

MURCIA MUNICIPALITY'S INTEGRATED ACTION PLAN

Remote-IT: Remote and hybrid
work for thriving cities.

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work for thriving cities.

Murcia Municipality's Integrated Action Plan:
Remote IT - Remote and Hybrid work for thriving cities.
2025
Murcia Municipality

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Remote and Hybrid work for Thriving Cities

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EXECUTIVE SUMMARY

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The rapid transformation of work in the wake of the COVID-19 pandemic has created a unique window of opportunity for cities. As remote and hybrid work models become normalized, a new type of worker—flexible, mobile, and digitally enabled—is reshaping the urban landscape. This shift presents municipalities with the chance to attract talent, stimulate innovation, and reimagine public space and service delivery.

In this context, Murcia has articulated a bold ambition: to become a key Mediterranean destination for remote and hybrid work by 2027. Building on its award-winning Smart-City strategy, the city's €8 million Audiovisual Hub investment, and recent successful hybrid-work experiments within the municipality, Murcia's Integrated Action Plan (IAP) defines a clear path for leveraging remote work as a driver of inclusive, sustainable urban development.

Despite its competitive advantages—affordable cost of living, excellent climate, growing creative industries, and digital infrastructure—Murcia has not yet emerged as a go-to destination for remote workers or digital nomads. A number of interconnected challenges persist:

International visibility remains limited, affecting the city's ability to attract talent and economic activity from abroad.

The local coworking ecosystem is underdeveloped, with few formal spaces which could be

easily resolved through the use of under-used municipal venues.

Cultural and structural barriers to hybrid work persist within municipal departments, making it difficult to scale successful pilot experiences.

These gaps not only limit Murcia's competitiveness but also risk deepening social divides if proactive, inclusive policies are not implemented. To respond to these challenges, the IAP outlines a coherent set of interventions structured around four strategic objectives:

Raise Murcia's international profile as a remote-work destination. This includes developing a bilingual Digital Nomad portal, executing a specific and directed marketing campaign, and actively seeking partnerships within the remote-work and creative sectors.

Institutionalise hybrid work within the municipality. Actions include rolling out a comprehensive telework policy across all departments, enhancing IT infrastructure, and providing ongoing training in digital tools, cybersecurity, and new work practices.

Adapt public space to support remote work and integration. Plans include the creation of Wi-Fi-equipped work zones in municipal venues, bilingual urban signage, and connections with mobility and greening projects.

Promote digital inclusion and long-term resilience. Through municipal staff training modules, annual Remote-Work Week events, and guideline development for coworking spaces, the city seeks to ensure that the benefits of remote work are widely shared.

A structured implementation timeline, comprehensive risk management approach, and dedicated monitoring framework ensure these actions remain feasible, measurable, and responsive. By the conclusion of the 2023–2025 period, Murcia set out to achieve a fully equipped Audiovisual Hub that can offer ready-to-use spaces and equipment for digital nomads with a particular interest on those related to the audiovisual and creative sector; a 15% increase in digital nomad traffic in the city; a proven and successful implemented and documented pilot trial of remote work on an in-

ternal municipal level for the consideration of governing authorities and syndicates.

Our integrated action plan recommends embedding remote-work objectives into broader city policies on innovation, sustainable tourism, and green mobility. Communication will be driven by a digital-first strategy focused on storytelling, visual consistency, and direct engagement with target audiences across multiple channels.

To sustain momentum beyond the network timeline, Murcia will transition its Urban Local Group into a Remote Work Observatory—a permanent, cross-sector platform for foresight, monitoring, and policy innovation. This plan is not just about catching up with trends; it is about consolidating Murcia at the forefront of a new urban economy, which is forward thinking and keeping up with new global challenges and opportunities.

SECTION 1 | CONTEXT, NEEDS & VISION

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1.1 | Introduction and project presentation

Remote-IT is an URBACT Action Planning Network, financed through the URBACT IV (2021-2027) programme of the European Commission. Remote-IT network tackles the new challenges cities are experiencing connected to the future of work. The COVID-19 pandemic has accelerated the transformation around how work is organised, with hybrid and remote work models significantly impacting the lives of citizens, as well as the organisational culture of major employers (public/private). The Network is led by the Dubrovnik's Development Agency (DURA), Croatia, and partner cities include Brindisi (Italy), Bucharest District 6 (Romania), Camara de Lobos (Portugal), Heraklion (Greece), Tartu (Estonia), Tirana (Albania), and Murcia (Spain).

Murcia is a historic yet forward-looking city in the southeast of Spain, As a partner in the network, the city explores the opportunities and challenges related to hybrid work and digital nomadism, helping cities like Murcia craft inclusive and sustainable local responses to the future of work.

Murcia seeks to align its strategies with emerging global trends such as remote working, hybrid models, and digital migration. This approach ties in with Murcia's broader goals of improving accessibility, urban integration, and quality of life through strategic regeneration projects as the city is currently undergoing the most transformative urban initiatives in the last century. While the Remote-IT framework specifically addresses digital work patterns and nomad attraction, Murcia integrates these within its overarching goals of digital modernization, territorial cohesion, and inclusive development.

Participation in Remote-IT reflects Murcia's commitment to not only attract digital nomads and remote professionals but also to foster new models of work internally within its administration and to position itself as a Mediterranean digital hub for innovation, mobility, and modern lifestyles.

1.2 | Current situation/data relevant to the themes addressed

The city of Murcia, located in the southeast of the Spain, is the capital of the Region of the same name which, with a surface area of about 881,86 km² square kilometres, is the largest of the single-province autonomous communities in Spain, and Murcia city is also the seventh most populated in the country with a population of around 465,00. It was founded with the name of Medina Mursiya in the year 825 by the emir of al-Andalus, Abderramán II, making the year 2025 the 1200th anniversary of the founding of the city. It is made up of the city centre, with a central core of 3 kilometres, the historical area with a diameter of 1.5 kilometres, and the 55 districts administratively dependent on Murcia City Council, which encompass half of the population of the municipality. Territorial diversity is, therefore, one of the hallmarks of Murcia's identity. Murcia is a mediterranean, warm and festive city which strives to combine its modernity with its millenary history through its artistic, historic and cultural heritage. In this sense, while the municipality celebrates and implements numerous festivals, projects and events that underline and preserve Murcia's heritage, celebrating and conserving its heritage and intangible customs, the city is also at the forefront of innovation, being active in some of the most important digital and urban innovation forums on a national and European level.



As far as population statistics and demographic data regarding the municipality, the high percentage of young population is one of the main assets of the municipality of Murcia, registering values above the national average. Thus, despite the slight decline experienced by this indicator during the last year, 16.28% of the population is under 15 years of age, versus the national average of 14,12%. The average age in Murcia is 40,9, younger than the national average. The relatively high birth rate is one of the main causes that allows the municipality of Murcia to maintain a young population structure. Thus, in 2020 there were 9.27 births registered per thousand inhabitants. The number of households in Murcia registers at 162.014 (data from 2021), which has increased annually in a consistent manner.

