EXPERIENCE OF VALLADOLID IN THE APPLICATION OF LOCAL FINANCE BENCHMARKING TOOLKIT
VALLADOLID EXPERIENCE IN THE DEVELOPMENT OF LFB

Index

Valladolid: Key factors for understanding the city.

LFB Starting point: Spanish municipalities.

LFB Benchmarking tool: Application to the Spanish framework.

LFB Lessons learned: From the project.

LFB Lessons learned: Spanish municipalities.

LFB Lessons learned: Valladolid.
VALLADOLID EXPERIENCE
IN THE DEVELOPMENT OF LFB

1. Historical and geographical key factors of the city.

- Founded in 1072 by Count Ansúrez
- University from 1293
- Court of Spain 1601 – 1606
- Capital of the CCAA, Castile and Leon 1983
2. Socioeconomic key factors of the City.
3. Municipal structure.

28 Elected representatives from 5 political groups for 2015 - 2019

**ADMINISTRATIVE BODIES**
- Major
- Government Areas
- General Secretary
- General Intervention
- Treasure and Revenue
- Foundations and Societies

**GOVERNING BODIES**
- Mayor's office
- Delegations
- Plenary
- Governing Board

**DELEGATIONS**
1. Culture and Tourism
2. Education, Children and Equality
4. Environment Sustainability & Spokes.
5. Citizen Participation, Youth and Sports
6. Safety and Mobility
7. Social services
8. Planning, Infrastructure and Housing

- Need for a process of **municipal mergers or reassignment of competence**: To achieve efficiency in service delivery and more local autonomy.
- Many European countries have made local concentration processes in the last decades. With the exception of France, Italy as well as Spain.
5. Overall trends in Spain.

DISTRIBUTION OF COMPETENCES ACCORDING TO POPULATION RANGES

All municipalities:  
1. Water supply domiciliary.  
2. Access centers populations.  
3. Food and beverage Control.  
5. Paving of roads.  
6. Street cleaning.  
7. Street lighting.  
8. Sewerage.  

• Own competences resulting by Article 7 of the LRBRL.  
• Attributed competences exercised by delegation.  
• Improper competences or complemented, assumed according to situations of special need.

Number of municipalities and population in 2013

- Municipalities represented 70.1% of total expenditure of the Local Sector in Spain.
- The operating expenses of the municipalities represented 69.2%.
- Municipalities executed 90.4% of total capital expenditure.
- The municipalities provide most of the services and developed main investments.
7. Methodology.

1. Questionnaire data collection

2. Methodology

3. Assessments and recommendations

Involvement of officials and elected Opportunity for reflection together Improving an important issue as funding

Expert: from data to advice through a methodology

Definition of improvement and actions Agree recommendations for ensure its implementation Improve step by step
8. Methodology.

1. Evaluation

An application to manage a multiplicity of activities

- Give a global vision of the questionnaire.
- Easy access to all questionnaires from the index.
- Facilitate the filling and insert digital references.
- Allows to know at any time the level of compliance of the LFB.
- Share between the verification team.
- Use the double round Delphi method to obtain the broadest possible consensus
- Facilitate the evaluation process.
9. Methodology.
10. Methodology.

Establish a balance between:
- Degree of implementation.
- Level Documentation.
- Transparency and Web Publishing.

<table>
<thead>
<tr>
<th>EVALUATION</th>
<th>RATING</th>
<th>DIAGNOSIS</th>
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<tbody>
<tr>
<td>No, Not implemented.</td>
<td>0</td>
<td>To develop</td>
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<tr>
<td>Yes, Initial implementation.</td>
<td>2</td>
<td>Poor</td>
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<tr>
<td>Yes, Partially implemented.</td>
<td>4</td>
<td>Normal</td>
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<td>Yes, Advanced implementation.</td>
<td>7</td>
<td>Good</td>
</tr>
<tr>
<td>Yes, Complete implementation.</td>
<td>9</td>
<td>Excellent</td>
</tr>
</tbody>
</table>
11. Methodology.

3.- Assessments and recommendations

- Make assessments with the highest level of consensus.
- Involve political and technical municipal officials.
- Establish concrete and achievable recommendations.
- Prioritize and identify stages of implementation.
- Report the conclusions through presentations.
12. Lessons learned from the project.

