

# 2017 REPORT

## Barcelona Municipal Institute of Housing and Renovation

# CONTENTS

<b>1. SERVICES FOR CITY RESIDENTS .....</b>	<b>4</b>	<b>4. PROCUREMENT .....</b>	<b>38</b>
<b>1.1. Housing Office Network .....</b>	<b>5</b>	<b>5. FINANCIAL MANAGEMENT .....</b>	<b>42</b>
<b>1.2. Housing services and grants .....</b>	<b>6</b>	5.1. Balance sheet .....	43
Grants for housing payments .....	6	5.2. Profit and loss accounts .....	46
Other subsidies .....	7	<b>6. HUMAN RESOURCES .....</b>	<b>48</b>
Advice and mediation .....	7	<b>7. ARCHIVE AND DOCUMENTS .....</b>	<b>50</b>
Unit to Counter Residential Exclusion .....	8	<b>8. COMMUNICATION .....</b>	<b>54</b>
Housing discipline .....	9	8.1. Corporate identity and story .....	55
Renovation grants.....	11	8.2. Communication campaigns .....	56
Rental Housing Pool .....	12	8.3. Conferences and notable events .....	56
Programme for assigning private dwellings .....	13	8.4. Publications Digital channels .....	57
<b>1.3. Projects .....</b>	<b>14</b>	8.5. Internal communication .....	57
Vacant housing census .....	14		
<b>2. ACCESS TO SOCIAL HOUSING AND MANAGING THE PUBLIC HOUSING STOCK .....</b>	<b>16</b>		
<b>2.1. Applicants Register.....</b>	<b>17</b>		
Allocating social housing .....	18		
Emergency committee .....	18		
<b>2.2. The public stock managed by IMHAB — Housing .....</b>	<b>19</b>		
Assistance for users of the public housing stock.....	21		
Contracts .....	21		
Inspection and management of the stock .....	22		
Protection and guardianship of property .....	22		
Public Housing Protection, Intervention and Mediation Service (SPIMHP).....	24		
Maintenance and renovation .....	25		
<b>2.3. The public stock managed by IMHAB – Premises and Parking Spaces .....</b>	<b>27</b>		
Aparcaquí Programme .....	27		
<b>3. PROMOTION OF NEW-BUILDS AND ACQUISITIONS ...</b>	<b>28</b>		
<b>3.1. New-build developments .....</b>	<b>29</b>		
<b>3.2. Promotion of other operators .....</b>	<b>35</b>		
Cohousing .....	35		
Purchase of dwellings and transfer of usufruct rights .....	35		
Entire properties .....	37		



# 1 Services for city residents

Institut Municipal de l'Habitatge i Rehabilitació

## 1.1 HOUSING OFFICE NETWORK

The Barcelona Housing Offices are places where people can go to resolve housing issues. They have technical teams who specialise in offering personalised assistance. The network of offices is promoted by the Barcelona Housing Consortium, formed by the Generalitat de Catalunya and Barcelona City Council, although it is the Barcelona Municipal Institute of Housing and Renovation that carries out these services. Every district has a Housing Office which offers a variety of services, including information on available subsidies and advice on legal matters.

							2017
Assistance offered by the Housing Offices Network							272,117
Assistance offered by the Housing Offices Network, 2017							
	Register and adjudications	Grants for housing payments	Housing pool	Decent use of housing	Renovation	Habitability certificates	TOTAL
<b>Ciutat Vella</b>	12,932	15,278	2,891	5,497	283	737	<b>37,618</b>
<b>Eixample</b>	7,005	9,052	2,440	3,979	570	314	<b>23,360</b>
<b>Sants-Montjuïc</b>	8,018	12,323	1,932	4,134	417	98	<b>26,922</b>
<b>Les Corts</b>	4,799	4,974	1,464	2,043	194	183	<b>13,657</b>
<b>Sarrià - Sant Gervasi</b>	3,488	4,843	737	2,346	1,130	328	<b>12,872</b>
<b>Gràcia</b>	6,367	8,753	2,100	3,171	308	124	<b>20,823</b>
<b>Horta-Guinardó</b>	6,292	10,072	2,406	4,173	621	150	<b>23,714</b>
<b>Nou Barris</b>	12,687	22,926	3,431	6,910	652	265	<b>46,871</b>
<b>Sant Andreu</b>	7,531	10,568	2,427	3,239	950	843	<b>25,558</b>
<b>Sant Martí</b>	16,729	14,156	3,129	5,271	626	811	<b>40,722</b>
<b>TOTAL</b>	<b>85,848</b>	<b>112,945</b>	<b>22,957</b>	<b>40,763</b>	<b>5,751</b>	<b>3,853</b>	<b>272,117</b>



## 1.2 HOUSING SERVICES AND GRANTS

The IMHAB manages most of the resources for protecting the right of Barcelona's citizens to housing. There are grants to help cover housing costs, advice and mediation services, emergency-response programmes, renovation subsidies and services in regard to housing discipline, among others.

