

Integrated Action Plan Viladecans

NextGen Youth Work

Index

1. Needs, context and vision	2
1.1. Introduction	3
1.2. Current situation	4
1.3. Existing strategies	7
1.4. Institutional context	9
1.5. Agents, meetings and methodology	9
1.6. Problem identification by local stakeholders	11
1.7. Vision of the IAP	12
1.8. Integrated challenges	13
2. General logic and integrated approach	15
2.1. Objectives	16
2.2. Intervention Areas	16
2.3. List of actions	17
3. Action planning details	19
4. Implementation framework	30
4.1. Governance and continuity of the URBACT Local Group (ULG)	31
4.2. Monitoring system and indicators	32
4.3. Funding and resources	33
4.4. Risk assessment	34
4.5. Overall timeline	36

Authorship

City Council of Viladecans

Culture and Youth Unit

Supported by IQEMBU S.L.

Needs, context and vision



1.1. Introduction

The Viladecans IAP (Integrated Action Plan) is part of the NextGen YouthWork project, within the URBACT network, with the aim of developing an innovative and sustainable model of youth policies that addresses the current challenges of youth, in a society in transformation. A total of ten European cities participate in this project: Eindhoven (coordinator), Aarhus (DK), Cartagena (SP), Iasi (RO), Klaidepa (LI), Oulu (FI), Perugia (IT), Tetovo (NM), Veszprem (HU) and **Viladecans**.

The URBACT programme is a European initiative created in 2002 to promote sustainable and integrated urban development. It facilitates collaboration between European cities through thematic networks, training to design and implement participatory policies, and the dissemination of good urban practices. We are currently in its fourth phase (2021–2027), which incorporates key EU priorities such as the green transition, digital transformation, and gender equality.

The present **Integrated Action Plan (IAP)** has been developed collaboratively by the **URBACT Local Group (ULG)** with the technical support of Iqembu SL, and the contribution of relevant projects and **local stakeholders in Viladecans**. The main objective is to establish a foundational framework for the city of Viladecans that, through an integrated and collaborative approach, enables the identification and implementation of solutions adapted to the changing realities of youth, connecting local needs with European strategies on sustainable urban development. The IAP will serve as a roadmap to consolidate Viladecans as an innovative city and a reference in youth policies, fostering synergies with other cities and taking advantage of opportunities for transnational cooperation.

From an urban and social integration perspective, the IAP promotes actions to include young people in city planning, aligning with URBACT's priorities on participatory governance, gender equality, sustainability, and digital innovation. This requires rethinking youth services through hybrid models that combine face-to-face and digital work. However, medium-sized cities like Viladecans often face difficulties in tackling the main challenges currently affecting young people: new forms of socialization and leisure in hybrid spaces, uncertainty about the future, mental health issues, and the disconnect between educational programmes and labour market demands.

1.2. Current situation

Demographics and territorial context

Viladecans is a municipality in the Baix Llobregat region, Catalonia, located in the Llobregat delta. It is very close to Barcelona (around 15 km) and El Prat Airport, and is well connected to its surroundings through public transport (including the Rodalies train, bus lines and shared mobility services such as AMBici), in addition to different roads and motorways.

The population of Viladecans is 67,179 (with constant growth in recent decades). **The young population, aged 12 to 35, is 17,881 inhabitants.** This represents 26.62% of the total population, a slightly lower percentage than in previous years due to demographic trends in the area. Although Viladecans has experienced stable population growth in recent decades, the proportion of young people has decreased, indicating an ageing population.

The surface of Viladecans is 20.4 km², characterized by a combination of urban areas, agricultural land and protected natural spaces. However, it is situated in a highly urbanised metropolitan environment, with a population density of 3,265.4 inhabitants per km². A key issue is the lack of affordable housing and inequalities in access to public services, which pose a challenge for the emancipation of young people in the area.



17.881 young people (26,62% of the population)
*2024

Natural growth **-0,71**
Migratory growth **2,42**
Total growth **1,19**
*2022



Spanish **60.757** (91%)
Foreign **5.858** (9%)
*2023

Youth employment and economy

The economic structure of Viladecans is based on the service sector (77.3%), followed by construction (13.8%) and industry (8.6%). The service sector includes commercial activities, hospitality, professional services, and others aimed at the population and tourism. Both this sector and industry have grown in recent decades due to reindustrialisation and the development of economic activity areas around the C-32 motorway.

Youth employment is affected by the concentration of job offers in areas with high turnover and adjusted salaries, making it difficult to enter the labor market in optimal conditions. This directly impacts the employment opportunities of the youth.

- The unemployment rate in Viladecans is 8.67%, compared to the Catalan average of 7.9%.
- The average household disposable income in Viladecans is €17,925 per year, about 3% below the Catalan average.

This situation highlights the need to continue working on youth employment policies, focusing on dual training, support for entrepreneurship, and stronger links between the business fabric and young people. In recent years, Viladecans has implemented policies to ensure job opportunities in the municipality, reducing the unemployment rate and increasing household income.

Social challenges and inequalities

Viladecans, like other cities in the metropolitan area of Barcelona, faces several social challenges that particularly affect the young population. In the last Local Youth Plan 2024-30, the following were identified as the main challenges facing young people:



Recognition of youth diversity and inequality in access to services: socio-economic barriers and the lack of a diversified offer mean that certain groups, such as young people of immigrant origin or those in vulnerable situations, face greater difficulties in accessing cultural, sports, and educational resources.



Support for emancipation: the main difficulty lies in access to housing, primarily due to high rental costs and the lack of quality jobs.



Well-being and quality of life, particularly regarding mental health: demand for psychological support services for young people has increased by 30% in the last five years, with issues related to anxiety, depression, and academic or work-related stress.



New connections and community as axes of community involvement: although there are youth organisations, only a very small percentage of young people are actively involved.

These data show the need to push inclusive policies that promote the right to participate in cultural life, in order to improve social cohesion and guarantee equitable access to services and opportunities.

Sustainability and environmental quality

Viladecans is committed to sustainability and the fight against climate change, as reflected in its city strategy framework and its mission to become a climate-neutral city in terms of emissions. It has been awarded the title of European Green Leaf 2025 by the European Commission and is working to obtain Zero Waste Certification from the Mission Zero Academy (MiZA). However, the city continues to face several environmental challenges:



Air quality: The proximity to major road infrastructures and metropolitan traffic causes high levels of air pollution. To move towards zero emissions, sensors have

been installed to measure air quality and a Low Emission Zone (LEZ) is being implemented to reduce the circulation of polluting vehicles.



CO₂ emissions: The city aims to reduce CO₂ emissions by renaturalising the city and adapting urban planning to make it more resilient. In Viladecans, average per capita CO₂ emissions are 2.49 tonnes, compared to the Spanish average of 5.



Sustainable mobility: Alongside the implementation of the LEZ, public transport is being promoted, with improvements in infrastructures such as AMBici (bicycle sharing), more cycle lanes, and additional bus lines. However, the city still has a low rate of public transport use among young people, with a high dependence on private vehicles that must be reduced.



Green areas and public spaces: Viladecans has parks and protected natural areas such as *Remolar-Filipines*, but access to and use of these spaces by young people is unequal.

These findings highlight the city's commitment to sustainability. However, there is a need to shift the focus towards youth policies, promoting actions that engage young people.

