

Policy / Strategic goals	Police Service (Local Police)		Traffic Police (Local Police)		Security Police (all police corps)		Security Police (Local Police)	
	Number of traffic police operations for every 1,000 inhabitants	959	Reported traffic offences for every 1,000 inhabitants	397	Crimes and offences for every 1,000 inhabitants	68.0	% of crimes and offences registered by the Local Police	27
	Number of security police operations for every 1,000 inhabitants	59	% of serious and very serious traffic offences over the total number of reported traffic offences	16.0	% of crimes and offences resolved over total	33.9	% of arrests made by the Local Police	30
	Number of community police operations for every 1,000 inhabitants	37	Traffic accidents with victims for every 1,000 inhabitants	2.7	Arrests for every 1,000 inhabitants	7.2		
	Number of administrative police operations for every 1,000 inhabitants	53			Reports on drugs and weapons for every 1,000 inhabitants	6.5		
	Total number of operations for every 1,000 inhabitants	1,241						
Customer satisfaction	Guaranteeing good coverage of service		Providing the public with a quality service		Promoting prevention and security (Checks)		Promoting prevention and security (Training)	
	Number of police officers for every 1,000 inhabitants	1.1	Degree of satisfaction with the service	6.1	Number of blood-alcohol level tests for every 1,000 inhabitants	24	Public attendance at training measures for every 1,000 inhabitants	61
	Number of police for every 1,000 inhabitants	1.4			Number of identifications and public security checks for every 1,000 inhabitants	35		
Human Resources & business process	Operating the service with different management methods		Providing a quality service (management model)		Encouraging a positive employment environment for workers		Improving workers' skills	
	Direct management (%) (Council, autonomous bodies)	100	Operations per police officer	869	% of hours overtime over collectively agreed hours	5.3	Annual training hours per police officer	37
	Indirect management (%) (Franchise)	0	% of senior police over total police	18.6	% of hours leave over collectively agreed hours	7.9	Occupational accidents for every 100 police officers	26.2
			Average age of police	41	% of permits and licences over collectively agreed hours	4.9		
			% of the workforce in the local police service who are police officers	92	% real presence	92.1	Gender structure of personnel	
			% of officers who have not completed the basic course over total officers	8.3	Gross wage of a police officer	25,777	% of policewomen out of total number of officers	11
			% of officers in second job over total officers	2.8	Gross salary of a police officer (Including salary bonuses)	30,214		
Financial management	Availability of appropriate resources		Proper financing of the service		Appropriate management of resources		Providing the service at appropriate unit costs	
	Current expenditure per inhabitant	77	% of financing from taxes and utility fees	35.1	% of expenditure on personnel over total current expenditure	90	Current expenditure per police officer	49,386
	% of current expenditure over current municipal budget	9.0	% of financing from contributions by other institutions	0.1	% of amount collected from municipal traffic offences	49	Cost per hour of overtime worked by a police officer	19
			% of financing from the town council	64.8			Gross salary of a local police officer per collectively agreed hour	16
Environment	Population	46,454	Population density (inhab. / km2 municipality)	2,511	Income per capita	13,121	% unemployment	15.0

Policy / Strategic goals	Providing users a convenient service (I)						Providing users a convenient service g(II)		Reducing the CO₂ emissions of the collection service		Achieving acceptable levels of selective collection						
	Glass	Paper - Card-board	Packs - Tin - Carton	Organic fraction	Non-sel. (waste)	Total	Total		Total		Glass	Paper - Card-board	Packs - Tin - Carton	Organic fraction	High-volume	Non-sel. (waste)	
	Inhabitants per collection point	298	297	285	164	124	43	Inhabitants per Recycling Point	25,315	Tons of CO ₂ emissions for every 1,000 inhabitants	5.1	% of selective collection over the total waste collection	3.5 %	6.9 %	3.3 %	8.7 %	3.5 %
	Available capacity of containers per inhabitant per month (litres)	26	147	105	54	641	973	% of Recycling Points in the town centre over total Recycling Points	60.6 %	% collected of each fraction over the total generated	49.8 %	38.2 %	27.1 %	24.1 %			
Monthly frequency of waste collection	4	13	12	22	29	74	% use of Recycling Points	37.4 %	kg collected per inhabitant and year	15	30	14	38	15	327		
% of the population covered by organic fraction collection				83.9 %			kg of waste managed per inhabitant and year at the Recycling Point	48	% incorrectly classified waste		21.3 %	26.6 %	9.2 %				
									% kg of commercial waste over total collected of each fraction	9.2 %	22.5 %	--	24.8 %				

Customer satisfaction	Providing the public with a quality service		Encouraging civic behaviour	
	Total		Total	
	General public satisfaction with the services	6.9	% of containers burned in acts of vandalism over total containers	2.1 %
	Requests for every 1,000 inhabitants	7.6		

Human Resources & business process	Providing a quality service (management model)		Operating the service with different management methods		Encouraging a positive employment environment for workers		Improving workers' skills		Encouraging social responsibility	
	Total		Total		Total		Total		Total	
	Inhabitants per worker of the service	1,810	% direct management (town council, autonomous bodies, municipal company, municipal assoc., consortium)	15.6 %	General satisfaction of workers	7.2	Yearly hours of training per worker	3.9	% of women over total workers	3.2 %
	Tons of waste collected per worker	797	% indirect management (franchise, other, etc.)	84.4 %	% hours of leave over total hours	5.1 %	Occupational accidents for every 100 workers	13.9	% of foreign workers over total workers	19.0 %
					Gross basic annual salary of a waste collection service worker	21,351			% of workers with subsidised employment contracts over total workers	5.7 %
				Average length of service of workers	10.4					

Financial management	Availability of appropriate resources (I)						Availability of appropriate resources (II)		Proper financing of the service		Providing the service at appropriate unit costs		
	Glass	Paper - Card-board	Packs - Tin - Carton	Organic fraction	High-volume	Non-sel. (rest)	Total		Total		Total		
	Current expenditure on waste collection per inhabitant	1.2	5.1	2.6	7.8	3.3	18.8	Current expenditure on waste collection per inhabitant	38.6	% of financing from taxes and utility fees for collection, waste treatment and/or removal	94.8 %	Current expenditure on collection for every 1,000 kg collected	89.4
								Current expenditure on waste treatment and/or removal per inhabitant	19.1	% of financing from taxes and utility fees for waste collection	103.6 %	Current expenditure on the Recycling Point for every 1,000 kg managed at the Recycling Point	71.2
								% of current municipal budget assigned to collection, waste treatment and/or removal	7.0 %	% of financing from contributions by other institutions for collection, waste treatment and/or removal	0.2 %		
									% of financing from the council for collection, waste treatment and/or removal	5.0 %			
							Expenditure on awareness campaigns per inhabitant	0.9	% of revenue for selective recovery expenditure on selective waste management	31.2 %			
							Current expenditure on Recycling Points per inhabitant	3.4	% of financing from taxes and utility fees of the Recycling Point	22.9 %			

Environment	Population	62,670	Population density (inhab. / km ² municipality)	1,586	Income per capita	13,453

