

Politics and Management **Deal**

Strategic framework and roadmap 2012-2015



Ajuntament de
Barcelona

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Introduction

Barcelona City Council's Strategic Framework 2012-2015 sets out the vision and objectives established by the roadmap which Barcelona seeks to achieve over the next four years. The Politics and Management Deal model and Management that underpins the Strategic Framework lays down both the political guidelines and also how this policy is to be implemented. Or to put it another way, it is about turning political ideas and proposals into reality. This entails an evolution, or a revolution depending on how it is viewed, in the conventional planning tool: the Municipal Action Plan. The core of the Strategic Framework consists of forging a link between planning and budgeting: the executive budget. Planning and budgeting are two sides of the same coin; there can be no strategy without associated resources and there can be no budget without strategic guidance.

This document is designed to be a roadmap towards our chosen destination, which is the vision of the Barcelona that we want: “the city that puts people first”. The strategic framework sets a course and a final destination and proposes a series of measures for getting there. Nonetheless it is not a rigid or static document. Coexistence in a rapidly changing environment is a sign of our times and means that closed approaches are unlikely to be successful. To the contrary, people should require their institutions to adapt to the situation and devise appropriate solutions for emerging problems. This does not clash with setting a clear and consistent course featuring specific milestones that align the entire organisation and allocating scarce resources to priority areas. It does, however, involve the ability to make corrections and in particular to innovate so that government can also be competitive.

The proposal comes at a time of deep uncertainty about economic activity with serious consequences for the labour market and people’s welfare. Against this highly complex backdrop, this Council will focus on three priority areas: reactivating the economy, caring for people and urban renewal. Barcelona must act as the capital of the country and of Catalan language and culture. Barcelona should be the driving force of the country, a generator of jobs, the export capital of southern Europe and a model of economic rigour. Working for people means turning Barcelona into a benchmark for care, services and quality of life. Without economic progress it will be difficult to move forward in terms of social progress as they are two sides of the same coin, yet we must also ensure that economic progress reaches everyone and especially those most in need. Alongside these two major areas, which are the foundation of municipal action, there is also the third strategic area of urban renewal, to turn Barcelona into a sustainable and smart city model at the service of its people. Trust, rigour, solvency and credibility are to be the hallmarks of Barcelona and its City Council and will be present in all government action.

We have to work up from the city’s foundations and use our resources – the city’s budget, managers and employees and the technological tools we have to hand – as carefully and efficiently as possible to strengthen the city’s structure, ensure it works, that it is clean

and has greenery (re-greening it), and that there are neighbourhoods where people can live, work and play. We require neighbourhoods which are productive yet live at a human pace in a hyperconnected city that uses all the instruments at its disposal to become a smart city where technology is at the service of people. Strengthening the city’s foundations and structure is essential in order to be able to reach people. The city that puts people first means working to ensure that no one is left behind, caring for people in all aspects – education, welfare, health and culture – and working with entities, associations and economic and social stakeholders. We have immense challenges ahead and the City Council cannot meet them on its own. Partnership with civil society, entities and businesses will be crucial and we will need to work towards win-win solutions.

The strategic framework set out here is the upshot of work done across the whole organisation. It is based on the new Politics and Management Deal model under which politicians lay down policy objectives and shape what we call the City Map. They then task the executive organisation, led by the Municipal Manager, with developing and honing these objectives in order to specify the measures to be taken and allocate funding to them as part of the annual process of drawing up the budget. The views of the public, economic and social stakeholders and the political groups on the City Council have also been incorporated into this process of building the city to ensure that the proposal will be as widely shared as possible. The Strategic Framework’s objectives and activities include these proposals.

In these difficult times for the city’s residents, Barcelona seeks to position itself as a model. This entails having a City Council that meticulously plans and manages its resources with austerity, gives priority based on results and has the transparency required to gain public trust. Trust is a precious commodity today and there is no doubt that it can help us to build a scenario packed with opportunities for the entire region and its people. The Barcelona Model is a new approach to politics to meet the challenges of the 21st century and is a model at the service of people.

Economic and budget framework 2012-2015

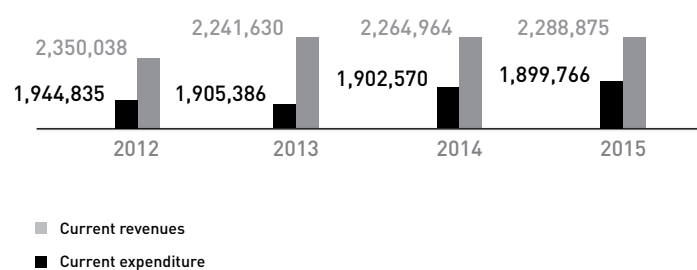
The budget framework for the next four years is largely influenced by the economic situation. Forecasts for growth in gross domestic product (GDP) are fairly moderate. This affects the evolution of **revenues**, in particular from business activity, so that growth in current revenues is forecast to be very close to real GDP with no increase expected in the tax burden.

The Council's **financial objectives** for the period 2012-2015 are part of the Economic and Financial Plan 2010-2012, revised in May 2012 and which provides for achieving budgetary stability (i.e. a zero deficit or balance between non-financial revenues and expenses) in 2012 and maintaining it over the following years. All estimates have therefore been made in keeping with European accounting standards and budgetary stability regulations.

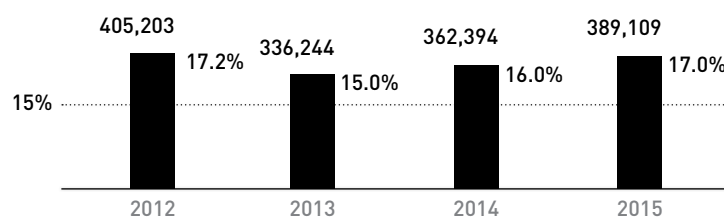
The framework proposes to maintain the level of **gross saving** at more than 15% of current revenues over the period as a whole. This means that at least €15 out of every €100 of current revenues (basically taxes, charges, public service fees and transfers) will be earmarked for savings. Building up these savings is crucial in order to pay for the investment required for the city's development. It is proposed to increase this saving to above 15% from 2014 onward so as to achieve greater investment capacity.

The framework sets the goal of maintaining a level of gross saving that is over 15% of current revenues for the whole period.

Current revenues and expenditure 2012-2015
in ESA terms (thousands of euros)



Gross savings 2012-2015 in ESA terms
(thousands of euros and % gross savings/current revenues)



Among the financial objectives, particularly important is the aim to stabilise the **level of debt** at under 60% of current revenues, or in other words ensure that what we owe does not exceed 60% of what we earn through our ordinary activity. Containing the level of debt will allow for a wider operating margin for providing public services and a more sustainable financial burden in the future.

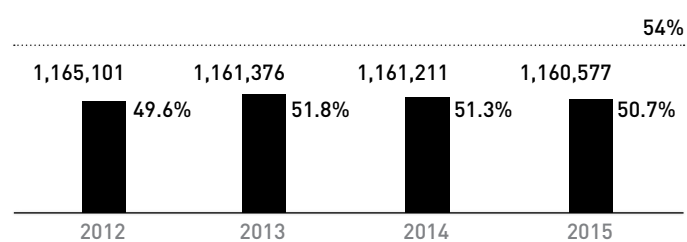
Likewise, in order to achieve these financial objectives in the current framework of activity and, therefore, of almost frozen revenues, **current expenditure** must be moderated.

The expected evolution of revenues for 2013 means we will have to adjust current expenditure in order to maintain the objective of generating current savings of 15%.

This framework of containing expenditure means that now, more than ever, a thorough review is required of all of the City Council's expenditure.

**Stabilisation of the
level of debt
at under 60% of current
revenues.**

Total debt at the end of 2012-2015
(thousands of euros and % debt/current revenues)



The budget framework includes investment forecasts for the period 2012-2015 of around €1.6 billion.

With regards **investment**, the budget framework sets out investment provisions for the period 2012-2015 of around €1.6 billion*.

As previously mentioned, investments will be largely financed through current savings. Other sources of funding for investment are the capital revenues from the management of the City Council's assets and from capital transfers from other government bodies, as well as borrowing. It is worth pointing out that borrowing was only used in 2012 in agreement with the provisions of the approved Economic and Financial Plan.

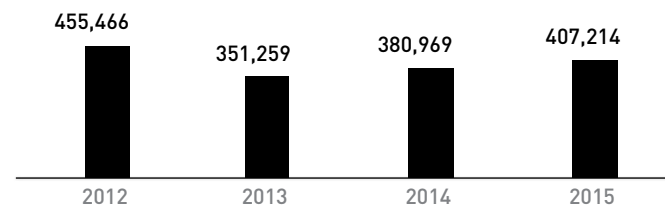
If we add to this figure the estimated investment of the companies of Barcelona's Municipal Services Group (BSM) and the Municipal Housing Department, which do not fall within the parameters of public administration but do form part of the City Council's public sector, the amount may be increased by some €300 million, arriving at an investment of around €1.9 billion during the term of office.

The strategic framework set out here takes into consideration the will to implement new initiatives, some of which involve making investment and others of which imply implementing or extending new services that generate current expenditure. If this is to be possible, it will be necessary to review the current activity and prioritise the most relevant areas that make the greatest contribution to achieving the objectives set out here. Likewise, in the current situation of worldwide economic uncertainty, it is fully recommendable that a periodic update of the estimates is carried out and that, when drawing up the annual budget, the framework is adjusted and the most suitable measures and investments for each budgetary year are specified.

*According to ESA criteria, a negative adjustment was applied in 2012 corresponding to investments with deferred price (€19.4 million) and investments made by the City Council (€24.9 million). Without this adjustment, the investments for 2012 amount to €499.7 M.

