project development should always be based on appropriate information activities (including media) to reach and involve all relevant actors/potential partners. The manager/leader of the respective activity should **establish a system of information/communication and promotion**. It could later on also be used as a system of communication among the partners themselves.
Planning and implementing activities should follow a **participatory approach**. Actions should be discussed by a larger number of local actors and citizens – by means of round tables, for example.
For concrete decision-making, management and monitoring of the actions, **different bodies/committees** have to be established. Example:
- **Steering committee** (composed of local stakeholders/their representatives, experts, technicians but also political representatives, where appropriate): This committee will take major decisions on the implementation/continuation of the activities.
- **Sub-committees**: They should monitor the implementation of the activities through the prism of their special expertise. It might also be the responsibility of a sub-committee to monitor the coherence of the activities with general strategies/policies and programmes.
- **"Observation" committee or similar mechanism**: Such a committee could be charged with monitoring of other actions/projects in order to avoid repetitions and duplications.

All these different committees should be in **constant interaction**. Together they should also establish **feedback mechanisms to those actors that are responsible for general policies/strategies and programmes**.

Shortcomings and proposals for improvement/experimentation

With regard to the development and implementation of single projects/initiatives, the following main obstacles could be identified:

- Up until today, local authorities and social economy organisations did not succeed to involve all relevant local actors into project planning and implementation. This problem is partially linked to a lack of awareness regarding the importance of measures promoting reconciliation of work and family life. On the other hand, short-term (financial) benefits and the perspective of a market are still perceived as crucial by certain local players (in particular the private sector).
- Different projects/initiatives for reconciliation of private/public/work life on a territory are often carried out by the same organisations/authorities. In several cases, these actors have also already been implicated in programming processes. This might lead to a problem of credibility.
- Contracts settling relationships (example: local authority-para-public service provider) might create obstacles for territorial collaboration involving a broader range of actors. This may happen in particular if such contracts are not revised on a regular basis.
- Involvement or consultation of beneficiaries and other citizens cannot be reported in each case. This might also be due to a lack of innovative participative structures.
- Issues and target groups of existing projects and initiatives show that reconciliation still appears to be a problem of women and families only.
- Projects and initiatives fall often short of a long-term impact assessment (beyond their time limits). After having established their market, certain service providers do not carry out any evaluation activities. For various reasons, an appropriate follow-up/continuation and therefore sustainability cannot be guaranteed. Credibility of certain project promoters might be questioned; the willingness to collaborate might diminish.
- Promoters of certain initiatives and projects do not necessarily have knowledge about other projects running on the same territory. This might lead to a risk of overlapping, waste of resources and unused potentials for synergies and burden-sharing. (Here, project development and programming are again closely linked to each other.)

Accordingly, the following proposals have been made:

- Also with respect to single projects/initiatives it is crucial to develop appropriate awareness-raising and communication activities. Reconciliation of private/public/work life has to be

made a concern of the whole local community. Different local organisations/enterprises/neighbourhood communities and e a c h s i n g l e citizen should be encouraged to take its/her/his responsibilities. New participative approaches implicating single citizens or groups of citizens in project development and implementation have to be found. Measures to enhance volunteering and inter-generational relationships have to be developed.

- Local authorities, (social) enterprises and others need to address men as well. Their needs have to be taken into account while developing services. Specific actions and channels of communication have to be created to inform also men about existing opportunities.
- Collaboration between local authorities and social economy organisations may serve as an example and deliver the proof for success of initiatives promoting reconciliation of family/public/work life. Both actors are thus in a position to develop models of excellence and best practices that could then be applied by a broader range of organisations/enterprises as well.
- Contractual relationships between local authorities and other local actors need to be revised on a regular basis.
- Project promoters should be informed about similar initiatives running on the territory. This might lead to an improved coordination, the creation of synergies, a stronger impact of certain measures on the territory and, not at least, to new forms of co-operation and enlarged networks. Instruments might be websites or a kind of one-stop shop providing consultancy and information about existing initiatives.
  Structures such as specific networks of exchange, qualified civic services (special offices etc) could further facilitate communication activities. Moreover, media should be involved.
- Better methods allowing for an improved identification/communication of needs, monitoring and evaluation have to be developed. They should place project development in the wider framework of programming and governing: This could be done through specific feedback loops (feedback structures) such as they have already been mentioned beforehand. In this way, long-term evaluation and impact assessment could be ensured beyond the time limits of single projects.

Transferability is, in theory, an essential requirement of a good practice. However, this raises several problems. The success of a particular action may be tied to a very particular geographical, institutional or temporal context. What is good at a particular moment may not be good at a later time. Moreover, above and beyond quantitative success, for example in the form of more services at unusual hours, we must ascertain whether the practice is a good one from the qualitative standpoint and whether it meets the universally-recognized requirements for justice and equity.

The following cases are examined:
- A family crèche operating at atypical hours – Dunkirk administrative area, France
- Transport on demand – Dunkirk administrative area, France
- A time-reconciliation bureau – Modena administrative area – Italy
- A bank of time – Modena administrative area
- La Marina –Barcelona administrative area - Spain

In terms of gender equality policies and work-family reconciliation, Modena and Dunkirk have conducted more successful and far-reaching actions than Barcelona, which began more recently to work on these issues.

Furthermore, it should be noted that the CARE project includes a range of territories differing in terms of size and authority:
- municipalities such as Modena, Dunkirk and Barcelona as well as
- larger administrative areas such as the Prefecture of Piraeus and the Province of Piacenza - these play more of a coordination and (re) programming role.

We felt it was more pertinent to include in this chapter a few specif-

ic examples of services and projects for activating services that are part of broader strategic programmes.

FAMILY CHRECHES OPERATING

AT ATYPICAL HOURS

THE DUNKIRK ADMINISTRATIVE AREA – FRANCE

Today we know that the lack of adaptation of childcare unfairly penalizes women. When it doesn't prevent them from working altogether, it pushes them to withdraw temporarily from their activity and accept low-grade employment, slowing their careers and at best placing many limitations on their professional life, which is always organized around the scheduling of schools and childcare facilities.

The city of Dunkirk, in an attempt to meet the needs of families grappling with childcare problems caused by unconventional work schedules, created the family crèche operating at atypical hours.

The management of the family crèche operating at atypical hours was entrusted to ADUGE (*Association Dunkerquoise de Gestion des Equipements Socioculturels*) in partnership with local partners and the city of Dunkirk.

The association is managed by an administrative council comprising three boards:

– the financial backers: local authorities, i.e., the city of Dunkirk, the Dunkirk Urban Community and the Region;
– the professionals (educators, directors, Kindergarten instructresses and representatives of partner associations that work in this sector);
– the users (the families and company representatives).

The administrative council fulfils a political and strategic role.

A management committee was set up to handle technical and operational matters; it comprises representatives of users, financial backers and professionals from the health and infant-care sectors. Its task is to monitor and oversee the structure's correct functioning. Most of the committee's members are technicians.

The various partners of the crèche and their roles are as follows:

– the city's role is to give impetus to the project and define the political and strategic policies;
– The DUC (Dunkirk Urban Community) has the task of pooling resources and harmonizing actions throughout the territory of the Dunkirk administrative area;
– The CAF (*La caisse d'allocation Familiale* or family allowance office) funds the activity and provides qualified staff;

- PMI (*Protection Maternel et Infantile* or mother-child protection unit) monitors and coordinates educational actions for children;
- The department's health and children's services provide financing and skills;
- The regional council helps to finance the crèche and train Kindergarten instructresses;
- The users' board (companies and families), as the main beneficiaries of the action, supports the permanent teams regarding actions such as information and orientation (volunteer resources);
- Health and childcare staff contribute their skills and advice and are a key factor for the success of the project;
- A council of qualified persons identified by the steering committee (structures or individuals).

Unlike the way a collective crèche is run, the approximately one hundred children aged from 10 weeks to 3 years are not grouped together in a single place but rather are placed individually in the homes of Kindergarten instructresses.

The approved Kindergarten instructress accepts children in her home on a regular basis, in exchange for remuneration, and has been approved by the *Conseil Général*, a competent local authority. This endorsement is widely considered a seal of approval of the person's educational qualities and the healthiness and safety of the person's home. The approval is issued for a 5-year period.

The Kindergarten instructresses are paid a salary by the association and fall under the national collective labour agreement for Kindergarten instructresses.

They accept a maximum of three children in their home and are visited on a regular basis by infant-care professionals who offer educational and dietary advice. The crèche provides them the material necessary for the children's proper development.

Several times a week, the Kindergarten instructresses are called to a neighbourhood house to take part in sessions covering psychomotor, manual and play activities organized by an infant care-provider. Other group activities are also proposed, such as sessions in the library to familiarize children with books, gatherings during holiday times such as Easter, Carnival, music festivals, etc.

The hourly rate ranges from € 0.32 to € 2.54, depending on the family's income and size.

The benefits
- Incorporation of a social economy structure in the crèche's management and a strong partnership among the various public and private participants of the local community at various levels.

- Creation of a management committee that promotes better communication and coordination among the various stakeholders as well as the active participation of employees and users in decision-making.
- The children discover community life in a gentle setting, in touch with other children.
- The hours are freely set. It is a flexible arrangement for parents who work unusual hours and may need childcare on the weekends or at night.
- Creation of jobs in the childcare sector.

The limits
- The cost is very high owing to the project's structure; the instructresses are paid a monthly salary, regardless of the workload.
- The development and coordination of common activities for children placed within families has its limits (compared to other institutions).
- The professionalization of the activity thanks to training requirements represents a true challenge.

TRANSPORT ON DEMAND

THE DUNKIRK URBAN AREA – FRANCE

The DK'BUS Marine network comprises 9 city bus routes and 1 suburban route. It serves 18 municipalities in *Dunkerque Grand Littoral*, a total of 210,000 inhabitants. Two routes have even been extended beyond the Franco-Belgian border to Adinkerke.

DK'BUS Marine has always sought to develop new services in order to meet specific transport needs, within the bounds of cost control. It therefore set up, many years ago, a number of services to fulfil the transport needs of individuals, to which a conventional bus is poorly adapted:
- Handibus: Introduced in 1982, this service is for persons whose handicap prevents them from using conventional buses.
- The "Etoile" Line: This service, made up of three circuits, is adapted to persons with mobility problems, mainly the elderly.
- Taxi Bus: This service takes over from conventional buses, from 10 p.m. until 12:30 a.m., at a 30-minute frequency.
- The City-Centre Shuttle: It is free-of-charge and circulates during the school year between the city centre and the university.
- The Starfish: This summer shuttle offers free transport between alternative car parks and the Malo-les-Bains sea wall.

There are also services that were set up via a partnership with muse-

ums (see the Zao Wou Ki exhibition), theatres (e.g. the *Bateau Feu*), etc. and that require telephone reservations.

In a bid to simplify and improve transport around its perimeter, the *Dunkerque Grand Littoral* and DK'BUS Marine decided to create Illico, an on-demand transport service that combines three services that were previously separate: Taxibus, Handibus and the "Etoile" Line. In time, Illico will be providing service to areas with a lower population density.

The benefits
- A service based on strong partnerships among different local service providers.
- The development of a cross-border urban network.
- Coordination of childcare services at unusual hours with transport services: 50% of people who use the Taxibuses work in the restaurant sector.
- Illico offers users a pro-active, simple and rapid on-demand reservation service.
- A service that meets the needs of the elderly, who make increasing use of the Illico service (Etoile and the Taxibus).

The limits
- The cost borne by the local authority is very high.
- A sudden increase in demand could cause difficulties for the Dunkirk urban area.

Despite the service's prohibitive cost, the local authority is envisaging not its elimination but instead the further development of the Illico service. There is a plan to launch soon a study of the service's profitability.

Introduction

THE TIME-RECONCILIATION BUREAU
THE CITY OF MODENA – ITALY

It was not by chance that the scope of the debate on how to reconcile family and work time has widened. Since the 1980s, Italian feminist movements have openly raised the question of how to combine household, parental and private time with work time.

The theme of the quality of city life has been combined with the desire to rethink the timetable of the city's cycles: the cycles of work, services, transport, culture and family. "These issues have taken on a political dimension and responding to them has become one of the

primary goals of the management of Italian municipalities, generating a big impact on regulations".[3]

One example is the law 53/2000 entitled "Provisions for the support of maternity and paternity, for the right to care and training and for the coordination of time in cities", in particular chapter VII, "The rhythm of the cities", whose leading provisions are:
– promotion and financial support, via the regions, of territorial planning of timetables and time banks;
– any municipality of more than 30,000 inhabitants is required to set up a territorial time-reconciliation plan and to encourage cities of less than 30,000 inhabitants to consider such a plan at municipal level;
– the plan approved by the municipal council is binding and is implemented by order of the mayor;
– the appointment of an officer with expertise in time and timetable coordination and who attends the management meetings;
– the territorial authorities may create *banks of time* to facilitate exchanges of neighbourhood services, the use of urban services and to extend solidarity.

In order to launch a project including all the social stakeholders in the reflection and reorganization of urban cycles and time, a municipality must first have a structure devoted exclusively to managing its temporal policy. That is the task of the time-reconciliation bureau, which is a municipal structure that oversees cooperation among the various departments of the local administration. At the same time it listens to and promotes dialogue with all the inhabitants and users on the territory who take part in identifying and solving problems by means of co-projection tables.
From the twofold standpoint of the procedure and the methods, this is a new kind of governance that combines political momentum and the citizens, through forums, surveys and meetings where they can express their expectations, their constraints and the problems they are facing. "Taking into consideration the various time dimensions on a particular territory requires a critical review of how time is managed by the various people involved in the public and private spheres, whether they are service providers, employers, users, clients, employees or citizens".[4]

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[3] M. AMOREVOLE R. (2001), "Les bureaux du temps", *Urbanisme*, n. 320, Sept-Oct, pp. 68-70.
[4] BOULIN J.Y. (2003), "Pour une urbanistique des temps, la désynchronisation des temps sociaux", *Futuribles,* n. 285, April.

It is important to point out that the temporal policy is not added on to other policies. It moves across them, accompanies them, supports them and is sometimes based on them.

The coordination of service timetables happens where the temporal policies are finally implemented, but it is the task of the time-reconciliation bureau to give shape to general guidelines in the form of initiatives and experiments.

In Modena, the issue of the City's Time and Hours was already being discussed in 1987. Alfonsina Rinaldi was the mayor at the time and discussions on the subject of mobility led to proposals being made to establish a form of coordination between the city's time patterns, in order to offer new opportunities, from a spatial and temporal point of view, so as to create a better linkage between social times and individual times. This is of particular importance to women who often have to reconcile the amount of time they spend at work, organising their family, looking after the house and making sure that they have time for themselves.

The City's Time and Hours project began to take shape in 1989, when the first initiatives in this area were launched:

- The city's hours were monitored for the first time;
- Research was carried out amongst a sample group of women on the organisation of their own time;
- A more flexible school timetable was introduced to provide a greater level of service for children;
- With regard to services for the elderly, the opening hours of the day care centres were adjusted in order to provide a greater degree of flexibility;
- Restrictions were removed on the opening hours for hairdressers and related services, within the range of the daily opening hours from 8 a.m. to 8 p.m.;
- Certain elements of flexibility were also introduced into the retail trade sector.

The creation of the Time and Hours Centre in 1990 represented a significant step forward: this brought together the main public and private service providers, as well as the representatives of the workers and the citizens, or in other words, the service beneficiaries.

This takes us to the law on the reorganisation of the local authorities (no. 142/90) and particularly its article 36, which provides the mayor with the power to organise and to coordinate the city's hours.

