

Lada and Velilla del Río Carrión Innovation Platform

Results report

July 2023



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Introduction

The Open Innovation Platform of Lada and Velilla del Río Carrión is an initiative promoted by an alliance formed by the Innovation Centre in Technology for Human Development (itdUPM), the Agirre Lehendakaria Center (ALC) for social and political studies, an innovation laboratory attached to the University of the Basque Country and the company Iberdrola.

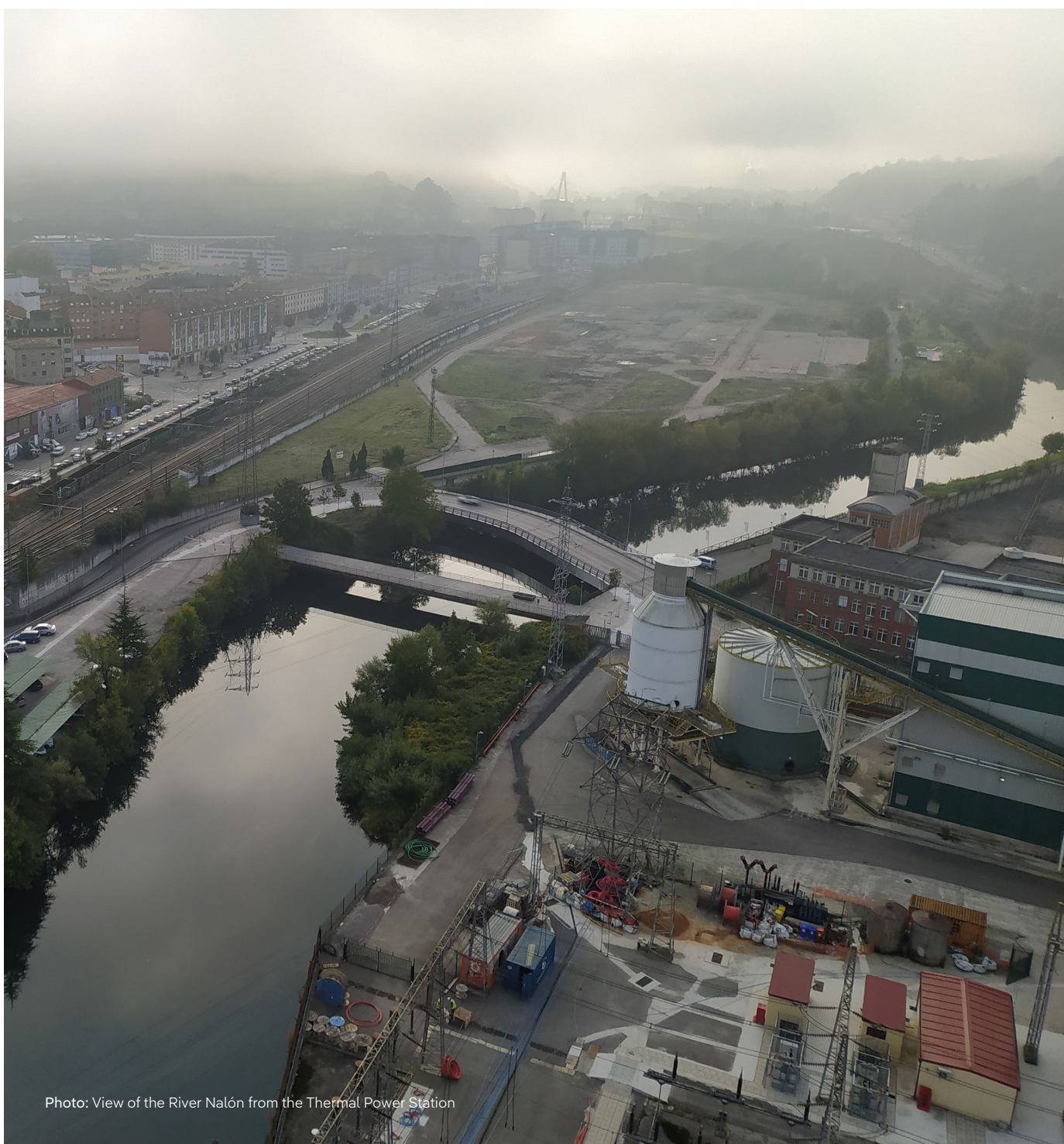


Photo: View of the River Nalón from the Thermal Power Station

Letter from the Business Director



Oscar Fortis
Energy Transition

In 2018 when Iberdrola received authorisation to close its last two coal-fired power plants, Lada and Velilla, as part of its strategy to combat climate change, it made a firm commitment to help the affected regions reap the benefits of the energy transition to a world without emissions.

For this, Iberdrola launched a Support Plan which, as an immediate action, included the relocation of all in-house and contract staff working at the power plants, followed by other decisions to invest more than 300 million euros in renewable plant and circular economy projects, as well as prioritising suppliers in the regions in its renewable projects around the world. These actions made it possible to mitigate the economic and employment impact associated with the closure of the plants in the short and medium term

Iberdrola also wanted to complement the Plan with other initiatives aimed at transforming the regions into attractive centres so as to establish new economic activities. In this sense, we were fortunate to learn about the experiences of social transformation projects carried out by the Centre for Innovation in Technology for Human Development (itdUPM) and the Agirre Lehendakaria Center (ALC) for social and political studies, and we asked them to develop a specific

project to contribute to the transformation of the Lada and Velilla regions, with a new approach, more focused on people and on identifying interconnected opportunities that make sense in these regions.

Thus, in September 2020, the Lada and Velilla Innovation Platform was created, led by itdUPM and ALC, with Iberdrola acting as facilitator.

It has been 3 years of hard work and enormous interest by the Platform, in which more than 250 people have participated in collaborative sessions providing their opinions and ideas, which has contributed to a change to a more proactive social dynamic in the search for opportunities.

More than 100 opportunities were identified, some of them already materialised with a great socio-economic impact, such as the photovoltaic panel factory in Langreo or the green employment and social roots programmes in Guardo-Velilla.

All the opportunities identified, as well as the experience, have been passed on to the regional administrations so that they can continue this work through their promotion and development agencies.

I can only thank the itdUPM and ALC team for all the work and care dedicated to this Platform, trusting that the experience gained can be applied to transformation processes in other regions in transition.

Kind regards,

Promoters of the partnership and origin of the collaboration

The Lada and Velilla Platform started its activities in September 2020, based on previous collaborations of the 3 promoting organisations, and taking into account the different contribution and the scope of knowledge and practice of each of them.



Iberdrola: owner of the plants affected by the closure process; provides human resources and knowledge of its specific business areas: power generation with heat pumps, biomass, photovoltaic technology, wind turbine generation; also its network of suppliers and related companies. In addition, knowledge of the territory and the participation of its employees, highlighting that of the director of both power plants, the head of Decommissioning and volunteer personnel to carry out the listening process.



Polytechnic University of Madrid through itdUPM provides specific experience and research results on the design, implementation, sustainability and facilitation of multi-stakeholder partnerships, with experiences such as the Shire Alliance (together with UNHCR, AECID, Iberdrola, Signify, Acciona Foundation, ARRA - Ethiopian Government Office), the Deep Demostration Madrid for Health and Clean Cities Platform (together with CKIC, Democratic Society, Dark Matter Lab, Madrid City Council, and others).



The **ALC** Centre has a long tradition of implementing social innovation approaches at both academic and practical levels, working for the United Nations Development Programme (UNDP), the International Labour Organisation (ILO) and the European Institute of Innovation and Technology (EIT) in its Climate-KIC branch, among others; and brings the expertise of its listening and ethnographic research team.

Both centres (itdUPM and ALC), also provide a network of contacts with thematic laboratories and innovation centres, as well as the possibility of connecting with similar experiences in Spain through their position as neutral agents and especially focused on learning and the extraction of replicable experiences in other places with the same problems.

The Platform aims to **promote and facilitate collaboration between citizens, public entities and companies to foster a fair transition** in the territories that are addressing the closure processes of the coal-fired power plants (owned by the company Iberdrola) and to **stimulate a systemic and sustainable transformation of the socio-economic model of these territories that incorporates an experimental and people-centred approach to ensure a deeper connection with the local context.**

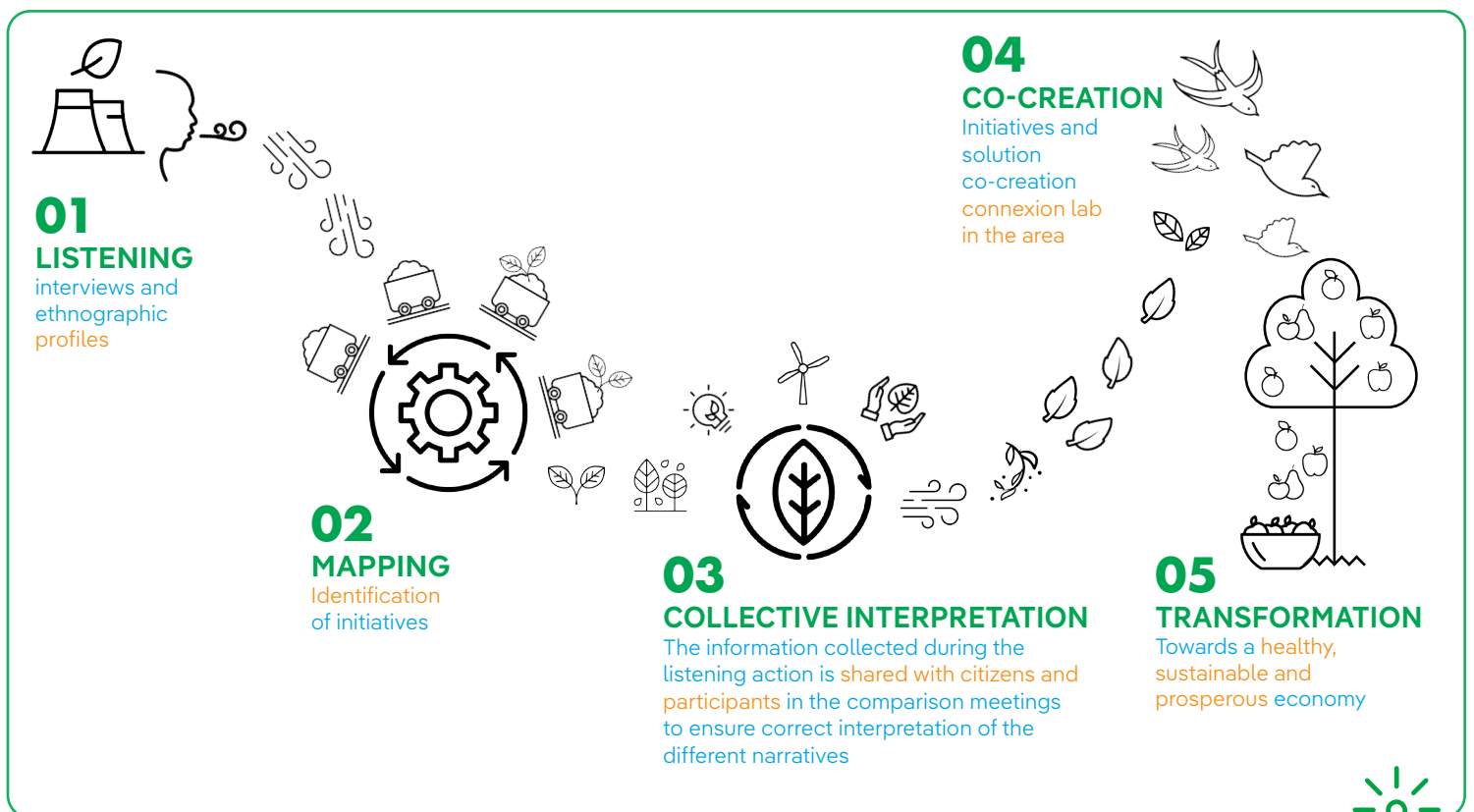
It uses deep listening and co-creation methods (see Appendix I) to develop a portfolio of socio-economic development initiatives (or portfolio) at 5 levels of action:

- (1) community-based initiatives.
- (2) social entrepreneurship projects.
- (3) large-scale public-private interventions.
- (4) new public services.
- (5) experimentation in regulatory regulation.

The Platform was created as an accelerator of collaborative processes between citizens, public entities and companies.

The Platform's working approach allows **interconnection** and opportunity **dynamics to be generated between** different initiatives **and** projects that exist in the territory, as well as new ones.

Rather than being created in isolation, they are treated as a **portfolio of interconnected social innovation projects** that generate and amplify opportunities for collaborative action.



Context of the closure of thermal power plants and the "fair transition" process in Spain

The closure of thermal power plants in Spain is a **complex process** with important social and economic repercussions. It is estimated that the impact on job losses at national level amounts to approximately 1,800 jobs, between own and auxiliary workers; in some cases, the activity of the plant is the main source of income for the municipalities in which they are located.

In addition, closures lead to a loss of activity, income and jobs, for example, which are related to transport and infrastructure management, and the phenomenon of depopulation of many of the affected municipalities. (Instituto de Transición Justa, 2020). Socio-economic and energy transition implies a transformation of the territory that is not only about replacing jobs, but also includes different aspects of people's lives there.

The gender aspect such as the **absence of women in the labour market, or cultural, the conception of work as a solely employed activity, the lack of associated business fabric that can support entrepreneurs (...)** the loss of freight traffic associated with coal transport and the related jobs, as well as for infrastructure managers (Instituto de Transición Justa, 2020). In addition to these factors, **there is the decrease in the tax revenue of the municipalities where the decommissioned infrastructures are located; and more global phenomena such as the ageing of the population and the migration of the population from rural areas to the cities.**

Rather than looking for *single point solutions* without a deeper connection to the local context, the Platform **incorporates the cultural dimension in the co-design of people-driven portfolios**, in collaboration with governments, businesses and civil society organisations.



Most significant changes in local perceptions

The Platform has identified there are contradictory perceptions regarding the possibility of transformation in both territories; on the one hand, the change in the territory requires a change of mentality:

"We are responsible and we know we have to do our part of the job. Here the people of the territory are not responsible for analysing their situation, nobody is going to come and give you the job done". (MO-F)

"Yes, there is a degree of Iberdrola's responsibility for the territory, but limiting it to that alone is a mistake because then you become captive to a third party" (ML2306)

On the other hand, change is not possible without public-private enterprise:

"The basis is work to transform the territory, it is impossible to replace the workload generated by industry" (IR-M)

"I still think we may need a tractor project. A tractor project that comes from the private sector, such as Iberdrola, or from the public sector." (6EBM)

The Platform has driven an incremental improvement in collaboration between the different agents. The implementation of the Platform has had a significant impact on the collaboration between the various agents involved in the process in the territories of Lada and Velilla. This change has been perceived positively by the community, which has valued the generation of connections and, above all, the creation of a network of collaboration between the different agents.

