



Collaborative Disability Plan





© Laboratorio de Innovación Social de la Universidad de La Laguna – Social Innovation Laboratory of the University of La Laguna (LabINS ULL)

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This Collaborative Disability Plan was drawn up by the Department of Social Welfare and Quality of Life of the La Laguna City Council in collaboration with various organisations and associations that work every day for people with disabilities and their welfare.

This document aims to shed light on the reality of disability in our municipality and create common ground and collaboration agreements with the people targeted by the actions we design from public institutions.

To draw up this document, a comprehensive initial diagnosis allowed us to outline the top priorities and problems affecting people with disabilities. Based on this analysis, we have established different lines of action to act effectively where we can and provide real solutions to the barriers that still exist in our territory.

This project has been developed taking into account basic principles like universal accessibility, individual autonomy, social justice, promotion of fundamental rights, inclusion, integrity, promotion of interpersonal relationships, personal advancement, gender mainstreaming and the promotion of new opportunities for people from all walks of life.

Our work has been recognised by prestigious national and European organisations, winning first prize in the 2024 Access City Award, the European Commission's most important award in the field of disability. Our

municipality won thanks to the different accessible services provided by this Council and the involvement of different third-sector organisations and groups.

This City Council also received the 2022 award "For best community and local action" from the Spanish Committee of Representatives of Persons with Disabilities (CERMI – Comité Español de Representantes de Personas con Discapacidad). This award was given for an accessibility strategy of accessible services for different types of disabilities, aimed at equal opportunities, non-discrimination and social inclusion of people with disabilities.

La Laguna also recently won Bronze in the category of "local authorities with more than 50,000 inhabitants" in the European Commission's 2024 European Capitals of Inclusion and Diversity Award for promoting inclusion and creating societies free of discrimination.

This is why our Plan must stay on the course set in recent years by the City Council. We must forge new alliances to gain knowledge and experience, always hand in hand with the people who constantly struggle to achieve real and effective inclusion in their daily lives.

All institutions must join forces to achieve these common goals, together with the organisations that work tirelessly to achieve universal accessibility in all areas, which is so necessary in this collective struggle.

I can only congratulate the political and technical team of the Department of Social Welfare and Quality of Life for this magnificent work, which I am sure will mark a turning point in accessibility within our municipality.

Luis Yeray Gutiérrez

Mayor of San Cristóbal de La Laguna



“Award for best community and local action on disability”, from CERMI (Spanish Committee of Representatives of Persons with Disabilities) in 2022.



“Access City Award” from the European Commission in 2024.

“European Capitals of Inclusion and Diversity Award” from the European Commission in 2024.



1. Introduction

In recent years, the Social Welfare Service and the San Cristóbal de La Laguna City Council itself, in collaboration with specialised NGOs and the citizens of La Laguna, have been carrying out many different actions to support people with disabilities.

Proof of this is the [2022 Cermi.es National Award](#) granted to the City Council by the Spanish Committee of Representatives of Persons with Disabilities (CERMI). La Laguna was the first municipality in the Canary Islands to receive this award.

The Social Welfare Service wanted this Plan as a roadmap to continue with these efforts and set out the actions to be carried out in the coming years.

This Plan aims to improve support for people with disabilities, enhancing their autonomy and well-being.

To this end, we have gathered information on the problems and proposed solutions. These have been organised into actions to be carried out in the coming months and years.

We hope that all the departments of the La Laguna City Council, specialised and related organisations, as well as the general public, will be involved in implementing these actions.

2. Guiding principles

This Plan is based on the guiding principles set out in the Spanish General Law on the Rights of Persons with Disabilities and their Social Inclusion ([Ley General de derechos de las personas con discapacidad y de su inclusión social](#)).

These principles are:

- A.** Respect for people's inherent dignity, individual autonomy, including the freedom to make one's own choices, and independence;
- B.** Independent living, making one's own decisions;
- C.** Equal treatment as people without disabilities;
- D.** Respect for difference and acceptance of persons with disabilities as part of human diversity and humanity;
- E.** Equal opportunity to enjoy one's political, economic, labour and other freedoms;
- F.** Equal opportunity and treatment of women and men.
- G.** Normalisation of access to the same goods, services, activities, areas, etc. as any other person.
- H.** Normalisation of access to the same goods, services, activities, areas, etc. as any other person.
- I.** Universal design or design for all people without the need for adaptation or specialised design.
- J.** Full and effective participation and inclusion in society, contributing to the common good and social cohesion.
- K.** Civil dialogue to involve organisations representing people with disabilities and their families in the development, implementation and evaluation of public policies.
- L.** The freedom of people with disabilities to develop their personalities, especially the right of children with disabilities to preserve their identities.
- M.** Mainstreaming of disability policies so that the demands and needs of people with disabilities are taken into account at all levels of the administration.

The principles of equal opportunity and equality between men and women are essential to the Plan, so a disability and gender perspective will be fundamental to guide its implementation.

The Plan will also be implemented taking into account the following principles:

- N.** Strategic planning taking into account problems, demands, goals and actions when making decisions.
- O.** Networking for collaboration between all those involved in caring for people with disabilities.
- P.** Participation of all those who want to help implement the Plan.



- Q.** Community outreach to learn what we need to improve as a society.
- R.** Transparency because information related to the Plan's progress must be public.



3. Legislation

These are the laws and regulations that are relevant to the Plan:

Convention on the Rights of Persons with Disabilities

In 2006, the United Nations adopted the [Convention on the Rights of Persons with Disabilities](#) (CRPD), which was signed by Spain in 2008.

This Convention is important because it seeks to ensure the protection of the rights and dignity of people with disabilities.

The aim is to improve participation in civil, political, economic, social and cultural life worldwide.

The Convention is also important because it sees disability as resulting “from the interaction between persons with impairments and attitudinal and environmental barriers”.

Second Manifesto on the Rights of Women and Girls with Disabilities in the European Union

In 2011, the European Disability Forum adopted the [Second Manifesto on the Rights of Women and Girls with Disabilities](#) with the clear aim of making equal opportunities for women with disabilities a reality.

Spanish Constitution

[The reform of Article 49](#) of the Spanish Constitution demands measures be taken to ensure full autonomy and inclusion of people with disabilities, respecting their freedom of choice and giving voice to people with disabilities and the specialised organisations that represent them.

Spanish Law on the Rights of Persons with Disabilities

The [Spanish Law on the Rights of Persons with Disabilities](#) and their Social Inclusion (Ley General de Derechos de las Personas con Discapacidad y de su Inclusión Social) ensures the right to equal opportunities and equal treatment of people with disabilities.

It also protects their rights by promoting personal autonomy, universal accessibility, access to employment, inclusion in the community and independent living and seeking to end discrimination.

Spanish Law for the Promotion of Personal Autonomy and Care for Dependent Persons

With the [Law for the Promotion of Personal Autonomy and Care for Dependent Persons](#) (Ley de Promoción de la Autonomía Personal y Atención a las Personas en Situación de Dependencia), the Spanish state aims to ensure care for



dependent people.

People with disabilities and in vulnerable situations need support with their activities of daily living. The aim is to help them be more autonomous and participate in society with full rights.

