**Government measure:** Barcelona City Council supplier payment within 30 days since the invoice receipt.

Measure goal: Favor the liquidity of Barcelona City Council suppliers.

This measure is included in a government strategic objectives package, which also considers budgeting techniques according to the European System of Accounts (ESA95) and setting goals concerning percentages of current saving over current revenues. The following strategic objectives will allow the Barcelona City Council to maintain its remarkable solvency and to boost growth, economic recovery and business competitiveness:

1) Favor supplier's liquidity, because of being paid quickly (30 days in 2012).

2) Avoid public administrations to take advantage of supplier's leverage as a financing method.

3) Avoid the bad practices from certain suppliers of charging the financial costs in the bids presented to public administrations (consequence, increased competitiveness)

City Councils and public institutions must help to create the conditions for present and future economic growth. Starting from what's feasible and what depends directly from the institution it's a good way. If suppliers are paid properly it's because of budget consistency, institution solvency and internal processes conducted with effectiveness.

## Payment indicators within 30 days

## PAYMENT PERIOD BARCELONA CITY COUNCIL

Law 15/2010 of measures against payment slowness to business

## PAYMENT PERIOD MONTHLY INDICATORS: GENERAL MANAGER INSTRUCTION 30.12.2011

| Payment period             | Days |  |  |
|----------------------------|------|--|--|
| Payment period average     | 25,2 |  |  |
|                            |      |  |  |
| Average weighted by amount | 30,9 |  |  |

| Payment<br>period in<br>days | Number of<br>payment<br>obligations<br>documents | % of<br>payment<br>obligations | Amount payed<br>(in thousands) | % of amount payed |  |
|------------------------------|--|--------------------------------|--------------------------------|-------------------|--|
| Until 30                     | 2.170  | 77,3%                          | 10.813.730                     | 29,8%             |  |
| Between 31 an                | 465  | 16,6%                          | 23.276.443                     | 64,2%             |  |
| Between 41 an                | 98   | 3,5%                           | 1.401.551                      | 3,9%              |  |
| Between 51 an                | 31   | 1,1%                           | 541.880                        | 1,5%              |  |
| Between 61 an                | 20   | 0,7%                           | 91.233                         | 0,3%              |  |
| More than 70                 | 23   | 0,8%                           | 153.976                        | 0,4%              |  |
| TOTAL                        | 2.807  | 100,0%                         | 36.278.813                     | 100,0%            |  |

## DETAIL OF PAYMENT PERIOD AND STAGES BY SECTORS AND DISTRICTS

|  | Averade period of the stage in days   |                                   |                              |                                     |                          |                        | Outstanding                    |          |               |      |
|--|---------------------------------------|-----------------------------------|------------------------------|-------------------------------------|--------------------------|------------------------|--------------------------------|----------|---------------|------|
| Sectors and districts  | Registration /<br>accounting<br>entry | Accounting<br>entry /<br>approval | Approval /<br>treasury limit | Treasury limit<br>/payment<br>order | Registration<br>/payment | Number of<br>documents | Amount payed<br>(in thousands) | invoices | Amount        | Days |
| TOTAL CITY COUNCIL   | 9                                     | 5                                 | 4                            | 6                                   | 25                       | 2.807                  | 36.278.813,00                  | 3.403    | 47.857.855,38 | 17   |
| Manager's Office for Resources                               | 9                                     | 6                                 | 4                            | 6                                   | 25                       | 496                    | 3.447.987,22                   | 590      | 3.104.894,35  | 20   |
| Manager's Office for Social Rights                           | 9                                     | 8                                 | 2                            | 9                                   | 28                       | 256                    | 4.418.486,21                   | 302      | 5.821.929,71  | 20   |
| Manager's Office for Safety and Prevention                   | 8                                     | 4                                 | 6                            | 5                                   | 23                       | 198                    | 796.699,46                     | 299      | 967.633,39    | 14   |
| Manager's Office for Ecology, Urban Planning and Mobility    | 11                                    | 4                                 | 4                            | 7                                   | 26                       | 242                    | 14.763.094,69                  | 259      | 28.771.155,98 | 18   |
| Manager's Office for Presidency and Economy                  | 8                                     | 5                                 | 4                            | 4                                   | 25                       | 391                    | 1.486.802,43                   | 554      | 1.464.946,09  | 18   |
| Manager's Office for Culture, Knowledge, Creativ. and Innov. |                                       |                                   |                              |                                     |                          |                        |                                |          |               |      |
| Manager's Office for Citizen Rights, Particip. and Transp.   | 10                                    | 8                                 | 4                            | 9                                   | 29                       | 73                     | 642.397,21                     | 62       | 1.967.373,04  | 12   |
| District Ciutat vella  | 10                                    | 8                                 | 4                            | 9                                   | 29                       | 73                     | 642.397,21                     | 62       | 1.967.373,04  | 12   |
| District Eixample  | 9                                     | 6                                 | 4                            | 7                                   | 25                       | 139                    | 1.998.988,86                   | 158      | 687.247,19    | 17   |
| District Sants-Montjuïc                                      | 11                                    | 5                                 | 4                            | 8                                   | 29                       | 101                    | 1.652.675,79                   | 119      | 460.872,59    | 13   |
| District Les Corts   | 15                                    | 3                                 | 5                            | 4                                   | 28                       | 200                    | 1.679.294,67                   | 155      | 659.299,75    | 14   |
| District Sarrià-St.Gervasi                                   | 11                                    | 5                                 | 3                            | 7                                   | 26                       | 45                     | 614.723,89                     | 136      | 520.367,30    | 24   |
| District Gràcia  | 8                                     | 5                                 | 3                            | 7                                   | 22                       | 109                    | 972.842,82                     | 122      | 443.197,50    | 14   |
| District Horta-Guinardó                                      | 8                                     | 6                                 | 5                            | 6                                   | 25                       | 170                    | 758.840,38                     | 110      | 344.369,99    | 13   |
| District Nou Barris  | 6                                     | 3                                 | 4                            | 9                                   | 21                       | 81                     | 413.487,76                     | 127      | 580.527,71    | 12   |
| District Sant Andreu   | 7                                     | 4                                 | 6                            | 9                                   | 26                       | 55                     | 360.463,60                     | 94       | 607.277,40    | 12   |
| District Sant Martí  | 9                                     | 5                                 | 3                            | 7                                   | 24                       | 136                    | 799.102,04                     | 152      | 767.981,34    | 15   |