Modena maintained the efforts it had launched a long time before the introduction of the abovementioned law, to restructure the city's time and hours, and in 1993 it decided to ask Censis to carry out research on its behalf on the linkages that exist between mobility and

the city's hours. The research was given the title of "The rationalisation of local transport systems and the flexibility of collective times". In the same year, a further piece of research work took place on "The opening hours of commerce and public services". In this case, the research took the form of a questionnaire that was sent out to families in Modena. The responses given to the questionnaire indicate that the opening hours are caught in a static equilibrium that this is a result of the efforts to meet with the rigid habits of the customers and the providers' desire to have some free time for themselves.

An important event took place in 1994, with the introduction of the well-known Pact for Mobility, which is underpinned by the following criteria:

- An intelligent planning of the localisation of the points of origin and destination of the flows of mobility;
- Ensuring that it is easier to use the territory;
- De-synchronization of the time patterns that regulate the life of the city.

In 1996, the work carried out on the reorganisation of time patterns led the City Council to approve the Plan for the Regulation of the City's time and hours.

There now follows a list of some examples of actions that have been taken out with regard to the City's Time patterns and hours.

1996-1999

- Experimental actions concerning the hours during which the public have access to council services
- Experimental Diversification of the business hours for commercial activities
- Increasing opportunities:
  - Multiplication of service access points: creation of decentralised registry and public relations offices in the various districts of the City,
  - Extension of service providers' opening hours,
  - Simplification of internal procedures,
  - Support for the Time Banks,
  - Medicine home delivery service extended to the night time,
  - Establishment of a day when all public offices practice all-day business hours (Citizens' Thursday),
  - Creation of the Rete Civica (Civic Network): the city council's website.

2000-2002

An activity programme that is articulated at two levels was set up

(and already implemented to a certain degree) on the basis of previous experience and the introduction of Law 53/2000:

1. actions designed to improve the organisation of citizens' time patterns in collaboration with other bodies and institutions;
2. actions designed to improve the way in which the Council's system functions.

In September 2000, the Negotiating Table on time and hours was relaunched. The following organisations participated in the meetings of this body: a) the decentralised state administration of the city of Modena; b) public bodies (INPDAP, INPS, INAIL); c) trade union and production associations; d) Consortia, Cooperatives, public service providers; e) education authorities, education executives, school leaders; f) districts from within the municipality of Modena; g) social and consumer associations and h) citizens' banks.

The work carried out with the partners on the Negotiating Table made it possible to:

– share the contents and indications of Law 53/2000 with all of the participants;
– identify and to activate specific reference points in the area of times and hours;
– update the actions carried out by each participant and at the same time to assess all of the rationalisation and simplification projects that had been implemented;
– establish the priority areas of intervention.
• The SERDOM information point:

An appropriate rapid response service for all requests for home help was set up through collaboration between the IT Engineering Faculty of the University of Modena and Reggio Emilia, the European project and the social services sector. This service is known as Serdom.

2003-2005
• One stop shop for enterprises
• Experimentation of new systems to submit requests for home services and person to person services:

This service, based on collaboration between the ICIE, the Modena city council and the CNA, helped to launch an experimental service that enabled people to either reserve, or consult, a series of services on-line (small repair services and maintenance of the home and domestic appliances, gardening services, child care, help with dogs, removal or transportation of goods).

- Making various payments at the municipal tobacconist's shops:

The main aim was to widen the range of opportunities available to the citizens for the payment of vehicle entrances, fines, rent, Tosap – tax on occupation of public land, licences, school services, educational services, social services.

- Survey on the use of municipal services:

The research included a series of questions designed to establish what the interviewees need in order to bring about a better degree of reconciliation between working life and family life, through the mapping of the distribution of interviewees' time (working time, time spent looking after others, personal time, etc.) and also through several questions regarding the business hours of public services and offices, as well as services of a public interest.

2006

The general objective was to define and implement a Territorial City Hours and Time Plan, with a view to achieving the following aims:

- To simplify and to expedite relations with the citizens, so as to provide them with information and responses in a short space of time.
- To re-organise not only the business hours of public and private services, but also their location, so as to improve the use of the time required to access them.
- To promote a better balance between the time spent working and the time spent on oneself and one's family.
- To improve the organisation of the city's time and hours, in cooperation with all of the relevant bodies and actors who are involved in the process to determine them.
- Re-activation of the group set up to foster an exchange of views on the city's time and hours:
  The aim is to give greater transparency to the innovations introduced by the major decentralised State Administrations, State bodies and State-controlled enterprises in the public sector over recent years, in order to identify the problem areas in which it may be of strategic importance to collaborate and to create shared solutions in which everyone is able to participate.
- Establishment of a working group within the organisation:
  In order to comply with the legislative provisions, the internal working group should support the Time and Hours Office in its efforts to coordinate the range of activities that are required to re-modulate the Territorial Hours and Time

Plan and to promote actions across the territory. In concrete terms, the Technical Group's work consists in:

– Supporting the elaboration of the Territorial Hours and Time Plan by introducing specific actions and projects within an integrated framework of interventions and along shared strategic lines and, if possible, through the channelling of innovative ideas and projects towards applications for funding under European and national programmes;

– Providing technical support in relationships and forms of collaboration within external bodies, in order to promote certain initiatives than can be integrated within the integrated framework of interventions that is one of the main features of the Territorial Hours and Time Plan;

– Supporting the process to ensure a good flow of information to the citizens and to the users.

Advantages

• The time and hours policy in the city of Modena has enabled public and private operators to develop and to accord *greater attention to the time dedicated to the organisation of family related tasks and to looking after the home*

• The method has led to the involvement of different types of actors in the re-programming procedure.

• The process has led to the establishment of a needs analysis for the citizens, based on dialogue between the citizens and the public administration.

• Communication regarding services, as well as access to information, has significantly improved.

• In particular, the city administration in Modena has made significant progress in streamlining bureaucratic procedures, in the use of new technologies in order to make public services more efficient and to provide accurate and timely information that enables the citizen to save time (on-line payment of taxes, registration for nursery school places, electronic management of applications for building permits, sending out of notices to renew official documents and certificates, improvement of information services and public relations and so on …).

• Furthermore, there has been an increase in the family support and respite services. The city administration has encouraged the introduction of greater flexibility regarding the opening hours of day centres for the elderly and school start times, it has promoted the home delivery of medicines, it has built a

recreation centre that provides a nursery facility and it has expanded the centres and facilities that are open during the summer to provide support to families whilst schools are closed.

- A further consequence of the time and hours policies is that it has been possible to experiment with a *re-organisation of the citizens' hours:* both in terms of office opening hours (efforts have been made to standardise them, or at least to redefine them on the basis of the users' new requirements), and also the opening hours of the shops and public facilities (a working group was set up in which the city administration, together with those directly concerned, established the calendar of Sunday, evening and holiday opening times).

Limits
- The time and hours policy has only a *limited visibility* and is considered to be of *secondary importance* by the administration. For this reason, once they have been launched, many initiatives are either abandoned or followed up in a fragmented manner. At the same time, the level of interest expressed by the members of the public administration in changes made to the city's time patterns and the needs of the citizens in this regard, does tend to vacillate somewhat. In order to ensure that these projects achieve specific results, they must be monitored over the course of time and constant attention must be accorded to the changing urban rhythms and needs.
- These time policies *involve a great many public actors.* It is not always easy to establish channels of dialogue and to define a shared line of action. It is necessary to overcome all of the causes of friction that have been created in the past and never resolved and to keep the interest alive, as well as the desire to participate and convince the discussions partners of the fact that a joint action is far more effective than a series of separate actions that are often fragmented and duplicate one another.
- Time policies also require the *involvement of companies* since it is particularly clear in modern society that individuals dedicate an essential part of their time to paid work. Up until today, the local authority has been unable to awaken a sufficient amount of interest amongst the companies in the area and has not been able to involve them on a constant basis in the initiatives that have been launched regarding the issue of reconciliation.

The background for the time bank (art. 27 L. 53/2000) is a huge cultural transformation that should encourage and implement relationships of mutual aid between citizens, both men and women, who may find themselves in a situation in which they require help and by the same token may be in a position to help people in difficulty.

We are not talking about voluntary actions that are provided free of charge, but rather acts of help or assistance for which there is an expectation that help that requires the same level of commitment, will be received in return.

Why is the term bank used? Because it functions with the same instruments used by a bank: There is a fixed location, which may be an office in one of the Institutions located in the suburbs (in Modena these are the districts).

People come along to this location to deposit their time and professional skills. For example, someone may deposit a two hour English lesson, an hour of tailoring, several hours of gardening, etc.

By using special cheques, these hours of time may be used to pay for a period of time received (or purchased) for child care, the organisation of a small birthday party, accompanying someone whilst they do an errand, etc.

Of course, this is not a typical bank, since it collects time deposits and then distributes time. It is a form of incentive scheme to foster good, neighbourly relationships, the kind that were spontaneous in the past in our territories and which helped families to overcome the minor difficulties encountered in everyday life.

The time bank also has the aim of reinforcing social cohesion, as well as reducing the number of citizens' requests for help submitted to the institutional services, since it is extremely difficult for these services to respond to all requests for help and, moreover, it is particularly difficult for them to be as specific and as widely available as those that ask for help would like them to be.

From the interviews and meetings arranged as part of the local activities in the framework of the CARE project, it became quite clear that one of the things highlighted by parents, and young parents in particular, is the need to have places in which people can meet and get to know one another so as to promote the creation of networks amongst friends that meet with the objectives of the time bank.

Advantages
- Promotion of citizens' participation

- Involvement of the various members of the local community in the provision of services
- Offer of a variety of services targeting different local population groups
- Promotion of flexibility
- Improved flexible adaptation to the availability and needs of the citizens
- Greater involvement of people who have more free time than others

Limits
- The risk of a lack of knowledge and low use of banks of time by the active population
- The banks of time should be regarded as a complement to other services. They should not encourage private or public service providers to withdraw from certain fields.

INTEGRATING TIME IN LA MARINA NEIGHBOURHOOD PLANNING AND ORGANIZATION

Introduction

Up until today, urban planning in many cities all over Europe does not take into account the needs and transformations of the actual society. Gender stereotypes are still being used when planning and designing public spaces and infra-structure. It must be considered that all spaces should be accessible by both women and men to share knowledge and work. Therefore, urban structures should be revised as for their capacity to answer the needs regarding conciliation of family, public and working life. Necessary changes promoting this conciliation of times require the participation of different actors: public institutions, companies, trade unions, etc. These issues have been tackled by the project La Marina.

The project

LA MARINA, a place to conciliate times, is a project promoted by the Department of New Social Uses of Time of the Barcelona City Council and carried out by Maria Aurelia Capmany Foundation. All municipal areas and the residents of the La Marina neighbourhood were implicated.

La Marina neighbourhood has 25.000 habitants. Located in the out-skirts of Barcelona, the middle and working class neighbourhood has

to deal with social inclusion problems linked in particular to the high number of immigrants.

The objective of the municipality was to promote a new part of the neighbourhood, by examining the reality of the territory and developing proposals for a new model of urban organization from the perspective of conciliation of family, private and working life of the inhabitants.

Methodology

Based on a participative process and a strong interaction with inhabitants and civil society, the project started with a first collection of data regarding existing services and infrastructure as well as needs of the inhabitants. Different kind of documentation, studies, news etc. were analysed. Visits to the territory, under guidance of a delegate from the municipality, took place. Approximately 350 inhabitants were interviewed, 56% of them female, 44% male. Interviews were also conducted with social agents from different fields (associative, educative, cultural and institutional) and other local stakeholders.

The analysis of this information allowed drawing conclusions on major shortcomings regarding transport, accessibility, education services and timetables, services for dependent and disabled people, commercial and administrative schedules, cultural and recreational activities schedules, maintenance and location of public spaces.

Based on these results, three working groups were established relating to three different issues:
– Use of time and the territory: the actual urban context and a new planning
– Mobility within and connection to the neighbourhood
– Timetables for facilities and services

These discussion groups were composed by:
– Technicians from the municipality
– Urban experts
– Mobility experts
– Representatives from different institutions: public parks and gardens, markets, single citizens, schools, commerce, associations etc.

Results

The complete conclusions, including the surveys, the interviews and work results of the discussion groups, were presented to the Municipality.

Participants also presented some concrete proposals for intervention in the aforementioned domains. They include actions such as:

- A revision of bus schedules based on an analysis of the real needs of the population;
- Creation of bus lines allowing for a better connection of different areas of the neighbourhood as well as a better connection of the neighbourhood with major lines of public transport, commercial and industrial centres, major service areas or spaces used for leisure activities;
- Extending opening hours of public offices (morning, evening);
- Delivering services designed in particular to assist immigrants regarding bureaucratic procedures etc.;
- Organise meetings with urban planners, technicians responsible for transport and urban safety as well as teachers so as to reflect on issues such as the creation of a car-free zone around schools in certain periods of the day or car-sharing between parents, the promotion of collective escorting of children on foot to school;
- Create new childcare services for sick children to allow their parents to work;
- Creation of new centres elderly people may be looked after during the day;
- Promotion of new sheltered residences for elderly people in well located areas;
- Establishing new centres and services to activate elderly people;
- Creation and improvement of services for young people (leisure and education);
- Extending opening hours of institutions such as the public library (to morning and evening hours);
- Renovation/renewal of run-down sites and buildings that could be used for activities of different groups of inhabitants;
- Facilitating the use of school buildings and other locations by different entities and organisations over the weekend.

Advantages
- Involvement of a variety of different public and private local stakeholders
- Direct interaction and involvement of the inhabitants
- Implication of both women and men
- Transversal, integrated approach: Linking issues such as transport, space and commerce with questions of reconciliation and social inclusion in general
- Addressing the needs of different groups of the population – demonstrating the importance of reconciliation of family life/work and public life for every member of the local society.

Limits
- Risk of political or administrative barriers regarding some pro-posals
- Risks regarding possible conflicts of interest between different local actors or between different groups of inhabitants
- Improvement of services without necessarily enhancing a stronger implication of men: importance of accompanying measures such as awareness-raising.

III – Analysis of Local Experimentation

During the project's second phase, the partners experimented with different subjects, such as the following:

– In the Prefecture of Piraeus, the aim of the experimentation was to bring together, on the one hand, the actions and services dealing with the reconciliation of time within the administration and, on the other, local stakeholders. The first task was to set up a map of all existing activities that contribute to the reconciliation of family life and work. This map was submitted to the officer at the Prefecture who deals with social services and social cohesion and then it was submitted to all the social service delegates of the different local authorities in the territory. The need became apparent for a common data base between the Prefecture and the social services departments in order to bring together all the social action beneficiaries. These data would include their identity, the services they currently receive and their history. Care and other structures, such as hospitals, retirement homes and crèches, will have access to the data base. All the technical meetings helped to prepare an integrated action plan.

– As in the case of Piraeus, experimentation in the province of Piacenza featured a map and a description of public and private services, an evaluation of their efficiency and an analysis of needs. An inter-institutional reconciliation table was prepared of the various stakeholders, i.e. the province's and the territory's local authorities, the associations representing the interests of companies, both for-profit and not-for-profit, and trade unions; and the requirement to set up a territorial programming agreement for the reconciliation of time was fulfilled.

- The experimentation led by CEPS was conducted in two different neighbourhoods. The aim was to carry out an awareness action for the reconciliation of time and, in addition, to ascertain the needs for services of those living in the neighbourhood.
- In the Dunkirk area, the experimentation created a dynamic among local entities, such as associations, administrations, local authorities and groupings of companies, to examine changes in lifestyles and practices relating to the reconciliation of time. The experimentation phase brought together a larger number of participants around the project for a family crèche operating at unusual hours, in order to improve the crèche's performance and the partnership. The idea of linking the services of the crèche with other services on the territory was also discussed.
- In the city of Modena, experimentation consisted of working with cultural representations in order to share equally the responsibility for childcare among men and women and the community at large and, as a result, to convey a different model of parenthood. A somewhat provocative questionnaire sent out to fathers was used to prepare a public conference. At the same time, social workers from both private and public bodies, including the private social sector, took part in training on themes relating to identity, gender differences and family matters.