### • Grants for housing payments

Financial aid is available to city residents through the Barcelona Housing Consortium, which is managed by the IMHAB, when they have difficulty meeting their housing payments. In order to help the most vulnerable groups and prevent them from losing their homes, there are various programmes consisting of non-repayable funds for the payment of rental or mortgage instalments. These grants are funded by the City Council, the Catalan Government and the Spanish Government.



### Evolution of the subsidy allocation figures

2017	Aid programme
Fair-rent applications approved per year	1,949
Special-emergency applications approved per year	519
Rent subsidies	4,935
BHC rent-payment aid	2,138
<b>TOTAL aid allocated</b>	<b>9,541</b>
<b>Budget</b>	<b>€23,859,824.72</b>

### • Other subsidies

These are grants for paying rental deposits and the first monthly instalment for Barcelona's Rental Housing Pool flats (6 approved cases), as well as incentive grants for including dwellings in Barcelona's Rental Housing Pool (145 approved cases)

### • Advice and mediation

Mediation for tenants and mortgage advice for people experiencing economic difficulties who are at risk of losing their home, which is offered through specialist lawyers, on the Housing Office Network.

Subject of the advice	2017
Rent	11,375
Community of property owners	1,707
Purchase	215
Harassment	51
Ofideute <sup>(1)</sup>	272
Rent mediation <sup>(2)</sup>	1,556 <sup>(3)</sup>
<b>TOTAL</b>	<b>15,176</b>

<sup>(1)</sup> Under way since July 2012, the figure corresponds to the cases initiated per year.

<sup>(2)</sup> In operation since October 2012

<sup>(3)</sup> Includes 319 analysed situations

• **Unit to Counter Residential Exclusion**

The IMHAB has a Unit to Counter Residential Exclusion (UCER in Catalan) whose basic function is to proactively prevent and respond to evictions. This centralises information on eviction processes in the city, activates mediation processes to prevent people from being thrown out, supports them via the Loss of Housing and/or Occupancy Intervention Service in the city of Barcelona

(SIPHO in Catalan) and carries out mediation in cases of precarious occupation or squatting cases where people are in a situation of economic vulnerability.

In 2017, the Loss of Housing and/or Occupancy Intervention Service (SIPHO) assisted a total of 7,760 people, 2,377 of whom were minors.

**Assessment of the actions**

	<b>2017</b>
<b>New cases attended by the SIPHO</b>	<b>2,351</b>

**Analysis of housing-loss risk situations in the city of Barcelona**

Total No. of people affected	Adults	Minors	Total (*)
Ciutat Vella	626	353	979
Eixample	583	177	760
Sants-Montjuïc	904	432	1,336
Les Corts	77	24	101
Sarrià - Sant Gervasi	68	33	101
Gràcia	174	66	240
Horta-Guinardó	490	287	777
Nou Barris	1,031	467	1,498
Sant Andreu	642	275	917
Sant Martí	788	263	1,051
<b>TOTAL</b>	<b>5,383</b>	<b>2,377</b>	<b>7,760</b>

(\*) Corresponding to cases from January to December 2017

Total No. of case solutions	Emergency or Contingency Committee	Grants mediation	Social rental	Housing resource	Media-tion pool	Rehousing pool	Own solution	Total (*)
<b>TOTAL</b>	241	161	43	94	14	18	791	<b>1,362</b>

(\*) Analysis of the definitive solutions reported in 2017

• **Housing discipline**

The Housing Discipline Anti-Harassment Unit enables the application of the penalty proceedings provided for by current legislation. To do this, disciplinary boards have been set up in all city districts to coordinate action by the districts and the Discipline Anti-Harassment Unit. The ongoing penalty proceedings are tackling:

- property harassment, by prosecuting processes that contravene the right to housing, which are linked to gentrification processes;
- improper use of officially protected housing;
- housing kept vacant by financial entities;
- dwellings and buildings in a poor state of repair, and
- overcrowding.

