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Executive summary
Public presentation for the start of
an amendment proposal period
to the Economy, Enterprise and Employment Commission
of Barcelona City Council on 17 October 2012



PRESENTATION OF DRAFT BUDGET 2013

- a. ONE PRINCIPLE: TRANSPARENCY**
- b. FIRST OBJECTIVE: COMPLIANCE WITH VALUES**
- c. SECOND OBJECTIVE: STRATEGIC ORIENTATION AND EXECUTIVE BUDGET**
- d. THIRD OBJECTIVE: FINANCIAL ORIENTATION**



ONE PRINCIPLE

■ TRANSPARENCY

The cornerstone of the entire 2013 budget is transparency.

This budget is presented in an open manner, initiating an amendment period involving all political parties who wish to put forward proposals, and before the initial budget approval process, prior to making it available for public consultation. Similarly, considerable effort has been made to orientate financial resources towards Barcelona City Council's objectives, beyond mere distribution based on accounting entries.

We provide all the information which should enable a detailed analysis of this budget proposal. So in such a spirit, the Barcelona City Council is embarking on a long journey, one which will require improvement in many areas yet with the conviction that the Barcelona model – a model based on the pact between policy-makers and management – ensures the fullest degree of transparency in order to inspire the confidence of citizens in their institutions. It also aims to create a strong incentive for public professional competition and build operating scenarios where opacity and a poor use of public resources have no place.

All in all, these are the bases for the trust needed to develop environments that encourage economic growth, personal opportunities and social well-being.



THREE OBJECTIVES

VALORS
1

■ RIGOUR, CONFIDENCE AND ECONOMIC GROWTH

*ORIENTACIÓ
ESTRATÈGICA*
2

■ GUARANTEE THE FULFILMENT OF STRATEGIC PRIORITIES

*ORIENTACIÓ
FINANCERA*
3

■ GUARANTEE STABILITY, SUSTAINABILITY AND FINANCIAL LIQUIDITY



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d. THIRD OBJECTIVE: FINANCIAL ORIENTATION



1

VALUES

■ RIGOUR, CONFIDENCE AND ECONOMIC GROWTH

Promoting Barcelona

This budget has been designed with rigour to generate confidence and promote the image of Barcelona as a capital with an international vocation. Synonymous with rigour, confidence and economic growth.



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2 ■ GUARANTEE THE FULFILMENT OF STRATEGIC PRIORITIES

Objectives and priorities oriented The Pact between Policy-makers and Management

This budget, oriented towards clear public objectives, with a defined strategic direction, is based on three pillars:

- Reactivation of the economy
- Serving the people
- Urban regeneration

These are set out in Barcelona City Council's Strategic Plan 2012-2015 under seven major groups of objectives, 40 city-wide objectives and 146 strategic objectives which are converted each year into specific measures and investments with resources assigned to them in the city's budget.



THE PACT BETWEEN POLICY AND MANAGEMENT





Visió

LA CIUTAT DE LES PERSONES





INGRESSOS / DESPESES CORRENTS

Àmbit Ajuntament dades pressupost

2.197M €

Ingressos corrents

1.867M €

Despeses corrents*

330M €

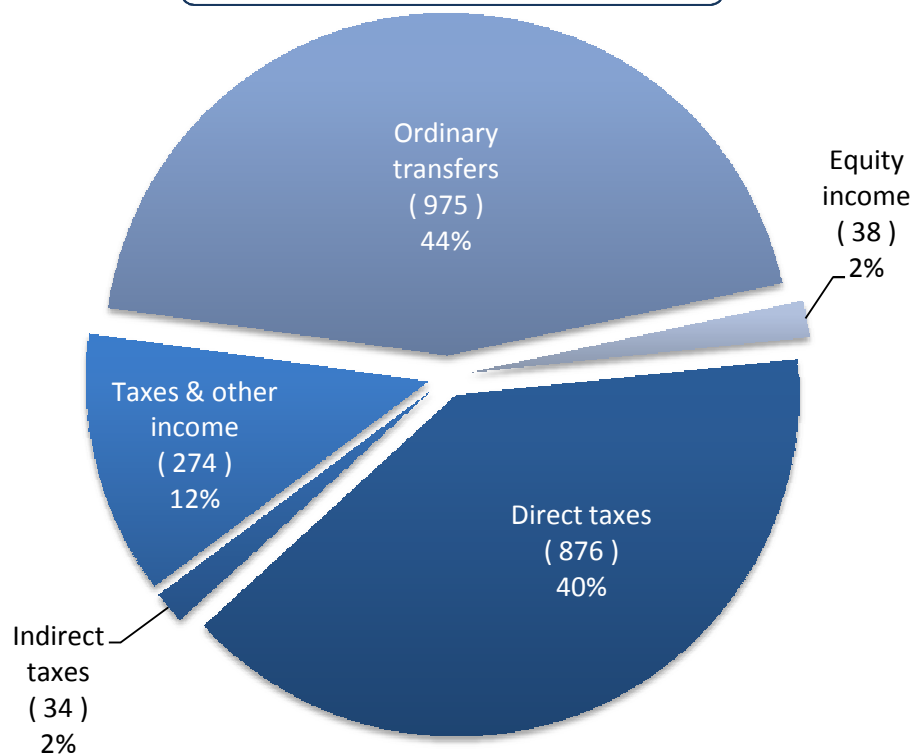
Estalvi per a inversions

(*) Inclòs fons de contingència



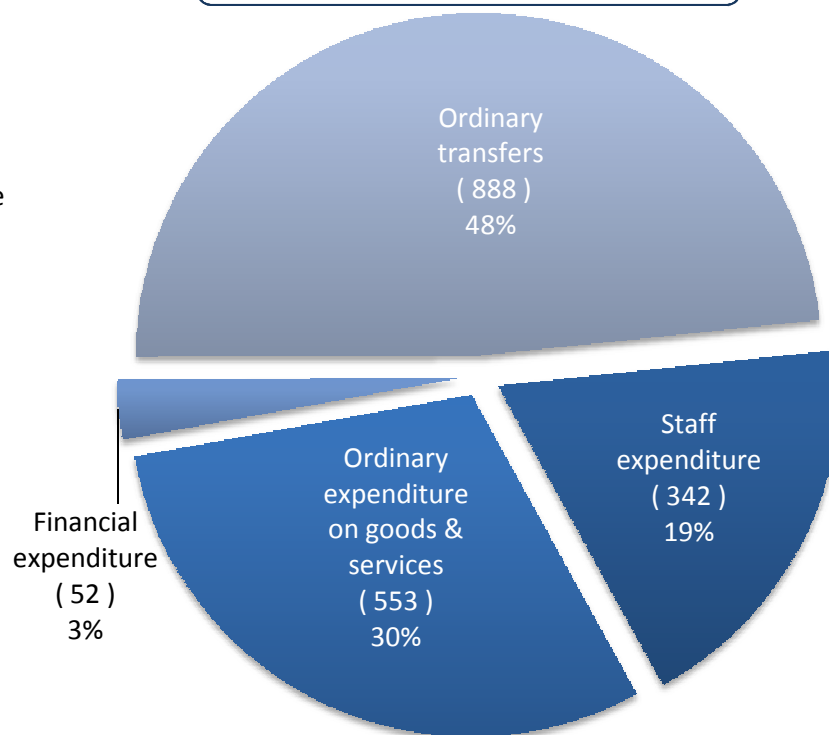
Ordinary income
Draft Budget2013
IB-2013

Ordinary Income Structure



Ordinary expenditure
Draft Budget2013
IB-2013

Ordinary Expenditure Structure





CONTENT OF GROUPS OF OBJECTIVES FOR THE CITY IN THE STRATEGIC PLAN 2012-2015

Beneficiaries

1. People and families

- Education, culture, sports
- Care, social promotion and healthcare
- Protection and security
- Job creation
- Attending to the public

2. Entities, associations and sports, social and cultural agents

- Cooperation and aid
 - Participation
- The role of entities and associations goes far beyond the expenditure that is earmarked for them directly because they provide services directly through Group 1.