This work led to reports describing the following aspects:
- the general framework of the experimentation (the context, the promoter, the objectives and the target groups;
- the methodology (the different stages, the specific objectives, the methods and tools used and the type of participants);
- the results;
- the short- and medium-term impact;
- the prospects in terms of innovation, lines of force, limits and transferable aspects.

A concise version of these reports is included in this chapter. The full version will be published on the project's Website.

The following introduction to these reports offers a summary of the main lessons drawn from these experiences and compares them to the benchmarks:

A horizontal approach
When working on the reconciliation of time, we need to broaden the analysis and action beyond the company and work time. This requires in-depth reflection and a new phase of welfare, in particular territory-based and horizontal welfare. The aim is to rethink all the local policies and, within these policies, to promote new measures

that take a horizontal view of the reconciliation of time. The aim of the temporal policies is to improve the quality of life and equality among the genders, the elderly, the social categories, the rebuilding of social links as well as territorial development and mobility.

Recognizing the individual's multidimensional nature, as an inhabitant, a user, a customer, beneficiary, worker, etc. assists in considering and dealing with the problem, not by juxtaposing spheres but as different aspects of a single system.

Subsidiarity

In Italy, the reconciliation of professional and living time was included in specialized legislation at national and regional levels with transfers of power to the local level.[5] By way of example, article 28 of the law 53 of 8 March 2000, calls for the creation of a fund for harmonizing time in cities that assigns municipalities the task of drawing up Municipal Timetable Regulation Plans in order to reconcile city-dwellers' work and private time.

By the same token, the pilot project tested in Piraeus that set in motion a network for managing social services for reconciling time could be a basis for proposals for a national policy.

A well-rounded partnership

The experiments strengthened local partnerships among the various stakeholders. People from the for-profit private sector, where participative approaches are often missing, became involved, although we would like to see even greater participation. In that connection, the theme of reconciliation of time appears to draw people together, which reveals a greater awareness on the part of the public authorities and the productive sector of the importance of such policies.

Gatherings of different local players is an opportunity to exchange current experiences and projects, to disseminate information and to become familiar with other people's areas of competence. The quality of the actions conducted often depends on the quality of relations, the level of trust between partners and their real desire to work together and strive towards the same goal. The commitment aspect, and respect for commitments entered into, as well as each partner's responsibility, is often regarded as a guarantee for a successful partnership, which brings us back to horizontal subsidiarity.

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[5] Since then, Germany, the United Kingdom, Spain and the Netherlands have got significantly involved in temporal initiatives.

Non-structured interventions that are disconnected often lead to inefficiency on the medium- and long-terms and they then lose all credibility.

Participation by all stakeholders, especially the users
From the standpoint of these experiments, we can see through dialogue, negotiation and participation of all the stakeholders that the local authorities are indeed carrying out their actions. As in Piacenza, benefit was derived from the inter-institutional "negotiation tables" that help to bring into the negotiation process the (social economy) companies, trade unions and the local authorities in order to avoid purely sectoral social dialogue between employers and trade unions in a functional and internal negotiation. This bargaining process furthers an understanding and even a solution of conflicts between user-employees and employees offering services. However, it would appear that the metaphorical fourth leg of the table is missing, i.e. the final beneficiaries and/or the associations, the NGOs that represent the interests of the inhabitants, including those inhabitants who do not work and who are not in a precarious situation.
Piraeus is envisaging the inclusion of NGOs and associations and giving them access to the data bases of the external network. By way of example, Modena has targeted its actions on service users, in particular parents and especially fathers. They have collected their expectations and suggestions. In addition, training schemes bringing together parents and infant-care professionals have been organized in time slots that facilitate the participation of as many people as possible.
The participation of the social economy and the tertiary sector is important because the participants, thanks to their ability to view, perceive, feel and do things differently, are often a source of change and innovation.

Action over the long-run
While experimentation has highlighted needs, it will be necessary to pursue further the reflection undertaken, because the return on investment from participatory actions is measured on the long-term and the expected results become tangible only after considerable time.
Moreover, it is often decided to begin experimentation on a particular type of service or a category of beneficiaries before extending it to the whole group.

Information and communication for the inhabitants
In order to bridge the visibility shortfall of the actions carried out, the

work conducted should be communicated and highlighted by simple and accessible tools. For example, the lack of communication about the time banks in the Mina de Sant Adrià del Besos neighbourhood hampered the optimal use of this service. Increasingly, people mention the use of the dedicated Internet site as a means to disseminate information, which may, however, accentuate the digital divide.

In conclusion, given that the context is defined by a range of variables, the organizational solutions can only be complex. In other words, there is no single, standardized and reproducible model for all the territories or for all couples with small children or for all children whose parents need care services. The solutions will also be complex because reconciliation requires acting on several fronts. Time-reconciliation policies arrange time relating to work, services and the city; services, from the standpoint of quantity, quality and diversity; and fairness in the sharing of tasks between men and women.

To illustrate our point, we include herein below the reports of the various experiments in the partner territories, in particular their methodology.

PROVINCE OF PIACENZA/CE.SVI.P.   **The local context**

Territorial characteristics
The province of Piacenza covers an area of 2589 square kilometres and is located in the north west of Emilia Romagna, south of the river Po. The area has a population of 263309, of which 95,132 is concentrated in the area of Piacenza itself. 24.4% of the population is made up of people of old age. The rate of employment is 49.4% while unemployment stands at 5.1%.
The manufacturing sector is prevalent in the economy and is characterised by small and medium sized firms which are particularly active in the mechanical sector.
Points of excellence include robotics and industrial automation. Emerging sectors of the local economy, in terms of quality and quantity of products, are agriculture and activities linked with the transformation of products.

The legislative context of reference
The whole issue of the **reconciliation of family and working life** has also been considered from a legislative point of view. Below you will find a list of some of the most significant national and regional legal provisions in this area.
The first, main point of reference is Law 53 of 8 March called

"*Provisions for the support of maternity and paternity, for the right to care and to training and for the coordination of cities' times".*
The regional Law (Emilia Romagna region) number 2 of 12 March 2003 "*Regulations on the promotion of social citizenship and the establishment of the integrated system of social services and interventions",* includes specific actions to promote the harmonisation of family time and work time with reference to the services provided by the integrated system of social and socio-health services.
Moreover, a series of regulatory instruments govern the application of contractual agreements between companies and workers that are designed to introduce and to activate flexibility measures in favour of the reconciliation of family and work time.

Promoters of the experimental actions

The experimental actions related to the CARE project were promoted and carried out by a territorial partnership composed of a local authority (the Province of Piacenza) and a body that is active in the social economy, namely CE.SVI.P., a social cooperative.
Below we set out a brief description of the roles, functions, tasks and activities carried out by both of the promoters of these experimental actions.

The Provincial Administration of Piacenza
The Provincial Administration of Piacenza is a local governmental body that acts as an intermediary between the Emilia Romagna Region and 48 town councils.
The Province of Piacenza is not competent for legislative matters and nor does it directly supply services to citizens. However, it does have an autonomous responsibility for certain services, including services in the area of vocational training and the labour market, territorial planning, company services, employment policies and information systems.
The province of Piacenza decided to develop the cultural and institutional processes necessary to ensure a greater and more appropriate presence of women at the decision-making levels of the institutions and within the local socio-economic system, so as to ensure that women assume a more appropriate role in helping to manage the community.
In this context, the authorities became the guarantors of the inclusion of the principle of equality and equal opportunities between men and women in all actions, with a view to making the most of the differences that exist between the genders, promoting the full recognition of the professionalism of women and removing all obstacles to real equality.

The general objectives of the Equal Opportunities Unit, which is accountable to the Organised Development Services of the Province of Piacenza, are:

– to establish an integrated equal opportunities policy
– to monitor the policies that have been launched and the actions taken in favour of equal opportunities
– to define increasingly effective instruments to support policies in favour of equal opportunities
– to promote the dissemination of the knowledge and opportunities offered to women citizens by the regulations and initiatives implemented at a local level

to improve communication regarding equality and equal opportunities between Institutions at a Community, National, Regional and Local Authority level and the public and private actors present across the territory.

CE.SVI.P. social cooperative society
CE.SVI.P. is a social cooperative society that provides training, work accompanying services and support services for territorial systems, all of which have been recognised and financed by the European Union, the Labour Ministry, the Regions and the Provinces.
CE.SVI.P. is a body that has been created, and is owned, by the Legacoop Piacenza, Legacoop Parma, Legacoop Reggio Emilia and Legacoop Modena.
The organisation's planning and actions in the area of equal opportunities take place within the following guidelines:

➢ to make the most of the skills of the genders and to rehabilitate the less well recognized educational qualifications, by developing women's entrepreneurship in the area of developing economic sectors or even in consolidated sectors, through the introduction of innovation
➢ to experiment with and to create new work models that favour the flexibility of time or of roles (at a vertical level) and the introduction of new working methods (at a horizontal level)
➢ to disseminate gender sensitive working methods, first of all raising the awareness of women who hold positions of seniority or responsibility at the workplace. The dissemination of gender-sensitive methods of organisation, communication, preparation, staff management and collaboration between colleagues, also acts in favour of career development for women
➢ to promote the adoption of forms of reconciliation within the public and private system, expanding the network of support services for both men and women workers in the area of pro-

viding care for family members and time management in general
- ➢ to deliver training and instruments that promote the importance of flexible skills that can be used with a view to reconciling family and working time.

The province of Piacenza and Cesvip have been collaborating on an on-going basis for several years on issues related to gender equality.

General objectives of the experimental actions

The general purpose of the experimental actions was to improve the way in which the services and needs that exist at a territorial level with regard to the reconciliation of family and working time are analysed, communicated and subject to an exchange of views, through the activation of a network established between the social partners (local authorities, employers' associations and workers' trade union organisations).

The specific objectives that have been identified in order to achieve the ultimate purpose of the experimental actions, may be defined as follows:
- – to raise the awareness of the actors at territorial level (local authorities and companies) regarding the issue of reconciliation;
- – to strengthen the relationship between the companies in the territory and the province of Piacenza authorities;
- – to ensure that the issue of reconciliation becomes a transversal theme for the services provided by the province of Piacenza and for the professional associations that represent the companies;
- – to establish a formalised agreement (for example through the formulation and signing of a protocol of understanding) between the various actors that, at different levels, have a mandate to deal with actions and policies designed to achieve the reconciliation of family and working time.

The target groups
The direct target groups of these experimental actions were the local authorities (the province of Piacenza and the municipal authorities in the provincial capital), the employers' associations and the trade unions, in other words, the local actors who will then form and become an active part of the provincial network.

Furthermore, the experimental actions were aimed at, and involved, different sectors and services of the province of Piacenza, notably the Labour Market and Training Services, the Social Services, Citizens' Services and Equal Opportunity Services of the municipality of the

provincial capital (the municipality of Piacenza), the professional organisations that represent companies (both the social economy and profit-making companies) and the trade union organisations.

The experimental actions' indirect target groups were the companies that belong to the professional organisations that took part in the process that led to the establishment of a formalised agreement, their workers (both men and women) and, in a wider sense, all of the citizens (once again both men and women) across the provincial territory.

Methodology

The experimental actions were undertaken by the Organisational Development Service, of which the Equal Opportunities unit of the province if Piacenza is part, and the CE.SVI.P. social cooperative. The planned activities were divided into two phases: Phase 1): Analysis and exchanges; phase 2): launch of a discussion group on reconciliation.

Phase 1) Analysis and comparison

Objectives
  – To map the active services and activities carried out at a local level (either by the public authorities or by private bodies) in favour of reconciliation, with a view to identifying, in particular:
    ⋆ the type of service,
    ⋆ the target groups it is aimed at,
    ⋆ the beneficiaries,
    ⋆ the results achieved in both quantitative and qualitative terms.
  – To draw up a list of the needs and expectations (of both the politicians and the technicians that work within the public administrations) regarding the role, functions and the activities that the province of Piacenza could provide in order to support and to favour interventions designed to promote reconciliation.
  – To identify the:
    ⋆ Specificities of the services;
    ⋆ Criticality of the services;
    ⋆ Areas in which it may be possible to integrate certain similar services;
  – To identify strengths and areas in which there is scope for improvement in the integration between services offered by representatives of the world of production (the social economy in particular) and between these services and public services.

Methodology, instruments and parties involved

In order to collect the data, partially-structured interviews were held[6] with a variety of policy makers and technicians from the local authorities and the world of industry, including spokespersons from the trade unions and social economy leaders/spokespersons.

By collecting data through individual interviews, we were able to cover all of the services (both public and private) and this consequently enabled us to map the overall situation in a very detailed manner. In our opinion, this is something that would not otherwise have been possible.

Using this data, we were then able to identify and to put forward hypotheses regarding actions designed to bring about an improvement. The first of these actions would be to create an inter-institutional coordinating group to establish a dialogue with the world of companies and the trade unions, in order to design and to plan integrated actions aimed at workers (both men and women) who have reconciliation requirements. The formulation of these hypotheses then gave rise to the second stage of the experimental actions.

Phase 2) Launch of a discussion group on reconciliation

Objectives

To establish an inter-institutional discussion group on reconciliation composed of the local actors (both public and private) that are able to represent and to express the needs of the citizens (both men and women), the workers and the companies (not-for-profit and profit-making). The intention is that this group should become a permanent forum for meetings, exchanges and the joint planning of systems related to reconciliation, with a view to spreading a reconciliation culture as widely as possible across the territory in order to improve the well-being of the workers and the employers' associations.

Methodology, instruments and parties involved

On the basis of the analysis and comparisons that took place during the previous phase, the Council Department for Equal Opportunities and Social Services and the Provincial Councillor for Equality of the

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[6] The Organisational Development Service of the province of Piacenza sent a written communication that included a brief description of the overall aims of the CARE project and the experimental actions, to. the political representatives, executives and technicians within the public and private services, On this basis, they encouraged everyone to make themselves available to meet with the interviewers and to provide information on services/interventions in favour of reconciliation and to answer the previously formulated questions.

province of Piacenza, together with the Council Department for Equal Opportunities of the Municipality of Piacenza, convened an inter-institutional coordinating group to discuss the issue of reconciliation. The following people received invitations to participate in the work carried out by this group: representatives of the economic world of companies (Chambers of Commerce, associations that represent various branches of industry, craftsmen and women, cooperatives), representatives and coordinators of the Trade Unions' Women's Committees, the Council Department for the Labour Market and Training of the province of Piacenza and the Council Department for Equal Opportunities of the Municipality of Piacenza.

The invitation to attend the meeting, which was sent by the author-ities of the province of Piacenza, highlighted the desire of the local authorities involved to promote dialogue with the world of production and the trade union organisations in order to bring about a more effective application of the reconciliation instruments provided under current legislation (cf. Law 53/00), so as to favour the elaboration of joint strategies and actions that are able to have an effective impact on the issue of the reconciliation of family and working time.

Results

The interviews with the people who have first-hand experience in this area from the local public authorities, the employers' associations and the trade unions, were used to draw up a map of the services and projects regarding reconciliation that are active and/or have been activated across the territory of the province.

Furthermore, suggestions and requirements were collected from the local actors with a view to improving and optimising existing servic-es or to providing new services. Those who took part in this process were asked what role the province of Piacenza could or should play in the promotion of policies and actions in favour of reconciliation.

Results of phase 1)

The results of the research work highlighted that the local adminis-trations (the Municipalities) have been according, and continue to accord, an increasing amount of attention to reconciliation issues and that certain services and initiatives have been planned with male users in mind, with a view to achieving a general aim of overcoming stereotypes and promoting social inclusion.