1.3. Existing strategies

The integration strategy of the Integrated Action Plan (IAP) for Viladecans is based on broad alignment with local, regional and European strategies. This coordination ensures that the proposed actions respond in a coherent and integrated manner to the existing frameworks, maximizing the impact of public policies and available resources. It is worth noting that the city, within its city strategy, has identified two missions: reversing early school dropout among young people and becoming a climate-neutral city. The key plans and strategies are outlined below:

Local plans and strategies

<i>Viladecans Youth Local Plan 2024-2030</i>	This document sets out the youth policies of Viladecans. It focuses on recognising youth diversity, promoting well-being and quality of life, fostering co-responsibility and the right to participate, building community ties, and supporting emancipation. Key actions include youth spaces, support for mental health and emancipation, cultural promotion, and improved communication between the administration and young people.
<i>Viladecans 2030 strategy: Let's create the Viladecans of 2050</i>	This is the framework for municipal policy. It establishes six priority axes: economic revitalisation; ecological transition; educational innovation; city resilience; healthy lifestyle; and an urban regeneration model. It also defines "Inclusion, Green and Digital Transition" as cross-cutting across all strategic axes. These axes are developed into 25 challenges and two missions, aimed at imagining and creating the city of 2050. One of the main objectives is " Viladecans in Care ", which includes actions that align with the IAP strategy: <ul style="list-style-type: none"> - Promotion of physical and mental health, with special attention to young people. - Promotion of coexistence and equal access to services. - Actions to create a resilient and inclusive city, with a strong focus on caring for vulnerable people.
<i>The Local Urban Agenda of Viladecans</i>	This document sets out the strategic actions that the city will implement to achieve the globally established development and sustainability goals for the year 2030. It is a living document, reviewed annually to ensure it remains operational and adapted to the city's realities and challenges. The second version includes 131 actions and develops a programme with the tools through which these actions are to be carried out.
<i>Local Inclusive Community Action Plan (2023-2026)</i>	This is the strategic planning tool designed to define, promote, and implement inclusion as a central axis in all municipal plans, projects, and actions, from a transversal and intersectional perspective. In this context, the Viladecans in Care network stands out as a key initiative to improve the living conditions of all citizens.
<i>Plan for Gender Equality (2023-2026)</i>	This plan sets out measures to incorporate an intersectional gender perspective transversally across all the City Council's plans, programmes, and projects. Therefore, social inclusion and gender equality are mandatory elements to be addressed in any municipal initiative.

City Council's Innovation Model

Strategy aimed at optimizing local governance, promoting the efficient use of resources and citizen participation.

Regional plans and strategies

National Youth Plan of Catalonia 2030 (PNJCat)

This is the strategic framework that guides youth policies at the local level, with a focus on rights, quality and innovation, networking and intersectionality. The priorities of the PNJCat are:

- **Youth emancipation:** work, access to housing and equal educational opportunities.
- **Well-being and quality of life:** promotion of emotional health, inclusive spaces and environmental sustainability.
- **Active participation:** promoting youth involvement in decision-making and the creation of their own projects.
- **Equity and inclusion:** ensure equal rights for all young people, including feminism and LGBTIQ+.

Urban Agenda of Catalonia

It promotes the integration of sustainable and inclusive urban policies, aligned with the Sustainable Development Goals (SDGs) and the 2030 Agenda.

European and international strategies and programs

The aforementioned strategies and plans of Viladecans align with various European initiatives and frameworks that guide sustainable development, social cohesion, and digital transformation. These frameworks provide a strategic vision and tools to enhance inclusion and equality, youth participation, and sustainable urban development.

ODS Agenda 2030 (ONU)

It promotes citizen participation, the reduction of inequalities and equitable access to opportunities.

EU Cohesion Policy

It prioritizes a Europe that is more inclusive, green and close to citizens.

Digital Europe Programme

It encourages digital transformation and advanced technological skills.

Charter of Leipzig

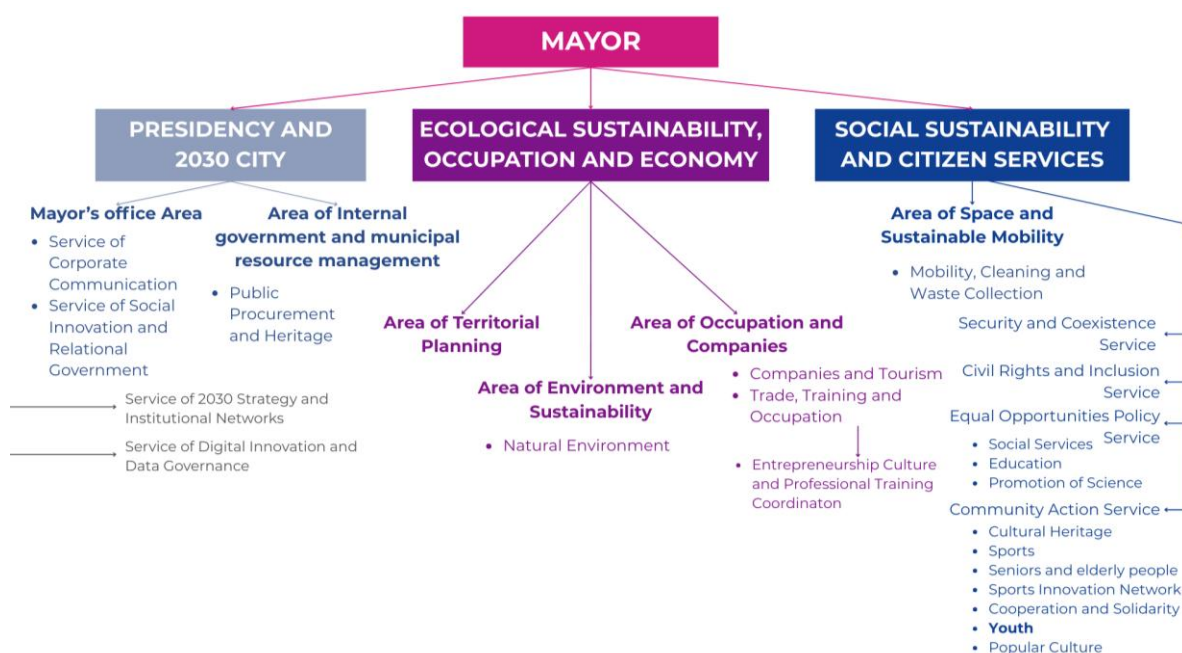
It marks the principles of good urban governance in the EU, promoting integrated policies and citizen participation.

Viladecans also aligns with European youth policies, such as **European Youth Strategy 2019-2027**, the **11 European Youth Goals**, **The Digital Decade Policy Programme 2030**, among others.

1.4. Institutional context

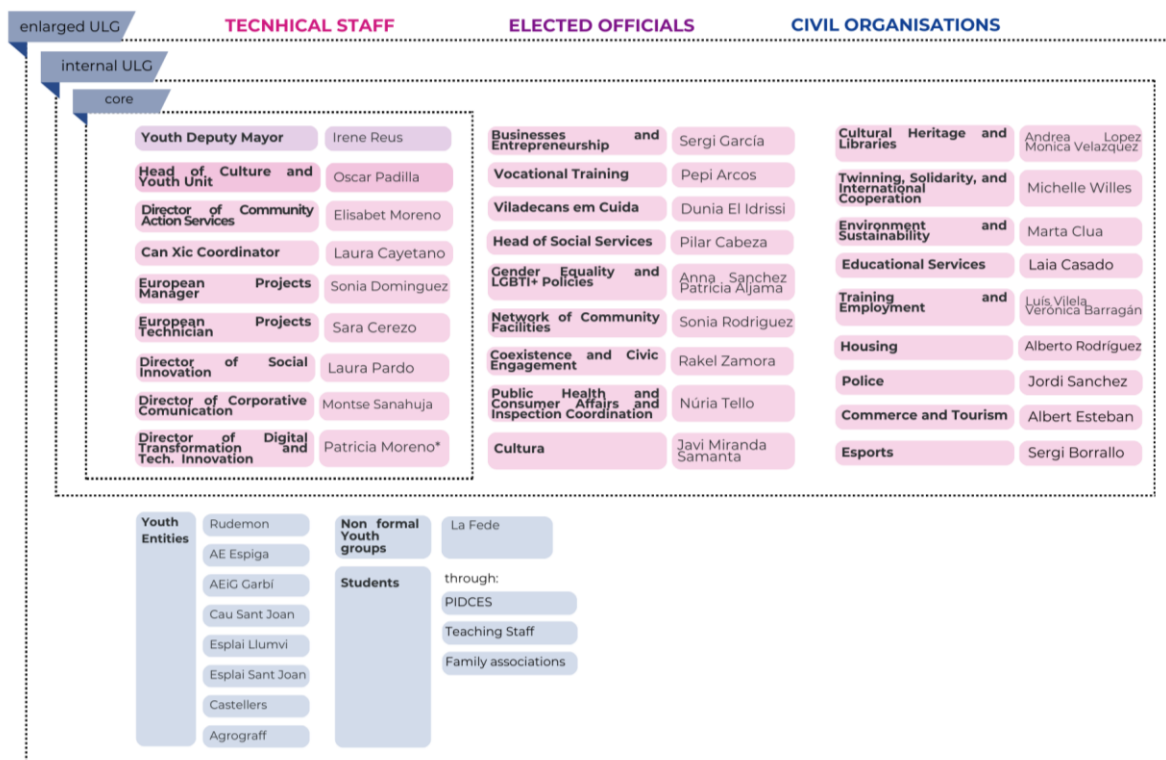
Viladecans City Council establishes the governance structure and distribution of functions to guarantee efficient and integrated management of municipal public policies. Municipal governance is based on a transversal and participatory structure, fostering collaboration between different areas and services to ensure a comprehensive response to the needs of citizens and, in this case, of the youth population.