These agents have been able to collaborate in a closer and more coordinated manner, sharing knowledge, resources and perspectives for the benefit of development in the territories. In both areas, multi-stakeholder collaboration is understood to have allowed for a greater diversity of ideas and approaches to decision-making and implementation of projects. A more holistic view of the challenges and opportunities in Lada and Velilla has been achieved by bringing people and organisations with different skills and expertise together. In addition, collaboration between the different agents is perceived to have fostered the creation of synergies and strategic alliances.

In general, interviewees positively value the small change in mindset around networks and alliances, and the multi-stakeholder connections that the Platform process has fostered. The connections made are perceived more positively in Velilla, and specific reference is made to the connection between Apinorpa and Iberdrola and Vidapropia, the Polytechnic University of Madrid and the Palencia Businessmen Platform. In Lada, current narratives refer to the need to diversify Asturian industry and the portfolio approach, as opposed to "a public-private star initiative" reproducing the previous development model. In Velilla, however, the dominant narrative is still the latter.

LADA:

"All I see is that there is a belief that diversification and reconversion is possible" (16BFM)

"SMEs will have an important role to play and the role that administrations and the entrepreneurial ecosystem must play to encourage interest and the start-up of business projects" (16BFM)

"The platform helped to give and generate many ideas and to see that it can be possible to establish companies here."
(12ANM)

VELILLA:

"People are realising the importance of attracting business, of not just focusing on public issues. I think that for a long time there has been too much public trust and too little trust in businessmen as agents of change in the area" (JC-M)

"The basis is work to transform the territory, it is impossible to replace the workload generated by industry" (IR-M)

Lada, Asturias

On 10 November 2017, Iberdrola submitted a request to close its thermal power plants, one in Lada (Asturias) and the other in Velilla del Río Carrión (Palencia). The closure of Lada was authorised on 31 July 2020, the Platform started work in September 2020.

From a territorial point of view, the **Fair Transition Agreement for the Nalón Valley** extends the direct impacts of the closure to the municipalities of **Langreo, San Martín del Rey Aurelio and Laviana; including the municipalities of Piloña, Bimenes, Sobrescobio and Caso** due to criteria of territorial coherence and cumulative impact. This situation was taken into account by the Platform when approaching the work, not only circumscribing itself to organisations and people living in Langreo.

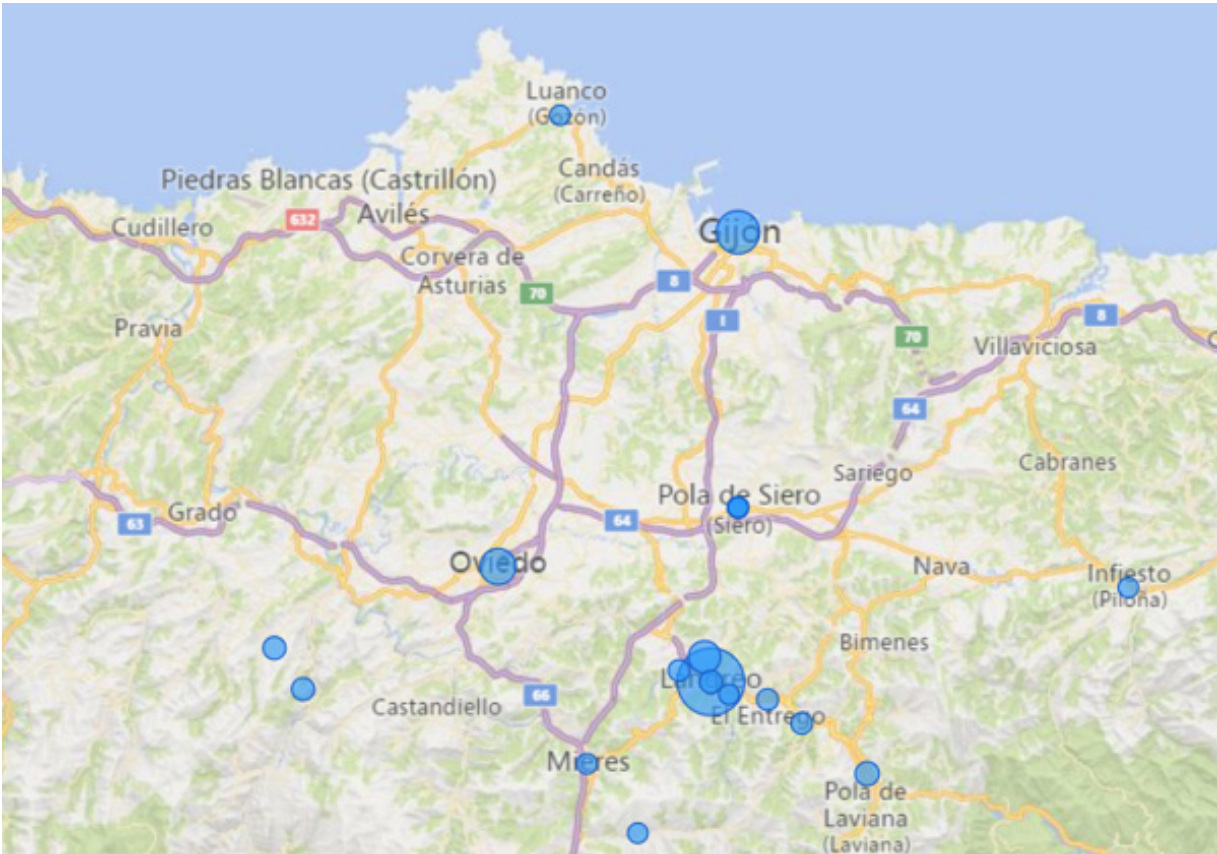


Image: Geographical distribution of participants in the Lada Platform.

From a participatory point of view, the Lada Platform has involved diverse stakeholders such as students, teachers, town council members, government officials, business owners, citizens, civil society organisations, private sector, community leaders, unemployed, youth, workers at the plant, people with a migrant background, among others.

Participants in the platform

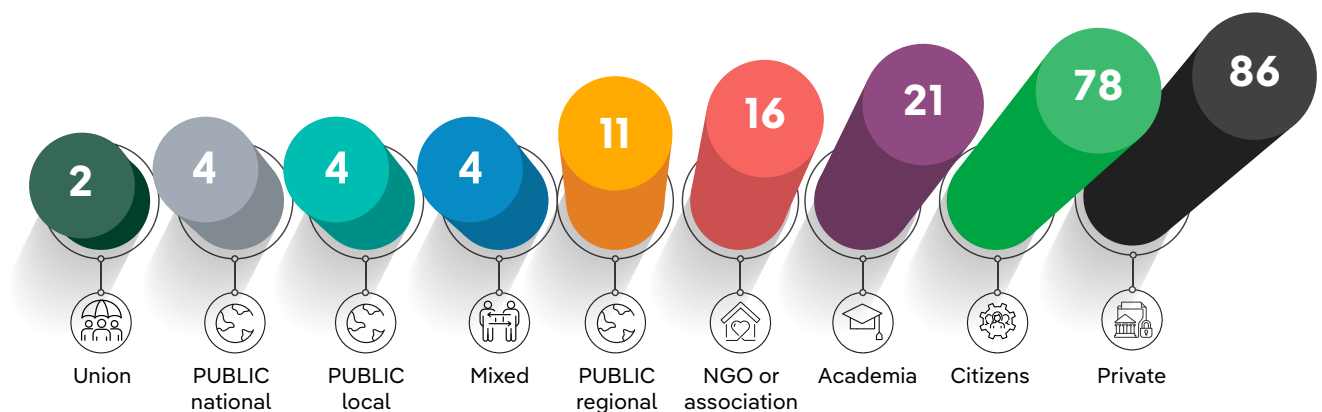


Image: Distribution of participants in the Platform's activities by area.

Perceptions, initiatives and key agents in the listening process



139

participants

with whom various discussions have been held throughout the process.



8

ethnographic profiles

that summarise the perceptions identified.



Lucía



Iván



Ángel



Ramón



Luis



Victoria



Jorge

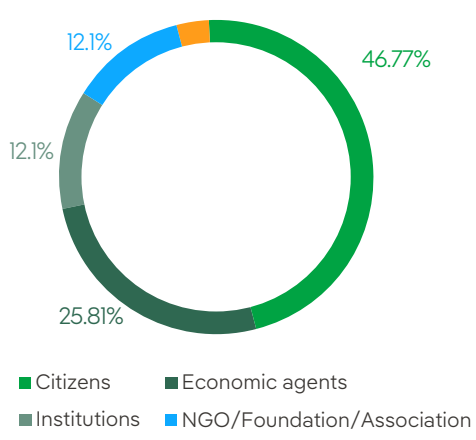


Josefa

In Lada, a narrative has been identified that focuses mainly on the perception of "debt"; the idea that "someone from outside" must or has to bring an initiative or solution similar to those that existed before the closure of the power plant or even before the closure of mining.

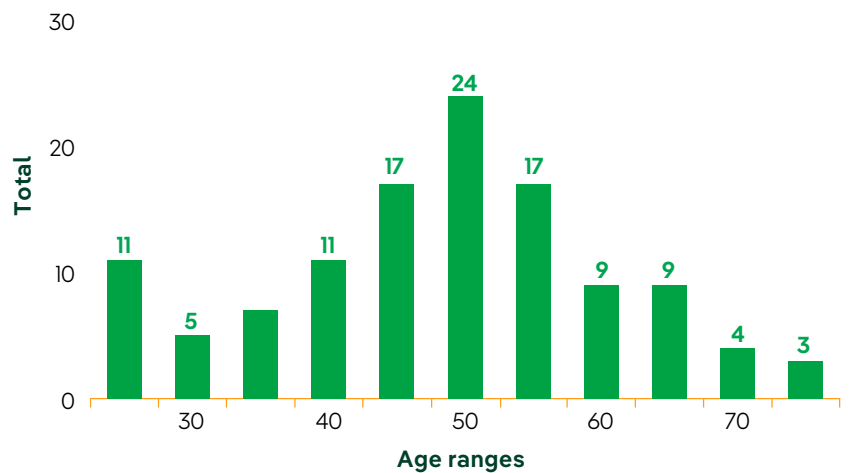
Territorial agents see themselves as having little capacity for change or agency*. The same narrative is shared by the Administration, trade unions, and local councils.

Categories of interviewees

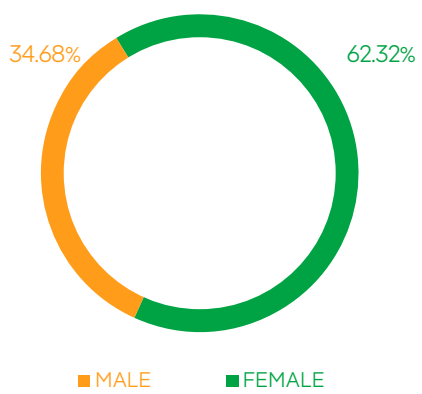


Many narratives coincide in a pessimistic view of the management of the mining and industrial transition from the last century to the current reality that encompasses both endogenous and exogenous dimensions: energy and ecological transition, lack of orderly planning, isolated economic revival initiatives, lack of cooperation between development agents, lack of foresight, lack of adherence to deadlines, etc.

Age range of interviewees



Interviewees by gender



* **Agency:** Negotiate is the concept referred to in order to deal with the constructive action of the agent, whether individual or collective, in the sense of acting in a skilful way to achieve and exert some instrumental power or force (Buxó i Rey, 1998). This means that negotiation is the process by which a person comes into their own or regains their capacity for free action, understood, in a positive way, as an agency. This process is linked to knowledge and the idea of identity, in that knowing and feeling an element or domain as part of one's own identity makes it more likely or easier to become an agent of an action (Tubino, 2012, p. 7)

Spaces for deliberation and collaborative work sessions

The Platform promoted the prioritisation of projects or initiatives from their identification, co-design and steps for future implementation, starting with those existing in the territory and thus ensuring the connection with the needs and opportunities perceived in the territory.

Selected areas of work:

- Industry
- Energy communities and heat pumps
- Entrepreneurship
- Training
- Regulation
- Financing
- Health
- Culture
- Power supply systems
- Sustainable

Work sessions held:





The realisation of these initiatives depends on the continued interest of the agents promoting them, the development pace of the corresponding business, the obtaining of licences, authorisations, the construction of building infrastructure, the demolition of plant buildings, the development of the land, etc.

Significant connections

The community has positively valued the generation of new connections and the creation of a collaborative network between different agents, sharing knowledge, resources and perspectives for the benefit of the development of the territory.

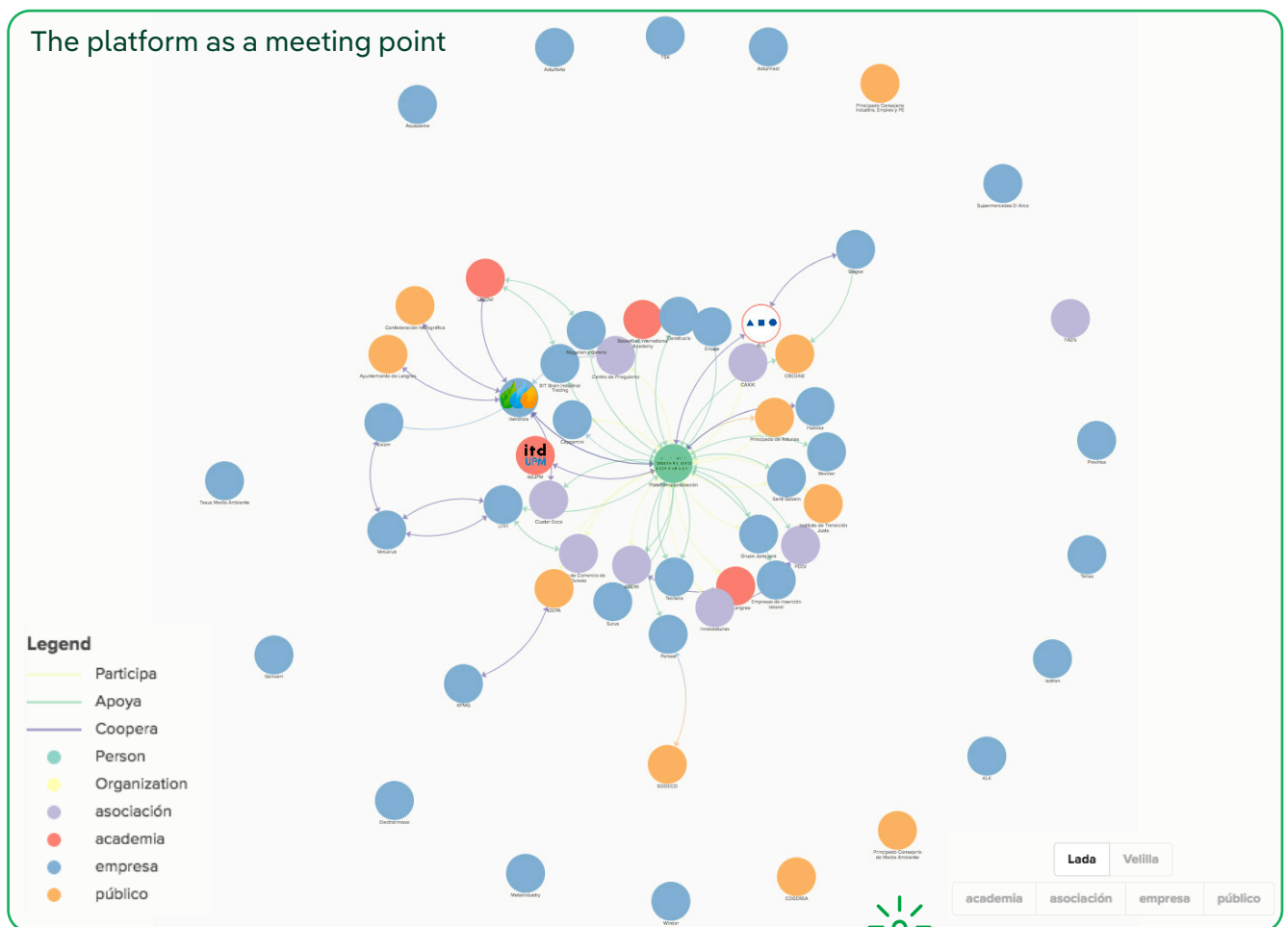
"We have already removed from our minds this very exclusive dependence on traditional enterprises and companies that have been the main economic engine of the region. And now this little breeding ground is beginning to emerge" (I6BFM).