Statute of Autonomy of the Canary Islands

The Canary Islands' 2018 [Statute of Autonomy](#) is a basic quasi-constitutional law. It states that the public authorities are responsible for ensuring that the rights of people with disabilities and dependent persons are met.

Furthermore, the authorities must promote “autonomy, equal opportunities, as well as social and workplace integration of people with disabilities” in all their actions.

San Cristóbal de La Laguna City Council

Finally, on 10 December 2020, the San Cristóbal de La Laguna City Council approved an [institutional statement](#) in support of ensuring the rights and freedoms of people with disabilities in the municipality.

It has committed to implementing actions for universal accessibility, inclusive leisure, to end discrimination, always taking into account the specific needs of girls, boys and women with disabilities.



4. Alliances Plan. We Are Able

The aim of this Plan is to keep making progress in the municipality of La Laguna for people with disabilities to have full rights and freedoms, be respected and participate fully in society.

With this goal in mind, an initial diagnosis of the situation was carried out, reaching the conclusions laid out below.

4.1. Participatory diagnosis conclusions

The 'La Laguna Inclusive City' documents show that the City Council has done much to promote the inclusion of people with disabilities.

Most of these efforts have focused on accessibility, health, information sharing and awareness raising, as well as social services and inclusive leisure.

However, there is still a long way to go – especially in areas like education, universal accessibility, employment and access to disability certificates.

The following issues have been identified as priorities:

- Lack of updated information on the circumstances of

people with disabilities and how they are being cared for within the municipality of La Laguna.

- Insufficient disability training for public administration staff.

- Lack of knowledge to use applications and websites in general (e.g., to apply for benefits or aid).

- People with disabilities often do not have access to adequate devices or connectivity.

- Lacking coordination protocols between the administration (city councils, health facilities, hospitals, etc.) and social and healthcare resources, NGOs and companies.

- Lack of collaborative networking between associations, foundations and other organisations that care for people with disabilities.

Most of the proposals are related to information needs, for example on:

- Diseases linked to disabilities and treatments.

- The professionals needed for adequate comprehensive and specialised care.



- The municipal spaces available to provide care for people with disabilities in different areas of Tenerife (Los Baldíos, Guamasa, El Ortigal, Los Rodeos, Bajamar, La Punta, Tejina, Valle Guerra, Jardina, Las Mercedes, Las Montañas and Vega de Las Mercedes).
- The training needed for public administration staff on disabilities in general and on the specific information needs of people with disabilities.
- The social and healthcare companies operating in the municipality.
- The resources, services and benefits available to people with disabilities (and their requirements) using a specific tool for this information to be regularly updated.
- The specialised services offered.
- Data on the City Council staff with disabilities (number of employees with disabilities, distribution according to gender, roles, etc.).
- Identification of urban areas that are uncomfortable or not conducive to healthy living.
- Basic support needs for the inclusion of people with disabilities in leisure and other activities.

Other **proposals** suggest **training** actions on topics like:

- Diseases linked to disabilities and treatments.
- Digital skills.
- Basic disability and diversity training.
- Updates on resources, services and benefits.
- Results and lessons learned from actions to support people with disabilities.

Both NGO and local administration staff made **proposals to improve coordination and collaboration** between the administration, social and healthcare resources, NGOs and companies:

- Meetings or working groups.
- Collaboration agreements.
- Regular meetings to share information and lessons learned.
- To improve universal accessibility, the adaptations being made to the facilities of the City Council's Social Welfare Department to be extended to the other municipal departments.

Finally, there is also a need for the political sphere to become more involved in the care for people with disabilities.



4.2. General objectives

To keep making progress in the municipality so that people with disabilities have full rights and freedoms and these are respected, the Plan proposes the following general objectives:

- Contribute to identifying and outlining the actions required for the La Laguna City Council to support people with disabilities.
- Facilitate collaboration and coordination between the administrations and organisations involved.
- Encourage new proposals and actions to be included in the annual programmes that emerge from this Plan.

As well as these general objectives, the Sustainable Development Goals (SDGs) also help to guide what is to be achieved with this Plan.

All the SDGs of the United Nations 2030 Agenda refer to persons with disabilities, though only those directly related to the Plan are listed here.

- End all forms of discrimination against all women and girls everywhere. Target 5.1.
- Ensure women's full and effective participation and

- equal opportunities for leadership at all levels of decision-making in political, economic and public life. Target 5.5.
- Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. Target 10.2.
- Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard. Target 10.3.
- Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. Target 17.17.



4.3. Pillars, objectives and actions

This Plan is based on 10 pillars:

1. Raising awareness.
2. Universal accessibility.
3. Participation in society.
4. Education and training.
5. Health.
6. Employment.
7. Housing.
8. Leisure, culture and sport.
9. Social services.
10. Social and personal autonomy.

Below are the problems identified, the Plan's goals, the actions to be implemented and the organisations responsible for doing so.

Pillar 1. Raising awareness

PROBLEMS

1. Low awareness of the actions carried out by each of the organisations supporting people with disabilities.
2. Lack of detailed information on the services and benefits available to people with disabilities.
3. Lack of information on the day-to-day struggles people with disabilities face in the City Council.
4. Insufficient social awareness of how to care for mental health and support people with mental health conditions.
5. Awareness-raising often focuses on physical disabilities.
6. Awareness-raising actions are isolated and not very creative.
7. Awareness-raising actions are not targeted according to type of disability.
8. The reality of early intervention and care is unknown to technical staff or politicians.
9. Lack of awareness around accessibility.
10. Lack of empathy.
11. Not considered a priority in certain areas.
12. Lack of awareness, especially in companies, education, public administrations and the media.



OBJECTIVES	• Gather and disseminate information on available services, resources and benefits. • Improve communication channels. • Design a creative communication strategy that addresses different disabilities, especially involving mental health, accessibility and early care. • Train key staff on how to support people with disabilities and their accessibility needs.
ACTIONS	1.1 Identify resources and services that citizens can access in each territory; disseminate using the municipal website and educational material. 1.2 Identify benefits and aid available at municipal, island, autonomous community and state level, their requirements and procedures. 1.3 Design and implement a registration system that provides information on benefits and aid with updating process. 1.4 Report on the reality of disability within the municipal administration. 1.5 Create a specific and accessible municipal website with information on disability by the Social Welfare Department. 1.6 Consolidate and scale any awareness-raising programmes implemented by the Social Welfare Department or in collaboration with different municipal departments or NGOs. Photo exhibitions, production and screening of short films and commercials, campaigns to celebrate special days, “We walk, we see, we hear, we dream” activity programme.
IMPLEMENTATION	Social Welfare Service in collaboration with specialised NGOs and people with disabilities.