As far as economy and employment is concerned, the current unemployment rate in Murcia stands at 11,3%, showing a constant recovery since the international decline provoked by the

Covid-19 pandemic. The foreign population represents 12.52% of the total population in the municipality of Murcia, a value that is higher than the national average, although much lower than close coastal municipalities. That said, this offers potential for global talent integration, including digital nomads.

Presently, Murcia is confronted with the challenges stemming from a sluggish economic recovery post-pandemic. A primary focus is on the local retail sector and small businesses, which face difficulties attributed to the pandemic, competition from larger-scale enterprises, and the rise of online purchases. Consequently, the City of Murcia deems the topic of hybrid and remote work highly relevant, given its impact on both urban infrastructure within the municipality and the evolving private landscape.

As the shift towards more people working from home or adopting hybrid and remote work setups gains momentum, there is an anticipated decrease in demand for office space and traditional urban infrastructure, including traffic and public transport. Cities, including Murcia, need to proactively anticipate and plan for these shifts in demand to ensure continued effective functionality. Murcia holds considerable potential to become a preferred choice for digital nomads within Spain and Europe, as it boasts modern facilities, two universities, university hospitals, a public transport system, and an economy primarily centered around services. This, coupled with its exceptional weather and lower cost of living compared to major cities like Madrid or Barcelona, contributes to its attractiveness. Murcia sustains a vibrant tourism sector that has yet to reach the point of over-tourism. The city has taken measures to guide tourism flows towards peri-urban and rural areas, preventing an overflow in the urban center. Similarly, in preparation for the realities of remote work and digital nomads, the city aims to safeguard the existing quality of life for residents.

Regarding the digital nomad visa in Spain, Spain has implemented a Digital Nomad Visa (also known as the Telework Visa) since 2023, which remains active in 2025. This visa allows non-EU/EEA nationals to reside in Spain while working remotely for companies located outside of Spain. Some of the standard requirements are:

- >>> You must demonstrate the ability to work remotely from Spain.
- >>> You need to show your proof of expertise (degree, certificate, or 3 years of experience).
- >>> You must have been employed for at least 3 months with a contract covering the stay.
- >>> Freelancers need long-term contracts.
- >>> The employer must have been in business for at least 1 year.
- >>> You need to earn up to 20% of income from Spanish clients.

There are also requirements such as proof of minimum income, being in possession of private health care from a Spanish provider, and having a clear criminal record, among other conditions. This visa also allows other family members such as spouses and children to be included.

1.3 | Relevant existing strategies and policies

Murcia has a robust ecosystem of strategic urban planning that aligns with Remote-IT themes:

- >>> **Murcia 2020 Strategy and Murcia 2030 Urban Agenda:** These provide the long-term framework for inclusive, sustainable, and smart development.
- >>> **Murcia IT – Integrated and Sustainable Urban Development Strategy:** Funded by ERDF, this emphasizes participatory approaches to urban revitalization.
- >>> **Murcia Smart City Strategy:** Focuses on urban efficiency and digital transformation, and won Spain's Best Smart City Model award in 2016, a strategy cofunded with ERDF (33,58%).
- >>> **Urban DNA:** An URBACT-labelled good practice promoting social activation and participatory neighborhood development.
- >>> **Circular Economy Strategy:** Tackles waste, water, and sustainable consumption through innovative EU-funded projects like VALUEWASTE, HOOP, and CityLoops.
- >>> **Sustainable Urban Mobility Plan:** Aims to reduce emissions, promote non-motorized transport,

and enhance digital mobility solutions.

- >>> **Strategic Plan for the Equality of Women and Men (2021–2023): Promotes gender equality through municipal services, community centers, and safe spaces ("Violet Points").**

Together, these policies underscore Murcia's capacity to incorporate digital nomadism and hybrid work into broader sustainable development frameworks. The most recent local strategy that play a key role in Murcia's development of a digital nomad support programme is Murcia Audiovisual Hub. Murcia Municipality allocated more than 5.5 million euros of Next Generation Funds, to equip the various rooms and facilities of two of the city's most emblematic venues, the Artillery Barracks and the Old Prison. This funding was the second highest amount awarded by this European Union initiative at the national level. The total investment, including the municipality's contribution, totals 8 million euros.

1.4 | Problem identification

Our Urban Local Group

- >>> **Murcia Municipality is the principal implementor of this strategy and therefore has the main responsibility and involvement through members and representatives of various departments: EU Programmes, IT, Personnel. In less measure, it also involves representatives from departments such as Tourism, Culture, Congress & Events Office, and Economic Promotion.**
- >>> **Murcia Public & private University and the University Observatory representatives.**
- >>> **Members and representatives of business organisations such as the, Chamber of Commerce, CROEM Regional Confederation of Business Organizations of Murcia, Regional Professional Association of Technical Engineers in Computer Science, and TiMur.**

- >>> Finally, representatives of the Audiovisual Sector from Cinemur - Association of Professionals of the Audiovisual Sector in Murcia, and Murcia Audiovisual Hub.

Local Strengths and Opportunities

- >>> Youthful, dynamic population: With an average age of 40.9 and 16.28% of the population under 15, Murcia has a demographic advantage for future digital economy transitions.
- >>> Strong cultural identity and Mediterranean lifestyle: Murcia offers an attractive lifestyle combining history, gastronomy, affordable living, and climate — all highly appealing to digital nomads.
- >>> Political and institutional support: High-level political backing for projects linked to urban regeneration, digital transformation, and sustainable mobility.
- >>> Track record in European project management: Experience with ERDF, Horizon 2020, and URBACT programs ensures Murcia has the know-how to leverage EU funding mechanisms.
- >>> Audiovisual and Creative Industries: The new Audiovisual Hub is a major opportunity for attracting creative remote workers and positioning Murcia as a Mediterranean “creative city.”
- >>> Established digital innovation ecosystem: Smart City initiatives, the Audiovisual Hub, and Murcia’s leadership in digital forums (Eurocities Digital Forum) provide a solid platform for scaling hybrid work models.

Local Challenges

- >>> Physical and psychological urban fragmentation: The historical separation between northern and southern parts of the city (railway and river barriers) continues to affect mobility, access to services, and urban cohesion.

- >>> **Relative lack of international visibility:** Despite local assets, Murcia remains less known globally compared to larger Spanish cities (Madrid, Barcelona, Valencia), posing a minor challenge for attracting international digital nomads.
- >>> **Inconsistent hybrid work readiness:** While some departments adapted quickly to hybrid models, scaling across the entire public administration will require significant IT investment, training, and organizational change.
- >>> **Limited bilingual infrastructure:** Currently, there is a low availability of English-language services, signage, and support networks — a critical barrier for integrating international remote workers.
- >>> **Public awareness gaps:** The local population's unfamiliarity with concepts like digital nomadism risks creating misunderstanding or resistance without targeted public education efforts.
- >>> **Dependency on external funding:** Some planned actions (such as the website and bilingual signage) are delayed due to administrative and funding hurdles.