Policy / Strategic goals	Providing users with a convenient service		Total	Reducing the CO₂ emissions of the street cleaning service		Total	Attaining appropriate levels of street cleaning quality						
	Inhabitants per litter bin	48.0		Tons of CO ₂ emissions for every 1,000 inhabitants	3.8		Manual	Mixed	Mechanised	Pressure hosing	Other	Total	
	Inhabitants per special bins for the collection of dog excrement	2,646.7					% of hours each year by the type of cleaning service over the total hours per year the service is provided	60.8 %	16.2 %	7.3 %	5.3 %	12.3 %	100.0 %
				Encouraging water savings		Total							
				Litres of water consumed per inhabitant	116.9								
				% of litres of mains water consumed over total water consumption	48.9 %								

Customer satisfaction	Providing the public with a quality service		Total	Encouraging good citizenship		Total
	General public satisfaction with the services	6.3		% of service hours assigned to cleaning façades over the total hours of the street cleaning service	1.9 %	
	Requests for every 1,000 inhabitants	6.0		% of litter bins replaced because of acts of vandalism in the last year over total litter bins	5.7 %	

Human Resources & business process	Providing a quality service (management model)		Total	Operating the service with different management methods		Total	Encouraging a positive employment environment for workers		Total	Encouraging social responsibility		Total
	Inhabitants per worker of the service	1,070		% direct management (council, autonomous bodies, munic. co., munic. assoc., consortium)	14.5 %		General satisfaction of workers	7.8		% of women over total workers	13.5 %	
	Linear meters per worker	1,888		% indirect management (franchise, others, etc.)	85.5 %		% hours of leave over total hours	6.6 %		% of foreign workers over total workers	14.3 %	
	Square metres per worker	13,701					Gross basic annual salary of a street cleaning service worker	19,469		% of workers with subsidised employment contracts over the total workers	9.6 %	
				Improving workers' skills		Total	Average length of service of workers		9.1			
				Annual hours of training per worker	5.0							
			Occupational accidents for every 100 workers	13.0								

Financial management	Availability of appropriate resources		Total	Proper financing of the service		Total	Providing the service at appropriate unit costs		Total
	Current expenditure per inhabitant	37.0		% of financing from taxes and utility fees	0.0 %		Current expenditure on street cleaning per linear metre	20.7	
	% of expenditure over the current municipal budget	4.3 %		% of financing from contributions by other institutions	0.0 %		Current expenditure on street cleaning per square metre	3.0	
	% of current expenditure not included in the street cleaning service contract	0.7 %		% of financing from the town council	100.0 %				

Environment	Population	62,670	Density of population (inhab. / km ² municipality)	1,586	Income per capita	13,453

Policy / Strategic goals	Providing good documentary resources	2009	Promoting information technologies	2009	Citizen access to public libraries	2009	Encouraging reading among all sections of population	2009
	Documentary resources per inhabitant	1.12	IT points for the public for every 1,000 inhab.	0.45	Inhabitants per library	43,927	% of registered population over 65 (over the population from the same section)	16 %
	% of documentary resources freely available for loan	86 %	% of computers with office automation service	38 %	m ² for every 1,000 inhabitants	32	% of registered population from 40 to 64 (over the population from the same section)	30 %
	Resource renewal rate	9.6 %	Use of the office automation + Internet service for every 1,000 inhab..	357	Hours of service of the central library (standard week)	48	% of registered population from 25 to 39 (over the population from the same section)	54 %
			% of visits that make use of the Internet + office automation service	10.7 %	Average hours of service of nearby libraries (standard week)	37	% of registered population from 15 to 24 (over the population from the same section)	75 %
			% of visits that make use of the Wi-Fi service	4.2 %			% of registered population of under 15 years old (over the population from the same section)	38 %
							% of registered population	39 %

Customer satisfaction	Providing the public with a quality service	2009	Encouraging the use of libraries	2009	Performing measures to stimulate culture	2009
	Degree of satisfaction with library services	7.9	Visits per inhabitant	3.3	% of visits to attend measures aimed at encouraging culture	1.9 %
	Complaints and suggestions for every 10,000 visits	1.58	Loans per inhabitant	2.3	Attendees per measure aimed at encouraging culture	30.5
			Loans per free-access loan document	2.4	Measures aimed at encouraging culture for every 10,000 inhabitants	20.7
			% of population who make use of the loan service	12.5 %	Number of places in reading clubs per 1,000 inhabitants	1.8
			% of school students who have visited the library	22.3 %		

Human Resources & business process	Operating the service with different management methods	2009	Providing a quality service (management model)	2009	Encouraging a positive employment environment for workers	2009	Improving workers' skills	2009
	Direct management (%) (town council, autonomous body, municipal company)	100 %	Visits per worker and hour of service	8.8	% hours of leave over collectively agreed hours	4.6 %	Annual hours of training per worker	25.7
	Indirect management (%) (franchise, other, etc.)	0 %	Loans per worker and hour of service	6.1	Gross salary of assistant library staff	23,581		
			% of personnel paid by different town council administrations	28 %	% of women over total workers	77 %		
			% of personnel in central services	8.6 %				

Financial management	Availability of appropriate resources	2009	Proper financing of the service	2009	Proper management of resources	2009	Providing service at appropriate unit costs	2009
	Current expenditure per inhabitant	13.8	% of financing from taxes and utility fees	0.2 %	% of expenditure assigned to personnel	55.0 %	Current expenditure per visit	4.2
	Current municipal expenditure per inhabitant	8.0	% of financing from Barcelona Provincial Council	39.2 %	% of expenditure assigned for measures aimed at encouraging culture	4.1 %		
	% of current municipal expenditure over the current municipal budget	0.9 %	% of financing from contributions by other institutions (Government of Catalonia, etc.)	3.2 %	% of expenditure assigned to documentary resources	12.1 %		
			% of financing from the town council	57.6 %	% of expenditure on documentary resources financed by the council	21.7 %		

Environment		2009		2009		2009		2009
	Population	106,849	Population density (inhab. / km ² municipality)	5,658	Income per capita	15,202	Number of libraries	2.4