Pillar 2. Universal accessibility

PROBLEMS	1. Lack of universal accessibility. 2. Accessibility often limited to physical accessibility, forgetting communication, sensory, mental and cognitive barriers (including prejudice). 3. Municipal environments are communicatively inaccessible for children with developmental disorders. 4. Lack of resources.
OBJECTIVES	• Improve universal accessibility to the resources and services of the La Laguna City Council. • Scale the accessibility services offered by the Social Welfare Department to all other municipal departments.
ACTIONS	2.1 Include filters to request universal accessibility devices when booking appointments with the local administration. 2.2 Create a channel for citizens to report to the Ombudsman for People with Disabilities about accessibility and mobility limitations throughout the municipality (public transport, curb cuts, traffic lights with sound signals, adapted toilets, etc.). 2.3 Identify suitable spaces that ensure accessibility and privacy in care and intervention by specialised organisations in the different municipal districts. 2.4 Secure and mainstream the accessibility commitments made by the La Laguna City Council: Special Protection Plan, Master Plan for Universal Accessibility in the municipality, Tenerife Accessibility Map, RECORDED Preferential Itinerary, Tourism Master Plan for the Old Town of La Laguna, Smart Destinations Network, municipal economic benefits, Walking Cities Network, municipal free psychological care service, SVISUAL service, Deaf and Deafblind Interpreting Service and initiatives like 'Punto Naranja' information points and vibrating vests to promote inclusion in leisure and culture activities.

IMPLEMENTATION	Presidency and Planning Department in collaboration with: La Laguna City Council departments and services, public administrations, specialised NGOs and people with disabilities.
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Pillar 3. Participation

PROBLEMS	1. Low participation of disabled communities in intervention proposals.
OBJECTIVES	Identify obstacles to the social participation of people with disabilities.
ACTIONS	3.1 Identify obstacles to the social participation of people with disabilities. 3.2 Secure and mainstream the social participation commitments made by the La Laguna City Council: Disability and Promotion of Personal Autonomy Committee, Network for Age-Friendly Cities, Committee for the Elderly, Committee for Childhood and Adolescence, Child-Friendly Municipality, Committee for Cultural Heritage, La Laguna's Municipal Volunteering Plan, Centre of Volunteer Organisations and Associations, Volunteering Fairs, Volunteering Plan.
IMPLEMENTATION	La Laguna City Council in collaboration with specialised organisations.



Pillar 4. Education and training

PROBLEMS	1. Lack of training among public administration staff. 2. Lack of basic and specific disability training for municipal staff. 3. Lack of knowledge in organisations about the latest advances in each disease and its treatment. 4. Lack of resources to bridge the digital divide. 5. Lack of educational inclusion measures at post-compulsory education stages. 6. Lack of diversity training among teaching professionals.
OBJECTIVES	Implement a training plan on disabilities and care for people with disabilities.
ACTIONS	4.1 Identify the training needs in disabilities and equal treatment for City Council staff, care staff, disability care technicians, teachers and other related professionals. 4.2 Train key staff on how to support people with disabilities. 4.3 Prepare a guide for professionals working with people with disabilities and/or dependency. 4.4 Identify the technological and digital needs of people with disabilities in the municipality. 4.5 Compile and develop tools to support digital communication, especially with the public administration. 4.6 Identify document repositories and reference materials on disabilities and access procedures. 4.7 Consolidate and scale the training programme implemented by the Social Welfare Department or in collaboration with different municipal departments or NGOs: forums for debate and meeting, municipal economic benefits.
IMPLEMENTATION	Social Welfare Service in collaboration with specialised NGOs.



Pillar 5. Health

PROBLEMS	1. Lack of resources for mental health care. 2. We do not know which urban areas are not conducive to healthy living.
OBJECTIVES	• Increase resources for mental health care. • Identify urban areas that are uncomfortable or do not contribute to adequate mental health.
ACTIONS	5.2 Identify areas in the municipality that do not contribute to adequate mental health. 5.1 Consolidate, improve and expand the health commitments made by the La Laguna City Council: municipal economic benefits, 'La Laguna Cuida' initiative against loneliness, Attention Deficit Hyperactivity Disorder Screening and Psychological Care Programme.
IMPLEMENTATION	Social Welfare Service in collaboration with public administrations and specialised NGOs.

Pillar 6. Employment

PROBLEMS	1. High inactivity levels among people with disabilities in the region.
OBJECTIVES	• Determine the employment status of people with disabilities in the municipality. • Promote quota-based hiring of people with disabilities in the workforce.
ACTIONS	6.1 Establish a disability observatory to research and collect information about disability in the workforce. 6.2 Consolidate and scale the employment commitments made by the La Laguna City Council and implemented by the Social Welfare Department or in collaboration with different municipal departments or NGOs: Special Employment Centres, municipal economic benefits and labour market integration programmes like CRECE, 'Yo quiero trabajar como tú' ('I want to work like you') and PUEDO ('I CAN').
IMPLEMENTATION	Social Welfare Service in collaboration with public administrations and specialised NGOs.



Pillar 7. Housing

PROBLEMS	1. Difficulties in access to housing for people with disabilities.
OBJECTIVES	Determine access to housing and housing conditions among people with disabilities in the municipality.
ACTIONS	7.1 Establish a disability observatory to research and collect information about disability in housing. 7.2 Consolidate and scale the housing commitments made by the La Laguna City Council and implemented by the Social Welfare Department or in collaboration with different municipal departments or NGOs: municipal economic benefits.
IMPLEMENTATION	Social Welfare Service in collaboration with public administrations and specialised NGOs.

Pillar 8. Leisure, culture and sport

PROBLEMS	1. Need to secure and increase the activities on offer.
OBJECTIVES	Secure, improve and expand the offer of leisure and cultural activities.
ACTIONS	8.1 Consolidate and scale the leisure, culture and sport commitments made by the La Laguna City Council and implemented by the Social Welfare Department or in collaboration with different municipal departments or NGOs: adapted sports activities, Calderón Project, urban gardening, inclusive initiatives like the 'Sardina de la Inclusión' carnival parade, the 'Contamos Contigo' project and the 'Sintiendo mi ciudad' guided tours, art exhibitions, bathing support service for people with disabilities.
IMPLEMENTATION	La Laguna City Council

Pillar 9. Social services

PROBLEMS	1. Shortage of specialised disability services. 2. Lack of support for family members of people with mental health conditions. 3. Lack of decentralisation of specialised resources to support people with disabilities. 4. Insufficient support for carers. 5. Lack of resources, infrastructure and professionals in early care. 6. Insufficient guidance and support for families that need early care programmes and services. 7. Decision-making on early care is centralised in the Canary Islands Government.
OBJECTIVES	Consolidate, improve and increase the municipality's care and services network.
ACTIONS	9.1 Extend the coverage of individual benefits for people with disabilities, adding support for carers, dependent people and early care. 9.2 Determine the needs of people with disabilities that have no or limited care services. 9.4 Expand the functions of the Ombudsman for People with Disabilities to focus especially on the protection of people with greater degrees of disability. 9.5 Secure, improve and extend of the 'Cuidadoras' (Carers) project. 9.6 Consolidate and scale the social services commitments made by the La Laguna City Council, especially to support families, and implemented by the Social Welfare Department or in collaboration with different municipal departments or NGOs: Family Care Programme of the Asociación Canaria de Trastorno del Espectro Autista (Canary Islands Autism Spectrum Disorder Association).
IMPLEMENTATION	Social Welfare Service in collaboration with public administrations and specialised NGOs.