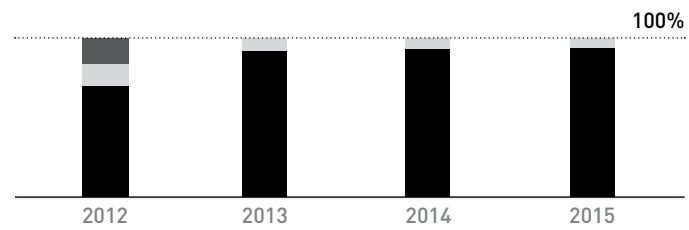
Investments 2012-2015

Real investments and capital transfers in ESA terms
(thousands of euros)



Funding for investment 2012-2015

(in %)



■ Debt
■ Capital revenues
■ Gross savings

Budget framework 2012-2015

Public Administration Sector of Barcelona City Council (in accordance with the General Budgetary Stability Act)*
In thousands of euros

	2012	2013	2014	2015
Operating revenues (ordinary)				
Current revenues (a)	2,350,038	2,241,630	2,64,964	2,288,875
Current expenditure (b)	1,944,835	1,905,386	1,902,570	1,899,766
Gross savings (c) = (a) – (b)	405,203	336,244	362,394	389,109
% Gross savings/current revenues	17.2%	15.0%	16.0%	17.0%
Capital result (investments)				
Capital revenues (d)	58,716	26,739	26,739	26,739
Capital expenditure (e)	445,466	351,259	380,969	407,214
Adjustments (financial assets)	8,000	8,000	8,000	8,000
Surplus/Funding requirements (f) = (d) – (e) - adjustments	-404,750	-332,520	-362,230	-388,475
Net lending/borrowing (NL/NB) c+(f)	453	3,724	164	634
% NL/NB s/Non-financial revenues	0.0%	0.2%	0.0%	0.0%
Repayment of debt	90,000	103,725	130,165	155,634
Balance financial operations (revenues – financial expenditure)	73,871	-3,725	-165	-634
New debt	165,000	100,000	130,000	155,000
Total debt at year end	1,165,101	1,161,376	1,161,211	1,160,577
% debt/current revenues	49.6%	51.8%	51.3%	50.7%
Capital expenditure (real investments and capital transfers)	455,466	351,259	380,969	407,214
Funding for investment				
Gross savings	321,750	324,520	354,230	380,475
Capital revenues	58,716	26,739	26,739	26,739
Debt	75,000	0	0	0

*Formed by Barcelona City Council and the subsidiaries in which the City Council holds more than 50% of the capital, majority voting rights, and appoints the majority of the board members and/or directors; mainly financed by non-market revenues and classified as Public Administration sectors by the General State Comptroller (IGAE).

Year 2012 does not include the positive adjustments of €37.9 million corresponding to the annual return of the amounts of the negative settlement of the PIEs (share of national revenues) for 2008 and 2009, as the objective of zero deficit is understood to exclude these adjustments. A negative adjustment has been applied to current revenues of €87.29 million corresponding to the application of cash criteria and a negative adjustment to capital expenditure corresponding to investments with deferred payment performed by the City Council.

Political and Executive Organisation of the City Council

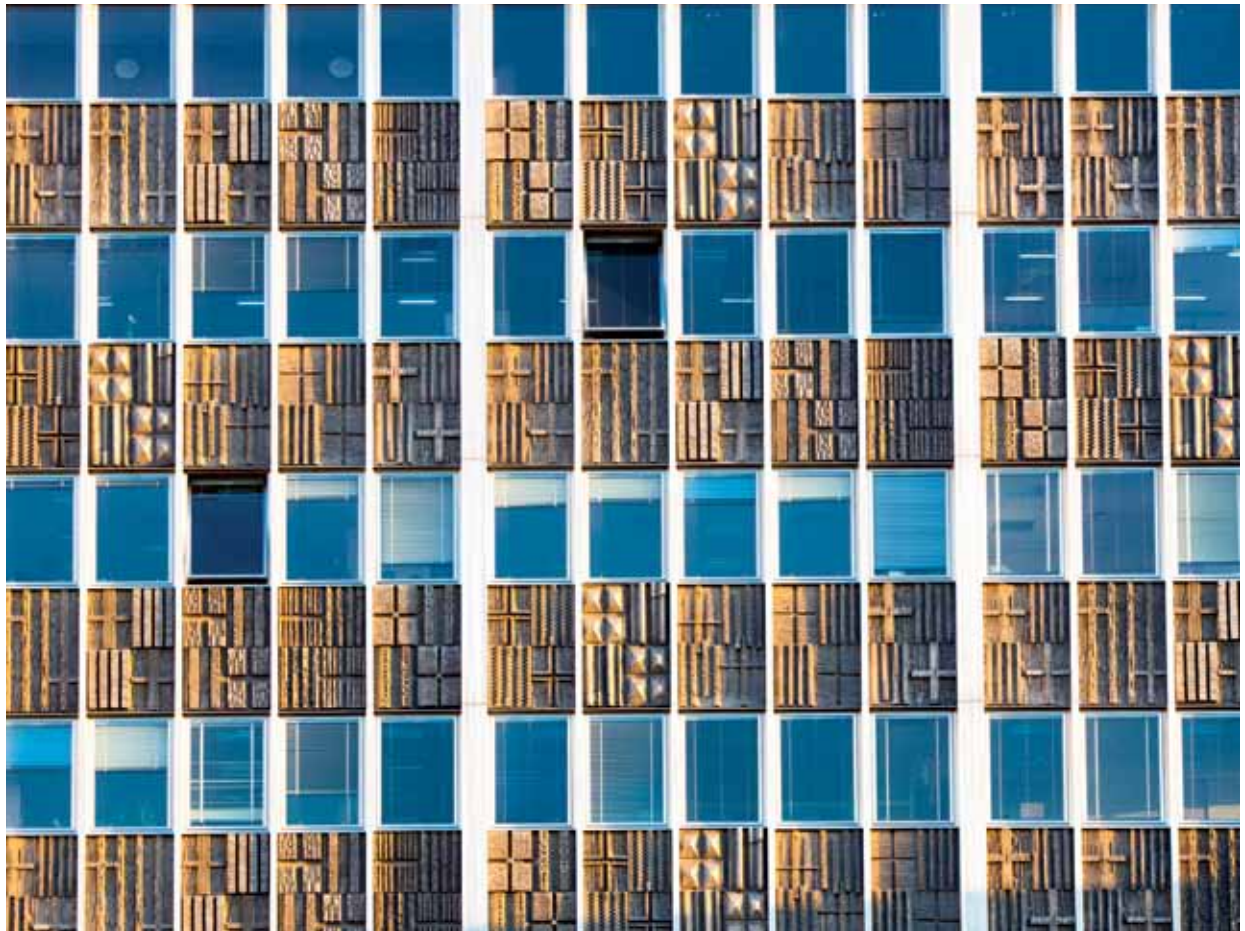
The Municipal Charter of Barcelona, created by Act 22/1998 of 30 December and approved by the Parliament of Catalonia, and Act 1/2006 of 13 March, approved by the Spanish General Courts, is the special legal framework that reinforces the city's autonomy in the interests of effective administrative management that is accessible to the public, extends decentralisation, enhances municipal authority within the framework of collaboration with institutions and strengthens the mechanisms for citizen participation. It therefore regulates the organisation of the Municipal Government, the districts, municipal regulatory power, citizen participation and municipal authority.

In accordance with its provisions and in line with the Municipal Organic Law, in July 2011 the resolution on the political and administrative organisation of the Municipal Government was approved.

The political management is divided into the following **areas of Government**:

- 1. Presidency, Internal Affairs, Safety and Mobility.**
- 2. Economy, Business and Employment.**
- 3. Urban Habitat.**
- 4. Quality of Life, Equality and Sports.**
- 5. Culture, Knowledge, Creativity and Innovation.**

According to the Municipal Charter of Barcelona, one of the essential criteria for the city's organisation is that the deliberative functions of organisation, programming and control must be clearly differentiated from the executive functions of government and administration. As a result, there are two distinct levels of organisation within Barcelona City Council: the political level and the executive level. The former comprises elected members or councillors whose duties may involve decision-making, providing information and/or consultation. The latter comprises different sectors or branches of direct intervention and is responsible for managing programmes and implementing the resolutions approved at the political level.



The Political Sphere

This comprises the different governmental, city and regional bodies.

The **Municipal Council** is the highest body of political representation of citizens within the city government. Comprising all 41 of the councillors and presided over by the mayor, it establishes the courses of municipal action and resolves the most important issues. Its duties include constituting, planning, regulating and supervising the executive duties and approving the Municipal Action Plan (PAM), the budget, annual accounts, by-laws and urban development plans.

It acts in plenary sessions and commissions. It is responsible for the duties conferred upon it in the Municipal Charter, which can be broadly specified as:

- Promoting and controlling the operation of the other governmental bodies.
- Liaising with, delegating and/or transferring authority or duties to other administrations.
- Deciding upon the defining characteristics of the municipality, such as the municipal boundaries, its coat of arms, seal and flag.
- Approving and modifying the organic law and by-laws.
- Approving the general plans and programmes for municipal action.
- Approving urban development plans and regulations.
- Approving the budgets and accounts of the Council and large contracts.

The **mayor** is the head of the Council and exercises the roles conferred by the Municipal Charter of Barcelona, general legislation on local affairs, sectoral laws and the Municipal Organic Law. She or he presides over the Government Committee, which is formed by the deputy mayors responsible for the different political areas of government.

The **Municipal Council Committees** are responsible for decision-making, overseeing and dealing with information. With regards matters within their sphere of authority, they exercise the decision-making powers conferred by the Municipal Charter and the Organic Law and those delegated by the plenary assembly of the Municipal Council. They make decisions on issues that are to be submitted before the plenary assembly of the Municipal Council, although their resolutions are non-binding. They promote, control and supervise the activity of the bodies of the executive municipal government and periodically monitor the implementation of the action plan with regard to the areas under their authority.

Their decision-making powers include the authorisation and awarding of certain public and private contracts as well as the initial approval of by-laws and regulations related to their respective areas.

