

Catalonia 2022

RESET

Call to reactivate Catalonia

catalunya2022.cat

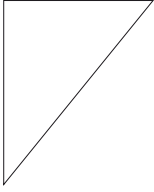


Introduction

On 2 June 2020, the Executive Council of the Government of Catalonia approved resolution GOV/69/2020, setting up the 2022 Catalonia Task Force, a collegiate body that advises the president of the Government of Catalonia and the Executive Council with the aim of pooling talent from a broad range of spheres and disciplines and benefitting from a commitment from civil society to define policies aimed at assuring the competitiveness and development of Catalonia amid the future circumstances that may arise as a result of Covid-19.

The 2022 Catalonia Task Force has been coordinated by Victòria Alsina-Burgués and Genís Roca Verard, and is formed by the following members: Joan Abellà Barril, Jordi Amat Fusté, Oriol Amat i Salas, Josep Maria Benet Ferran, Elisenda Bou-Balust, Elies Campo i Cid, Mònica Campos Estévez, Albert Cañigüeral Bagó, Mercè Crosas i Navarro, José Antonio Donaire Benito, Martina Font Olivé, Anna Garriga Ripoll, Gabriel Jené Llabrés, Jacint Jordana Casajuana, Josep Maria Martorell Rodon, Ramon Maspons Bosch, Neus Monllor Rico, Cristina Nadal Sanmartin, Laura Peracaula Basagaña, Mercedes Pujol Artigas, Coral Regí Rodríguez, Josep Maria Salas i Prat, Jordi Sellas i Ferrés, Maria Sisternas Tusell, Montse Solsona Pairó, Lluís Torner Sabata, Laura Urquizu Barasoain and Montserrat Vendrell Rius. It is attached to the Ministry of the Presidency and has benefitted from the support of the Directorate-General for Analysis and Foresight.

The task force operates on an entirely independent basis and has worked over two terms of office with an undertaking to deliver a document of proposals to the next Government of Catalonia that is formed. It performs a task that is complementary to the work of the Committee for Drafting the Social Protection and Economic Reactivation Plan as a result of the Covid-19 crisis (CORECO) – an Executive Council-led effort – and



the work of the EU Next Generation Advisory Committee (CONEXT CAT-EU), which centres more specifically on the extraordinary funding put in place by the European Union.

The members of the 2022 Catalonia Task Force have set themselves the criterion of choosing actions that are realistically feasible in view of the current circumstances in Catalonia, without getting into economic or political speculation, focussing on those actions that can be launched in the short-term even if they may not immediately be accomplished. These actions are not just addressed to the Government of Catalonia; they also address other public and private organisations in Catalonia. In order to carry out this task they have engaged in dialogue with hundreds of individuals and organisations, and an appeal was made to the public with the result that more than 1,400 proposals for specific actions have been submitted. The outcome that is laid out is the result of a body of joint work, and the people that have contributed do not necessarily agree with all the proposals and conclusions set out.

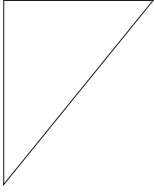


Executive summary

History tells us that whenever the world has embraced processes of transformation, Catalonia has joined in resolutely thanks to **the drive of civil society**, which has explored the future both from the standpoint of the economy and the business world, and from the perspective of science and the arts. The construction of Urgell canal or the first railway line in Spain is contemporaneous to the cultural movement of the Catalan Renaissance (approx. 1830s-1880s) or the appearance of the popular athe-naeums. Based on this background, the 2022 Catalonia Task Force offers a reflection from the arena of civil society in order to tackle the current health crisis that coincides with a period of structural change shifting towards a digital society. Far from serving as a compulsory compendium, this paper strives to act as a **motivation for debate**, reflection and, hopefully, decision-making.

The 2022 Catalonia Task Force has organised its proposals into three spheres: **society, economy and administration**. It considers that the current context calls for emphasis on support, care and growth for people; development of the economy and the competitiveness of Catalonia; and modernisation of the administration to transform it into an efficient driver operating as part of a network geared to generating public value. A concept of a nation where people are at the heart of policy.