MUNICIPAL THEATRES Balanced Scorecard 2009



Policy / Strategic goals	<table border="1"> <tr> <th>Providing a broad range of venues</th> <th>2009</th> <th>Offering an intense municipal live arts schedule</th> <th>2009</th> <th>Offering a diverse municipal live arts schedule</th> <th>2009</th> <th>Offering a municipal live arts schedule for all audiences</th> <th>2009</th> </tr> <tr> <td>Seats for every 1,000 inhabitants</td> <td>9.6</td> <td>Municipal-initiative professional functions at the performance venue for every 1,000 inhabitants</td> <td>1.1</td> <td>% theatre functions over total</td> <td>46.7 %</td> <td>% functions for the general public over total</td> <td>45.1 %</td> </tr> <tr> <td>Seats on special offer (annual capacity x number of functions) for every 1,000 inhabitants</td> <td>408</td> <td>Municipal-initiative professional functions at the performance venue per show</td> <td>1.4</td> <td>% musical functions over total</td> <td>34.6 %</td> <td>% functions for a family public over total</td> <td>15.3 %</td> </tr> <tr> <td></td> <td></td> <td>% of annual professional functions produced with the involvement of the venue over total municipal-initiative professional functions at the performance venue</td> <td>8.6 %</td> <td>% dance functions over total</td> <td>13.0 %</td> <td>% functions for a school public over total</td> <td>39.7 %</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>% other genre functions over total</td> <td>5.8 %</td> <td></td> <td></td> </tr> </table>	Providing a broad range of venues	2009	Offering an intense municipal live arts schedule	2009	Offering a diverse municipal live arts schedule	2009	Offering a municipal live arts schedule for all audiences	2009	Seats for every 1,000 inhabitants	9.6	Municipal-initiative professional functions at the performance venue for every 1,000 inhabitants	1.1	% theatre functions over total	46.7 %	% functions for the general public over total	45.1 %	Seats on special offer (annual capacity x number of functions) for every 1,000 inhabitants	408	Municipal-initiative professional functions at the performance venue per show	1.4	% musical functions over total	34.6 %	% functions for a family public over total	15.3 %			% of annual professional functions produced with the involvement of the venue over total municipal-initiative professional functions at the performance venue	8.6 %	% dance functions over total	13.0 %	% functions for a school public over total	39.7 %					% other genre functions over total	5.8 %			<table border="1"> <tr> <th>Being a centre of reference among live arts of the the municipality</th> <th>2009</th> <th>Offering an intense range of cultural and social events</th> <th>2009</th> </tr> <tr> <td>% of annual non-professional municipal-initiative functions at the performance venue over total performance venue functions</td> <td>11.1 %</td> <td>Number of days each year with a municipal-initiative professional function per theatre</td> <td>41</td> </tr> <tr> <td>% of annual third party-initiative functions at the performance venue over total performance venue functions</td> <td>20.8 %</td> <td>Number of days each year with lease per theatre</td> <td>24</td> </tr> <tr> <td>% of annual municipal-initiative professional functions at other performance venues over total municipal-initiative professional functions</td> <td>6.0 %</td> <td>Number of days each year with use per theatre</td> <td>124</td> </tr> </table>	Being a centre of reference among live arts of the the municipality	2009	Offering an intense range of cultural and social events	2009	% of annual non-professional municipal-initiative functions at the performance venue over total performance venue functions	11.1 %	Number of days each year with a municipal-initiative professional function per theatre	41	% of annual third party-initiative functions at the performance venue over total performance venue functions	20.8 %	Number of days each year with lease per theatre	24	% of annual municipal-initiative professional functions at other performance venues over total municipal-initiative professional functions	6.0 %	Number of days each year with use per theatre	124
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Financial management	<table border="1"> <tr> <th>Availability of the proper resources</th> <th>2009</th> <th>Proper financing of the service</th> <th>2009</th> <th>Proper management of resources</th> <th>2009</th> <th>Proper management of own revenue</th> <th>2009</th> </tr> <tr> <td>Current expenditure per inhabitant</td> <td>9.0</td> <td>% of financing by taxes and public utilities</td> <td>26.2 %</td> <td>% of expenditure on regular personnel over current expenditure</td> <td>26.7 %</td> <td>Average takings per function (general and family theatre)</td> <td>2,396</td> </tr> <tr> <td>% of current municipal expenditure over the current municipal budget</td> <td>1.1 %</td> <td>% of financing by contributions from other institutions (Government of Catalonia, Barcelona Provincial Council, etc.)</td> <td>12.9 %</td> <td>% of expenditure on cachets over current expenditure (general and family theatre)</td> <td>33.0 %</td> <td>% coverage (ticket office/cachet) (general and family theatre)</td> <td>52 %</td> </tr> <tr> <td></td> <td></td> <td>% of financing from sponsorship</td> <td>3.1 %</td> <td>% of expenditure associated with the function over current expenditure</td> <td>15.1 %</td> <td>Average price per ticket sold (general and family theatre)</td> <td>11.3</td> </tr> <tr> <td></td> <td></td> <td>% of financing by the town council</td> <td>57.9 %</td> <td>% of expenditure on communication and advertising over current expenditure</td> <td>6.7 %</td> <td>Maximum lease price of the theatre per seat</td> <td>4.1</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>% of other current expenditure (maintenance, cleaning and consumption) over current expenditure</td> <td>18.5 %</td> <td></td> <td></td> </tr> </table>	Availability of the proper resources	2009	Proper financing of the service	2009	Proper management of resources	2009	Proper management of own revenue	2009	Current expenditure per inhabitant	9.0	% of financing by taxes and public utilities	26.2 %	% of expenditure on regular personnel over current expenditure	26.7 %	Average takings per function (general and family theatre)	2,396	% of current municipal expenditure over the current municipal budget	1.1 %	% of financing by contributions from other institutions (Government of Catalonia, Barcelona Provincial Council, etc.)	12.9 %	% of expenditure on cachets over current expenditure (general and family theatre)	33.0 %	% coverage (ticket office/cachet) (general and family theatre)	52 %			% of financing from sponsorship	3.1 %	% of expenditure associated with the function over current expenditure	15.1 %	Average price per ticket sold (general and family theatre)	11.3			% of financing by the town council	57.9 %	% of expenditure on communication and advertising over current expenditure	6.7 %	Maximum lease price of the theatre per seat	4.1					% of other current expenditure (maintenance, cleaning and consumption) over current expenditure	18.5 %											
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Environment	<table border="1"> <tr> <td>Population</td> <td>71,183</td> <td>Population density (inhab. / km² municipality)</td> <td>2,959</td> <td>Income per capita</td> <td>12,903</td> <td>Number of municipal performance venues</td> <td>1.5</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Number of municipal performance venue theatres</td> <td>1.7</td> </tr> </table>	Population	71,183	Population density (inhab. / km ² municipality)	2,959	Income per capita	12,903	Number of municipal performance venues	1.5							Number of municipal performance venue theatres	1.7																																									
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Policy / Strategic goals	Adapting the service to public demand (I)		Adapting the service to public demand (II)		Appropriate planning of schooling		Encouraging equal opportunities	
	Applications (pre-registrations) for each vacant place	2.0	% of available complementary services	76.2	% of municipal places over total places in the municipality	38.2	% of children who attend municipal nursery	12.4
	Demand for municipal nursery places	19.4	% of other available child and family care services	28.6	% of public places over total places in the municipality	44.9	% of foreign children who attend municipal nursery	6.4
			% of hours of complementary services over total annual opening hours	23.6	% of assisted and/or council-subsidised places over total places in the municipality	2.2		
			% of hours of other child and family care services over total annual opening hours	5.4				

Customer satisfaction	Providing users/customers with a quality service		Providing users with a convenient service		Guaranteeing access to all users		Encouraging participation	
	Degree of user satisfaction	8.3	Average hours of opening per day per centre	9.6	% of students who have received grants	28.1	Number of PTA associates for every 100 students	33
			Average days of opening per year per centre	206	% of students who have received grants over the number of grant applications	78.4		
			% of days of opening at school hours over total days of opening per year of the centre	94.9	% of students with special educational needs	1.8		
				% of students with special social needs	2.9			