Pillar 10. Personal and social autonomy

PROBLEMS	1. Lack of resources to bridge the digital divide.
OBJECTIVES	• Increase the digital autonomy of people with disabilities by reducing the digital divide.
ACTIONS	10.1 Create an information service to support and guide people with disabilities to carry out procedures in the digital environment. 10.2 Consolidate and scale the personal and social autonomy commitments made by the La Laguna City Council and implemented by the Social Welfare Department or in collaboration with different municipal departments or NGOs: municipal economic benefits, paperwork done digitally.
IMPLEMENTATION	Social Welfare Department in collaboration with specialised NGOs.



4.4. Methodological strategy

This Plan will be implemented taking into account not only the above – what is to be done – but also how it is to be done.

The coordination of municipal departments and specialised organisations with other administrations has emerged as one of the main problems to be prioritised.

The Disability and Autonomy Committee will have strategic importance to coordinate any required actions, projects and services.

Meanwhile, the coordination needed to achieve the universal accessibility objectives will be led by the Presidency and Planning Department.

Given its position within the City Council, this department can ensure that universal accessibility is pursued throughout all the services, departments and headquarters of the La Laguna City Council.

In addition, the Disability Committee will have the following functions during the implementation of the Plan:

- a. Active participation in each phase of the Plan.
- b. Making proposals, contributing new lines of work, generating ideas and advising on the Plan's development.
- c. Evaluating the reality and the environment for the Plan to be realised, allowing for continuous adaptation.
- d. Reporting on matters addressed by the Committee that affect the Plan.
- e. Dissemination of actions carried out in the context of the Plan.
- f. Promoting training and awareness of the realities of people with disabilities in public administrations, the private sector and society at large.

The Committee has expressed the need for resources to do this work. For example, by building a space for information sharing and coordination.

Below are the objectives and actions that make up the methodological strategy to implement the Plan.



Pillar 11. Methodology

PROBLEMS	1. Lack of coordination between municipal departments and services. 2. Lack of coordination protocols between the administration, organisations and companies. 3. Lack of coordination between those involved in mental health care: hospitals, courts, outpatient clinics, etc. 4. Lack of coordination between public administrations to comply with the Spanish Law on Early Care (Ley de Atención Temprana).
OBJECTIVES	• Design and develop strategies for coordination and collaboration between those involved in care for people with disabilities
ACTIONS	11.1 Establish partnerships and/or agreements to exchange knowledge and experiences, generating shared work projects (health, education, research, etc.). 11.2 Appoint representatives in each department of the City Council to work together on disability, preparing a participation map to build a group responsible for promoting inclusion and accessibility. 11.3 Identify coordination needs between municipal departments and services, and draw up protocols. 11.4 Identify coordination needs and draw up action protocols with other administrations (health, justice, education, etc.). 11.5 Hold meetings and brainstorming sessions with all departments/administrations to share experiences, proposals, etc. 11.6 Implement collaborative actions to establish synergies between specialised organisations according to type of disability.
IMPLEMENTATION	Social Welfare Service in collaboration with the Disability and Promotion of Personal Autonomy Committee, specialised organisations, administrations, companies, etc.

4.5. Plan monitoring and evaluation

This Plan will be implemented over the next few years until 2027 or at least until the proposed roadmap is realised. At that point, it will have to be evaluated.

For the implementation of the Plan, the objectives and actions can be established on a yearly basis. These programmes will include quantitative, qualitative and participation indicators to evaluate the objectives proposed in these programmes.

Monitoring and evaluation of the Plan will serve to compile the necessary information to assess the effectiveness and efficiency of the implemented actions.

We propose the following to carry out the monitoring tasks:

- Dependency and Disability Unit of the Social Welfare Service of the La Laguna City Council.
- Disability and Promotion of Personal Autonomy Committee of the La Laguna City Council.

Throughout the implementation of the Plan, the Committee will be equipped with monitoring and evaluation instruments and mechanisms to collect the necessary information to make decisions and improve the effectiveness and efficiency of each intervention.

In any case, at least the following actions will be carried out:

- Follow-up meetings;
- Annual evaluation report for the programmes;
- Final evaluation report for the Plan.

4.6. Communication strategy

This is a basic outline for internal and external communication throughout the Plan's implementation.

The written and visual language used must contribute to portraying disability responsibly, respecting diversity and promoting awareness and social inclusion of people with disabilities.

To this end, we must also make sure the contents to be disseminated are accessible.

The language and designs to be used will be based on easy read and design principles and a gender perspective. We want to make progress on accessibility and break down gender stereotypes and roles.



Internal communication

Communication between the administrations and specialised organisations that are collaborating directly in the execution of the Plan. The following channels, among others, may be used:

- Meetings for programming, monitoring, action evaluation, etc.
- Meetings between working groups or those involved in the Plan
- Digital platforms
- Reports, newsletters, memos
- Emails
- Phone calls

External communication

Dissemination of information generated when implementing the Plan.

The aim is to communicate with organisations that may want to collaborate on the Plan in the future, as well as the public at large.

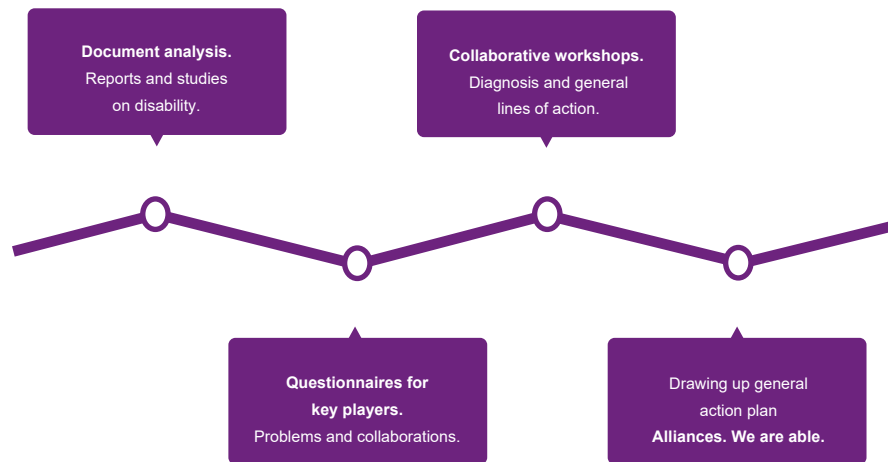
Among other channels, the following will be used:

- Emails
- Meetings
- Reports
- Social media
- Websites Meetings open to the public
- Posters, brochures, etc.



ANEXOS

Annex 1. Diagnostic process



The first step in drawing up this Plan was to analyse the information available on the situation of people with disabilities in the municipality.

A questionnaire was then sent to the staff of the La Laguna City Council, associations and other organisations that support and represent people with disabilities.

The councillor for Social Welfare and Quality of Life was also interviewed.

With all the information gathered, we prepared three collaborative workshops:

- The first with technical staff from specialised organisations.
- The second with technical staff from the local administration.
- And the third with the Disability and Promotion of Personal Autonomy Committee.

These workshops were held to delve into the problems identified, call attention to them and draw up proposals for action.

Analysis of reports and studies

Lacking up-to-date studies on disabilities in the municipality of La Laguna, we reviewed reports and studies on the problems affecting people with disabilities in the Canary Islands and Spain.