In order to achieve **a fair, empowered and capable society**, we view education and culture as the primary driving forces behind personal, collective and nationwide transformations. These spheres act as the gateway to rights and critical spirit, and it is necessary to focus efforts on **speeding up the transformation of the education system** and on a **cultural policy centred on the development of people**, rather than solely on the growth of industries and facilities. It is necessary **to coordinate local culture settings**, along with national centres as well, and to be able to **assess the extent to which society benefits** from the whole cultural system. We need to

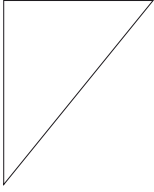


strive for innovation in terms of content, formats and distribution channels, and tackle the challenges of the audiovisual and digital sectors, **re-establishing the public media**. In doing so, it is necessary to bear in mind that in this increasingly globalised and digitalised world, we face a huge challenge in **championing the language** and the future of our cultural identity. Culture and education go hand in hand; accordingly, we also need specific actions **to address school failure and dropout** and **to broaden the independence of schools** in parallel, whilst strengthening education networks in each area and organising various solutions which enable **lifelong learning** processes, which must also encompass vocational training.

The great majority of the actions set out in this document strive to solve **structural problems** that the pandemic has simply revealed or magnified. The health crisis has triggered dangers in terms of health, employment, housing and future prospects, further highlighting the need to progress towards a more effective and proactive **comprehensive care and support model**. It is vital to **connect health and social services**, overcoming the stigmatisation that ties social services solely to persons in extreme situations, and making these services universal to enable everybody to benefit from an assigned social and medical professional to support them with their vital development, incorporating a holistic, empowering perspective of the relationship between the individual and the community. It is necessary **to improve the conditions for people working in domestic roles and caring for dependents**, to showcase the economic value of this whole activity and to regulate professions in this sector. Our proposal is to enable access to **housing as a critical mechanism to combat structural inequalities** through a determined intervention to bring 10% of housing under public ownership within ten years.

The competitiveness of our economy will depend on talent and innovation. We need to be highly active in **enhancing and upgrading our tax and regulatory system** so that it can finally help to deliver the changes we wish to encourage as a nation, such as the construction of competitive benefits by applying the **circular economy** or, more specifically, the incorporation of **green innovation into the traditional industrial fabric**. We propose specific actions to **champion local trade** using familiar mechanisms (such as urban economic promotion areas) or new ones (such as the set-up of urban logistics hubs), as well as specific actions for tourism, such as **redirecting the tax on stays in tourism establishments** or **bringing our tourist marketing up to date**, both with regard to the governance model and in terms of uses of technology.

Aside from the already familiar need to achieve greater sovereignty in the management of our key infrastructure, we also sought to highlight our similarly necessary **food and energy sovereignty**. A resolute commitment to **zero-mile energy** is needed on a municipal level and with regard to family housing, whilst encouraging the **purchase of local, green produce** by lending **support to fishing, forestry, livestock and agricultural sites** to improve their management, to ensure they are environmentally friendly and to enable technology to be applied to their exchanges and markets in order to ensure fairer pricing, reduced costs and enhanced competitiveness.



Scientific research is a driving force for development and we must insist on **training, attraction and retention of talent**, as well as on **knowledge and technology transfer**. We should provide ourselves with tax incentive programmes, investment funds and public procurement models to **champion projects generated within the enterprising ecosystem of Catalonia**, both those based on disruptive technologies and those that are already at the incubation stage. We require a **Catalonia founded on science and data** where decisions concerning health, economy, administrative and service-related organisation throughout Catalonia, education and the rights and obligations of citizens, among other aspects, are forged on a foundation of scientific knowledge and empirical evidence-based facts. It is essential to benefit from a **real-time system of data broken down by regions** to support decision-making both by citizens and by the public and private sectors.

The activation of Catalonia put forward in this document calls for an **administration centred on creating public value**, fostering and encouraging the participation of civil society; that is, a mobilising administration that serves as a catalyst for change and that brings itself into the modern world in order to be able to organise a **public/private cooperation** model to channel the commitment of civil society (companies, associations, citizens) to the development of Catalonia and the wellbeing of the people. We need **new staff promotion and selection systems within the administration**, we must foster regulations to prevent job insecurity and **turn public management into a professional activity** starting with directorate generals. We should also foster **horizontal careers and mobility of public workers** between various administrations and organisations in the public sector to the extent that, for instance, one individual may spend a number of days working for the Government of Catalonia with the remainder of the week spent at a town council. We propose establishing mechanisms to **assess the activity of the administration according to the public value generated** (and not merely based on meeting deadlines and conditions) while re-designing processes, encouraging the **independence of public sector bodies** and **promoting citizen audits**.