The opportunities for collaboration between agents have been charted in Kumu, available [here](#).

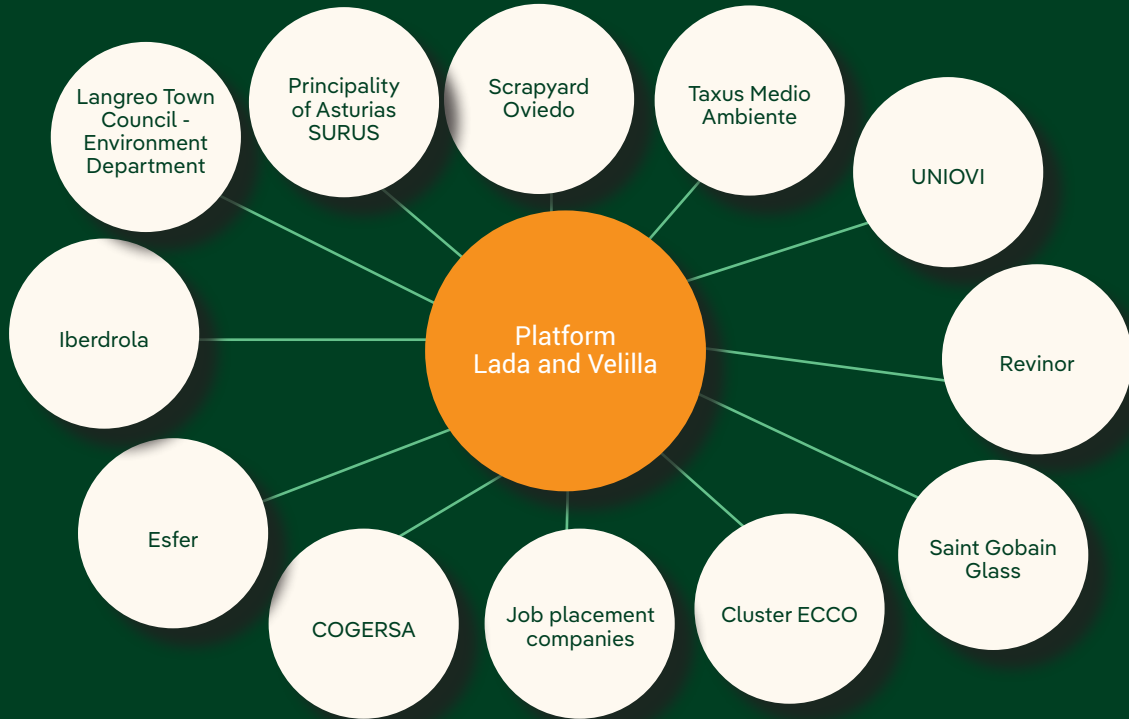
The type of relationships identified are:

- Participates (attends sessions/reports)
- Supports (with resources/knowledge, etc.)
- Cooperates (with resources/knowledge, etc.)

Taking into account the novelty or prior existence of such a relationship for the organisations promoting the Platform.



Significant connections in the
Circular Economy

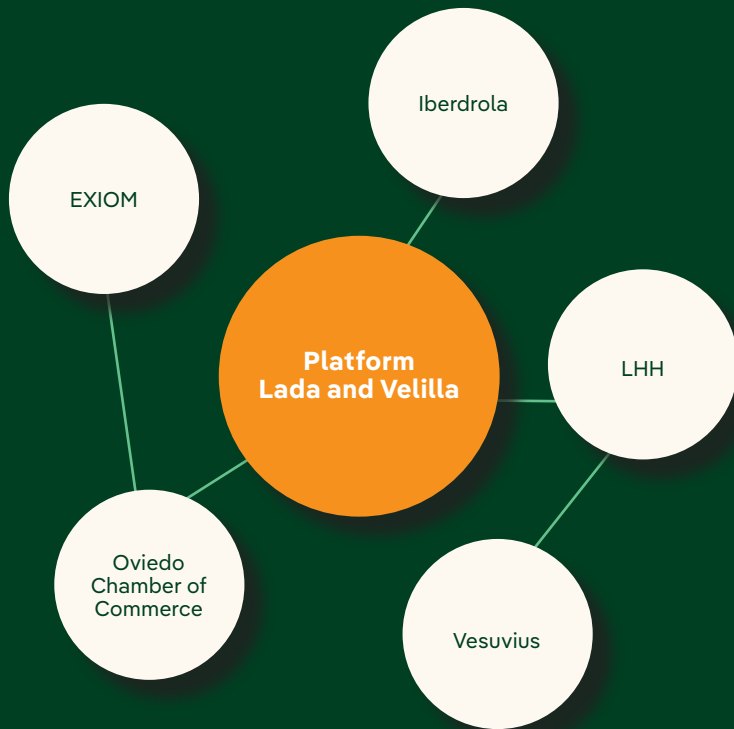


"The platform helped to give and generate many ideas and to see that it can be possible to establish companies here."
(I2ANM)

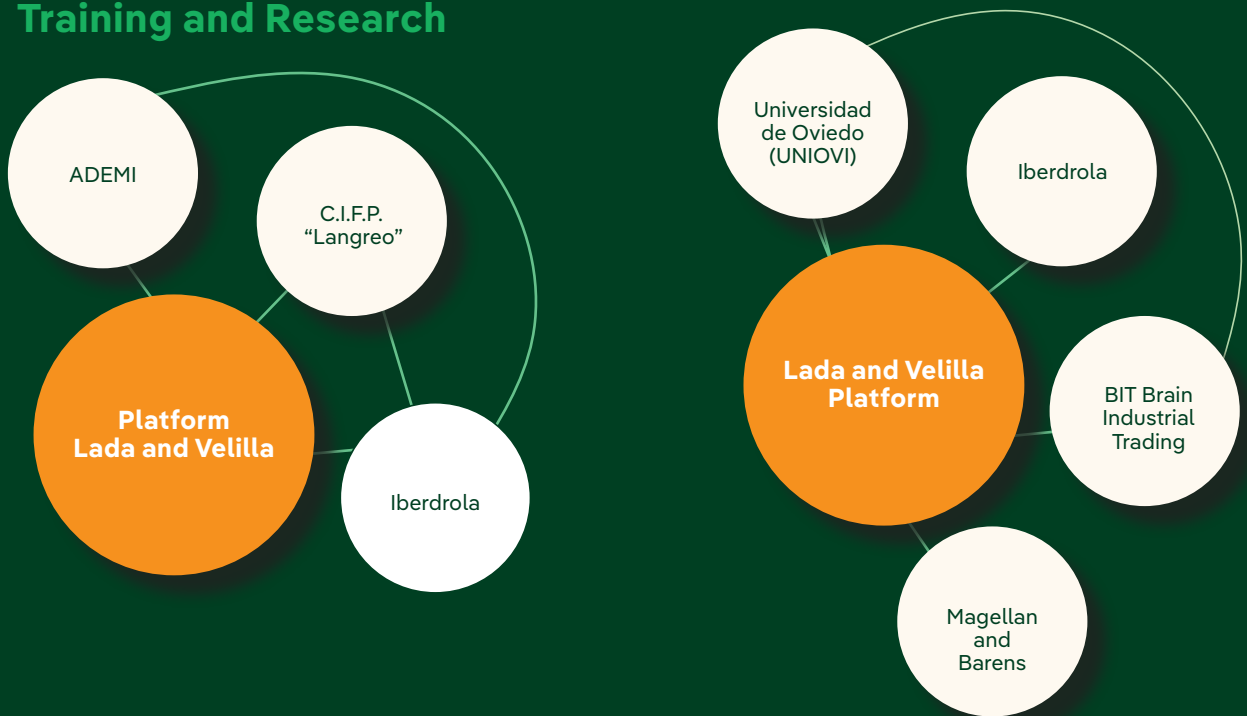


Photo: co-creation session on training opportunities, July 2021.

Significant connections in Industry



Significant connections in Training and Research



Significant connections in Energy and Training

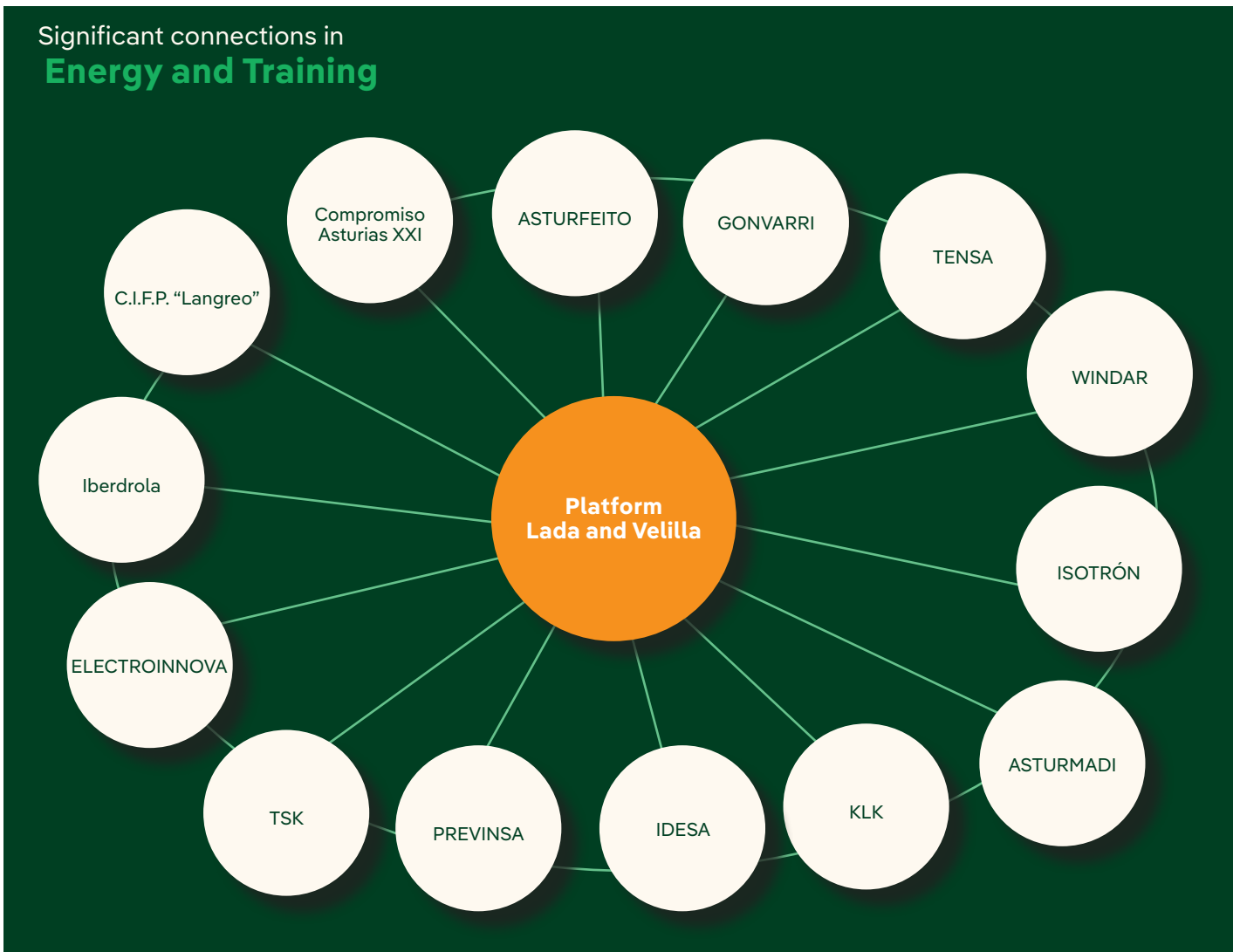


Photo: co-creation session on energy opportunities July 2021



Photo: Last session of collective interpretation and contrasting initiatives held in Langreo, on 17 April 2023.

Agreements between local agents to develop local initiatives in the territory

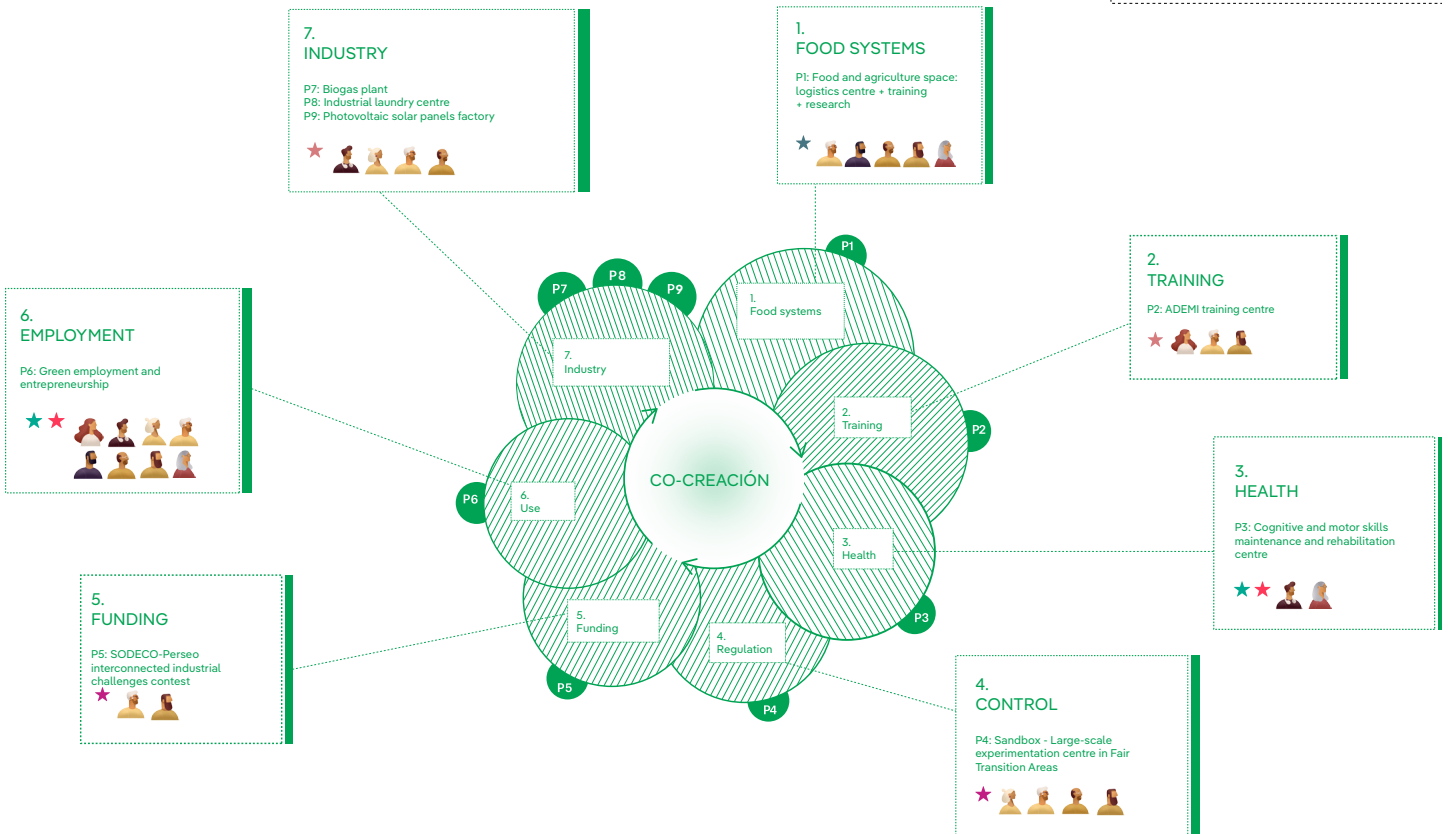
To date, the following initiatives have been closed; other projects identified during the process are under negotiation and study.