<b>Inspections carried out and referred to the Discipline Unit up to 21/12/2017</b>	<b>1,145</b>
<b>Result of vacant-property inspections</b>	<b>489</b>
<b>Initiated 2016</b>	<b>88</b>
<b>Initiated 2017</b>	<b>15</b>
<b>New anomalous-use declaration cases (DUA in Catalan) pending initiation</b>	<b>8</b>
<b>Expired cases pending re-initiation</b>	<b>16</b>
<b>Promotional measures sent (awaiting reply)</b>	<b>14</b>
<b>Archive of non-initiated DUA, due to adoption of promotional measures</b>	<b>15</b>
<b>Archive of 2nd inspection prior to initiation</b>	<b>12</b>
<b>Cases dismissed</b>	<b>310</b>
<b>Pending the sending of promotional measures</b>	<b>5</b>
<b>Water certificate application sent</b>	<b>5</b>
<b>Result of the occupied-property inspection</b>	<b>656</b>

## Anomalous-use declaration (DUA in Catalan) proceedings for permanently vacant dwellings

District	DUA cases initiated	DUA cases initiated	Sanction proceedings initiated	Sanction proceedings pending initiation
Ciutat Vella	31	18	3	0
Eixample	64	4	0	0
Sants-Montjuïc	56	2	0	0
Les Corts	6	1	0	0
Sarrià - Sant Gervasi	13	2	0	0
Gràcia	44	1	0	0
Horta-Guinardó	18	9	0	0
Nou Barris	107	39	2	1
Sant Andreu	82	45	0	2
Sant Martí	93	45	5	0
<b>TOTAL</b>	<b>514</b>	<b>166</b>	<b>10</b>	<b>3</b>

## • Renovation grants

Barcelona City Council believes that fostering renovation initiatives should be one of the cornerstones of housing policies, as these actions serve to guarantee the right to decent housing, and improve the quality of people's lives and their well-being. They also help in the fight against energy vulnerability.

To achieve these objectives, over the last few years it has been necessary to reformulate the city's renovation policy in order to proactively address the most vulnerable groups and areas.

This process has included the implementation of the Neighbourhood Plan and defining the programme for highly complex properties, which proactively helps communities to improve their buildings.

In 2017, there was only one call for renovation applications in regard to communal elements, including the adaptation of the interiors of dwellings in the Housing Pool and a specific campaign for the interiors of vulnerable housing, which had not been completely resolved by the end of the year.

## Economic

	2017
Total amount subsidised for renovations	€31,425,039

## Call for applications for 2017. Total number of cases approved for renovation grants

District	Cases	Social cohesion	Residential	Subsidy	Budget
Ciutat Vella	147	3	1,505	€3,526,114.28	€11,310,417.21
Eixample	224	1	3,757	€6,227,954.32	€19,887,334.48
Sants-Montjuïc	145	4	2,209	€3,696,184.94	€10,097,334.94
Les Corts	60	1	1,346	€1,536,095.66	€4,822,234.10
Sarrià - Sant Gervasi	175	0	1,793	€3,429,981.85	€10,827,863.00
Gràcia	121	4	1,557	€2,759,979.39	€7,448,102.77
Horta-Guinardó	123	6	1,727	€2,877,914.56	€7,514,973.52
Nou Barris	120	0	1,522	€3,082,513.73	€6,584,845.38
Sant Andreu	91	3	1,233	€2,233,060.52	€6,276,936.01
Sant Martí	115	1	1,643	€2,055,239.45	€6,530,364.65
<b>TOTAL</b>	<b>1,321</b>	<b>23</b>	<b>18,292</b>	<b>€31,425,038.70</b>	<b>€91,300,406.06</b>







• **Rental Housing Pool**

The Barcelona Rental Housing Pool (BHLLB in Catalan) offers mediation services between the owners of vacant flats and possible tenants, with the aim of increasing the number of flats available at affordable rents and facilitating access to them for households who meet the Housing Pool access requirements.

The owners of vacant dwellings who transfer them to the Pool have the security that their contract conditions will be fulfilled, as well as enjoying various incentives and subsidies for including their flat in the Pool. Meanwhile, people looking for a home will be able to access a Housing Pool with guarantees and get a tenancy at an affordable price.