Rebalancing the organisation of the different Catalan regions calls for the implementation of **new local administration funding systems**, the **coordination of regional plans** and **a special plan for microtowns**, but it also requires a major forestry pact to promote the **green economy** and a **blue pact** to preserve and develop the Catalan coastline. This regional situation also involves **assuring first-class connectivity throughout Catalonia** and **eradicating digital poverty** in order to **raise Catalonia into the Cloud**. We need a **cross-departmental personal data architecture** that encompasses the various administrations, adopting the **once-only principle** to any procedure, along with a legal **act to govern the digital public sector** that will unlock the current legal barriers that are standing in the way of implementing the digital services characteristic of a modern society.

In total, twelve goals organised into three spheres and broken down into 91 actions to reactivate Catalonia. This is a proposal to start a Catalonia-wide debate centred on action.



Table of actions

SPHERE 1

A fair, empowered and capable society

GOAL 1

To promote access to and participation in culture by innovating in terms of content, formats and distribution channels

ACTION 1.1

To boost and refocus investment in culture towards participation to ensure equity of access and equal opportunities for training and personal development

ACTION 1.2

To approve the statute of the artists to grant them the employment and financial security to which they are entitled as cultural workers

ACTION 1.3

To foster and build on the uses of Catalan on the Internet, equipping ourselves with cultural digital infrastructure

ACTION 1.4

To tackle the challenges of the digital and audiovisual sector, re-establishing the public media to become a driving force for innovation in terms of content, formats and distribution channels

ACTION 1.5

To coordinate community culture venues to encourage exchange and shared learning

ACTION 1.6

To deliver the necessary planning, funding, activity coordination and shared international visibility to the major cultural infrastructure facilities of Catalonia

ACTION 1.7

To incorporate artistic education into learning centres

ACTION 1.8

To encourage reading as a lifelong mechanism for skills development and critical thought

ACTION 1.9

To rethink the National Council for Culture and the Arts

GOAL 2

To speed up the transformation of the education system

ACTION 2.1

To speed up educational transformation and establish a plan to make it digital

ACTION 2.2

To broaden the independence of education centres and strengthen education networks throughout Catalonia

ACTION 2.3

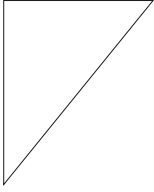
To guarantee balanced schooling and ensure universal access to first-cycle childhood education

ACTION 2.4

To devise a plan to address school failure and early dropout by improving early diagnosis strategies and personalised monitoring

ACTION 2.5

To enhance vocational training by fostering the dual education system and continuing education



ACTION 2.6

To promote adult and second chance schools

GOAL 3

To create a comprehensive lifelong care and support system for people

ACTION 3.1

To set up a single body to mediate the health and social spheres, establishing a one-stop shop

ACTION 3.2

To establish the social worker as a person of reference for everybody universally from the day we are born

ACTION 3.3

To implement an act governing action in the area of person-centred services on a non-profit basis aside from the Act on Public Sector Contracts

ACTION 3.4

To pass an act for organising occupations in the care sector ensuring equity in terms of salaries and employment conditions regardless of whether individuals work in the social or healthcare sectors

ACTION 3.5

To measure and showcase the economic value of unpaid care work and adopt measures to steer us towards joint responsibility from a standpoint of gender equity

ACTION 3.6

To ensure decent employment contracts for people working in domestic roles and care for dependent persons assuring social protection and a dignified retirement

ACTION 3.7

To transform the home care model by strengthening the community setting, prediction, prevention and professional and technological support

ACTION 3.8

To extend the minimum income guarantee to reduce the alarming gap between the number of current beneficiaries and the number of persons living in severe material deprivation and at risk of poverty

ACTION 3.9

To deliver support and social integration for persons suffering mental health conditions and disabilities to enable them to live a full life with personal independence

ACTION 3.10

To set out a national plan to combat male violence that focusses on women and makes it possible to assess the level of implementation and efficiency of existing circuits

GOAL 4

To promote decent, affordable and sustainable housing as a mechanism to combat inequalities

ACTION 4.1

To establish an impact plan for affordable housing throughout Catalonia to enable 10% of housing to be publicly owned within ten years

ACTION 4.2

To prioritise refurbishment instead of demolition and construction of new housing