Local Priorities

- >>> **Promote Murcia as a remote-work destination:** Develop a strategic, professionalized marketing campaign aligned with Spain's national Digital Nomad Visa program.
- >>> **Foster hybrid work culture internally:** Institutionalize flexible work models across municipality.
- >>> **Bridge the urban divide:** Fully leverage the South Connection project not only to reconnect spaces but to build new inclusive, digital-ready public environments.
- >>> **Enhance digital infrastructure:** Expand bilingual digital platforms, coworking spaces, and remote work services.
- >>> **Strengthen community engagement and inclusivity:** Educate and involve local residents in Murcia's digital transformation journey.

Persona Analysis

Within Murcia's 3rd ULG meeting, a "persona identification" exercise was carried, in which two different profiles (a 48 year old divorced father with shared custody of his child, and a 28 year old single woman) were analysed with the aim of identifying common needs that should be addressed and would be of interest and benefit to all potential digital nomads. From this exercise we drew the following conclusions:

- >>> **Cost of living/quality of life are key factor regardless of age, and this is an advantage for Murcia.**
- >>> **Good connections to airports/trains is important for digital nomads and could be a decisive factor.**
- >>> **Assistance, information and guidance by informed professionals on a municipal level is essential for digital nomads.**

Despite carrying out this exercise with the idea of looking into diverse profiles so as to imagine and contemplate catering to diverse needs, in designing Murcia's Integrated Action Plan for hybrid work and digital nomadism, there are key potential user profiles that have been identified. The integration of the proposal within the Murcia Audiovisual Hub means that, while taking into account differences in gender, age, and family circumstances as well as being open to different profiles and professions, there is a main target: Audiovisual and Creative professionals: video editors, filmmakers, graphic designers, animators, content creators, and sound engineers. This group typically includes young professionals (25–40 years), with a gender distribution approaching parity, especially among new generations of content creators. While many are single or in couples without children, there is a growing trend of creative families seeking flexible lifestyles that Murcia's family-friendly urban spaces and cultural offerings can support. Murcia's Audiovisual Hub, coupled with affordable living and artistic vibrancy, strongly appeals to this group.

Murcia Audiovisual Hub offers a wide range of services and technical resources to support audiovisual and digital content creators. Facilities include fully equipped recording studios for pro-

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AUDIOVISUAL

professional-quality video and audio production, photography studios with state-of-the-art lighting and camera equipment, and access to professional-grade audiovisual material such as cameras, lenses, editing stations, sound recording devices, and drones. The Hub also provides post-production rooms for video editing, color grading, and sound design. Specialized equipment for virtual reality (VR), augmented reality (AR), and gaming development is available, ensuring creators have access to the latest technologies. In addition to physical resources, the Hub supports training in the use of audiovisual machinery and software through dedicated mentoring and capacity-building programs, creating an ecosystem where innovation, production, and talent development converge in the heart of Murcia. This will not be an exclusive focus, as the Hub provides flexible coworking spaces designed for individual work, team collaboration, and networking. Users can access high-speed internet, modern meeting rooms, hot desks, quiet work areas, and silence booths, making it an ideal base for freelancers, entrepreneurs, and remote employees. The Hub also organises workshops, masterclasses, and networking events on topics such as digital communication, content creation, and audiovisual related subjects, making it a dynamic environment.

SWOT (strengths, weakness, opportunities and threats) Analysis

	STRENGTHS	WEAKNESSES
Internal	<ul style="list-style-type: none"> - Young, dynamic population - Strong political and institutional support - Active digital innovation ecosystem - Cultural and Mediterranean lifestyle appeal - Successful pilot testing of hybrid work 	<ul style="list-style-type: none"> - Limited international visibility - Limited bilingual infrastructure - Inconsistent hybrid work implementation across departments - Public unfamiliarity with digital nomadism - Dependence on external funding for certain actions
	OPPORTUNITIES	THREATS
External	<ul style="list-style-type: none"> - Spain's preexisting national Digital Nomad Visa policy - Rising global demand for mid-sized, affordable remote work destinations - Audiovisual Hub development as an anchor for creative industries - Ability to position Murcia as an authentic, safe, innovative city 	<ul style="list-style-type: none"> - Competition from other cities already well-established among digital nomads (e.g., Lisbon, Barcelona) - Economic downturns affecting remote workers' mobility - Resistance to change from parts of the local population - Risks linked to administrative delays and bureaucratic inertia



1.5 | Local stakeholders involved in the project

- >>> **Murcia Municipality key involvement:** European Programmes Department for Project Management (Coordination, Administration, Financial), the ICT Department for Technical Expertise (Functioning, Infrastructure, Tools, Data Protection) and the Personnel Department for Technical Expertise (Civil Servants/Employees, Regulations, Rights).
- >>> **Murcia Municipality secondary involvement:** Tourism Department, Culture Department, Congress & Events Office, Economic Promotion Department regarding (City Attractiveness, Audiovisual HUB, Society Contact, Job creation, Start-ups, SMEs, Freelancers)
- >>> **Murcia Public University**
- >>> **Murcia Private University (UCAM)**
- >>> **Murcia Sociodemographic Observatory**
- >>> **Murcia Chamber of Commerce.**
- >>> **CROEM Regional Confederation of Business Organizations of Murcia.**
- >>> **Regional Professional Association of Technical Engineers in Computer Science.**
- >>> **TiMur - Murcia Association of Companies in the Information Technology, Communications and Audiovisual Sector.**
- >>> **Cinemur - Association of Professionals of the Audiovisual Sector in Murcia.**

1.6 | Our vision and overarching objective

Murcia envisions becoming a key Mediterranean destination in digital nomadism and hybrid work, where public infrastructure, cultural vibrancy, and digital transformation converge to create a welcoming, future-ready urban environment, with special attention paid to the audiovisual sector.

The overarching objective is to promote remote work as a vector of urban regeneration and digital innovation, transforming Murcia into a destination of choice for global nomads while simultaneously upgrading local capabilities and inclusion.

1.7 | Main integration challenges

The implementation of Murcia's Integrated Action Plan is shaped by a series of integration challenges that reflect both the opportunities and complexities of embedding remote and hybrid work into the city's long-term development. Addressing these challenges proactively is essential to ensuring that the strategy remains coherent, inclusive, and sustainable.

Stakeholder involvement in planning and implementation is a critical issue. During the planning phase, strong participation was secured through the Urban Local Group (ULG), which successfully brought together representatives from municipal departments, universities, business organisations, and the audiovisual sector. However, the city's size and administrative complexity create the risk of gaps emerging in the execution phase if participation is not systematically maintained. To address this, Murcia intends to formalise coordination mechanisms, such as permanent working groups and structured reporting systems, and to adopt a clear stakeholder engagement protocol that guarantees involvement throughout delivery.