We would like to mention several interesting initiatives, most of which are concentrated within the Municipality of the provincial cap-

ital. These include the adoption of all-day business hours by the municipal offices that have direct contact with the public, the extension of the opening hours of the municipal nursery schools, the completion and application of the Regulatory Plan for City Hours, the organisation of information days open to all members of the public on the reconciliation-related possibilities offered by Law 53 introduced in 2000, the opening of a "Time Bank". The real strength of these initiatives lies in the fact that they are used by a great number of the general public.

Of course, there are also some negative elements, such as the fact that not many people know a great deal about Law 53/00 (which means that we should reflect upon the effectiveness of the information and dissemination initiatives that have been organised) and a general "cultural" resistance to the whole issue of reconciliation.

From the interviews carried out, it also emerged that the Municipal Authorities expect the province of Piacenza to provide support in this area through interventions designed to foster coordination, the dissemination of good practice, awareness-raising and the improvement of the visibility of the services provided and the initiatives carried out in the area of reconciliation.

With regard to the trade union organisations – the CGIL, CISL and UIL – the research uncovered a series of significant activities and initiatives. In particular, activities aimed at unionised men and women workers had taken place with a view to providing information at a local level, raise awareness regarding Law 53 of 2000, as well as the promotion of a programme of interventions designed to combat gender discrimination at the workplace. A "Family Information Point" was set up at the head office of a Piacenza based trade union in order to provide users with specific information regarding reconciliation.

Moreover, all three of the trade unions had also organised training and information activities for their own officers on the issues of equal opportunities and reconciliation.

The negative elements identified by the trade unions are: the companies' poor perception of the positive aspects and competitive advantage offered by actions in favour of reconciliation (in particular, there is a strong cultural resistance to Law 53 of 2000), and the need for more information initiatives aimed at both male and female workers. The trade unions also feel that the province of Piacenza should play an important role in coordinating and monitoring existing activities and services, as well as responding to the need for new services and making people more aware of existing services by increasing their visibility.

The employers' associations, particularly those in the social economy, have also promoted initiatives to support reconciliation.

Given the heterogeneous nature of the associations that represent the business world – cooperatives, industrial companies, craft companies – a wide range of services and experiences have been undertaken, notably the activation of projects financed by Law 53/2000 within companies that are association members. These projects were designed to introduce instruments of organisational flexibility within the companies involved. Other activities include the provision of support for Equal projects and the activation of information services regarding reconciliation.

The main positive points to emerge from these actions are an increase in well-being amongst the workforce and the knowledge that the benefits of reconciliation far outweigh the costs.

The negative elements identified are similar to those observed by the other parties involved: the lack of knowledge regarding the services and opportunities on offer (generally speaking, we can say that demand is generated by the knowledge that people have of the services), a certain cultural reluctance to address issues related to reconciliation and the lack of any real link between the services provided by the various private actors and between the internal services of the very same local authority.

All of these observations point to the fact that the province of Piacenza must assume a coordinating role for all of the services made available across the territory and act as a mediator between the social partners in discussions on reconciliation. It should also disseminate information and raise awareness about reconciliation related issues.

Results of phase 2)

On the basis of the findings that emerged during the analysis and comparisons phase, the "Inter-institutional discussion group for the reconciliation of family and working time" was set up in November 2006. Invitations to participate in the work of this group were extended to the local actors who represent the employers' associations, the trade unions, the Municipality and Province of Piacenza (Social Services, Equal Opportunities and Training and Employment). The first meeting was attended by representatives from the Trade Unions' Women's Committees, the sectoral associations from the cooperative, craft and industrial sectors, as well as the institutional representatives for the Social Services department of the Municipality of Piacenza and the Training and Employment Services of the province of Piacenza.

The first real result of the first meeting was the decision taken to consider working together on projects that fall within the scope of Law 53/2000, within a support network composed of local authorities and employers' and trade union associations, who would then have the task

of identifying the companies to be involved. The fundamental point that needs to be underlined here is the network-based approach and methodology of a working group of this kind that involves a whole range of actors, including those that are outside the province of Piacenza local authority (Municipal Administrations, companies, trade unions) and those that are part of the authority itself (the Council Department for Equal Opportunities and Social Services, the Training and Labour Market Department, the Councillor for Equal Opportunities). All of the participants agreed upon several fundamental elements at the first meeting:

    a) The need to move on beyond the experimental phase and to build upon consolidated practice so as to structure projects that have already been launched and to ensure that they run at the highest possible level of efficiency

    b) Particular focus should be placed on the new companies that are just setting up in the area

    c) There is a need to establish an agreement on a territorial programme

In our opinion, this represents a good result in terms of the dissemination of policies that are active in the area of reconciliation and this may also help to avoid the marginalisation of Equal Opportunities, since this should be understood and perceived as a general welfare policy that should apply in a transversal way to all sectors of society. A new, dedicated channel of communication was thus established between the various social partners that operate across the territory of the province. Furthermore, new links were created between the various areas of responsibility of the Public Administrations.

Impact

The experimental activities promoted by the local partners have had a positive impact in the short-term and we hope that they will have a positive impact in the long-term.

The first positive impact we would like to highlight is the launch of exchanges and collaboration between the various social partners present across the territory regarding actions to promote reconciliation. These actions have been made possible by the creation of the "Inter-institutional discussion group on the reconciliation of family and working time" and the efforts being made to ensure that this group continues its work.

The creation of this group also has a positive impact on the promotion of existing services, since the meetings of the coordinating group also represent a good opportunity to exchange information

about experiences that have already been activated in this field and to share new knowledge and areas of competence.

We feel that there are grounds to believe that, in the long term, not only will the previously described impacts be consolidated, but there will also be a positive impact on the culture and mentality of the territory, on the basis of an approach to reconciliation policies that considers them to be transversal welfare policies.

Of course, it will only be possible to measure the long-term impacts in several months and they will depend, to a large extent, on the quality of the planning and the level of interaction between the actors that is achieved by the "inter-institutional group for reconciliation".

Finally, but by no means of lesser importance, a further positive impact has been the participation in the "inter-institutional group for reconciliation" of the Provincial Council for Training and the Labour Market, which has worked very hard in this area over recent years. This tends to indicate that reconciliation policies have now emerged from the traditional sidings into which they had been previously shunted and are now beginning to find their way into other areas. This indicates that the politicians and the world of production are now becoming fully aware of the importance of such policies for social well-being. In our opinion, this is an important indication of the will to recognise and to integrate the multiplicity of the dimensions of the life of the citizens, considering them both as the expression of social needs and also as workers and actors in the world of production.

It is essential to address these two aspects in an integrated and interdependent way so as to ensure that the two areas of work and family are no longer considered or addressed as independent issues, but rather as two different aspects of a single "system" (the person), for which welfare policies have to assume responsibility, whether this be in the field of work, social services or equal opportunities, together with the employers' associations and the trade unions.

Perspectives

Although we have to acknowledge certain limits and negative elements, most of which are due to the difficulties encountered in bringing about the active and widespread involvement of companies and trade unions, as well as the difficulties experienced in trying to ensure a good degree of coordination and integration between the services that belong to the very same local authority, we still believe that the results achieved thus far represent the first step towards a positive perspective.

Indeed, the introduction of a transversal approach as a basic element

in the way in which issues related to reconciliation and, in a wider sense, equal opportunities, are addressed, is certainly a highly innovative aspect across the territory of Piacenza. Similarly innovative is the creation of a specific coordinating group, for which the province of Piacenza is both the promoter and the guarantor, in order to tackle the issue of reconciliation in an integrated way and using a network-based methodology that involves a variety of actors from the world of public services and private (social economy) companies.

If we consider the difficulties encountered in encouraging the involvement of the world of private companies in particular, then we can only conclude that the potential strength, but also, at the same time, the risky limit of our experimental actions, is the involvement of the world of companies. In our opinion, the necessary condition, although not entirely sufficient on its own, to plan and to activate policies and instruments in favour of men and women who have reconciliation needs, is that all of the bodies that deal with them, either through an institutional mandate (the local authorities) or through necessity and because the problem has emerged (the companies), should establish a dialogue with one another and reach an agreement on shared lines of conduct, priorities and the sharing of commitments and tasks. The flip side to this is that one-off interventions that are not part of a wider strategic planning process and are isolated from other actions, run the risk of being barely effective or, at most, will only succeed in acting as a temporary stop-gap for the needs of the men and women they are aimed at, without being able to provide an articulated response to people's needs so as to guarantee real possibilities of reconciling family and working time. Indeed, it is fair to say that interventions that are not structured and that are disconnected from other actions and are not part of an overall system, often prove themselves to be inefficient in both the medium and long term.

In conclusion, we would like to point out a further positive development brought about by our experimental actions, namely the will that has now emerged to ensure that the issue of reconciliation is no longer solely confined to the area of equal opportunities, so that it is extended into the world of production (in other words to companies and work-related services) and to the social services that deliver care services. This "emancipation" of the issue of reconciliation as an issue that had previously only been associated with the female population, is certainly the first step towards the construction of a culture of equal opportunities and gender equality according to which the reconciliation of one's time (dedicated to one's private life, family, work, etc.) becomes an issue not only for women, but for the whole of the local community in which one lives.

Experimentation activities of the Prefecture of Piraeus built upon a local analysis of services linked to reconciliation of work and family life. All services are delivered on both a Prefectural and municipal level. The following actions have been examined:

- **"Home Care":**

In the implementation of this program the following experts participate:

1. Social Workers
2. Nurses
3. Domestic Workers

This program includes medical care, psychological support and services of daily needs. It addresses in particular elderly people and their families; assisting them in sharing the continual full day responsibility. The "Home Care" program has been implemented since the year of 2000. Even though it faces the same difficulties that most municipalities are having (such as delays in payments etc.), it appears vital to continue with its performance.

- ***"Parents Schools":***

The professional team consists of:

1. Psychologists
2. Doctors
3. Social Workers

Team Counselling is conducted for parents or parents to be, once or twice a week with subjects that concern the daily routine, the relationship between the couple and the children, children's' possible problems in school and other social issues.

Frequently, schools request "after school team counselling" for teenagers on general/ common issues.

In special cases, (death of a parent, divorce etc.) beneficiaries have the opportunity to have private sessions. This program has been implemented in the Prefecture and the Municipalities since 2003.

- ***"Consulting Centres":***

Whenever the citizens feel the need for any kind of psycho – social support, they can contact the consulting Centres.

The professional team of the "Consulting Centres" consists of:

1. Psychologists
2. Doctors
3. Social Workers

- ***"Creative Centres for Children ":***

These centres employ Ergo therapists, Pedagogues and Art Teachers. Their objective is the smooth communization of children and the development of their social capacities. The centres are open at noon all year round. Parents can leave their children in safe and creative places while working.

- ***"Supporting and Informative Centres of the Unemployed":***

The unemployed are instructed by the Labour Counsellor about the prerequisites of the labour market, on new job positions available and the usage of Internet for informational access to handbills and examinations. Additionally, there are centres for educating the unemployed, and preparing them to fulfil the requests of the labour market.

- ***"Prefectural Council of Public Education (P.C.P.E.)":***

The professional team for support, information, expression and entertainment of the P.C.P.E. of Piraeus, provides activities such as:

- Organization of events related to common issues regarding every day's life in the municipalities of Keratsini, Piraeus, Perama, Spetses, Aigina, Hydra, Methana & Poros.
- Organizing and implementing parents' counselling classes in the municipalities of Keratsini, N. Faliro, Rentis, Nikaia, Perama, Spetses, Aigina, Hydra, Methana, Poros, Salamina and Drapetsona.
- Implementation of an ergo therapists programs in the municipalities of Faliro, Rentis and Nikaia.

- ***"Social Cohesion Network of the Prefecture of Piraeus":***

The network provides psycho – social Support for people facing social exclusion (refugees, long term unemployment). It also supplies clothing and school items for poor families, hosts and supports members from single parental families, provides counselling for handicapped people and their families as well as hygiene services and clothing to homeless.

The network occasionally collaborates with the Directorate of Social Cohesion of the Prefecture with respect to exceptional incidents. Additionally, it provides sickness benefits for those in need. Also, the Network cooperates with Social Services of hospitals of Piraeus, in conjunction with the Commercial Association of Piraeus. Last but not least it has acquired a large group of volunteers.

- **_"Directorate of Social Cohesion of the Prefecture of Piraeus":_**

The directorate of Social Cohesion is responsible for the "medical aid benefits" for the handicapped, poor and other disadvantage social groups.

At the same time Counselling and psychological support is given to elderly people, to the disabled and to parents of disabled or handicapped children. Some of the responsibilities of the Directorate are to inform the Municipalities regarding transportation of paraplegic persons to and from public services, to organize guidance of blind and heavily disabled persons to the "Home Care" program of their area; to connect paraplegic and elderly people with the "Open Protective Centres for the Elderly"; to transfer elderly and severely disabled people to and from hospital. Additionally, it establishes contacts between parents with disabled children, blind and deaf people, poor and handicapped and relevant associations as well as the Church Council of Piraeus.

Additionally, the Directorate has an interactive relationship with the Municipalities' Social Services, the "Consulting Centres" and the "Social Cohesion Network of the Prefecture of Piraeus".

Finally, the Directorate links and relegates children to Infant and Nursery Schools (private and public) without charge, to Day Care Units for children and to "Creative Centres for Disabled Children.

Municipalities with similar actions are the Municipality of Perama and the City of Keratsini which organizes' "rehabilitation programs" for disabled people, programs for their social inclusion and provides home services on a daily basis. They work with professional specialized staff such as gym teachers for the disabled, ergo-therapists, speech therapists, psychologists and social workers.

- **_«Directorate of Public Health of The Prefecture of Piraeus»:_**

The department of Medical-pharmaceutical & Hospitalization Care for the poor and those without insurance (e.g. long-term unemployed, chronically ill, unmarried mothers, homeless etc) accepts applications for issuance health books from the municipal social services, from the "Home Care" program beneficiaries, from the hospitals' social services departments and from the Infant Centre "MITERA".

For extremely urgent incidents persons are sent to the "Social Cohesion Network" which employs doctors and other specialized professional staff or to the Directorate of Social Cohesion for the issuance of the "Medical Benefits".

Edify Health Department:

Presently this department plays an informative role, provides dental check–ups, informational dental care and childhood obesity programs in schools.

The critical points that have been discovered in the functioning of the above services are:

- Lack of connection/linking between the services on a municipal level
- Lack of evaluation of the quality and quantity of the given services
- Insufficient reporting tools regarding needs
- Lack of collaboration and participation amongst the local scheme regarding an integrated planning on the existing social services for the reconciliation of family and working life.

In the experimentation phase, a pilot planning of a framework for the development of networking actions promoting reconciliation of family and working life has been launched.

Methodology

Step 1)

A 1st political meeting was held with the Prefecture's official for the Social Services and the Social Cohesion Network. The following issues were discussed:

- The quantity reports of all active services
- The quality characteristics that need improvement
- The updates of services, which currently are insufficiently available
- Main problems related to specific services
- A possible collaboration framework with the other local services

Further we had a series of internal meetings with the responsible official from the Prefectures' Directorates and other structures that play a direct or indirect role in favour of reconciliation of family and working life: Directorate of Social Cohesion, Directorate of Public Health, Network of Social Cohesion, Prefectural Council of Public Education.

At the same time, based on the data collected by the Research and Psychological Support Department of the Directorate of Social Cohesion, the mapping of all the existing structures in the area of the Prefecture was prepared so as to be completed after the first *technical* meeting.

The outcome of these activities was a fully-fledged proposal for the provided services that support reconciliation of family, social and working life.