- Launch of the "[Sustainable industrial challenge in the area, energy partner and land](#)" to identify new business projects in the region of Langreo, Valle de Nalón (Asturias) related to the energy sector and sustainability by SODECO and PERSEO;
- Establishment of the [largest photovoltaic panel factory in Spain](#), Exiom - Iberdrola, contributing to the economic reactivation of the mining basins with the creation of 115 direct jobs;
- Green employment training initiative with CIFP Langreo;
- [Establishment of an industrial laundry on the site of the former power plant](#);
- Research Chair with the University of Oviedo.

These initiatives respond to 5 of the 8 profiles obtained as a result of the listening process.

The project portfolio combines existing initiatives and new ideas at the 5 impact levels that respond to the perception patterns identified during the listening process. The ethnographic profiles represent the different perception patterns identified during the listening process. The perceptions identified through the profiles of Lucia, Jorge and Josefa are the least addressed in the portfolio of initiatives.

Co-creation Lada Themes and Areas





Velilla del Río Carrión, Palencia

The closure of the Velilla del Río Carrión plant was authorised on 19 June 2020, the Platform started up in March 2021.

The set of municipalities that make up the territorial scope of the Guardo - Velilla Fair Transition Agreement extend the impacts of the closure to the municipalities of Mantinos, Castrejón de la Peña, Triollo, Cervera de Pisuerga, La Pernía, Polentinos, Mudá, San Cebrián de Mudá, Salinas de Pisuerga and Barruelo de Santullán.

This situation was taken into account by the Platform when approaching the work, not only limiting itself to organisations and people living in Velilla del Río Carrión and Guardo.

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> • Velilla • Cervera • Palencia • Cardaño de Abajo • Loma de Castrejón • Aguilar de Campoo • Alava • Bilbao: • Camporredondo de Alba | <ul style="list-style-type: none"> • Cantabria • Carrión de los Condes • Guardo • Madrid • Muda • New York • Palencia • Rabanal de los Caballeros • Ruesga, Cervera | <ul style="list-style-type: none"> • Salinas de Pisuerga • Valderrueda • Valladolid • Cardaño de Abajo, Velilla • Villanueva de Arriba • Villavega de Aguilar |
|---|--|---|

Residencia de los entrevistados

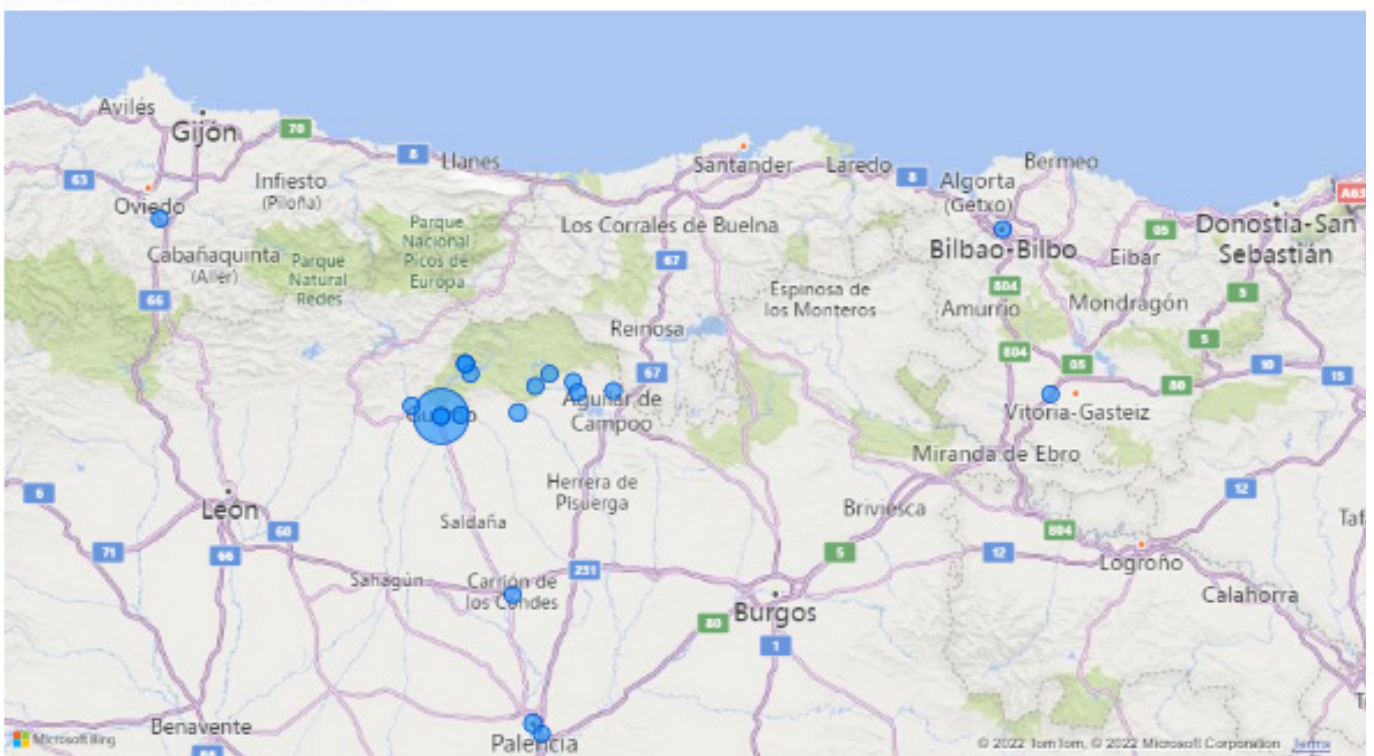


Image: Geographical distribution of participants in the Velilla Platform.

From the point of view of participation, the Velilla Platform has involved various stakeholders and local entities, such as NGOs, associations, academia, companies and the public sector, among others.

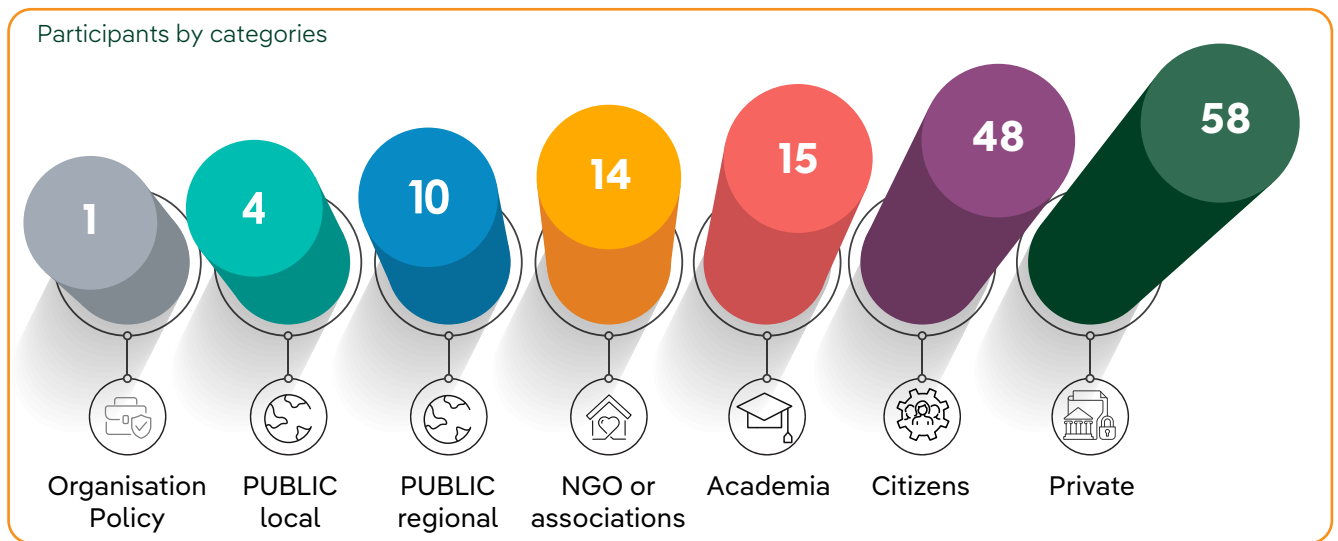


Image: Distribution of participants in the Platform's activities by area.

Perceptions, initiatives and key agents in the listening process



114

participants

with whom various discussions have been held throughout the process.



8

ethnographic profiles

that summarise the perceptions identified.



Begoña



Carlos



Ana



Jorge



Belén



Felipe



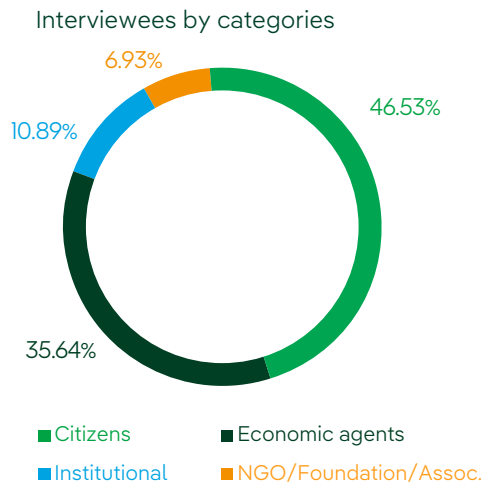
Celia



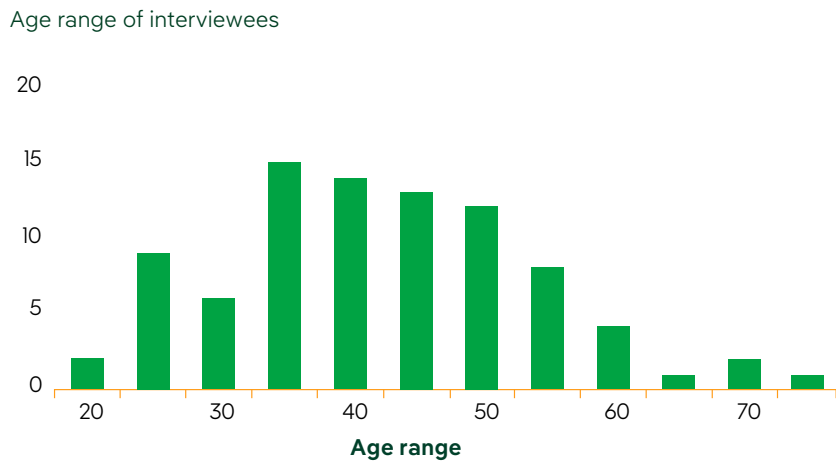
José Manuel

Most of the narratives identified coincide in a feeling of nostalgia and hopelessness towards the future. One of the deep perceptions that conditions the whole intricate transformation process is that of isolation, of progressive abandonment and fear of disappearing.

The perceptions found are different, even contradictory. For example, there are those who think that the solution to depopulation is a large company that provides employment for the whole territory, as happened in the past, while others advocate rethinking the model by generating new forms of development through small businesses that enhance the territory's offer.

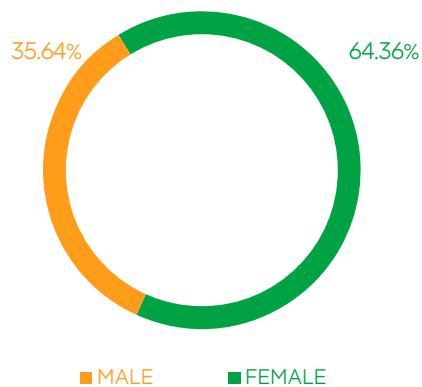


The current situation of the territory is pointed out as a consequence of several factors, not only ecological transition and environmental protection, but also poor management in regional development and lack of solutions adapted to the context of decarbonisation and potential political and economic management territorial resources, etc.



Details of the 8 profiles that summarise the different perceptions identified in the territory and used to work during the process can be found in the Appendix.

Interviewees by gender



Identification of initiatives in the territory

Through the listening process, the initiatives taking place in the territory, driven by any type of actor, were identified, as well as their different levels of impact.