Ensuring **coherence with existing strategies** is equally important. The Integrated Action Plan sits alongside Murcia's Urban Agenda 2030, Smart City Strategy, the development of the Audiovisual Hub, the Circular Economy Strategy, and the Gender Equality Plan. The current degree of

alignment is high, but continued vigilance is needed to prevent duplication of effort or fragmentation. The municipality will therefore conduct a cross-checking exercise to explicitly link each action of the plan with existing strategic objectives, and periodic reviews will be carried out within the ULG to ensure ongoing consistency.

The third challenge lies in embedding the principles of **sustainable urban development**—economic, social, and environmental—into all Remote-IT actions. Murcia already benefits from strong sustainability policies, including the Smart City Strategy and the Circular Economy framework, and the integration of the Audiovisual Hub reinforces this commitment. Nevertheless, further action is required to ensure that digital nomadism contributes fully to the city's green and inclusive transition. This will include mobilising available funding, incentivising eco-friendly infrastructure, fostering community integration programmes, and explicitly embedding social, digital, and environmental indicators into project monitoring.

Another key issue is **integration over time**. Strategies such as Murcia's Smart City and Urban Agenda extend to 2030, but no dedicated long-term plan for remote or hybrid work is yet in place. This creates the risk that actions may lose momentum once initial funding cycles or political priorities shift. To safeguard continuity, the municipality will develop a forward-looking timeline with milestones for 2025, 2027, and 2030, while also embedding remote work objectives into future municipal strategies.

Challenges also arise in terms of **stakeholder involvement in implementation**. While planning benefited from broad participation, delivery risks becoming fragmented if departments act in silos. Monitoring mechanisms are in the process of being standardised to counteract this risk, but additional measures are needed. Murcia will therefore establish an integrated project management unit, supported by regular progress reporting templates to ensure that updates from different departments are consolidated and acted upon.

Spatial integration presents another dimension. Remote and hybrid work initiatives must

be linked to the sustainable recovery of Murcia's urban fabric, including heritage sites and public spaces. At present, integration of remote work into these broader regeneration projects is partial. Moving forward, the municipality will prioritise adapting local surroundings to accommodate work-friendly infrastructure, while ensuring that regeneration continues to engage citizens directly.

Finally, multi-level governance and the integration of cross-cutting priorities represent ongoing challenges. While some sectoral collaboration exists—particularly between the Audiovisual Hub and the Urban Planning Department—broader coordination across tourism, ICT, mobility, and cultural sectors remains limited. Similarly, although progress has been made in digitalisation, green transition, and gender equality, these themes must be more systematically mainstreamed into all remote work policies. Murcia plans to broaden collaboration by involving private-sector specialists in project delivery, maintaining the ULG as a permanent Remote Work Observatory, and reinforcing commitments to gender, digital, and green objectives in every action.

Underlying all of these challenges is the need for financial sustainability. Many actions are supported by municipal funds and NextGenerationEU investments, but long-term implementation will require diversification. The city aims to mobilise all available funding, combining European programmes such as ERDF and ESF+ with private sponsorship and co-financing, thereby ensuring that resources remain flexible and sufficient to sustain momentum.

Taken together, these integration challenges underscore the complexity of embedding remote and hybrid work into Murcia's development trajectory. By reinforcing participation, coherence, sustainability, governance, and funding, the city can ensure that its Integrated Action Plan is both resilient in the short term and sustainable in the long run.

1.8 | How your testing activities contributed to the IAP development

The preparation of Murcia's Integrated Action Plan has been strongly shaped by the testing activities undertaken within the URBACT Remote-IT framework. These activities allowed the city to explore ideas in practice, identify obstacles, and refine its proposed actions based on real-world evidence.

Several participatory workshops were organised with the Urban Local Group (ULG), bringing together municipal departments (Tourism, Mobility, Urbanism, IT, and Culture), the University of Murcia, coworking managers, audiovisual companies, and citizen associations. Across these sessions, more than 60 participants contributed directly to shaping priorities. The workshops confirmed the need for a bilingual Digital Nomad Portal, the value of expanding hybrid work policies within the municipality, and the strategic importance of linking remote-work infrastructure to the regeneration of emblematic spaces such as the Artillery Barracks.

A key pilot activity was the **testing of hybrid work in two municipal departments**. This involved equipping offices with upgraded IT systems, secure VPN connections, and scheduling protocols to balance in-office and remote days. Surveys conducted with participating staff revealed that more than 70% reported greater satisfaction with their work-life balance, while managers highlighted minor but solvable challenges linked to coordination and cybersecurity. These findings directly informed Action 3 of the plan, which scales hybrid work to at least 50% of municipal departments by 2026.

Testing also included **focus groups and surveys with local residents and entrepreneurs**. These revealed both enthusiasm and concerns: while 80% of surveyed freelancers expressed interest in accessing coworking spaces, only 35% felt confident in their digital skills, and a significant number cited English-language limitations as a barrier to international networking. This evidence confirmed the need to include modular training programmes and bilingual communication measures as dedicated actions in the plan.



Pilot activities were also carried out in urban spaces earmarked for regeneration, such as the Artillery Barracks and areas linked to the South Connection project. Temporary coworking and cultural activities were organised to test the attractiveness of these spaces for digital nomads. Feedback showed strong potential for integration of cultural and professional functions, but also highlighted the need for robust Wi-Fi, charging stations, and shaded outdoor seating. These insights informed the design of Action 5, which foresees at least three fully equipped public coworking-ready spaces by 2027.

Another strand of testing concerned communication and visibility. Murcia experimented with small-scale international promotion, including bilingual social media campaigns and outreach through existing digital nomad networks. While initial reach was modest—approximately 20,000 impressions over a two-month test period—the activity confirmed that visibility can be rapidly increased with dedicated investment. This provided the rationale for including a €35,000 marketing campaign as a core action of the IAP.

Finally, Murcia benefited from peer exchanges within the Remote-IT network. Study visits and workshops with partner cities such as Dubrovnik, Brindisi, and Tartu exposed Murcia to comparative experiences in governance, funding, and community engagement. For example, Tartu's structured approach to training and Brindisi's integration of remote work into heritage spaces directly influenced Murcia's emphasis on modular training and cultural regeneration.

In summary, the testing phase validated Murcia's Integrated Action Plan by providing concrete data: staff satisfaction rates from hybrid work pilots, resident demand and skill gaps identified through surveys, technical requirements for public coworking spaces, and baseline visibility figures from communication pilots. Together, these results ensured that the IAP is not only aspirational but grounded in tested practices, stakeholder input, and international learning.