The six permanent commissions of the Municipal Council are:

- **Commission for Presidency and Internal Affairs**
- **Commission for the Economy, Business and Employment**
- **Commission for the Environment and Urban Habitat**
- **Commission for Culture, Knowledge, Creativity and Innovation**
- **Commission for Quality of Life, Equality, Youth and Sports**
- **Commission for Safety and Mobility**

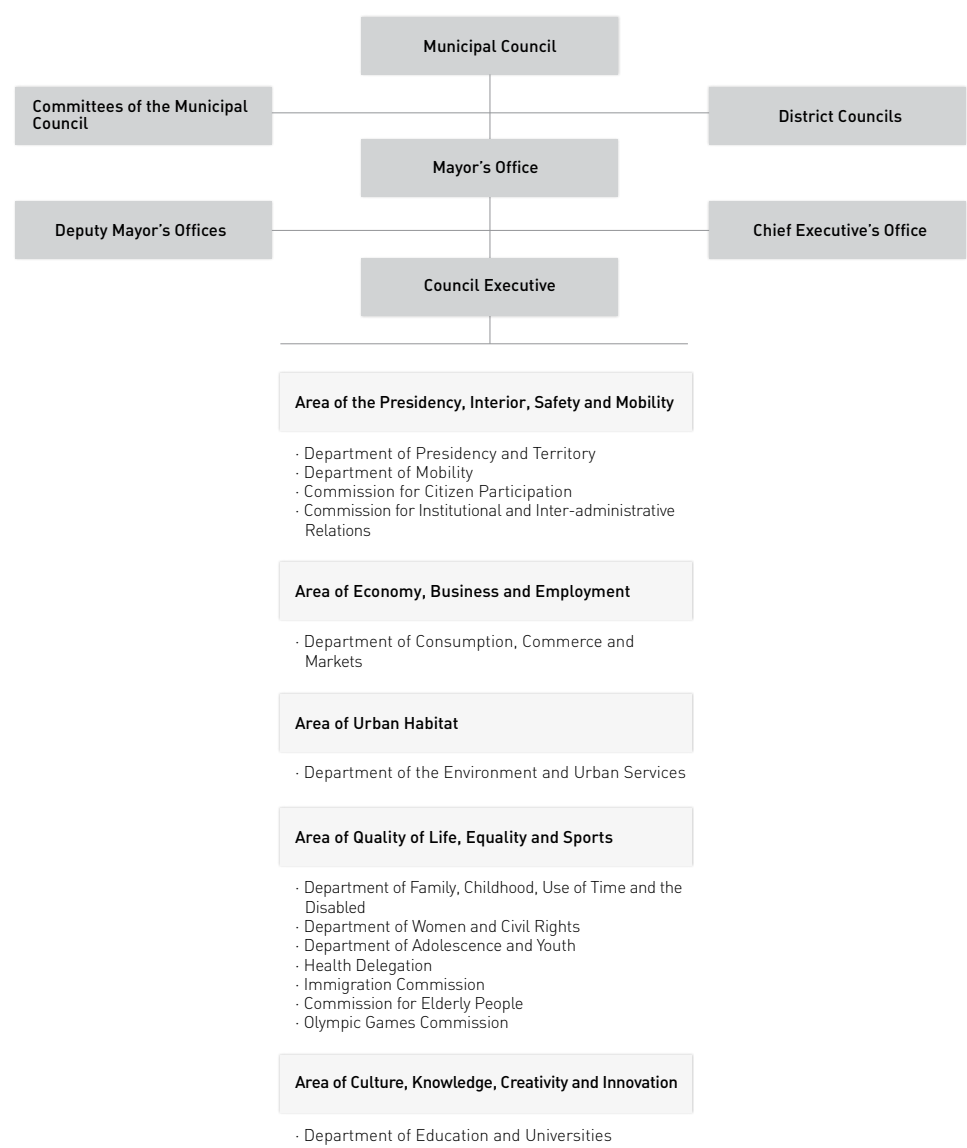
The **Spokespersons Board** consists of those councillors who are the spokespersons for the Municipal Groups, and its meetings are chaired by the mayor or the delegated deputy mayor. Each group may also appoint a deputy spokesperson.

The **Council Executive** is the collegiate body of the executive municipal government. It consists of the mayor, the deputy mayors and those councillors nominated by the mayor, informing the Municipal Council of these appointments. It performs those duties with which it is expressly entrusted by the Municipal Charter and those that are delegated by the mayor.

The structure of Barcelona City Council is decentralised in accordance with the different **districts** that make up the city. The districts are territorial bodies for the de-concentration of management and the decentralisation of citizen participation.

The highest governance body of each district is the **District Council**, which consists of representatives from the District's different political groups. On the district's proposal, the president is appointed and dismissed by the mayor from among the councillors. They have the authority to report on and propose plans, programmes, budgets and urban development measures that affect the district and the distribution of its expenditure.

Political Organisation Chart



The Executive Sphere

The executive organisation of Barcelona City Council, which is headed by the Municipal Manager, consists on the one hand of divisions and bodies integrated within the single legal entity of Barcelona City Council, and on the other hand of bodies that constitute separate legal entities.

This management structure ensures that the services provided to citizens by Barcelona City Council are effective and efficient and respond to the city's values and needs, while also ensuring the planning, organisation and provision of public services, in order to guarantee that the objectives set out in the City Map are met.

The **municipal manager** is the highest authority within the executive structure. They are responsible for the executive management of the planning, organisation and provision of public services, in order to guarantee that the objectives set out by the Municipal Government are met and for assessing and monitoring the implementation of municipal plans, the development of the resources invested and of those operations aimed at achieving the municipality's objectives. They are in charge of implementing and supervising the budget and investment of the municipal group and of focusing and assessing the objectives of the municipal management. They attend the sessions of the Council Executive and the Government Committee.

The executive municipal management is organised through its **Management Council** and coordinated by the Municipal Manager. It consists of six functional sectors (Culture, Knowledge, Creativity and Innovation; Quality of Life; Equality and Sports; Prevention, Safety and Mobility; Economy, Business and Employment; Resources; Urban Habitat) and two Deputy Manager's Offices, one for the Territorial Coordination of the ten district Manager's Offices and another for the Coordination of Municipal Businesses and Entities.

The **Executive Committee**, also chaired by the First Deputy Mayor with the Municipal Manager as Vice-Chair, brings together all of the Deputy Manager's Offices and Manager's Offices of the different sectors and districts, in order to prepare the measures, projects and plans that will be given to one of the permanent commissions of the Municipal Council, and to monitor and control the implementation of the municipal finances and budget.

This management structure responds to the four focuses or executive spheres of municipal action:

- functional
- business
- territorial
- action

Furthermore, the territorial scope of the executive municipal administration includes the **ten District Manager's Offices** that deal with the day-to-day municipal management of each and every one of the city's 73 neighbourhoods.

- **Ciutat Vella**
- **Eixample**
- **Sants-Montjuïc**
- **Les Corts**
- **Sarrià-Sant Gervasi**
- **Gràcia**
- **Horta-Guinardó**
- **Nou Barris**
- **Sant Andreu**
- **Sant Martí**

Executive Organisation Chart:



The Entities of Barcelona City Council

The autonomous bodies, public business entities, companies, consortiums and foundations are separate legal entities that were created by or are owned by Barcelona City Council for the effective management of services or activities, and which allow, bearing in mind its heterogeneity and complexity, for the specialised and differentiated organisation and management of the main bodies, collaboration with other public bodies and citizen participation.

Local Autonomous Bodies:

- Municipal Institute for People with Disabilities.
- Municipal Institute of Education.
- Municipal Institute of Information Technology.
- Municipal Institute of Finance.
- Municipal Institute of Urban Planning.
- Municipal Institute of Urban Landscape and Quality of Life.
- Municipal Institute of Markets of Barcelona.
- Barcelona Institute of Sports.
- Municipal Institute of Social Services.

Public Business Entities:

- Institute of Culture of Barcelona.
- Municipal Institute of Parks and Gardens.
- Fundació Mies van der Rohe Municipal Institute.
- Municipal Institution of Housing.

Companies:

- Informació i Comunicació de Barcelona, SA.
- SPM Barcelona Activa, SA.
- Barcelona Gestió Urbanística, SA.
- Barcelona d'Infraestructures Municipals, SA (BIMSA).

The investee companies of BIMSA are:

- 22 Arroba Bcn SA.
- Pro Nou Barris, SA.
- Agència de Promoció del Carmel i Entorns, SA.
- Foment de Ciutat Vella, SA.
- ProEixample, SA.

- Barcelona de Serveis Municipals, SA (BSM).

The investee companies of BSM are:

- Parc d'Atraccions de Tibidabo, SA.
- Tractament i Selecció de Residus, SA.
- Cementiris de Barcelona, SA.
- Serveis Funeraris de Barcelona, SA.
- Mercabarna.

Consortiums:

- Public Health Agency of Barcelona.
- Institute of Childhood and Urban World Consortium.
- Besòs Inter-University Campus Consortium.
- Barcelona Agency of Urban Ecology.
- Barcelona Local Energy Agency.
- Besòs Consortium .
- Consortium of Libraries of Barcelona.
- Mercat de les Flors/Centre de les Arts de Moviment Consortium.
- El Far Consortium.
- Local Locaret Consortium.

Foundations and Associations:

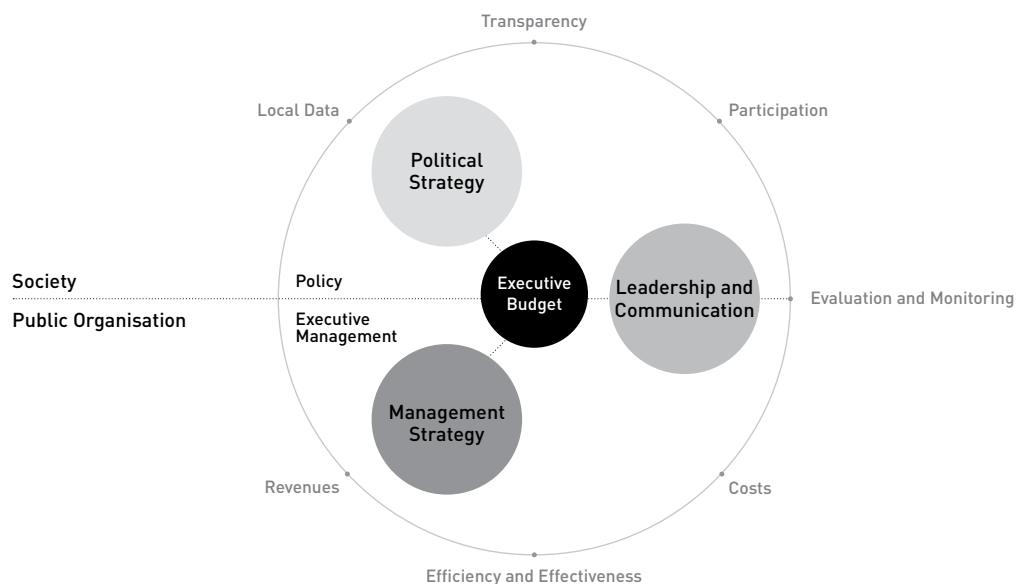
- Barcelona Culture Foundation.
- Barcelona Foundation for Ocean Sailing.
- International Association of Educating Cities.