Human Resources & business process	Operating the service with different management methods		Providing a quality service (management model)		Encouraging a positive employment environment for workers		Improving workers' skills	
	% of direct management (town council, autonomous body)	53.0	Students per educator	14.8	% of fixed educational and educational support staff	84.1	Annual hours of training received per educator and educational support staff	33.1
	% of indirect management (franchise)	47.0	Number of educational support staff per educator	0.5	% of hours of leave over total hours worked by educational and educational support staff	4.2		
			% of management hours devoted to management of the centre over total management hours	73.6	Educator gross salary	24,343	Gender structure of professionals	
			% of non-class hours of educators over total hours worked	17.7	Educational support staff gross salary	20,516		% of women over total educational and educational support staff equivalents
			% of non-class hours of educational support staff over total hours worked	14.0	Nursery director gross salary	30,478		
			% of students who habitually use the dining room service	48.2				
			Dining room students per dining room professional	5.3				

Financial management	Availability of the necessary resources		Proper financing of the service		Optimum management of resources		Offering the service at acceptable unit costs	
	Current expenditure per inhabitant	23.7	% of financing from contributions from families	33.4	% expenditure on personnel over total current expenditure	74.2	Current expenditure per student	5,387
	% of current expenditure over the current municipal budget	2.6	% of financing from contributions by other institutions	31.2	% current expenditure on complementary services over current expenditure on the service	16.1	Current expenditure per hour of annual opening	230
			% of financing by the town council	35.5	% current expenditure on other child and family care services over current expenditure on the service	6.7		

Environment	Population	60,025	Population density (inhab. / km ² municipality)	3,057	Income per capita	13,580	Number of municipal centres	3
	Population of 0 to 3 year-olds	2,202					Number of centres with assisted and/or subsidised places	0
	Population of 0 to 3 year-olds with foreign nationality	426						
	% of 0 to 3 year-old children at nursery schools (public and private)	35						

Policy / Strategic goals	Adapting the service to public demand	2009	Opening the service to the public	2009				
	Applications (pre-registrations) for each vacant place	1.2	% of hours of activities open to the public over the total hours open per year	11.2				
	Students for every 1,000 inhabitants	8	% of hours of cession of space to the public over the total hours open per year	13.0				
	% of students registered in the municipality census over total students	85	% of young people and adult students over total of students	17.7				
Customer satisfaction	Providing the public-customers with a quality service	2009	Provision of a convenient service to users	2009	Guaranteeing access to all users	2009	Facilitating participation	2009
	Degree of user satisfaction	7.9	Average hours of opening per day per centre	8	% of students who have received grants	24.0	Number of PTA associates for every 100 students	31
	Average years students remain at the music school	4	Average days of opening per year per centre	198	% of students with special educational needs	1.6		
Human Resources & business process	Operating the service with different management methods	2009	Providing a quality service (management model)	2009	Encouraging a positive employment environment for workers	2009	Improving workers' skills	2009
	Direct management (%) (town council, autonomous body)	88	Weekly class hours taught per student	0.8	% of fixed personnel	72	Annual training hours received by teachers (full-time)	24
	Indirect management (%) (franchise)	12	% of non-class hours over total worked (teachers)	41.8	% of hours of leave over total hours worked by teaching staff	1.8		
			Range of instruments taught at the music school	17	Teacher's gross salary	27,284	Encouraging social responsibility	2009
			% of students of an instrument in a group of instruments	44.3			% of women over total teaching staff and support staff equivalents	47
			% of instruments in the instrument bank over the number of students of an instrument	15.0				
Financial management	Availability of necessary resources	2009	Proper financing of the service	2009	Optimum management of resources	2009	Providing the service at acceptable unit costs	2009
	Current expenditure per inhabitant	14.4	% of financing from contributions by families	25.8	% expenditure on personnel over total current expenditure	91.0	Current expenditure per student	1,903
	% of current expenditure over the current municipal budget	1.6	% of financing from contributions by other institutions	29.8	Average fee paid per student	491	Current expenditure per hour of annual opening	415
			% of financing by the town council	44.4				
Environment	Population	43,336	Population density (inhab. / km ² municipality)	1,454	Income per capita	13,586	Number of centres	1

Policy / Strategic goals	Providing the public with access to sport	Total	Encouraging sport in the municipality				Providing the public with access to activities		Encouraging the use of sports areas								
	Places available on ongoing activities for every 1,000 inhabitants	129	Leisure	School	Compe.	Total	Number of hours of ongoing activities for every 1,000 inhabitants	Total	POL	PAV	SAL	CAM	PCO	ATL	TEN	PAL	
	Clubs places available on ongoing activities for every 1,000 inhabitants	59	% of people who do sport over total inhabitants	37 %	4 %	7 %	48 %	Number of hours of one-off activities for every 1,000 inhabitants	8	% of people who do sport over total inhabitants	2.0 %	3.7 %	6.2 %	2.6 %	9.2 %	1.3 %	1.1 %
			% of people who do sport at public school centres over total of people who do sport	1.1 %	3.6 %	3.2 %	7.9 %	Number of hours of training activities for every 1,000 inhabitants	1.4	Square metres of sports space for every 1,000 inhabitants	89	61	28	467	14	190	58
		% of women who do sport over total of people who do sport	X			42 %			Number of annual uses per m2	44	112	439	16	773	7	28	36
									Number of annual uses per sports space	21,944	51,678	80,280	52,779	178,014	85,332	12,568	17,416
	Encouraging social cohesion	Total															
	% of people who do sport who receive public grants over the total of people who do sport	0.4 %															

Customer satisfaction	Encouraging the use municipal sports services	Total	Providing the public with a quality service										Providing users with a convenient service								
	% of population registered for and/or subscribers to ongoing municipal sports services over total inhabitants	14.2 %	Suggestions for every 1,000 people who do sport	Total	7.9	POL	PAV	SAL	CAM	PCO	ATL	TEN	PAL	Hours of opening per week (for every sports space)	67	80	76	55	94	74	85
	% of population who are members of a municipal sports complex over total inhabitants	9.9 %																			

Human Resources & business process	Encouraging a positive employment environment for workers	Total	Improving workers' skills		Total	Promoting gender equality		Total	Operating the service with different management methods							
	General employee satisfaction	7.3	% of personnel who attend courses over total workers	48 %	% of women employed over total workers	42 %	% of direct management	74 %	81 %	61 %	78 %	40 %	90 %	33 %	59 %	
	% of days leave from work over total	3.4 %	Hours of training per worker per year	7.5												
	Basic gross salary of a sports instructor	18,967														

Financial management	Availability of the proper resources for the sports service		Availability of the proper resources for activities		Proper financing of the service		Support in promoting sports of institutions	
	Current expenditure on sports (including franchises) per inhabitant	57	Current expenditure on activities per inhabitant	11	% of financing from taxes and utility fees	56.6 %	% of expenditure in current transfers over total current expenditure on sports	10.3 %
	% current expenditure on sports (including franchises) over total current municipal expenditure	6.6 %	% current expenditure on activities over total current expenditure on sport	18 %	% of financing from contributions by other institutions	2.9 %		
	% investment in sports (including franchises) over total municipal investment (last 5 years)	10.0 %	Current expenditure on activities per each hour of activity	31	% of financing by the town council	40.8 %		
	Current expenditure on sports (including franchises) per person who does sport	118						
	% current expenditure on repairs and maintenance over total current expenditure on sport	10.1 %						