This section presents the organisational chart of municipal positions, with special emphasis on the areas related to URBACT's cross-cutting axes. Coordination between the different levels of responsibility is key to driving and implementing initiatives aligned with the municipality's strategic objectives and the drafting of this IAP.



1.5. Agents, meetings and methodology

The URBACT Local Group (ULG) is integrated by different stakeholders represented by people and professionals with different roles and positions. However, several internal segmentations have been established to enable more efficient coordinated work, engaging each ULG member whenever their input is required. It is important to note that in July 2025, Javier Miranda replaced Oscar Padilla as Head of Culture and Youth and as the ULG's main reference point.



In developing the IAP, a series of meetings and workshops were held following the URBACT toolbox methodology. Work focused mainly on the Core Group, in order to streamline the decision-making and drafting process, while ensuring coordination of the remaining actions with all other stakeholders involved. The Core Group met regularly throughout the drafting process, using participatory methods and following the steps of the IAP structure. Within the Core Group, methodologies such as *Stakeholder Mapping*, *SWOT*, and *SMART* were applied.

The Internal ULG met twice, working primarily on the integrated vision, the IAP's priority actions, and the integration of cross-cutting themes. In the first meeting, the *Impact Navigator methodology* was used to propose and prioritise the IAP's actions. In the second, the actions were further developed by integrating the perspectives of all departments, units, and services, with particular attention to cross-cutting themes.

Finally, since the IAP is centred on the youth population, it drew heavily on the Viladecans Youth Local Plan 2024–2030, which itself was the result of a participatory process. For this reason, the voices of young people were already represented, but additional participatory sessions with the Enlarged ULG were organised to ensure young people could share their views on the city and deepen the definition of actions directly affecting them. Given the nature of youth dynamics, it proved challenging to hold full ULG meetings as initially planned, so the approach shifted towards generating specific youth-focused sessions, making use of existing opportunities (such as the evaluation of the *Al Carrer festival*) or dynamic and engaging participatory spaces. In summary, the following meetings with young people were held, according to the type of call and the participatory methodology used:

- Survey of young people from PLJ 24-30: June 2024. 457 young people.
- Participatory meeting: "Problem tree" methodology, April 2024, 10 young people.
- Participatory meeting on the future of youth services, June 2024, 15 young people.
- Participatory meeting: "Creative Tables" methodology, March 2025, 25 young people.
- Survey of students in night study classes: June 2025, 16 young people.
- Meeting with youth organizations: June 2025, 6 young people.
- Meeting with collaborators "Al Carrer 2025": July 2025, 17 young people.

1.6. Problem identification by local stakeholders

The identified needs and opportunities are concentrated in the following key areas:

Resources and infrastructure: the youth budget and facilities are limited, making it difficult to provide quality services, diversified and decentralised cultural activities, and informal meeting spaces for young people. In the short term, it is not possible to increase the availability of physical spaces, so it is proposed to explore new environments such as digital platforms and the urban environment.

Connecting with young people: there are currently difficulties in reaching the full diversity of youth groups, especially those not linked to any institution (educational centres, CR Can Xic, or organisations) or who do not feel addressed by the administration and youth services. Groups requiring special attention include young people over 18 and racialised youth. In this regard, young people's habits and interest in digital spaces provide an opportunity to improve access to information while fostering participation and co-creation. However, it is important to bear in mind the existence of a digital divide, even among young people, as well as issues related to the lack of media literacy and disinformation.

Participation and exhaustion: although there is growing interest in social, cultural, and sports events and there are active youth organisations, only a very small percentage of the city's young people participate actively. However, youth participation tends to be cyclical, and participatory processes are saturated, which leads to the exhaustion of the most involved young people, especially when other municipal departments also make use of these participation mechanisms with the same group of young people. This highlights the need to create new spaces for dialogue between the youth service and young people, in order to better respond to their interests and to reformulate participation channels.

These challenges underline the need to rethink and strengthen communication strategies, improve resource allocation, specialise staff to better connect with young people, and foster more active and sustained participation. The ULG has worked on these needs using the participatory diagnosis of the Youth Local Plan (PLJ) and through the *SWOT methodology*.

This analysis has made it possible to identify the problem and define the vision and objectives.



1.7. Vision of the IAP

The youth services of Viladecans are at a key moment to adapt to social changes and the new needs of young people. The challenges identified not only pose difficulties but also provide an opportunity to transform and strengthen youth services. This IAP sets out a vision that aspires to overcome these challenges by establishing a more flexible, innovative, and youth-centred working model.

The vision of the IAP is to consolidate, by 2030, the youth services of the city of Viladecans as **inclusive and participatory environments**, where young people **make use of the available resources** and **play an active role** in the design and implementation of youth services. To achieve this, the City Council, and specifically the youth services, **will act as close, collaborative reference interlocutors**. The aim is to establish a **constant dialogue** with different youth groups and adapt to their real needs **through hybrid models, both in-person and digital**, while promoting participatory governance, gender equality, sustainability, and innovation.

1.8. Integrated challenges

Integration is one of the main objectives of the URBACT program and an essential element of the IAP and the sustainable urban development it aspires to. Therefore, its aim is not only to improve the detected needs, but also to strengthen the integrated approach. The URBACT defines 12 aspects of integrated urban development, in this regard, Viladecans has made significant progress in terms of:

STAKEHOLDER INVOLVEMENT

The very constitution of the ULG demonstrates the commitment of the various stakeholders to the innovation, transformation, and improvement of the city's development and, in this case, specifically to municipal youth policy.

MULTI-LEVEL GOVERNANCE

These actions have been proposed for development at the local level and have not taken other administrative levels into account. Therefore, this is a weak aspect in the integration of the Viladecans IAP.

COHERENCE WITH EXISTING STRATEGIES

As previously noted, this IAP is fully aligned with the various municipal plans and strategies, which in turn are consistent with regional and European strategies. Therefore, the aim is not to create entirely new and isolated actions or areas of intervention, but rather to deepen and continue improving key aspects of the city's development.

INTEGRATION OF TRANSVERSAL THEMES

The IAP mainly addresses the digitisation of youth services, as well as staff recruitment. It also places emphasis on the gender perspective in youth participation, particularly with the aim of engaging young women. Although green development is not the main focus, it remains a cross-cutting axis considered in all municipal policies.

SUSTAINABLE URBAN DEVELOPMENT

The set of local policies presented above, along with their cross-cutting approach in areas such as the green transition, inclusion, and gender equality, exemplify Viladecans's commitment to sustainable development.

INTEGRATION OVER TIME

This IAP is the result of planning carried out with most stakeholders from the different departments of Viladecans City Council, each contributing the overall vision of their department. In addition to being aligned with current municipal policies, there is an increasing tendency to generate synergies by understanding youth policies as cross-cutting.

SECTORAL INTEGRATION

The sectoral perspective of the entire City Council has been taken into account to broaden the scope across all sectors involved with young people. This integration will generate an impact on the full range of sectors that shape youth policies, such as Education, Health, Community Action, Employment, Housing, and Civic Engagement, among others.

COMPLEMENTARY TYPES OF INVESTMENT

The plan itself does not present a balance between infrastructure investments and human capital. The Youth Local Plan (PLJ) developed in 2024 already includes several actions related to major infrastructure, such as housing facilities for young people.

SPATIAL INTEGRATION

Youth policies in Viladecans have historically been centred on the Can Xic youth space. This IAP, along with the stakeholders involved in its development, shares the vision of decentralising and fostering greater territorial integration by making use of other municipal facilities and public spaces, as well as strengthening the digital dimension.