Politics and Management Deal

The current socio-economic environment, with decreasing levels of economic activity, a very high level of unemployment and all the related social consequences, makes it more necessary than ever for government bodies to redefine their roles, which were established during a long period of economic prosperity, and to place on the public agenda those issues that will be of most help in emerging from the crisis and protecting those most affected by the current situation. The drop in economic activity has had a negative effect on the public finances as it has resulted in less revenues, together with greater pressure for expenditure related, above all, to citizen assistance services. This requires an effort to optimise resources and assign them so as to obtain the best results. The challenge is to tackle the needs of today while also looking forward, towards a sustainable and attractive future for the city.

In this context, Barcelona City Council proposes the creation of a management model to bring together its political objectives and management through executive budgets and strategy maps to align the organisation and facilitate implementation. Ultimately, the aim is to be able to improve public services through the design and implementation of strategy.



The scope of the model covers the following areas:

Political strategy.

The objective is to define the global strategy linked to the political programme in line with the organisation's economic and financial framework.

Leadership and communication.

The Council Executive is initiating and leading the cultural change involved in the new management model.

Management strategy.

This consists of defining the management strategy in accordance with the political strategy and aligning the organisation as a whole.

Executive budget.

This facilitates political and executive dialogue and provides a tool for monitoring the strategy and providing it with resources.

For this reason, a new planning and management model has been designed with three main features:

- 1. Emphasis is placed on the clear and aligned identification of objectives and priorities in the different levels of the organisation.**
- 2. It links available resources to the defined priorities.**
- 3. It measures the extent to which objectives have been attained through a set of indicators.**

- 1. Emphasis is placed on the clear and aligned identification of objectives and priorities in the different levels of the organisation,** from the Council Executive to the Management Offices and Technical Departments. The cascading deployment of the objectives on which the model is based – from the city objectives defined by the Council Executive to the strategic objectives of the Management Offices and the functional objectives of the departments – guarantees its focus and aids coordination of efforts and priorities. The definition of objectives for the city and their transferral to the different levels of organisation is the central pillar of the model, although it also consists of further elements.
- 2. It links available resources to the defined priorities.** In a broad sense, although the objectives provide the focus of what is hoped to be attained over the term of office, it is the annual budget that allows specific measures to be established in order to meet the objectives or priorities for the given period of time. The aim is to integrate the planning and budgetary processes; the strategic framework indicates the direction and priorities and the budget specifies this strategy and provides it with resources.
- 3. It measures the extent to which objectives** have been attained through a set of indicators that combine both citizens' perceptions and tangible results. The model also defines mechanisms and systems for monitoring the evolution of these indicators and analysing them so as to take appropriate decisions.

Three levels of planning are required in order to construct the executive budget:

Definition of priorities:

- 1. Government Plan: City objectives (City Map).**
- 2. Management Plans: Strategic objectives of the Sector Management Offices.**

Implementation of the strategy:

- 3. Functional plans: Functional objectives. Definition of current actions and investment. Scheduling, allocation of managers and resources (human, material and economic) within the framework of the annual budget. Connection of the strategy with day-to-day implementation.**

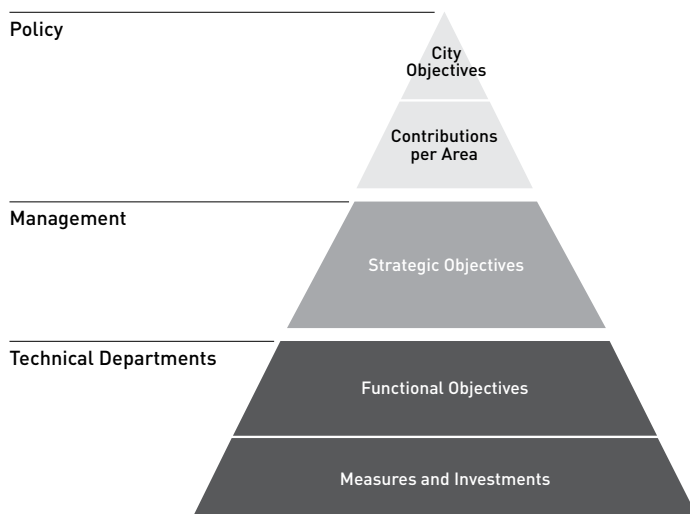
These three levels of planning correspond with a structure that is also based on three levels: the political, the managerial and the executive and technical management levels.

To the political powers of the Council Executive we must add a type of public directive which bases its duties on the leadership of teams and organisations, the permanent objective of which is the attainment of competitiveness and which is results-focused, within the essential context of achieving efficiency in the allocation and use of public resources.

The executive budget, which is the instrument of these directives and of the organisation as a whole, must allow resources to be linked to the desired objectives and results and facilitate both the allocation of resources and the monitoring of their management, beyond legal and financial implementation controls.

The instruments used in the model include the development of strategic maps and balanced scorecards that make it possible to express the strategy, define objectives from the different interrelated perspectives and choose indicators to monitor the degree of compliance with the objectives.

The key feature of this model – the objectives – have been defined in three phases which correspond to the three large decision-making and executive organisational spheres within Barcelona City Council, as shown in the following diagram:



1. Definition of the city objectives by the Council Executive.

The Council Executive, led by the Mayor and consisting of the Deputy Mayors and the Councillors and Delegates, has defined in detail its vision for the city, the strategic approach for achieving it and the values that will guide its measures.

From this starting point, the Council Executive has developed the city objectives (shown in the so-called City Map), which will guide municipal action throughout its term of office. The city objectives form the basis of this model and set down the final results that are to be attained. Based on the city objectives, each of the organisation's managerial levels must define its strategy for achieving these final results from a management perspective. In other words, they must define the strategic objectives aimed at achieving the city objectives.

2. Definition of the strategic objectives of the Manager's Offices.

The Mayor entrusts the Municipal Manager, and the latter entrusts their Sector Manager's Offices with the task of formulating strategies for achieving the city objectives. This clearly expresses the idea of the politics and management "deal", from a perspective of mutual benefit, in response to a shared strategy and shared implementation.

In order to develop the strategic objectives that will lead to the city objectives, the contributions of the Manager's Offices to achieving the city objectives are firstly identified. Each of the Manager's Offices has an impact on a number of city objectives, and at the same time, Manager's Offices for different sectors can contribute towards attaining the same objective.

Under this model, it is the Manager's Offices of the different sectors (Culture, Knowledge, Creativity and Innovation; Quality of Life, Equality, and Sports; Safety and Mobility; Urban Habitat; Economy, Business and Employment; Resources) that define the strategic objectives in response to the city objectives, as it is they that are mainly responsible for planning services and measures. However, the District Manager's Offices also take part in this phase by assessing the strategic objectives formulated by each of the Sector Manager's Offices to ensure that they suitably cover the districts' different needs and situations. In the following phase, in which operative or functional objectives are defined, the District Manager's Offices develop their own objectives and measures.

Each Sector Manager's Office looks at the specific set of city objectives that it may impact upon before developing its own strategic objectives in response. For the purposes of implementation, these strategic objectives must then be translated into even more specific and operational terms by the technical departments.

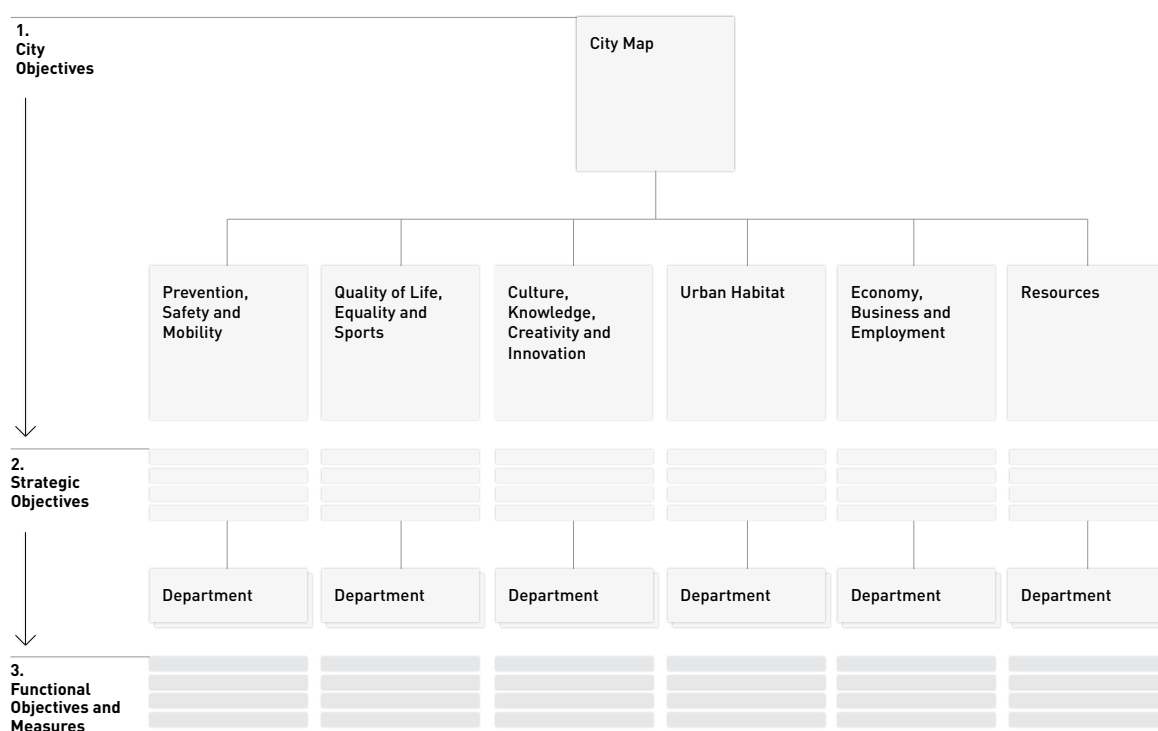
3. Definition of the functional objectives and measures of the technical departments.

