

BREAKING ISOLATION

INTEGRATED ACTION PLAN

JUMILLA'S STRATEGY TO
FIGHT SOCIAL ISOLATION

DECEMBER 2025



Ayuntamiento
de Jumilla

URBACT



Co-funded by
the European Union
Interreg

ABOUT THIS STRATEGY

This strategy (Integrated Action Plan) has been produced by the City of Jumilla through the close cooperation with 9 other European, small & medium sized cities, within an URBACT network called **Breaking Isolation**.

For about 3 years, the city of Jumilla (Spain) engaged in exchanges, learning and experimentation with its fellow European cities on the topic of social isolation, until it was able to reach and develop, by the end of 2025, its own strategy to fight isolation.

The present document tells the short story of this European collaborative peer-to-peer learning journey and the concrete, tangible **action plan of the City of Jumilla**.

As any strategy, the plan might evolve and change in the future, depending on opportunities, funding, political support, citizen engagement, and other fact. It is therefore **a guiding document**, not a binding one.

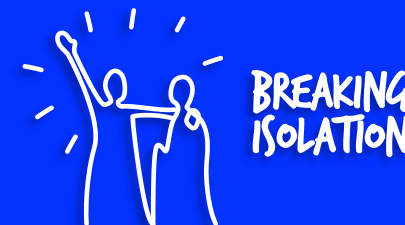
For more info about the URBACT network of Breaking Isolation:

<https://urbact.eu/networks/breaking-isolation>



Cover picture by members of the “Centro social de personas mayores”, taken in the facilities of the community (Jumilla, Spain)

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THE MUNICIPALITY OF JUMILLA

Jumilla is a municipality located in the northeastern part of the Region of Murcia, Spain. Covering an area of 97,200 hectares, it is the second-largest municipality in the region.

With a population of 27,263 inhabitants (2025), Jumilla stands out for its rich historical and cultural heritage.

The town is renowned for its winemaking tradition, particularly its distinctive Jumilla wine, produced from the region's Monastrell grape variety, which has earned international acclaim.

Jumilla's economy is driven by agriculture, especially viticulture, as well as by the food industry, crafts, and tourism. The town's economic structure reflects its strong ties to rural traditions and local resources, making it a unique blend of modern and traditional sectors.

The local gastronomy, deeply connected to the Mediterranean diet, is enriched by the agricultural products of the region, including olive oil, fruits, and, of course, wine.

With a focus on improving the quality of life for its residents, the municipality of Jumilla has invested in sustainable urban development and the revitalization of public spaces.

Jumilla is also committed to fostering social inclusion and improving public services. Despite being a smaller municipality, it has made significant strides in implementing participatory processes and enhancing citizen engagement.

Jumilla's unemployment rate stood at 10.66% in August 2025, with women representing 59.73% and men 40.27% of the working-age population. This reflects the ongoing efforts of the municipality to address social challenges and ensure equitable opportunities for all of its residents.

As part of the European URBACT "Breaking Isolation" project, Jumilla is eager to strengthen its strategies for social integration and urban development, with a focus on improving the city's connectivity, supporting local initiatives, and ensuring a sustainable future for all.



ACTION PLANNING NETWORK

FROM 1 JUNE 2023 TO 31 DECEMBER 2025

URBACT program contributes to strengthening the capacity of European cities to design sustainable and integrated responses to contemporary urban challenges. It provides a methodological framework that facilitates mutual learning among municipalities and supports the improvement of local governance processes.

URBACT networks operate as platforms for transnational cooperation, enabling the sharing, comparison, and adaptation of proven practices. By mobilizing local stakeholders, they foster innovation and the development of solutions tailored to specific urban contexts. In this sense, URBACT can be regarded as a European laboratory for sustainable urban development, grounded in the implementation of the URBACT Method.

During the first round of Action Planning Networks under URBACT IV, 30 networks of European cities worked on common policy challenges and developed Integrated Action Plans to drive change in their cities. Each Network composed with 8 to 10 cities, focused on a specific thematic challenge for 2,5 year, in our case, Breaking Isolation.

THE 4 STAGES OF THE PROCESS:

- **Diagnosis (June – December 2023):** Site visits conducted by the Lead Partner (LP) and Lead Expert (LE), leading to the production of baseline studies, city profiles, and a shared baseline report.
- **Co-design (January – December 2024):** Collective planning of strategies and actions, supported by the URBACT methodology and expert guidance.
- **Testing Actions (January – October 2025):** Implementation of experimentations, piloting and assessing innovative responses to isolation.
- **Consolidation (November – December 2025):** Finalisation of Integrated Action Plans, setting out locally adapted and operational strategies.

This process combines two dimensions: **transnational exchange** and comparative learning on the one hand, and **local experimentation and co-production** on the other, actively involving stakeholders and citizens.

The Breaking Isolation Network organised 12 transnational meetings, hosted partner cities, tested innovative approaches, and developed shared local visions of the future. These activities led to the co-production of 10 ambitious yet realistic Integrated Action Plans, aimed at strengthening social cohesion and reducing isolation.

This Integrated Action Plan is the one of municipality of Jumilla, bringing solutions according to its territory. Partner's cities Action Plans can also be found on the [URBACT Website](https://urbact.eu/).

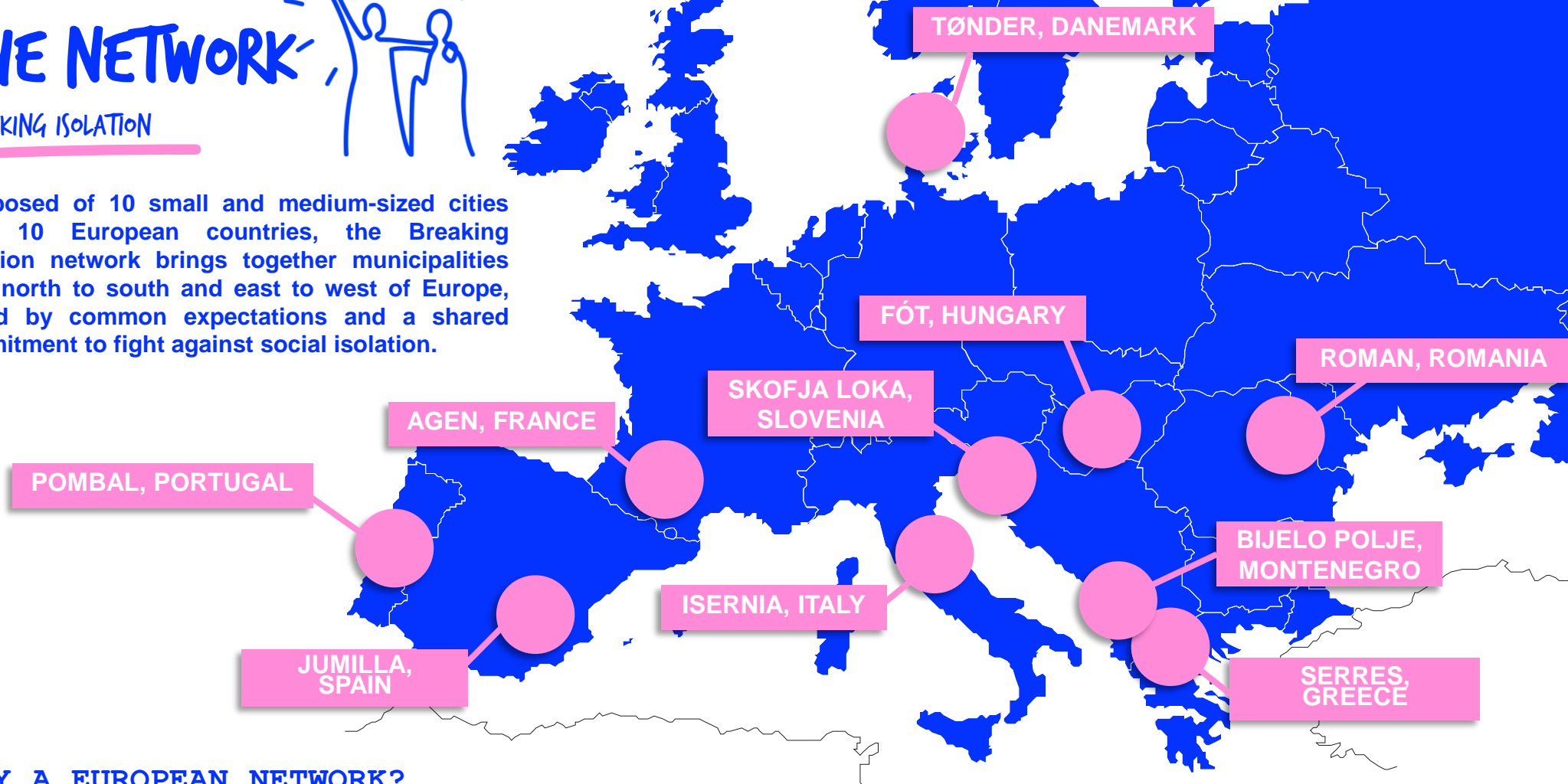


THE NETWORK

BREAKING ISOLATION



Composed of 10 small and medium-sized cities from 10 European countries, the Breaking Isolation network brings together municipalities from north to south and east to west of Europe, united by common expectations and a shared commitment to fight against social isolation.



WHY A EUROPEAN NETWORK?

Social isolation is a growing issue everywhere, not just in one country but worldwide. This means that everyone is impacted but it also means that potential solutions are eventually to be found everywhere. Solutions might lie not just in your own country but maybe in a far away city somewhere across Europe. Started in June 2023 (until Dec. 2025), the Breaking Isolation network gathered 10 small & medium sized cities from 10 european countries facing issues of social isolation and willing to fight

it. For 2,5 years, they learnt about one another, exchanged their practices, visited each other, experimented new methods altogether, conducted local testing actions, to build, in the end, their own adhoc strategies to fight isolation. Accompanied by Lead Expert Christophe GOUACHE, the City of Agen (FRANCE) was Lead partner of the Breaking Isolation Network.

A COMMON LEARNING PROCESS

The Breaking Isolation journey is structured around a series of collective rendez-vous called Transnational Meetings (TNM). These TNM gather, systematically, the 10 cities of the Breaking Isolation network and serve as the most precious exchange and learning space for the network. Indeed, during those TNMs, each city presents the results of its work at local level with their URBACT local group (composed of a mix of local stakeholders, NGOs, citizens, civil servants, etc.), then the hosting city showcases inspiring practices (through on site visits), Lead Partner checks up administrative and communication matters while the Lead Expert explains the next steps of the journey as well as presents the ad-hoc tools that cities will have to use with their ULGs.

In between each TNM, cities organize their URBACT Local Group (ULG) meetings, in order to share their results during the next TNM.

Alongside ULG meetings and TNMs, the network also punctually organizes online meetings as well as web conferences on specific issues/topics.

This 2,5 years long journey is not only a learning experience but also a great opportunity to put together cities with different backgrounds but affected by an equal social problem such as social isolation



JUMILLA AND SOCIAL ISOLATION

'Social isolation is a condition in which a person suffers from a long-term lack of social relationships both in quantity and quality'. And social isolation is a rapidly growing social issue, worldwide. According to the World Health Organization, nearly one in four people is experiencing social isolation.

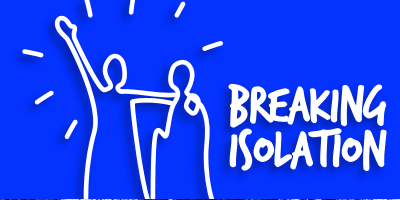
Yes, we live in a society supposedly more and more connected, through the promise of social media, yet, studies show that people have never been more isolated than today.