3. Economic agents and knowledge centres

- Trade promotion
- Markets
- Tourism
- Business support
- Strategic sectors
- Large international events

Structure

4. Urban habitat

- Housing
- Urban planning
- Cleaning
- Waste collection and management
- Environment
- Mobility
- Public transport

Resources

5. The budget

- Economic and financial administration
- Tax administration
- Heritage management
- Interest on debt
- Contingency funds and unforeseen circumstances

6. Government, directives and human resources

- General administration
- Government organisations

7. Knowledge, technology, innovation and cooperation

- Information systems
- Transfers to other administrations (AMB)



ORDINARY EXPENDITURE FOR GROUPS OF CITY-WIDE OBJECTIVES IN THE STRATEGIC PLAN 2012-

Totals

€1,834.6M

Beneficiaries	€812.7 M	1. People and families <i>"The city of choice for those who value safety, equality and good quality of life"</i> 721.1 million euros (39.3%)	2. Entities, associations and sports, social and cultural agents <i>"A City Council which cooperates with and participates in society"</i> 24.8 million euros (1.4%)	3. Economic agents and knowledge centres <i>"An economy that generates opportunities for everybody"</i> 66.8 million euros (3.6%)
		4. Urban habitat <i>"A new model for a healthy city where the environment, urban planning, infrastructures and ICTs are fully integrated"</i> 671.2 million euros (36.6%)		
		5. The budget <i>"From an expense culture to a cost culture that prioritises results"</i> 156.7 million euros (8.5%)	6. Government, directives and human resources <i>"A competitive and motivated institution, that is proud to belong and oriented towards its citizens"</i> 88.2 million euros (4.8%)	7. Knowledge, technology, innovation and cooperation <i>"Barcelona, open innovation in public management"</i> 105.7 million euros (5.8%)
Structure	€671.2 M			
Resources	€350.7 M			



CAPITAL EXPENDITURE BY GROUPS OF CITY-WIDE OBJECTIVES IN THE STRATEGIC PLAN 2012-2015

Totals		€347.8 M		
Beneficiaries	€112.6 M	1. People and families <i>"The city of choice for those who value safety, equality and good quality of life"</i> 61.9 million euros (17.8%)	2. Entities, associations and sports, social and cultural agents <i>"A City Council which cooperates with and participates in society"</i> 1.8 million euros (0.5%)	3. Economic agents and knowledge centres <i>"An economy that generates opportunities for everybody"</i> 58.9 million euros (16.9%)
		4. Urban habitat <i>"A new model for a healthy city where the environment, urban planning, infrastructures and ICTs are fully integrated"</i> 152.4 million euros (43.8%)		
		5. The budget* <i>"From an expense culture to a cost culture that prioritises results"</i> 40.3 million euros (11.6%)	6. Government, directives and human resources <i>"A competitive and motivated institution, that is proud to belong and oriented towards its citizens"</i> -- million euros (-.-%)	7. Knowledge, technology, innovation and cooperation <i>"Barcelona, open innovation in public management"</i> 32.5 million euros (9.3%)
Structure	€152.4 M			
Resources	€72.8 M			

* Including investment reserves



ORDINARY AND INVESTMENT EXPENDITURE BY GROUPS OF CITY-WIDE OBJECTIVES IN THE STRATEGIC

Totals		€2,215.1 M		
Beneficiaries	€935.2 M	1. People and families <i>"The city of choice for those who value safety, equality and good quality of life"</i> 783.0 million euros (35.4%)	2. Entities, associations and sports, social and cultural agents <i>"A City Council which cooperates with and participates in society"</i> 26.5 million euros (1.2%)	3. Economic agents and knowledge centres <i>"An economy that generates opportunities for everybody"</i> 125.7 million euros (5.7%)
		4. Urban habitat <i>"A new model for a healthy city where the environment, urban planning, infrastructures and ICTs are fully integrated"</i> 823.6 million euros (37.2%)		
		5. The budget* <i>"From an expense culture to a cost culture that prioritises results"</i> 229.7 million euros (10.4%)	6. Government, directives and human resources <i>"A competitive and motivated institution, that is proud to belong and oriented towards its citizens"</i> 88.2 million euros (4.0%)	7. Knowledge, technology, innovation and cooperation <i>"Barcelona, open innovation in public management"</i> 138.3 million euros (6.2%)
Structure	€823.6 M			
Resources	€456.2 M			

* Including contingency funds and investment reserves



SOCIAL SERVICES AND HEALTHCARE			Expenditure from Chapters 1 to 4 of the City Council's Budget	
			Reference indicators	
€63.5M on Home Visiting Services (SAD) €28.7M on basic social services €22.6M on Care for people in a situation of poverty and at risk of exclusion €18.6 M on Healthcare €15.1M on senior citizens' care €10.8M on telephone help services	Priorities			
	1-	Answer the needs of individuals and collectives in a situation of emergency, exclusion or high social risk (CUESB, PVulnerables)	40	Social services centres
	2-	Ensure services for persons over 80 years old and dependent persons and/or with a disability in a vulnerable situation.	900	Persons housed in a limited-stay residential service
	3-	Maintain home visiting programmes for both dependent persons and for those who are unable to meet the legal requirements yet need this support	2,400	Persons attended in social services canteens
Key actions included in the budget				
Key actions included in the budget		City-wide objective linked to the Strategic Plan 2012-2015		
- Extension of the new CUESB (Barcelona Centre for Medical and Social Emergencies)		1.2	60,000	Number of users of telephone help lines
- Start-up of three new facilities for housing persons to substitute temporary and hostel accommodation for families.		1.2	14,146	Number of homes using SAD (Home Visiting Services)
- Offer of 1,541 places per day in social services canteens		1.2	2,800,000	SAD operating hours
- Coverage of demands from users of telephone help services		1.1		
- Coverage of social and education Home Visiting Services (SAD), and of the <i>Llei de Dependència</i> (Dependents' Law)		1.1	4,800	Establishments inspected in the area of surveillance and control of food establishments
- Development of programmes to decrease the risk of infectious and contagious diseases		1.5		