MOBILIZATION OF FINANCING

A variety of funding sources are expected to be used, starting with the city's own resources, as well as regional grants (such as *Escolta Jove* from the *Barcelona Provincial Council*) and European funds (such as NGYW).

TERRITORIAL INTEGRATION

No analysis or integration has been carried out with the policies and action plans of neighbouring municipalities. However, adherence to the PNJ 2030 ensures coherence with regional youth policies.

INVOLVEMENT OF THE PARTIES

As mentioned, there are alliances with other City Council departments, both in the creation and in the execution of this plan. Special emphasis is placed on identifying key projects where youth participation must be fostered, ensuring that young people become active actors and protagonists of actions and policies.

A group of people are gathered around a table, working on a project. A large, semi-transparent white box with blue text is overlaid on the image. The text reads "General logic and integrated approach". In the background, a woman with blonde hair and glasses is looking down at the table. To her right, a woman with long brown hair is also looking down. In the foreground, a woman with dark hair is pointing at a large sheet of paper on the table. The paper has a grid with four quadrants labeled "POTENTIAL", "IMPACTE", "EQUIPAMENTS MEDICALS URBANS", and "REPT". The grid is filled with various notes and sticky notes. The overall scene suggests a collaborative workshop or meeting.

General logic and integrated approach

2.1. Objectives

To advance towards the vision set out in the IAP, three strategic objectives have been defined, addressing the key challenges currently facing youth services in Viladecans. These objectives are further articulated through a set of operational goals, which provide a structured framework for the development of clear, coherent and impactful actions.

OE1: Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests.

- OO1.1: Integrate a youth-centred perspective into the language and communication channels used to engage with young people.
- OO1.2: Develop strategies to identify and connect with the everyday spaces of young people who are not affiliated with associations, are no longer in formal education, or do not make use of municipal facilities in Viladecans.

OE2: Promote youth participation and co-creation in community initiatives and youth services.

- OO2.1: Ensure that public facilities and urban spaces are safe, inclusive and responsive to the needs of young people, in order to foster their use and accessibility.
- OO2.2: Empower young people in Viladecans by strengthening their role in decision-making processes related to the design and planning of youth-oriented programmes and services.

OE3: Expand the reach of youth services through a hybrid model with a strong digital component.

- OO3.1: Consolidate comprehensive and flexible youth services that are accessible anytime and from anywhere.
- OO3.2: Reach out to groups of young people who are less present in public spaces, educational settings or organised associations.

2.2. Intervention Areas

Four areas of intervention have been defined as the strategic frameworks within which the specific actions of the IAP are developed. These areas serve to guide and structure implementation, prioritise resources, and ensure a coordinated response to the identified needs. Each area is directly linked to the strategic objectives and embraces an integrated approach, taking into account the cross-cutting themes of the actions and the municipal departments that will need to play a more active role.

Human Resources

This area focuses on the management, training and coordination of the professionals involved in youth policies, ensuring that they are equipped with the necessary skills, tools and working conditions to deliver high-quality services. It engages various municipal departments and operates transversally across all strategic objectives of the IAP.

Communication Strategy

This area encompasses the set of actions and communication channels aimed at improving information dissemination and interaction with young people, ensuring accessible and effective digital communication tailored to their needs and preferred platforms. It contributes primarily to objectives 1 and 3. Given its nature, this area requires close and integrated collaboration with the municipal Communication Department.

Facilities and Urban Environment

This area covers the planning, adaptation and improvement of physical spaces dedicated to young people, as well as the use of public space, with the aim of creating environments that foster socialisation, participation and youth development. With a primary focus on public space, the actions in this area contribute mainly to objectives 1 and 2. Its implementation requires the active involvement of the Network of Community Facilities, the Public Space Department, Public Health, and Coexistence and Civics services.

Youth Participation

This area focuses on the development of tools, processes and mechanisms that enable young people to actively participate in decision-making and in shaping public policies that directly affect them. While it primarily contributes to objective 2, it also operates transversally across the other two strategic objectives. Effective implementation of this area requires close coordination with the Departments of Social Innovation, Culture and Community.



2.3. List of actions

The actions presented in this document have been developed through the collective and participatory work of the URBACT Local Group (ULG) in Viladecans. The process was initiated with a comprehensive identification of the municipality's needs and opportunities, providing a solid foundation for the design of targeted interventions.

The actions have been structured, using the Impact Navigator tool, according to the previously defined areas of intervention, ensuring an integrated response to the identified challenges. Each action has been aligned with the strategic objectives of the IAP to promote effective implementation and maximise impact. Finally, the actions have been prioritised to enable a phased and efficient planning process that guarantees their long-term viability and sustainability.

PURSUE NOW

SCOPE	OBJ.	ACTION
F & UE	1 2	Reimagine Can Xic: adaptation of youth facilities with the direct involvement of young people, to ensure it becomes welcoming, safe and diverse
YP	1 2	Promotion of socio-cultural, sport and leisure activities co-managed with young people, along with support for existing youth-led projects in the city, such as Viladecans Park Fest, Agro Fest Festival, Hallonyada, artistic exhibitions, etc.
HR	2	Incorporation of a janitor role at the Can Xic Youth Centre to relieve the rest of the staff from reception duties and space set-up tasks..
EC	1 2 3	Creation of a Communication Plan, led by the Youth Service and developed in coordination with the Communication Dep., aimed at strengthening the connection between services and young people through age-based segmentation and co-creation of content, while promoting dialogic communication.
CE	1 3	Reactivation of the Youth Service's TikTok channel, co-managed with young people and coordinated with the overall Instagram content strategy.
CE	1 3	Creation of an Internal Communication Protocol on youth-related matters within the City Council, aimed at sharing youth service actions with other departments and ensuring that content of interest to young people—generated by other municipal areas—is effectively communicated
HR	1 3	Incorporation of a communication specialist, assigned to the Youth Service and working in coordination with the Communication Dep.
HR	1 2 3	Restructuring of the current responsibilities of the technical youth team following the increase in staff, with a focus on direct engagement with young people and improved integration with other municipal services.
F & UE	1 2	Feasibility study on the potential incorporation of study-friendly spaces within municipal proximity facilities in Viladecans.
CE	1 3	Adaptation of existing and future advisory services to the digital environment, in order to offer them in a hybrid format that combines face-to-face support with synchronous, asynchronous and bidirectional digital channels.
YP	2 3	Creation of the Viladecans Youth Forum, complemented by regular consultative participation processes under the banner "Have your say!", designed with specific objectives and implemented through diverse groups and spaces.
CE	1 3	Creation of a WhatsApp channel to enable streamlined one-way communication of information relevant to young people.

KEEP OPEN

CE	1 3	Development of the Viladecans Youth Agenda, integrating all youth-oriented services and activities available in the city.
HR	1 2	Incorporation of a street intervention team to engage young people who do not typically attend youth facilities or Secondary Education Centres, combining outreach professionals, sports-based engagement and coordinated actions.
YP	1 2	Engagement of identified youth representatives from Viladecans in the co-design of targeted actions.
CE	1 3	Specific collaborations with local influencers for targeted dissemination actions that require broader outreach.
CE	3	Creation of a virtual relational space aimed at fostering social interaction and connection among young people through platforms such as Discord, Instagram or WhatsApp.
YP	2	Support and guidance, taking into account the generational shift, for the La Fede student group towards an assembly-based, actively participatory space co-managed with the youth team.
F & UE	1 2	Direct intervention in open public spaces to bring municipal services and resources closer to young people, promote youth-led initiatives, and improve social coexistence.
F & UE	1 3	Extend the Youth Information Point in a decentralised manner across all municipal offices.

PLACE IN STORAGE

F & UE	2	Provision of youth facility space for autonomous use by young people outside standard administrative hours
F & UE	2	Active involvement of young people in participatory design processes for municipal facilities and public spaces.
E i MU	1 2	Optimisation of local municipal facilities to enhance their accessibility and relevance for youth-oriented activities.