Environment	Population	51,889	Population density (inhab. / km ² municipality)	2,414	Income per capita	13,043	Number of sports sites											
								POL	PAV	SAL		CAM	PCO	ATL	TEN	PAL	AEE	Total
							Municipal	School	Municipal	School								
							8.4	31.0	6.9	7.9	16.5	7.1	3.1	0.6	5.6	1.9	23.0	109.7

Basic Social Services		Basic Social Healthcare Teams				Home Healthcare Social Services				Youth Centres						
Policy / Strategic goals	Adapting the service to public demand (coverage)		Adapting the service to public demand (general cover)		Adapting the service to public demand (cover for specific collectives)		Proper use of the resources		General							
	Indicator	Value	Indicator	Value	Indicator	Value	Indicator	Value	Indicator	Value	Indicator	Value	Indicator	Value		
Policy / Strategic goals	Social services as a percentage of the municipal budget (%)	4.4 %	Number of inhabitants for each active social educator	8,737	% of foreign users attended over total users attended by the Basic Social Healthcare Team	22.0 %	Users of the Basic Social Healthcare Team service per professional	423	General				Youth Centres			
	Social services as a percentage of the municipal budget for current expenditure (%)	5.3 %	Number of inhabitants for each active social worker	5,142	% of foreign users attended over total foreign residents in the municipality	18.0 %			% of Home Healthcare Social Service (SSAD) users of 65 and older over total inhabitants of 65 years and older	11.6 %	Number of home healthcare users for every 1,000 inhabitants	7.6 %	% of users of home healthcare because of their dependent status	40.2 %	% of Youth Centres users over Basic Social Healthcare Team users of 6 to 16 years old	1.5 %
		--	Number of users attended by the Basic Social Healthcare Team for every 1,000 inhabitants	131.0 %	Number of minimum wage beneficiaries for every 1,000 inhabitants	9.6 %			% of Home Healthcare Service (SSAD) users of 75 and older over total inhabitants of 75 years and older	19.9 %	% of users of the service of 65 and older over total inhabitants of 65 and older	3.9 %	% of users with approved Individual Care Plans that include a home care service	19 %	Youth Centres occupation rate per year	117.0 %
Customer satisfaction	Providing users with a convenient service	--	Providing users with a convenient service		Providing users with a convenient service		Providing users with a convenient service		Providing users with a convenient service		Providing users with a convenient remote care service		Providing users with a convenient service		Providing users with a convenient service	
	% of complaints and claims made by users	0.4 %	Average time (days) between the request and the first visit	7	% of approved individual healthcare plans performed in the current year over approved individual healthcare plans to be administered	81.6 %	Average time (days) that elapses between the request and the provision of the Home Healthcare Service	23	Average time (days) that elapses between the request and provision of the remote healthcare service	15	Hours per month of user home healthcare provision	13.7	Hours per week of attendance at the Youth Centres per user	8		
		--	% of first visits missed	17 %		--		--		--		--		--		
Human Resources & Business process	Providing a quality service (management model)	--	Payment of workers	29,571	Encouraging a positive working environment for workers	5.2 %	Improving workers' skills	28	Encouraging a positive employment environment for workers	9.9 %	Improving workers' skills	21	Encouraging a positive working environment for workers	--	Youth Centres places per professional	13
	% of managers over Basic Social Service professionals	10.0 %	Annual gross basic salary of a social educator	29,717	% of hours of leave over collectively agreed hours of all Basic Social Healthcare Team personnel	5.2 %	Annual hours of training per Basic Social Healthcare Team professional	40-50	% of hours of leave over collectively agreed hours of all Home Healthcare Service personnel	9.9 %	Hours of training a year per internal home help	1.3 %	% of hours each year of training per contacted hour of outsourced home help	1.3 %		
	% of support staff over Basic Social Service professionals	18.0 %	Annual gross basic salary of a social worker	29,717	% of professionals who perform external supervision of cases	78 %	% of professionals who perform external supervision of cases	78 %		--		--				
Financial management	Availability of the proper resources	11.5 %	Availability of the proper resources	€18.9	Proper financing of the service	0.0 %	Providing service at appropriate unit costs	€144	Availability of the proper resources	15.0 €	Providing service at appropriate unit costs	€17-€19	Availability of the proper resources	--	Current annual expenditure of the Youth Centres service per 6 to 16 year-old inhabitant (€)	€20
	The structure as a percentage of the municipal Basic Social Services budget (%)	11.5 %	Current expenditure of the Basic Social Healthcare Team service per inhabitant	€18.9	% of financing from taxes and utility fees	0.0 %	Current expenditure of the Basic Social Healthcare Team service per user	€144	Current expenditure of the Basic Social Healthcare Team service per inhabitant	€13.6	Annual average of the hourly cost of the outsourced home help service	€15.9	Current annual expenditure of the Youth Centres service per 6 to 16 year-old inhabitant (€)	€20		
	Proper financing of the service	--	The Basic Social Healthcare Team service as a percentage of the Basic Social Services budget (%)	43.6 %	% of financing from contributions by other institutions	40.1 %	% of financing from contributions by other institutions	40.1 %	The Basic Social Healthcare Team service as a percentage of the Basic Social Services budget (%)	20% - 30%						
Environment	% of financing from taxes and utility fees	1.8 %	% of financing from contributions by other institutions	44.8 %	% financing by the town council	59.9 %	% financing by the town council	59.9 %	Proper financing of the service	--	% of financing from taxes and utility fees	5.6 %	Providing service at appropriate unit costs	--	Current annual expenditure of the Youth Centres service per user (€)	€1,280
	% of financing from taxes and utility fees	1.8 %	% of financing from contributions by other institutions	44.8 %	% financing by the town council	59.9 %	% financing by the town council	59.9 %	% of financing from taxes and utility fees	--	% of financing from contributions by other institutions	52.5 %				
	% of financing from contributions by other institutions	44.8 %	% financing by the town council	53.3 %					% of financing from contributions by other institutions	52.5 %	% financing by the town council	41.9 %				
Environment	Population		55,885	Population density (inhab. / km ² municipality)		1,422	Income per capita		13,298	% unemployment		19.0 %				

Policy / Strategic goals	Encouraging the use of municipal markets	2009	Offering users an affordable service	2009	Encouraging social and environmental values in markets	2009	Enhancing the market's impact in the surrounding area	2009
	Number of annual incentive measures per market	11.4	Inhabitants per number of markets	33,378	% of persons employed with some disability over total persons employed in the market	10.8 %	Number of establishments of influence per market stall open	1.8
	Total investments (last 5 years) per m ² of total area	293	m ² of shopping area for every 1,000 inhabitants	55	% of tons of selective waste collected over total tons of waste collected in the market	21.1 %	% of establishments of influence that are food stalls	14.8 %
	Average annual turnover of franchise holders per market stall open	--	Number of rotary car park spaces available (100 metres from the market at the most) per 100 m ² of shopping area	6.7			% of markets integrated in incentive plans over the total number of markets	36 %
			Market users per number of inhabitants	24.8			Number of days per week with travelling markets around the market per market	0.9
							% of markets in pedestrian zones over total markets	39 %