SOCIAL PROMOTION AND SERVING VULNERABLE COLLECTIVES			Expenditure from Chapters 1 to 4 of the Council's Budget
€11.1M on services for and promotion of childhood and adolescence €7.4 M on services for disabled persons €7.2 M on services for and promotion of immigration €5 M on services for women in vulnerable situations €6.4M on international cooperation €2.6 M on human rights and non-discrimination	Priorities	Reference indicators	
	1- Defend and encourage equality between men and women based on respect and fairness, paying special attention to cases of maximum vulnerability	110,000	Places offered in the Summer Holiday Campaign
	2- Encourage prevention programmes of social-educational services for childhood and adolescence in situations of social risk	5,000	Number of scholarships granted in the Summer Holiday Campaign
	3- Continue working to ensure that disabled people can participate in civic life under equal conditions, enabling them to do so in the most autonomous and independent manner	4,400	Number of consultations at Young People's Information Points (PIJ)
	Key actions included in the budget		
Key actions included in the budget		City-wide objective linked to the Strategic Plan 2012-2015	
- Reinforcement of prevention and assistance services for women who are victims of domestic violence while designing a plan to tackle violence against women and their children, also including the family environment.		1.9	
- Promotion of the Agència per a l'Abordatge Integral del Treball Sexual (Agency for Integral Protection of Sex Workers) to increase services and mediation on the street for women who practise prostitution on the street, offering resources and legal, social and employment support		1.9	
- Expansion of the city's network of open centres by adding new centres		1.1	
- Provision of PA services		1.1	
- Promotion of independent life: managing special transport		1.1	
- Start of construction of the centre for adolescents and their families		1.1	
- Reinforce relations with cities considered to be of strategic importance to Barcelona from an international perspective and in terms of aid for development.		2.2/3.4	
		6,000	Services and accompaniment provided in the Young People's Information Points (PIJ) in schools
		2,330	Number of reunited families attended
		12	Number of projects organised in districts to improve coexistence and social cohesion



EDUCATION			Expenditure from Chapters 1 to 4 of the Council's Budget	
<p>€40.7M in cleaning, maintenance and surveillance of education centres</p> <p>€28.6M in nursery schools</p> <p>€5 M in music schools</p> <p>€3.5M in dining room subsidies</p>	Priorities		Reference indicators (2012/2013 academic year)	
	1-	Increase the quality of the school system	95	Number of municipal nursery schools (EBMs)
	2-	Encourage improvement in the quality and education at each municipal education centre offering child education, at the Conservatory and at each municipal music education centre	4,891	Number of places offered at EBMs
	3-	Suitable, professional training, compatible with the needs stemming from the economic and social cohesion networks in Barcelona and its metropolitan area	58%	% coverage of demand for places at EBMs
	4-	Barcelona, university city	521	Number of students at the Conservatory
Key actions included in the budget			1,955	Number of students at municipal music schools
Key actions included in the budget		City-wide objective linked to the Strategic Plan 2012-2015	54	Number of open playgrounds
- Increase in ratio of children per group in the framework of the law		1.1	67	Number of initial professional qualification programmes (PQPI) offered
- Opening of 3 new municipal nursery schools indirectly administrated		1.1		
- Ensure operation of the Conservatory's professional degree in music and 4 music schools		3.7	1,124	Students attended by the PQPI
- Specific intervention plans to exchange educational experiences between different educational spheres in the city		1.4		
- Pilot project to encourage reading (Lola Anglada)		1.4	60%	% municipal contribution to dining room subsidies
- Catalan territory as a space for research and experimentation in new educational strategies and practices (open playgrounds)		1.4		
- Promotion of Fundació Barcelona FP as a mechanism for managing Professional Training in our city		3.5		
- Promotion of an offer of places on the city's Initial Professional Qualification Programme		3.5		
- Efforts regarding school dining room subsidies. The same special contribution will be made as in 2012.		1.4		



EMPLOYMENT, ECONOMIC DEVELOPMENT, TOURISM AND TRADE		Expenditure from Chapters 1 to 4 of the Council's Budget	
	Priorities	Reference indicators	
€14.7M in support of business and job creation €11.5M to encourage economic and strategic sector growth €7.5M for job creation €7.3M on trade and markets €2.8 M on tourism €2.0 M on promotion of the city as an economic centre €1.1 M on consumer defence	1- New model for a relationship between government administration, business and knowledge centres. Barcelona Creixement. The power of Barcelona, between us	875	Consultations attended by the OAE since its start-up (scheduled for 4th quarter, 2013)
	2- Generate the conditions for attracting and maintaining economic activity in Barcelona. Link between public administration and economic growth	20	Companies based in the freezone
	3- Support for improving job creation, especially among the most vulnerable collectives	14,600	Number of people who attended the work orientation and research programme Activa't
Key actions included in the budget			
Key actions included in the budget		City-wide objective linked to the Strategic Plan 2012-2015	
- Start-up of the Business Advice Office (OAE) in October 2013 (Measure 4 of Barcelona Creixement)		3.6	
- Implementation of a free zone for entrepreneurs (Measure 20 of Barcelona Creixement)		3.5	
- New Activa't capsules for job creation (young people, most vulnerable collectives, neighbourhoods with special problems)		1.10	
- Promotion of the ICT sector with the mobile as its main vector		3.2	
- Promotional acts outside Catalonia. Trademark Barcelona		3.4	
- Development of the Strategic Trade Plan		3.2	
- Updating and modernisation of markets		3.2	
- Promotion of tourism		3.2	
		20	International promotional acts
		200	Sectoral and territorial projects/campaigns for more dynamic trade in collaboration with the city's trade entities
		7.4	Number of tourists (millions)



CULTURE		Expenditure from Chapters 1 to 4 of the Council's Budget	
	Priorities	Reference indicators	
€44.7M on museums and heritage centres €27.2M on cultural promotion €14.3M on performing arts and music €10.6M on libraries €5.1M on acts of popular culture €3.4M on historical and artistic heritage 6.3% of the Council's current budget is earmarked for culture	1- Make Barcelona the Cultural Capital of Catalonia	39	Barcelona Libraries Consortium (CBB)
	2- Place a value on the city's cultural heritage as a knowledge generator		
	3- Possess a network of accessible, high-quality, cultural facilities	6.2	Library visits CBB (millions)
	4- Prominent citizens in culture	24	Museums, heritage spaces and municipal and consortium exhibition centres
Key actions included in the budget			
Key actions included in the budget		City-wide objective linked to the Strategic Plan 2012-2015	
- Commemoration of the 300th anniversary of the events of 11 September 1714.		3.7	
- Inauguration of El Born Centre Cultural (September 2013)		1.4	
- Disseny Hub Barcelona: transfer of the design museum collections and definition of the governance lines		1.4	
- Creation of the Fundació del Museu Picasso to improve international positioning and capture financing		1.4	
- Pla Barcino		1.4	
- Two new programmes at Fabra i Coats: Centre d'Art Contemporani de Barcelona and Fàbrica de Creació		2.2	
- Inauguration of new libraries: Clot-Josep Benet and Sant Gervasi-Joan Maragall		1.4	
- Empowerment and promotion of the coordination of the xarxa de centres cívics (civic centre network)		1.4	
		7.1	Visitors to museums, heritage spaces and exhibition centres (millions)
		296,413	Annual average of visitors per centre