And Jumilla is no different. Despite being a medium sized city in which we could believe that people know one another, are closer to each other than in big cities, people in Jumilla are growingly isolated. And it does not concern only the elderly, as one could think at first. Isolation has no age. It can concern anyone: anyone who's lost a partner, who divorced/broke up, who's lost his/her job, moved far from family & friends, who are suffering long illness or chronic disease, who's got no time for

social encounters such as single parent, who's suffering from addictions (alcohol, gambling, drug, etc.), etc. Literally anyone can suffer from isolation.

In Jumilla, many citizens suffer from isolation. This is especially true when we consider the diversity of nationalities and languages within our population and the deterioration of family relationships caused by excessive working hours. Social exclusion is deeply rooted in the area and we see it in the lack of participation in the economic, social, political and cultural sectors, as well as in the absence of material resources in those neighbourhoods and small villages farther from the city centre. And this is why Jumilla believed it could benefit greatly by learning from, exchanging with, experimenting alongside other European cities facing this same challenge.

This is how the city of Jumilla ended cooperating in this European network, chasing towards the same goal: fighting and preventing social isolation.



Pictures taken during the implementation of the Testing Action in Jumilla, where ULG members and volunteers collaborated together (Jumilla, Spain)

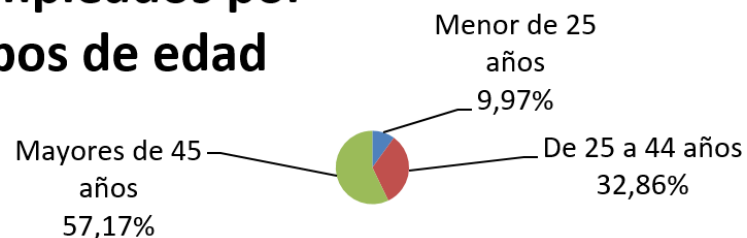
JUMILLA AND SOCIAL ISOLATION

The **ageing of the population** is growing more and more noticeable as the year pass, with more than 1780 people over the age of 75 immigration is helping to increase the work force and the young population, but this is not so noticeable in the villages surrounding Jumilla. They belong to the municipality of Jumilla, but some of them, especially the ones located the farthest, are experiencing a lack of generational replacement and limited transport links with the main city, which is leading to an increasing geographical isolation of the population living there, some of these **villages being up to 34km** away from the main city. Despite thinking that these people are suffering from social isolation. That's not the case as shown further into this document, but the geographical isolation is leading to a lack of replacement and the potential disappearance of these villages in the following years.

Despite some immigrants arriving at the villages, such as British, North Africans or Dutch residents, this now creates a new problem of language barriers, which is **not really solving the problem** we have at hand.

The size of the territory, along with the diversity of languages (with up to 67 different nationality gathered in the territory of the municipality) and the increasing ageing of the population defines the main points to tackle when fighting social isolation in Jumilla.

Desempleados por grupos de edad

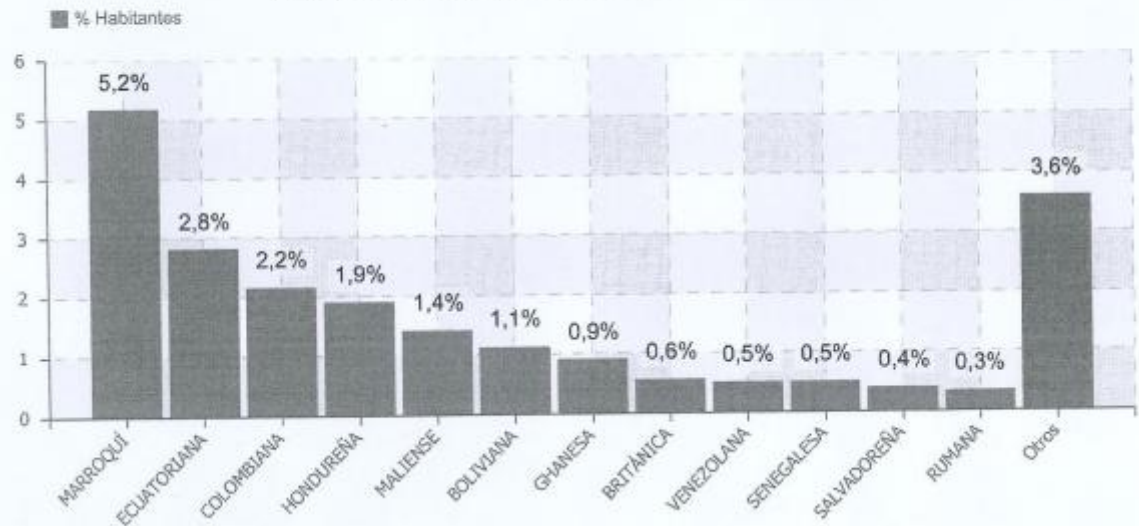


Población: 28.021

Hombres: 14.608

Mujeres: 13.413

Distribución de Habitantes por Nacionalidad



% of the main foreign nationalities in the municipality



The villages of Jumilla and their geographical location

A LOCAL COLLABORATIVE ADVENTURE

URBACT networks represent a European and transnational cooperation journey, but also a local collaborative one. Indeed, each network must bring together key stakeholders to collectively address local challenges and strategies. This document, and everything within it, was made possible by the deep engagement of all the following individuals.

We are grateful for the collaboration of politicians and councillors such as **Severa González**, Mayor of Jumilla; **María del Carmen Cruz Vicente** and **Francisca Simón** from the elected party; **Francisco González** and **Sinfrosa Sanchez** from the political opposition. We also acknowledge the contributions of municipal civil servants including **Ana Dolores Baños**, **Jorge Pérez**, **Ángel Pérez**, **Vicente Martínez**, **Francisca Navarro**, **Pedro Luis Carrión**, **Yolanda Abellán**, **María del Carmen Abellán**, **Inmaculada Abarca**, **Didier García**, **Elena Candela**, and **Maria Dolores Jiménez**.

We also appreciate the collaboration of various local NGOs: **Manuel Lozano** (President of Jumillaacolor); **Raúl Martínez** (Director of Red Cross Jumilla); **Irene Crespo**, **Josefa Abellán**, and **María Ortiz** from Caritas Jumilla; **Fernando Sánchez** (AMFIJU) and **María Vicente Carrillo** (Social Worker, AMFIJU); **Isabel Piqueras** (ASPAJUNIDE, Director of Early Intervention Services); **Fina Molina** and **Inmaculada Vázquez** from the project

“Tejiendo nuestro barrio”; and **María del Carmen Carrión** and **Mari Carmen Santos** from the healthcare centre (nurse and social worker, respectively). We also express our thanks to **Cati**, a Community Services teacher at the EOEP; **Ana Monge** and **Carolina Santonja**, working as EuroVértice advisers; and **Francisco Palencia**, a volunteer from one of the neighbourhoods affected by the project.

To form this ULG in Jumilla, we decided to gather people from various fields, in line with the topic of isolation. Two elected officials from the majority party, in collaboration with the Mayor of Jumilla, and two from the opposition were included, as political support is essential—despite the fact that URBACT is non-political. In this light, we agreed to adopt an apolitical approach within the group: since it is co-constructed, every voice matters and will be taken into account.

Thanks to the extensive collaboration and meetings held throughout these years, with over 40 internal meetings and more than 13 ULG gatherings, along with the collaboration of the Red Cross, Cáritas, external professionals, healthcare professionals and their administration allowed us to focus on different potential causes of social isolation that the citizens of Jumilla are suffering. We made sure to bring together professionals who interact with different people in different contexts of everyday life.



ULG MEETING AT CARTAS OFFICE, ULG MEMBERS



ULG MEETING

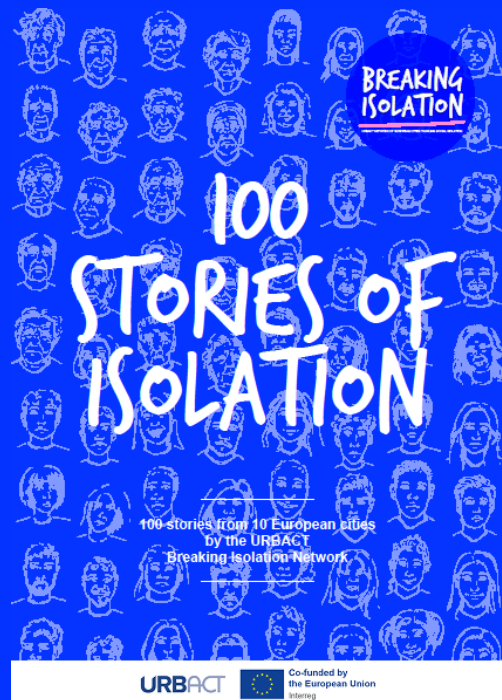


ULG MEETING

LOCAL COLLABORATIVE ADVENTURE: ISOLATION STORIES

Besides the different activities carried out by the local team - such as the *brazier table* to evaluate the neighbourhood coexistence, or the *digital boards* to raise awareness among the population - the local team also collaborated in the creation of a project named "100 isolation stories".

This project is a compilation of real isolation stories gathered from the different countries participating in the project, with a total of 10 stories from each of the participating countries, it describes the isolation situation of different people from a wide variety of ages, from children to elderly, and the different facts contributing to this isolation, whether it is because of a lack of social skills, addictions, coping with a divorce or grieving the loss of a loved one, economic issues... There are many factors that can contribute to a person being socially isolated. Stories can be read by clicking on the following image:



JULIE, 22 YEARS OLD
 Situation:
 Location: Agen, France

"Julie lives in an apartment in a rural area. She is a young girl whose life is marked by an experience of emotional deprivation and intra-family violence. She escapes from this situation thanks to a professional training. But she undergoes a repetition of traumatic experience in her professional situation, because of relational isolation and financial insecurity. She makes attempts to extricate herself from this difficult situation, but she encounters difficulties in using institutional resources due to the feeling of not being understood and the precariousness of her cultural and relational knowledge. She is isolated, far from the city center, she lives in permanent precariousness of rent, precariousness of her ability to move (she has a driving license and a car but she can't afford gasoline). She encounters difficulties in setting up her personal project of life and she is re-exposed to sexual exploitation. She asks for help but receives a precarious support from the adolescent centre, for her relational, financial and social issues."

I skipped school for a week, feeling it was pointless since I wouldn't finish the year anyway. My classmates looked at me differently, knowing I lived without my parents. Tara's mom tried to help, but I felt increasingly isolated. I waited for Dad to send for me, uncertain and anxious about the future.