Simultaneously with the 1st meeting, an official invitation was sent to the other local representatives in the broader area of Piraeus (30/10/2006 – 03/11/2006). With this invitation we informed them about the "CARE" project and asked them to appoint a representative for all future meetings.

Step 2)

A 1st Technical Meeting with delegates of the Local Authorities' Social Services was held. It aimed to introduce all participants to each other, to exchange information and to record the quality and quantity data of their provided services. We prepared and submitted to all the participants material for the meeting (agenda, a short description of the CARE project, a short description with the possible networking methodology, short description of the existing study, a list with all known services structures and the mapping).

These are some of the points discussed:

First, we had a discussion about the existing situation on the field of Social Services. This discussion led us to believe that the Prefectures' Directorate of Social Cohesion can be considered the main branch of all the services as it is responsible for the provision of services and consequently receives many people in need as well as people facing social exclusion. At the same time the Directorate is the agency controlling the establishment and the operation of the Municipalities Social Structures.

Another main issue and problem identified is the absence of a formal remitting procedure which causes the unnecessary discomfort of the beneficiaries every time they have to repeat their situation to the service they want to attend. It is clear that the Social Services do not have a united digital database of the beneficiaries.

As for the island part of the Prefecture's territory, it was ascertained that the Municipalities Corporations have undertaken social initiatives, as well. This means that the Municipalities do not have separate Directorate or Social Services Offices.

It was also requested from the Municipalities to send via e-mail or fax additional data for the provided services.

Step 3)

The 2nd Technical Meeting was held shortly after the first one. Participants worked on all the collected data with the main goal of netting all the services. In particular we fostered the idea "SOCIAL SERVICES DATA E-NETTING OF THE PREFECTURE OF PIRAEUS AND MUNICIPALITIES". After studying different ways social services are netting presently (formally or informally), the existing needs for improvement were summarized in the below Netting Framework.

Our main goal has been the development of a good collaboration within the various structures, so as to improve solutions and tackle social matters linked to reconciliation of family and work life (services provision, remitting and guiding beneficiaries through different social services etc.)

This will allow for a better promotion of the reconciliation of family, social and working life, based on a better and timely information of a larger number of beneficiaries and a direct, more efficient communication with organized social services within the area of Piraeus.

Operational functioning of the E-Netting

The suggesting E-Netting (common database) framework is divided in two parts:

i. Internal Netting and b) External Netting.

By **"internal netting"** we mean the e-netting between the Prefectures' and the Municipalities' Services which provide social work.

The users of this Network will be:

1. Some departments of the Directorate of Social Cohesion of the Prefecture of Piraeus, specifically:
   - Department of Social Services provision for multi-disabilities people
   - Department of Children Protection and Perishable groups Support
   - Department of Social Work and Aid
   - Department of Research and Psychological Support
2. Directorate of Public Health
3. Network of Social Cohesion
4. Prefectural Council of Public Education (P.C.P.E.)
5. Centre of Citizens Service of the Enlarged Prefecture of Athens-Piraeus
6. Central Social Service of each Municipality
7. Municipals Corporations which provides social services

All the above listed Services / structures will have a common data base of all beneficiaries (Name, Surname, Parents Name), demographical characteristics (Birth date, place of Birth, ID number, Social Security Number, Place of Residence, Phone numbers), the services that currently are provided to them (e.g. "medical aid benefit", "Home Care", parents' counselling etc.) as well as any historical information of regarding their health.

The users of this e-database will have the right to fill in new beneficiaries, to sign them up for new services and to complete older files with new data. The access, though, will be restricted if it comes to the modification of older data. Users must be employees of the Social Services and will have a secret password to enter the database.

The creation of this database will be based on the expertise and know-how of the Directorate of Administration and Informatics of the Prefecture of Piraeus.

By **external e-netting** we mean the connection with other structures that will not be members of the above mentioned network. Basically we will have an ongoing formal communication with these structures – we will remit and accept beneficiaries from them, but only the official members of the network will be able to record the benefits provided.

The remittance application will be the same as for all the users and adjusted for each case. It is suggested to replace the existing ones by digital versions.

Services and Structures that can be part of the external network are:

- Hospitals and Health Centres
- Insurance Companies
- Attorneys General and Juvenile
- Rehabilitation Centres for Drug Addicts
- Hostels, Dry lodgings, Boarding Houses
- Associations (For disabled people, Blind and Deaf, etc.)
- Church Council
- Old People's Homes
- Nurseries, Kindergartens, Schools
- Police Force
- Greek Manpower Employment organization
- National Centre of Social Cohesion
- Centre of Diagnosis, Evaluation and Support
- Centres of Mental Health

Step 4)

A 3rd technical meeting was convened, in which the responsible official for a Regional Program called "Sizeuxi" participated. The "Sizeuxi" program is a National Network aiming to connect the Prefecture with the municipalities. It is currently being implemented through the "Information Society" program.

Through this technical meeting it was decided to base our network on the existing national one. All the participants agreed to communicate with their Municipality's technical personnel in order to be advised as to the status of the establishment of the "Sizeuxi" Network.

It was also agreed that the external network should include NGOs, Associations and Unions as they are part of the local society and ministrant of Social Services. We agreed to collect information regarding:

- Associations, Unions and NGOs working on the territory (e.g. Charity Associations, Deaf and Blind Associations etc.)
- Relations between them; if any

The final goal of these technical meetings is the preparation of an integrated plan with objectives, activities and outcomes, specifically:

- A horizontal approach for setting and planning the actions

- Pre-emptive action for services' evaluation and approaches relating to new needs
- Synergy – collaboration of the scheme which will also motivate the local society.
- Involvement of citizens and organizations in the remodelling of new actions.
- E-connection and development of all the different structures mentioned.

With the completion of this pilot period and with the integrated plan in our hands, we will present it to the responsible government officials.

During the final conference of the "CARE" project in February 2007, the pilot networking of the Social Services for the reconciliation of family and working life as well as first concrete outputs and impact will be analytically presented. It is our conviction that this pilot procedure will prepare the ground for the inclusion of these proposals into national programming processes.

The Municipality of Modena – How to Combat Common Perceptions and Promote the Transformation of a Community into a Reconciling Community

Premise regarding the city

The city of Modena has a surface area of 18,363 hectares and is therefore of average size. It lies in the heart of the Po valley, in the centre of the Emilia Romagna region, at the crossroads of two main motorways, the Autostrada del Sole (Motorway to the sun) and the Autostrada del Brennero (the Brenner motorway), and is only a few kilometres away from the major rail and airport hub of Bologna.

There is no doubt that the Modena area is one of the most developed areas in Italy and Europe and is one of the leading areas in terms of income generation and the other development indicators, industrial production, the unemployment rate and an income per capita that is amongst the highest in Italy.

It has a population of 180,000. Women represent 52% of the population. There are almost 78,000 families. These figures tend to indicate that many of the families are composed of 1 or 2 people. Only 50% of the inhabitants were born in the municipality and have spent all of their life there, whilst the remaining inhabitants have immigrated from nearby provinces, 16% from the south of the country and more than 10% of the inhabitants come from European Union countries and countries outside Europe.

Although the economy is feeling the effects of the international situation, it is still fairly buoyant and continues to generate employment. Another sector that generates employment is the services sector, along with the public administration.

With regard to the number of women in employment, we have been ahead of the percentage set out in the Lisbon Agenda for some time now, even though there has been an increase in the number of jobs abandoned within 12 months of the birth of a child. Within the town council, a female councillor has been given responsibility for the city's time policy and has been asked to draw up a project that will lead to the implementation of the Regulatory Plan for the city's time.

The opportunity presented to us, by the project, for exchanges of views and experiences, was linked to an activity initiated by the Council Office for Equal Opportunities, as well as to the Equal Opportunities Committee within the authority, with a view to assessing whether the existing services are sufficient to favour the reconciliation of family and working time for the families in the area. A survey was carried out amongst 500 families and at this moment in time the very same survey is being carried out within the authority.

The initial results tend to indicate a general level of satisfaction with the services, although people did ask for services to be improved for infants between the age of 0 to 3 and for the elderly. However, one thing that emerged even more clearly, is that people feel that they do not have enough time for themselves or to satisfy the expectations that they have of their own lives, as did the need for a greater sharing of family responsibilities amongst all of the components of the family nucleus.

The main aim of the project falls within the scope of the study designed to activate policies that may favour the reconciliation of family and working time of the authority and the possibility of carrying out a cultural action to promote efforts to combat stereotypical views, such as men working and keeping the family whilst the women stay at home and take care of everything else, or women being almost exclusively responsible for taking care of the family.

As our local partner, we decided to choose an organisation from the private social sector, namely a small women's social cooperative that provides childcare services. In our territory, groups of women often create a cooperative so that they are able to work and, since they are able to organise the work themselves, it is then possible for them to cope with their family commitments and responsibilities.

Since we realised that we would not be able to respond to all of the needs, or to work in all of the areas that required attention, we felt that it was necessary, right from the very outset, to limit the range of our observations and work on a specific sector of the population.

We therefore identified child care services for children aged from 0 to 6 (approximately 15,000 children) as the area we would work in, so as to identify the actions and possibly the services that we would experiment with.

We decided that our target group would be the parents of the children who attend and use the childcare facilities and the children who go to nursery school.

Together with our local partner, we carried out a survey of the services that exist across the territory and that could help families to reconcile family and working life. There are many such services and they have become increasingly diversified over recent years as they try to respond to emerging needs, whilst at the same time being careful to always take into account the well-being of the most fragile members of society.

Child care services present across the territory

There is a large range of diversified child care services for children aged from 0 to 6, just as there are many different actors involved in the delivery of these services. These relationships are governed by protocols and agreements for which the Municipality of Modena acts as the governing body for the system, by defining the reference standards and the organisational, training and management models, based on the lengthy experience that it has of social services for the city's children, which is something that is recognised at both national and international level for its quality and educational content.

For small users, there is a single, centralised point of access to the services operated by the private social sector or to those operated by the public sector. The fees to be paid for these services are calculated according to parameters that take the families' socio-economic conditions into account.

Demand for nursery school places (for children aged 3 to 6) is completely satisfied. However, there are problems when it comes to finding place for younger children (aged 0 to 3) in child care facilities (crèches).

In recent years, efforts have been made to provide alternative services to crèches and nursery schools in order to satisfy demand for child care services for infants, sometimes for only a few hours, or sometimes through the use of different methods, such as the experimental service of the family educationalist. Furthermore, it is also possible for children and their parents to attend other meeting places with other parents and their children, such as play groups. Finally, in order to meet with the needs of working mothers and fathers, summer activity centres have been organised for the last two years dur-

ing the school holidays. The local authorities have also applied special opening times at certain times of the year to coincide with holiday periods such as Christmas. Furthermore, a series of experimental activities has been launched with a view to drawing up a list of registered baby sitters.

Services also exist to support new parents, so as to help them to overcome moments of difficulty or simply to bring them together so that they can provide one another with mutual aid, at places such as the Family Centre. This service also offers on-going training courses for couples and parents.

For the most part, these services are provided by social cooperatives (nursery schools) and the public sector (crèche facilities).

Democratically elected bodies that include both teachers and parents amongst their members, are responsible for the planning, monitoring and assessment of all the educational and socialization activities.

By the end of the survey, and in light of the results of the research carried out, it became clear that there exists a general level of satisfaction regarding the quality of the services and this was taken into consideration in the programming of the experimental activities of the CARE project.

The care project experimental activities
Before we began the experimental activities, we held various meetings with the actors that are responsible for the services, in order to gain an overview of the actors who are involved at a city level in the definition of child care and child minding projects for children aged 0 to 3, the educational programmes for children aged 3 to 6 and the modalities of their delivery.

These bodies are composed of people who are responsible for the services, educationalists and parents. We held discussions with them regarding the aims of the project and defined the actions that could play a useful role in reaching those aims and which, above all, could give an added value to the existing services and the authority's policies.

We agreed with them that, in order to go further than just simply delivering the service, which in itself is certainly of decisive importance for the harmonious up-bringing of the children, it was necessary to boost the dissemination of alternative models of parenthood. In order to achieve this aim, it was indispensable to foster exchanges with, and between, parents, young fathers in particular, by promoting structured meetings that would serve to tease out issues such as family life and family responsibilities from an equality point of view. We then launched the experimental actions with a public meeting called "*Who works in your house? You are born a son or daughter,*

but you have to become a parent. The role played by school in the growth process of the family, against a background of social changes". The meeting was aimed at all of those who are involved, in different capacities, in the up-bringing of children and who are involved in child care.

We invited the following expert to address the meeting:

Maria Rita Parsi – Psychotherapist and author – President of the Children's Movement Foundation.

The invitations to the meeting included a small questionnaire to be filled in by the fathers. It contained several questions that are both challenging and light-hearted. These questions, that we took from a previous Spanish experience, are listed below:

1) Do you have the number of your child's doctor in your phone memory?
　　　YES　　NO
2) Have you ever checked if there is enough milk in the fridge in the evening?
　　　YES　　NO
3) Do you know where the thermometer is kept at home?
　　　YES　　NO
4) Do you know which evening you have to prepare your child's sports bag?
　　　YES　　NO
5) Do you know which supermarket is open all day?
　　　YES　　NO

All of the information regarding the initiative has been published on the website of the Municipality of Modena, www.comune.modena.it, Informadonna, www.tempopermettendo.info (Regional support network for the reconciliation of family and working time). Furthermore, we also organised a press conference to which we invited both print and television journalists. During the press conference, we presented the results of the research work that we used as the starting point for our experimental actions. Some 6,000 invitations were printed and sent out and delivered directly to all of the childcare services, the various information offices across the city, Voluntary Organisations and Groups for Social Promotion and the head offices of Cooperative associations.

A total of 791 questionnaires were filled in and returned by the fathers. Here are the results:

- Question 1　**YES** 489　**NO** 432
- Question 2　**YES** 614　**NO** 307
- Question 3　**YES** 855　**NO** 66
- Question 4　**YES** 532　**NO** 322　　**NO ANSWER** 67
- Question 5　**YES** 851　**NO** 70

A training course was then organised for all educationalists who work in children's services in the Municipality of Modena, irrespective of whether they work for the structures run by the local authority or for those run by the private or social private sector.

The course was organised into three sessions and was led by Letizia Lambertini, a researcher into issues relating to identity and gender differences, as well as being the author and editor of a DVD called "La camera ingombra" (the cluttered room), that has been made in collaboration with the Women's Documentation Centre in Modena.

This DVD can be useful in teaching young people about respecting others, through the particular aspect of exchanges between the genders.

The first two meetings focussed on the presentation, introduction and discussion of educating people about differences and relationships and the participants were urged to reflect upon the practices of family life, based upon the comparison between men and women.

The third meeting was organised as a working laboratory and the aim here was to look very closely at how it is possible to work with children on the issue of differences between the genders and the value of differences.

Following this course, which was attended by 73 educationalists, two meetings were organised with the parents of the children who attend the crèche facilities, with the aim of promoting exchanges and to listen to any recommendations and suggestions put forward by young fathers in particular.

The meetings were organised in the evening at the request of the parents, so as to ensure that people who were interested could attend. Indeed, the meetings were well attended and the parents put forward several suggestions, some of which were linked closely to their own experiences, whilst others were about the Municipality's policies.

The most frequently heard requests were linked to the possibility of having a forum for discussions and exchanges so as to address the various issues related to looking after one's children, and also so that the parents could get to know one another better and establish relationships that could be based on the provision of mutual aid.

The discussions held during the meeting also touched upon the City's policies. For example, some people called upon the authorities to make a greater commitment to its housing policies so as enable young people to leave home and to try to look after themselves and to cope with the demands of everyday life. The parents believe that this would help young people to be better prepared and more skilled when it comes to assuming the responsibilities inherent in building a family.