SPORTS		Expenditure from Chapters 1 to 4 of the Council's Budget	
	Priorities	Reference indicators	
€14.2M on management and promotion of sport €12.6M on sports events	1- Promote and facilitate access to sports for all citizens as a tool for social cohesion, improving health and encouraging the creation of associations	1,600,000	Amount of total ordinary subsidy (€)
	2- Improve the network of municipal sports facilities to adapt them to citizens' needs and demands	187,750	Number of members signed up to municipal sports centres registered with the Institut Barcelona Esports (IBE)
	3- Social and economic promotion of the city by holding popular, large-scale, sporting events with an international projection	63%	Municipal sports centres that are financially stable
Key actions included in the budget			
Key actions included in the budget		City-wide objective linked to the Strategic Plan 2012-2015	
- Support for the city's sports bodies and clubs to develop their programmes and projects.		1.6	
Development of sports promotion programmes aimed primarily at children, adolescents (Agreement with CEEB, Convivim Esportivament programme), senior citizens, disabled persons (l'esport inclou), etc. as a means for social integration.		1.6	
- Support for the management of municipal facilities (taking over supply, operational subsidies, management, maintenance of one-off facilities, Parc de Montjuïc, etc.).		1.6	
- Management of Museu Olímpic de l'Esport and the Centre d'Estudis Olímpics Joan Antoni Samaranch		1.6	
- Collaboration in organising the World Handball Championships 2013		3.4	
- Collaboration in organising the XGames 2013		3.4	
- Collaboration in organising the World Swimming Championships 2013		3.4	
		39,365	Number of students who participate in activities during school hours
		85,500	Number of students who participate in activities outside school hours (participants of CEEB + Convivim Esportivament)
		191,275	Number of participants in sports events that are organised or promoted by the IBE
		61	Number of sports events that are organised or promoted by the IBE



PREVENTION AND SECURITY			Expenditure from Chapters 1 to 4 of the Council's Budget	
€163.3M on citizen safety and coexistence €39.8M on Fire Fighting and Prevention and Life Saving Service (SPEIS) €6.4M on general administration of safety and mobility	Priorities		Reference indicators	
	1-	Improve civic safety: decrease in crime, increase in perception of safety, protection of property, reduction of accidents, rapid response.	3,156	Personnel of the Guàrdia Urbana (GU, Urban Police Force)
			735	Personnel in SPEIS
	2-	Increase self-protection and decrease exposure to risk.	10	Police stations
			7	Fire stations
	3-	Strengthen coexistence and civic respect, especially in public spaces with a high concentration of activity (tourism, commerce, etc.).	523	Police vehicles
Key actions included in the budget			82	SPEIS vehicles
Key actions included in the budget			8,542	Arrests by the GU
			305,589	Incidents managed from the joint command centre
			15,000	SPEIS operative interventions
			602,424	Traffic offences
			82%	Response of the GU to urgent calls in <10'
			4'07"	Average response of SPEIS to urgent calls



ENVIRONMENT		Expenditure from Chapters 1 to 4 of the Council's Budget	
<p>€48M on maintenance of green spaces</p> <p>€1.4M on intervention and environmental education</p> <p>€1M on managing local energy resources</p> <p>€0.9 M on environmental noise intervention</p>	Priorities	Reference indicators	
	1- Maintenance of the green spaces and conservation of biodiversity	0.3%	Increase the city's green area
	2- Improvement of environmental air quality	20%	Increase sound controllers
	3- Reduction in energy consumption in the city and increase in local production	40	Levels of NO ₂ emissions
		40	Levels of PM ₁₀ emissions
Key actions included in the budget		50%	Increase of municipal buildings monitored for energy emission
Key actions included in the budget	City-wide objective linked to the Strategic Plan 2012-2015		
- Green Space and Biodiversity Plan	4.1		
- Air Quality Improvement Plan	4.3		
- Reduction in sound pollution	4.3		
- Plan for energy self-sufficiency and efficiency	4.3	10%	Increase in kWh of municipal electrical energy produced photovoltaically



CITY SERVICES (street cleaning, waste collection, lighting, water and cemeteries)		Expenditure from Chapters 1 to 4 of the Council's Budget	
	Priorities	Reference indicators	
€166.3M on street cleaning €161.3M on waste collection and management €27.4M on public lighting €22.7M on water supply and purification €12.3 M on cemeteries €1.1 M on animal protection and control	1- Improvement in cleaning the city and reduction and recycling of waste	4%	Reduction in total waste production
	2- Improvement in the city's lighting	1.33	Kilograms of waste per resident and day
	3- Optimisation of water consumption	42%	% of selective collection
		< 1%	Rate of damage to public lighting
Key actions included in the budget		10%	Increase in city management sensors
Key actions included in the budget	City-wide objective linked to the Strategic Plan 2012-2015	2%	Reduction in energy use on public lighting
- Cleaning Improvement Plan	4.3	42%	Sustainability index: ratio of consumption of drinking water to alternative hydro resources within the municipal services
- Barcelona General Lighting Plan	4.8		
- Waste Prevention Plan	4.3		
- Encourage the use of alternative hydro resources	4.3	109.5	Water use in Barcelona per resident and day (litres)



URBAN PLANNING AND HOUSING			Expenditure from Chapters 1 to 4 of the Council's Budget	
<p>€35.1M on urban planning</p> <p>€23.5M on public thoroughfares</p> <p>€5M on promoting social housing (ordinary expenditure)</p> <p>€7.7M on protection and improvement of urban landscape</p>	Priorities		Reference indicators	
	1- Improvement in access to housing		40	Number of plans approved definitively public + private initiative
	2- Purchasing land			
	3- Facilitate and simplify the process of obtaining licences		15 ha	Land managed and available on which to build
Key actions included in the budget				
Key actions included in the budget		City-wide objective linked to the Strategic Plan 2012-2015		
- Create new ordinances regulating terraces, urban landscape and radio communications and radio broadcasting installations		3.6		
- Improve ordinances on works and activities		3.6		
- Develop urban planning and management that enables the creation of neighbourhoods		4.7		
- Increase the number of social housing units		4.5	10%	Increase of housing units for rented social housing granted
- Encourage building refurbishment		4.3		
			10,000	Housing units undergoing refurbishment



PUBLIC TRANSPORT, MOBILITY AND PARKING			Expenditure from Chapters 1 to 4 of the Council's Budget	
€85M on support of public transport for travellers €54.3M on controlling and regulating parking €15.3M on mobility (traffic, signalling)	Priorities		Reference indicators	
	1-	Improve mobility by encouraging the use of efficient public transport and mode interchange.	939	New underground parking facilities
			8,115	New regulated parking places in the Àrea Lila (Mauve Area)
	2-	Maintain the level of flow of traffic on the city's main arteries.	121,819	Bicing subscribers
			120.4	Zones 30 (in Km)
Key actions included in the budget				
Key actions included in the budget		City-wide objective linked to the Strategic Plan 2012-2015		
- Phase II and III of the Orthogonal Bus Network		4.8	54,420	AREA spaces
- Traffic light regulation of the basic network		1.7	21,673	Bicycle parking spaces (+1,142 underground)
- Zone 30 in the city's secondary network		1.7	54,018	Motorbike and motor scooter parking spaces (+2,572 off the road)
- Safety Plan for Bike Lanes and New Bicycle Ordinance		4.3		
- Ordinance on tourist transport to Parc Güell		4.8		
- Strengthening of the school pathway network		1.7	389	Journeys by metro (millions)
- Organise goods transport		3.1		
- Adapt regulated parking on public thoroughfares to the territory's new needs - Nova AREA		4.7	188.4	Journeys by bus (millions)
- New fare system for Bicing based on payment per use		4.8		