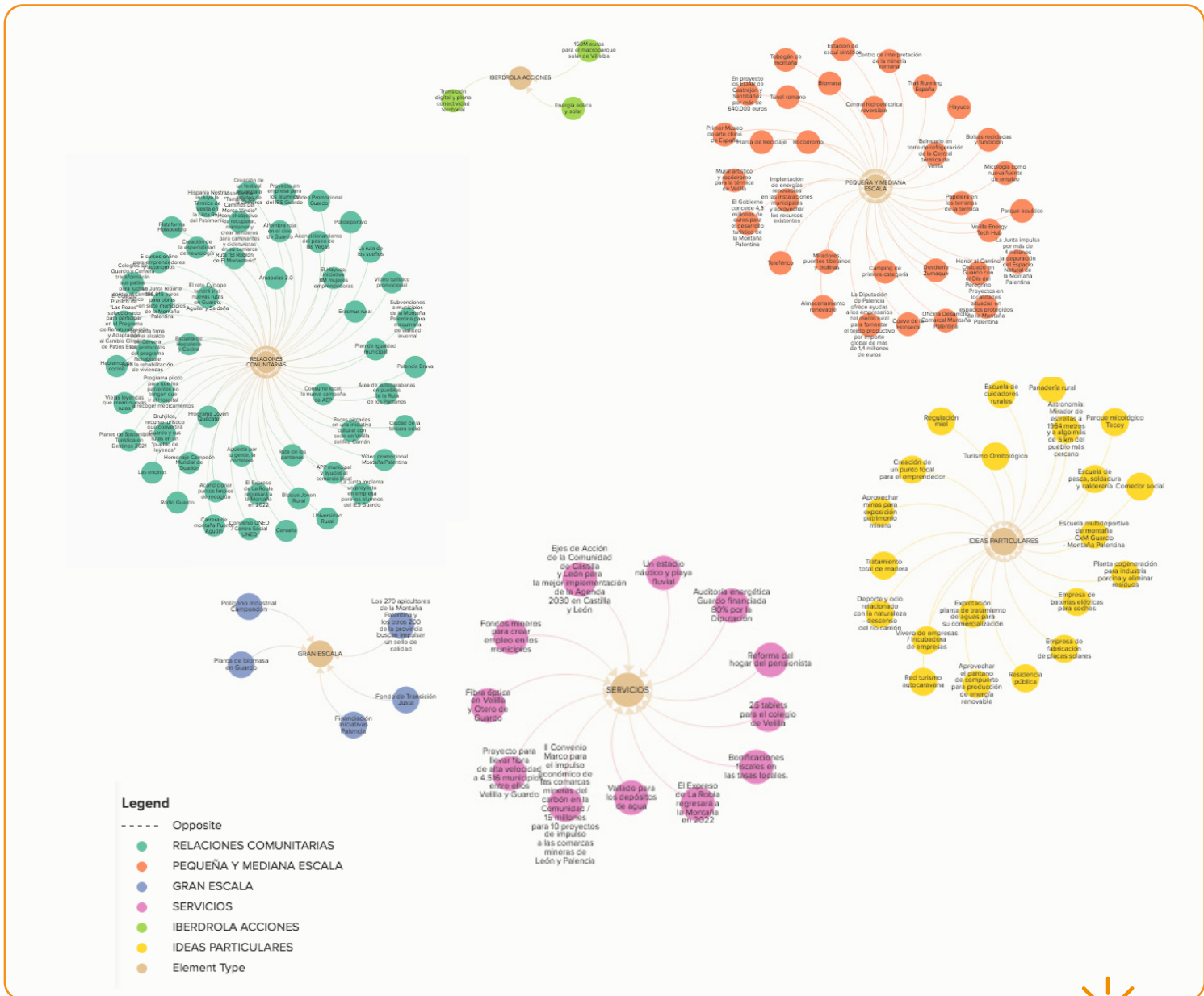


Image: Initiatives identified in the area of Guardo - Velilla



Spaces for deliberation and collaborative work sessions

The Platform promoted the connection of projects or initiatives from the moment of identification, co-design and steps for future implementation, starting with those existing in the territory and thus guaranteeing the connection with the needs and opportunities perceived in the territory.

Selected areas of work:

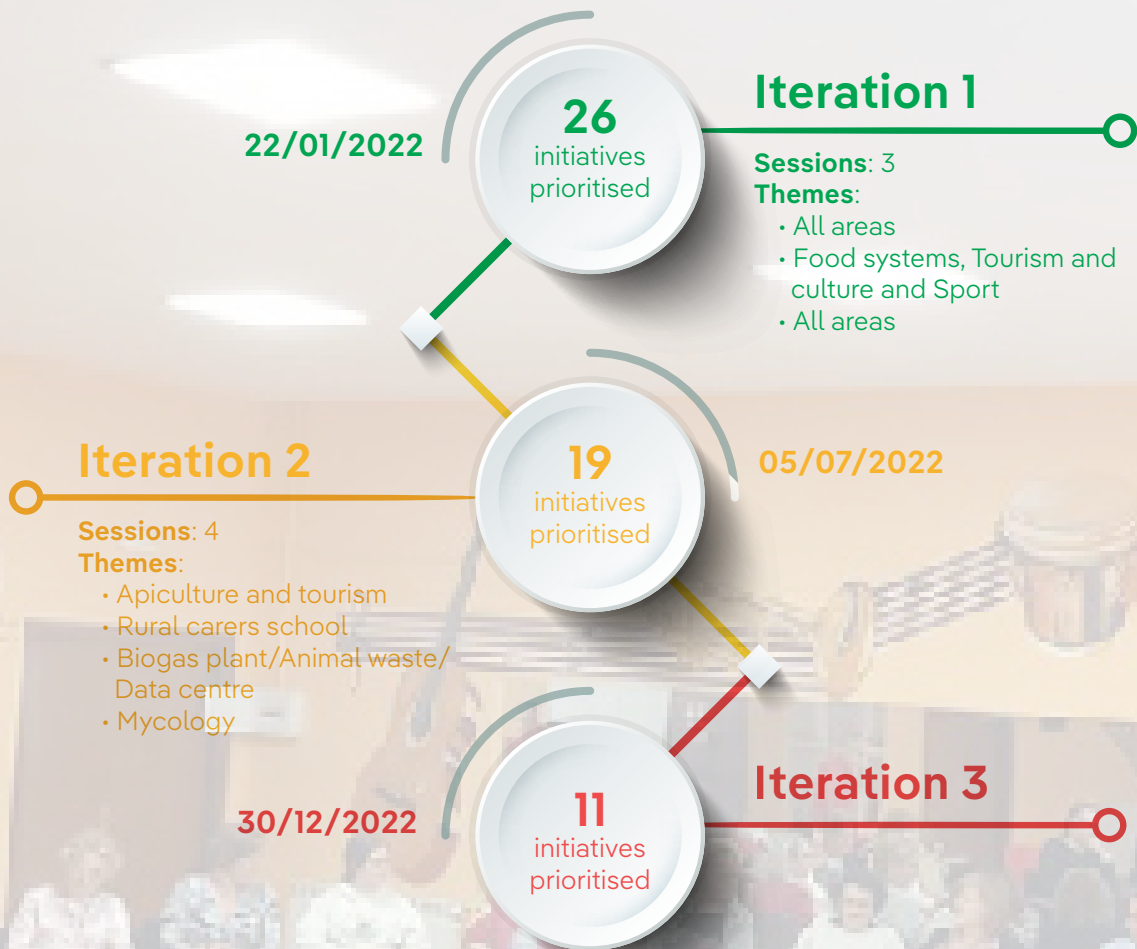
- Food systems:
 - Mycology and beekeeping
 - Industry and energy
 - Training and entrepreneurship
 - Tourism, sport and culture
 - Health
 - Regulation

"People are realising the importance of attracting business, of not just focusing on public issues. I think that for a long time there has been too much public trust and too little trust in businessmen as agents of change in the area" (JC-M)



Photo: collective interpretation session at the Velilla del Río Carrión Day Centre, 22 July 2021.

Work sessions held:



Significant connections

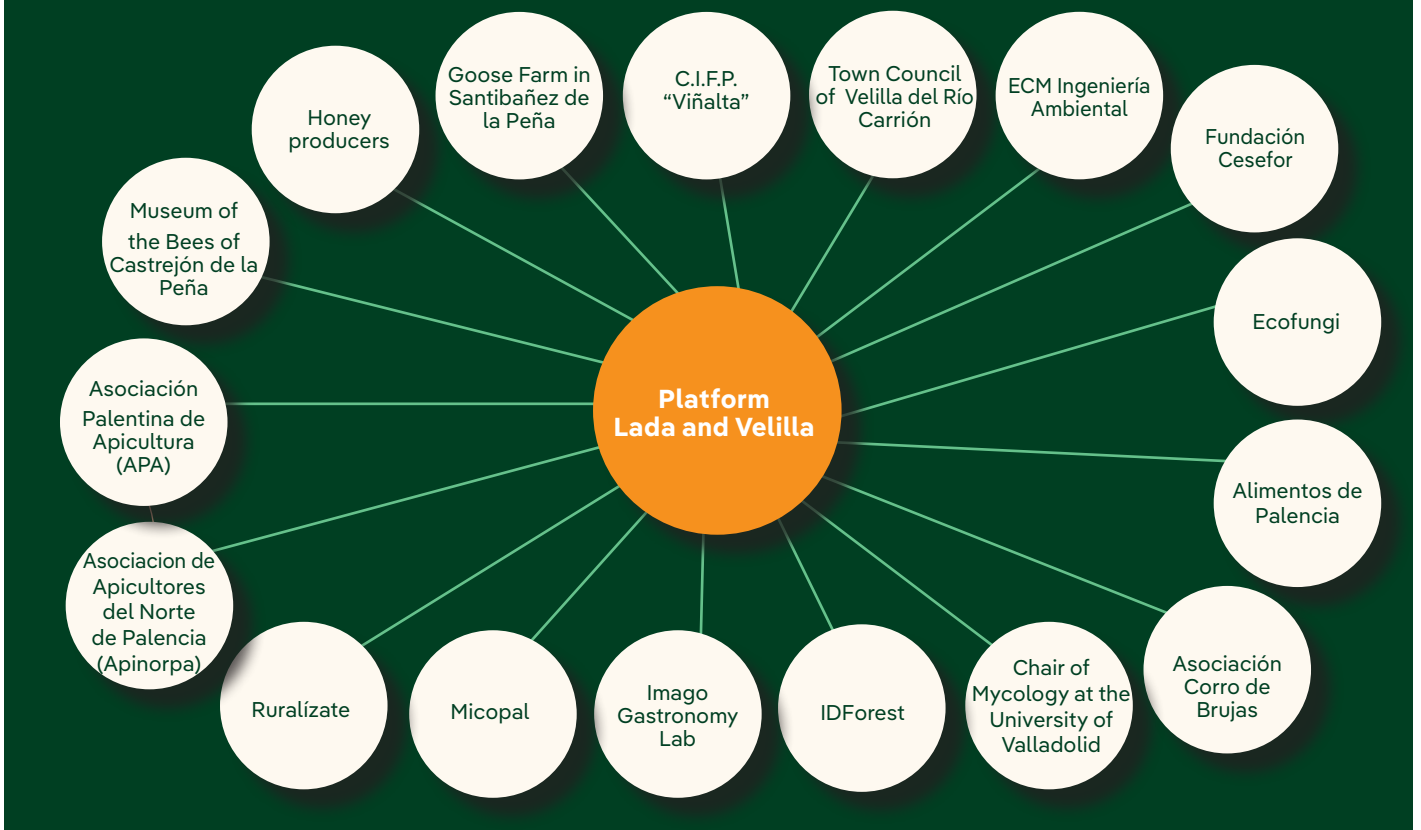
In the case of Guardo - Velilla del Río Carrión, the community has positively valued the generation of spaces for new connections for the development of potential initiatives.

The opportunities for collaboration developed by the Platform's action have been captured here.

"Thanks to the platform more people have joined the Palencia Businessmen Association, I have gone from knowing almost no businessmen in the northern area to knowing a few" (MG-M)

Photo: Session of contrasting initiatives and updating at the Day Centre in Velilla del Río Carrión, on 4 May 2023.

Significant connections in systems for **Food** (mycology and beekeeping)



¿Cómo aprovechar el número de visitantes en la zona y conectarlos a través de la alimentación y la gastronomía?

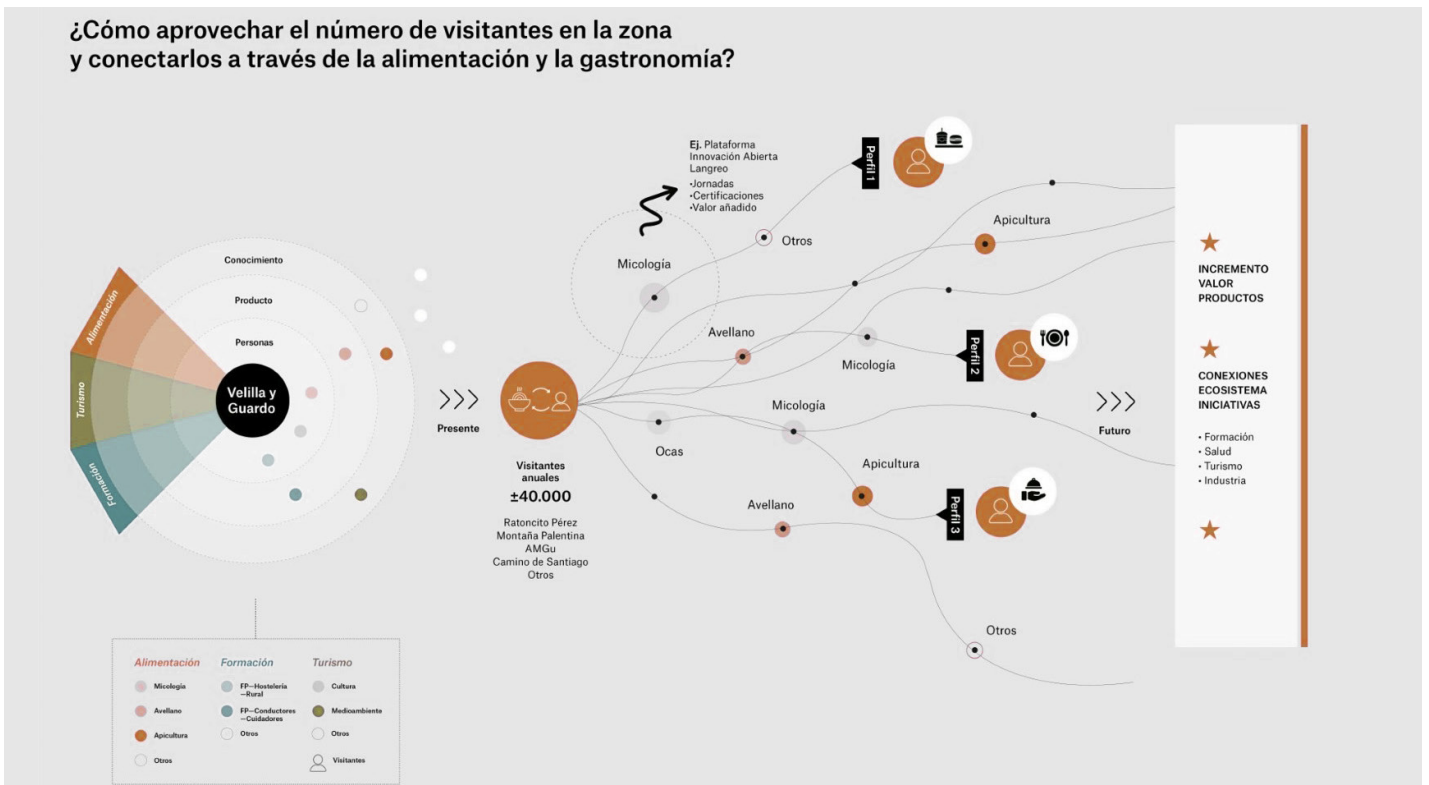
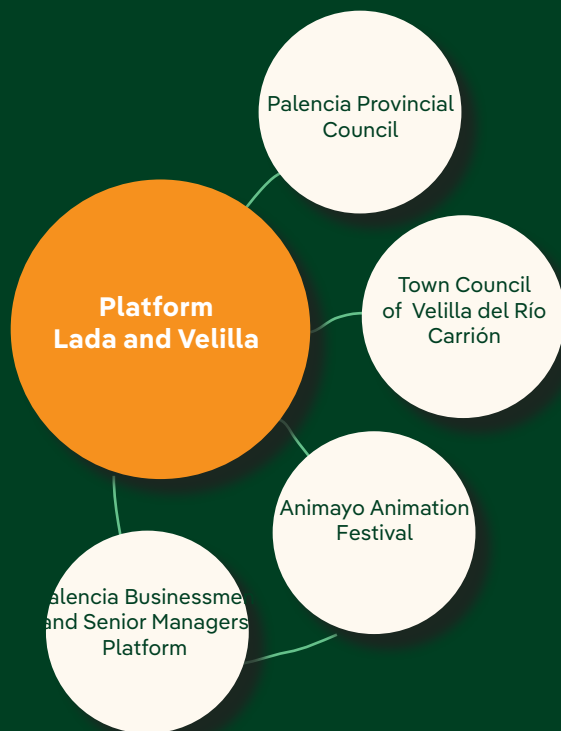




Photo: Mycology opportunity co-creation session in May 2022.