Activities also took place in the crèche and child minding facilities, on the basis of the requests discussed during the course for the educationalists.

Furthermore, discussions were held in the operators' collective meetings and these discussions were also taken to the meetings of the Management Boards that are attended by parents (154 mother and 77 fathers), as well as by the authority's operators and the organisations that run the services.

Included amongst the areas in which work has already begun, is the "integration" of children from countries outside the European Union which, in part, is a continuation of the activities that had already been scheduled, as well as support for the actions that are carried out on an informal basis by parents in order to provide mutual aid to resolve problems (e.g. the time bank). Interviews have also been carried with boys and girls regarding the issue of identity and they were featured in an article, under the title of "Are you male or female?" included in a nursery school's newsletter that was published at Christmas.

In the short term, a course will be organised on the family. This will be led by the following experts:

1) Maurizio Andolfi, child neuropsychiatrist, full professor at the La Sapienza University in Rome;

2) Paola Forghieri Manicardi, psychologist and psychotherapist, teacher at the Academy of family psychotherapy, director of the Modena head office, Specialisation School for doctors and psychologists, member of the European Family Therapy Association.

These meetings will be aimed at parents, the providers of child care services and everyone who is involved in looking after children. The meetings will be held at different times so that as many of those interested will be able to attend.

As the operators and people in charge of the schools and child care facilities have told us themselves, these activities are only one part of the actions that will be implemented in the future. The important aspect is the sharing and acceptance of these issues that should then be developed in a transversal way in all of the educational activities aimed at children and in the activities to be suggested and organised on a joint basis with the parents such as, for example, the activities of the "Mothers' and Fathers' Theatre" and the activities that take place in the meeting place allocated to them.

We believe that these activities have produced interesting results that must be continued and put forward at the beginning of each school year. Indeed, we intend to ask the Council and the Mayor to sign a letter that commits them to ensuring that these results become a structural part of the overall system.

All of the various sections of the Local Authority must jointly endorse the reconciliation policies. It is also a widely believed that it is necessary to work on these issues as an investment in the quality of life

of individuals and their families. It is for this very reason that people are talking increasingly about a "reconciling community" as the objective of the actions of the reconciliation policies.

In this way, the general objectives refer to socio-cultural changes that give concrete expression, through the sharing of family responsibilities, to the possibility of freeing up time for women, allowing them to be in full employment, often as a result of certain responsibilities being assumed by private companies, the private social sector and the Local Authorities.

Future prospects for the project's activities

The actions that have been implemented through the project have provided us with a careful reading of what it is possible to do in order to suggest policy choices that favour a better quality of life for everyone. In this way, we can define a quality of life for people that allows them to have more time for themselves and which means that they are not solely required to spend all of their time working and caring for others. In order to establish a good quality of life, both men and women must have a way of developing their own expectations. This, of course, refers to a person's career, but also to their human dimension, with the possibility of participating in the social and political life of their own community.

In order to achieve this, it is necessary to work on people's cultural outlook and this is something that we have been able to begin to do through the CARE project, by highlighting some needs. However, these activities must continue, particularly in the area of child care, as has already been mentioned. This is not just because parents have asked for more initiatives in this area, but also because the work carried out a cultural level in schools is an investment in terms of future results.

Furthermore, it is also important that this works continues because, alongside the work carried in the area of services for young children, it is also necessary to carry out equally thorough work in the area of services for adolescents and the elderly.

There is a need to engage the local stakeholders in research work and an exchange of views, so as to establish a way of putting together the best responses that allow the families (the mothers and fathers) to have a trouble-free working life because it is supported by a network of public and private services that they can count upon in times of need. Similarly, there is a need to promote a return to patterns of behaviour that are based on solidarity, by encouraging forms of mutual aid within a resident's association or a neighbourhood. Modena enjoys a wealth of substantial expressions of partici-

pation and civic commitment. The organisations in the third sector are an important part of this and may become an important vehicle for these changes. As such, their role should be fully appreciated and recognised and their activities supported.

In order to make a greater amount of time available for family members, it will be necessary to use the results of the work carried out, including the results achieved during the comparison phase and the work carried out on regulating the city's times, which is something that the Municipality of Modena is working on at the moment to make the city and its services easier to "use".

On the subject of drawing comparisons and of gaining the best possible results from the project for the territory, it might be interesting, subject to the right conditions being in place, to transfer the activities carried out in Modena to a district of Barcelona where work is already being carried out on reconciliation services, as already described in previous workshops. We could then collect and compare the results.

Similarly, we also believe that the work carried out by CEPS, one of the project partners, on the wider involvement of women in the exchanges and discussions designed to identify the needs and requirements of services related to reconciliation, can also provide the Municipality of Modena with some interesting suggestions and ideas for the continuation of its activities.

Some of the actors, particularly the companies and trade unions, play a very important role in determining the success of an ambitious project such as the creation of a reconciling community.

Law 53/2000, which provides resources for companies that commit themselves to running training courses for workers who take the place of women who take parental leave, also provides support for the creation of Time Banks and the establishment of discussion and negotiating groups between companies and trade unions on the question of the organisation of work.

It is essential to ensure that due consideration is given to work and the value that work has in the lives of individuals and families so that it become an important, rather than all-absorbing, component of life.

In order to do this, it is perhaps also necessary to consider and to discuss new models for the organisation of work and the social responsibility of companies towards their workforce and the territory.

One of the difficulties encountered when trying to initiate these discussions on structural changes lies in the situation that companies are currently faced with, including the companies in our territory.

One sector that is currently generating employment and that requires support services, is the service industry, particularly personal support and care services.

However, in this particular case, there are many questions to be answered regarding the quality of the services and the appropriateness of some of the responses provided. A fairly representative example of this is that of supermarket staff who work in the evening or during holiday periods when child care services are not available. The question that we should be asking ourselves is, what type of service should be provided in order to respect the quality of life and up-bringing of the children and at the same time provide an efficient and cost-effective response for families that need to work so that they can be self-sufficient from a financial point of view.

Finally, we believe that it is both useful and important to publicise the work that has been done and to make it as visible as possible, through the publication of straight forward documents that are accessible to everyone, as well as through the dissemination of the results through what have now become the traditional channels of the internet and information points.

CEPS: reconciliation between family, personal and working life: analysis and awareness-raising on local territories

The experimentation

Experimentation was carried out in a very local level in two completely different territories, although they belong to neighbour cities: **La Mina** neighbourhood in Sant Adrià del Besòs, and **Gràcia** neighbourhood in Barcelona.

La Mina is a neighbourhood which, around the year 2000, launched a transformation process regarding both urban and social issues. With the implication of the regional government, the Province of Barcelona, the Barcelona City Council and the Sant Adrià de Besòs City Council, a Consortium was established to coordinate and implement a transformation plan aiming to give a definitive solution to marginalisation and conflict in the neighbourhood. In this context, social intervention lines were developed regarding labour access, local economy development, educational and public support, participation and community development, among others. Some new services regarding reconciliation between family and working life, such as summer activities and education activities for children during spare time, were developed.

Gràcia is a neighbourhood with a very deeply-rooted cultural and associative life. As a traditional neighbourhood of Barcelona, it profits from public services and facilities, some of them managed by local associations.

Promoters of the experimentation

In the case of La Mina neighbourhood, there is an *Association for promotion of women* called Adrianas Association. For the last three years, this group has been carrying out a congress for similar women's associations from other territories. In 2006, the "National Meeting of women's associations from neighbourhoods undergoing urban and/or social changes" had one new topic of discussion: reconciliation between family and working life.

In the case of Gràcia, the association Ciberdona, a women's association aiming to promote the equity of opportunities between men and women in the field of new technologies, develops strategies to fight marginalization and promotes volunteering and participation in associations. Ciberdona manages a municipal neighbourhood centre jointly with the association of retired people of the neighbourhood. They work very close to the Municipal structure.

CEPS Social Projects, in turn, is defining a management model for coordination of the resources of a territory so as to contribute to its development. Our organization serves as a tool to develop public policies for territorial development in the fields of culture, education, assistance to people in need and promotion of welfare. Our mission is to serve the territorial development policies so as to ease the access *to* and acquisition *of* a cultural and social heritage enabling the promotion of people and their social inclusion.

The means to achieve that are mainly the management of residential centres for minors, the management of socio-educational activities, the organisation of events linked with the mission of the organisation, the participation in networks and fora related with social development at local, national and international level and the production, dissemination and transfer of studies about the main social issues.

General objective of the experimentation and target group

In both cases the objective was double: on one hand, to raise awareness of the issue of reconciliation at very local level and, on the other hand, to detect the main needs regarding services in both areas. As reconciliation is still considered a matter of women, and women are the ones that mainly use services, they still had to be considered an important target group. To analyse the needs of the territory as a whole social group, we also tried to reach representatives of other groups as local authorities, commercial workers, trade union representatives and local associations.

METHODOLOGY

The activities in both territories were developed in different contexts.

Therefore, not all the stages were identical. Two characteristics are common to both of types of activities: the aim to reach results at a very local level and to engage territorial public entities as well as to start a bottom-up process, trying to identify real needs of people living in a concrete territory.

In the case of La Mina, a conference between different associations was organised by the Adrianas association. It had the objective to share experiences regarding themes such as diversity, education and technologies, health and social work, environment and reconciliation. CEPS coordinated the preparation and follow-up of the workshop on reconciliation, which included a research on various practices.

Preparation started with a call for proposals regarding specific practices all over Spain. Previous research was done to send the call to specific associations. In parallel, own networks were used to disseminate the call for proposals. Finally, Adrianas Association completed research results with information originating from its specific knowledge of the territory. Once all proposals were received, meetings with the organizers of the conference were organised so as to define and select the experiences to be presented.

The experiences of two associations were selected: the *Las Pedroñeras Association* and *Dones d'enllaç project*.

Las Pedroñeras is an association that promotes, with specific training measures, the inclusion into the labour market of women living in a rural environment. It implemented a service within the association that ensures child care for mothers participating in the classes*. Dones d'enllaç* is a project of the Women Commission of the Association of neighbours of the neighbourhood *Esquerra de l'Eixample* in Barcelona. It implemented a *Bank of exchange of services* where people can offer or ask for services. In this way, also services regarding dependent people, including child or elderly care, can be exchanged. Both experiences were presented as good practices in their local environments.

The second experimentation phase consisted in the presentation and the concrete workshop on reconciliation. As the conference as such addressed different topics, persons not directly concerned with reconciliation were also present during the presentation of reconciliation experiences. Participants involved in the specific workshop stemmed above all from a local level, mainly from Sant Adrià de Besòs and La Mina. They represented single citizens, women from La Mina, elderly, parents as such, social workers and pedagogues.

In the case of Gràcia, CEPS acted the promoter of the activity. In a first stage, a call for participation was disseminated to local associations that work together with local authorities, so as to guarantee the involvement of local authorities.

Once specific proposals were received, a selection was made taking

into account the rootage of the respective association on the territory and the implication of the local authorities. The selected organizations (Ciberdona and the Gràcia District of the Barcelona City Council) participated in the preparation and organization of the workshop as well as in the dissemination of information on the activity at local level. In this case, CEPS invited Maria Aurelia Capmany Foundation as experts in the field of reconciliation of family and work life. Maria Aurelia Capmany Foundation is an organization working on gender topics at regional level. In the framework of its activities, it developed, for instance, reconciliation plans both for public and private institutions. In the case of the workshop, they were invited to present their expertise regarding reconciliation of family, working and personal life and to give support in developing the methodology of a specific local focus group.

Participants involved in the workshop were from a local level. They represented Ciberdona association, a trade union (UGT), Fidem, Quetzal Association and CEPS.

Various follow-up activities were carried out by CEPS. Conclusions were sent to the local authority in form of an activity report.

Results

a) Detection of needs in La Mina neighbourhood. Results of the workshop

Discussion during the workshop in La Mina was centred on services and main problems of the use of time.

In Sant Adrià del Besòs there is an experience similar to the Bank of exchange of services, called *Bank of Time*. It has the support of the municipality and of elderly people that live alone and have time to share. Community actions such as the Bank of time are very well accepted and should be promoted more intensively. A lack of information and knowledge among the local population could be stated regarding this service.

Main needs detected were related to childcare. It is becoming common that parents leave their children with their grandparents because of the lack of services. Elderly people do not want their grandchildren to be an imposed obligation. They also wish to participate in associations, or other ways to enjoy spare time, which is not possible due to the imposition of grandchild care. The main services required are nurseries with larger opening hours and affordable prices.

On the other hand, flexible or reduced working hours should be promoted, both to facilitate childcare and to support young people that wish to study. Nowadays working hours are too rigid and do not allow

young people to spend time on both work and studies. It is suggested to work on a European benchmark with Nordic countries that often have more developed social resources and policies.

Finally, the necessity to open the dialogue of reconciliation to the whole local society has been stressed. Public authorities should keep their responsibilities in providing specific services, but society needs to become more conscious of the problem of reconciliation as such. Elder people should talk to their families to raise consciousness regarding their personal life, and society should understand that reconciliation is not only a problem for working women but a matter that involves men, enterprises, local authorities, etc.

These conclusions were communicated to the organizing association - Adrianas. They will present these results to the Women Council of the Sant Adrià de Besòs City Council.

b) Detection of needs in Gràcia neighbourhood. Results of the workshop

Discussion during the workshop was centred on services and main problems relating to the use of time.

Participants agree on the fact that a new structure of society emerges because women are increasingly participating in the labour market. This inclusion, however, does not imply that traditional responsibilities of women are now in the hands of others. In this sense, a social awareness regarding the burden-sharing and re-allocation of responsibilities should be promoted. However, this is only the first step. If society really notices this difference, not all the public measures address women. They need to promote support to reconciliation for both women and men.

Public support for reconciliation of family and work life is always seen as a temporary help for those who leave for a while during parents' leave. Raising children voluntarily, i.e. leaving the job or reducing working hours, should be considered a valid option to any other kind of work, both for men and women. Therefore, a kind of compensation system strong enough not to force both parents to work full time should be set up.

Working hours are a big problem both for men and women. Responsibilities cannot be shared if one or more of the components of the family have working hours incompatible with the rest of the life schedule. Working hours should be flexible for both men and women. In this sense, companies should redefine their policies integrating solutions and measures for people to work for objectives and not for hours. They could analyse possibilities to introduce specific services and measures within the companies: nurseries, free days for family reasons, etc. In this sense, women should increase their par-

ticipation in trade unions and workers committees in companies to give their point of view.

Working hours are also incompatible with commerce. It is hardly possible to conciliate life if everybody has the same working hours (services, commerce, companies, etc). Use of time in a whole neighbourhood should be analysed in a perspective of reconciliation.

One of the main problems is again linked to childcare. There are not enough nurseries in the neighbourhood. Affordable offers for children after school time are missing, which is a problem for working parents. In this situation children are again left with their grandparents, whenever possible. Elderly people ask for their personal life to be managed by themselves and not to be obliged to look for their grandchildren. The problem of reconciliation family and working life is transferred from parents to grandparents without being solved. Moreover, not all parents have the possibility to refer to the grandparents' and ask for a better offer of childcare services.

The results of this workshop will be communicated to the Gràcia District of the Barcelona City Council.

Comparison

Even though both territories are quite different in their social context, some parallels can be detected when speaking about reconciliation.

First of all, there is the idea that the topic should be openly discussed and analysed in society, both to raise the awareness of the problem and to get the public sector more strongly involved. Anyway, it seems to be necessary to continue the discussion at local level to make both men and women understand that this problem does not only concern women and that responsibilities should be shared.