DEATH OF A LOVED ONE (HE BREAKS UP)

MENTAL HEALTH ISSUES

POVERTY

REMOTE LOCATION

UNEMPLOYMENT/RETIREMENT

INTIMATE PARTNER VIOLENCE

PHYSICAL IMPAIRMENTS / LONG ILLNESS

ANXIETY FOR THE SOCIAL MEDIA

ADDICTIONS TO DRUGS, ALCOHOL, GAMBLING

POOR SOCIAL SKILLS

+ INTRA-FAMILY VIOLENCE

+ SEXUAL EXPLOITATION



BREAKING ISOLATION SONGS



BY LEAD EXPERT – CHRISTOPHE GOVACHE

To highlight social isolation, our Lead Expert created AI-assisted 3 songs and a songbook. They became anthems of the Breaking Isolation network, performed at TNMs, they fostered unity among partners

A CALL TO BREAK ISOLATION



(Verse 1)

Woke up this morning, the sun was up,
I felt no joy, no wish to get up,
Some say, my life is social blackout
Some say, more often I should go out

No phone call, no chat in the hallway
No true friend, no one to share pathway
I'm not ok, but tell that I am
Feeling alone, don't tell that I am

Listen to the whisper in the air,
A call to reach out for mutual care,
In Jumilla and in Isemia,
To the mountains of Skofja Loka,

(Chorus)

It's a call to break isolation
It's a call sent all around Europe
It's a call to break isolation
It's a call sent to re-new hope

It's a call to break isolation
It's a call sent all around Europe
It's a call to break isolation
It's a call sent to re-new hope

(Verse 2)

The whisper is now getting louder
An unstoppable call in Tønder
It is now a chorus of voices
Singing together in all places

The call for breaking isolation

Echoes in Fot like an ovation

In Serres, or in Bijelo Polje,
Human connections are just toll-free
(Chorus)

It's a call to break isolation
It's a call sent all around Europe
It's a call to break isolation
It's a call sent to re-new hope

It's a call to break isolation
It's a call sent all around Europe
It's a call to break isolation
It's a call sent to re-new hope

(Verse 3)

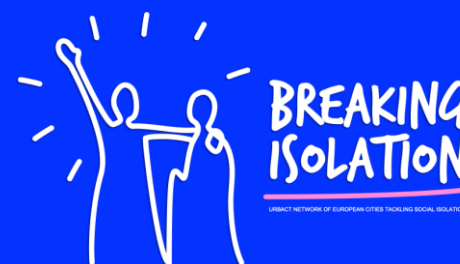
No one should ever be left aside
Yet more and more folks are put aside
Opening up their arms in Roman
Relations are what makes us human

With the warmth of love and tenderness
In Pombal or Agen, face to face
We break the walls of isolation
We need everyone to take action

(End)

We are Europe, we are URBACT
We are cities, we are citizens, we are elected
officials, we are civil servants, we are here
Together to create change so that no one
Is ever abandoned and left with no connection

SONG BOOK



IT'S HIGH TIME WE CARE AGAIN



(Verse 1)

She's sixty seven and he's twenty three,
He's not even twelve, she just turned eighty,
No one to talk to, no one to turn to,
Isolation? Freaking universal!

He's a catholic, she's an orthodox,
A buddhist, a muslim, an atheist,
Inside, he knows no one should be alone,
But even she, believes they always will.

She is retired, he just dropped out of school
He's Black, she is white, hetero, gay, trans,
She lost her position, he lost his wife,
She ran out of money, he does gambling.

(Chorus)

**Breaking breaking isolation,
Breaking breaking isolation,
It's high time we re-connect
It's high time we care again
It's high time we re-connect
It's high time we care again**

(Verse 2)

He's your discreet neighbour, she's a cousin,
He has been your friend, she's an ex colleague,
once they might have been all former school mates,
now, strangers avoiding one another.

We don't know he's here, or pretend not to,
He lives in an apartment in Pombal,
She's stuck inside with a chronic disease
She lives in a house in Isernia,

No one hears, but her heart cries every night,
She lives in a nursing home in Agen,
a bit each day, He drinks his life away,
He lives in a homestead in Jumilla.

(Chorus)

**Breaking breaking isolation,
Breaking breaking isolation,
It's high time we re-connect
It's high time we care again**

**It's high time we re-connect
It's high time we care again**

(Verse 3)

Every single day she wakes up sorrow,
She lives in a remote farmhouse in Fot,
He spends his life on social media,
He lives in a flat in Skofja Loka.

She's never been taught how to behave right,
She lives in social housing in Serres,
Weirdo or crazy are the names he's given,
He lives in a flat in Bijelo Polje.

Beaten by her proper-looking husband,
she lives in a nice cottage in Tønder,
He got rejected like an old tissue,
He lives in a studio in Roman,

(Chorus)

**Breaking breaking isolation,
Breaking breaking isolation,
It's high time we re-connect
It's high time we care again
It's high time we re-connect
It's high time we care again**

(End)

No family no more, no friends no more,
No relations, only deep emptiness,
A feeling of distress and nothingness,
Isolation? Freaking universal!

TOGETHER AND CARE



(Verse 1)

7 o'clock, in Agen, France,
the police breaks the door,
she's laying down on the floor,
the doctor say she must have died 2 years ago.

9 o'clock, in Isernia, Italy,
the postman rings the bell
almost like breaking a spell,
the man's last visit must have been 3 months ago.

11 o'clock, in Bijelo Polje, Montenegro,
two children and single,
no extra time to mingle,
he left her with nothing about 4 years ago.

12 o'clock, in Fot, Hungary
plays alone in the street,
each day feeling bittersweet,
not even one friend yet moved in 9 months ago.

(chorus)

**Isolation is not a choice
Isolation is not a retreat
Isolation is no one's desire**

**We must unite to break isolation
We must come together and care
We must unite to break isolation
We must come together and care**

(verse 2)

2 o'clock, in Serres, Greece,
she's shaking all over,
got beaten like life's over,
regretting to have married him 3 years ago.

4 o'clock, in Tønder, Denmark,
he wakes up in distress,
feeling each day like a mess,
always together, lost his wife a year ago,

6 o'clock, in Skofja Loka, Slovenia,
she looks at the window,
never out, she's in limbo,
distant, got PTSD 3 years ago.

(chorus)

**Isolation is not a choice
Isolation is not a retreat
Isolation is no one's desire**

**We must unite to break isolation
We must come together and care
We must unite to break isolation
We must come together and care**

(verse 3)

8 o'clock, in Roman, Romania,
Daily Harassed in school,
he walks head down, that isn't cool,
Pushed and mocked, it all started a few months ago.

10 o'clock, in Jumilla, Spain,
going out she might, but
to move her legs it's a fight,
got into a bad accident, 2 years ago.

Midnight, in Pombal, Portugal
coming home finally,
drunken inexorably,
never stopped since she left, that was 9 months ago.

(Chorus)

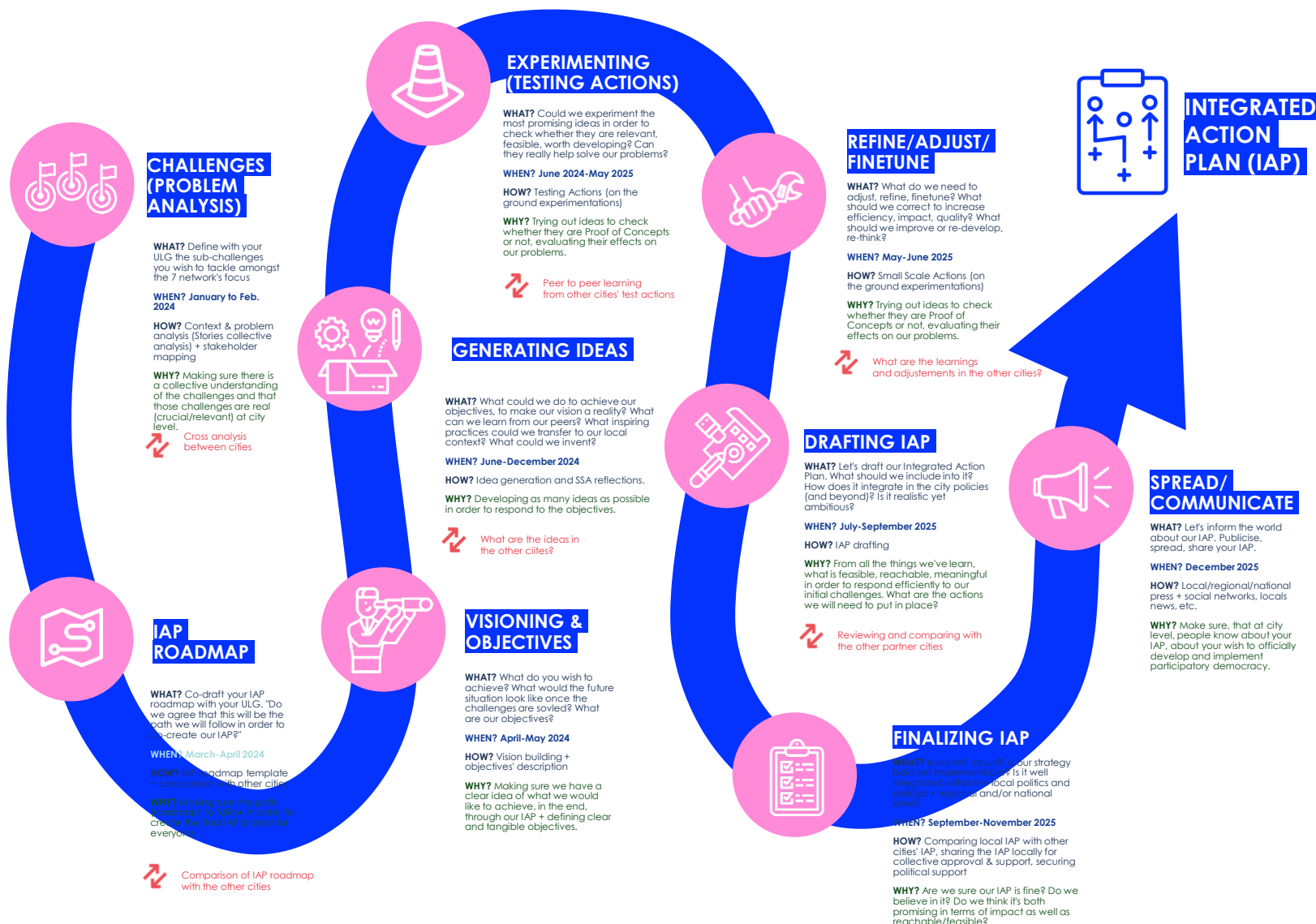
**Isolation is not a choice
Isolation is not a retreat
Isolation is no one's desire
Isolation is a social straitjacket
a social straitjacket**

**Isolation is not a choice
Isolation is not a retreat
Isolation is no one's desire
Isolation is a social straitjacket
a social straitjacket**

OUR ROADMAP



A COLLECTIVE JOURNEY



The Breaking Isolation network is an action-planning network of cities working to develop, each city, local strategies to combat social isolation, known as Integrated Action Plan (IAP). In order to build this IAP, each city in the network follows a collaborative process alongside local stakeholders who form the URBACT Local Group. This process begins with diagnosing the challenges and issues of their city regarding the topic of isolation, then come up

with the vision and objectives they want to achieve, or in other words, express their ambition. They then co-create ideas, adapt and transfer promising practices from the other partner cities and move into experimentation by testing these ideas locally to gather proof of concept. Finally, they evaluate, refine and adjust their approach before putting together a complete strategy.

EUROPEAN EXPERT'S POINT OF VIEW

ELEMENTS ABOUT JUMILLA TAKEN FROM THE BASELINE STUDY



The Municipality of Jumilla, Spain, is a rather rural municipality with one main town (Jumilla) and 9 villages. Most of the land of the municipality is composed of agricultural lands and mountains. The study visit in Jumilla was limited to the main town, which already held a good number of promising practices when it comes to break social isolation.

SOCIAL LABORATORY

The Social Laboratory was started in 2010 as an experiment of social services. The aim? Developing self-development.

Since its launch, about 11 groups have been constituted. The beneficiaries of the programme are people of all ages, with an average age of about 50 years old. The beneficiaries can join groups of 8-10 people and engage in the programme for at least one year. These groups include both beneficiaries and social workers. Each social worker is in charge of 20 people and offers the beneficiaries to join a social lab based on their profiles and readiness.

The social workers bring different topics based on the needs of the group. The main objective of the group is self-development, and the dynamics of the group play a crucial role in achieving this objective. But what are those groups doing? 'All sorts of activities, for example, we had a group of 10 people who prepared a theatre piece based on the life experience of a woman who was part of the group. The play focused on gender violence and was shown in front of an audience of 200 people' explains the social worker.