CITIZEN SERVICES, PARTICIPATION, ADMINISTRATION AND GOVERNANCE		Expenditure from Chapters 1 to 4 of the Council's Budget
€33.1M on attending to the public €16.9M on civic participation €53.1M on general administration €27.1M on governance organisations €23.6M on information and telecommunications systems €62.4M on municipal asset management €13.3M on public communications media	Priorities	Reference indicators
	1- Make the City Council's services and information more accessible to all citizens	↓6-9 % Decrease global expenditure by centralising services
	2- Improve efficiency and thoroughness in managing public resources	160,000 Number of visits to the Open Government website in a year
	3- Position Barcelona internationally as a benchmark city	50 Number of entities participating in the process of creating the Plan for Support of Associations
		15 % Reduction of rental costs
Key actions included in the budget		
Key actions included in the budget	City-wide objective linked to the Strategic Plan 2012-2015	
- Initiate the implementation of the project CRM and 010 plus	1.1. / 2.1	5% Increase in purchase of goods and services managed and/or purchased in a centralised process
- Integrate communications channels (websites and social networks)	1.11	
- New model of governance: Open Government	1.11	
- Create the Plan for Support of Associations	2.1	
- Rationalise spaces and reduce the costs of municipal office rents	5.3	
- Modernise and rationalise organisation of the Council	6.2	Minimum 5 Number of exchanges occurring between Barcelona and seven priority cities
- Encourage centralised management and purchase of goods and services (framework contracts, centralised services, electricity tender)	5.3/5.4	
- Reinforce relations with cities considered to be of strategic importance to Barcelona from an international perspective and in terms of aid for development.	2.2/3.4	



BUDGET, FINANCES AND DEBT			Expenditure from Chapters 1 to 4 of the Council's Budget	
<p>€54.2M on servicing debt (interest)</p> <p>€24.2M on managing the tax system</p> <p>€5.9M on fiscal and economic policy</p>	Priorities		Reference indicators	
	1-	Implementation of an executive budget that links the strategy to the resources	30	Weighted average of payment of invoices to sectors/districts (days)
	2-	Adapting from an expense culture to a cost culture	15	% gross savings on ordinary income
	3-	Reduce debt by guaranteeing the capacity to refinance	1,061.4	Debt of Barcelona City Council (millions of €)
	4-	Adjust the cost of the Council's long-term debt according to market conditions.	0.7	Financial income (millions of €)
	5-	Guarantee financing of investments		
Key actions included in the budget				
Key actions included in the budget		City-wide objective linked to the Strategic Plan 2012-2015	51	Net financial expenditure (millions of €)
- Compliance with the Llei de Morositat (Law on Late Payment), monitoring of invoices register and payment at 30 days		3.5	4.0	Average cost of debt (%)
- Project to implement an ABC cost accounting model in the Municipal Group		7.2	8.1	Covering interest (primary savings/net financial expenditure)
- Project for an executive budget		5.1		
- Project for transparency in public finances and budget		6.1		
- Establish budget criteria in accordance with the European Accounting System (ESA 95)		5.2	5	Average life of debt (years)
- Contractual debt repayment of 103.7 million euros		5.2		
- New financing of 100 million euros		5.2		
-		5.2		



Ordinary expenditure on expenditure policies

Amounts in millions of euros	A	B	C = A+B	D
	Initial budget 2012 standardised (*)	Variation on dedicated income 2013-2012	Initial budget 2012 (without dedicated income)	Initial Budget 2013
Safety and prevention	210.3		210.3	209.4
Public transport and mobility	160.2		160.2	161.4
Urban planning	84.3		84.3	81.0
Urban maintenance and environment	437.6	1.6	439.2	442.4
Social promotion & protection	224.9	-1.6	223.3	230.0
Education, culture & sport	251.9	-16.9	235.0	245.5
Employment & economic promotion	50.5	-7.8	42.8	50.0
Transfers to other administrations	77.2		77.2	82.2
Administration & general services	283.2		283.2	278.4
Debt management	48.7		48.7	54.2
(*) Adjustments for standardisation (market tax)	6.0		6.0	
Total	1,834.8	-24.6	1,810.2	1,834.6

D-A		D-C		
Absolute var. IB2013 / IB2012 stand.	Var. % IB2013 / IB2012 stand..	Absolute var. IB2013 / IB2012 stand. without variation IF	Var. % IB2013 / IB2012 stand. without variation IF	
-0.9	-0.4%	-0.9	-0.4%	
1.2	0.8%	1.2	0.8%	(1)
-3.3	-4.0%	-3.3	-4.0%	
4.8	1.1%	3.2	0.7%	(2)
5.1	2.3%	6.7	3.0%	(3)
-6.4	-2.5%	10.5	4.5%	(4)
-0.5	-0.9%	7.3	17.0%	(5)
4.9	6.4%	4.9	6.4%	
-4.8	-1.7%	-4.8	-1.7%	
5.5	11.3%	5.5	11.3%	
-6.0		-6.0	-100.0%	
-0.2	0.0%	24.4	1.3%	

(1) Lower income from fines and parking (€2.7 M). Provision for the Bicing service is reduced (-€0.4M) and the transferral to the ATM (€4.8M) is increased.

(2) Increase of €1.6M to the canon and contribution in the category of waste in EMSHTR.

(3) Decrease of €1.6M to dedicated subsidies for social promotion and protection services.

(4) Suppression of the agreement on capital (€9.5M) and reduction of contributions by the Government of Catalonia for nursery schools (€7.4M).

(5) Reduction of €7.8M of SOC contributions to create employment.



PRESENTATION OF DRAFT BUDGET 2013

a. ONE PRINCIPLE: TRANSPARENCY

b. FIRST OBJECTIVE: COMPLIANCE WITH VALUES

c. SECOND OBJECTIVE: STRATEGIC ORIENTATION AND EXECUTIVE BUDGET

d. THIRD OBJECTIVE: FINANCIAL ORIENTATION



3



GUARANTEE STABILITY, SUSTAINABILITY AND FINANCIAL LIQUIDITY

Fulfilment of financial objectives

A rigorous budget for a city that inspires confidence, and looks towards Europe. All results in terms of the European Accounting System.

Stability: zero deficit. $CNF^{(*)} \geq 0$

Sustainability: debt < 60% of ordinary income

Investment capacity:

Gross savings (ESA-adjusted^(*)) = 15% of ordinary income

Liquidity: guarantee payment at 30 days

(*) Capacity or Need for Finance (Surplus/Deficit)

(*) European Accounting System



■ Guarantee compliance with the stability objective (ESA). CNF ≥ 0

Evolution of the deficit/surplus (CNF) in absolute values and in so-much percent on non-financial income.