Action planning details



AREA: HUMAN RESOURCES

ACTION 1

Incorporation of a communication specialist, assigned to the Youth Service and working in coordination with the Communication Department

/Description:

The objective is to improve the efficiency, coherence, and impact of messages and communications addressed to the city's youth. This action responds to the need to expand the human resources dedicated to managing social media channels targeting young people.

This specialist would work in close coordination with the City Council's Corporate Communication Service, ensuring alignment with the overall communication strategy while adapting content and channels to the specific characteristics and preferences of the youth audience.

/Agents involved:

- Corporate Communication Service
- Culture and Youth Unit

/Timing:

🔥 Trending (2025–2026)

/Responsible:

Corporate Communication Service and Culture and Youth Unit.

/Link to the strategy:

- 1 Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests
- 3 Expand the reach of youth services through a hybrid model with a strong digital component

/Funding and Resources:

- HR: incorporation of a communication professional with a profile specialised in digital and youth communication.
- HR: follow-up provided by the Corporate Communication Service and the youth team.
- Materials: laptop, camera, mobile phone.
- Funding: estimated budget of €15,000 for a one-year period, averaging 10 hours per week.

/Risks and concerns:

- Disconnection or instability of the position (long-term sustainability).
- Difficulty in securing long-term funding to ensure the continuity of this role.

/Evaluation indicators:

- Existence of a dedicated professional (target = 1).
- Positive assessment of the coordination between Youth and Communication

SUMMARY OF THE SUB-ACTIONS

- Definition of professional profile needs.
- Publication of the tender profile of the contractor.
- Coordination of the new figure with the team and management .

Deliverable of a 2026-2027 youth content communication/dissemination plan

AREA: HUMAN RESOURCES

ACTION 2

Restructuring of the current responsibilities of the technical youth team

/Description:

Internal restructuring of the functions and tasks of the Youth Technical Team. This reorganisation will allow for a clearer focus on direct support to young people and strengthen coordination with other municipal services, generating a more cross-cutting and integrated working dynamic.

The restructuring includes the assignment of specific roles within the staff of the Youth Resource Centre (CRJ) Can Xic. These roles should cover various tasks, including monitoring the projects of this IAP. Among other aspects, one of the profiles should be partially dedicated to reception, management, and adaptation of spaces, thereby improving accessibility and service quality.

In addition, the possibility remains open to incorporate a youth information and room support profile if external funding is obtained, with the aim of reinforcing personalised support and the dissemination of relevant information for young people.

/Agents involved:

- Municipal representatives of the Culture and Youth Unit
- Staff of the CRJ Can Xic

/Timing:

🔥 Trending (2025–2026)

/Responsible:

Head of Culture and Youth Unit

/Link to the strategy:

- 1 Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests
- 2 Promote youth participation and co-creation in community initiatives and youth services
- 3 Expand the reach of youth services through a hybrid model with a strong digital component

/Funding and Resources:

- Own municipal resources.
- Youth Technical.
- CRJ Can Xic.

/Risks and concerns:

- Managing the change of new roles effectively in the short term.
- Dependence on the availability of greater financial resources to expand the workforce.
- Task overload during the transition period.

/Evaluation indicators:

- % execution of the actions defined in the PLJ for each period (target=75%).
- N° of agents with whom there is stable coordination (target=10).
- Evaluation of the service by young people (target = 4 / 5).

SUMMARY OF THE SUB-ACTIONS

- Analysis and design of the internal reorganization.
- Redistribution of functions and responsibilities.
- Funding research for new profile.

AREA: COMMUNICATION STRATEGY

Creation of an Internal Communication Protocol on youth-related matters within the City Council

/Description:

Design and implementation of a specific Internal Communication Protocol for youth-related issues, with the aim of improving coordination and information sharing among the different municipal areas and services, while ensuring that information relevant to young people reaches them efficiently and attractively.

The protocol should make it possible to highlight and share, across departments, the actions, programmes, and services promoted in the field of youth, while also properly channelling information generated by other municipal services (such as culture, sports, health, training and employment, housing, etc.) that is relevant to young people. To make this effective, it is proposed to establish the role of “*internal coordinators*” in each municipal service, with the following functions:

- Detect and promptly transfer actions of youth interest that are generated in their area
- Collect and distribute youth-related information that could be useful for other services, in a two-way manner.
- Collaborate in the creation of a transversal, agile, and coherent communication circuit within the City Council.

This protocol not only strengthens the visibility of youth work, but also fosters more efficient, integrated communication that is better oriented to the real interests of the young people of Viladecans.

/Agents involved:

- Municipal areas with initiatives aimed at young people
- Representatives and Directors of each area/service of the City Council of Viladecans and facilities

/Timing:

🔥 Trending (2025–2026)

ACTION 3

/Responsible:

Corporate Communication Service and Culture and Youth Unit

/Link to the strategy:

- 1 Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests
- 2 Promote youth participation and co-creation in community initiatives and youth services
- 3 Expand the reach of youth services through a hybrid model with a strong digital component

/Funding and Resources:

- Youth technical team: monitoring of the protocol.
- Internal municipal contacts: designated in each service to channel the information.
- Corporate Communication Service: leadership of the process and monitoring of the protocol.
- This action is carried out with staff and internal resources, with no additional economic cost..

/Risks and concerns:

- Lack of involvement and difficulty in assigning an internal focal point in each service.
- Disconnection between institutional language and youth language.
- Difficulty in establishing a functional circuit.
- Long-term sustainability challenges due to staff and focal point turnover.

/Evaluation indicators:

- N° of designated references (target = 15)
- N° of proposals made by referrer (goal = 2 per referrer)

SUMMARY OF THE SUB-ACTIONS

- Designation of the referents of each department.
- Generate a six-monthly space for coordination between the different teams and the Culture and Youth Unit in order to properly know community resources.
- Creation of a proposed circuit that I came together to the content tips.
- Include specific labels in the Single Agenda for youth content

AREA: COMMUNICATION STRATEGY

Reactivation of the Youth Service's TikTok channel, co-managed with young people and coordinated with the overall Instagram content strategy

/Description:

In 2024, a youth survey was conducted on 457 young people about youth services (health, leisure, culture, work and other areas), and the need to improve communication emerged, with TikTok as one of the preferred channels to receive information. In response, he proposed as a *testing action* to restart the TikTok channel, already created but without content, to validate its effectiveness as a communication tool. In June 2025 shas started the *testing action*, through the subcontracting of a specialized company, from the TIKTOK channel [@viladecansjove](#). In the period July-September 2025, between one and two publications per week have been published, placing young people at the centre so that they themselves could generate the content. The average number of likes per post was around 100, with posters or static images receiving fewer likes, and festive videos receiving more. Views ranged from 2,000 to 5,000, showing growing youth interest and consolidating the social network.

/Agents involved:

- Young people from Viladecans (12 to 35 years old) - target segmentation forecast by age groups.
- Viladecans City Council (communication officers for each area and service, Corporate Communication, Culture and Youth Unit, and Department of Training, Employment and Business)

/Timing:

- 🔥 Trending (2025–2026)

ACTION 4 TESTING ACTION

/Responsible:

Corporate Communication Service and Culture and Youth Unit

/Link to the strategy:

- 1 Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests
- 3 Expand the reach of youth services through a hybrid model with a strong digital component

/Funding and Resources:

- HR: reference person for youth social networks and communication focal point for Corporate Communication/online.
- Budget: €4,719 (June–September 2025)
- Budget: €12,000 (September–December 2025)
- Budget extension for the online communication content contract: approximately €16,000

/Risks and concerns:

- Lack of resources for the continuity of the action (sustainability of the channel).
- Difficulty in capturing genuine attention (not being able to connect with the entire youth target).
- Risk of falling into the institutional tone.
- Low participation or limited impact.

/Evaluation indicators:

- N° of followers a TikTok (target = 5300)
- Average views per video (target = 2000)
- Audience retention % (goal=60%)
- Knowledge of the profile (target =75% of respondents)
- N° participation in calls to action (target = 25% audience)

SUMMARY OF THE SUB-ACTIONS

- Relaunch campaign, €3,000 (value joint TikTok & WhatsApp youth campaign with €4,500). Count on the support of civic agents or street educators in this campaign.
- Creation of the monthly content council (shared with the Whatsapp channel).
- Creation of the content planning table.