• **Programme for assigning private dwellings**

Public-social collaboration programme run by the Habitat 3 Foundation to get properties assigned for social rental housing. In order to achieve this, Barcelona City Council guarantees that the rent will be paid (at 20-30% below the market price) and that the flat will be returned to the owner in good condition, while offering renovation grants of up to 20% of the cost of the intervention, and carrying out and funding the work. For their part, the tenants pay according to their income, thanks to a municipal subsidy.

**Economic**

Assignment of dwellings	2017
Signed contracts for granting dwellings to the Pool	250
Average fee for owners (€/month)	€565
<b>Rental contracts</b>	
Dwellings with leases signed as of 31/12	249
Average rent for tenants (€/month)	€145

**Evaluation of the data**

	2017
Total BHLLB contracts in force	767
<b>Rental Housing Pool</b>	
Inclusive agreements	226
New rental contracts	184
Average rental income (€/month)	€560
IBI subsidy	556





## 1.3 PROJECTS

### • Vacant housing census

In order to encourage the use of dwellings as primary residences and limit the existence of vacant dwellings, it is necessary to get a detailed picture of the situation, as regards vacant dwellings in the city, and provide incentives to get any detected vacant properties back in use. To this end, the Vacant Dwellings Census has been created. This is a study aimed at detecting unused dwellings in Barcelona, scheduled to conclude in 2019.

The goal is to transfer the results to various municipal departments in order to obtain private housing for the Rental Pool, improve housing with deficiencies through the renovation service, impose sanctions on dwellings where there is unauthorised tourist activity, impose sanctions on dwellings owned by financial institutions that have been vacant for more than two years and identify premises for transfer, sale or rent, in order to refer them to the Reempresa project.

The second phase of the census was carried out in 2017, with a total of 11 censused neighbourhoods.

#### Data

Vacant housing census	2016	2017	TOTAL
Neighbourhoods where vacant flat census is carried out	1st stage, 6 neighbourhoods	2nd stage, 11 neighbourhoods	17 neighbourhoods
Vacant dwellings detected	1,098	2,551	3,649
% vacant dwellings in the neighbourhoods	1.42%	1.56%	1.52%

#### Methodology

The Vacant Flats Census is based on exhaustive and systematic field work never before carried out on the city of Barcelona's private housing stock.

The work is based on cross-referencing two types of data which, according to the methodology, should enable the initial identification of homes that are supposedly vacant. Data available from the municipal register is cross-referenced with data on the consumption of water in a home. The sum of these two parameters makes it possible to obtain lists of dwellings, which the research teams use to carry out checks in the field.

The working methodology requires that, where there are doubts, the flats are visited on between three and five occasions at different times of the day, in order to check that they are really vacant.





## 2 Access to social housing and managing the public housing stock

### 2.1 APPLICANTS REGISTER

As established under Act 18/2007 on the Right to Housing, the Barcelona Register of Social Housing Applicants (RSHPOB in Catalan) is the legal instrument for accessing official-protection housing or housing with special services for groups with special needs in Barcelona. Any household looking for these types of housing must register with the RSHPOB.

#### Data

2017					
<b>Current entries</b>	36,577				
Register of Social Housing Applicants 2017					
	Household units registered	Registered Applicants	Total population according to the municipal register of residents as of 1 January.	% over the district's population	% over total applicants registered
<b>Ciutat Vella</b>	3,831	7,896	102,250	7.72%	10.98%
<b>Eixample</b>	4,368	7,175	267,184	2.69%	9.98%
<b>Sants-Montjuïc</b>	4,902	9,442	182,354	5.18%	13.13%
<b>Les Corts</b>	1,159	1,831	82,201	2.23%	2.55%
<b>Sarrià - Sant Gervasi</b>	1,264	1,849	149,734	1.23%	2.57%
<b>Gràcia</b>	2,228	3,592	121,566	2.95%	4.99%
<b>Horta-Guinardó</b>	3,816	7,314	169,187	4.32%	10.17%
<b>Nou Barris</b>	4,629	9,515	166,805	5.70%	13.23%
<b>Sant Andreu</b>	3,937	7,577	147,693	5.13%	10.53%
<b>Sant Martí</b>	6,443	11,999	236,163	5.08%	16.68%
<b>* Unregistered persons</b>	N/A	3,734	N/A	N/A	5.19%
<b>TOTAL</b>	<b>36,577</b>	<b>71,924</b>	<b>1,625,137</b>	<b>4.43%</b>	<b>100.00%</b>



### • Allocating social housing

In 2017, there were a total of 229 social-housing allocations via the RSHPOB, 76 of which were new-builds and 153 second allocations.