In 2010 and 2011 there was a strong impact due to the negative settlement of interest in income from the State

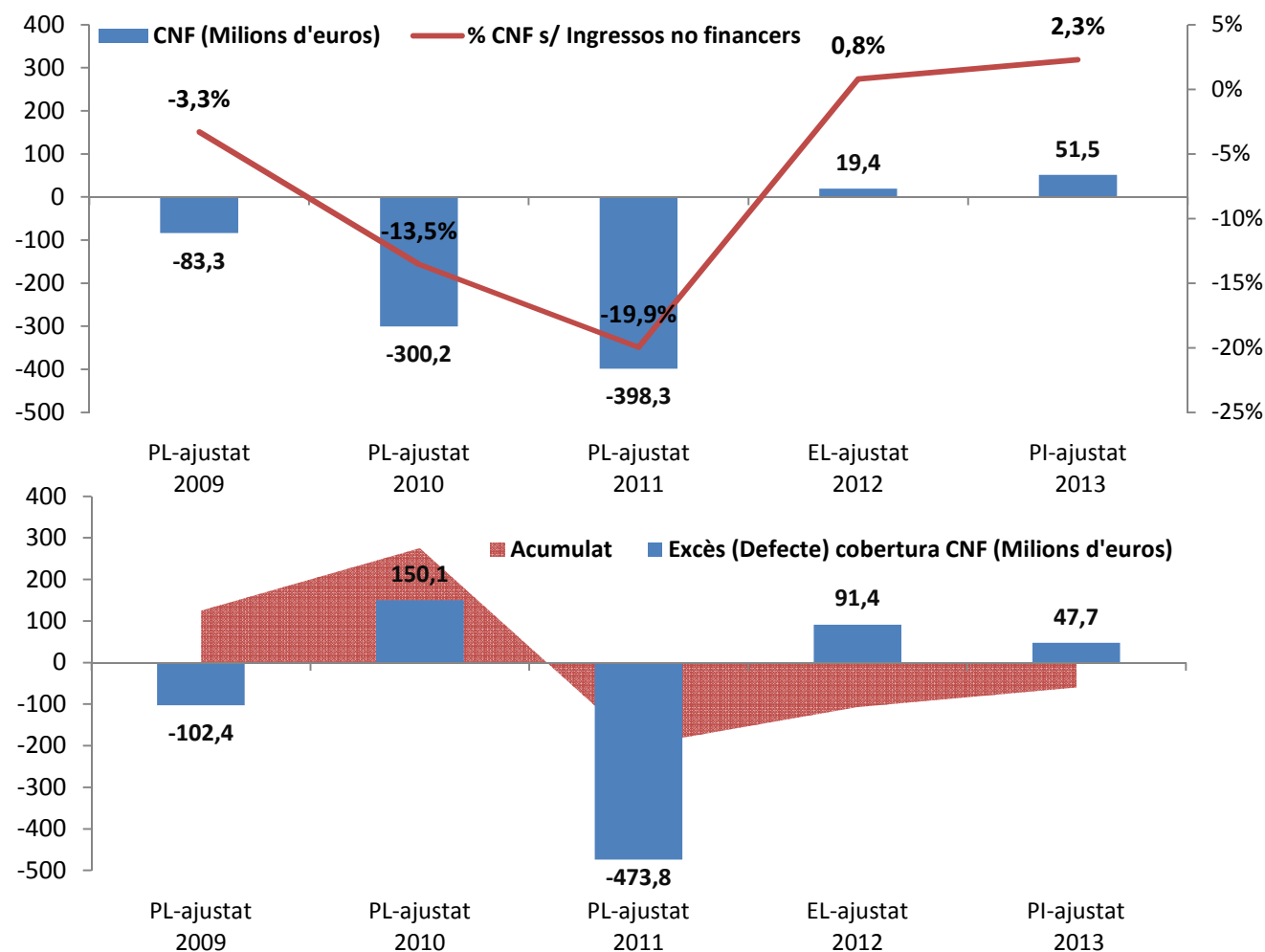
BS = Budget Settled
SE = Settlement Estimation
IB = Initial Budget

Excess or defect in the CNF, in absolute annual values and in the accumulated amount in order to see the inter-annual balance in ESA terms.

The results from 2012 and 2013 enable us to gradually wipe the coverage deficit accumulated by financing needs.

Base year for calculations, 2000.

BS = Budget Settled
SE = Settlement Estimation



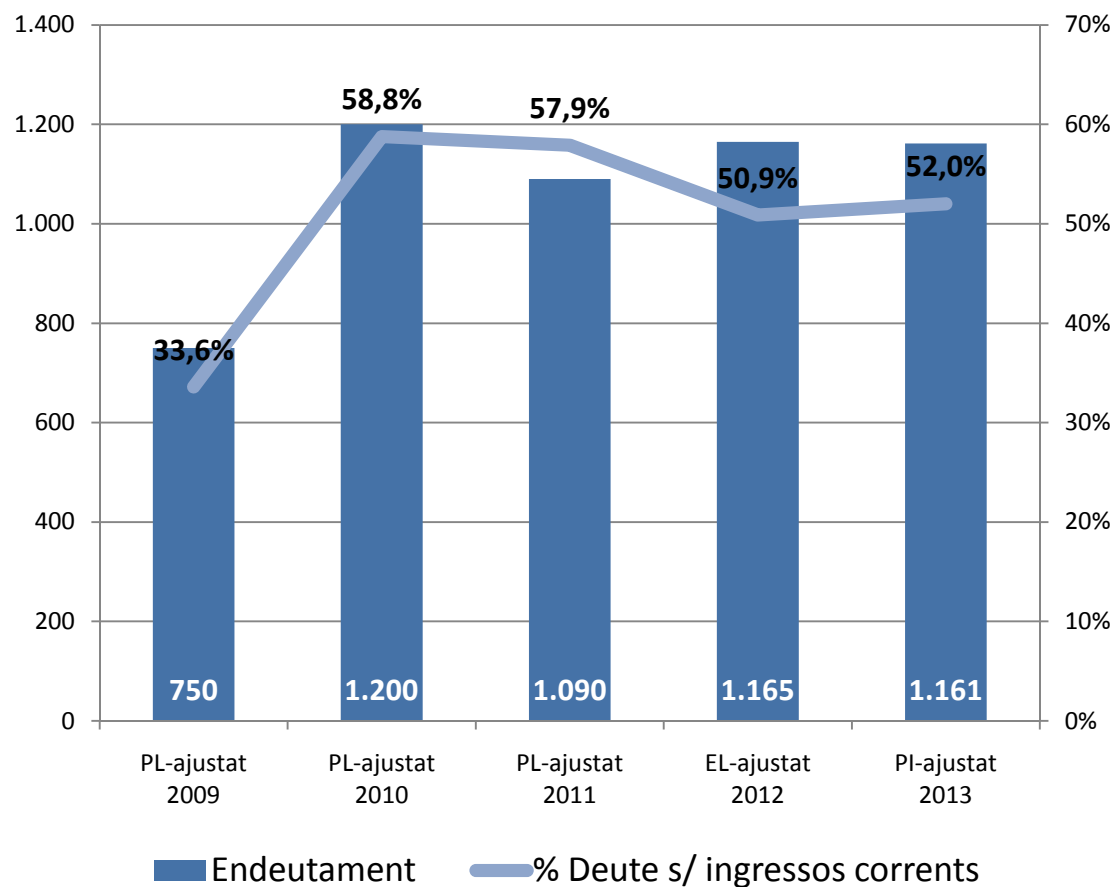


■ Guarantee compliance with sustainability. Debt < 60% of ordinary income

In 2013, 104 million euros contractually scheduled will be earmarked for repayments (debt repayments). Gross savings foreseen for 2013, of €368 M, covers this repayment, leaving a relevant net saving of €264 M. €

Stabilisation of the debt after strong growth in the same, during 2010. Level of debt under 60% of ordinary income

The forecast for debt in 2013 is €100 M, a lower amount than the amount scheduled to be repaid by gradually reducing the net debt.





■ Guarantee compliance with the investment capacity objective. Savings > 15% w/o ord. income

Evolution of income and ord. expenditure The difference between these two values enables financing of the investments without the need to purchase an increase of the net debt.

In 2011 there was a strong impact due to the negative settlement of interests in income from the State.