AREA: COMMUNICATION STRATEGY

Creation of a WhatsApp channel to enable streamlined one-way communication of information relevant to young people

/Description:

In collaboration with the professionals from Coexistence and Civic Engagement (open-environment educators and civic agents), successful public campaigns have been organised to promote programming in public spaces, reaching groups not previously connected to the city's Youth Service.

Viladecans City Council already has a broadcast channel that sends information of general interest to all citizens. However, the youth audience is demanding its own dedicated channel with specific content aimed at them, such as programming, news, or services tailored to their interests.

/Agents involved:

- Young people from Viladecans (12 to 35 years old) - target segmentation forecast by age groups.
- Viladecans Town Council (communication officers for each area and service, Corporate Communication, CRJ Can Xic technical team, Coexistence and Civics Unit).
- Culture and Youth Unit.

/Timing:

🔥 Trending (2025–2026)

ACTION 5

/Responsible:

Corporate Communication Service, Culture and Youth Unit, and Coexistence and Civility Service.

/Link to the strategy:

1 Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests

3 Expand the reach of youth services through a hybrid model with a strong digital component

/Funding and Resources:

- Open environment educators, a youth professional and a Communication professional.
- Telephone line.
- Mobile with WhatsApp.
- Financing: own resources.

/Risks and concerns:

- Channel saturation due to high departmental demand.
- Low growth in followers as expected and the update is not sustainable over time.
- The increase in the budget for managing online channels, difficulty in consolidating.

/Evaluation indicators:

- N° registered users (goal= 2600).
- N° of interactions with the content (likes, shares...) (target = 25% of audience).

SUMMARY OF THE SUB-ACTIONS

- Communication campaign for the new channel, with a minimum budget of €3000 to do something specific.
- Support with civic agents or street educators in this first point.
- Creation of the monthly content board, which we will share with the tik tok channel with the same members.
- Creation of the content planning table.

AREA: COMMUNICATION STRATEGY

Adaptation of existing and future advisory services to the digital environment, in order to offer them in a hybrid format

/Description:

With the aim of improving accessibility and adapting to the consultation habits of young people, work is being carried out to transform youth advisory services into a hybrid model that combines face-to-face support with synchronous, asynchronous, and bidirectional digital channels.

From the Social Innovation and Relational Governance Service, it is proposed to facilitate for young people the process of obtaining the idCAT (necessary for many administrative procedures, and about which a high level of unawareness has been detected among young people). This support would include a personalised advisory service through video-assistance tools and the design and launch of information campaigns to encourage its use.

In addition, spontaneous use of the Can Xic mobile phone has been detected as a consultation channel, even though it was not originally intended for this purpose. To respond to this reality and strengthen service accessibility, it is proposed to formalise this channel by establishing a service protocol and assessing the possibility of creating a specific telephone line for youth inquiries, linked to advisory services.

/Agents involved:

- Target audience: young people aged 12 to 35.
- Culture and Youth Unit: youth worker.
- Other agents who carry out procedures with young people (IDCAT, OVI, OLH, Can Calderon, etc.).
- Street educators.

/Timing:

🔥 Trending (2025–2026)

ACTION 6

/Responsible:

Culture and Youth Unit, Digital Innovation and Data Governance Service, and Social Innovation and Relational Government Service

/Link to the strategy:

1 Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests

3 Expand the reach of youth services through a hybrid model with a strong digital component

/Funding and Resources:

- RH: professionals of the equipment CRJ Can Xic
- Economy: existing telephone line.
- Materials: mobile phone .
- €5,000 dissemination campaign.

/Risks and concerns:

- Inability to assume the volume of attention derived from the digital administrative gap of young people.
- Decline in the quality and efficiency of the service as a result of the resources allocated (youth informant)

/Evaluation indicators:

- N° of users served (target= 1500)
- N° of uses (target= 2000)
- N° of video attention / video transmission (goal=200)

SUMMARY OF THE SUB-ACTIONS

- Use "WhatsApp Business" as a work tool: download the application, update the catalog of services, schedules, automatic responses, etc.
- Diffusion campaign for obtaining the Mobile IDCAT and advertising of the enabled telephone number
- Definition of channel management and use and responsibilities at team level.
- Educate in the prior appointment to educate in planning and not immediacy, without having to wait longer than 24/48 hours.
- Publication of the WhatsApp phone number in XXSS and viladecansjove.cat website.
- Expansion of internal staff for youth policies.
- Training actions for digital training (Digital Talent of Can Calderon)
- Decentralize resources to places where the most disadvantaged young population is detected (with a greater digital gap).

AREA: EQUIPMENT AND URBAN ENVIRONMENT

ACTION 7

Reimagine Can Xic: adaptation of youth facilities with the direct involvement of young people, to ensure it becomes welcoming, safe and diverse

/Description:

Reimagine Can Xic is a key action of the Viladecans Youth Local Plan 2024–2030, created with the aim of rethinking the Can Xic Youth Resource Centre as a living, inclusive space that reflects the diversity of young people in the municipality. This action falls within the strategic objective of promoting co-responsibility and the right to participate, and is based on the need to adapt youth services to the changing realities of young people.

Specifically, it has been identified that although Can Xic is a reference facility, it currently faces difficulties in connecting with a significant portion of Viladecans' youth, especially those who are not part of organisations or who lack ties with institutions or public services. The proposed strategy is a participatory transformation process of the space, programming, and operation of the facility.

/Agents involved:

- Young people from 12 to 35 years.
- Youth technical team.
- Other related municipal services with transversality and a 360 view.
- Local entities.
- Educational centers.
- OAC (accommodation of citizens).

/Timing:

🔥 Trending (2025–2026)

/Responsible:

Culture and Youth Unit (council, management and technical team).

/Link to the strategy:

- 1 Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests
- 2 Promote youth participation and co-creation in community initiatives and youth services

/Funding and Resources:

- Own municipal resources.
- Youth workers.
- CRJ Can Xic.
- Supramunicipal entities (for example, in programs of the Diputació de Barcelona).

/Risks and concerns:

- Cyclical participation and exhaustion of the most active young people.
- Difficulty in reaching groups not linked to facilities or institutions.
- Digital gap and disconnection of certain groups.
- That the spaces are not exclusively for young people, generating an image of adults and what not attracted to young women
- Available schedules are not interesting for youth.

/Evaluation indicators:

- N° of young people participating (target = 150)
- N° of youth proposals completed (target = 5)

SUMMARY OF THE SUB-ACTIONS

- Implement a participatory process in educational centers and the equipment itself with a 360° view.
- Resize the equipment and rethink the target based on the available spaces.
- Promote the transformation of youth services based on face-to-face and hybrid events.
- Convert Can Xic into a broad concept: recognition of youth services beyond the equipment.

AREA: EQUIPMENT AND URBAN ENVIRONMENT
ACTION 8

Feasibility study on the potential incorporation of study-friendly spaces within municipal proximity facilities in Viladecans. Highlighting the neighborhood centers, the library and the youth facilities

/Description:

The objective of this action is to analyse and determine the feasibility of creating specific study spaces within local facilities in Viladecans, such as neighbourhood centres, the Library, and the Can Xic Youth Resource Centre. This initiative responds to the demand from young people for decentralised, quiet, accessible, and well-equipped places to study, especially during exam periods.

The study must take into account key aspects for young people such as the availability of spaces, opening hours, infrastructure (tables, Wi-Fi connection, power outlets, computers), as well as the provision of both group and individual study areas. Shared use of facilities should also be considered. The ultimate goal is to offer real and nearby alternatives that foster educational success and the well-being of young people.

/Agents involved:

- Young people (of different age groups; high school, high school, VT and university students).
- Municipal facilities: Library, CRJ Can Xic, Neighborhood houses, Can Calderon, Can Batllori, Ca n'Amat, Sports facilities...
- Municipal departments: Culture and Youth Unit, Education Department, Community Revitalization Unit, Sports and Equipment Network
- Technical services for management and maintenance of public spaces.

/Timing:

👍 Like (2029–2030)

/Responsible:

Municipal library, Network of community facilities, Culture and Youth Unit

/Link to the strategy:

- 1 Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests
- 2 Promote youth participation and co-creation in community initiatives and youth services

/financing i Resources:

- Own municipal resources.
- Youth worker.
- CRJ Can Xic.