There is a social lab specifically for beneficiaries with toxicomania issues, although this topic is not explicitly discussed or brought forward as the

element which unifies the group. 'Groups meet every week for a period of 4 months, but we also have some groups who last more than 20 sessions. Each session lasts for 2 hours' describes the social worker. During the sessions, the activities vary based on the agreed programme. They typically start with a calming moment, such as mindfulness meditation. Then, depending on the group, the activity is different.

For example, we used the Tree of Life, Arbol de Vida, in which, session after session, beneficiaries are invited to reflect, create, and share: their current situation (earth/ground), then their emotions (solitude, sadness, etc.), their personal strengths/skills (trunk of the tree), their personal history (roots of the tree), their wishes and hopes (fruits of the tree), etc. Background music is played during the sessions. 'As the sessions go, we see some people who start to open up and share their stories (for example of domestic violence)' explains a social worker.

The lab emphasizes both tasks and process, with activities and punctuality being important, as well as the level of participation and the feeling of safety within the group. At the beginning of the process, participants write a letter to themselves expressing their wishes for the process, which is shared at the end of the programme once trust has been built among the members. 'The social workers sometimes introduce small conflicts within the group to observe how members react and solve problems, as it is a crucial part of the learning process' comments the social worker.

'Social labs can fail' adds the social worker, but, what is interesting is that it is a collective process and experiment. 99% of the time, support provided by social public services are individual, here there is a group dynamic, and a socialization dimension... which makes this case particularly relevant and inspiring for the Breaking Isolation Network.

DAYCARE CENTRE FOR ELDERLY (CENTRO DE DIA DE PERSONAS MAYORES JUMILLA)

When we entered the place, we saw groups of men playing dominos, then a group of women lacing, and a mixed group doing memory games... Plenty of people all over the place. One common feature? Grey hair. We are in the Daycare Centre for Elderly of Jumilla. A place created 50 years ago and established to provide leisure activities for elderly retired individuals aged 60 and above.

So what are people doing here? They socialize. There are 25 workshops run by tutors, with two types: volunteer tutors (16) and paid tutors (9) funded by the social action Murcia institute. The volunteer ones (often retired people) offer workshops on things they love and master (either because it's their passion or because of their past professional experience) and paid tutors offer professional/more specific services, such as Pilates, Zumba, yoga, tai chi, memory stimulation, cognitive stimulation, and music therapy.

At the beginning of the year, people can register for workshops. 'All rooms are utilized constantly' comments the director. What is particularly striking is the number of people everywhere. It resembles a bee hive. 'Well, we have a total of 3500 members, with 1000 active members.' explains the director. The centre is opened from Monday to Sunday from 9:00 to 20:00, excluding Saturdays. No wonder this place looks so incredibly lively. 'Many come a couple of times per week, but we also have approximately 250 people who come at the centre daily', explains the director. They participate in workshops, engage in game activities, etc. 'Many individuals stay before and after their workshops to socialize over coffee/tea or breakfast' she adds.

There must be a very big team to run such a place? 'We are 4 employees of the municipality. 1 director, 1 social worker, and 2 janitors.' responds the director. 'Besides the workshops which are self-managed either by volunteers or by contracted teachers, and which are totally free for members, services such as the bar, hairdresser, feet doctor, and trips are not free, though they are offered at low prices. The bar is operated as a private business. The centre is managed by two bodies, us, the public service, and a board consisting of six elected members of the centre.' explains the director.

The centre is fully funded by regional funds. The budget for the centre is €120,000 per year, not including Human Resources costs.

Is this a place to prevent social isolation? Well, it is its main focus. Socialize and enjoy. Besides workshops you can follow, you can come and chill for a beer at the bar, but also play snooker, cards, dominos, or participate in the dozens of special events and activities they propose, from concerts, to films, and finally, trips (of one day or of a week – those are organized by external private companies). 'The centre aims to prevent social isolation by encouraging people to leave their homes and interact with others.' comments the director, before adding:

'some people come here and only play dominos, for them, it's their primary social activity, outside the centre, they don't necessarily have social activities'.

How could we bring this centre to the next stage (knowing it is already very impressive as it is)? 'We could use extra Human Resources, eventually get additional space, and offer a greater variety of workshops' responds the director.

The Centro de Dia de Personas Mayores de Jumilla, might be the most impressive social centre we've met in all 10 cities, both in terms of the number of participants as well as the number of activities and workshops. This place is, without a doubt, a very inspiring case for the Breaking Isolation network.

SUPPORT TO KIDS & ADULTS WITH DISABILITIES

Studies have shown that people, regardless of their age, who suffer from mental health issues but also physical impairments/disabilities, might experience (if eventually combined with other factors) social isolation. Developing dedicated services and support for them is therefore clearly necessary. In Jumilla, a series of organizations offer such support.

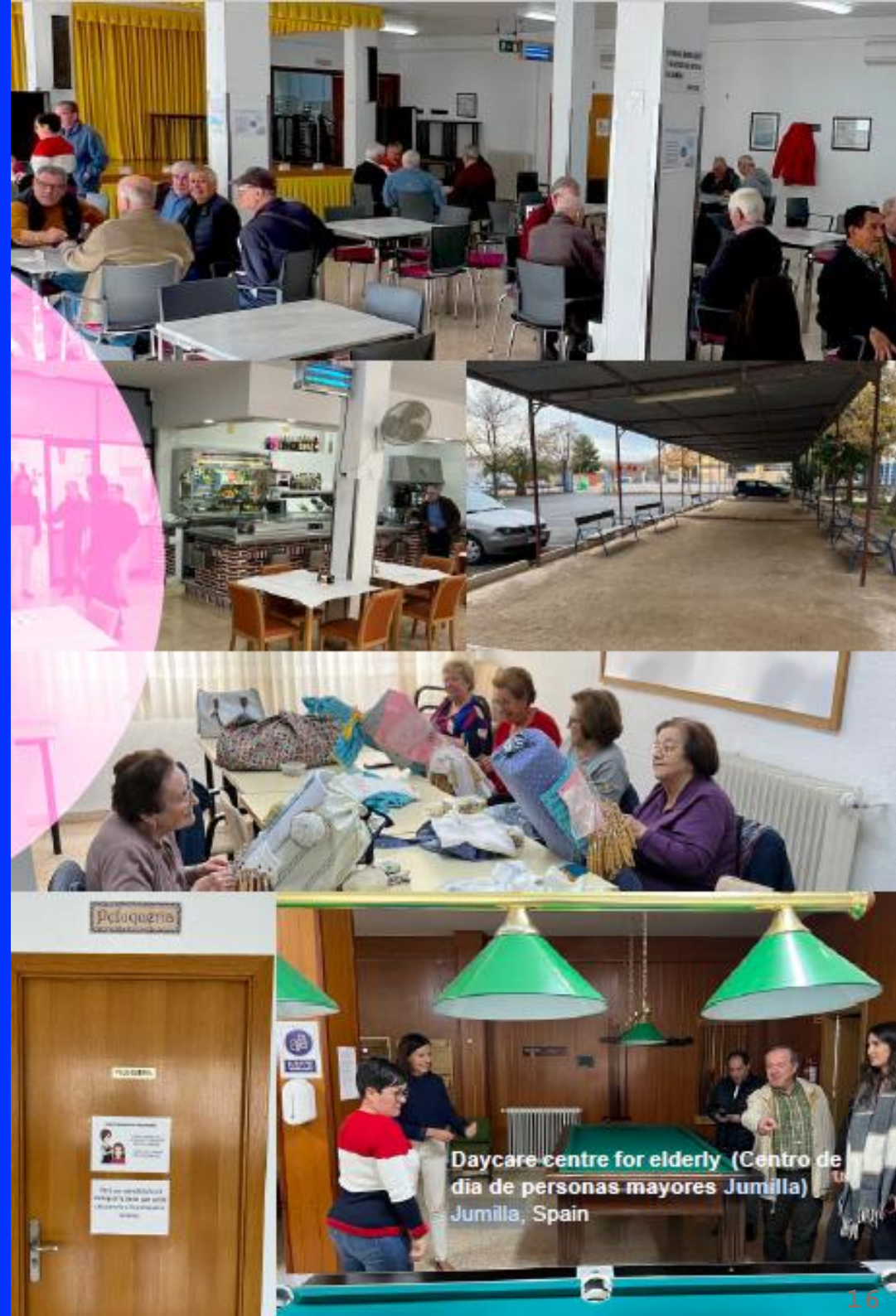
We could cite, in particular, the Mental Health Association of Jumilla (ASAMJU), the Association for the Physically Disabled of Jumilla (AMFIJU) and the Association of Parents of Children with Disabilities (ASPAJUNIDE), and the Mental Health Centre. All organizations help people accessing their rights and social benefits, and in parallel, offer psychological support, social support, treatments (cognitive and/or physical stimulation), and for some, occupational therapy.



'In the case of mental disability, it is both the person suffering from the disability and the family who takes care of him/her who are subject to social isolation' explains a social worker. 'Kids suffer from social isolation because of their cognitive disability. Kids before we take them in charge, often went to normal schools where they suffered social isolation, solitude, had no friend and experienced bullying, harassment and marginalization. So not only do they have their disability but they also suffer from self-esteem and self-confidence' explains a professional.

'It's very frequent that parents are isolated. When cognitive fragilities of kids are discovered, parents' projects and hopes are often broken, their expectations for the future are completely modified. Some families are also isolating themselves to avoid the social stigma of having a disabled kid... Parents sometimes divorce, stop going out, stop taking care of themselves, sometimes stop working' describes a professional.

While most of the time, sessions and support are given at an individual level, interesting practices are done at a collective level, and in particular 'match making is organized between families to develop peer-to-peer support between people who live the same experience' comments a social worker. This, obviously, is an inspiring practice for the network and also echoes some practices seen elsewhere, such as the self-help groups in Tønder, Denmark.



WHAT DO WE MEAN BY SOCIAL ISOLATION?

A DEFINITION AT NETWORK LEVEL



BREAKING ISOLATION PODCAST



**Social isolation
is a condition in
which a person
suffers from a
long term lack of
social relations
both in quantity
and quality.**

Definition agreed with our network partners

SOCIAL ISOLATION IS MULTIFACTORIAL

THE CAUSES OF SOCIAL ISOLATION

Causes of social isolation are often multi-factorials. A well and sound socially inserted person can end up very rapidly isolated. Why? For plenty of reasons (see the risk cards below): the death of a loved one, a divorce, a break up, depression, dementia, long illness, the loss of a job, or even retirement, addictions, the fact of living far from relatives, domestic violence. They are plenty of factors which may lead to isolation. It does not mean that you will automatically face isolation if you experience one these situation, but it might increase the risk, especially when you start combining them (as factors add up).



DEATH OF A LOVED
ONE (OR BREAK UP)



MENTAL HEALTH
ISSUES



PHYSICAL
IMPAIRMENTS/
LONG ILLNESS



UNEMPLOYMENT/
RETIREMENT



POVERTY



INTIMATE PARTNER
VIOLENCE



REMOTE LOCATION



ADDICTIVE USE OF
SOCIAL MEDIA



ADDICTIONS TO DRUGS,
ALCOHOL, GAMBLING



LACK OF SOCIAL SKILLS

**“Addressing
individual risk factors
in isolation will not be
enough to tackle
loneliness, and more
holistic solutions will
be needed »**

Joint Research Center, EU

Commission 2022.

SOCIAL ISOLATION IS HARMFUL

Findings indicate that the influence of social relationships on the

RISK OF DEATH ARE COMPARABLE WITH WELL-ESTABLISHED RISK FACTORS FOR MORTALITY SUCH AS SMOKING AND ALCOHOL CONSUMPTION



and exceed the influence of other risk factors such as physical inactivity and obesity.
(Holt-Lunstad J., 2010)

A study conducted on a 10 year period with over 12 000 people demonstrated that loneliness is associated with a

40 %
INCREASED RISK OF DEMENTIA.