Below, we discuss some of the main data points.

Specific data on people with disabilities in the municipality of La Laguna can be found in the diagnosis carried out for the [Municipal Plan to Care for People with Disabilities](#) (Municipal Plan 2016-2020), drawn up in 2014.



According to this study, there were some 17,030 people with difficulties in carrying out activities of daily living in La Laguna. These 17,030 people accounted for 11.13% of the municipality's population in 2014.

Also, 6,396 people had a disability certificate – 4.18% of the municipality's population.

More recent data can be found in the [Canarian Household Income and Living Conditions Survey](#) (EICV-HC) conducted by the Canarian Institute of Statistics (ISTAC) in 2013 and 2018.

The data, covering the island of Tenerife, shows that the population aged 6 years and over with limitations to carry out activities of daily living has increased by 13,399.

Above all, the number of women with limitations in activities of daily living has increased.

According to the EICV-HC Survey, 124,878 women in the Canary Islands face limitations in daily activities, while the number of men is 97,068.

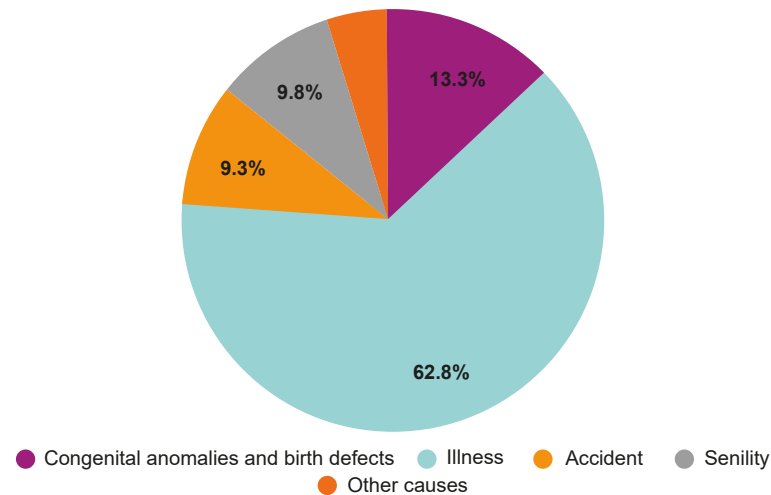
Moreover, the number of women with limitations has increased more than the number of men with limitations. Between 2013 and 2018, the number of

women increased by 33,155 and the number of men by 25,654.

The largest number of people with limitations in the Canary Islands are between 46 and 65 years old according to the 2018 EICV-HC Survey.

Moreover, the survey tells us that the main cause of these limitations in Tenerife is illness.

The second most common cause of limitations is accidents for men and old age for women.



Graph 1. Causes of limitations of daily activity in population aged +6 years. Island of Tenerife. By authors based on data from the 2018 EICV-HC Survey.

The number of households in the Canary Islands with one or more people with limitations in activities of daily living also facing economic difficulties in meeting their basic needs increased by 15,016 between 2013 and 2018.

Moreover, the number (prevalence) of people who have limitations in activities of daily living is higher among socially excluded people (10.5%) than among socially integrated people (4%) according to the [FOESSA Foundation](#), which promotes social studies and applied sociology studies in Spain.

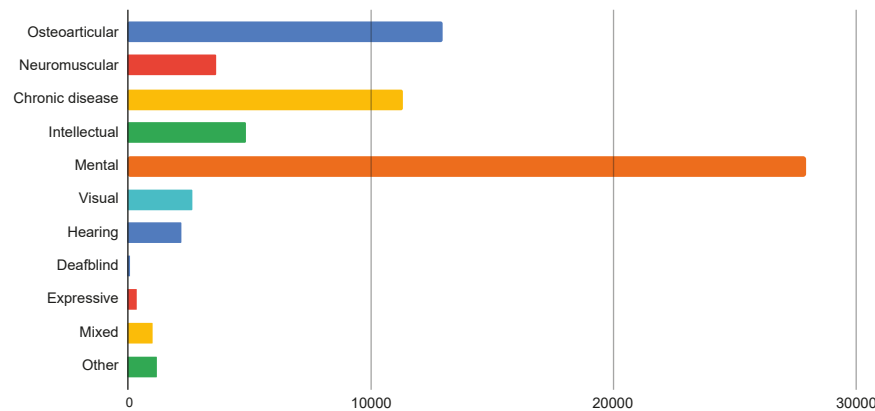
According to the [State Database of Persons with a Degree of Disability Assessment](#), 68,192 people in the province of Santa Cruz de Tenerife held a disability certificate in 2021.

Of these almost 70,000 people, 29,495 were men and 38,697 were women.

This Database also reports that, up to 2021, as many as 27,950 disability certificates had been issued in the province for mental health-related limitations.

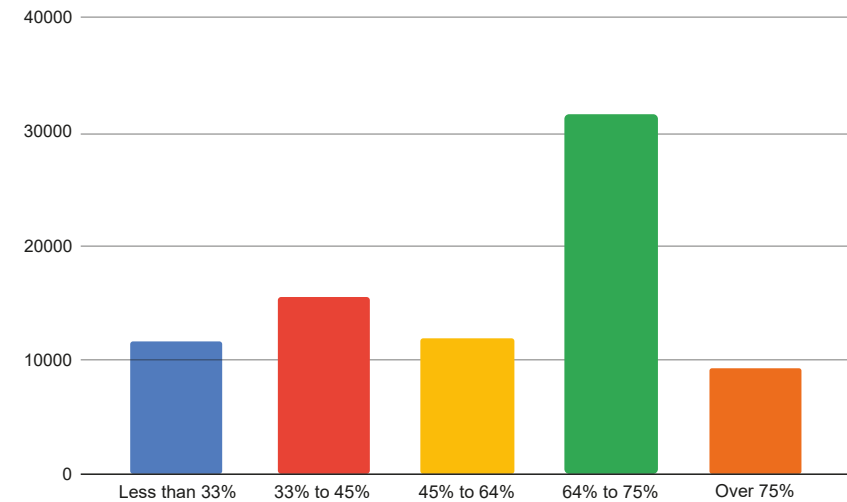
This means that mental health conditions have become the main reason for granting a disability certificate in the province.

The second most common reason for being granted a certificate is osteoarticular limitations (12,970 certificates).



Graph 2. People with a disability certificate greater than or equal to 33% after first impairment. Province of Santa Cruz de Tenerife. 2021. By authors, based on data from the Spanish Institute for the Elderly and Social Services (IMSERSO).

Most of the certificates issued were to people with a degree of disability between 64% and 75%.



Graph 3. People with recognised degree of disability. Province of Santa Cruz de Tenerife. 2021. By authors based on data from IMSERSO.

Now we take a look at data on the situation of people with disabilities in different social sectors.

The employment sector is where we have the most amount of information.

In the Canary Islands, out of every 100 people of working age with disabilities, only 25 were working in 2022. This information is from the Spanish National Institute of Statistics (INE), in the document

El Empleo de las Personas con Discapacidad (Employment of People with Disabilities).