SECTION 2 | CONTEXT, NEEDS & VISION

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2.1 | Overall Logic and Integrated Approach

As stated in Section 1 of our Integrated Action Plan, Murcia's participation in this URBACT Network focuses on positioning the city as a forward-thinking hub for hybrid work models implemented at a municipal level, whilst simultaneously building on becoming a prime destination for digital nomads. Building on its strengths as a vibrant, culturally rich city with excellent connectivity and quality of life, Murcia aims to foster innovation in workspace solutions, with a special focus on digital and audiovisual sector professionals to attract international talent, and create a sustainable ecosystem that benefits both the local community and the global workforce.

At the heart of this vision is the transformation of underutilized spaces into hybrid work hubs, the development of supportive infrastructure for remote professionals, and the promotion of Murcia as an attractive destination for those seeking a balance between productivity and lifestyle. This approach not only ensures that the proposal is aligned with the genuine needs and aspirations of the community but also fosters a sense of ownership and commitment essential for long-term

sustainability and success.

Regarding logic, by leveraging its strengths and addressing emerging trends, Murcia's Integrated Action Plan for hybrid work models and digital nomad strategies seeks to position the city as a model for flexible and sustainable work ecosystems. This plan aims to not only attract international talent but also create lasting benefits for local residents through innovation, collaboration, and inclusivity.

2.2 | Strategic Objectives

The strategic objectives guiding Murcia Municipality to achieve the vision set out and agreed by the Urban Local Group are:

- >>> **Position Murcia as a Mediterranean remote work destination: promote Murcia as a welcoming, connected, culturally rich city for digital nomads and remote workers.**
- >>> **Embed a hybrid work model across municipal services: institutionalize flexible and efficient remote work policies within the local administration.**
- >>> **Regenerate Public Spaces to Support Remote Work and Social Integration: create accessible, digital-ready, inclusive environments where remote work and urban life converge.**
- >>> **Foster Local Community Awareness and Participation in a project characterised by long-term adaptability: educate and engage local residents, businesses, and organizations in embracing new work models.**

2.3 | Intervention areas

Area 1 | Infrastructure and Connectivity

Ensure robust digital infrastructure and modernize key facilities to support hybrid work hubs

and remote professionals. This includes high-speed internet access, ergonomic workspaces, and green building practices.

Area 2 | Policy Development, Business Engagement and outreach

Engage local businesses, policymakers, and educational institutions in designing and adopting flexible work policies and offering incentives for companies that embrace hybrid models. Promote Murcia's initiatives through digital campaigns, partnerships with travel and work platforms, and international events showcasing Murcia's potential as a digital nomad hub.

Area 3: Community and Lifestyle Integration

Foster a welcoming environment for digital nomads through cultural programmes, language courses, and local community involvement opportunities. Emphasize Murcia's cultural richness, climate, and cost of living as unique selling points. Also encourage mobility opportunities for local talent wishing to work remotely, helping them apply to become digital nomads in other European destinations.

Area 4: Sustainable mobility and lifestyle

Promote and encourage hybrid and remote work as a sustainably beneficial lifestyle, by providing information and statistics that underline ecological and economical benefits, and seek to offer incentives in collaboration with local businesses and companies (i.e. tax benefits, local discounts, etc.).

2.4 | Specific/ operational objectives

S.M.A.R.T Objective 1| Establish 2 fully equipped hybrid work hubs in the city by 2025.

Convert municipal buildings and unused spaces into state-of-the-art coworking and hybrid work hubs, equipped with high-speed internet, meeting facilities, and collaborative spaces. These hubs will serve both local remote workers and visiting digital nomads, with a particular focus on the audiovisual sector professionals, and supported



by the 5.6 million euro investment granted through Next Generation funding to implement an Audiovisual Hub in Murcia.

S.M.A.R.T Objective 2 | Develop and establish an approved municipal hybrid work policy framework by 2026.

Perhaps the most complex goal of the integrated action plan, Murcia strives to, engage local businesses, policymakers, and educational institutions in designing and adopting flexible work policies and offering incentives for companies that embrace hybrid models. Murcia's local University has been awarded on a national level for its effective hybrid work model, so we want to collaborate in developing a robust municipal model, building on the one used during the COVID lockdown, that will gain approval of the governing authorities and syndicates.

S.M.A.R.T Objective 3: Host 25 networking and knowledge-sharing events per year for hybrid workers and digital nomads.

Promote Murcia's initiatives through digital campaigns, partnerships with travel and work platforms, and international events showcasing Murcia's potential as a digital nomad hub.

S.M.A.R.T Objective 4: Promote Murcia as a digital nomad destination to international audiences through active participation in forums, conventions and other communication opportunities, achieving 15% annual growth in remote worker tourism by 2027.

Promote Murcia's initiatives through digital campaigns, partnerships with travel and work platforms, and international events showcasing Murcia's potential as a digital nomad hub.

2.5 | Actions

To deliver on its strategic objectives, Murcia has defined a set of actions that integrate infrastructure development, organisational reform, community engagement, and sustainability principles. These actions provide the operational pathway for achieving the city's vision and hybrid work.

>>> Actions towards positioning Murcia as a Mediterranean remote work destination

The first group of actions focuses on raising Murcia's international profile. Central to this effort is the launch of an English-language Digital Nomad Portal, integrated within the Audiovisual Hub's digital presence. This platform will offer practical information on visas, coworking spaces, services, and events. To reinforce its impact, Murcia will actively build partnerships with leading international platforms such as Nomad List and Remote Year, ensuring that the city is featured in global conversations about digital nomadism. These actions will be complemented by participation in international events and forums, showcasing its competitive advantages.

>>> Actions towards embedding a hybrid work model across municipal services

Internally, Murcia recognises the importance of leading by example. Therefore, a set of actions will institutionalise hybrid work practices within the municipal administration. The successful pilot project will be expanded to all departments, supported by updated infrastructure and clear internal guidelines. Staff training is a critical component: municipal employees will participate in regular workshops on digital literacy, cybersecurity, and new work practices. These actions aim not to modernise the administration, increase efficiency and satisfaction, and improve service delivery.

>>> Actions towards regenerating Public Spaces to Support Remote Work and Social Integration

Murcia will adapt its urban environment to facilitate remote work and strengthen social cohesion. Key actions include installing bilingual signage across coworking hubs and regenerated spaces—particularly the Artillery Barracks—making the city more accessible to international residents. In addition, public spaces will be equipped with Wi-Fi areas, shaded working zones, and technical facilities, ensuring that remote professionals can work comfortably in urban areas that are also inclusive and sustainable. This integration of remote work infrastructure into regeneration projects will align with broader objectives of mobility improvement and environmental resilience.

>>> Actions towards fostering local community awareness and participation

Murcia will invest in initiatives that build awareness and inclusivity. An annual Remote Work Week will be organised, combining workshops, exhibitions, and networking events, hosted in emblematic venues such as the Artillery Barracks. Murcia will also develop a support programme for residents interested in transitioning into remote work careers, providing training, resources and information.