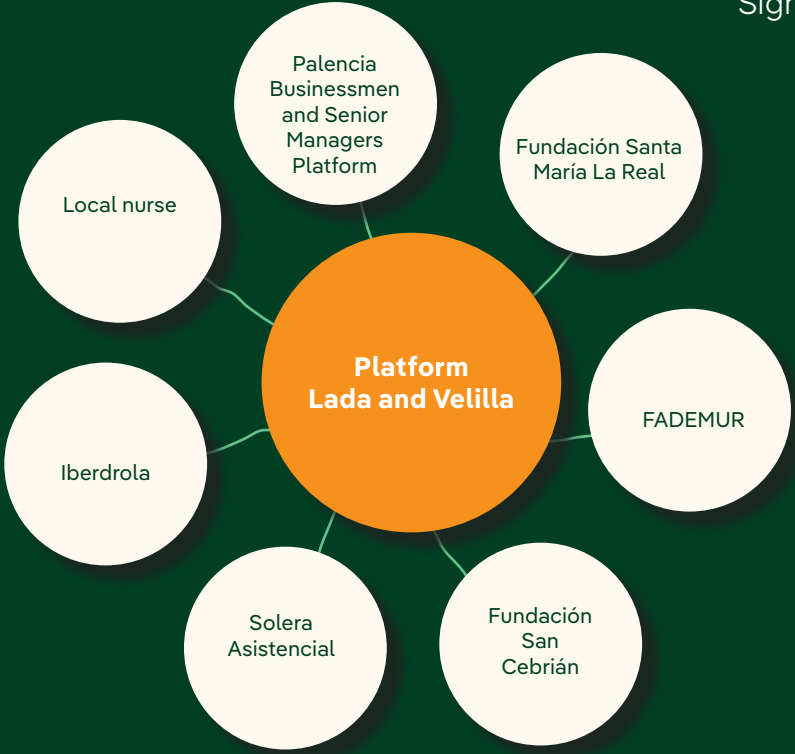
Significant connections in the Culture Area



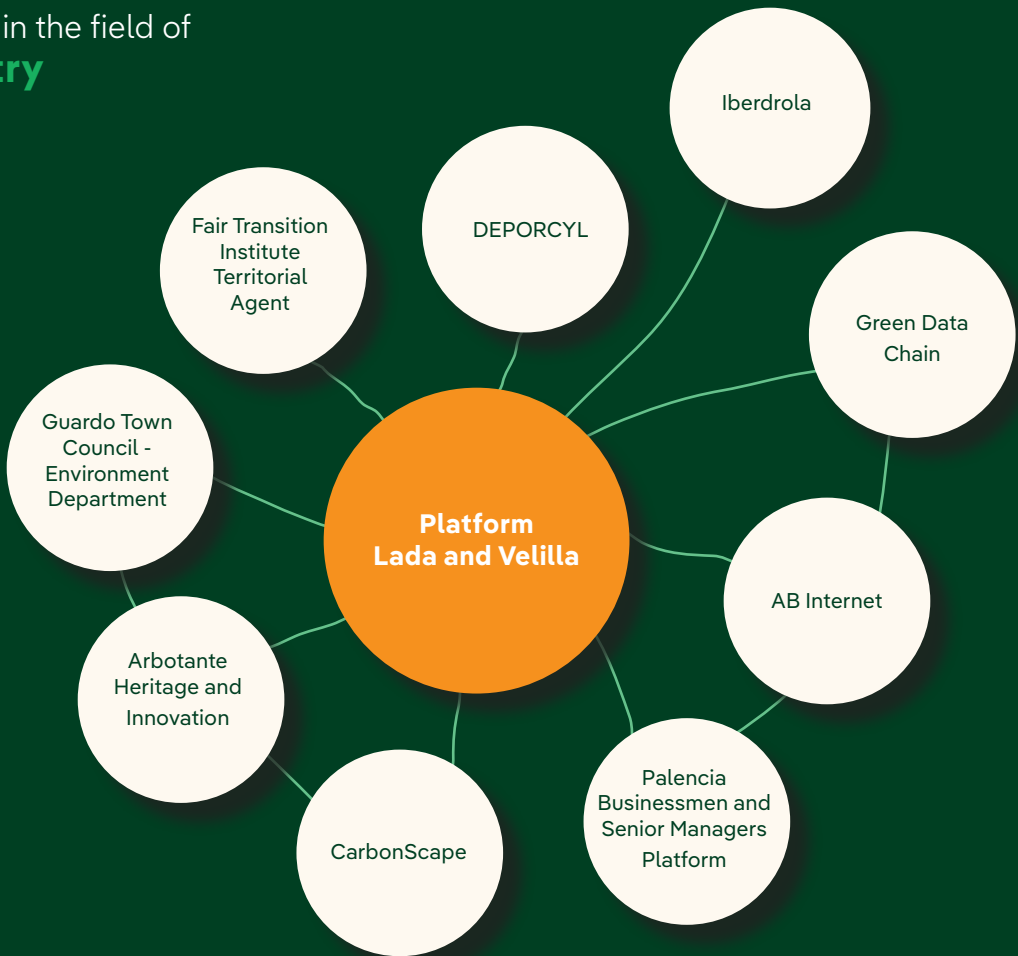
Significant connections in the field of **Tourism**



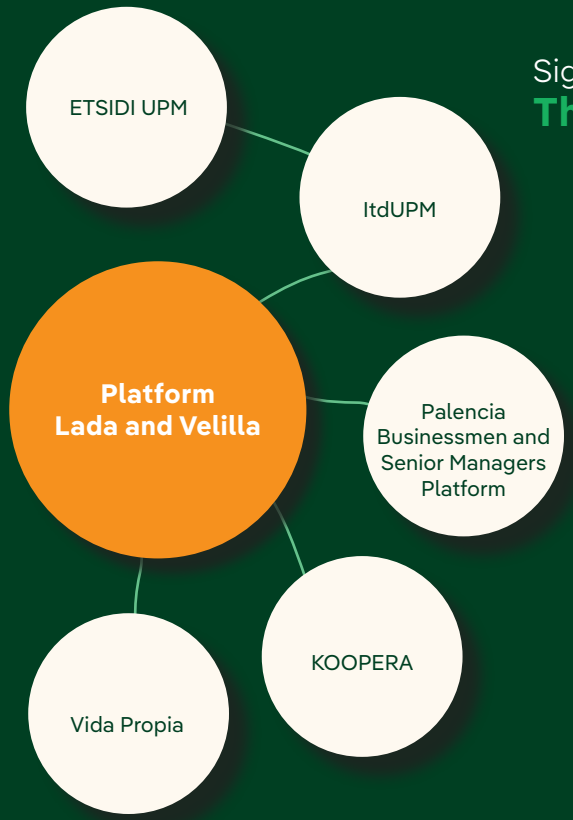
Significant connections in the Care **field**



Significant connections in the field of **The Energy Industry**



Significant connections in the field of **The Textile Recycling Industry**



"We strongly believe that it is possible to create jobs related to textile production because of the national situation.

And of course we hope to grow to be able to hire our neighbours ourselves"

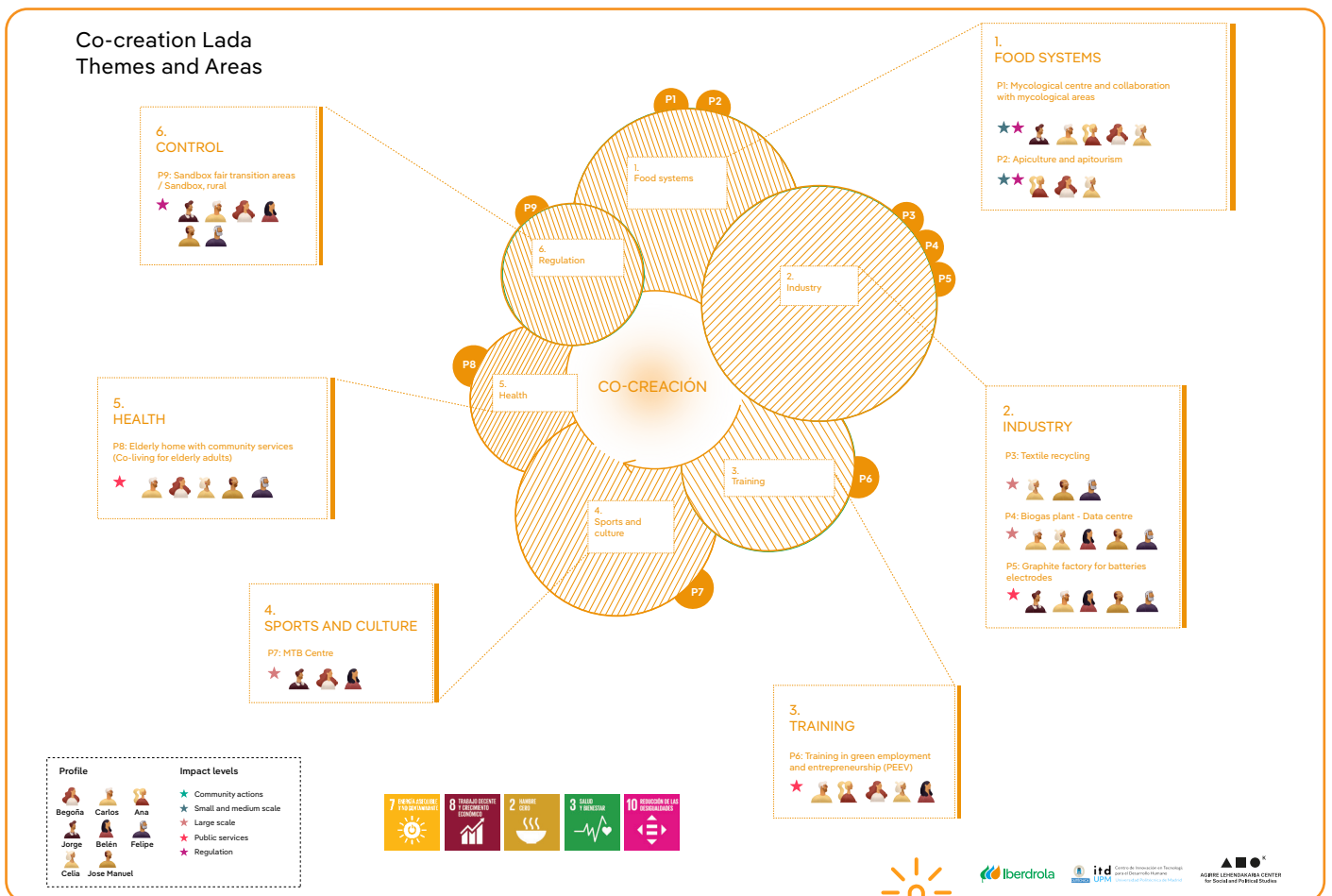


Photo: Professors Cristina Alía, Rosa Ocaña and Lucía Garijo from the UPM together with Mónica Calderón from the company Vida Propia, in the BioLab facilities of the School of Engineering and Industrial Design (ETSIDI) of the Polytechnic University of Madrid.

Agreements between local agents to develop local initiatives in the territory

- Green Employment Platform and Iberdrola: for the training and support for the employability of twenty people from the towns of Guardo and Velilla del Río Carrión.
- Agreement with the Palencia Businessmen and Senior Managers Platform
- Collaboration Vida Propia – BioLab ETSIDI - UPM in the research and development of new materials based on textile waste.
- Collaboration agreement with Apinorpa, Association of North Palencia Beekeepers, to develop training initiatives in beekeeping or to install bee hives in solar plants, among others.

The current portfolio on which the Platform is working corresponds to almost all the profiles identified in the listening process, with no community-based initiatives, although the latter have been the majority when mapping existing initiatives at local level.



Conclusions and lessons learnt

It is increasingly important to incorporate a development approach adapted to complex and interconnected contexts, which transcends the logics of traditional approaches and integrates a systemic and holistic perspective of territorial transformation.

In this sense, the Open Innovation Platform has designed and developed a space for collaborative learning and experimentation, connected to the cultural dimension of the transformation processes in Fair Transition territories, whose ideas have been taken into account through the constant listening process.

One participant referred to this process as an exercise of "mental decontamination" to generate the desired change in the territory. This exercise of "mental decontamination" has been perceived by some agents in the territory as a necessary investment in spaces for listening and collaboration, rather than investing directly in the generation of jobs or "star" initiatives.

Thus, from the work experience of the Open Innovation Platform in the territories of Lada and Velilla del Río Carrión, the following key lessons can be **learned**:

1. **The work in Lada and Velilla has allowed us to verify that the information available to the public authorities is mainly quantitative. These data are highly relevant but need to be combined with equally rigorous** qualitative studies on the perceptions that are operating in the territory. We have been able to identify hidden narratives that appeal to the need to "decontaminate the minds" of the territory. With these words, the main agents draw attention to widely shared perceptions that are conditioned by the past and by local agents' lack of negotiation to transform the situation.
2. Fair Transition areas do not always have the **tools to visualise the portfolio of initiatives already operating in the territory and their connections**. In the absence of these tools, the local perception identified in Lada and Velilla is that there are fewer initiatives than actually exist. For the future, it is essential to invest in digital tools that allow the entire ecosystem to be visualised in real time. In this way, we can identify leverage points, making strategic sense of existing and new investments. At European level, such a tool would make it possible to identify connections between fair transition areas and to build learning and experimentation programmes in a "post-coal laboratory" approach.
3. **Systems mapping and collective interpretation spaces are the pillars to generate balanced portfolios that respond to the perceptions that exist and are operating in the territory**. The experiences in Lada and Velilla del Río Carrión suggest that the success and impact of the process depends to a large extent on the quality and quantity of spaces provided by the platform for collective listening and interpretation. These experiences have shown that when narratives are brought to the surface in collective interpretation sessions, the discussion can focus on the barriers and opportunities for deeper change in the territory and on the agents who are responsible for bringing about such change. This reaction of local agents allows us to question a deep-rooted feeling of the "historical debt" that companies and institutions have with the territory, which, although very real, often prevents local agents from leading processes of change. It is impossible to have an impact on the system as a whole without systematically exploring these perceptions in depth over time to understand their evolution.
4. After almost three years of fostering a sustained process of listening in the territories, the platform's work has shown **that transformation processes cannot be understood without taking into account their cultural dimension**. The listening exercise has sought to identify existing public, hidden and meta-narratives about the different perceptions that exist in the territory about the possibility of change. According to local agents, *"industry has contaminated land, it is easier to decontaminate. We have a mental contamination that we are unable to decontaminate"*. In addition, the listening process allows for the identification of negative narratives, such as those in which "sustainability" or "energy transition" are perceived to result in job losses and are not valuable. This provides an opportunity to move towards collective problem-solving, avoiding the responsibility falling solely on political power. Partnerships or alliances between different sectors, and in particular collaborations between third sector organisations and businesses, are perceived as a vehicle for achieving social and economic goals.