/Risks and concerns:

- Lack of time availability of equipment to open outside normal hours.
- Difficulty in adapting existing spaces without building interventions.
- Little knowledge or use by young people if it is not communicated properly.
- Costs associated with the provision and maintenance of the spaces outside normal hours.
- Some municipal facilities (such as Can Calderon or Library) have perceived security problems at night.

/Evaluation indicators:

- N° of new enabled spaces (goal = 2)
- N° of users per space (target=100)
- Degree of satisfaction young people (goal = 4/5)

SUMMARY OF THE SUB-ACTIONS

- Detect spaces available and compatible uses, prioritizing:
 - with a gender perspective and inclusive: safe and accessible.
 - sustainable taking into account thermal comfort and air conditioning.
- Know preferences and preferred timetables to adapt the ordinary timetable of the study spaces and the appropriate time extensions during exam periods.
- Public lighting and security personnel in selected equipment that are perceived as safe.

AREA: YOUTH PARTICIPATION

Youth Forum

/Description:

The **Youth Forum** is a formal, stable, and regulated body within the structure of Viladecans City Council. It is conceived as a strategic space where young people can make their voices heard, put forward proposals, and influence municipal policies.

To reactivate this space and ensure its functionality, a relaunch action is proposed to **revitalise the Youth Forum with a renewed call** and connect it with other participation channels such as "Digues la teva!" ("Have Your Say!"), thus creating a coherent and integrated participatory architecture. "Have Your Say!" is proposed as a complementary tool in the form of **regular consultative processes with specific purposes**, developed through diverse groups and spaces (educational centres, youth facilities, digital platforms, university students using the library, etc.). These consultations will feed the Youth Forum with issues of real interest to young people, fostering their involvement and representativeness.

In addition, the Forum can serve as a catalyst space for strategic projects led by young people.

/Agents involved:

- Young people (of different profiles, ages and backgrounds: members and non-members)
- Service of Social Innovation and Relational Government
- Culture and Youth Unit ("Digues la teva!" youth workers)
- Educational centers and municipal facilities
- Educators of open environment and sports.
- ENO
- Heads and political staff.

/Timing:

🔥 Trending (2025–2026)

ACTION 9

/Responsible:

Service of Social Innovation and Relational Government

/Link to the strategy:

- 1 Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests
- 2 Promote youth participation and co-creation in community initiatives and youth services

/Funding and Resources:

- HR of the departments involved: CRJ Can Xic and social innovation service.
- Facilitators for "Have your say!" and the Forum
- Spaces for meetings (face-to-face or hybrid)
- Materials for group work and systematization of proposals
- Digital resource for consultations and participatory dissemination. "Have your say" will be integrated into the platform *Participa311*, which will centralize all participation.

/Risks and concerns:

- Low response if the content does not connect with the interests of young people
- Lack of continuity if meetings are not scheduled, at least annually, or linked to the school calendar.
- Difficulty in establishing effective return channels.
- Institutional perception of the forum by more disengaged young people.
- Frustration on the part of the young participants when generating debates and expectations.

/Evaluation indicators:

- N° of young participants (target = 150)
- Quality and applicability of proposals
- N° of youth proposals incorporated (goal=5)

SUMMARY OF THE SUB-ACTIONS

- Transversal participation-youth meeting to define the topics of interest. Design and definition of the participation model.
- Creation of processes "Have your say!"
- Celebration of the Youth Forum, with return and follow-up.
- Impact study of offering participation incentives (not necessarily direct financial: for instance, discounts in local trade, atrium tickets or voluntary credits for the training curriculum).

AREA: YOUTH PARTICIPATION

Promotion of socio-cultural, sport and leisure activities co-managed with young people and support for existing youth-led projects in the city

/Description:

Support and accompany actions managed or co-managed by young people. On the one hand, projects that originally emerged as youth demands and, in later editions, have become consolidated, forming part of Viladecans' socio-cultural offer. These evolve into youth traditions where young people co-manage and take part in designing the activity (for instance, Viladecans Park Fest, Agrofest or Hallonyada). The objective is to consolidate a stable, participatory, and diverse programme, also including night-time activities and making use not only of youth facilities but also sports, cultural venues, and public spaces in a decentralised way.

The sub-action of the Carnival Parade (*Rua de Carnestoltes*) as a *Testing Action* allowed us to validate this model of participation, since all collected indicators (number of participants, feedback from young people and professionals, and young people's intention to repeat in a similar format. Finally, there are actions created by non-associated young people. The aim is to provide support, allocate suitable spaces, and offer available resources to ensure their proper development.

/Agents involved:

- Youth organizations and unaffiliated young people
- Culture and Youth Unit and CRJ Can Xic
- Service of Social Innovation and Relational Government
- Unit, Sports and Equipment Network
- Municipal companies (Viqua)
- Restaurant and Hospitality Network
- Athenaeum of the Arts
- Educational Centers (post-compulsory) and ENO
- Open environment educators

/Timing:

🔥 Trending (2025–2026)

ACTION 10 TESTING ACTION

/Responsible:

Culture and Youth Unit

/Link to the strategy:

1 Bring youth services and programming closer to the diversity of young people by adapting them to their spaces, communication styles and interests

2 Promote youth participation and co-creation in community initiatives and youth services

/Funding and Resources:

- Specific municipal resources for cultural and youth activities
- Technical support for the staff of the Culture and Youth Unit
- Leased municipal equipment and spaces
- Support materials: sound equipment, mobile stages, furniture, etc.

/Risks and concerns:

- Dependence on the voluntary involvement of young people and difficulty maintaining commitment in the long term.
- Lack of logistical and technical resources to carry out all the proposed initiatives
- Difficulty in making the proposals properly visible within the municipal programming
- Lack of stable interlocutors with unaffiliated young people.
- Conflicts between different groups or youth organizations, generating a lack of collaboration.
- Incidents in security, cleanliness, civility, noise and complaints from the neighborhood in the activities in the public space.

/Evaluation indicators:

- N° of annual co-managed activities (target = 5)
- Young people's satisfaction degree (target 4/5)
- N° of young people involved (target = 50)
- N° of new annual youth initiatives (target=1)

SUMMARY OF THE SUB-ACTIONS

- Support for consolidated youth projects
- Support for youth organization initiatives
- Incorporate sports integrators for sports activities.
- Transfer of spaces and materials to youth
- Promotion of new cultural and environmental proposals

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Implementation Framework

The implementation of the Viladecans IAP is based on shared governance, clear planning and a robust follow-up strategy. This framework ensures the continuity, sustainability and efficiency of the plan through to 2030.

4.1. Governance and continuity of the URBACT Local Group

The overall leadership of the Integrated Action Plan (IAP) will lie with the **Culture and Youth Unit** of the Viladecans City Council, which will take on the cross-sector coordination of all actions, as well as the overall monitoring of the plan's strategic objectives and outcomes. Although the Youth team holds the leadership role, the technical reference body for IAP monitoring will be the **Core Group**, composed of representatives from the Culture and Youth Unit, the CRJ Can Xic, and the City Council's departments of European Projects, Social Innovation, Corporate Communication and Digital Transformation. This group will meet on a **biannual** basis to monitor progress, evaluate results, and review the planning of upcoming actions. It will also be responsible for collecting and managing the indicators that will be reported next.

In addition, to ensure coherent and integrated implementation, an **internal ULG** will be maintained, with the participation of representatives from the municipal departments involved. This group will meet on an **annual** basis and will focus on evaluating and monitoring the implementation of the IAP, while also generating proposals for adjustments and improvements, among other functions.

- Coordinate and monitor the implementation status of actions using output indicators.
- Identify potential synergies, bottlenecks or areas requiring adjustment.
- Ensure the ongoing application of cross-cutting principles, including Green Transition, Gender Equality and Digital Transformation.

L'**enlarged ULG**, on the other hand, will have character consultative and proactive, with a periodicity **biannual**, and a close coordination with the **Youth Forum** and the channels of youth participation that already exist, such as the participatory processes "**Have your Say!**".

The **enlarged ULG**, on the other hand, will have a consultative and proactive role, meeting on a **biannual** basis and maintaining close coordination with the **Youth Forum** and existing youth participation channels, such as the "Have your say!" participatory processes.