SECTION 3 | ACTION PLANNING DETAILS

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2.1 | Overall Logic and Integrated Approach

Murcia's Integrated Action Plan lays out a series of concrete actions designed to position the city as a Mediterranean leader in remote work and digital innovation. These actions were identified and refined through collaborative workshops with stakeholders, and each was evaluated on impact, feasibility, urgency, and alignment with existing strategies.

Action 1 | Building a Digital Nomad Portal

The first priority is the creation of a bilingual online platform—the Murcia Digital Nomad Portal. This website will act as a central information hub, providing guidance on visas, coworking spaces, equipment booking, events, and local services. Developed under the leadership of the Audiovisual Hub, IT Department, and Tourism Office, the portal will offer international visibility for Murcia and ensure that digital nomads can seamlessly access what the city has to offer. With an estimated budget of €72,000, the portal is scheduled to launch by June 2025, supported by early

tenders, beta testing, and a simultaneous marketing campaign to ensure strong uptake. Success will be measured through visitor traffic, satisfaction surveys, and regular content updates.

Action 2 | Marketing Murcia Internationally

Complementing the portal, Murcia will roll out a strategic bilingual marketing campaign. By highlighting the city's climate, affordability, digital infrastructure, and cultural vibrancy, the campaign will aim to attract remote professionals through social media, influencer partnerships, and participation in international events. With a €35,000 budget, the campaign seeks to reach 5 million people across platforms and generate at least 250 new digital nomad users within six months. Careful audience segmentation and strong partnerships will help mitigate risks of low engagement or budget overruns.

Action 3 | Institutionalizing Hybrid Work

Internally, Murcia will expand its successful pilot of hybrid work across all municipal departments. This action, budgeted at €24,000, will focus on staff satisfaction, productivity, and the adoption of structured telework policies. Departments will undergo readiness audits, develop formal guidelines, and upgrade IT infrastructure where needed. The goal is to have at least 50% of departments operating under hybrid models by the end of 2026, with staff satisfaction rates exceeding 80% and measurable productivity gains of 5–10%. Change management sessions and best practice sharing will be key to overcoming cultural resistance.

Action 4 | Making the City Accessible for All

To ensure international inclusivity, Murcia will install 74 bilingual (Spanish-English) public signs across coworking venues, transportation hubs, and regenerated spaces such as the Artillery Barracks and South Connection. This €28,000 initiative will improve wayfinding and enhance the city's international user-friendliness. Risks such as vandalism or message confusion will be addressed

through resilient materials and awareness campaigns. The project aims to achieve 100% coverage of priority areas by the end of 2025.

Action 5 | Creating Remote-Work Friendly Spaces

As part of the South Connection urban regeneration, Murcia will develop outdoor areas tailored to remote workers. These spaces will provide free Wi-Fi, shaded seating, charging stations, and other amenities, blending green, pedestrian-oriented design with functional working environments. Contractors, architects, and IT specialists will deliver at least five fully operational spaces by mid-2027, with targets of 95% Wi-Fi uptime and 85% user satisfaction. Outreach campaigns and dynamic programming will ensure strong adoption among both locals and nomads.

Action 6 | Annual Remote Work Event

Murcia will also host an annual Remote Work Festival, designed to showcase its emerging ecosystem. Organized by the Audiovisual Hub with support from tourism and commerce departments, the event will feature workshops, panels, networking, and exhibitions—particularly highlighting audiovisual and creative industries. With an estimated budget of €73,000, the event aims to draw at least 350 participants annually, secure engagement from 20+ local businesses, and achieve 85% satisfaction rates among attendees. Weather risks and speaker cancellations will be mitigated with backup venues and reserve facilitators.

Action 7 | Training for Municipal and Local Workers

To bridge skills gaps, Murcia will introduce modular training programmes in digital tools, remote collaboration, and soft skills. Designed in partnership with universities and professional trai-

ners, these courses will prepare municipal employees and residents for remote work opportunities. The municipal programme, budgeted at €47,000, aims to train all eligible departments by 2027, with at least 30% of participants gaining freelance or remote employment opportunities. Tailored course content and flexible programme design will address risks of low engagement or irrelevance.

Action 8 | Supporting Residents in the Transition

Finally, Murcia will launch a structured support programme for local residents aspiring to transition into remote careers. This €31,600 initiative will combine training workshops, mentoring, and job placement support in partnership with universities, NGOs, and regional employment services. By 2027, the city aims to engage over 100 residents, with at least 35% securing flexible employment. Funding shortfalls will be mitigated by exploring co-financing from regional and European sources.

Taken together, these eight actions form a coherent, interconnected strategy: external-facing initiatives like the portal and marketing campaign will boost Murcia's visibility, while internal reforms in hybrid work and skills training ensure inclusivity and sustainability. The creation of digital-ready spaces and annual cultural events will reinforce Murcia's identity as both an attractive remote-work hub and a supportive home for its residents. By 2027, Murcia aspires not only to host digital nomads but to be recognized as a Mediterranean leader in modern, flexible, and inclusive work.

SECTION 4 | IMPLEMENTATION FRAMEWORK

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Governance

The implementation of the Integrated Action Plan (IAP) for Murcia Municipality will be overseen by Murcia Municipality, with coordination from multiple departments to ensure alignment with existing urban regeneration and mobility plans.

Involved Entities & Responsibilities:

- >>> **Murcia City Council (Urbanism, Environment, Parks & Recreation, Culture, Transport Departments):** Lead agency overseeing implementation, funding allocation, and policy integration.
- >>> **Urban Local Group (ULG):** Will evolve into a delivery-focused working group, consisting of municipal representatives, local business associations, neighborhood councils, and citizen groups.
- >>> **Project Coordination Taskforce:** A small sub-group of the ULG will be established, with the aim

of being responsible for cross-sector coordination, ensuring collaboration between public and private stakeholders.

>>> **External Experts:** Limited but existent external coordination will provide technical expertise on urban planning, sustainability, and community engagement. This is also particularly important to oversee and manage municipal interdepartmental collaboration and oversee general running.

Regarding the coordination structure, bi-monthly Urban Local Group Meetings, and Coordination Taskforce Meetings will be key to adequately oversee the general development of the project, to assess and monitor progress, re-configure timelines or reevaluate actions should it be required.

Ongoing stakeholder engagement

Although in general terms the daily operations will be overseen by Murcia Municipality Departments, the external stakeholders and members of the original ULG group will, in most cases, be included in the future development and implementation over time of the integrated action plan, in some cases hired as external experts to provide specific services required within the process, and in other cases hired to monitor or assess different phases of implementation and provide external consultation services to ensure alignment with initial goals set out in conjunction. Moreover, thematic working groups will be activated as necessary to draw on broader expertise and ensure ongoing sector involvement, especially when large-scale públicamente events such as the proposed Remote Work Week are concerned.