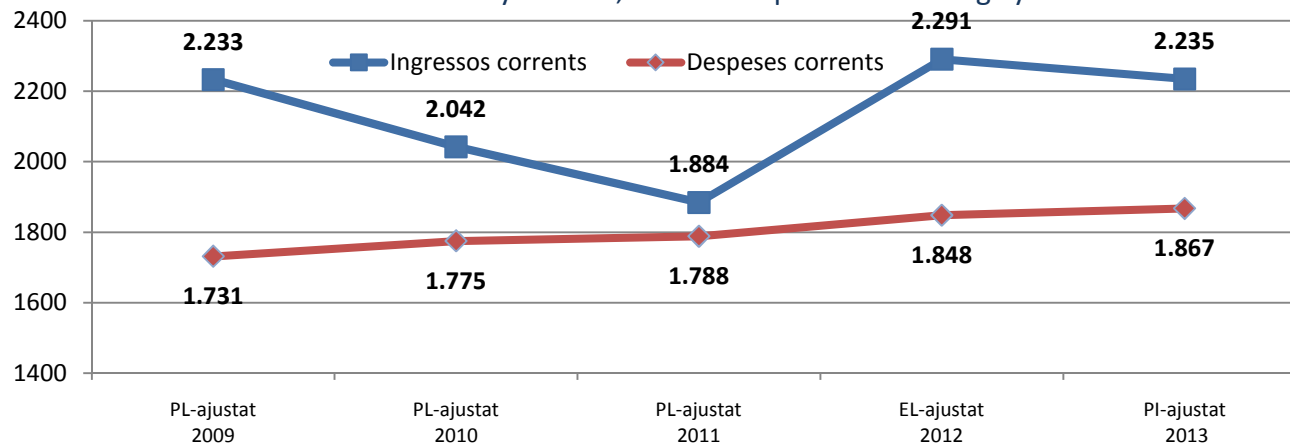
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Evolution of the difference with the previous graph, the savings that enable financing of investments, in absolute values and so-much percent on ordinary income.

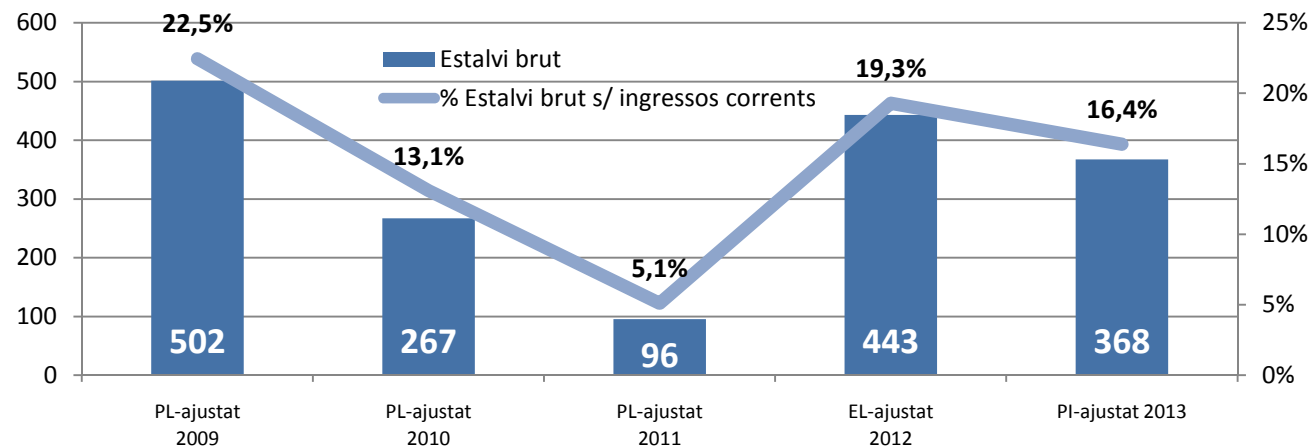
Recovery of the path of gross savings above the objectives of 15% of ordinary income

BS = Budget Settled
SE = Settlement Estimation
IB = Initial Budget

Individual data of Barcelona City Council, in the European Accounting System

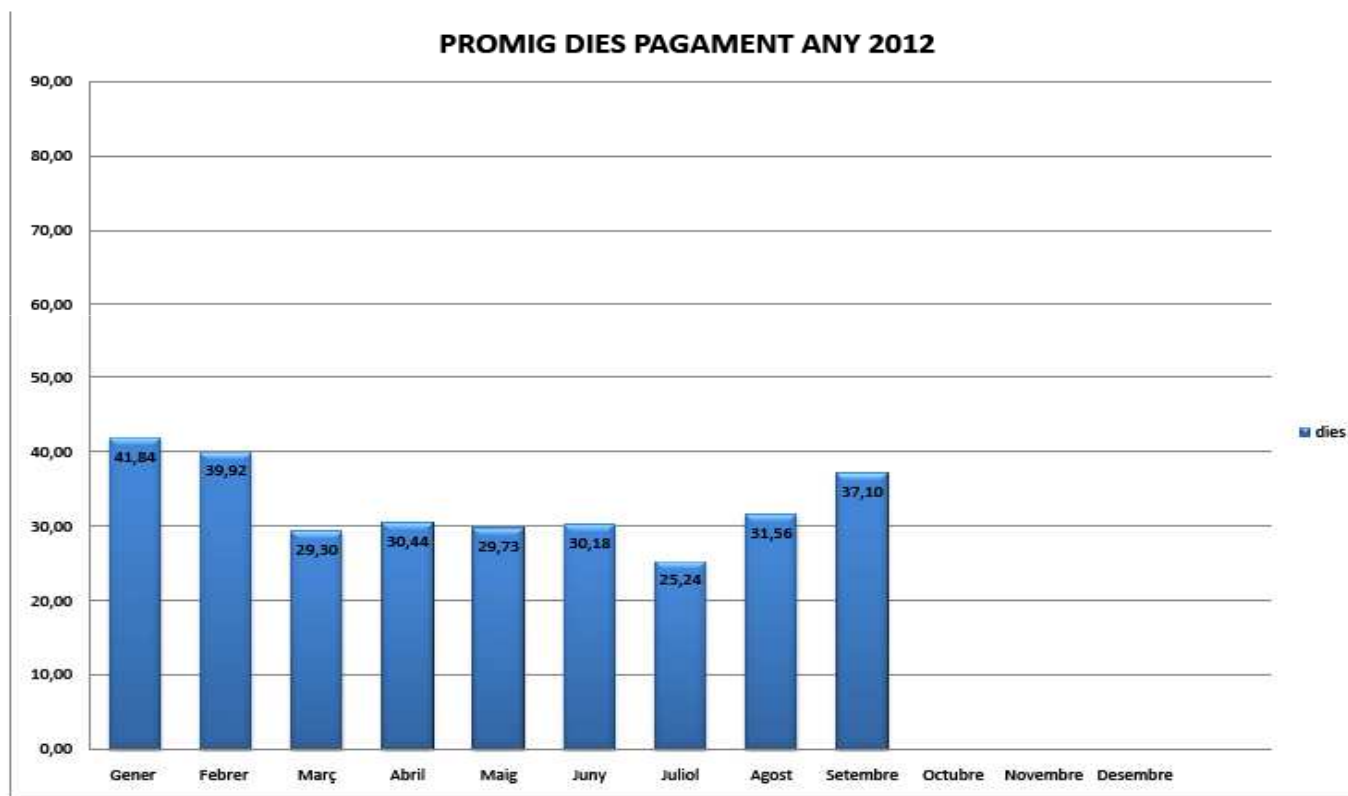


Individual data of Barcelona City Council, in the European Accounting System





■ Guarantee compliance with the liquidity objective: Payments at 30 days





EVOLUTION AND FORECASTS OF THE PROFIT AND LOSS ACCOUNT. (Only BCC/European Accounting System)