4.2. Monitoring system and indicators

To ensure a rigorous and context-sensitive implementation of the Integrated Action Plan (IAP), a structured monitoring and evaluation system will be established. This system will enable the measurement of both the implementation of individual actions and the overall impact of the project on the municipality. It will serve as a key tool for strategic adjustment, accountability, and the generation of transferable learning. The monitoring framework is based on the combination of two complementary levels of indicators:

Output indicators

Already defined in Section 3 of the plan, these indicators are linked to each of the prioritised actions. They make it possible to monitor operational implementation and measure performance. Each action will be accompanied by a monitoring sheet including baseline values, targets, and the frequency of evaluation (annually and at the final review in 2030).

Result indicators

These indicators will assess the overall impact of the NextGen YouthWork project in Viladecans, particularly in relation to the IAP's strategic objectives, the transformation of youth services, and the cross-cutting priorities of green transition, gender equality and digital transformation. They are **global, transversal, and longitudinal** in nature, and will be evaluated primarily by the Core Group on a biannual basis (where applicable) and during the final review in 2030.

SCOPE	RESULT INDICATOR	BASELINE VALUE	TARGET VALUE	FONT
Green transition	Number of environmental activities co-organized with young people	0	2 annual activities with active youth participation	Register of activities
	Number of online resources created	0	2 adaptations of information in annual digital format	Web page and XXSS
Gender equality	Perception of safety of public facilities by girls	-	75% of the facilities score more than 4 / 5 in "safe space"	PLJ evaluation survey
	Prevention actions of gender violence for women and the LGBTI group		Increase by one 25% d'annual prevention actions	CRJ Can Xic programming
	% of young female participation	52% of women	Maintain proximity to 50% women and men	User register
Digital transformation	% digital procedures carried out (e. idCAT Jove) online	0% online 100% in-person	50% of the procedures are carried out online	Digital Innovation Service and Data Governance
	% of young people who identify digital channels as useful information channels	Whatsapp 43% Instagram 32% Email 25%	20% increase on all channels (including TikTok)	PLJ evaluation survey

Accessibility and inclusion	Presence of services for young people in neighbourhoods	1 of 14	7 of 14 neighborhoods in Viladecans	Culture and Youth Unit
	% of services and equipment that incorporate adaptations for access barriers	-	100% of services adapted to functional and/or socio-cultural diversity	Culture and Youth Unit
Youth participation	% of activities with consultative and projective participation (Trilla and Novella, 2001) of young people	-	50% consultative on the total of the youth program 15% projective on the total youth program	Register of activities
	Perception of young people's agency in municipal politics	-	75% of those surveyed consider that they have the ability to influence	PLJ evaluation survey
Scope of services	% of young people who consider the Youth service as a resource or interlocutor to contact	62,4%	80% of respondents	PLJ evaluation survey
	Agents with whom Youth Unit relates to disseminate its actions	10	50% increase	Culture and Youth Unit
	% of young people who have had contact with a youth service in the last year	17.9% of the young respondents have made use of some service	50% of the young respondents	PLJ evaluation survey

4.3. Funding and resources

The implementation of the Viladecans Integrated Action Plan (IAP) will require a combination of human, material, digital and financial resources, which will be mobilised progressively. Although each action includes its own resource forecast (see Section 3), it is essential to define a global financing strategy that combines municipal resources with other public funding mechanisms. This approach will ensure the overall viability of the plan, as well as its continuity and capacity to adapt over time. The following funding sources have been identified:

Ordinary budget of the Culture and Youth Unit and areas involved.

European funds (URBACT, Erasmus+, ESF+).

National and regional subsidies (PNJCat, lines of the Department of Social Rights, ACCD).

Collaboration with entities and strategic alliances to share costs of activities or spaces (for example the Diputació de Barcelona).

To ensure efficient, **coordinated and transparent management of the resources** linked to the implementation of the Integrated Action Plan, several instruments will be established to enable the continuous planning, monitoring and adjustment of the plan's deployment over time:

Annual financial plan

This document will act as the operational guide for the implementation of the plan and will be updated depending on the progress of the projects and the opportunities detected. At the beginning of each year (January), the **Culture and Youth Unit** will prepare a technical document that will include:

- The actions prioritized for the annual period.
- Available or planned funding sources (municipal budget, supra-municipal calls, European funds...).
- Planning grant applications and other funding opportunities.
- The estimated allocation of resources by action or axis of intervention.

Integrated budget tracking

The **Core Group** will assume, among its functions, the monitoring of the budget deployment as a partner in the actions of the plan. To do this:

- Semi-annual budget implementation status.
- Possible deviations, shortcomings or needs for reinforcement will be detected.
- Budgetary reallocations between departments or response actions to changing situations will be proposed (for instance, increased demand for a service, new line of funding...).

Annual planning adjustments

From the monitoring reports and spaces of the **ULG**, it will be established an annual plan adjustment cycle:

- Review of action priorities based on the observed impact, feasibility and youth demand.
- Redistribution of resources or rescaling of actions to guarantee the overall effectiveness of the plan.
- Incorporation of new actions or complementary actions, if relevant opportunities are identified.

4.4. Risk assessment

To ensure the successful implementation of the Integrated Action Plan, it is essential to anticipate the main cross-cutting risks that may hinder the achievement of its strategic objectives. This analysis **complements the risk assessment** already identified at the level of individual actions and strengthens the governance and monitoring framework from a preventive and strategic perspective.

Risks are categorised according to their likelihood of occurrence (low, medium or high) and their potential impact (low, medium or high). The table below presents a summary of the main risks identified for each area of intervention, along with the corresponding mitigation measures.

Risk identified	Probability	Impact	Mitigation measure
<i>Difficulty of access to supra-municipal funding</i>	medium	high	Annual calendar of calls and advance drafting of projects
Youth participation			
<i>Sustained low youth involvement</i>	high	high	Attractive communication, involvement from co-creation
<i>Difficulties in matching youth expectations and municipal capacity</i>	high	medium	Set clear margins of decision at the beginning of each process, guaranteeing an agile and transparent return, as well as generating flexibility and adaptation to needs in each process
Human Resources			
<i>Saturation or changes in the technical teams</i>	high	high	Transversal coordination and internal training
<i>Friction between municipal areas involved</i>	medium	medium	Creation of technical coordination committee
Communication strategy			
<i>Lack of stable human resources</i>	high	high	Central role of the Viladecans Single Agenda and basic initial training for new professionals
<i>Saturation of digital channels</i>	low	medium	Implement digital tools (WhatsApp Business, AI...) that filter and solve basic automated queries
<i>Little connection with the target audience</i>	medium	high	Have professionals specialized in communication, carrying out an exhaustive follow-up
Equipment and Urban Environment			
<i>Difficulties in opening time adaptation of the facilities</i>	medium	high	Previous study of costs and expected impact.
<i>Incidents in the public space (civility, cleanliness, noise...)</i>	medium	low	Involvement of the Coexistence and Civics teams in the actions.

4.5. Implementation timeline

A Gantt chart has been established with three main phases: 2025–2026, 2027–2028, and 2029–2030. This timeline will be reviewed annually by the Core Group, taking into account the achievement of indicators and contextual changes.

	2025	2026	2027	2028	2029	2030
1) Incorporation of a communication figure.						
2) Youth team restructuring						
Incorporation of room care figure at CRJ Can Xic						
Incorporation of an intervention team in the street or educational centers						
3) Internal Communication Protocol						
4) Reactivation of the TikTok channel						
5) Creation of a WhatsApp channel						
6) Adaptation of services to the digital environment						
Creation of a Communication Plan						
Creation of a Youth Agenda of Viladecans						
Occasional collaborations with local influencers						
Creation of a virtual relational space						
7) Reimagine Can Xic						
8) Creation of study spaces in Viladecans						
Direct intervention in the open environment						
Expand the decentralized Youth Information Point						
Transfer of space to CRJ Can Xic in a self-managed manner						
Inclusion of young people in the design of equipment						
Rearrangement of local equipment for youth use						
9) Youth Forum						
10) Promotion of socio-cultural actions						
Identification and collaboration of young referents from Viladecans						
Leadership of the La Fede youth group of students						