Overall costings and funding strategy

The preliminary overall cost for implementing the Murcia Integrated Action Plan over a three



year period will be funded both by the municipal budget, and the funds received for the Audio-visual Hub, allocations under the digitalization and innovation axes of the Spanish Recovery and Resilience Facility (NextGenerationEU). Alternative funding for prolonged implementation for the integrated action plan could potentially be drawn from diverse other sources, like potential access to the European Social Fund+ (ESF+) for training programs linked to digital skills and employability, and private sponsorships. Murcia's strategy would ultimately combine público and private funding, leveraging ongoing strategic programmes, and ensuring co-financing flexibility to reduce dependency on a single funding source.

Overall timeline

The implementation of Murcia's Integrated Action Plan is structured across the full span of the Remote-IT project period, with all actions strategically phased between the beginning of the network in June 2023 and December 2025. The timeline reflects a carefully balanced rollout that allows for foundational activities—such as policy development, staff training, and digital infrastructure—to begin early, while more public-facing or infrastructure-intensive initiatives scale up in the second half of the plan. Each of the eight actions has been sequenced to ensure resource feasibility, avoid overlap in high-demand periods, and create synergies between internal capacity-building and outward-facing promotion. The adjusted schedule reflects a three-month shift from the original plan, allowing for additional mobilisation time and coordination among stakeholders. The Gantt chart below offers a visual overview of when each action is initiated and how they interconnect across the 33-month window. This sequencing is designed to support continuous learning, regular progress monitoring, and momentum-building through recurring events like the Remote-Work Week.

Risk Assessment

The delivery of Murcia's Integrated Action Plan requires continuous risk management, guided by a structured matrix that evaluates risks according to their likelihood (low, medium, high) and potential impact (low, medium, high). Each risk category—strategic, operational, engagement, and external—has been assessed with corresponding mitigation measures.

Strategic Risks

The first strategic risk concerns potential delays in the refurbishment of the Audiovisual Hub, which is critical for hosting coworking facilities. This risk is assessed as medium likelihood and high impact. Mitigation measures include integrating coworking spaces into the main renovation

schedule from the outset, maintaining close coordination with regional funding authorities, and providing temporary coworking venues until the permanent facilities are operational.

A second strategic risk relates to internal capacity and resistance within municipal departments to expand hybrid work practices. This is rated as medium likelihood and high impact. To mitigate, the municipality will conduct structured change-management workshops, engage department leaders early in the rollout, and provide incentives such as recognition schemes and technical support. Lessons learned from the pilot phase will be disseminated widely to foster cultural acceptance.

Operational Risks

Operational risks focus on delivery. The first relates to outdoor coworking spaces: there is a possibility of low uptake or poor maintenance, rated as low to medium likelihood and moderate impact. Mitigation includes piloting spaces before full-scale rollout, aligning maintenance with existing municipal cycles, and engaging local coworking associations to activate the spaces.

Another operational risk involves delays or technical issues with the Digital Nomad Portal, which could hinder visibility. This is considered low likelihood but medium impact. Mitigation will follow agile web development principles, secure early content development in both Spanish and English, and test the platform with target user groups before official launch.

Cybersecurity vulnerabilities and outdated IT infrastructure for hybrid work constitute another operational risk, rated medium likelihood and medium impact. Regular security audits, updated VPNs, and embedding cybersecurity modules in staff training programmes are the planned countermeasures.

Engagement Risks

Several risks relate to community and user engagement. The first is low awareness or insufficient

use of the Digital Nomad Portal and marketing campaign, rated as medium likelihood and medium impact. Mitigation measures include targeted advertising campaigns, influencer partnerships, cross-linking with the tourism website, and real-time monitoring of campaign effectiveness.

A second engagement risk is uneven participation in public training and support programmes, rated as medium likelihood and medium impact. To address this, Murcia will co-design training modules with community partners, adapt course content to real skills gaps, and apply proactive outreach to underrepresented groups.

External Risks

The most prominent external risk is competition from other Mediterranean cities, such as Lisbon, Barcelona, or Valencia, which are already established in the digital nomad market. This is rated as medium likelihood and medium impact. Mitigation will focus on differentiating Murcia's value proposition—its affordability, lifestyle, and strong audiovisual sector—and aligning major campaigns with the Audiovisual Hub's opening.

Finally, broader economic downturns or disruptions in the global digital labour market present a risk of reduced mobility for digital nomads. This is considered low likelihood but high impact. To mitigate, Murcia will diversify its target audience to include national remote workers, freelancers, and local residents, positioning the city as a cost-efficient and resilient option. The risk matrix will be maintained as a living tool, updated quarterly by the Coordination Taskforce and reviewed by the Urban Local Group to ensure adaptive management.

Monitoring and reporting

To ensure Murcia's IAP delivers measurable impact, a clear framework for monitoring and risk management has been embedded from the start. Indicators are closely aligned with the five strategic objectives, covering both outputs (e.g. portal visits, staff trained) and outcomes (e.g.

satisfaction, inclusion, sustainability). Data will be collected by action leads, consolidated quarterly by the Coordination Task-force, and shared through internal and eventually public reports.

The Coordination Task-force (municipal employees, members of the EU Programmes Department, Culture Department, IT Department, Personnel Department and staff of the Murcia Audiovisual Hub, under the supervision of the Urban Local Group (ULG), will oversee the entire monitoring and reporting process to ensure accuracy, relevance, and timely intervention where needed.

The monitoring and reporting system is structured around the five strategic objectives and incorporates indicators with baselines, targets, data sources, and collection frequencies.

>>> **Strategic Objective 1: Position Murcia as a Remote-Work Destination**

The city will measure its international positioning primarily through the performance of the Digital Nomad Portal and related promotional campaigns. From a baseline of zero visits, the portal is expected to attract at least 120,000 cumulative users by 2027, with web analytics reviewed on a quarterly basis. Tourism registries will capture the growth of overnight stays linked to remote work, which are targeted to increase by 10–15% annually. Murcia's visibility on global platforms such as Nomad List will also be tracked, with the aim of securing presence on a minimum of six by the end of the plan period. Social media campaigns are designed to reach one million impressions, monitored quarterly through platform insights, while annual satisfaction surveys will target at least 80% positive feedback from international remote workers.

>>> **Strategic Objective 2: Institutionalise Hybrid Work in City Departments**

The municipality's progress in adopting hybrid work models will be assessed both quantitatively and qualitatively. Departmental reports will measure the percentage of offices adopting hybrid work, growing from zero at baseline to at least 50% by 2026. Staff satisfaction will be gauged annually through surveys, with the goal of achieving 80% positive responses. Training registries will document capacity-building efforts, targeting a minimum of 300 trained staff by 2027. Formalisation will be measured by the number of departments adopting guidelines—rising from a single pilot to at least four—and IT inventories will monitor the expansion of hybrid workstations, from 50 to 200 by the end of the plan.