When identifying services, in both cases the main issues and needs regarding conciliation were linked to childcare. It appears to be common to try to solve the problem within working hours by burdening grandparents with childcare. This appears a problem for two reasons: on one hand, not all the families have grandparents to leave the children with. Secondly, there should be enough public and private services covering this need. On the other hand, grandparents also have the right to use their spare time following their needs, i.e. being with their grandchildren when they want to without feeling obliged.

Therefore, the most important need regarding services regards the lack of affordable services for childcare, meaning both nurseries and/or leisure activities for children.

The need of making working hours more flexible is also common in both cases. In this sense, companies should be open to new recon-

ciliation policies so as to ease the burden of their employees – both male and female - and to promote employment of women.

Impacts

In the short-term, an important awareness raising impact has been achieved. The opening of the discussion implicating different stake-holders and the involvement of local association active in the field is an important basis for a local debate and process of change to start. In the case of La Mina, some communication and dissemination weaknesses regarding services such as the *Bank of Time* have been identified. An improved dissemination strategy is likely to increase the utilization of the services.

In the long run, awareness-raising involving different stakeholders at different levels will have multiplying effects on a bottom-up basis. It should be emphasized that the critical point to achieve real changes regarding reconciliation (in single projects, programming processes or governing issues) seems to be the change of mentalities regarding roles and responsibilities in society. Therefore, dissemination is crucial to increase an awareness-raising process such as it has been launched.

Perspectives

Probably the most important and innovative aspects related to the experimentation carried out in both La Mina and in Gràcia are relat-ed to the absolutely local perspective, as we understand a neigh-bourhood as the closest environment of a person.

In this sense, the involvement of the local associations in the identi-fication of stakeholders and in dissemination processes in their very local environment aimed to reach the target groups in each territory directly.

The bottom up process is, therefore, one of the strengths of the experimentation. The involvement of experts (good practice experi-ences in the case of La Mina, and Maria Aurelia Capmany Foundation in the case of Gràcia) can also be considered an important part of these activities, as it gave local participants a wider picture of recon-ciliation issues and allowed for the transfer of knowledge on other, comparable experiences.

A main limit of the experimentation was the short time to develop actions. Dissemination could have been improved with more time, more actors could have been reached, a wider and deeper diagnosis of each neighbourhood would have been possible.

Nevertheless, with a higher time budget, the experience of involving local associations in the process, combined with a proper neighbourhood approach could reach very concrete results, including proposals for initiatives or projects that can improve the situation of a whole community.

IV – A Model for Sustainable Flexibility in a Territory

After a presentation by ISCOS cisl of a sustainable flexibility model for companies, it was decided to examine the feasibility of transposing this model to a whole territory. Luciano Pero, the initiator of the company model, was asked to outline such a transposition. The partner in Dunkirk, a relevant one with the capacity to mobilize a number of city services and service associations, was asked to confront Luciano Pero's theory with the realities of Dunkirk.

In order to make it more understandable, some of the company model's components will be presented in an initial stage. Then Professor Pero's initial reflections concerning the transposition of the sustainable flexibility model to a territory will be presented. Lastly, the reflections of the Dunkirk participants on the theoretical model will be developed.

Presentation of some Elements of a Model for sustainable Flexibility of Companies

Source: Fondazione Pietro Seveso- Fim Cisl
"Oltre la flessibilità: Impresa e lavoro fra nuovi mercatie trasformazioni sociali" and *"Percorsi per una flessibilità sostenibile: Vademecum per la formazione e consulenza".*

«The paradigm of a la carte hours»
Luciano Pero, the Pietro Seveso Regional Foundation
The idea of à la carte hours is a completely new idea based on a model to regulate working time that has been turned upside down compared to the traditional model. The traditional model, which is known as the model for standard industrial working hours, was related to the concept according to which the amount of time effectively worked in companies was regulated, in the same way for everyone, by the imposition of daily and weekly limits.

The à la carte working hours model is based, instead, on the notion of regulating working hours within the maximum legal limits, but in a way that provides both the workers and the companies with a degree of choice on the basis of *variable schemes that have been negotiated and are well regulated.*

The personalisation of a worker's working hours could be linked to his or her requirements to adapt their working time so that it is adjusted to meet with their social and individual needs.

The company's choices, on the other hand, could be based on its competition strategy and the need to be flexible from a production point of view.

Both of the parties within this new à la carte model have to accept certain rights and duties, since the trade-off must be guaranteed and the rules and regulations set out in the agreement must be applied coherently by common consent. Both parties must appreciate that this system represents opportunities and constraints for both of them […]

The idea of the à la carte model, as a system that represents a positive trade-off between the requirement for flexible production and the personalisation of working time, is highly innovative and will require the development of many applicative and innovative experiences. This model can be applied at various levels, for example in the national collective bargaining agreement, at the company level or even within an individual department. Our research work uncovered several cases in which this idea has already been in place for several years and situations in which the idea has now reached an advanced stage and may be adopted […] as a solution to problems related to the need to increase flexibility and to develop competition strategies, which are two issues that are not easily resolved today with traditional methods.[7]

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[7] Fondazione Regionale Pietro Seveso – "FIM CISL (2004): Beyond flexibility: company and work between new markets and social changes", p. 94.

**Analysis-Diagnosis
Collected data**

From the companies	From the employees
1. Company characteristics and strategy	1. Social and cultural attributes of employees
Production and the market Internal and external production cycle Strategy/Objectives	Social composition (gender, age, family situation) Occupational situation (blue collar, white collar, managers) Motivation and external context influencing the decision to work for the company
2. Production strategy	2. Work hours and labour relations
Management system Technological system Organisational system	Type of employee scheduling New contracts
3. Flexibility arrangements	3. Reconciliation arrangements
Resources entering the company Internal innovation (organisational/techno-logical) Production management	Reconciliation difficulties What adaptations or concessions could the social groups make?
4. Impact on work	4. Availability and requirements
Relating to changes in atypical hours Relating to technological and organisational innovations Relating to new policies (wages, training, promotions)	Work and private time Wages and professionalisation Training and promotions Short term (1 year) Long term (5 year career project)

Source: Fondazione Pietro Seveso- Fim Cisl:"Percorsi per una flessibilità sostenibile: Vademecum per la formazione e consulenza".

(Editor's note: The priority is no longer only work time but, in addition, coordinating work and social time.)

[…] an initial, preliminary hypothesis of socio-temporal needs on the basis of typical social profiles that are easily found on the labour markets, led to a brief description of six typical socio-temporal profiles[8]:

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[8] Fondazione Regionale Pietro Seveso – "FIM CISL (2004): Beyong flexibility: company and work between new markerts and social changes", p. 96.

Negotiating work time:
Hypotheses of various socio-temporal categories

Socio-temporal type	Use of time	Objective	Quality and options
Flexible/ Less flexible employee	Work a maximum number of hours for a maximum wage (within the limits of the law)	To work the maximum allowed hours in order to earn more	Maximum flexibility: changes in work periods (seconded workers, etc.) and application of flexibility clauses/ Minimum flexibility: only concerns atypical hours
Young people/ Students	Limited work hours: (10-20 hours)	Reconcile work, studies and other activities	No flexible hours/ With flexible hours
Workers with family responsibilities	Predefined work hours: (15-30 hours)	Reconcile work with care/Responsibility for family members	Certain hours are core time and others are variable With periodic or fixed variations
Professional	According to results	Define a long-term calendar according to objectives	Modifiable calendar/ Non-modifiable calendar
The elderly	Limited by predefined hours	Recover and benefit from the professional contribution of the elderly	With days on demand With fixed days
Non-EU workers	Long work time/long visits to country of origin	To work a maximum number of hours in host country in order to extend time in country of origin	Family in the host country/ Family in the country of origin

Source: Fondazione Pietro Seveso- Fim Cisl:"Percorsi per una flessibilità sostenibile: Vademecum per la formazione e consulenza".

Based on a proposal by Luciano Pero, Fondazione Regionale Pietro Seveso

Interaction among different timeframes

Three models describing the relation between different time-frames

1. **The subordination model:** The hours a service is provided must be adapted to the predominant activity. For example, public transport services, primary schools and day-care centres must accommodate work hours.
   The dominating characteristic of this model is need.

2. **The alternative model:** The hours services are available are set not only in relation to work hours, but also to personal choice, preference, cultural affinities, custom and prevailing trends. This encompasses hours during which people take part in sports or go shopping. These activities are considered supplementary, and are more a result of individual choice than obligation. In day-to-day activities, the time devoted to these activities is flexible and should extend beyond work time. Supermarkets and sports complexes could, therefore, be accessible outside work hours.
   In this model, activities and related services are only partially based on need.

3. **The reciprocal flexibility model:** This model concerns activities based on a symmetrical relationship, in which people are encouraged to make concessions to one another. This involves specific activities at specific times for minority groups of the population that work atypical hours. For example, government offices, banks and the post office could open after hours for people who are unable to use their services during conventional office hours. It has been observed that if a few post offices were open until 8pm, many people who work from 8 a.m. to 6 p.m. would indeed make use of the service.
   In this model, the atypical work hours of certain groups dominate.

Variables for consideration

In analysing these models, we recognise the need to consider the fol-

lowing variables in order to improve access to services and the quality of life:

Time arrangements of a majority of the population and of minority groups, including their labour obligations;

Services useful to a majority of the population and those useful to minority groups;

Services that meet individuals' basic needs and *well-being* services;

Services that must be provided immediately, i.e. that cannot be put off, and services that may be provided within a variable timeframe.

Managing time via a systematic and personalised approach

The principles

- Regulating time should not be based on a *one size fits all* model for the entire population, but rather on a system of rules which allows individuals to choose, even partially, their work schedule on a temporary basis in a way that is in step with their life choices and life cycle.
- Companies need to manage their production system in a flexible fashion, adapted to market demand but paying attention to the needs of employees, users and citizens, based on negotiated time arrangements, with leeway to meet the needs of each group.
- Trade unions and associations, which represent workers and citizens, respectively, need to work together to identify the specific socio-temporal needs for each target group (young people, the elderly, immigrants, key groups, etc.), each service type and timeframe.
- The local authorities need to define and implement temporal policies adapted to territories in cooperation with all the stakeholders.

Specific management methods for each analysis model

1. **The subordination model**
   - Analysis of needs and demands for consumer, citizen and client timeframes;
   - Negotiation for the predominance of services;
   - Definition of a standard and the adoption of rules and regulations
2. **The alternative model**
   - Analysis of needs and demands for different timeframes of users, citizens and customers (including an analysis of the role of routines, traditions and cultures);
   - Development of hypotheses on alternatives, proposals for options and solutions;
   - Experimentation;
   - Adjustment and definition of additional or alternative options.

3. **The reciprocal flexibility model**
   - Study and analysis of conflicts between public services and the dominant timetables and the timetables of target groups;
   - Building of hypotheses based on compromise and limited to specific sectors or departments; negotiation;
   - Experimentation;
   - Adjustment and definition of additional or alternatives options.

Conclusions

- Major changes can be achieved through many small variations: Similar to climate change, in which seasons follow one another but with small temperature variations that cause the poles to melt and sea levels to rise, the goal here is to ensure that changes in work hours are gradual but significant.
- Resistance to change: Implementing change takes time because people are caught up in their routines. Moreover, habits tend to be repeated without question and they tend to trump reason. We therefore need to build awareness among groups and people about the differences between needs, habits, uses and traditions.
- Focusing gradually on conflicts, which are the cause of problems: It is necessary to introduce change gradually in the most problematic and conflictive timetables, even if conflicts are for the time being only latent. Simply being aware of a potential conflict can bring about change. In addition, we need to explain and pinpoint hidden or unexpressed needs because they are often a source of conflict.
- Promote the personalisation of temporal policies a) at crucial times, such as at the beginning and end of the school day; b) Via non-standard alternatives for minority groups, e.g. services available in the evening and on Saturdays.
- Promote company flexibility by a) organising and planning logistic services, for example times when services are available and bringing in improvements in traffic flows; b) encouraging the use of contract clauses and prevailing legislation that promote the reconciliation of family, work and personal time.

Reflections from Dunkirk participants

Companies are part of a broader context consisting of the territory and its external environment; they are in a relationship with their

employees, and the territories are in a relationship with their inhabitants. Employees cannot be separated from inhabitants because they are one and the same person. Their status changes depending on the time of day and type of activity. A proposal has therefore been tabled to bear in mind the following triangle when conducting analyses.

Employees-users-citizens

Territory   Company
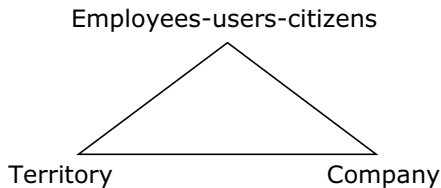
Temporal policies enhance a territory's appeal. They refer to accessibility in terms of mobility and costs, for instance the cost of setting up and using services. They also influence choices relating to land development, the organisation and modes of city transport and environmental and ecological choices from a sustainable-development viewpoint.

Increasing work hours directly boosts costs and raises cost control and/or cost overrun problems.

Must we meet demand? We have found, through experiments with new timetables and services, that needs are not always in proportion to demand because demand does not always match real needs. How can we distinguish between declared demands and real needs? Needs are difficult to formulate because they may be periodic and non-linear.

What is the most effective way of identifying a need? Questionnaires, experimentation, where possible, diagnoses, inventories or impact studies? You might say it depends on the situation. We have observed that too much study often undercuts experiments and that experimentation is only a means of testing an intuition. A positive response to a questionnaire does not guarantee that people will in fact use the service. An inventory offers no more than a snapshot of the current situation and an impact study simply provides forecasts. It is perhaps more useful to use all of these tools, but in small doses and in the following order:

- – An inventory can propose a hypothesis;
- – Hypotheses can be verified by an analysis of needs and experimentation;
- – An evaluation of experimentation and an impact study can establish adjustments;
- – Implementing decisions should be corroborated.

It is important to compare study and experimentation costs, although experimentation is not always possible.

In today's society, we always try to make the most of our time in order to have more time to ourselves; all our needs must be met immediately. Where is the balance between collective and personal interests? This raises more fundamental issues regarding the type of society we want.

Decisions concerning needs should never be taken by only one person or from a technocrat's perspective. The population does not always share them. This leads us to a problem of awareness-raising and mobilisation of those groups who never voice their opinion via bodies set up to encourage them to participate.

France's Development Council, set up by the legislature, represents civil society. Its members are trade and industry organisations and associations, such as employers' associations, trade unions, universities, educational federations, cultural associations and skilled professionals, as well as elected officials and representatives of state and regional services. The council is part of the Urban Area process for project planning and implementation, which sets the territory's main development strategies. The Development Council can choose on its own the topics that it deems require study. It can play an important role in putting together temporal policies.

People tend to change their habits in response to life changes, unusual situations or new laws.

In conclusion, the means to implement a temporal policy depend on the quality of the active support contributed by politicians and civil society.

Throughout this project, we have underlined the need to coordinate time and equality between men and women more effectively, both in their professional and personal lives.

Local public policies, strategies of social enterprises and conventional companies, in their role of employers and service providers, and the actions undertaken by local community members, must carry out a systematic gender analysis of their commitments and promote social time as a vector of equality. The EU's policy urges us to do so and constitutes a valuable support for the implementation of new initiatives. Approaches such as the SRT must contain both temporal policies and gender equality.

We understand how difficult it is for local authorities and social activists to work with an integrated approach. However, temporal and gender policies are eminently horizontal. We in REVES believe they are necessary, we must therefore do our utmost to build awareness among people active in the social economy, elected officials and administrative staff, in order to mobilise broad participation by uniting all the interested parties and evaluating our practices.

The objectives should be to change the organization of work, develop CARE initiatives, work on mobility, question land use planning, facilitate access to the selected activities and lighten constraints in order to increase time for activities outside of work. These objectives can be attained by setting up strong and long-lasting local partnerships. Cooperation between local authorities and the social economy has the potential of becoming the driving force behind these processes.