ACTION 4.3

To monitor supply and demand for public housing to better match them by coordinating local and regional policies and overseeing the achievement of annual targets

ACTION 4.4

To coordinate housing policy with social services to promptly cover emergency situations and benefit from a system of special assistance grants while the pool of public housing is expanded over the next 10 years

ACTION 4.5

To foster specific actions for high density urban areas guaranteeing affordable housing within a city model of integrated mixed uses

ACTION 4.6

To foster specific actions for the countryside as part of the overall strategy to repopulate empty areas

SPHERE 2

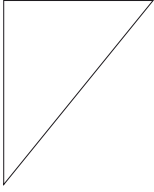
A competitive economy based on talent and innovation

GOAL 5

To innovate in traditional and new sectors to reassert our status in the world

ACTION 5.1

To set up a permanent interdisciplinary panel to innovate in regulation in key areas in order to modernise Catalonia



ACTION 5.2

To review, develop and innovate in taxation, transforming it into an instrument to help achieve Catalonia's development goals

ACTION 5.3

To reform the Catalan Competition Authority to assign it the strength needed to ensure competition on markets and to prosecute cases of abuse of a dominant position

ACTION 5.4

To restructure, innovate and foster the Employment Service of Catalonia to proactively deal with the industrial revolution 4.0, which entails a radical transformation of the labour market

ACTION 5.5

To incorporate green innovation into the traditional industrial fabric by producing pharmaceutical and textile products, among others, for the European market and by spearheading part of the environmentally-responsible global industry

ACTION 5.6

To devise a plan of action for the circular economy to boost business competitiveness, technological innovation and the creation of stable employment in order to enhance the environmental sustainability of a new production and consumption model

ACTION 5.7

To set up 15 urban economic promotion hubs in at least 10 towns and cities in Catalonia

ACTION 5.8

To set up the office for the digitisation of SME commerce to provide comprehensive support for adapting to online markets

ACTION 5.9

To establish urban logistics hubs to streamline last-mile delivery and the structuring of efficient, sustainable omni-channel commerce

ACTION 5.10

To redirect the tax on stays in tourism establishments to improving the protection and recovery of the environment and Catalan heritage

ACTION 5.11

To set up a tourist guidance system that combines artificial intelligence tools with a new public/private governance model to improve the link between supply and demand

ACTION 5.12

To create a tourist innovation platform to link the experience of a well-established sector with a scarce history of innovation to other highly innovative sectors in order to improve the sector's competitiveness

GOAL 6

To achieve food and energy sovereignty

ACTION 6.1

To firmly encourage the creation of zero-mile sustainable energy by fostering a technical study to establish the energy source that is best suited to each sector or local area within six months

ACTION 6.2

To set aside public land for local-scale public/private energy plants

ACTION 6.3

To offer grants, tax incentives and support to achieve energy sovereignty in family homes

ACTION 6.4

"E-car friendly Catalonia": to implement a public/private infrastructure plan for charging points throughout Catalonia to boost the market for electric vehicles

ACTION 6.5

To promote responsible public purchasing of local, green produce to strengthen the viability of the Catalan agri-food cooperative and business sector

ACTION 6.6

To foster the development of the local Catalan agri-food infrastructure network by encouraging public/private investment

ACTION 6.7

To structure comprehensive agricultural rejuvenation programmes adapted to the new economic and social reality of the Catalan countryside

ACTION 6.8

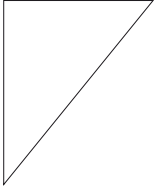
To strive for environmental integration of food companies through a public/private cooperation plan to enable this

ACTION 6.9

To apply artificial intelligence to the fishing and agricultural product market so it reduces costs, stabilises the market, improves prices and increases competitiveness

ACTION 6.10

To set up a public think tank to offer advice on innovative management of fishing, forestry, livestock and agricultural sites



GOAL 7

To strengthen knowledge building and its social and industrial exploitation

ACTION 7.1

To strengthen the commitment to scientific research as a driving force for development and to set up the Catalan Council for Research and Innovation

ACTION 7.2

To promote instruments for cooperation between companies, universities and public organisations for research

ACTION 7.3

To foster the training, attraction and retention of talent

ACTION 7.4

To adopt regulations for the management of research and its outcomes which incorporate incentives for effective management and for knowledge and technology transfer