The strategy drawn up and planned by the Manager's Offices must be implemented through the departments. The departments, which have highly specialised fields of operation, are responsible for the day-to-day management of the City Council. This is why it is important to bring their more technical activities in line with the strategic objectives defined by the Manager's Offices.

- The functional objectives must contemplate what each of the City Council's departments will do to contribute towards attaining the strategic objectives of the Manager's Offices.
- The measures are tied to the functional objectives and are contemplated in the budget (both as current expenditure and investment).

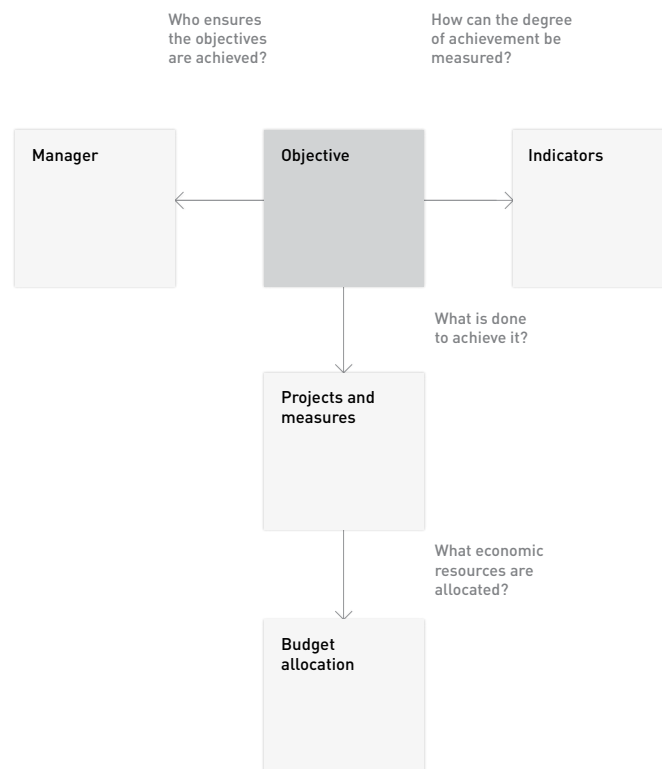
While the city objectives and the strategic objectives of the Manager's Offices have deadlines that extend beyond the calendar year, and which are normally as long as the term of office, the functional objectives and corresponding measures are normally established on an annual basis. It is therefore when the budget is drawn up that the functional objectives and, above all, the measures to be implemented, are specified.

It is possible to define two types of functional objectives and measures: those that make a special contribution towards achieving the strategic objectives, and those that constitute part of the normal operations. From the point of view of defining the strategy and budgeting for it, it is necessary to ensure that resources are allocated to those measures that are considered strategic and that will have the greatest impact on the city. The figure shows the cascading objectives within the organisation, from the city objectives to the specific measures.



The City Council's planning and management system is organised around the strategic and functional city objectives, with a number of **other elements** that complete the model.

All of the objectives have the following:



A manager

This is the model's key element, as this person is responsible for promoting accountability and enforceability at all levels. A manager is assigned to each of the strategic and functional objectives to ensure they are complied with. In the case of objectives shared by different units, a manager must also be assigned. The role of the manager is therefore to closely monitor the evolution of the objective by liaising with all the parties involved in its achievement. Based on this knowledge and observation, they must also draw up proposals for promoting the objective and eliminating any obstacles that stand in its way.

Indicators

It is not possible to manage something that cannot be measured. In view of this premise, for each of the objectives of the model's three levels, one or more measurement indicators are defined which permit the evolution of the objectives to be quantitatively evaluated. In this way, by monitoring the indicators, any possible deviations can be detected and dealt with. In general, the indicators for the city objectives are focused more towards measuring citizens' perceptions, while for the strategic and functional objectives it is necessary to look for results and for product, efficiency and/or quality indicators.

Projects and measures

The objectives are associated with certain measures and projects. The measures are implemented over a specific period of time, with a start and finish date, and are focused on achieving a specific objective. As previously mentioned, it is the Technical Departments that are responsible for identifying the measures, as it is they who are most involved with implementing the tasks and services. The addition of measures may result in the creation of projects which, if they are shared between different departments, may be supervised at the Manager's Office level. Strategic projects are defined as initiatives that have a notable and relevant impact on achieving a set of objectives of the Manager's Offices. They are projects with a wide scope that often involve a number of departments and even different Manager's Offices. .

Budget allocation

In this model, measures are the unit of budgeting. The financial resources of current expenditure and investment are allocated to those measures that respond to the functional objectives of the technical departments.

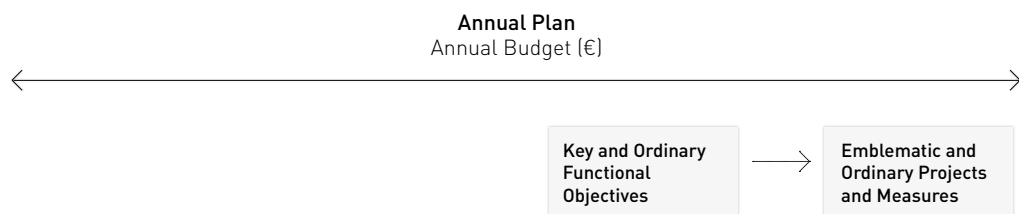
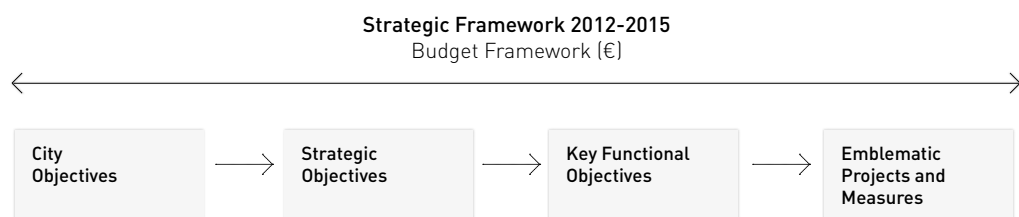
This planning and management model offers **significant benefits**, some of the most important of which are:

- The model is based on the definition of the city vision, values and objectives established by the Council Executive. By drawing up the City Map, **the Council Executive clearly marks its priorities for the period of its term of office.**
- The cascading three-level deployment of the objectives enhances the alignment of the organisation as a whole. Each of the parties involved has **objectives that are strategic, coherent and aligned with the rest.**
- The budgeting and planning processes are merged together. Measures are the unit of budgeting, and these measures are linked to the functional objectives that respond to the strategic objectives, which in turn are defined so as to contribute towards achieving the city objectives. This mechanism produces an **allocation of economic resources that is aligned with priorities and focused on results.**

A focus on obtaining evaluable results is a necessity as well as an obligation in the current context.

Notwithstanding, the proposed planning model is not meant to be rigid or closed. In a world of constant changes, the purpose of the strategic framework for the period 2012-2015 is not to give a detailed definition of everything that will be done during these years, but rather to act as an instrument that provides a focus, defines a vision and establishes a set of values that will guide the daily efforts of politicians, managers and workers and allow us to move towards our objectives.

All of these things must be formalised on drawing up the annual budget, and subsequently, for the purposes of accountability, it will be necessary to explain what has been done and what it has not been possible to do, to evaluate the effects and propose measures for improvement.



City vision, values and objectives

At the City Council the strategy map which is the cornerstone of the entire planning and management by objectives model is called the City Map. It contains the political strategy and main objectives of the Mayor and the Council Executive for their term of office. It sets out the final outcomes to be achieved by municipal action.

Thus the strategy map and balanced scorecard support Barcelona City Council's planning and management by objectives model. Broadly speaking a balanced scorecard is a management tool that helps organisations to translate strategy into specific objectives and courses of action with measurement indicators.

The strategy map is used to summarise very briefly (on one page) what an organisation wants to achieve in the medium to long term. It contains a set of organisational goals that are classified and balanced in a series of perspectives. The perspectives, which may be specific to each organisation, represent the different value creation stages and have a cause-and-effect relationship between them.

The City Map

It consists of a number of features:

- **The organisation's vision** is the slogan that heads the City Map. It captures the essence of what it is ultimately sought to achieve in the long term. The organisation's values are another essential component. The Mayor and the Council Executive have established a set of values that are to guide and inspire the organisation's action.
- **The strategic areas** make it possible to achieve the vision. Each of the City Map objectives contributes on a priority basis to one or more of these strategic areas.
- **The perspectives** represent the value creation stages, from resources to end beneficiaries:

1. Beneficiaries: The Council's objectives in terms of impact on the various groups of beneficiaries of municipal policies. Answers the question "What results do we need to provide to beneficiaries to achieve the vision?" The City Map distinguishes between three groups of beneficiaries of municipal policies:

- People and families.
- Sports, social and cultural stakeholders, entities and associations.
- Economic stakeholders and knowledge centres.

2. Structure: The objectives in the City Map for facilities, the urban environment, communications and other infrastructures needed to meet the Council's commitments to the various beneficiary groups. Answers the question "What structure does the city need to achieve the objectives set out in the beneficiaries perspective?" Usually it will be objectives concerning investment and maintenance of the city. In the City Map structural objectives come under Urban Habitat.