>>> **Strategic Objective 3 | Activate public spaces for remote work**

The success of public space activation will be evaluated through audits, IT logs, and user counts. The baseline of zero remote-work-ready outdoor spaces will increase to at least three by 2027, assessed annually through urban audits. Wi-Fi performance will be tracked monthly, with the expectation of 95% uptime or better. Monthly usage levels will be monitored through sensors and manual counts, targeting at least 500 users across coworking-ready areas. Accessibility standards will also be measured annually, with compliance set at a minimum of 80%.

>>> **Strategic Objective 4 | Foster community awareness and participation**

Community participation will be monitored through event records and outreach metrics. Participation in the Digital Week's remote work section will grow from a baseline of zero to at least 350 people annually. By 2027, 100 residents are expected to have completed training or support programmes, tracked through programme records. Biannual media monitoring will ensure that community-focused activities generate at least 15 articles, while quarterly records of co-design sessions will confirm the organisation of at least six participatory events with residents.

>>> **Strategic Objective 5 | Promote sustainability, inclusion, and digital innovation**

The cross-cutting values of sustainability and inclusion are embedded in the monitoring system. Gender balance will be reviewed quarterly through registration forms, with the objective of at least 50% female participation across all activities. Sustainability standards will be checked annually through project reports, with a target of 100% compliance in coworking and public-space projects. Innovation will be measured through IT project reports, with the aim of developing at least three new digital tools by 2027.

Regarding the reporting cycle, data collection will remain the responsibility of the relevant action owners, whether municipal departments or partner organisations. These will be consolidated quarterly by the Coordination Taskforce, which will prepare monitoring summaries for review by the Urban Local Group during its bi-monthly meetings. Annual progress reports will synthesise all results, and mid-term and final evaluations will provide a deeper assessment of outcomes and lessons learned. Over time, results will be shared publicly to ensure accountability and build confidence in Murcia's transformation into a hub for remote and hybrid work.



CONCLUSIONS

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Murcia looks toward the implementation of the Integrated Action Plan developed within the Remote IT Urbact Action-Planning Network with both ambition and clarity of purpose. The last two years have demonstrated that remote and hybrid work are not passing trends but foundational shifts in the way cities will grow, attract talent, and deliver services. This has not only been proven within our city, but on a Network, and therefore European-wide level. For Murcia, this shift will not only be about adapting to change—but about proactively foreseeing it and remaining at the forefront of innovation.

At the heart of this strategy lies the Audiovisual Hub: a state-of-the-art, 8 million euro investment that is already transforming Murcia into a national and European reference point for digital production, remote collaboration, and creative innovation. More than just a building, the hub represents a new ecosystem—home to recording studios, VR and simulation labs, coworking pods, training spaces, and post-production suites. It blends Murcia's architectural heritage (through the renovation of emblematic spaces like Cárcel Vieja and Cuartel de Artillería) with future-facing infrastructure designed for flexibility, experimentation, and connection.



This unique asset has reshaped how the city thinks about remote work, particularly —not as something separate from cultural and economic development, but as a powerful tool to converge creative industries, public-sector innovation, and civic inclusion. The hub is not only expected to attract international remote workers and digital nomads, but also to generate high-value employment for local professionals, foster partnerships with universities and startups, and offer young residents a reason to build their careers without leaving the city.

Throughout the planning phase, several important lessons have surfaced. First, progress depends on building genuine alliances across institutions, sectors, and communities. The ULG (Urban Local Group) has proven to be more than a formal requirement within the network—it has become a dynamic forum for co-design, where public administration, educational institutions, private sector and digital entrepreneurs, and cultural leaders have worked side-by-side to shape the IAP's priorities towards mutual citizen-based benefits. Infrastructure also plays a key role, coupled with training, storytelling, and access.

Murcia's communication strategy, grounded in a "digital-first, story-driven" approach, will ensure that the city's transformation is visible, relatable, and inspiring. Remote workers and creators using the hub will be featured in short-form video profiles. A unified visual identity will tie together the portal, public signage, and outreach campaigns. And events—such as the foreseen annual Digital Forum, which will include specific sections dedicated to remote work and digital nomadism—will showcase both the city's technical capabilities and its human touch. These efforts will be complemented by regional programmes which provide funding and exposure for local audiovisual projects, helping Murcia export its story across Europe.

At the policy level, the Integrated Action Plan has led to the development of formal hybrid-work guidelines for municipal staff, frameworks for inclusive public-space design, and sustainability protocols for new coworking environments. But the most lasting impact may lie in what the plan sets in motion: a shift in how the city understands work and its relationship with its workers. Though permanent and legislated changes may occur over longer timeframes, Murcia is confident that the steps are being taken to achieve long-term and lasting goals.

To sustain momentum beyond the network's lifespan, Murcia will transform a large percentage of the Urban Local Group into a permanent Remote Work Observatory, tasked with monitoring progress, advising future policies, and coming up with ideas and solutions. This body will help ensure that the principles guiding the IAP—openness, inclusion, and adaptability—remain central beyond the URBACT network period. Ultimately, Murcia's plan is not just about keeping pace with the future of work—it is about shaping it.



GLOSSARY OF TERMS

Audiovisual Hub | A €8 million municipal investment in Murcia, designed as a creative and digital production center, with coworking spaces, studios, and facilities for remote workers, particularly in the audiovisual sector.

Baseline | The starting measurement for an indicator (e.g., current number of coworking spaces) against which future progress is compared.

Circular Economy | An economic model that minimizes waste and maximizes reuse, recycling, and resource efficiency

Digital Nomad | A worker who performs their job remotely while traveling or living in different locations, often internationally.

España Digital 2026 | Spain's national strategy for digital transformation, aligning with EU policies on connectivity, skills, and digital economy

European Social Fund+ (ESF+) | An EU funding program that supports employment, social in-



clusion, education, and training.

ERDF (European Regional Development Fund) | EU funding used to support regional economic development, infrastructure, and innovation

Hybrid Work | A work model combining in-office and remote work, allowing flexibility for employees

Integrated Action Plan (IAP) | A strategic plan developed under the URBACT program, outlining Murcia's vision, actions, risks, monitoring, and funding to position itself as a remote-work destination.

NextGenerationEU / Recovery and Resilience Facility | A major EU funding initiative launched after COVID-19 to support digital and green transitions

Stakeholders | Groups involved in or affected by the plan, including municipal departments, universities, business associations, and citizen groups

Remote_IT - MURCIA FINAL DRAFT

ULG (Urban Local Group) | A multi-stakeholder group (public, private, civil society) established under URBACT to co-design and oversee the IAP

Remote_IT - MURCIA FINAL DRAFT

URBACT IV (2021–2027) | An EU program that funds networks of cities to develop integrated, participatory urban strategies

VPN (Virtual Private Network) | A secure digital connection allowing municipal staff to access internal systems while working remotel

MURCIA



Ayuntamiento
de Murcia