(Sutin AR., 2020)



Findings suggest that deficiencies in social relationships are associated with an

INCREASED RISK OF DEVELOPING CORONARY HEART DISEASE AND STROKE

(Valtorta NK et al., 2016)



VISION



BREAKING
ISOLATION

URBACT NETWORK OF EUROPEAN CITIES TACKLING SOCIAL ISOLATION

THE PROCESS OF MENTAL TIME TRAVEL

IMAGINE AN IDEAL FUTURE WITHOUT SOCIAL ISOLATION

The Imaginary Time Travelling tool was designed by our Lead Expert to help participants project themselves into the future and define the city's ambitions.

Within our ULG, it was used as part of a visioning sequence that included a reflection process inspired by mental time travel.

This creative tool invited participants, through a scripted narration, to imagine what the future could look like. It stimulated imagination, offered an unusual and slower-paced workshop experience, and encouraged people to confront different representations of the future.

The process was to ask everyone to close their eyes, then the coordinator read the script proposed by the expert, with a background music to put all participant in a specific ambience of relaxation and creativity.

At the end of the session, a collective debrief followed, where participants shared what they saw, the differences they noticed between imagined cities, the atmosphere, the colors, the activities of people, and the emotions they experienced.

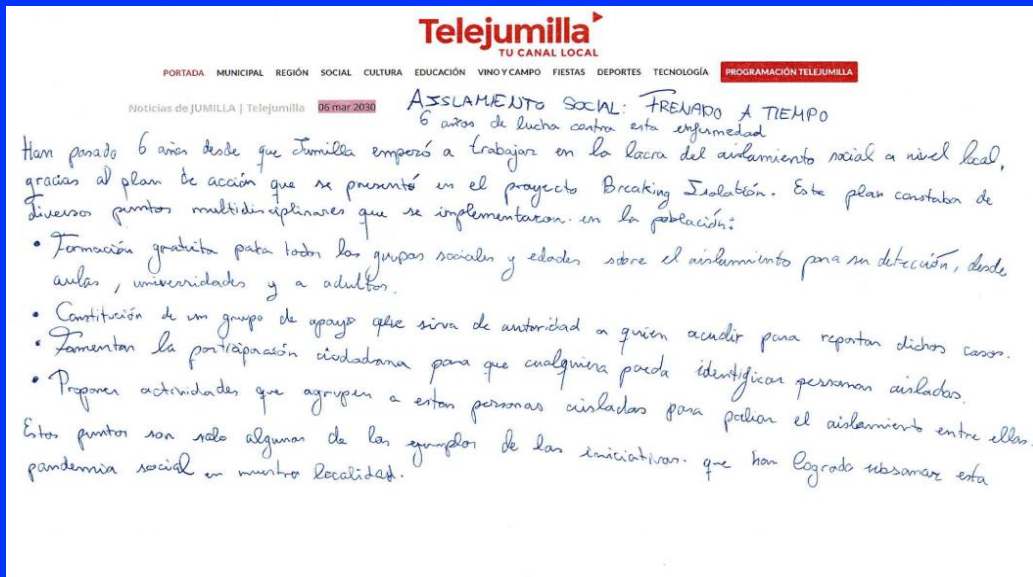
Afterwards, ULG members practiced a vision-building exercises, such as drafting fictional local newspaper articles in small groups, where isolation was not an issue anymore, starting with : *"In the future in Jumilla, we would be happy and proud if..."*

**‘Vision without
action is a
daydream.
Action without
vision is a
nightmare’.**

Japanese proverb

IN THE FUTURE, IN JUMILLA, WE WOULD BE HAPPY AND PROUD IF ...

During the second ULG session in Jumilla, we worked on defining our city's vision using the URBACT tool "Newspaper of Tomorrow." One of the speculative (yet credible) articles created by the group members, which perfectly reflected the spirit of collaboration and optimism of the session, was the following:



"SOCIAL ISOLATION: STOPPED IN TIME

6 years of fighting this condition

It has been 6 years since Jumilla began working to address the scourge of social isolation at the local level, thanks to the action plan presented in the Breaking Isolation project. This plan included several awareness-raising measures that were implemented in the community:

- Free training for all social groups and age ranges on isolation detection, from classrooms and universities to adult education.
- Creation of a support group to serve as an authority or point of contact for reporting such cases.
- Promotion of citizen participation so that anyone can identify isolated individuals.
- Organization of activities that bring these people together to help reduce isolation among them.

These points are just some examples of the initiatives that have successfully curbed this social pandemic in our town"

WHAT IS A 'TESTING ACTION'?

NEW SOLUTIONS TO EXPERIMENT

Testing Action means trying out an idea, conducting an experimentation.

It is an idea or a concept, perhaps already tried in another city, which can be tested to check the relevance, feasibility and added value of its implementation in different local contexts.

Testing Actions are limited in time, scale and space and by their nature have the right to fail.

Cities will be able to learn from these tests, measure the results and either adapt, upscale or reject actions to be included in the Integrated Action Plan based on this experience.



VL4 MEMBERS AND VOLUNTEERS DURING THE TESTING ACTION OF JUMILLA

"For every complex problem there is an answer that is clear, simple, and wrong."

Henry Louis Mencken, American journalist and essayist

TESTING ACTIONS IN JUMILLA

LOCAL EXPERIMENTS

The Urbact Local Group of Jumilla conducted two experiments between April and June 2025:

- The “Mesa Camilla” initiative, which gathered a total of 189 responses during meetings held between April and May in various neighborhoods and districts. It is worth noting the majority participation of women and the identification of more severe cases of isolation in areas with a higher number of people living alone.
- The “Can We Talk?” information panels, installed between April 23 and June 14, received 92 responses, some of them including direct contact requests for support from Social Services.

ULG Members worked on Experiment’ Action Sheets templates to set up their testing actions, and we have collected them in the Annex of the IAP.



BREAKING ISOLATION PROJECT PARTNERS DURING THE TPM IN JUMILLA, VISITING THE TESTING ACTION OF “MESA CAMILLA”



EXAMPLE OF “CAN WE TALK?” INFORMATION PANNELS

PROOF OF CONCEPT

A Proof of Concept is an evidence, typically deriving from an experiment which demonstrates that an idea/concept is relevant, feasible and meaningful.

The principle is to 'try out' an idea in order to see if 'it makes sense and eventually works': **you have the right to fail !**

All the experiments showed that their concept was relevant, ULG members decided to keep them in the Integrated Action Plan.



TESTING ACTION “MESA CAMILLA (BRAZIER TABLE)”

7 CHALLENGES FOR BREAKING ISOLATION

AT NETWORK LEVEL

The Lead Expert of the Breaking Isolation network, Christophe Gouache, identified 7 needs regarding social isolation:

1. We need to better identify socially isolated people
2. We need to better diagnose those at risk of isolation (early signs)
3. We need to develop direct answers to help out those already isolated
4. We need to reinforce and multiply solutions to prevent isolation of those at risk
5. We need to raise awareness on social isolation, how to recognize it and its effects
6. We need to develop city-wide answers by partnering within municipality departments and with local stakeholders, and in particular, local NGOs
7. We need to reinforce a culture of mutual community care



LEAD EXPERT'S PODCAST



BREAKING
ISOLATION
JUMILLA



We believe it is essential to **raise awareness** about social isolation, how to recognize it, understand its consequences, and learn how to act. This is still a relatively new issue, not widely understood. That is why we must be proactive: communicating about it, involving as many local stakeholders as possible, and ensuring that awareness spreads throughout the community. Addressing social isolation cannot be the sole responsibility of the Municipality or a single department; it must be shared by all actors of the city. This is why we have involved our partners from across the territory in the reflection process, and we are committed to integrating them into the action plan.

We also believe Jumilla has the potential to create a community that includes many different kinds of people, cultures, backgrounds, experiences... However, there are many situations and challenges that make it hard for us to offer an immediate answer to achieving this goal.

This is a long-term journey, and we believe that, the key to creating a more connected society, is to provide them with a healthy environment where this communication and exchange of experiences take place. To make each citizen feel like they belong to the place where they are living, instead of isolating themselves in their neighbourhoods or neighbours with similar backgrounds (language, birthplace, origin, work...)

By making Jumilla more welcoming to each one of its citizens, it will provide people with this much-needed environment of development, hopefully reinforcing the feeling of belonging, and motivating our citizens to interact with people outside their usual social circle.

The Breaking Isolation network initially identified 7 challenges on social isolation. In Jumilla, we chose to simplify them into 5 main challenges, to make our priorities clearer, easier to share, and more effective in action.

5 CHALLENGES FOR JUMILLA

In Jumilla, we identified the following **challenges regarding social isolation** and we are set on attending these challenges as the main goal of the IAP. The identified challenges are:

1. We need to **better identify socially isolated people**
2. We need to **develop direct answers to help out those already isolated**
3. We need to **raise awareness on social isolation, how to recognize it and its effects**
4. We need to **develop city-wide answers by partnering within municipality departments and with local stakeholders**, and in particular, **local NGOs**
5. We need to **reinforce a culture of mutual community care**

IN JUMILLA, WE WANTED TO FOCUS OUR EFFORTS IN...

As ambitious as it might seem, we believe it is possible for Jumilla to make steady, step by step progress where we manage to cover most of the challenges for breaking isolation. All of the challenges are equally important towards breaking social isolation, but some of them need to be prioritized, before proceeding with the rest of them.

What we mean by presenting challenges in this way is to highlight the importance on raising awareness on social isolation and developing direct answers to help out those already isolated. We don't want for this project to become another one of the "only-municipality" responsibilities. As mentioned in the previous pages, we would like for Jumilla to become a healthier and friendlier environment where everyone has the opportunity to connect with others. We believe that, by raising awareness among the population, helping them understand the key factors of social isolation, or the tools that they can rely on when they encounter a case like that, we can create a "self-sustaining" support network for those who are in risk or already suffering social isolation.

After going through this process of raising awareness and teaching people how to identify socially isolated people, as well as the tools they have, we complement these efforts with the collaboration of the municipality departments, local stakeholders and local NGOs. Mainly because it always gives some backbone to the whole network when people feel like there is some institution or administrative support to back them up. Some isolation cases might be too complex for the common citizen to deal with, thus requiring the support and help of the municipality, social services or local NGOs, which is why we consider that the collaboration of the NGOs is equally important, but to maximize the efforts and the resources that they can provide to the citizens, it is important to first commit to the objective of raising such awareness.

Ultimately, our aim is to create and strengthen a culture of mutual community care, where people are the ones in touch with isolation cases, and reinforcing the idea of them having the power to change such situations.

STRATEGY



5 STRATEGIC OBJECTIVES

To COMBAT SOCIAL ISOLATION



In order to better address our challenges, the IAP actions are structured around 5 strategic objectives:

1. Improve the identification of socially isolated individuals and those at risk

Despite mental health being a common topic nowadays, not everyone has the tools to recognize people who might be suffering from social isolation, specially when we just “assume” that the person might be shy or introvert and that’s it. It can also affect to those who look more extrovert.

2. We need to raise awareness on social isolation, how to recognize it and its effects.

We want to focus our efforts in raising awareness and spreading information about how to identify clues or traits that a socially isolated person might exhibit. By doing this, we believe that it is going to be easier to reach out to those people and at least try to help them. This doesn’t only apply to “lonely people” but those who might be suffering from isolation despite being surrounded by people.