Customer satisfaction	Offering a balanced mix of shopping	2009	Market services tailored to clientele	2009	Improving the use of space in the market to provide a better service	2009	Providing a quality service in markets	2009
	% of the fish and seafood sector (in m ²) over total m ² of sales area	6.5 %	Number of hours the market opens in the afternoon per week and per market	10.5	Average sales area (in m ²) in market stalls	16.3	Degree of user satisfaction	7.7
	% of the meat, chicken, eggs and game sector (in m ²) over total m ² of sales area	10.1 %	Number of afternoons the market opens per week and per market	2.3	% of open market stalls over total market stalls	78 %	Sales area (m ²) in market stalls per total number of workers of market stalls	9.0
	% of the pork and bacon sector (in m ²) over total m ² of sales area	7.0 %	% of market stalls open in the afternoon over total market stalls	29 %	% shopping area over total area	55 %	Annual number of health inspections for every 100 market stalls open	17.7
	% of the fruit and vegetable sector (in m ²) over total m ² of sales area	7.0 %	% of services for clientele in markets	37 %	% of area (m ²) in storerooms and cold rooms over total area (m ²)	12 %	Annual number of hours of health inspection for every 100 market stalls open	57.3
	% of the other foodstuffs sector (in m ²) over total m ² of sales area	33.0 %	% of market stalls that accept payment by bank card over total market stalls	45 %	% of services for personnel in markets	57 %		
	% of the bar and restaurant sector (in m ²) over total m ² of sales area	7.9 %						
	% of the other non-food sector (in m ²) over total m ² of sales area	12.1 %						
% of the sales area of stalls in closed markets (in m ²) over total m ² of sales area	16.4 %							

Human Resources & business process	Operating the service with different management methods	2009	Encouraging a positive employment environment for workers	2009	Degree of compliance with regulations	2009	Improving workers' skills	2009
	Direct management (%) (town council, autonomous body, municipal companies)	66 %	% of hours of leave over total employment hours of municipal workers	1.9 %	Penalty processes per market	1.20	Annual hours of training received per person employed in the market	16.8
	Indirect management (%)	34 %	% of hours of leave over total working hours of municipal workers hired by the market management institution.	0.5 %	% processes implemented over penalty processes	56 %	% of persons employed in the market who attend courses	28 %
	Indirect management (%) (franchise, other)	78 %	Gross salary of a market worker	19,295			% of market stall workers who attend courses	14 %
	Average price of recovery per year of remaining franchise per m ² of sales area in market stalls	101	Annual number of hours of a market worker and cleaning workers per 100 m ² of total area	125				
						Encouraging Social responsibility	2009	
						% of women over total municipal market workers	23 %	

Financial management	Availability of the proper resources	2009	Proper financing of resources	2009	Proper management of resources	2009	Providing service at appropriate unit costs	2009
	Current expenditure of the service per inhabitant	6.6	% of financing from taxes, utility fees or quotas from franchise holders' associations	66.2 %	Maintenance expenditure per m ² of total area	11.4	Current expenditure of the service per m ² of total area	66.6
	% of current expenditure over the current municipal budget	0.7 %	% of financing from other institutions	4.2 %	Expenditure on supplies per m ² total area	16.8	Current expenditure of the service per hour of annual opening per market	88.9
			% of financing by the town council	29.6 %	% of expenditure on personnel over current expenditure of the service	36 %	Average price assigned to the franchise holder for integrated refurbishment in the market per m ² of sales area in market stalls	1,154
				% of expenditure on incentive measures over current expenditure of the service	9 %	Average % of expenditure assigned to the franchise holder for refurbishment (total or partial) in the market	47 %	

Environment	Population	64,454	Population density (inhab. / km ² municipality)	3,263	Income per capita	13,100	Number of municipal markets	2

Policy / Strategic goals	Encouraging use of the fair		Promoting local products		Promoting social and environmental values at fairs and accessibility to the fair		Fair specifications I	
	Number of visits per total number of exhibitors	580	% of local exhibitors over total exhibitors	36 %	% tons of selective collection over the total tons of waste collected at the fair	47 %	m ² of fair complex for every 1,000 inhabitants	323
	% of foreign visits over the total number of visits	51 %	% of m ² of local exhibitors over total m ² of exhibitors	46 %	Available capacity of selective collection containers per day of the fair	8,384	% of m ² of exhibitors at stands over the total number of m ² of exhibitors	47 %
	Number of visits for every 1,000 inhabitants	2,262			Number of parking spaces around the fair (500 metres from the fair at the most) for every 100 m ² of fair complex	4.1	Number of exhibitors for every 1,000 inhabitants	3.3
	Number of visits per day at the fair	40,794			Number of public transport lines with a stop around the fair (within at least 200 metres from the fair) per number of fairs	5.5		

Customer satisfaction	Promoting activities at fairs		Promoting services for clientele		Improving use of space at fairs to provide better service		Providing a quality service at fairs	
	Number of complementary activities for every 10,000 visits	3.0	% of services aimed at visitors	55 %	Average area (in m ²) of exhibitors by number of exhibitors	18	Visitor degree of satisfaction	7.9
			% of services aimed at exhibitors	64 %	Number of exhibitors per 100 m ² of fair complex	1.00	Exhibitor degree of satisfaction	7.1

Human Resources & business process	Operating the system with different management methods		Encouraging a positive employment environment for workers		Appropriate provision of human resources		Improving workers' skills	
	Direct management (%) (town council, autonomous Bodies, municipal companies)	100.0 %	Gross salary of a chief fair technician (municipal)	32,023	Number of hours of cleaning for every 100 m ² of fair complex per day of fair	0.40	Number of hours of training (specialised courses) per number of municipal workers in the fair team	20
	Indirect management (%) (franchise, other)	0.0 %	% of hours leave over total annual hours of work (in accordance with collective agreement) of the workers in the fair team	2.3 %	Number of hours of assembly and disassembly per 100 m ² of exhibitors at stands	70	% of municipal in the fair team who attend courses	66 %
					Number of hours of security and surveillance per 100 m ² of fair complex per day of fair	1.4		
				Annual number of hours worked by municipal workers in the fair team per days of fair	390			

Financial management	Availability of the appropriate resources		Proper financing of resources		Appropriate management of resources		Providing the service at appropriate unit costs	
	Current expenditure of the local fair service per inhabitant	5	% of financing from taxes and utility fees and other income (e.g. sponsors)	33.4 %	Expenditure of communication, dissemination and advertising campaigns for every 100 visits	24	Current expenditure of the service per m ² of fair complex	16.9
	% of current expenditure over current municipal budget	0.6 %	% of financing from other institutions	5.2 %	Price per hour of external services (surveillance or security) contracted	17.1	Current expenditure of the service per number of exhibitors	1,666
			% of financing from the town council	61.4 %			Price per linear metre of floor per exhibitor in free space and per day	4.6
							Price per m ² of exhibitor at stand and per day	21

Environment	Population	54,122	Population density (inhab. / km ² municipality)	2,105	Income per capita	13,125	Number of local municipal fairs	1