3. Resources: Objectives related to budgeting and human, technological and other less tangible resources (e.g. knowledge) that the City Council uses to deliver its services. Answers the question "Which key resources do we need and how should they be managed to achieve the objectives in the previous perspectives?" City Map resources are divided into three groups:

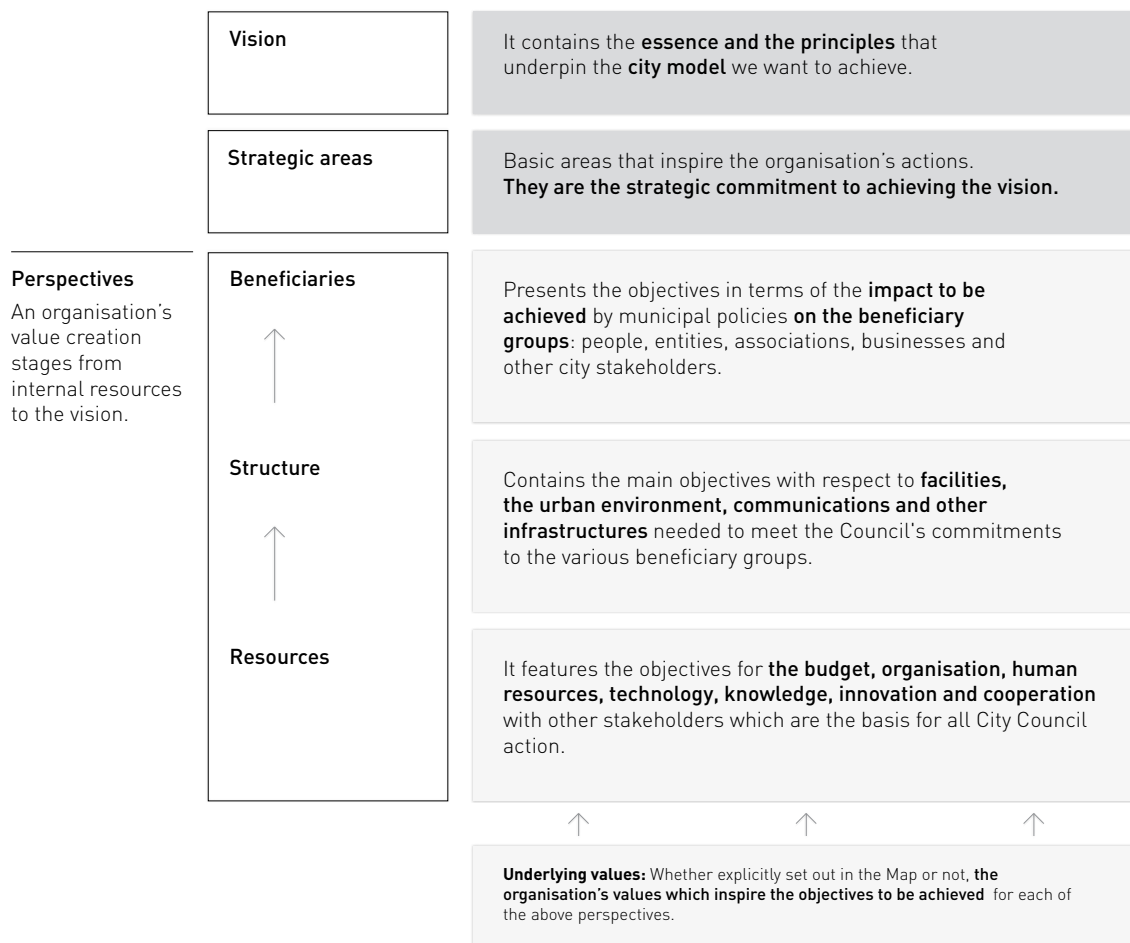
- The budget.
- Government, managers and human resources.
- Knowledge, technology, innovation and cooperation.

- **The city objectives** are the 40 priorities which will be the focus of municipal action over the term of office, established and agreed by the Mayor, the Deputy Mayors, Councillors, Delegates and Commissions. The Council Executive has established priorities when drawing up the City Map. This is because the latter does not seek to set out everything that the City Council is to do but instead specifies the focus of municipal action during this term of office.

Finally, the City Map:

- Is built largely from the top down, that is to say, from the strategic vision and goals to beneficiaries followed by structure and ending with resources.
- However, it is essentially implemented the other way round, i.e. from the bottom up, since the key resources provide the necessary structure to achieve the priority outcomes for each of the beneficiaries. And the achievement of the beneficiaries' objectives translates into the achievement of the vision.

City Map



The values

Leadership
Community
Efficiency

The values set out by the Mayor and the Council Executive are a bona fide agenda for change. They seek to build new bridges between politics and the society it serves and are to inspire government action over the next four years.

These values are based on three principles: leadership, community and efficiency.

Leadership

A city with strong leadership and vision

Capital city

Being a real capital of the country, the leader of Catalan identity as an economic, social and national driving force.

Regeneration

Renewing the city with priority for ensuring existing public facilities are fit for their purpose and work properly.

Entrepreneurship

Being proactive and entrepreneurial while anticipating people's needs.

Adding value to the Barcelona brand

Turning planned features of the Barcelona brand into reality and adding value to them.

Community

A fairer, more responsive and friendlier city

Community

Addressing people's needs and concerns in a more local way in which the neighbourhood is the unit of action.

Listen and respond

Listening and acting, championing citizen cooperation and participation and dialogue.

Equity

Ensuring equity through fair access to services based on the needs of their recipients.

Firmness

Firmly applying the law to ensure social harmony and safety in the city.

Efficiency

**A city with more efficient
and coordinated management**

Strategy

Enhancing an organisation which operates with a long-term strategic vision while paying special attention to the quality of daily operations and securing medium-term projects.

A facilitating City Council

Reducing bureaucracy in procedures and being facilitators for the activity of individuals and enterprises, making it easy for anyone to start up a business project.

Multi-level teamwork

Driving teamwork between different areas with shared guidelines and goals while strengthening employees' sense of belonging.

Excellence and ambition with prioritisation

Fostering a culture of commitment to doing things well and prioritising the allocation of resources to ensure more effective and efficient management.

Public-private

Setting up regular partnerships with the third and private sectors to deliver competitive quality services.

Hopes and dreams

To believe in a better future through doing things well.





Vision, strategic areas and city map

“The city that puts people first”

Reactivating the economy.

Caring for people.

Urban renewal.

Reactivating the economy

Barcelona, Catalonia's driving force, a generator of jobs, the export capital of southern Europe and a model of economic rigour. The driving force behind an economy that generates opportunities for all, where creativity, innovation, knowledge and economic activity can flourish.

Caring for people

Barcelona, a leader in caring for people, delivering services and ensuring quality of life. A city for people and families who value fairness, quality of life and safe surroundings, where education and culture are crucial.

Urban renewal

Barcelona, a sustainable, smart urban model at the service of its residents. Metropolitan Barcelona, a sustainable economic, regional and urban strategy.

The city that puts people first

Reactivating the economy

Barcelona, Catalonia's driving force, a generator of jobs, the export capital of southern Europe and a model of economic rigour. The driving force behind an economy that generates opportunities for all, where creativity, innovation, knowledge and economic activity can flourish.

The city that puts people first

Caring for people

**Barcelona, a leader in caring for people,
delivering services and ensuring quality of life.
A city for people and families who value fairness,
quality of life and safe surroundings, where
education and culture are crucial.**

The city that puts people first

Urban renewal

**Barcelona, a sustainable, smart urban model
at the service of its residents. Metropolitan
Barcelona, a sustainable economic, regional
and urban strategy.**









What does “the city that puts people first” mean?

**The city of choice for those
who value safety, fairness
and quality of life**

**A City Council which cooperates
with and participates in society**

What does “the city that puts people first” mean?

**An economy that generates
opportunities for everybody**

**A new model for a healthy city
where the environment, urban
planning, infrastructures and
ICT are fully integrated**

What does “the city that puts people first” mean?

Productive neighbourhoods at a human pace in a hyperconnected and zero- emissions city

**From a spending culture to a
cost culture that prioritises
results**

What does “the city that puts people first” mean?

**A competitive, motivated
institution with pride
of belonging, oriented
towards its citizens**

Barcelona, open innovation in public management





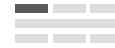
City Map objectives

City Map objectives group

The city that puts people first

Beneficiaries	<p>1. People and families</p> <p>The city of choice for those who value safety, fairness and quality of life</p>	<p>2. Entities, associations and sports, social and cultural stakeholders</p> <p>A City Council which cooperates with and participates in society</p>	<p>3. Economic stakeholders and knowledge centres</p> <p>An economy that generates opportunities for everybody</p>
Structure	<p>4. Urban habitat</p> <p>A new model for a healthy city where the environment, urban planning, infrastructures and ICT are fully integrated</p> <p>Productive neighbourhoods at a human pace in a hyperconnected and zero-emissions city</p>		
Resources	<p>5. The budget</p> <p>From a spending culture to a cost culture that prioritises results</p>	<p>6. Government, managers and human resources</p> <p>A competitive, motivated institution with pride of belonging, oriented towards its citizens</p>	<p>7. Knowledge, technology, innovation and cooperation</p> <p>Barcelona, open innovation in public management</p>

See the detailed description of the objectives at:
<http://www.bcn.cat/ajuntament/marcestrategic>



1.

People and families.

**The city of choice for those who value safety,
fairness and quality of life.**

City objectives

1.1.

Guarantee
accessibility, quality
and fairness in
services

1.2.

Prioritise care for
the most vulnerable
sectors of society and
dependent persons

1.3.

Drive measures to
support and protect
families and children

1.4.

Make education and
culture key factors for
well-being and success

1.5.

Barcelona health:
promoting a healthy
city

1.6.

Promote the social
function of sport

1.7.

Guarantee people's
safety

1.8.

Guarantee neighbourly
living and preserve social
cohesion so that nobody
is discriminated against
or sees their fundamental
rights undermined

1.9.

Promote equality
between men and
women based on
respect and equity

1.10.

Promote stable, quality
employment for all

1.11.

Create channels for all
citizens to communicate
with the Council, listening
carefully to what they say
and providing an effective
response

City objectives

1.1

Guarantee accessibility, quality and fairness in services.

Ensure that services, especially social services, are of a high quality and meet the needs of the city's residents. Promote fair access to services in accordance with the specific needs of each beneficiary.

1.2

Prioritise care for the most vulnerable sectors of society and dependent persons.

Pay special attention to the welfare of society's most vulnerable members: children, adolescents, the homeless, dependent persons.

1.3

Drive measures to support and protect families and children.

Implement measures to support, protect and care for families and children and to encourage a better work-life balance.

1.4

Make education and culture key factors for well-being and success.