* Individual data in ESA-95 terms.
Barcelona City Council

ORDINARY RESULT

Thousands of euros	2011 Settled	2012 Estimation	2013 Forecast	Variation 2013/2012
ORDINARY RESULT				
(+) Ordinary income	1,884,171	2,290,874	2,234,851	-2.4%
(-) Ordinary expenditure (*)	1,788,380	1,848,104	1,867,278	1.0%
(=) Gross savings	95,791	442,770	367,573	-17.0%
% Gross savings w/o ordinary income	5.1%	19.3%	16.4%	- 2.7 points

**CAPITAL RESULT
-INVESTMENTS-**

CAPITAL RESULT (INVESTMENTS)				
(+) Capital income	112,500	42,899	29,576	-31.1%
(-) Capital expenditure	606,593	466,306	345,690	-25.9%
(=) Surplus (deficit) of capital	(494,094)	(423,407)	(316,115)	-25.3%
Total non-financial income	1,996,670	2,333,773	2,264,427	-3.0%
Total non-financial expenditure	2,394,973	2,314,410	2,212,968	-4.4%
(=) CNF [Capacity (Need) for Finance]	(398,303)	19,363	51,459	
% CNF w/o non-financial income	-19.9%	0.8%	2.3%	

**CAPACITY/(NEED)
for FINANCE—CNF**

**FINANCING
SOURCES**

CNF FINANCING SOURCES				
(-) Financial income	36,090	166,232	101,750	
(+) Financial expenditure	111,558	94,168	105,475	
(+) Net financial operations	(75,469)	72,064	(3,725)	
(=) Surplus (deficit) of annual financing	(473,772)	91,427	47,734	
Surplus (deficit) of accumulated annual financing (base year 2000)	(198,482)			
DEBT				
Forecast debt as at 31/12	1,090,101	1,165,101	1,161,376	
% Debt comp. to ordinary income	57.9%	50.9%	52.0%	

(*) Including contingency funds

EVOLUTION AND FORECASTS OF THE PROFIT AND LOSS ACCOUNT. (City Council, Businesses and OA, PA perimeter ESA)

*** Data consolidated in ESA-95 terms. Public Administration Sector**
of the Barcelona City Council

Data consolidated in ESA-95 terms. Public Administration Sector of the Barcelona City Council						
ORDINARY RESULT	Thousands of euros	2011 Settled	2012 Estimation	2013 Forecast	2014 Forecast	2015 Forecast
	ORDINARY RESULT					
	(+) Ordinary income	2,011,701	2,387,946	2,326,075	2,367,532	2,444,444
	(-) Ordinary expenditure (*)	1,886,366	1,944,835	1,956,517	1,968,532	2,021,490
	(=) Gross savings	125,335	443,111	369,559	398,999	422,953
CAPITAL RESULT -INVESTMENTS-	% Gross savings w/o ordinary income	6.2%	18.6%	15.9%	16.9%	17.3%
	CAPITAL RESULT (INVESTMENTS)					
	(+) Capital income	143,885	58,716	38,774	20,000	20,000
	(-) Capital expenditure	661,814	463,466	357,591	380,395	404,412
	(=) Surplus (deficit) of capital	(517,929)	(404,750)	(318,817)	(360,395)	(384,412)
CAPACITY/(NEED) for FINANCE—CNF	Total non-financial income	2,155,586	2,446,662	2,364,850	2,387,532	2,464,444
	Total non-financial expenditure	2,548,180	2,408,301	2,314,108	2,348,928	2,425,902
	(=) CNF [Capacity (Need) for Finance]	(392,594)	38,361	50,742	38,604	38,541
	% CNF w/o non-financial income	-18.2%	1.6%	2.1%	1.6%	1.6%
	CNF FINANCING SOURCES					
FINANCING SOURCES	(-) Financial income	36,094	166,232	104,293	130,800	156,850
	(+) Financial expenditure	112,085	95,577	107,301	131,496	157,484
	(+) Net financial operations	(75,991)	70,655	(3,008)	(696)	(634)
	(=) Surplus (deficit) of annual financing	(468,585)	109,016	47,734	37,907	37,907
	Surplus (deficit) of accumulated annual financing (base year 2000)	(158,430)				
DEBT						
	Forecast debt as at 31/12	1,090,101	1,165,101	1,161,376	1,160,680	1,160,046
	% Debt comp. to ordinary income	54.2%	48.8%	49.9%	49.0%	47.5%
(*) Including contingency funds						



Income by chapter

IB = Initial Budget

SE = Settlement Estimation

Amounts in millions of euros	IB-2012	SE-2012	IB-2013	Variation % IB-2013 / IB-2012	Variation % IB-2013 / SE-2012
1 Direct taxes	829	858	876	5.7%	2.1%
2 Indirect taxes	52	56	34	-33.6%	-38.5%
3 Taxes & other income	271	281	274	1.1%	-2.6%
4 Ordinary transfers	904	1,055	975	7.8%	-7.6%
5 Additions to capital	39	42	38	-1.0%	-8.5%
Ordinary operations (chap. 1 to 5)	2,094	2,291	2,197	4.9%	-4.1%
6 Sale of real estate investments	12	12	11	-7.8%	-7.4%
7 Capital transfers	23	31	18	-21.7%	-40.4%
Capital operations (chap. 6 & 7)	36	43	30	-16.9%	-31.0%
Non-financial income (chap. 1 to 7)	2,130	2,334	2,227	4.5%	-4.6%
8 Financial assets	0	0	0	--	-
9 Financial liabilities	166	166	102	-38.8%	-38.8%
Financial operations (chap. 8 & 9)	166	166	102	-38.8%	-38.8%
Total income	2,296	2,500	2,328	1.4%	-6.9%



Expenditure by chapter

IB = Initial Budget

SE = Settlement Estimation

Amounts in millions of euros	IB-2012	SE-2012	IB-2013	Variation % IB-2013 / IB-2012	Variation % IB-2013 / SE-2012
1 Staff expenditure	351	348	342	-2.5%	-1.6%
2 Ordinary expenditure on goods & services	549	549	553	0.8%	0.7%
3 Financial expenditure (interest)	46	42	52	12.4%	24.6%
4 Ordinary transfers	889	910	888	-0.2%	-2.4%
Ordinary operations (chap. 1 to 4)	1,835	1,848	1,835	0.0%	-0.7%
5 Contingency funds	0	0	33	-	-
6 Real estate investments	333	426	325	-2.5%	-23.7%
7 Capital transfers	29	41	23	-20.2%	-43.6%
Capital operations (chap. 6 & 7)	362	466	348	-3.9%	-25.4%
Non-financial operations (chap. 1 to 7)	2,197	2,314	2,215	0.8%	-4.3%
8 Financial assets	8	3	8	-3.8%	162.3%
9 Financial liabilities	91	91	106	15.7%	15.6%
Financial operations (chap. 8 & 9)	99	94	113	14.1%	20.2%
Total expenditure	2,296	2,409	2,328	1.4%	-3.3%



www.bcn.cat/pressupostos2013

Thank you for your attention.