Policy / Strategic goals	Being a municipal benchmark in local employment policies (I)	2009	Being a municipal benchmark in local employment policies (II)	2009	Encouraging cooperation with the business fabric	2009	Encouraging the employment of individual users seeking employment	2009	Encouraging coverage of jobs in the companies	2009
	% individual users attended by the Local Employment Service over the population from 16 to 64 years old	8.9 %	% new individual users attended over the total of individual users attended	49.9 %	% company users of the Local Employment Service over total companies in the municipality	47.6 %	% of individual users attended who have found work in the period over the total of individual users attended	14.9 %	% jobs covered over total jobs administered in the period	51.4 %
	% Individual users attended by the Local Employment Service in a situation of unemployment over the total unemployed population	58.4 %	% individual users attended by the Local Employment Service who are not resident in the municipality over the total individual users attended by the Local Employment Service	15.4 %	% companies that have received an initial visit over total companies in the municipality	4.6 %	% of individual users attended who have found work through the Local Employment Service during the period (managed offer)	34.8 %		
	% individual users attended in a situation of unemployment over total users attended	81.1 %			% company users attended in the municipality over total companies attended	66.2 %				

User / Customer	Providing a convenient service to individual users of the Local Employment Service	2009	Appropriate guidance of persons and companies about the employment market	2009	Streamlining processes in employment mediation	2009	Increasing jobseekers' skills	2009	Offering support to individual job seekers in their search for work	2009
	% employment interviews missed during the period	3.4 %	% individual users who have received guidance over total new individual users attended	27.8 %	Average waiting time (days) between the registration date of the job offer and the final date of the offer	59.3	% training places offered and covered by courses organised by the Local Employment Service in the period over the total individual users attended	22 %	Attendance at the Job Club per hour of annual opening of the Job Club	5
	% of users attended by the Local Employment Service who have made Internet applications over total users attended by the Local Employment Service	20.5 %	Average measures performed by the company user attended by the Local Employment Service	2	Average waiting time (days) between the date upon which a person requests an initial interview and the date the employment interview is held	10.2	Hours of training per individual user attended who takes training courses organised by the Local Employment Service in the period	511	Attendance at the Job Club per individual user who uses the Job Club	5
	% job offers published on the website covered by applications over total offers published on the website	13.6 %	Average measures performed by the individual user attended by the Local Employment Service	4						
								Providing a quality service		
								Degree of satisfaction of individual users attended	8.5	

Human Resources & business process	Operating the service with different management methods	2009	Availability of the appropriate human resources to offer a quality service	2009	Improving the management processes of the Local Employment Service	2009	Encouraging a positive employment environment for Local Employment Service professionals	2009	Improving the skills of the Local Employment Service professionals	2009
	Direct management (%), (town council, autonomous body)	100.0 %	Number of individual and company users attended by the Local Employment Service during the period per Local Employment Service professional with technical service profile	228	% individual users attended during the period over total of users of the Local Employment Service	57.2 %	% of hours of leave over total collectively agreed hours	2.3 %	Annual hours of training per professional of the Local Employment Service	18
	Indirect management (%), (franchise)	0.0 %	Average measures performed for individual and company users during the period per Local Employment Service professional with a technical service profile	932.8	% company users attended by the Local Employment Service in the period over total company users of the Local Employment Service	27.1 %	Annual basic gross salary of a Local Employment Service placement/guidance professional	27,994	% of professional attendees at courses over total Local Employment Service professionals	61.5 %
	% of professionals with technical profile to provide service to individual and company users over total professionals of the Local Employment Service	61.7 %	% professionals with a technical service profile with categories A1 and A2 over total professionals with a technical service profile for individual and company users	75.1 %			Annual basic gross salary of a Local Employment Service Occupation and Local Development Agent	27,225		
						% of professionals with a technical service profile with an established place on the workforce	38.1 %	Gender structure of personnel	2009	
								% of women over total professionals of the Local Employment Service	77.4 %	

Financial management	Availability of appropriate economic resources	2009	Proper financing of the service	2009	Providing service at appropriate unit costs	2009			
	Current expenditure of the Local Employment Service per inhabitant	22.7	% of financing from taxes and utility fees	1.9 %	Current annual expenditure of the Local Employment Service per individual user attended	376			
	% current expenditure of the Local Employment Service over the current municipal budget.	2.4 %	% of financing from contributions by other institutions	68.7 %	Current annual expenditure of the Local Employment Service per individual user who has found work in the period	2,548			
	% current expenditure associated with programmes that involve hiring over current expenditure of the Local Employment Service	44.9 %	% of financing from contributions by the town council	29.4 %					

Environment	Population	37,937	Population density (inhab. / km ² municipality)	1,532	Income per capita	13,346	Male unemployment rate	14.8 %	Female unemployment rate	16.7 %
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Policy / Strategic goals	Encouraging the use of MCIOs		2009	Guaranteeing compliance with the regulations		2009	Encouraging attitudes of responsible consumption		2009			
	Cases attended for every 1,000 inhabitants		43.7	Inspections for every 1,000 inhabitants		2.0	Number of attendees at consumption education and awareness acts run at school centres for every 10,000 inhab.		17.0			
	% of information enquiries over total cases attended		75.3 %	% of inspections with own resources over total inspections		76 %	Number of attendees at consumption education and awareness acts run at school centres for every 10,000 inhab.		12.7			
	% of claims over total cases attended		23.0 %	% of informative inspections over total inspections		62 %	Number of measures in the media for every 10,000 inhab.		1.5			
	% of reports and complaints over total cases attended		1.8 %									
Customer satisfaction	Providing a quality service in MCIOs		2009	Providing users with a convenient service		2009	Identifying types of different cases attended		2009	Managing claims and charges		2009
	Average time for coordinating cases attended with prior appointment		3.3	Average hours of daily opening		5.2	% of cases of housing over total cases attended		7 %	% of claims rulings in favour of consumers over total claims closed in the year under study		52 %
	Average time for processing claims closed in the year under study		63.8	% of personally presented cases over total cases attended		71 %	% of cases of supplies over total cases attended		12 %	% of claims and charges/complaints processed with other bodies over total claims and charges/complaints closed in the year under study		17 %
	Average time for processing charges closed in the year under study		47.2	% of cases presented by phone over total cases attended		23 %	% of cases of telecommunications over total cases attended		31 %			
				% of cases presented by Internet over total cases attended		5 %	% of cases of products over total cases attended		15 %			
				% of cases presented by other channels over total cases attended		2 %	% of other consumer services over total cases attended		30 %			
							% of non-consumption over total cases attended		5 %			
Human Resources & business process	Operating the system with different management methods		2009	Availability of the appropriate human resources		2009	Encouraging a positive employment environment for workers		2009	Improving workers' skills		2009
	% of direct management (town council, autonomous bodies, municipal companies)		100 %	Inhabitants per MCIO worker		35,184	% of hours of leave over total working hours of MCIO workers with technical functions		0.2 %	Annual hours of training received per MCIO worker with technical functions		32
	% of indirect management (franchise, other)		0 %	Number of cases attended per MCIO worker		1,536	Gross salary of a consumption technician		32,106	% of MCIO workers who attend courses over total workers with technical functions		90 %
				% of support staff over total MCIO personnel		18.9 %	% of women over total of MCIO workers with technical functions		72 %			
Financial management	Availability of the appropriate resources		2009	Proper financing of the service		2009	Offering the service at appropriate unit costs		2009			
	Current expenditure of the service per inhabitant		1.5	% of financing from taxes and utility fees over current expenditure		0 %	Current expenditure per case attended		33.5			
	% of current expenditure over current municipal budget		0.19 %	% of financing from other institutions over current expenditure		10 %						
				% of financing from the town council over current expenditure		90 %						
Environment	Population		89,661	Population density (inhab. / km ² municipality)		3,461	Income per capita		12,937	Number of MCIOs		1