Education and culture are fundamental for developing cities and their social cohesion as well as for bolstering their identity and their social and economic growth, as well as representing a commitment to the future.

1.5

Barcelona health: promoting a healthy city.

Encouraging and promoting healthy lifestyles, preventing illness, promoting the health of Barcelona's residents, ensuring public health is protected and making health a multi-level component of all the city's policies.

1.6

Promote the social function of sport.

Promote sports from both the educational and competitive perspectives while keeping in mind the benefits for health, human relationships and cohesion.

1.7

Guarantee people's safety.

Ensure people feel safe in public spaces, in their homes and throughout Barcelona and encouraging civic behaviour.

1.8

Guarantee neighbourly living and preserve social cohesion so that nobody is discriminated against or sees their fundamental rights undermined.

Encourage the development of a unified, Catalan community in Barcelona which all of the city's residents feel part of.



1.9

Promote equality between men and women based on respect and equity.

Implement mainstreaming policies to make gender equality a reality in the city of Barcelona.

1.10

Promote stable, quality employment for all.

Promote the generation of stable employment with decent conditions in coordination with the city's social and economic stakeholders, emphasising training as one of the keys to entering the labour market.

1.11

Create channels for all citizens to communicate with the Council, listening carefully to what they say and providing an effective response.

Give citizens the tools to get more involved and transfer this involvement more effectively to the City Council's political action.





2.

Sports, social and cultural stakeholders, entities and associations.

A City Council which cooperates with and participates in society.

City objectives

2.1.

Strengthen and regulate the channels for real and effective interaction between the City Council and the various sports, social and cultural stakeholders, entities and associations

2.2.

Develop a model for the city based on cooperation, involvement and shared responsibility between the City Council and social stakeholders

2.3.

Strengthen the city's associative network to ensure it fulfils its purpose of identifying and tackling citizens' problems and needs

City objectives

2.1

Strengthen and regulate the channels for real and effective interaction between the City Council and the various sports, social and cultural stakeholders, entities and associations.

Give sports, social and cultural stakeholders, entities and associations the tools to get more involved and transfer this involvement more effectively to the City Council's political action.

2.2

Develop a model for the city based on cooperation, involvement and shared responsibility between the City Council and social stakeholders.

Establish new ways for associations to work with the City Council based on co-participation, mutual support and the principle of subsidiarity.

2.3

Strengthen the city's associative network to ensure it fulfils its purpose of identifying and tackling citizens' problems and needs.

Strengthen associations so that they are effective and representative.

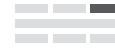
City map



Objectives group 2.

Sports, social and cultural stakeholders,
entities and associations.





3.

Economic stakeholders and knowledge centres.

An economy that generates opportunities for everybody.

City objectives

3.1.

Turn metropolitan Barcelona into the logistics capital of southern Europe

3.2.

Promote emerging sectors with high added value, strengthen already developed economic sectors and establish Barcelona as a benchmark for quality

3.3.

Generate the conditions for attracting capital to invest in the city

3.4.

Drive international contributions to Barcelona's economy

3.5.

Support SMEs and the self-employed and encourage entrepreneurship

3.6.

Turn Barcelona into a business-friendly city

3.7.

Turn Barcelona into a city of culture, knowledge, creativity and science by generating a favourable environment to attract and retain talent

City objectives

3.1

Turn metropolitan Barcelona into the logistics capital of southern Europe.

Improve Barcelona's transport connections and develop new areas of economic activity in order to create a logistics hub with access to markets in southern Europe, the Mediterranean, Asia and Latin America.

3.2

Promote emerging sectors with high added value, strengthen already developed economic sectors and establish Barcelona as a benchmark for quality.

Including the health and biomedicine sectors, social welfare and ICT, the green economy, energy, retail and tourism.

3.3

Generate the conditions for attracting capital to invest in the city.

Develop effective policies to attract capital to the city, for the purpose of both raising finance for local companies and entrepreneurs' projects and also making Barcelona an attractive place for foreign companies to set up in.

3.4

Drive international contributions to Barcelona's economy.

Barcelona already enjoys a high level of international prestige. Now we need to build on this positioning so that it generates greater economic returns: more international events, more multinational companies setting up in Barcelona, more exports by local companies, etc.

3.5

Support SMEs and the self-employed and encourage entrepreneurship.

Create a more favourable environment for setting up and growing businesses through policies that support SMEs and entrepreneurs, access to office space and premises, grants and financial support, etc.

3.6

Turn Barcelona into a business-friendly city.

With regards businesses, ensure that the City Council is a factor in making the city more competitive and not a hindrance. Streamlining procedures and eliminating bureaucracy are vital for the establishment of new companies.

3.7

Turn Barcelona into a city of culture, knowledge, creativity and science by generating a favourable environment to attract and retain talent.

Creativity, culture, education and research are all aspects of one goal: knowledge. We seek to create a knowledge-based city and society as a driver of Barcelona's social and economic progress and to do so through partnership between city institutions and entities founded on a metropolitan vision.

City map



Objectives group 3.

Economic stakeholders and knowledge centres.





4.

Urban habitat.

A new model for a healthy city where the environment, urban planning, infrastructures and ICT are fully integrated.

City objectives

4.1.

Promote the re-greening of the city and the development of green corridors

4.2.

Ensure excellence in urban and building design by promoting quality architecture

4.3.

Drive a responsible environmental policy, ensuring air quality and the sustainability of water and material cycles and energy efficiency

4.4.

Lead the reinformation of public space: *smart cities* as driving forces behind a new urban services economy

City objectives

4.1

Promote the re-greening of the city and the development of green corridors.

Make the city greener and protect its open spaces as part of the restructuring of the city.

4.2

Ensure excellence in urban and building design by promoting quality architecture.

Ensure quality urban design, focusing on regenerating the city's neighbourhoods and turning Barcelona into a barrier-free city where people can do all kinds of sport.

4.3

Drive a responsible environmental policy, ensuring air quality and the sustainability of water and material cycles and energy efficiency.

Optimise environmental quality as the basis for preserving and building a healthy city, ensuring its residents' quality of life and achieving sustainable development.

4.4

Lead the reinformation of public space: smart cities as driving forces behind a new urban services economy.

Use ICT to provide the city with technological infrastructures of high added value for Barcelona.

City map



Objectives group 4.
Urban habitat.





4.

Urban habitat.

Productive neighbourhoods at a human pace in a hyperconnected and zero-emissions city.

City objectives

4.5.

Promote access to quality housing and ensure it is properly used

4.6.

Foster self-sufficient city blocks and urban energy infrastructure refurbishment

4.7.

Promote productive neighbourhoods where people can live and work

4.8.

Improve urban mobility in a way that is sustainable while guaranteeing the same opportunities for access throughout the city

4.9.

Promote new urban attractions which give each district a focal point and bring tourists to all parts of the city

4.10.

Drive the metropolitan area and the integration of the port, airport and Zona Franca industrial district and develop opportunity areas

City objectives

4.5

Promote access to quality housing and ensure it is properly used.

Implement a range of policies (subsidised rentals, cooperation with the private sector, acquisition of land, refurbishment grants, etc.) to ensure Barcelona's residents have access to quality housing.

4.6

Foster self-sufficient city blocks and urban energy infrastructure refurbishment.

Work to achieve sustainable energy self-sufficiency in the city, prioritising measures to improve quality of life and ensure our energy model remains competitive, based on principles of energy saving, cost-effectiveness and efficiency to make Barcelona an international benchmark in the field.

4.7

Promote productive neighbourhoods where people can live and work.

Promote an urban model based on finding the right balance between residential, business and social uses.

4.8

Improve urban mobility in a way that is sustainable while guaranteeing the same opportunities for access throughout the city.

Develop a new, balanced model of mobility for all forms of transport which puts safety and pedestrians first.

4.9

Promote new urban attractions which give each district a focal point and bring tourists to all parts of the city.

Ensure that every neighbourhood has distinctive features (e.g. squares, important buildings, stations, etc.) that give it focal point and generate retail activity, attract tourism, etc.

4.10

Drive the metropolitan area and the integration of the port, airport and Zona Franca industrial district and develop opportunity areas.

Consolidate new areas of economic activity in the city and use major infrastructures to boost the development of the metropolitan area.

City map



Objectives group 4.
Urban habitat.





5.

The budget.

**From a spending culture to a cost culture
that prioritises results.**

City objectives

5.1.

Manage according to
an executive budget
designed to ensure
the city objectives are
achieved

5.2.

Guarantee investment
capacity

5.3.

Improve efficiency,
avoid duplication and
free up resources
for other priority
programmes

5.4.

Encourage a culture
of results-driven
spending austerity

City objectives

5.1

Manage according to an executive budget designed to ensure the city objectives are achieved.

Implement a new model for drawing up the municipal budget based on first defining the city objectives so that resources can be allocated in line with the priorities identified. Continuous monitoring of objectives and management of the budget will enable us to evaluate to what extent the desired outcomes have been achieved.

5.2

Guarantee investment capacity.

In a climate where credit is extremely difficult to obtain, it is vital to design measures to obtain current savings in order to finance investments.

5.3

Improve efficiency, avoid duplication and free up resources for other priority programmes.

Implement measures for reviewing and optimising the City Council's infrastructures, processes and services to improve efficiency and free up resources.

5.4

Encourage a culture of results-driven spending austerity.

Apply the principles of rigour and austerity to spending, building competitiveness and productivity indicators into management processes and cutting out anything that does not further specific objectives and outcomes.

City map



Objectives group 5.
The budget.





6.

Government, managers and human resources.

A competitive, motivated institution with pride of belonging, oriented towards its citizens.

City objectives

6.1.

Guarantee quality of service to citizens while preserving transparency and ethics in public management

6.2.

Develop the skills, expertise and capacity to innovate of the organisation's employees and foster their motivation and commitment

6.3.

Make certain that all levels of the organisation are productive and work towards the same goals

City objectives

6.1

Guarantee quality of service to citizens while preserving transparency and ethics in public management.

The City Council must be seen to be transparent in everything it does and achieves, ensuring that ethics and honesty are the cornerstones of political management.

6.2

Develop the skills, expertise and capacity to innovate of the organisation's employees and foster their motivation and commitment.