2.1. Involve an experienced team with a multidisciplinary vision.
   4.1.1. Include municipal officers and elected representatives in the process of response of the LFBT.
   4.1.2. Search the complementarity of such persons to answer all of the survey.
   4.1.3. Collect information using a double round as Delphy system, to reassert the answers.

2.2. To have a tool to manage the information.
   4.2.1. Facilitate the process of filling in the form given its size and complexity.
   4.2.2. Make it easier to process analysis and verification of sources.
   4.2.3. Allow the process of exchange of information between the participants.

2.3. Develop a methodology in three steps.
   4.3.1. Evaluation with YES/NO depending on the degree of implementation.
   4.3.2. Rating from 0 to 10 according to the methodological table.
   4.3.3. Diagnosis between Council and consultant to establish a qualitative diagnosis, with which to improve the processes.
13. Lessons learned from the project.

II.

2.4. Made recommendations in agree with the municipalities.

2.4.1. Define concrete and achievable goals for improvement.
2.4.2. Make a formal presentation of the results with officials and the City Mayor.
2.4.3. Establish commitments for the implementation of the recommendations.
2.4.4. Establish the according to reassess compliance levels in one or two years.

2.5. Develop a Web tool for allow municipalities to self test.

2.5.1. Adapt LFBT in those points where it could perform a self test.
2.5.2. Allow the tool to be able to establish the points of improvement.
2.5.3. Measuring the evolution in successive years.

To do this should be established some workshops with experts by countries for:

2.5.a. Establish the mean level recommended in each of paragraphs compliance.
2.5.b. Evaluate levels of compliance by municipalities according to population ranges.
2.5.c. Weightings the paragraphs to provide an overall assessment of the LFBT.
2.5.d. Add more cities and more typological variety

**Santander**
- The high level of integration of new technologies, both for maintenance of censuses, as for budget administration.
- The procedure for adopting resolutions on tax matters.
- The significant level of transparency and the availability of a "Taxpayer's Guide".

**Galdakao**
- Implementation the "Code of Good Governance and Institutional Commitment to Quality Basque Local politics."
- Involvement with EUDEL in the design of tax compliance and advisory to local authorities.
- The financial and economic management that has kept over the last years a large current account surplus, allowing numerous investments.

**Factors of Benchmarking**
- The use of information technologies and communication.
- Monitoring arrears and defaults, the homogeneous revenues along the year, thanks to a "Contributor's Guide."
- The procedure for adopting fiscal agreements.
15. Summary report on L.B.F.T. in the pilot cities:  

**Recommendations**

**Santander:**
- Allow a greater social discussion regarding general budgetary objectives.
- Perform a deeper economic and social impact analysis of municipal taxation.
- Advance the specialized training of personnel involved in municipal budget issues.

**Galdakao:**
- Driving transparency and citizen participation in tax and budgetary matters.
- Improve tax management.
- Driving training actions aimed at non-secunded councillors consolidating the knowledge of the technical aspects.

**Valladolid:**
- Regularly assess the economic and social impact of taxes, fees and prices.
- Implement the actions relating to the publication and dissemination of proposed fiscal policies.
- Go beyond the methodology for determining the cost of services and analyze their impact on the population.

The LFB tool has allowed the City of Valladolid to confirm and evidence:
- The reasonably good state of municipal accounts.
- Explore opportunities to improve budgetary stability.
- Establish more items for greater financial stability.

Therefore, the City Council have the intends to:
- Continue to improve the current methodology.
- To make it more operational.
- Continue driving the project and its potential witnessing.
Thanks for your attention


- Rafael Salgado  
- Juan Manuel Guimerans  
- Juan Baza  
- Antoni Peiret

✉️ ralgado@ava.es  
✉️ jmguimerans@ava.es  
✉️ jbaza@ava.es  
✉️ peiret@cylstat.es
Annex: Legal framework

Ley de Bases de Régimen Local.

Ley de Medidas de modernización del gobierno local.

Ley Reguladora de las Haciendas Locales.

Ley de Estabilidad Presupuestaria y Sostenibilidad Financiera.
http://www.minhap.gob.es/es-ES/Paginas/Ley_Estabilidad_Resumen.aspx

Ley de Racionalización y sostenibilidad de la administración local.