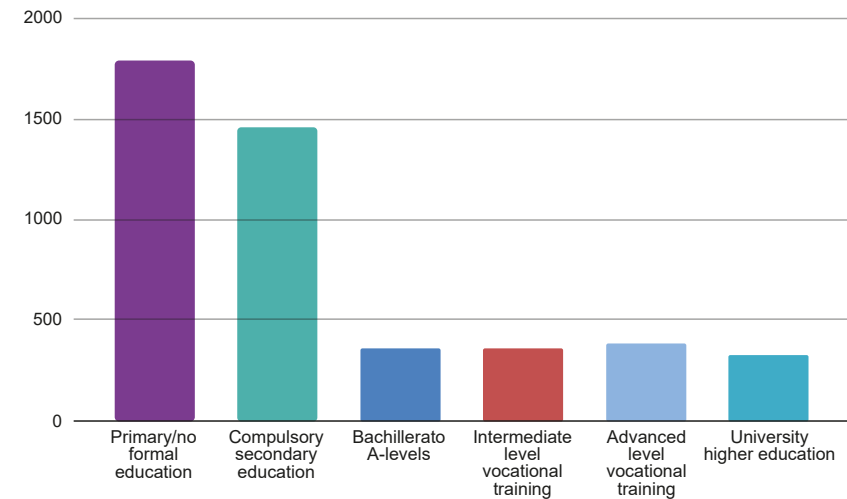
The 2022 [Labour Market Report on People with Disabilities](#) by the State Public Employment Service (SEPE) lays out important information.

The number of employment contracts among people with disabilities increased between 2020 and 2021. In 2020, 3,616 contracts were signed in the province of Santa Cruz de Tenerife, compared to 4,672 in 2021.

Hiring increased by 32.36% among women and 26.26% among men.

Despite the increase in contracts, 4,749 people with disabilities were job seekers in 2021. Of these, 2,040 were men and 2,709 were women.

The educational level of people with disabilities in 2021 was mainly primary education.



Graph 4. Hiring of people with disabilities in the province of Santa Cruz de Tenerife by educational level. 2021. By authors based on data from SEPE.

In 2021, 1,204 employment contracts were signed by people with physical disabilities in the province of Santa Cruz de Tenerife. Then, 1,613 were signed by people with mental disabilities, 565 with sensory disabilities and 41 with language disabilities.

In addition, 1,249 contracts were signed by people with an unknown disability.

There is much less information available from other areas of society, so our insight is limited.

The [Spanish Committee of Representatives of Persons with Disabilities](#) (CERMI) listed the main problems when making a diagnosis for the 2018-2020 Action Plan for Disability Care in the Canary Islands. These problems were:

- Overlaps and poor coordination between administrations. Above all, employment, housing and education.
- Little information on benefits and specialised services, and it does not reach people.
- Few resources dedicated to support people with disabilities.
- Very few resources to detect, prevent and care for children under 6 years of age with developmental difficulties or at risk of developmental difficulties.
- Procedures with the administration are very slow.
- Very difficult for the most vulnerable to access resources.

- Employment policy failures; e.g., failure to meet the 2% quota of people with disabilities in the workforce.
- Lack of action to achieve inclusion in education, especially in high schools and universities.
- Teachers generally lack training to promote inclusion.
- Many barriers to accessibility in cities.

Many actions have been carried out in the municipality of La Laguna in recent years to achieve universal accessibility. Barriers have been eliminated in City Council buildings, as set out in the '[La Laguna Inclusive City](#)' document.

Finally, the 'La Laguna Inclusive City' document describes multiple disability actions carried out by the local authorities, such as:

-Setting up the Disability and Promotion of Personal Autonomy Committee, approval of its bylaws and appointing the Ombudsman for People with Disabilities.



- Drafting the municipality's Master Plan for Universal Accessibility.

- Inclusion services: guide-interpreters for deafblind people, vibrating vests, video interpreting, Spanish sign language interpreters, psychological care, 'Punto Naranja' information points, audio-guides, touch-based models, etc.

- Permanent collaboration agreements with public administrations and other private organisations.

- Increase in aid and subsidies for people with disabilities and specialised organisations respectively.

- Learning from the experience of NGOs and involvement in providing advice to care providers.

- Improving carers' quality of life.

- Opening the Centre of Volunteer Organisations and Associations and drawing up the municipal Volunteering Plan.

Main results of the questionnaire for specialised organisations

The questionnaire was sent to the 38 organisations that are part of the '[Guide for disability organisations](#)' published by the Social Welfare and Quality of Life Department. The questionnaire was completed and sent back by 23 of the organisations. Of these 23 organisations, 4 are specialised in physical motor disability, 5 in organic physical disability, 4 in sensory disability, 2 in mental health and 8 in intellectual or developmental disability.

As for the respondents, 78% are women, they are aged between 25 and 62 and 1 of them has a disability.

Most of them are Spanish, reside in the Santa Cruz-La Laguna metropolitan area, have higher education and specialised training and are permanent staff of their organisation.

Of these 23 organisations, 52% state that they have people with disabilities on staff, most being women.

The organisations' main actions are related to communication, awareness-raising, health, employment and autonomy. In addition, 80% of the



organisations have a volunteer programme and 82% say they carry out actions in collaboration with other public and/or private organisations.

Also, 82% take into account companies' sensitivity towards disability when hiring them to cover some of their needs.

When it comes to evaluations, 60% of the respondents agree that the La Laguna City Council is developing adequate policies to support people with disabilities.

However, 73% do not believe that people with disabilities currently exercise their rights on an equal footing with the rest of the population and 78% do not agree that men and women with disabilities currently exercise their rights on equal terms.

When asked about the problems that the organisations raised in 2015 for the 2016-2020 Municipal Plan, they responded that slow administrative procedures and low labour market integration are still unresolved.

They also feel that the lack of financial and technical assistance, as well as the lack of accessibility and awareness among the general population, are either

unresolved or in the process of being resolved.

Finally, the organisations believe that issues related to the organisations' knowledge of the latest advances in diseases and their treatment, the lack of specialised services in disability care, lack of early detection and insufficient disability training of public administration staff are in the process of being resolved or resolved.

The organisations now point to additional problems:

- Low participation of disabled communities in intervention proposals.
- Lack of continuity in services due to some administrations being slow to act.
- Lack of collaborative networks between organisations.
- People with disabilities finding difficulties in continuing their way of life when the family is no longer present.
- Difficulties in educational inclusion and having the necessary support in the classroom.
- Lack of resources to bridge the digital divide.



Main results of the questionnaire for specialised organisations

This questionnaire was sent to all the councillors of the local government and was answered and sent back by 7 of them.

Six of the respondents are women, aged between 26 and 59 years old. All are Spanish, reside in the Santa Cruz-La Laguna metropolitan area, have higher education and are permanent staff of the local government.

First, 4 of the councillors said they carry out collaborative actions with other councillors, while 5 reported that they carry out collaborative actions with other public and private organisations.

When asked about actions taken to promote the inclusion of people with disabilities, all the councillors stated that they conduct these types of actions and gave some examples.

With regard to specialised disability training, 6 councillors said they did not have any staff trained in this area, although all feel that the staff of their department would be willing to undergo it.

Also, 5 of the 7 councillors take into account companies' sensitivity of towards disability when hiring them to cover some of the department's needs.