While some points remain outstanding and tensions persist, the momentum in the partner territories is unstoppable. The CARE proj-

ect has already laid the foundation for greater awareness, reflections and means for action, which will most likely expand beyond the project itself.

Valorising care tasks/ Building awareness among local players and the citizens

Reconciliation of personal time will never truly be achieved as long as inequalities between men and women persist in parental and household tasks[9]. Despite progress in the usual member states – Sweden, Norway, Finland and the Netherlands – male/female roles still need to be broadened. This process involves changing behaviour and attitudes, which are the most profound and difficult changes.

The idea that parental duties have an intrinsic non-monetary value needs to be promoted. It must be highlighted that men and women must both have their role, for the well-being of both the children and the parents.

At the same time, it is essential that our society bring to the fore the place it reserves for children and care work in general. The issue of reconciling family, personal time, work and care-giving stems *not only* from problems within the family, *but also* from challenges involving the entire local, national and European community. All members of society must assume their responsibilities. In that connection, efforts to raise the awareness of men and the mobilisation of local players in Modena are exemplary.

Activities involving individuals, parents, couples, friends and others should not be treated as a commodity on the pretext of job creation. Such an outcome would jeopardise encouragement to share what may be a restriction but that can also be a source of pleasure.

Improving communication among different local players and the public

Communication as a means of dialogue and exchange of information is the basis of any concerted and long-term action.

In the CARE project's partner territories, we have noted a lack of communication and coordination among the local players at various levels (cities, provinces and regions) and between the local players and the population.

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[9] Couple relationships have evolved a great deal, with the exception of men's share of housework, although the sharing is more balanced if the woman has high-level qualifications.

This shortfall leads to various problems, such as an overlapping of services and wasted local resources. It is all too often observed that different services working with the same beneficiaries rarely share information on measures taken, the follow-up and needs. Service providers are unaware of the activities of others. The absence of information and a sharing of the real needs of the population could compromise the effectiveness and sustainability of initiatives and measures.

The creation of exchange mechanisms, such as e-netting in Piraeus or the work-private life reconciliation tables in Piacenza contribute to improving communication. But all of this takes time. Creating a network of regular exchanges and coordination requires trust and solid relationships, changes in administrative procedures as well as efforts from all involved to expand their spheres of action and reference.

Nonetheless, we need an inclusive and well-designed communication system that makes allowances for the horizontal nature of the reconciliation of family, public life and work to guarantee the success of a strategy and partnership actions.

In addition, the population and the beneficiaries must become more involved. Services and work hours need to be better adapted to the real needs and life rhythms of the various groups. Information about service offers and opportunities must be made available. Very often, citizens are not even aware of the measures and services on offer. This shortfall affects primarily, but not exclusively, men, since communications from public and private service providers are generally directed at women.

Building a partnership policy to coordinate time in cities

Owing to changes in society, time appears to evolve, accelerate, become fragmented, appears asynchronous, individualised or even causes conflicts. This is apparent in workers' timetables compared to those of the users, the active and inactive members of the population, men's and women's time, the time of those who can afford to buy other people's time and those who are at the mercy of time. Time, in a word, is a source of tension for men and women, organisations and the territory.

That is why it is crucial to rethink society and introduce new standards, e.g. for working parents with dependent children, working single parents, etc. in order to adjust time in step with this new reality. Taking rhythms into consideration raises questions about social equality, democracy, the effectiveness of urban organisation and our concepts of life and cities. While managing time effectively can be very beneficial, failure to manage it well or to overcome imbalances can lead to social discrimination and exacerbate inequality.

The challenge of temporal policies lies in matching service timetables to people's demands. Service hours are still very rigid, at a time when schedules are so individualised. Demand is high for services with flexible hours, one good example of which are crèches operating at atypical hours. It is clear that shops, health services, public transport and schools operate at times that are poorly adapted to citizens and consumers. It is also obvious that services are not always well coordinated. For example, public transport schedules do not always coincide with cultural activities or night-time entertainment.

Elected officials in charge of temporal policies, social economy enterprises, traditional companies and all other employers and/or service providers should take action in the following areas:
- Pursue equality through the creation of structures, such as time-reconciliation bureaus;
- Seek win-win solutions, without weakening the situation of those who are already challenged by time issues;
- Offer tailor-made solutions to meet specific needs;
- Encourage participation to reach acceptable compromises.

Without collective efforts to accommodate future beneficiaries and users, service providers run the risk of failure.

Long-lasting partnerships involving the different local players and the population are essential.

Local authorities and social economy enterprises, working with similar principles and objectives, close to the population and the most disadvantaged people, have an important role to play. Different forms of cooperation between these two players, focusing on time-related problems, could set a good example and give impetus to the establishment of local strategies. For instance, the Dunkirk crèche, operating at atypical hours and managed by an association, is based on this type of partnership.

Any concerted initiative to improve policies and services does not necessarily have to come from the local authorities. For example, CEPS has demonstrated that people from civil society have the capacity and willingness to generate territorial dynamics to compel the reconciliation of time.

The goal is to build a hospitable city, where life is easy, under human and financial cost conditions that are acceptable to all, with satisfactory services and social cohesion. We therefore need a strategic vision of the end goal in terms of flexibility and adaptability in order to continually coordinate time-related supply and demand.

Can we respond to everyone's demands? How far can we go? Further questions arise concerning the position of public authorities, whether they should be permissive or interventionist. A broad debate on this topic is called for in order to limit any mishaps.

Mobility and movement plans

Arrangements for organising social time, particularly work time, also affect the structure and layout of urban areas, as well as the movement of people.

Longer commutes are also a limitation to be considered in reconciling time because they encompass both accessibility and pollution issues.

Some examples of initiatives that could lead to effective solutions are multi-company plans, carpooling, car-sharing and initiatives that promote other environmentally-friendly solutions, such as the Illico bus service in Dunkirk.

Assessing land-use planning

Land-use planning is a job to which local authorities give top priority and many services heed that priority. "Infrastructures, equipment and construction directly reflect policy choices in the sense that they help invigorate and renovate neighbourhoods and integrate areas or, conversely, bring in social segregation. But only in a few cases is the time dimension explicitly included".[10]

Although the time aspect is found in project programming and deployment, it is rarely considered in land-use planning and facilities over the long haul, as and when users appropriate them and in order to respond to the need for different uses over time or to meet users' needs.

One element for success is close cooperation with social economy and other local players, who are becoming ever more active and involved in land-use projects and, increasingly, initiate such projects.

Taking a second look at access to service offers

Accessibility to public and private services can be viewed from three angles:

– "Opening hours for services: expansion and harmonisation;
– Time reduction: waiting times, processing times, proximity;
– Access via information and communication technologies to reduce travel time",[11] without overlooking that ICT solutions can also cause new other inequality problems.

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[10] TEMPO TERRITORIAL (2006), "Services, entreprises, aménagement: les temps des territoires. Actes des journées "Tempor'elles de printemps"", *Bulletin de coordination nationale et transnational,* Special Edition 17-18.
[11] *Op. cit.*

Experiences relating to access have been tested. For example, the idea of a *public service house* can offer a one-stop-shopping solution by providing information and fulfilling formalities for a range of public services. Moreover, governments could also decentralise and relocate activities to neighbourhoods, bringing them closer to the users.

Hours of services, such as schools, public transportation, shops and cultural events, should be in step with the working and living hours of the inhabitants in each territory. Actions to harmonise and coordinate service hours are meant to help citizens in their personal and collective plans and to resolve time reconciliation difficulties.

The time aspect in service demands is in the process of change. We have observed the following in some territories:

An increase of leisure services and cultural events in evenings, at midday and on holidays;

Extension of public service hours into the evening and at midday;

An increase in flexible and *à la carte* hours of services;

The introduction of atypical hours for specific services.

Changing work arrangements

When women first began to call for the same work conditions as men, in particular in full time work, we might have expected trade unions, governments and employers to examine the work hours of men and women, since society was moving toward a higher percentage of working couples. This was never done. We should have examined the compatibility of these different tasks, i.e. family and work, and how they were shared by men and women.

Today, it is deplorable that the complications surrounding the reconciliation of work and private life, and the difficulties they cause, are relegated to the personal sphere, with the result that we tend to refrain from reflecting on work arrangements between employees and companies.
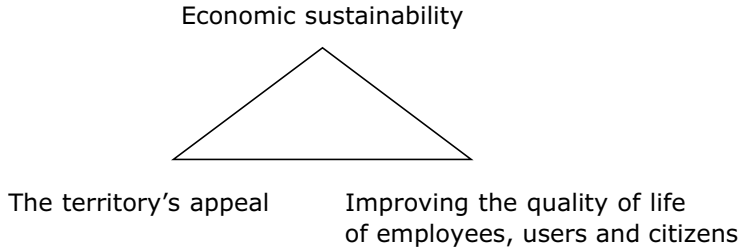
It is now imperative that these issues be placed at the top of the social dialogue agenda.

A thorough review of the way work is structured does not imply the introduction of measures reserved only for women, but rather general measures enabling both men and women to assume parental duties and obligations in turn. Therefore, employers, workers' representatives, child-care institutions, elected officials and human resource managers must make a big creative effort to establish work hours that not only meet the demands of world markets but also of working people and their families.

Rearranging work is an essential part of a win-win situation for

employers, employees and the territory, as illustrated in the following triangle:[12]

Economic sustainability

The territory's appeal   Improving the quality of life
                             of employees, users and citizens

In light of its practices of participatory decision-making, the large number of women employees, its strong rooting at the local level as well as its extensive knowledge of client and employee needs, the social economy could promote these initiatives and develop new approaches and models applicable to other players.

There are many flexible work time experiments that improve time reconciliation and increase the quality of services and productivity. There are also experiences involving flexibility through teleworking. Reductions in work hours as well as time freed-up by holidays are also factors that promote reconciliation.

Employer and employee advice centres, such as those set up by local authorities in a few of the CARE project partner territories, could provide support to companies. But these targeted groups also need to be persuaded to use these services.

Negotiations in the territories between workers and employees, which are based on national law or national agreements in the branches, could include arrangements so that men and women employees could take a leave of absence to care for a sick child or attend to the serious health problems of a spouse or an elderly parent. Such arrangements should be encouraged as part of a new approach to time. They could also reduce the obstacles to women's employment.

Support from local authorities could include regulations to promote such changes in companies including, for example, social clauses in public contracts.

However, reorganising work calls for changes in the cultural practices of both employers and employees.

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[12] TEMPO TERRITORIAL (2006), "Services, entreprises, aménagement: les temps des territoires. Actes des journées "Tempor'elles de printemps" ", *Bulletin de coordination nationale et transnational,* Special Edition 17-18 – www.espacedestemps.com/_Experimenter/doc/EqualBL_1718_Tempo.pdf.

Developing new local services/Clusters

The aim here is to move beyond changes in the work hours of economic activities and services by improving and developing new services.

To meet all the needs of employees, public and/or private services could, for example, be offered by a central office.

The idea is either to group services close to the workplace or to set up *interconnection points* to dispense services to users. These service points, which are served by public transport (trains, buses, underground and terminals), have become genuine transit hubs with their own personality, where the local population, commuters and employees, converge. If to that we add an urban area waiting to be developed, it would be worthwhile to consider that by "offering suitable services in these areas, such as basic shops, administrative services, afternoon markets and communication services, we could achieve better time reconciliation and time-efficiency for the users, allowing people to improve how they manage their time during and after work thanks to useful services. A better use of public transportation would also be achieved because people would find the services they need without having to use their car." [13]

The services envisaged could be very diverse and include care services for families, particularly for children, the elderly and the disabled; social welfare services, such as legal and tax advice, and housing; day-to-day services and leisure services, including catering, dry cleaning, gym facilities between 12 noon and 2 p.m. and midday markets.

Furthermore, in an effort to improve their brand image and secure employee loyalty, more and more companies are envisaging crèche services. While many large companies have their own crèches, it is often easier for a social enterprise or an SME to opt for multi-company day-care solutions, via a partnership with other nearby companies or local authorities. As observed in Dunkirk, professionals can offer infant care in the home at atypical unusual hours, bridging the gap with conventional care providers.

Such a pooling of services appears feasible and could also be done in areas outside infant care. Once again, social enterprises, whose purpose goes beyond economic interests, could play a pioneering role in the development of common initiatives with other social enterprises or conventional companies. Local authorities have the means to support this type of movement, either by providing resources, such as

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[13] TEMPO TERRITORIAL (2006), "Services, entreprises, aménagement : les temps des territoires. Actes des journées "Tempor'elles de printemps" ", *Bulletin de coordination nationale et transnational,* Special Edition 17-18.

skills and premises, or by creating a legislative framework in support of this form of joint initiative. These regulations could tie in, for example, with public contracts or the decentralisation of public services, etc.

These issues will be addressed by the REVES network under the DESEO project (Development of Districts of Equal Opportunities in Social Economy Territories).

We have seen that increasing the number of service offers improves the reconciliation of time, especially for women, but it is not enough to ensure genuine equality between men and women. In addition, while the mass development of quality childcare and reception services for young children, practical reception arrangements during holidays and on Wednesdays, as well as care services for the elderly, do in fact lead to job creation, they may also cause a loss of focus. For example, tensions could be exacerbated between service providers in disadvantaged populations and the beneficiaries, i.e. the people who are able to pay for the service. Lastly, it is not in the interests of the parents, the children or the community to outsource or delegate household work.

New forms of governance and participation

The experiences of the CARE project partners have shown that the root of the problems relating to the reconciliation of family, public and work life as well as access to services is found in the poor coordination of the different service providers, the failure to adapt hours to the real needs of the citizens and the lack of participation structures. These difficulties raise another and much more complex issue, that of governance.

During certain stages of experimentation, some innovative joint initiatives involving various local players lost their momentum and potential owing to, for example, a public administration that was inaccessible, rigid and uncooperative. Even the intervention of certain elected officials was not enough to ensure the continuity of the actions.

It appears that the players in each territory are all too often regarded as participants, executives or producers of projects rather than the co-planners or co-initiators of entire local strategies. However, the re-assignment of responsibilities and tasks at local level cannot be achieved only by agreements and the contractual sharing of services. Like all other inclusive and sustainable local development issues, it requires a new kind of local governance, decision-making and new methods of participation recognised by all the local participants.

Initiating national and european legislation

Any local action under national and European governance and pro-gramming framework has its limits. For instance, the best intentions of local officials can come up against obstacles posed by national and European legislation.

An exchange of information and dialogue among the various levels of governance appear to be essential in order to achieve the efficiency, follow-ups and sustainability of any policy and administrative deci-sion that has an impact on family and work reconciliation.

For this reason, European networks, such as REVES, should improve the flow of information among local, national and European levels concerning new and innovative local measures, sources of potential as well as any shortfalls. This would help to expand national and European databases. The application of real codes of conduct by local authorities and social economy structures, via a process such as SRT®, could encourage other players to follow their example. On the basis of lessons from specific experiences and initiatives, the issues of family, work and public life reconciliation should be included in a range of national and European policies and topics, e.g. public con-tracts, transport policies, public-private partnerships and corporate social responsibility.

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Useful links

REVES:
   www.revesnetwork.net

Portrayal of Women (PoW) and CARE projects:
   www.revesnetwork-portrayal.net

City of Modena:
   www.comune.modena.it

Province of Piacenza:
   www.provincia.piacenza.it

CESVIP:
   www.cesvip.it

ISCOS-CISL:
   www.iscos.cisl.it

CEPS, Barcelona:
   www.asceps.org

Fundación Maria Aurelia Capmany, Barcelona:
   www.fmac.org

City of Dunkirk:
   www.ville-dunkerque.fr

Prefecture of Piraeus:
   www.pireas.com