ACTION PLAN DETAILS

3. Partnership between the Municipality, Local Stakeholders, and NGOs

Identifying socially isolated individuals is not solely the responsibility of the municipality; rather, it requires collaboration. We believe that NGOs, local stakeholders, and all those interested in contributing their efforts or support are the best partners for this work—especially when it comes to managing services for Jumilla’s citizens and identifying individuals who may be vulnerable to social isolation.

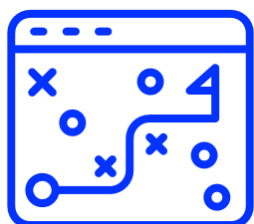
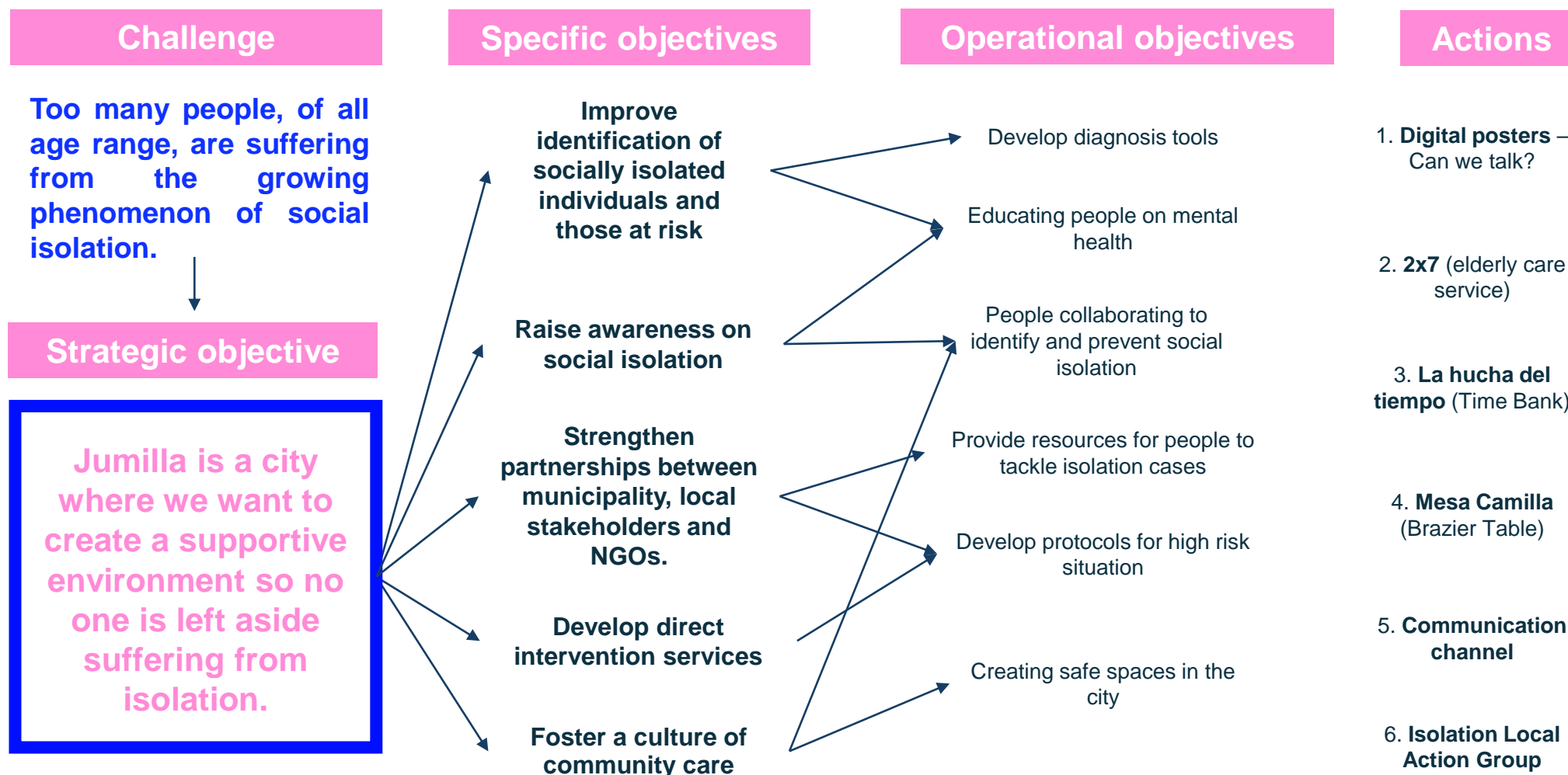
4. Developing Direct Responses to Support Those Already Isolated

This IAP is being developed precisely to provide the municipality, volunteers, associations, NGOs, and others with a foundational plan from which they can establish various strategies to assist people experiencing social isolation. Support can be delivered through the actions outlined in this IAP or through alternative approaches tailored to the specific characteristics of the local population.

5. Reinforcing a Culture of Mutual Community Care

Sharing is caring, but caring also means checking in on your neighbours from time to time, or reaching out to someone you haven’t seen in a while—whether through a text message or a phone call. Sometimes, that small act can brighten a person’s day. In our busy routines, it is important to remember that we are all human and have the power to make a positive difference in the lives of others, not just our own.

OUR STRATEGY IN ONE PAGE



THE STRATEGY OF JUMILLA

ACTIONS OF THE INTEGRATED ACTION PLAN



DIGITAL POSTERS – CAN WE TALK?

WHAT IS IT? WHAT IS THE OBJECTIVE?

Different messages, either through physical displays or digital boards, being posted around the city with short messages or statements **regarding social isolation**, such as: “When was the last time you talked with your neighbours?”, raising awareness of social isolation, as well as encouraging self checking if the person reading that message might be in a situation of social isolation without realising it. The posters also have a QR code that leads to a questionnaire with a rated number of questions in the form of a self made isolation test.

SPECIFIC OBJECTIVES

- **Raise awareness** on social isolation.
- Foster a culture of **community care**.
- Improve **identification of socially isolated individuals** and those at risk.

OPERATIONAL OBJECTIVES

- Develop diagnosis tools
- Educating people on mental health
- People collaborating to identify and prevent social isolation
- Creating safe spaces in the city

KEY STEPS

1. Brainstorming messages ideas.
2. Design the posters
3. Locate the ideal spots to advertise the messages around the municipality
4. Advertise the action and the purpose of the action on the local newspapers.
5. Social workers collaboration to attend more complicated cases (from the poster's survey answers)



ACTION LEAD & PARTNERS

Co-lead: Town Hall experts
Active contributors: ULG members

Supporting partners: Local museums, Theatre, health care centre, NGOs, etc.



MAIN COSTS & FUNDING

- Printing required for the posters.
- Digital app for the designing of the posters.
- Digital website to host the survey promoted in the digital posters.
- Hiring external sources/personally creating the poster.

Estimated cost of the action:
200-600€

Fund sources:
municipality budget

MONITORING INDICATORS & EVALUATION

Indicators	Estimated data (units)	Data manager/responsible	Evaluation periodicity
Completed Forms	100-150	Community Coach	Monthly
Number of times the QR code was scanned	120-170	Community Coach	Monthly
Suggestions/comments left in the form (monthly)	10-15	Community Coach	Monthly



POTENTIAL RISKS OF THE ACTION

- People who don't speak the language or can't read won't be able to reflect on the messages (**accessibility**).
- Not all the digital posters are present in every neighbourhood, thus requiring the printing of physical ones.
- **Lack of engage** from the citizens.
- **Lack of concern** for the messages.
- Surveys not being fully completed.

2X7 (ELDERLY CARE SERVICE)

WHAT IS IT? WHAT IS THE OBJECTIVE?

Prevent unwanted loneliness on elder people who live by themselves and lack family/neighbourly support through a specialized personal-care service which will help them function on their day-to-day life (grocery shopping, medical appointments, take money out from the ATM, going to the theatre, etc.) and promote their participation in workshops and leisure spaces. This person would be available for 2 hours a day 7 days a week. For this service, it would be previously discussed with the person the arranged schedule for the visits, combining both, volunteers and specialised staff.

SPECIFIC OBJECTIVES

- **Strengthen partnerships** between municipality, local stakeholders and NGOs.
- **Develop direct intervention services.**

OPERATIONAL OBJECTIVES

- Provide resources for people to tackle isolation cases
- Develop protocols for high risk situation

KEY STEPS

1. Study and data analysis about elder people and volunteers.
2. Project presentation to the population.
3. Commitment and acceptance of the intervention.
4. Activity/services planning.
5. Project implementation.
6. Project evaluation.
7. Project report.



ACTION LEAD & PARTNERS

Co-lead: Town Hall experts
Active contributors: ULG members.

Supporting partners: social services, volunteers, local NGOs.



MAIN COSTS & FUNDING

- Management of the service (Social Services).
- Hired people attending the elderly.
- Extra services derived from the needs of the users.
- Individual phones for the person to contact the companions.

Estimated cost of the action:
 7.000-12.000€

Fund sources:
 municipality budget, National/ international subsidies

MONITORING INDICATORS & EVALUATION

Indicators	Estimated data (units)	Data manager/responsible	Evaluation periodicity
Beneficiaries of the service	50-70	Social Services	Four-month
Volunteers in the service	80-90	Social Services	Four-month
How frequently volunteers attended the elderly	2-3 (days a week)	Social Services	Monthly
Monthly activities carried out by each beneficiary	15-20	Social Services	Monthly



POTENTIAL RISKS OF THE ACTION

- Lack of volunteers.
- **Rejection of the intervention** by the benefactors.
- **Lack of time/commitment** by the municipality staff.
- Poor follow-up.
- Conflicts/issues between beneficiaries and volunteers.
- **How to secure** that the person volunteering is not going to put the elderly at risk.

LA HU(HA DEL TIEMPO (TIME BANK)

WHAT IS IT? WHAT IS THE OBJECTIVE?

Establishing a database of volunteers who want to collaborate in relieving part of the workload associations and social services have. These volunteers would offer their services as a way to help reaching out to those people who might be socially isolated, previously identified through the associations/NGO services, as well as through the community/neighbourhood interactions.

These volunteers would also spend time **with people who need help on a specific period of their lives**(after an accident, during illness, facing a language barrier, etc.)

SPECIFIC OBJECTIVES

- Improve **identification of socially isolated individuals** and those at risk.
- Foster a culture of **community care**.
- **Raise awareness** on social isolation.

OPERATIONAL OBJECTIVES

- Develop diagnosis tools
- Educating people on mental health
- People collaborating to identify and prevent social isolation
- Creating safe spaces in the city

KEY STEPS

1. Inform people about the service.
2. Spread the campaign through media advertisement.
3. Gather volunteers who want to offer their help.
4. Develop an application or a broadcast channel. Listing the volunteers, availability and what they can offer to help.
5. Spread the campaign through media advertisement.



ACTION LEAD & PARTNERS

Co-lead: Municipality staff

Active contributors: Citizens

Supporting partners: Any local NGOs, associations, wanting to collaborate or inform their users about the activity.



MAIN COSTS & FUNDING

- Advertising campaign
- Development of an application/free options
- Any printing required to promote the campaign
- Collaboration activities with the associations
- Management of the database

Estimated cost of the action:
600 - 3000 €

Fund sources:
municipality
budget, National/
international
subsidies

MONITORING INDICATORS & EVALUATION

Indicators	Estimated data (units)	Data manager/responsible	Evaluation periodicity
Volunteers subscribed to the database	30-50	Community Coach/Association designated person	Monthly
Actions/requests completed by the volunteers (total users)	100+	Community Coach/Association designated person	Monthly
Reviews left by those who received the service	30-50	Community Coach/Association designated person	Monthly



POTENTIAL RISKS OF THE ACTION

- Difficulty to reach those people who are not tech-savvy.
- **Misuse** of the service.
- Difficulty in developing the application
- **Lack of volunteers** to use the app
- Lack of services/help the volunteers can offer
- How do the volunteers **travel to the furthest** locations for those isolated in the outskirts or villages around the main city.