5. **The portfolio or the portfolio of interventions is not the end in itself, it is connected to the mental decontamination process.** There are very different ways of interpreting reality (depending on the reality of each group) and the main actors demand safe spaces to experiment with new solutions. In this sense, the Open Innovation Platform has made available an open process to the territory's agents in which they can test different solutions within the same innovation portfolio. These solutions, or prototypes, have been designed from different perspectives and in response to different collectives and patterns of thinking. The added value of this process, has then been to establish a dynamic space for knowledge generation, where diverse solutions are tested and their impact is assessed jointly and in real time. This allows for the construction of a shared narrative on how to generate change in the territory, identifying what works and what does not.
6. Looking to the future, the experience of Lada and Velilla also suggests the need to offer Fair Transition areas the possibility to experiment with regulation. In addition to new investments, **these territories can become advanced experimentation spaces (Sandbox) that attract initiatives capable of experimenting with Fair Transition solutions more quickly and efficiently.** If these territories have suffered more than the rest of Europe, the consequences of the transition to a more sustainable model should have advantages in terms of attracting knowledge and investment.



Platform Team

The Platform's facilitator team, made up of members of the three driving organisations from different countries and areas of Spain, included professionals in law, political science, communication, graphic and web design, anthropology, sociology, economics, organisational engineering, mining and renewable energies, as well as the invaluable participation of workers and managers from the power plants.



Other expert organisations that have collaborated with the Platform in the specific development of business models and SDG indicators: IMAGO Gastronomy Lab, Gogoa Mobility Robots, Smart&City Solutions.



Part of the Platform team

Table of indicators

ACTIVITY	LADA	VELILLA
Number of participants on the platform: numerical value and discriminated by type (audience from local, regional, national, private sector, academia, NGO or association)	139	114
Number of participants categorised by gender, age, organisation, residence, origin.	See page 12	See page 25
Number of perception patterns identified by the narratives: numerical value and relevant information	8	8
Number of initiatives identified by level (numerical value and discriminated by level), during the listening and research process	More than 100	More than 70
Number of initiatives prioritised and facilitated in on-site co-creation sessions, video calls, etc. (by iteration)	10 areas, 17 initiatives	7 areas, 26 initiatives
Number of communications published or sent	16	16
RESULT		
Number and quality of collaboration opportunities generated as a result of the platform's work	More details on quantity and quality can be found here: https://embed.kumu.io/6d3eb316ee8ba163ee337cfc28d487#conexiones-emergentes?s=ZWRnZSlnbWZqQlZWaw%3D%3D	
Evolution of the Platform's appearance in the media over time	More than 80,000 media appearances. For further details see https://plataformainnovacion.com/prensa/	
Different tools used in the processes.	See Appendix page 41	
IMPACT		
Type and number of prototypes that respond to the needs identified in the listening and co-creation process (Total number of prioritised prototypes vs. profiles is taken into account)	See page 21	See page 34
Changing local narratives and perceptions of social change.	See Page 8	See Page 8
Changes in narratives and perceptions about the Platform's work	See Page 8	See Page 8

Annexes

Tools and methodologies used by the Platform

LISTENING CHANNELS

- Document check
- In-depth discussions
- Discussion (or dialogue) group
- Participant observation
- Extension of documentary sources (images, photographs, drawings, videos, etc.)
- Collective interpretation of the information produced

"The listening process is maintained throughout the platform process in order to achieve a deeper level of understanding of the narratives after each interaction"



Photo: training session for the listening team made up of workers from the Velilla del Río Carrión power plant.



Photo: local stakeholder mapping session with workers from the Lada power plant.

TECHNIQUES APPLIED IN CO-CREATION:

- On-site or online digital workshops
- Value chain mapping
- Participatory design
- Sessions with experts



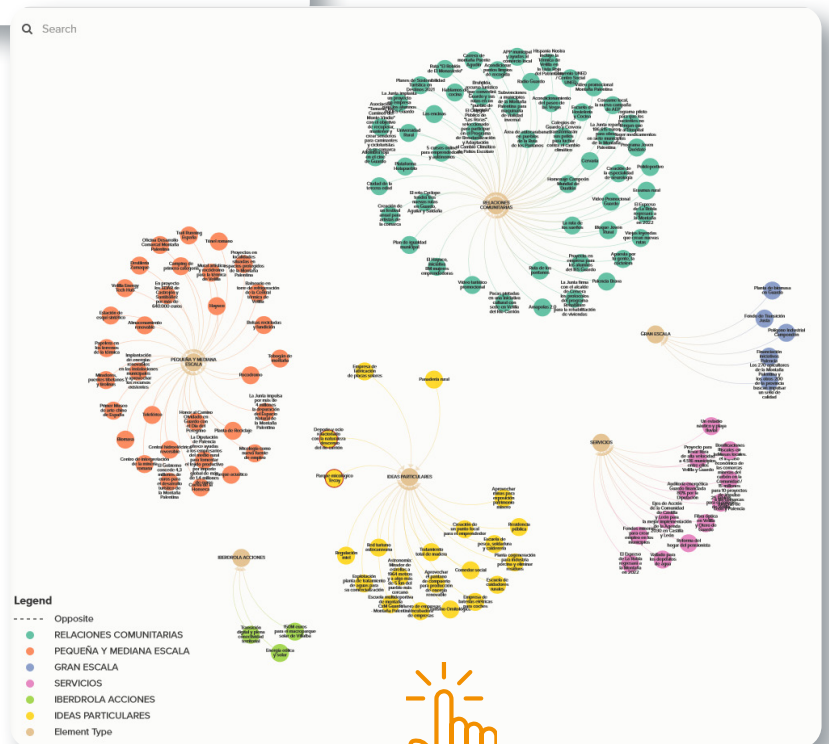
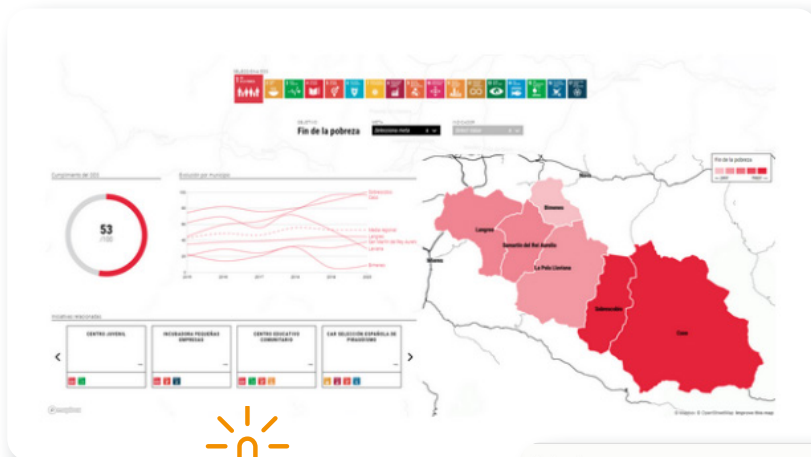
Photo: Workshop to identify opportunities in circular economy in Sama, Langreo.



Photo: collective interpretation session in Velilla del Río Carrión.

TOOLS USED IN MAPPING I NITIATIVES AND SDGS

- [Digital tool with online heat mapping and open data.](#)
- [Digital tool with mapping of initiatives by levels](#)



Profiles

Lucía

EDAD: 34 años
OCUPACIÓN: Periodista
ES DE: Langreo
VIVE EN: Gijón
TRABAJA EN: Oviedo

«La mayoría de gente que se queda en Langreo es porque no tiene curro. Me gusta la zona, tengo a mi familia allí. Pero es un esfuerzo. Yo trabajo en Oviedo y mi novio es de Gijón. El precio de la vivienda, el ocio, la calidad de vida... Me compensa más aquí. Sobre todo ahora que vamos a tener un hijo.»

RETOS

Precio vivienda y calidad de vida. No es un sitio agradable, urbanizado, un buen sitio para vivir con tu familia.

Ocio, compras, cultura, vida social. En Langreo no hay instalaciones deportivas, piscinas públicas, auditorios o salas para conciertos... Así es imposible dinamizar la zona. Y aparte de edificios, también estaría bien tener una programación un poco trabajada para poder ver a un grupo, ir a ver una peli...

OPORTUNIDADES

Identidad y arraigo. La cuenca tiene algo bueno, que es que tiene mucha identidad. Si cogiésemos todos esos valores que son super positivos de la identidad, de la cuenca, y los transformamos para crear algo, no hace falta una megaimpresa innovadora.

Turismo y cultura. Podemos firmarnos en valle del Ruir (Alemania), que es como Langreo, pero hicieran una oferta cultural atractiva y fomentaran energías limpias y supieran recomerse bien.

Se vive una sangría demográfica, especialmente entre jóvenes.

La juventud emigra porque no hay empleo.

Los que se quedan principalmente están desempleados.

NARRATIVA VISIBLE

NARRATIVA OCULTA

METANARRATIVA

Jorge

EDAD: 27 años
OCUPACIÓN: Cestor de proyectos en empresa mediana
ES DE: La Felguera
VIVE EN: Langreo
TRABAJA EN: Oviedo

me voy a tener que ir... Le pasa a todos mis amigos del censo de calidad, estáis dispuesto a quedarme, por mí me va a costar quedarme, imagínate e o

Ramón

EDAD: 58 años
OCUPACIÓN: Planta Central Térmica de Lada (en desmantelamiento)
ES DE: Langreo
VIVE EN: Langreo
TRABAJA EN: Langreo

«Somos la Cienicienta de España.»

RETOS

Errores del pasado arraigados. Lo de liberarlos a fondos mineros no se convirtieron bien. DJ: se fue a Gijón y ahora liberarlo, que es el último capítulo de algo con lo que llevamos décadas. La zona está en declive total.

La zona no es atractiva para inversores externos. El reto es conseguir inversión para la zona privada y pública, ambas. Ahora mismo no veo que podamos conseguirlo.

OPORTUNIDADES

Poner en valor la minería. La cuarta parte de la flota de Europa se saca de aquí - diamantes, sobre todo. El turismo con ese toque industrial también podría fomentarse.

Energías renovables y suelo industrial. Nuevas energías, como pilas para coches eléctricos, postes de carga de los mismos, y en general con todo el sector de energías renovables.



Josefa

EDAD: 64 años
OCUPACIÓN: Pensionista
ES DE: Sama de Langreo
VIVE EN: Sama de Langreo
TRABAJA EN: Jubilada

Provecheron los fondos mineros, cubriendo en muchos casos de X. Lo de liberarlo es otro capítulo más de algo que empezó en los 80 y la gente quemada»

OPORTUNIDADES

Juventud formada. La gente que ha nacido en la cuenca tira mucho para fuera, si hubiera oportunidades querían volver, pero no hay infraestructuras. Agricultura escolar. Antes de los 80, había un

OPORTUNIDADES

Momento de cambio. Creo que hemos alcanzado un punto de no retorno. Tenemos que conseguir que la gente que vive aquí se quede aquí. Las cuencas son un microcosmos con mucha gente de muchos sitios.

Polo de desarrollo. Se podría crear un consorcio entre las grandes empresas (Iberdrola, Beyer, Ovea, Fagoria, Huanohu), y todas las administraciones públicas, para impulsar nuevos proyectos.

NARRATIVA VISIBLE

NARRATIVA OCULTA

METANARRATIVA

Langreo tiene una ubicación privilegiada dentro de Asturias.

Esta ubicación privilegiada es un arma de doble filo.

Estamos en un momento crucial para el cambio.

NARRATIVA VISIBLE

NARRATIVA OCULTA

METANARRATIVA

NARRATIVA VISIBLE

NARRATIVA OCULTA

METANARRATIVA

Narrative profiles in the Lada area



Josefa

AGE: 61 years
OCCUPATION: Pensioner
FROM: Sama de Langreo
LIVES IN: Sama de Langreo
WORKS IN: Retired

"Mining funds are not being properly used, and in many cases are falling into the hands of companies. Iberdrola is just another chapter in something that started in the 1980s, and people are very burnt out."

CHALLENGES

Current state of the region. Unfinished works, restrictive industrial wasteland. A lot of influence has been lost and there has been bad press.

External subsidy culture. People have become accustomed to living off the public purse.

OPPORTUNITIES

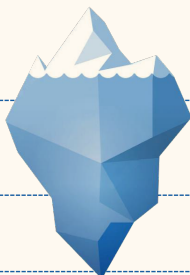
Trained young people. People who were born in the mining area really look out for the mining area, if there were opportunities many would want to return, but there is nothing.

Organic farming and food. Before the mines here, we were already working the land and livestock. We do not only have industry...

The identity and roots of Langreo are strong.

The ecological transition must be connected to the local culture.

Langreo is not resilient and that is why there is an external subsidy culture.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Lucía

AGE: 34 years
OCCUPATION: Journalist
FROM: Langreo
LIVES IN: Gijón
WORKS IN: Oviedo

"Most people who stay in Langreo are unemployed. I like the area. My family is there. But it is quite the effort. I work in Oviedo and my boyfriend is from Gijón. The price of housing, leisure opportunities, the quality of life... I would rather live here. And more so now that we are going to have a child".

CHALLENGES

Price of housing and quality of life. It is not a pleasant, urbanised place, a good place to live with your family.

Leisure, shopping, culture, social life. In Langreo there are no sports facilities, public swimming pools, auditoriums or concert halls... It is impossible to revitalise the area in this way. And apart from buildings, it would also be nice to have a programme that is a little bit more sophisticated to be able to see a group, a play, go to see a film, ...

OPPORTUNITIES

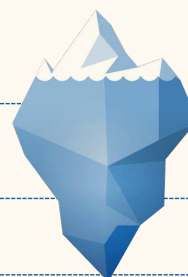
Identity and roots. There is one good thing about the mining area, which is that it has a strong identity. If we take all these super positive identity values, of the mining area, and transform them to create something, we do not need an innovative mega-company.

Tourism and culture. We could look at the Ruhr valley (Germany), which was like Langreo, but a lot larger. It did not keep all the jobs, but they created an attractive cultural offer and they had, they promoted clean energies and they knew how to properly reconvert.