With regard to evaluations, 6 of the public employees believe the disability policies being developed by the City Council are adequate. Moreover, 6 strongly disagree or disagree that people with disabilities currently exercise their rights on an equal footing with the rest of the population. Also, 5 strongly disagree or disagree that men and women with disabilities currently exercise their rights on equal terms.

When asked about the problems raised by the city council staff for the 2016-2020 Municipal Plan, they felt that the problems related to deficiencies in basic and specific disability training for the administration's staff, as well as the invisibility of some disabilities, like those related to mental health, are still unresolved.

They also believe that the problems related to the tools and structures for disability support remain unresolved or are still in the process of being resolved. They mention the lack of awareness of the existence of the 2016-2020 Municipal Plan, the lack



of a formal structure to promote and monitor this Plan and the lack of coordination between municipal departments and services, and with associations.

Finally, the councillors feel that the problems related to the deficiencies in social and health care services, the lack of funding, the belief that disability is an exception and the resistance to introducing changes in their way of working to achieve inclusion are already being resolved.

Main results of interviews with councillors of the La Laguna City Council

All the councillors of the La Laguna City Council were invited to participate in this diagnostic process by taking a semi-structured interview to find out about their departments' inclusion policies.

In total, only one interview was conducted with the councillor for Social Welfare and Quality of Life. The following insight was gained.

The Social Welfare and Quality of Life Department has promoted the implementation of this Plan as a necessary tool to mainstream disability policies and

involve all municipal departments. It is also necessary to remove obstacles to enable the inclusion of all people with disabilities.

The councillor considers it a priority to address issues related to universal accessibility as it will improve quality of life not only for people with disabilities but for everyone. Mental health is another priority.

The councillor expressed the need for a cross-department approach because it affects all aspects of disability, carers and the general quality of life of the population at large.

Among the actions carried out by the councillor, he highlighted the new municipal Information and Social Care Office, which has proved to be very useful, the increase in municipal budgets in this area, as well as the creation, regulation and implementation of the Disability and Promotion of Personal Autonomy Committee.

In addition, the 'Punto Naranja' information point set up during the Cristo de La Laguna festivities is a great example of how to support disabled communities.



With regard to the companies hired by the councillor, he emphasised that social criteria are being taken into account (inclusion of people with disabilities, equality, sustainability, etc.) when assessing the proposals of different bidding companies.

The Department considers it important to train municipal administration staff as well as subcontracted personnel so that they have information and tools to better serve diverse communities.

Finally, the Social Welfare and Quality of Life Department often collaborates with other departments of the City Council and specialised NGOs as they have always found a lot of willingness to collaborate.

Collaborative workshop for the staff of specialised organisations

This collaborative workshop was designed with the aim of detecting other problems that had not yet been raised, prioritising them and drawing up proposals for intervention.

Technical staff from 11 of the 38 invited organisations attended the workshop. Of these organisations, 2 are specialised in physical and organic disabilities, 3 in sensory disabilities and 6 in intellectual or developmental disabilities. The group consisted of 9 women and 2 men.

At the workshop, the problems listed in the analysis sections of reports and studies, as well as the results of the questionnaires, were reviewed. The technical staff in attendance thought the following problems should be taken into account:

- Lack of alternatives to slow procedures or lack of specialised care.
- Lack of universal accessibility resources in the administrations: hearing loops, specialised professionals like Spanish sign language interpreters, sign language videos on digital platforms, information on services and benefits, signage, etc. in easy-to-read language.
- Difficulties in providing family respite care.
- Difficulties in access to housing.
- Lack of coordination protocols between the administration, organisations and companies.



- Low awareness of the actions targeting people with disabilities.
- Lack of detailed information on the various services and benefits available to people with disabilities.
- Difficulties in care for people with multiple disabilities or associated problems.
- Lack of public spaces for care and interventions with people with disabilities.

We then reflected on which problems should be prioritised according to these categories:

-We can address it.

-We can influence it.

-It's out of our control.

The problems in the “We can address it” category and the action proposals to tackle them are set out below:

Problem:

Low awareness of the actions targeting people with disabilities.

Proposals for intervention:

- Draw up a list of services for each resource.
- Training on the initiatives offered by each resource.
- Meetings between organisations once or twice a year to exchange of information, learnings, coordinate services, etc.

Problem:

Lack of detailed information on the various services and benefits available to people with disabilities.

Proposals for intervention:

- Draw up an access document for social workers outlining benefits and requirements, to be updated as often as necessary.
- Annual training for the organisations' professionals on resources and benefits.

Problem:

Lack of coordination protocols between the administration, organisations and companies.

Proposals for intervention:

- Identify companies working in the social and health care sector.
- Disability training for the staff of social and health care companies: awareness-raising, serving diverse communities, etc.
- Establish collaboration agreements between organisations and social and health care companies.

Problem:

Lack of training among public administration staff.

Proposals for intervention:

- Communication plan on staff duties and information needs of people with disabilities.
- Assess the disability training needs of public administration staff.
- Disability training plan for administration staff.

Problem:

Lack of resources to bridge the digital divide.

Proposals for intervention:

- Training for the professionals of municipal citizen centres providing care for people with disabilities on how to provide information and support for basic administrative procedures and basic digital skills.
- Basic and advanced training in digital skills for people with disabilities and organisations.
- Make tutorials to be disseminated through multiple channels, including television.

Problem:

Shortage of specialised disability services.

Proposals for intervention:

- Identify professional profiles needed for the organisations to provide comprehensive and specialised care, and assess possible funding from the administrations.
- List spaces that could be used for decentralised actions in the municipality: specialised care, therapeutic activities, etc.
- Set up spaces or collaborative meetings to establish work and cooperation synergies between organisations according to each type of disability.

Problem:

Lack of knowledge in organisations about the latest advances in each disease and its treatment.

Proposals for intervention:

- Create training spaces for organisations and social and health care teams.
- Access documentation and resources to create a shared knowledge bank between organisations.
- Contact with specific health teams to train and provide information to the organisations' professionals.

Collaborative workshop for La Laguna City Council staff

As with the previous workshop, this one was designed to identify problems that had not yet been raised, prioritise them and draw up proposals for intervention.

It was attended by 4 technicians from 4 different departments – 3 women and 1 man.

At the workshop, the problems listed in the analysis sections of reports and studies, as well as the results of the questionnaires, were reviewed. The technical staff in attendance thought the following problems should be taken into account:

- Lack of information on the day-to-day struggles people with disabilities face in the City Council itself.
- Lack of adapted public toilets.
- Difficulties in coordinating social and health care resources: healthcare centres, mental health units, etc.
- Lack of information and dissemination of up-to-date information on disabilities.
- Lack of basic and specific disability training for municipal staff.



- Lack of action protocols for coordination between resources and services; e.g., for making referrals.
- Lack of universal accessibility.
- Areas in the municipality whose urban features do not help to promote health.

- Digital divide.

These problems were then analysed and proposals were put forward:

Problem:

Lack of information on the day-to-day struggles people with disabilities face in the City Council.

Proposals for intervention:

→ Request information from the City Council's Health and Safety Department.