MESA CAMILLA (BRAZIER TABLE)

WHAT IS IT? WHAT IS THE OBJECTIVE?

Setting a small, round table, along with chairs, some food, few board games and a group of volunteers/workers from social services in different locations across the city, with the intention of getting to know the atmosphere of the neighbourhood, the social state of their neighbours and how do they perceive themselves. Activity will be promoted online and on site a few days before the actual gathering.

Around the Mesa Camilla, people will **reflect on social isolation and offer their insight on the neighbourhood situation**. If they are prone to social isolation, we also get to offer them information, help or support. On the small actions that they can do to make themselves feel better.

SPECIFIC OBJECTIVES

- Foster a culture of **community care**.
- Improve **identification of socially isolated individuals** and those at risk.

OPERATIONAL OBJECTIVES

- Educating people on mental health
- People collaborating to identify and prevent social isolation
- Creating safe spaces in the city
- Develop diagnosis tools

KEY STEPS

1. Advertise the activity 2 days before it takes place, at the site of the activity.
2. Acquire the needed materials for the correct development of the activity.
3. Volunteers for the development of the activity
4. Food, sweets, treats.
5. Coordination with the social services workers.
6. Advertising the activity motivations and objectives.



ACTION LEAD & PARTNERS

Co-lead: Town Hall experts
Active contributors: ULG members

Supporting partners: Associations, local NGOs.
Communication friends: Neighbourhoods



MAIN COSTS & FUNDING

- Printing required for: Posters, brochures, cards.
- Advertising banner.
- Food.
- Mesa Camilla and its clothing.
- Meetings management.
- Transport of the materials (renting vehicle).
- Cost for setting the table depending on the place.

Estimated cost of the action:
300-500€

Fund sources:
municipality
budget, National/
international
subsidies

MONITORING INDICATORS & EVALUATION

Indicators	Estimated data (units)	Data manager/responsible	Evaluation periodicity
People participating in the gathering	30-50	Community Coach/Association designated person	Quarter
Surveys/forms completed during the Mesa Camilla sessions (Quarterly)	100+	Community Coach/Association designated person	Quarter
Different locations where the Mesa Camilla took place monthly	1-2	Community Coach/Association designated person	Quarter



POTENTIAL RISKS OF THE ACTION

- Isolated people not visiting or interacting with the Mesa Camilla or the online form.
- Lack of participation/rejection depending on the neighbourhood we are carrying the activity out.
- Lack of volunteers.
- Volunteers are required to have a certain degree of emotional intelligence to properly support and guide people showing signs of social isolation.

COMMUNICATION CHANNEL

WHAT IS IT? WHAT IS THE OBJECTIVE?

The communication channel is an online chat in which different associations; volunteering groups and the public administration will advertise a catalogue of activities for people to be informed and aware of them. These associations will be able to post their activities (whether they are related to social isolation or not) and people will be able to observe this "catalogue of activities"

SPECIFIC OBJECTIVES

- **Strengthen partnerships** between municipality, local stakeholders and NGOs.
- Foster a culture of **community care**.

OPERATIONAL OBJECTIVES

- Provide resources for people to tackle isolation cases
- People collaborating to identify and prevent social isolation
- Creating safe spaces in the city

KEY STEPS

1. Agreement with the different associations, as well as choosing the administrators from each association and the social services.
2. Creation of the communication channel, mainly through one of the popular messaging apps for better accessibility.
3. Promoting the creation of the broadcast channel.
4. Associations and social services posting the catalogue of services in this channel, they are the only ones who can post messages in the channel.
5. Evaluation of the amount of people participating in the offered activities.
6. Feedback and improvements.



ACTION LEAD & PARTNERS

Co-lead: Town Hall experts
Active contributors: ULG members/associations.

Supporting partners: social services, volunteers, local NGOs.



MAIN COSTS & FUNDING

- Designing the app/free options.
- Managing of the app (Community Coach).
- Maintenance of the software (if not free app).
- Promoting activities to advertise the channel.
- Helping the associations with the cost of some activities (funding them).

Estimated cost of the action:
200-2500€

Fund sources:
municipality
budget, National/
international
subsidies

MONITORING INDICATORS & EVALUATION

Indicators	Estimated data (units)	Data manager/responsible	Evaluation periodicity
Associations enrolled in the channel	8-12	Community Coach	Half-year
Number of participants subscribed	150+	Community Coach	Half-year
Services offered (monthly)	10-13	Community Coach	Quarter
Number of participants present in the activities	10+	Association in charge of the activity	Quarter



POTENTIAL RISKS OF THE ACTION

- Lack of participants (associations/citizens)
- Lack of activities offered.
- **Outdated activities/no information** contact besides the catalogue information.
- **Too much text** can make people reject the information and forget about it.
- Conflicting management of the channel (who coordinates who gets to promote their activities or not and why)

ISOLATION LOCAL ACTION GROUP

WHAT IS IT? WHAT IS THE OBJECTIVE?

The isolation meetings are a way to reinforce the communication between the current ULG, the associations and the public administration, as well as any volunteers who might want to offer suggestions. It is necessary to establish a group that involves the different actors to ensure the perpetuation of a sustainable framework.

SPECIFIC OBJECTIVES

- **Strengthen partnerships** between municipality, local stakeholders and NGOs.
- **Develop direct intervention services.**
- **Raise awareness** on social isolation.

OPERATIONAL OBJECTIVES

- Provide resources for people to tackle isolation cases
- Develop protocols for high risk situation
- Educating people on mental health
- People collaborating to identify and prevent social isolation

KEY STEPS

1. Similar to the broadcast channel. However, this channel is oriented towards internal communication and strategy.
2. Once the channel is created, it is mandatory to encourage the associations to join it.
3. After having a minimum of five associations/groups of volunteers, it is necessary to establish a set of rules and standards on which the group will operate (number of meetings, when to submit the reports, on which topics or parameters to focus...) This has to be done after understanding the needs or topics the members want to focus on evaluating.
4. The report should then be submitted and future actions should be planned based on the results.



ACTION LEAD & PARTNERS

Co-lead: Town Hall experts
Active contributors: ULG members/associations.

Supporting partners: social services, volunteers, local NGOs.



MAIN COSTS & FUNDING

- No cost, the administrative effort and time invested is already within the usual volume of tasks assigned to the collaborators.
- For the Face-to-Face meetings, associations/town hall facilities will be used, so there will be no renting cost.
- Reports storage and management (Community Coach, within his usual workload)

Estimated cost of the action:
Free

Fund sources (if needed):
municipality resources

MONITORING INDICATORS & EVALUATION

Indicators	Estimated data (units)	Data manager/responsible	Evaluation periodicity
People participating in the meetings	8+	Community Coach	Quarter
Meetings throughout the year	1-4	Community Coach	Quarter
Data and reports submitted in the meetings	3-5 different reports	Community Coach	Quarter



POTENTIAL RISKS OF THE ACTION

- **Lack of participants (associations/volunteers)**
- Lack of participation from the members.
- Irrelevant/not necessary data on topics that might not be related to the isolation issue.
- **Delays in the submit of the different reports** or results from activities.
- Organising face to face meetings means everyone has to be available, which might prove challenging.

IMPLEMENTATION



GOVERNANCE & PARTNERS

The strategy of Jumilla to fight isolation would not have been possible without the precious help and support of the URBACT local group of Jumilla, which holds the collaboration of different associations (and their members) from Jumilla, as well as the political engagement of the Mayor, Severa González and the local political parties from both sides. This ensured the project had a steady progress throughout the years, alongside the invaluable work of the social services workers and other civil servants involved.

In order to ensure the implementation of our strategy, we plan to establish the following line of command, where we establish a hierarchy depending on the seriousness of the isolation cases we come across, as well as the different levels of communication assigned to each one of the collaborators.

- One person in charge of the IAP from the social services department, which we call the “Dinamizador comunitario” (Community Coach).
- An advisory board (ex-ULG), made up of members who have attended the meetings during these years (open to new members too). But mainly composed by the associations previously mentioned, putting in common different strategies or approaches towards social issues in Jumilla, meeting at least twice a year with the possibility of holding additional meetings before key dates, such as Christmas.
- The collaboration of the members of these associations, along with the volunteers who wish to collaborate and not necessarily belong to any of the previous associations (Similar to the management of the ULG meetings)

The community Coach will be in charge of managing those detected isolation cases (for example, isolation surveys online, or the digital boards surveys), and making sure the social services can pay them the attention needed. He will be in charge of coordinating the communication channel, along with the rest of associations who joined that channel, acting as a “manager” of the content offered as well as the maintenance of such channel.





OVERALL COSTS & FUNDING

To implement the strategy of Jumilla, we are setting the following budget strategy:

Funding per action – Funding as a whole

Despite most of the actions not having an high cost, it is clear that there is a great dependence on the goodwill of the volunteers assisting with the activities proposed in this plan which means there is an “emotional cost” to consider. As for the budget part, **the average cost of the whole plan is an estimated amount of 67.200€, out of this amount, 55.000€ go to the hiring of the Community Coach**, responsible for the management and coordination of most of the actions set out on this plan, as well as serving as the link between the town hall staff and the association managers. The community coach is a new job position at the municipality and it is not exclusive to implementing the IAP, coordinating the IAP is a part of his workload, but the amount of money comes from the creation of a qualified job position. The rest of the amount is distributed according to the costs of each action, which can be consulted in their separate sheets, with the highest cost being set for the 2x7 and the lowest for the isolation local group (ULG).

Funding sources

Funding sources will mainly come from the municipal budget. Since part of the associations’ budget also comes from municipal grants and subsidies, it does not matter whether the actions are carried out by the municipality or by the associations themselves. It would also be beneficial if the municipality could secure funding from national and **European sources** such as the ERDF (European Regional Development Fund) or the ESF (European Social Fund), an increase in the funding would help provide a better service and increase the amount of people we can reach with the actions contained in the IAP.



ABOUT IMPLEMENTATION

Just like with the 2x7 project, we would like to try to find additional funding on a regional level. It is therefore important to stay updated on the opportunities that the local government offers, which are not limited to funding solely from the Region of Murcia, but could be also nationwide.

Another important aspect is the collaboration with the associations. So far, the municipality has agreements with these associations which result in the activities previously mentioned and the funding they receive from the municipality. However, we are planning to renew and update these **Collaboration Agreements** so that they include a mandatory task of advertising and carrying out social isolation related activities. This will reinforce commitment to the plan while highlighting the importance of mental health and social isolation. Such measures could benefit the associations, as they may lead to an increase in the funding they receive, depending on their level of commitment when implementing the plan. Moreover, these activities can be seamlessly integrated with their ongoing work and it can be perfectly integrated with their ongoing activities.

A side objective of creating this (previously mentioned) “community coach” is identifying the needs of the associations once we start actively implementing the testing actions, and seeing if the town hall can provide with some additional resources for these actions.



GLOBAL RISK ASSESSMENT

ABOUT IMPLEMENTATION

Policy implementation involves translating policy objectives into concrete actions and outcomes. While the process is crucial for achieving desired results, it is often fraught with challenges and risks.

Below are the 7 main risks identified by the City of Jumilla:

1. Insufficient Resources

- Risk: Inadequate funding, staffing, or infrastructure can hinder the ability to execute the policy effectively.
- Impact: Programmes may fail to achieve their intended outcomes due to resource constraints.
- Mitigation: Secure funding of each action (rather than global) + identify 1-2 people officially in charge of the implementation.