Put in place measures to motivate and engage the organisation's staff and achieve human resource efficiency through continuous skills improvement and performance evaluation.

6.3

Make certain that all levels of the organisation are productive and work towards the same goals.

Ensure that all the organisation's operations are productive and coordinated and geared towards clearly specified targets.

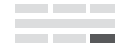
City map



Objectives group 6.

Government, managers and human resources.





7. Knowledge, technology, innovation and cooperation. **Barcelona, open innovation in public management.**

City objectives

7.1.

Work proactively
with other levels of
government to achieve
the best results

7.2.

Improve ICT to
make the Council
more accessible and
effective

City objectives

7.1

Work proactively with other levels of government to achieve the best results.

Develop proactive measures to establish agreements with other government bodies and monitor their compliance.

7.2

Improve ICT to make the Council more accessible and effective.

Use information and communication technology (ICT) to deliver better, more efficient and more effective services to the public that save time and paper.

City map



Objectives group 7.
Knowledge, technology,
innovation and cooperation.





Contribution to the achievement of City Map objectives

Under the Politics and Management Deal model, each sector manager's office, supervised and coordinated by the Municipal Manager, has to set out its strategic objectives that will help to achieve the city objectives.

A number of executive's offices can contribute towards the same city objective based on different standpoints and remits. Thus for example direct contributions to objective 1.5 "Barcelona health: promoting a healthy city" are made by the manager's office for Quality of Life, Equality and Sports (by means of objectives and measures specifically in the field of health but also through Sports) and more indirectly by other executive's offices such as Urban Habitat and Prevention, Safety and Mobility (since measures for re-greening the city, keeping it clean, improving mobility and cutting emissions, for instance, also help to make the city healthier).

There are some city objectives that all the executive's offices contribute towards achieving although there is always one that leads it. This is especially true in the case of objectives addressed to sports, social and cultural stakeholders, entities and associations where all the executive's offices to a greater or lesser degree ensure that Barcelona has a City Council which cooperates with and participates in society. Hence for instance the Manager's Office for Culture, Knowledge, Creativity and Innovation puts in place a number of measures mainly concerning culture and knowledge city objectives (objective 1.4 and objective 3.7) with the support of entities or through councils and committees made up of entities and cultural stakeholders. Executive's offices also work together in the case of city objectives related to the resources perspective which are led by one executive's office but where the cooperation and contribution of the entire organisation is needed in order to achieve them.

Consequently the sector executive's office contributions matrix for the achievement of city objectives contains both main contributions (in a darker grey) and also secondary contributions (in a lighter grey).

Below is the general executive's office contributions matrix for the achievement of city objectives with a breakdown for each perspective.

General contribution matrix

Contributions by executive's offices to city objectives

CITY OBJECTIVES	PREVENTION, SAFETY AND MOBILITY	ECONOMY, BUSINESS AND EMPLOYMENT	URBAN HABITAT	QUALITY OF LIFE, EQUALITY AND SPORTS	CULTURE, KNOWLEDGE, CREATIVITY AND INNOVATION	RESOURCES
1. Addressed to people and families						
1.1. Guarantee accessibility, quality and fairness in services	●	●	●	●	●	●
1.2. Prioritise care for the most vulnerable sectors of society and dependent persons			●	●		
1.3. Drive measures to support and protect families and children				●		
1.4. Make education and culture key factors for well-being and success				●	●	
1.5. Barcelona health: promoting a healthy city	●		●	●		
1.6. Promote the social function of sport				●		
1.7. Guarantee people's safety	●		●	●		
1.8. Guarantee neighbourly living and preserve social cohesion so that nobody is discriminated against or sees their fundamental rights undermined	●			●	●	●
1.9. Promote equality between men and women based on respect and equity	●	●		●		
1.10. Promote stable, quality employment for all		●		●		
1.11. Create channels for all citizens to communicate with the Council, listening carefully to what they say and providing an effective response	●	●	●	●	●	●
2. Addressed to sports, social and cultural stakeholders, entities and associations						
2.1. Strengthen and regulate the channels for real and effective interaction between the City Council and the various sports, social and cultural stakeholders, entities and associations	●	●	●	●	●	●
2.2. Develop a model for the city based on cooperation, involvement and shared responsibility between the City Council and social stakeholders	●	●	●	●	●	●
2.3. Strengthen the city's associative network to ensure it fulfils its purpose of identifying and tackling citizens' problems and needs	●	●	●	●	●	●
3. Addressed to economic stakeholders and knowledge centres						
3.1. Turn metropolitan Barcelona into the logistics capital of southern Europe	●	●	●			
3.2. Promote emerging sectors with high added value, strengthen already developed economic sectors and establish Barcelona as a benchmark for quality		●	●	●	●	
3.3. Generate the conditions for attracting capital to invest in the city		●	●	●		
3.4. Drive international contributions to Barcelona's economy		●	●	●	●	●
3.5. Support SMEs and the self-employed and encourage entrepreneurship		●	●	●	●	
3.6. Turn Barcelona into a business-friendly city		●	●			●
3.7. Turn Barcelona into a city of culture, knowledge, creativity and science by generating a favourable environment to attract and retain talent		●			●	

● Main contribution ● Secondary contribution

Contributions by sector executive's offices

CITY OBJECTIVES	PREVENTION, SAFETY AND MOBILITY	ECONOMY, BUSINESS AND EMPLOYMENT	URBAN HABITAT	QUALITY OF LIFE, EQUALITY AND SPORTS	CULTURE, KNOWLEDGE, CREATIVITY AND INNOVATION	RESOURCES
4. Addressed to urban habitat						
4.1. Promote the re-greening of the city and the development of green corridors			●			
4.2. Ensure excellence in urban and building design by promoting quality architecture			●	●	●	
4.3. Drive a responsible environmental policy, ensuring air quality and the sustainability of water and materials cycles and energy efficiency	●		●	●		
4.4. Lead the reinformation of public space: smart cities as driving forces behind a new urban services economy	●	●	●			
4.5. Promote access to quality housing and ensure it is properly used			●	●		
4.6. Foster self-sufficient city blocks and urban energy infrastructure refurbishment			●			●
4.7. Promote productive neighbourhoods where people can live and work		●	●		●	
4.8. Improve urban mobility sustainably while guaranteeing the same opportunities for access throughout the city	●		●	●		
4.9. Promote new urban attractions which give each district a focal point and bring tourists to all parts of the city		●	●			
4.10. Drive the metropolitan area and the integration of the port, airport and Zona Franca industrial district and develop opportunity areas		●	●			
5. Addressed to the budget						
5.1. Manage according an executive budget designed to ensure the city objectives are achieved	●	●	●	●	●	●
5.2. Guarantee investment capacity	●	●	●	●	●	●
5.3. Improve efficiency, avoid duplication and free up resources for other priority programmes	●	●	●	●	●	●
5.4. Encourage a culture of results-driven spending austerity	●	●	●	●	●	●
6. Addressed to government, managers and human resources						
6.1. Guarantee quality of service to citizens while preserving transparency and ethics in public management	●	●	●	●	●	●
6.2. Develop the skills, expertise and capacity to innovate of the organisation's employees and foster their motivation and commitment	●	●	●	●	●	●
6.3. Make certain that all levels of the organisation are productive and work towards the same goals	●	●	●	●	●	●
7. Addressed to knowledge, technology, innovation and cooperation						
7.1. Work proactively with other levels of government to achieve the best results	●	●	●	●	●	●
7.2. Improve ICT to make the Council more accessible and effective	●	●	●	●	●	●

Monitoring and evaluation system

The rollout of the model from the political objectives to specific measures means that once the objectives have been set at each of the three levels, namely city objectives, sector executive's office strategic objectives and subsequently sector and district executive's office technical department functional objectives, monitoring and evaluation mechanisms will have to be put in place to verify the extent to which these objectives have been attained.

A monitoring and evaluation system involves systematic information gathering followed by analysis of this information with the ultimate goal of delivering enhanced public service. The monitoring system should provide relevant information that is useful for decision-making.

The monitoring system consists of the following:

- **Indicators.** Indicators are variables designed to provide the clearest possible picture of the concept or criterion to be measured. The objectives will have one or more quantitative indicators with which to assess their evolution. This means any deviations can be identified and dealt with by monitoring the indicators. Citizen perception indicators will be used to evaluate city objectives wherever possible. A number of types of indicators will be chosen to measure the various aspects of the strategic objectives with special emphasis on results indicators. There may also be a variety of types of indicators for the functional objectives ranging, for example, from ones for measuring efficiency to those measuring the amount of activity carried out or the completion of a task, if required.
- **Monitoring process and reports.** The monitoring process consists of the following stages:
 1. Selecting indicators for each level of objectives.
 2. Setting goals for indicators where appropriate.
 3. Drawing up scorecards at different levels: political, strategic and operational.
 4. Internal monitoring meetings with the managers of the objectives.
 5. Drawing up regular monitoring reports (for internal management and external accountability use).
- **Administration managers and the Management and Executive Budget Office:** There is someone in each sector and district manager's office tasked with planning and monitoring: the administration manager. The Management and Executive Budget Office, which reports to the Manager's Office for Economy, Business and Employment coordinates the model's planning and monitoring processes and ensures they run smoothly.

The monitoring system should provide information at different levels and make it possible to cater for a variety of interests ranging from politics to management (in essence being able to answer the question "Who wants to know what?").

However, it is not enough simply to systematically gather data since these also have to be analysed and conclusions drawn that make it possible to learn and enhance public services. Indicators are an important source for this evaluation but they are not the only mechanism. Other more qualitative systems are also needed to monitor the strategic framework and the Municipal Action Plan.

The model is also intended to deliver information transparency and hence the importance of regular publication of a management report setting out what has been done and what has been achieved as well as what it has not been possible to do, together with plans for remedying any problems that might have come up.

Finally, although the terms 'monitoring' and 'evaluation' are often used interchangeably, they do not in fact mean the same thing. Both of them entail generating and using information for review and improvement combined with a commitment to accountability and transparency. However, evaluating public policies and programmes involves more than just monitoring since it also seeks to identify the net effect on the problem to be solved, establish why programmes do or do not work and explain why deviations occur.

Evaluation of this model needs to be regular and systematic as a means of learning and improving services to citizens.