ACTION 7.5

To enhance tax incentive programmes to encourage the innovation ecosystem

ACTION 7.6

To create an investment fund to finance disruptive technology-based projects and launch a range of ring-fenced grants to support technology maturity

ACTION 7.7

To extend the pre-commercial public procurement model to encourage the marketing of innovative products produced by emerging Catalan companies

ACTION 7.8

To set up special funds for medical devices and technologies at the scale-up stage

ACTION 7.9

To promote the dissemination of scientific knowledge and innovative attitudes among society

GOAL 8

To build a Catalonia founded on science and data

ACTION 8.1

To call for the development of empirical evidence-based policies

ACTION 8.2

To expand repositories for research and public data analysis and publication, encouraging open science

ACTION 8.3

To promote public/private cooperation in the sphere of data

ACTION 8.4

To transform the Statistical Institute of Catalonia into the hub that centralises all Catalonia's information and to create the chief data officer post according to sectors and local areas

SPHERE 3

A reformed, agile and mobilising public sector

GOAL 9

To benefit from a public sector that promotes and attracts talent

ACTION 9.1

To redefine the concept of job position and assignment to a specific unit, introducing the project-based work model that creates interdisciplinary teams and makes human talent available to the whole organisation

ACTION 9.2

To transform the Catalan School of Public Administration into a forum for analysis and foresight that certifies new staff promotion and selection systems

ACTION 9.3

To foster the organisation of professional public management once and for all at Catalan public administrations, starting with directorate generals

ACTION 9.4

To regulate the job insecurity of interns, arranging a system that does not abuse this figure and suitably relocates all staff that are in this position over the next five years

ACTION 9.5

To promote horizontal careers and mobility of public workers between various administrations and organisations in the public sector

GOAL 10

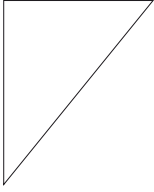
To strive for an administration centred on creating public value and encouraging the participation of civil society

ACTION 10.1

To set up an observatory centred on generating public value and redefining public services, administrative processes and the HR management model based on this criterion

ACTION 10.2

To set up in-house offices for independent technical inspection and consultancy in each ministry of the Government of Catalonia



ACTION 10.3

To shorten the timeframes of administrative processing in the public sector by redesigning processes to make them more efficient and transparent

ACTION 10.4

To facilitate the managerial independence of public sector bodies

ACTION 10.5

To redefine the notion of public/private cooperation, articulating the economic and legal instruments to make this possible and training professionals specialising in this sphere

ACTION 10.6

To promote citizen audits to assess user satisfaction with public services and guarantee transparency and usability of the data linked to these services

ACTION 10.7

To set up a technical committee to oversee implementation of measures to reform the public sector

GOAL 11

To support the economic organisation and coordination of the entire nation by promoting a sustainable, locally-focussed model

ACTION 11.1

To update the local funding model to solve the largest deficits and incorporate goals that foster desired behaviours

ACTION 11.2

To benefit from a smart digitalisation system of data broken down by regions to monitor the various needs of the people in real time and in a networked manner

ACTION 11.3

To set up a body to act as the mediator for the design and implementation of conflicting regional plans that make it difficult to achieve the goals

ACTION 11.4

To strengthen local action groups to lend Catalan fishing and the countryside an effective boost everywhere in Catalonia

ACTION 11.5

To develop a special plan for microtowns to address structural problems linked to basic healthcare, education and connectivity, and make it possible for them to be at the forefront of environmental and energy sustainability

ACTION 11.6

To set out a Catalan forestry pact that promotes a green economy that fuses forestry protection and usage, delivering job stability to rural populations

ACTION 11.7

To set out a Catalan blue pact based on public/private cooperation for the preservation and sustainable usage of the Catalan coastline

ACTION 11.8

To transform Barcelona and its metropolitan area environmentally to encourage a model of inter-connected neighbouring towns and cities

GOAL 12

To raise Catalonia into the Cloud

ACTION 12.1

To set out the “once-only” principle for all administrative procedures while empowering citizens as the sole holders of information

ACTION 12.2

To build a cross-departmental personal data architecture that enables citizens to exercise their digital rights and obligations

ACTION 12.3

To assure top-tier connectivity throughout Catalonia by means of secure, publicly-owned infrastructure

ACTION 12.4

To approve the Act on the Digital Public Sector of Catalonia

ACTION 12.5

To endeavour for zero digital poverty by also assuring the whole population is literate in digital technologies