2. Bureaucratic Inefficiencies

- Risk: Red tape, slow decision-making, and rigid organizational structures can delay or complicate implementation.
- Impact: Policies may lose momentum or fail to adapt to changing circumstances, delaying the implementation of the different actions.
- Mitigation: Relying on external sources, such as associations and volunteers to implement those policies as a way to support the government's course of action.

3. Weak Monitoring and Evaluation

- Risk: Inadequate systems to track progress, measure outcomes, and identify issues during implementation.
- Impact: Problems may go unnoticed, and corrective actions may not be taken in time.
- Mitigation: Submitting a report to the social services every 6 months about the actions or activities carried out by the associations directly or indirectly related to tackling social isolation, as well as the needs they might have identified from the users which are related to social isolation issues.

4. Political Interference/change

- Risk: Changes in political leadership or priorities can disrupt policy implementation.
- Impact: Policies may be abandoned, altered, or underfunded due to shifting political agendas.
- Mitigation: Trying to secure a commitment from the opposite political party by involving them in the progress of the project through results, activities, participation... Alternatively, seek for other choices to pass on this responsibility to external groups which might have more political independence.

5. Inadequate Communication

- Risk: Poor communication of policy goals, processes, activities and benefits to stakeholders and the public.
- Impact: Misunderstandings, lack of buy-in, and low public support can hinder implementation.
- Mitigation: reinforce the communication strategies with additional media content, such as interviews, newspaper articles, collaboration with other municipalities.

6. Capacity Gaps

- Risk: Lack of skills, knowledge, or expertise among those responsible for implementing the policy.
- Impact: Poor execution and failure to achieve desired outcomes.
- Mitigation: receiving formation twice a year so the people working at the associations and volunteers can learn more about mental health and how to identify it better. This would be provided by the social services expert so it would be cost-free

7. Coordination Challenges

- Risk: Difficulty in coordinating efforts across multiple agencies, departments, or jurisdictions.
- Impact: Fragmented implementation can result in gaps, overlaps, or inconsistencies.
- Mitigation: Designating a person in charge of the communication and submit of the reports, as well as being the link between the administration and the associations.

TIMELINE

The communication campaign with the healthcare centre proved to be very useful when testing the digital boards and the social isolation awareness messages, so we decided to pursue an agreement with the administration of the centre to help in the communication campaign we are planning throughout the entire implementation of the IAP.

Our primary objective is getting the IAP ready and completed so it can be fully implemented in 2026. By the end of 2026 we should be able to see if the IAP is being well received among the citizens, as well as Determine whether there are early signs of effectiveness, giving us enough information to evaluate if the IAP needs to be modified or not for the following year, until we reach a more stable and functional version of the IAP between 2028 and 2029.



2025

- Reaching an agreement with the healthcare centre for a communication campaign.
- Fully develop the IAP and presenting it to the political parties.

2026

- Introducing the 2x7 programme along with the phone testing action.
- Getting the IAP approved by the local government and the community coach job position.
- Establishing the Isolation Local Action Group and communication channel

2027

- Re-evaluating the actions carried out in 2026 based on the monitoring results as well as the communication between administration and associations regarding the IAP implementation.

2028

- Adding new actions or activities that could be carried out in the different villages around Jumilla or in the outskirts of Jumilla.

2029

- Evaluating the effectiveness of the IAP, along with the results obtained in 2027 to see if the efforts done helped Jumilla's citizens to feel less isolated.



MONITORING & EVALUATION

The monitoring of the IAP is a crucial aspect of the project itself, mainly because we want this project to have solid feedback on the results produced and, most importantly, people's opinions and involvement in the activities promoted.

So far, we have already gathered a small amount of baseline data through the testing actions, and we believe people are sufficiently aware of social isolation. However, having a plan that can be put to work and implementing it, as well as reinforcing it through the different communication choices can actually encourage people to take the necessary steps towards fighting social isolation.

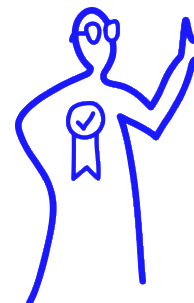
We believe there should be a face-to-face meeting at least once or twice a year between the different associations (ULG meetings) as a way to share experiences and show the results of the efforts carried out throughout the year. These associations (as previously mentioned) will have to submit a report every six months mentioning what kind of activities they have done regarding social isolation, related to fighting social isolation or any kind of service to a volunteer or the citizens that involve this topic. This report will be submitted to the community coach/social services as a way to keep a control on the social

ABOUT IMPLEMENTATION

isolation activities thanks to the help of the different collaborators.

Using the results gathered from the associations, the community coach and any external/support group, we would produce a yearly report where we show the results and conclusions of the actions carried out during the year, as well as any progress or future plans for the following year (mainly interviews with the local media or a radio programme). These communication choices will also be used to promote activities throughout the year (communication channel).

During the yearly meetings (or at any point if an urgent meeting is required) it will be discussed if the plan needs some kind of modification, or we need to adapt to new activities, or replacing existing ones. Volunteers interested in the project or wanting to collaborate in, for example, reporting isolation cases, will be able to either communicate with their nearest association, or send an email to the community coach/social services, similar to how the information from the isolation surveys was managed.



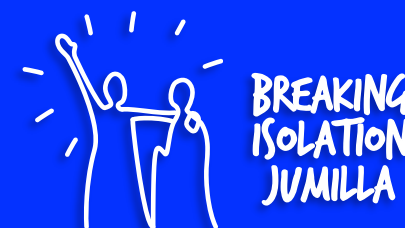
APPENDIX

CONTENT



EXPERIMENT'ACTION SHEETS

➤ DONE (x2)



SPECIAL THANKS
TO OUR ULG
MEMBERS AND
SOCIAL SERVICES
VOLUNTEERS

—

EXPERIMENT'ACTION SHEET

Name of the experiment

BRAZIER TABLE (MESA CAMILLA)

Challenge(s) to which this action responds

Culture of mutual care/raising awareness

Summary of the experiment

Setting up a small table (inspired in a cultural Spanish tradition of chatting and conversating after a meal) in different neighbourhoods, waiting for neighbours to sit and have a chat with us.

Who the experiment is for ?

All ages and social background

Location(s) of the experiment

Parks/gathering spots in different neighbourhoods.

Temporality of the experiment.

During May, with a preparatory meeting with the ULG and the volunteers who wanted to collaborate on the actions.

What you will do concretely

- Three days before each table meeting, we advertise the activity using signs and placards placed in the area where the table will be set up.
- On the day of the gathering, we transport the table and all necessary materials to the meeting location, preferably using a van.
- We remain at the spot for around two to two and a half hours, encouraging people to join us. We offer small treats such as food, drinks, or sweets to create a welcoming atmosphere.
- During that time, we talk with attendees to learn more about their living conditions, whether they live in the neighbourhood, and if they know someone who might be experiencing social isolation.
- We also conduct a short test consisting of 10 general questions to help participants reflect on whether they may be affected by social isolation based on their current social interactions. Additional activities may also be carried out during the session.

Individuals in charge of experimentation

Social services coordinated the volunteers for each table, while the ones participating directly on spot, as well as distributing the advertising boards, were either volunteers or social services workers.

Materials and expenses for experiments

Advertising posters, circular table, chairs, tissues, food-sweets-drinks, board games regarding isolation (optional), isolation test, data collection sheets to gather the information about the people participating in the surveys or activities (anonymous, only gathering for statistical purposes).

Transportation vehicle, ladder (in case you need to hang the signs in tall/visible spots).

Expected results

Understanding the situation of the different neighbourhoods, including those who are further from the city center or might have limited transport connections or less accessible roads.

Achieving at least 20+ people participating in the activity, as well as gathering the isolation test results and the general feedback of neighbours regarding their day to day in those neighbourhoods.

Expert comments:

Participation was higher than expected, although not everyone found it appealing to sit in public and answer questions about social isolation. We also scheduled the gatherings at times when people were more likely to be in their neighbourhoods, avoiding mornings when most residents would be at work. Neighbourhoods further from the city centre tend to form tighter-knit communities and enjoy stronger support among neighbours than those closer to the centre. This is largely because residents in outlying areas often feel more distant from the population core

Results of the Action:

The testing action of the Mesa Camilla took place throughout May, 2025, across different neighbourhoods in the city of Jumilla, Murcia (Spain). Around 15 members, comprising social services workers and volunteers from ULG team collaborated in this activity, with 3-5 members present at each one of the gathering spots.

We gathered 189 tests completed, and an estimated participation of 300 people since not everyone stopping by the table was filling the test, but they were staying for other activities or the information about the breaking isolation project.

Positive results for the action



BREAKING ISOLATION

IMPACT NETWORK OF EUROPEAN CITIES TACKLING SOCIAL ISOLATION

EXPERIMENT'ACTION SHEET

Name of the experiment

Digital Boards

Challenge(s) to which this action responds

Raising awareness

Summary of the experiment

Signs and panels were placed across the city—in shops, businesses, and administrative buildings—both in physical and digital formats, displaying statements and phrases related to social isolation.

Who the experiment is for ?

All ages and social background

Location(s) of the experiment

Shops, restaurants, crowded spots in the city, institutional buildings, healthcare centres.

Temporality of the experiment.

During May and June for the physical and digital display, with a preparatory meeting with the ULG and the volunteers who wanted to collaborate on the actions.

What you will do concretely

- Developing the panels messages and deciding with the ULG and the municipality team on the best spots to distribute and display these panels.
- We used electronic boards to display the statements, along with a QR code that allows for you to take an isolation test where you are answering a few questions and it gives you back an answer about your social situation, if it matches with someone who might be socially isolated (not conclusive) or you are not at risk.
- Collaborating with the healthcare centre helped reach more people, since displaying the boards in waiting rooms helps with getting the attention from the different people who might come across the signs, while gathering this attention out in the street is harder.
- After the data is gathered, it allows to gain insight on the general understanding of social isolation concepts or situations among Jumilla's population.

Individuals in charge of experimentation

Social services coordinated the creation of the messages, as well as the place of display, volunteers from the ULG and specially from the associations helped distribute the signs and panels across the city.

Materials and expenses for experiments

Advertising posters, printing the physical signs, editing software if a phone or computer is used, electricity – if digital panels are used. Software to gather the results of the people accessing or completing the form through the QR code.

Expected results

We expect a general understanding of how social isolation might be present in our lives, but the objective is to bring those common or day to day situations where a person might feel too absorbed by their daily routine to notice that they fail to realise they are becoming socially isolated.

Achieving at least 50+ people participating in the activity, as well as gathering the isolation test results and the general feedback of the questionnaires.

Expert comments:

The Experiment started quite low on participation, with only 25 people after a month of having both the physical and digital distribution of the questionnaire. We know that more people accessed the QR, but not everyone stayed there to fill in the form. However, after the collaboration with the health care centre, this number rose to 92 forms in only a few weeks. This demonstrates the importance and the need to pay attention to these topics, specially in a facility related to healthcare, opening the door to additional activities related to social isolation organized by the healthcare services of the city.

Results of the Action:

The testing phase of the digital panels took place throughout May and June, 2025, across different neighbourhoods in the city of Jumilla, Murcia (Spain).

We gathered 92 tests completed, some people even left their phone numbers at the end of the form to be further contacted because they were seeking for professional help at the moment, social services workers were in charge of attending these cases and offering them the potential options they had to help relieve their situation.

Positive results for the action



BREAKING ISOLATION
IMPACT NETWORK OF EUROPEAN CITIES TACKLING SOCIAL ISOLATION

LET'S COME TOGETHER
AND END ISOLATION

BREAKING ISOLATION

JUMILLA INTEGRATED ACTION PLAN



Ayuntamiento
de Jumilla

URBACT



Co-funded by
the European Union
Interreg