Policy / Strategic goals	Guaranteeing compliance with the regulations	2009	Managing a quality service	2009	Adapting the service to public expectations	2009
	% of food establishments with compliant facilities over the No. of food establishments inspected	45.2 %	Number of specific SAM (Food Security and the Media) measures over the total number of measures of the SAM Services Portfolio	77.3 %	Number of outbreaks of food poisoning per 1,000 inhabitants	0.8
	% of food establishments with compliant self-audits over the No. of food establishments inspected	41.8 %			Numbers of complaints received per 1,000 inhabitants	1.7
	% of authorised food establishments over the total number of food establishments that require authorisation	27.2 %				
	% of authorised food establishments subject to monitoring and control inspection over the number of authorised food establishments	42.1 %				

User / Customer	Management of health hazards	2009	Communication and encouragement of and support for food security measures	2009	Degree of compliance with the regulations	2009
	Number of inspections for every 1,000 inhabitants	4.3	% of health reports on food security projects over the number of projects for new food establishments in the municipality	1.2	% of requirements over the total number of food establishments inspected	49.6
	% of food establishments inspected over total food establishments	27 %			% of food establishments with cautionary measures over the total number of food establishments inspected	3.4 %
	Total number of inspections over total food establishments inspected	1.7			% of food establishments penalised over the total number of food establishments inspected	1.2 %

Human Resources & business process	Operating the system with different management methods	2009	Availability of the appropriate human resources	2009	Encouraging a positive employment environment for workers	2009
	% of direct management (town council, autonomous bodies, municipal companies)	100 %	Total number of self-audits over the total number of SAM inspectors	155	% of hours leave over the total number of working hours of SAM workers	5 %
	% of direct management (franchise, other)	0 %	Number of inhabitants over the total number of SAM workers	26,200	Gross salary of a public health technician	36,008
					Gross salary of an inspector	30,062
					% of women over the total number of workers of the service	78 %
	Operating the system with different management methods (II)	2009	Improving the skills of service professionals	2009		
% of own inspections over the total number of inspections	94 %	Annual number of hours of specific training over the total number of SAM workers	18			

Financial management	Availability of appropriate resources	2008	Proper financing of the service	2009	Providing the service at reasonable unit costs	2009
	Current SAM expenditure per inhabitant	1.2	% of financing from taxes and utility fees over current SAM expenditure	12.8 %	Current annual SAM expenditure over the total number of inspections	278
	% of current SAM expenditure over the current municipal budget	0.2 %	% of financing from other institutions over current SAM expenditure	8.5 %	Current annual SAM expenditure over the number of food establishments	118
	% of the SAM budget over the current public health budget	20.6 %	% of financing from the council over current SAM expenditure	78.8 %		

Environment	Population	119,913	Population density (inhab. / km ² municipality)	3,890	Income per capita	12,884
	% foreign population	16 %				

Policy / Strategic goals	Availability of efficient installations	Total	Reducing CO₂ emissions	Total	Improving light quality	Total	Having the appropriate contract	Total
	Total number of lamps for every 1,000 inhabitants	140	kg of CO ₂ equivalent emitted over the total number of lamps	205	% of lights emitting light pollution (catalogue) over the total number of lights	8 %	Power contracted over installed power	1.5
	Installed power over the total number of lamps (W)	145	kg of CO ₂ equivalent emitted per inhabitant	29			Electrical consumption per inhabitant (kWh)	74
	Total installed lumens over installed power	77,780						
	% compulsory periodic inspections with an unfavourable result over the total number of boxes	57 %						

Customer satisfaction	Providing the public with a quality service (I)	Total	Providing the public with a quality service (II)	Total	Availability of efficient technology	Mercury vapour	Halide	Fluore-scent/ low-consum.	High-pressure sodium vapour	Low-pressure sodium vapour	LED	Other lamps	Total
	% of blown lamps over the total number of lamps	5.6 %	% of notifications (by the public) per breakdown over the total number of breakdowns	15 %	% of lamp types over the total number of lamps	10.30 %	4.20 %	9.40 %	74.80 %	0.06 %	0.54 %	0.63 %	100 %
	Total number of breakdowns for every 1,000 lamps	129	% of breakdowns repaired in under 24 hours over the total number of breakdowns	73 %	Availability of efficient management	In lamp head	Point-to-point	Control line	Other regulation systems	No regulation	Total		
					% of installed power with light flow regulation system over total installed power	26.00 %	0.49 %	26.00 %	2.00 %	45.00 %	100 %		

Human Resources & business process	Operating the service with different management methods	Total	Providing a quality service (management model)	Total	Encouraging a positive employment environment for workers	Total	Gender structure of personnel	Total
	% direct management of the service (town council, municipal company, regional council, etc.)	75.0 %	Total number of lamps over area of urban land	1,180	% of hours of leave over total hours in collective agreement	2.4 %	% of women over total workers	10.8 %
	% indirect management of the service (franchise, other, etc.)	25.0 %	Installed power over area of urban land (kW/km ²)	171	Gross basic annual salary of a worker (level-1 electrician)	23,113		
			Total installed lumens over area of urban land	13,316,989	Improving workers' skills	Total		
		Total number of lamps per worker of the service	1,254	% of workers with mid-level qualification over total workers	13.3 %			
		Total of breakdowns per worker of the service	160	Annual hours of training per worker	25.3			
				Occupational accidents for every 100 workers	40.4			

Financial management	Availability of the appropriate resources (I)	Total	Availability of the appropriate resources (II)	Total	Proper financing of the service	Total	Appropriate unit costs	Total
	Current expenditure on the public lighting system per inhabitant	16.9	% of current expenditure on the electricity consumption of the public lighting system over current expenditure on the public lighting system	59 %	% of financing from taxes and utility fees	0.0 %	Current expenditure on maintenance of the public lighting service over the total number of lamps	50
	Current expenditure on the public lighting system over urban land area (€/km ²)	142,518	% of current expenditure on the electricity consumption of public lighting over current expenditure on total municipal electricity consumption	52 %	% of financing from contributions by other institutions	0.2 %	Current expenditure on the electricity consumption of the public lighting service over the total number of lamps	71
	% of current expenditure on the public lighting system over current expenditure of the municipal budget	2.1 %			% of financing from the town council	99.8 %	Current expenditure on the public lighting service over the total number of lamps	121

Environment	Population	89,139	Population density (inhab. / km ² municipality)	2,629	Income per capita	13,276	Equivalent real hours of operation of public light service installations	3,628