There is a demographic drain, especially among young people.

Young people move away because there are no jobs.

Those who stay are mainly unemployed.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Jorge

AGE: 27 years
OCCUPATION: Project manager in medium-size company
FROM: La Felguera
LIVES IN: Langreo
WORKS IN: Oviedo

"I am aware I will have to leave... That's what is happening to all my school friends. If I found something good, of quality, I would be willing to stay, because I have lived here, I have grown here... If it's going to be tricky for me, I can't imagine what it would be like for others".

CHALLENGES

Current mindset. People here are not willing to change at all. I see it in my parents, my relatives, my neighbours... Those who so strongly promoted change back in the day were not able to adapt to the new times.

Price of housing. The truth is that housing prices, taking into account everything that is happening, could compensate a little, but not even that...

OPPORTUNITIES

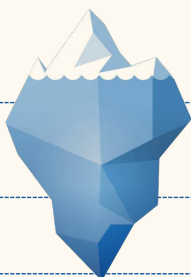
Time for change. I think we are at a point of no return. We have to manage that those who live here stay here. The mining areas are a microcosm with many people from many places.

Hub of development. A consortium could be created between large companies (Iberdrola, Bayer, Duro Felguera, Hunasa) and all public administrations to promote new projects.

Langreo has a privileged location within Asturias.

This privileged location is a double-edged sword.

We are at a pivotal moment for change.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Victoria

AGE: 43 years
OCCUPATION: Public/institutional sector
FROM: La Felguera
LIVES IN: Langreo
WORKS IN: Langreo

"We are witnessing a progressive dismantling of the area's industrial fabric, we are aware of the increase in unemployment and the loss of the population, especially young people. We have to work to create a participatory space in which we can all reinvent the area".

CHALLENGES

Stem the demographic drain. Young people leave Langre to go to other cities. Hopefully we will be a dormitory city, but maybe not even that. We need to work on this in the coming years to stem the loss of young people. Or become attractive to them.

Ageing of the population. In addition to the drain of young people, there is the inevitable ageing of the population. And the fall in the environment, social life... It's all tied together..

OPPORTUNITIES

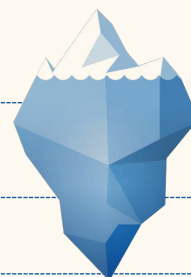
Location. We can take advantage of the benefits of a small town, where you can find practically the same services as in a large town, much closer together, without serious traffic problems.

Space for experimentation. We have a situation where much remains to be done. European funds are now demanding spaces for experimentation, we could try to do new things here.

The mining society was sexist.

With time, the are has become a more inclusive place.

The Mining area remains sexist because of the legacy of the mining society.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Ramón

AGE: 58 years
OCCUPATION: Thermal Power Station in Lada (under decommissioning)
FROM: Langreo
LIVES IN: Langreo
WORKS IN: Langreo

"We are the Cinderella of Spain".

CHALLENGES

Deep-rooted mistakes from the past. Iberdrola and the mining funds were not well distributed. DF took off to Gijón. And now Iberdrola, which is the latest chapter in something we have been dealing with for decades. The area is in total decline.

The area is not attractive to outside investors. The challenge is to secure investment for the area, both private and public. Right now I don't see that we can obtain it.

OPPORTUNITIES

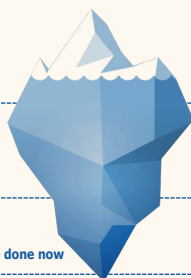
To highlight the value of mining. A quarter of Europe's fluorite is mined here - mainly for the production of fluoride in toothpaste. Tourism with that industrial touch could also be encouraged.

Renewable energy and industrial land. New energies, such as batteries for electric cars, charging posts for electric cars, and in general with the entire renewable energy sector.

Energy transition in Langreo comes late and badly

Langreo is doomed to repeat past mistakes

Langreo's commitment to the environment has not paid off economically and nothing can be done now



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Iván

AGE: 43 years
OCCUPATION: Union worker
FROM: Sama de Langreo
LIVES IN: Langreo
WORKS IN: Langreo

"One of the biggest enemies to boost the economy are the institutions, in particular, the Langreo Town Council. Instead of helping, they are a barrier to any procedure".

CHALLENGES

Intellectual exodus. It makes me very angry to think that previous generations in the mining area have worked so that their children can study and now those children have to leave the area.

Quality of the work created and financial return. Something has to be developed in the field of production and knowledge that provides high added value, not companies that do not leave value in the area.

OPPORTUNITIES

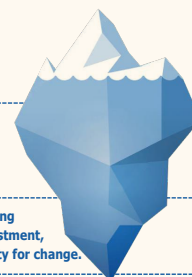
Generate quality employment. It is an area of nature in which ecological, sustainable, long-lasting projects can be developed, generating self-employment, training and even wealth for the area itself.

Industrial land. There is a lot of industrial land freed up by large companies. Access must be facilitated for companies wishing to carry out their activities there.

Langreo is in absolute economic decline.

Today's situation is a result of past mistakes: industrial reconversion never happened.

Langreo is not capable of creating wealth outside of external investment, we have no endogenous capacity for change.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Luis

AGE: 61 years
OCCUPATION: Restaurant owner
FROM: Langreo
LIVES IN: Sama de Langreo
WORKS IN: Langreo

"There are big brands from Asturias: Rene Picot, Arias, Postres Reina... companies that could be very powerful but other places offer them advantages (less conflictive people, cheaper land, quicker response from the institutions...). The food sector is expected to grow significantly in the coming years, but it is not valued or supported by the institutions.

CHALLENGES

Current mindset. The mindset towards business needs to change. The entrepreneur is not an evil, rich devil who wants to exploit the workers. Right now 85% of companies in Spain are self-employed people and SMEs.

Incompetent administration. Endless administrative hurdles are put in place, deadlines take forever, and they do not realise that delays in the granting of building or business licences are enormous obstacles.

OPPORTUNITIES

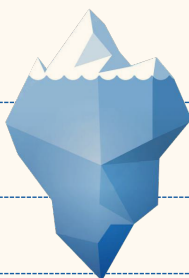
Food and tourism. With the products we have here... I have the feeling that we are not paying enough attention to that..

Location. From the valley you can travel anywhere in Asturias in a very short time. This gives us an advantageous position.

We are fighters and non-conformists because of our history.

The people of Langreo are pessimistic and resigned, especially the young.

The local mindset is a barrier to development.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Ángel

AGE: 48 years
OCCUPATION: Industrial SME manager
FROM: Langreo
LIVES IN: Gijón
WORKS IN: Avilés

"We need experts in economics and industrial projects, not politicians. We have to position the mining areas as a benchmark for innovation and technology, and invest in training".

CHALLENGES

Talent. Loss of talent in the mining areas, lack of options.

Mentality. There is a lot of pessimism in the mining areas for just about everything.

Lack of training. The Mieres campus is also underused.

Lack of professionals, welders, boilermakers. There is a lack of trained people.

OPPORTUNITIES

Advantages of the location in Lada, geographical positioning.

Re-use of company structures. Perhaps some of the power plant's structures could be used.

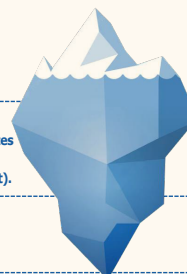
Development of ancillary services for SMEs.

Internationalisation.

Langreo's business fabric is totally deteriorated.

The solution to this is to create quality employment that generates wealth for the mining area (not just any kind of employment).

We have no endogenous capacity for change.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE

Narrative profiles in the Velilla area



Felipe

AGE: 70 years
OCCUPATION: Pensioner
FROM: Guardo
LIVES IN: Guardo
WORKS IN: Pensioner

"It's not just about getting people to come. We have to support those who are here, and then those who want to come".

CHALLENGES

Environment as a barrier to economic development. Extremist environmentalism also does us a great disservice with the famous natural parks. The natural park is actually counterproductive.

Feeling of abandonment. Iberdrola is going to leave, it is going to take its things, it is going to stop paying and it is not going to do anything in Velilla or Guardo. And we will still be there with the high-voltage cables when they pass over the road, suffering the ashes for the rest of our lives.

OPPORTUNITIES

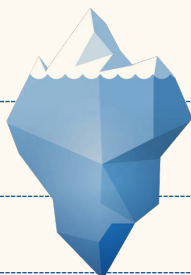
Exploitation of natural resources. Velilla I believe is one of the Spanish municipalities with the most hectares of pine forest and there is not a very effective exploitation of common timber. Moreover, they take it away from here.

Large companies. Here right now people go to galletas as they earn too much. Aguilar is gaining, everybody goes there and whoever can, buys a flat there.

Public funds were not well managed.

Our industrial past is today an obstacle to progress.

The environment is a fad that takes away jobs.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Jorge

AGE: 19 years
OCCUPATION: Hospitality
FROM: Velilla
LIVES IN: Velilla
WORKS IN: Guardo

"I would go in a heartbeat. All my friends leave Guardo to study away from here, and there are only old people left here"

CHALLENGES

Location and communications. The communications problem is disgraceful. The Guardo-Aguilar road is the most used road in the whole province and the one that is in the worst condition. It is clearly a disgrace. So who the hell is going to come here?

Early retirement system. There are still pensioners in the area with a high purchasing power. Those from the mines get good pensions and so on, but all the young people have to leave.

OPPORTUNITIES

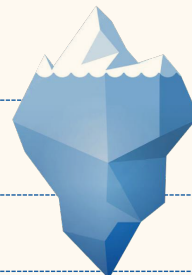
Qualified work. A lot of university students have returned because they are unemployed, but here too they can't find anything to put their studies to good use.

Professionalisation of the tourism and hospitality sector. Restaurants in the area are small and are not professional.

The area is becoming depopulated, only older people are left.

Young people migrate because there are no employment opportunities and educational opportunities are limited.

There is no future here, success is associated with leaving here.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Carlos

EDAD: 26 years
OCCUPATION: Unemployed
FROM: Cardaño de Abajo
LIVES IN: Cardaño de Abajo
WORKS IN: Unemployed

"There is an inertia in the population that is very difficult to reverse, and let's hope this will change. But it is very difficult to reverse because we are heirs to our culture and our traditions".

CHALLENGES

Price of housing. There are many people who do not live here and want to come here, but they don't make it easy. Rents are expensive, they don't encourage people to come.

Lack of services and infrastructure. We have had to buy anything we needed in Palencia, the capital city. Why? Because as they force you to go down there for other services that are not available here, you buy it there.

OPPORTUNITIES

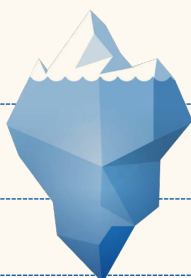
New regulation. There are many bureaucratic obstacles to set up a business, it takes 2 or 3 years to set it up....

Cooperation. It is very difficult, and everyone has to join forces, starting with the municipalities and politicians among themselves, and with other agents.

We have a strong feeling of region and roots.

There is competition among towns in Palencia.

We have to foster the culture of cooperation.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Ana

AGE: 31 years
OCCUPATION: Partner in local business
FROM: Guardo
LIVES IN: Guardo
WORKS IN: Guardo

"The fact that there have always been large providers of employment has ruined the entrepreneurial culture (...) even when you go to do it, people will say "they, you're crazy" "go for it, with what you're worth".

CHALLENGES

Disconnected projects. There are many associations and collectives with good proposals (...) but each one works from their own area, we should be able to create a community. We need a space to share experiences.

Lack of mechanisms for citizen participation. There is no structure or space for participation, even institutional, that says we are going to think about what kind of tourism model we want.

OPPORTUNITIES

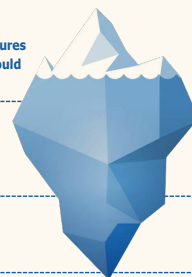
Sustainable development. It is very clear that the big opportunity is the mountains. It is a spectacular mountain that is unexploited, but this must be done in a coherent way, through environmentally and socially sustainable projects.

Associations and cultural offerings. One of the great opportunities is the people, the population we have. When AMGU does any show, the whole town goes there. It is true that we also get very involved.

Embark on entrepreneurial ventures and creating new businesses would help revert the situation.

The person who wants to become an entrepreneur can do so.

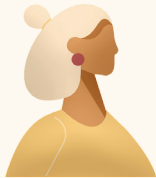
The solution is to have resources to learn.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



Belén

AGE: 49 years
OCCUPATION: Primary teacher
FROM: Velilla
LIVES IN: Velilla
WORKS IN: Santibáñez de la Peña

"If you take a walk around the village, there is a "for sale" sign in every window, because people have had to leave. Old people are dying, and what are their children going to come here for? There are less and less bars, supermarkets, shops, less and less everything... And that's a pity."

CHALLENGES

Brain drain. Researchers, industrial engineers of the highest level, people who are working at the CSIC... have come from here. The level of education in Guardo is very high and it is a pity that they have to leave.

Gender inequality. Industrial work has been male-dominated, women at home have been relegated to untrained, unpaid care work. So there is a terrible gap of women who have no work history and no work experience.

OPPORTUNITIES

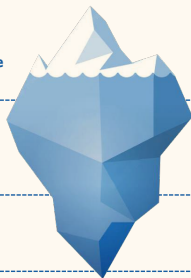
Vocational training adapted to the interests of the region. Vocational training is obsolete for the activity in the area. Guardo does not have, for example, a forestry ranger or a person to promote activities in the natural environment, which are the most in demand in the area.

New working models. What people do in Madrid, they can do in Cervera right now with teleworking. We need a good internet connection.

The differential value of this area is the strong associative approach and cultural offer.

We are thought to be less because we come from a village.

We idealise what is outside here without fighting for we have here.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE



José Manuel

AGE: 55 years
OCCUPATION: Medium size company manager
FROM: Guardo
LIVES IN: Palencia
WORKS IN: Palencia

"The energy transition has been unfair in many ways. Do all countries accept the same terms of this decarbonisation and take the same actions? No. Nobody understands why they abandon Velilla and continue burning coal in As Pontes".

CHALLENGES

Welfarism. So many subsidies, so much aid, have annihilated entrepreneurial spirit. Paternalism, whether from European aid, from big business, and becoming an entrepreneur is no longer in their plans.

Scepticism. There is a lot of scepticism, especially when people talk about funds that are about to arrive, about helping to create jobs or about work being done.

OPPORTUNITIES

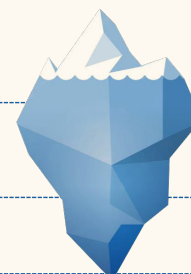
Resilience and non-conformism. We are trying to set up a recycling factory. Normally we wouldn't want to get involved, but sometimes there comes a point where you have no choice.

Pride and roots. In order to develop the business, we may be more interested in going to Madrid, but we have an emotional bond here, and more than 25 employees.

We are living in a moment of absolute decline.

We are tired of repeating the same mistakes of the past.

There is no alternative: here only a big company will save us.



VISIBLE NARRATIVE

HIDDEN NARRATIVE

METANARRATIVE

Thank you!



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LADA AND VELILLA DEL RÍO CARRIÓN
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