Problem:

Lack of basic and specific disability training for municipal staff.

Proposals for intervention:

→ Simplify access to available information.

Problem:

Lack of coordination between municipal departments and services, and with associations.

Proposals for intervention:

- Set up the Disability and Promotion of Personal Autonomy Committee of the City Council.
- Create collaborative working groups between the various agents.
- Increase political involvement in the development of public policies for the support of people with disabilities.

Problem:

Lack of universal accessibility.

Proposals for intervention:

- Draw up a guide for basic inclusion actions in the City Council's public policies: interpreting services, easy read language, pictograms, etc.
- Complete already started adaptations of municipal facilities: hearing loops, easy read documents, etc. to achieve the goal of universal accessibility in the City Council and other public facilities.

Problem:

Areas in the municipality whose urban features do not help to promote health.

Proposals for intervention:

- Identify and intervene in uncomfortable urban areas to meet the goals of green spaces, sustainable mobility, cleanliness, community meeting areas, safety, etc.

Problem:

Digital divide.

Proposals for intervention:

- Training programme on digital skills for administration staff focusing on procedures with the administration itself.

Collaborative workshop of the Disability and Promotion of Personal Autonomy Committee

The Disability and Promotion of Personal Autonomy Committee has been set up in the course of drawing up this Plan. The various members of this Committee

have presented a range of issues to be prioritised in the Plan. The results of this work are set out below.



ACCESSIBILITY

Accessibility often limited to physical accessibility, forgetting communication, sensory, mental and cognitive barriers (including prejudice).

Weakness

- Lack of awareness.
- Lack of resources.
- Lack of empathy.
- Lack of training.
- Not considered a priority in some areas.

Strengths

- Accessibility in the city centre.
- Mainstreaming actions by the Social Welfare Department.
- Inclusive parks (e.g., Las Mantecas).
- Inclusive leisure options.
- A more inclusive perspective.
- Disability projects.

LACK OF AWARENESS

(Among businesses, education, public administrations, society at large and the media.)

Weakness

- Awareness-raising tends to focus on physical disabilities.
- One-off actions.
- Lack of creativity.
- Approaches not tailored to the problem.

Strengths

- Drive from associations.
- Commitment from the La Laguna City Council.
- Collaborative work.
- Initiatives undertaken.
- Involvement of associations, La Laguna University and public administrations.
- Tolerant and open city.



EARLY CARE	
Weakness -Lack of resources: infrastructure, professionals, etc. -Lack of knowledge of the reality (technicians, politicians, etc.). -Advice and support for families. -Centralisation in the regional government of the Canary Islands. -Inaccessible environments making communication and participation difficult for users. -Lack of coordination between public administrations in order to comply with the Spanish Law on Early Care.	Strengths -Spanish Law on Early Care. -Sensitivity of the City Council.

MENTAL HEALTH	
Weakness -Lack of resources. -Lack of services for families. -Insufficient social awareness. -Lack of coordination of those involved: hospitals, courts, outpatient clinics, etc. -Lack of specialised professional training.	Strengths -We know the community's needs.

Annex 2. Participants

Below is a list of the organisations and departments that have participated in the diagnosis and planning process and whom we would like to thank for their contributions.

Organisations specialised in supporting people with disabilities

- **Asociación de Fibromialgia y Fatiga Crónica** – Fibromyalgia and Chronic Fatigue Association (AFITEN)
- **Asociación de Ayuda a Personas con Dependencia de Canarias** – Association to Help People with Dependency in the Canary Islands (APEDECA)
- **Asociación Tinerfeña de Enfermos Reumáticos** – Tenerife Association of Rheumatic Diseases (ASTER)
- **Parkinson Tenerife**
- **Coordinadora de personas con Discapacidad Física de Canarias** – Coordinator of People with Physical Disabilities of the Canary Islands
- **Asociación para la Diabetes de Tenerife** – Tenerife Diabetes Association (ADT)
- **Asociación de Hemofilia en la Provincia de Santa Cruz de Tenerife** – Haemophilia Association in the Province of Santa Cruz de Tenerife (AHETE)
- **Asociación de Cáncer de Mama de Tenerife** – Tenerife Breast Cancer Association (AMATE)
- **Fundación Canaria Alejandro da Silva contra la Leucemia** – Canary Islands Alejandro da Silva Foundation against Leukaemia
- **Fundación Canaria Pequeño Valiente** – Pequeño Valiente Child Cancer Foundation
- **Asociación de Familiares y Cuidadores de Enfermos de Alzheimer y Otras Demencias de Tenerife** – Tenerife Association of Relatives and Carers of Alzheimer's Patients and Other Dementias (AFATE)
- **Asociación de Personas con Sordoceguera** – Association of People with Deafblindness (ASOCIDE)
- **Asociación de Personas Sordas de Tenerife** – Tenerife Association of Deaf People (ASORTE)



- **Federación de Asociaciones de Personas Sordas de Canarias** – Federation of Associations of Deaf People of the Canary Islands (FASICAN)
- **Fundación Canaria para las Personas con Sordera y sus Familias** – Canary Islands Foundation for Deaf People and their Families (FUNCASOR)
- **Asociación Salud Mental ATELSAM** – ATELSAM Mental Health Association
- **Asociación Sofía - Promoción de la Salud** – Sofia - Health Promotion Association
- **Asociación Bienestar Ambiental** – Environmental Welfare Association (ABIA)
- **Fundación Adecco** – Adecco Foundation
- **Asociación Tinerfeña de Madres y Padres de Niños y Adolescentes con Déficit de Atención e Hiperactividad** – Tenerife Association of Parents of Children and Teenagers with ADHD (ATIMANAH)
- **Casa Familiar Manolo Torrás** – Manolo Torrás Family Home (care home and services)
- **Fundación Tutelar Canaria Sonsoles Soriano Bugnion** – Sonsoles Soriano Bugnion Canarian Guardian Foundation
- **Asociación Tinerfeña de Trisómicos 21** – Tenerife Trisomy 21 Association
- **Asociación para la Inclusión Social y Laboral de las Personas con Diferentes Capacidades Intelectuales** – Association for the Social and Workplace Integration of People with Different Intellectual Abilities (ASINLADI)
- **Hermanas Hospitalarias del Sagrado Corazón de Jesús ACAMÁN** – ACAMÁN Sisters Hospitallers of the Sacred Heart of Jesus
- **Asociación Canaria del Trastorno del Autismo** – Canary Islands Autism Disorder Association (APANATE)
- **Plataforma de Atención Temprana y Derechos de la Infancia** – Platform for Early Intervention and Children's Rights



Departments and services of the San Cristóbal de La Laguna City Council

- Social Welfare and Quality of Life
- Autonomous Organisation for Sports
- Works and Infrastructure
- Education
- Urban Planning and Housing
- Equality, LGBTI and Quality of Life
- Culture and Historical Heritage
- Environment and Municipal Services
- Tourism
- Public Safety and Sustainable Mobility

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SOMOS CAPACIDAD



EXCMO. AYUNTAMIENTO DE
SAN CRISTÓBAL DE
LA LAGUNA
BIENESTAR SOCIAL Y CALIDAD DE VIDA



INCLUSIVA