	2017
Allocations of new-builds processed	76
Second allocations processed	153
<b>TOTAL</b>	<b>229</b>

HPO allocation, 2017											
gen.-des. 17	Ciutat Vella	Eixample	Sants-Montjuïc	Les Corts	Sarrià-Sant Gervasi	Gràcia	Horta-Guinardó	Nou Barris	Sant Andreu	Sant Martí	TOTAL
Allocations of new-builds processed	16	0	50	0	0	0	0	9	0	1	76
	21.05%	0.00%	65.79%	0.00%	0.00%	0.00%	0.00%	11.84%	0.00%	1.32%	
Second allocations processed	17	1	30	2	2	6	28	14	24	29	153
	11.11%	0.65%	19.61%	1.31%	1.31%	3.92%	18.30%	9.15%	15.69%	18.95%	

### • Emergency committee

The Emergency Committee is responsible for evaluating cases and allocating dwellings to people at risk of residential exclusion, who have been evicted from their home over issues relating to rent, mortgages or squatting.

	2017
New applications submitted	551
Applications approved with housing allocated	213
Applications approved pending allocation of housing as of 31/12	232
Alternative solutions	30

## 2.2 THE PUBLIC STOCK MANAGED BY IMHAB — HOUSING

In 2017, the total number of social housing dwellings managed by IMHAB rose to 7,988. Most of the dwellings (7,267) are for rent while the rest (721) are surface-right based.

70% (5,594) of the dwellings managed by IMHAB are owned by them and the rest belong to other organisations such as Barcelona City Council, the Catalan Land Institute (INCASÒL) or to financial entities that have transferred the housing.

Affordable housing stock managed by the IMHAB	2017
Rented dwellings	7,267
Surface-right dwellings	721
<b>TOTAL</b>	<b>7,988</b>

### Characteristics of the housing stock managed as of 31/12/2017

Distribution by district:						
Housing stock managed by the IMHAB as of 31/12/2017	Rental housing stock	%	Surface-right housing stock	%	TOTAL	%
Ciutat Vella	1,873	25.8%	142	19.7%	2,015	25.2%
Eixample	77	1.1%	0	0.0%	77	1.0%
Sants-Montjuïc	763	10.5%	23	3.2%	786	9.8%
Les Corts	106	1.5%	0	0.0%	106	1.3%
Sarrià - Sant Gervasi	3	0.0%	0	0.0%	3	0.0%
Gràcia	158	2.2%	43	6.0%	201	2.5%
Horta-Guinardó	453	6.2%	290	40.2%	743	9.3%
Nou Barris	1,459	20.1%	0	0.0%	1,459	18.3%
Sant Andreu	1,278	17.6%	1	0.1%	1,279	16.0%
Sant Martí	1,093	15.0%	222	30.8%	1,315	16.5%
* Outside BCN city	4	0.1%	0	0.0%	4	0.1%
<b>TOTAL</b>	<b>7,267</b>	<b>100.0%</b>	<b>721</b>	<b>100.0%</b>	<b>7,988</b>	<b>100.0%</b>



## Analysis by owner

Affordable housing stock managed by the IMHAB as of 31/12/2017	Rental housing stock	%	Surface-right housing stock	%	TOTAL	%
IMHAB	4,873	67.1%	721	100.0%	5,594	70.0%
Barcelona City Council	1,595	21.9%	0	0.0%	1,595	20.0%
INCASÒL	647	8.9%	0	0.0%	647	8.1%
Financial Entities	152	2.1%	0	0.0%	152	1.9%
SAREB	122	1.7%	0	0.0%	122	1.5%
BuildingCenter	30	0.4%	0	0.0%	30	0.4%
BBVA	0	0.0%	0	0.0%	0	0.0%
<b>TOTAL</b>	<b>7,267</b>	<b>100.0%</b>	<b>721</b>	<b>100.0%</b>	<b>7,988</b>	<b>100.0%</b>

## Other characteristics of the rental stock managed by the IMHAB:

Average rental cost 2017:		
Rent in €100 increments	Residential	%
From €0 to €99	1,300	20%
From €100 to €199	2,418	38%
From €200 to €299	1,649	26%
From €300 to €399	484	8%
From €400 to €499	464	7%
More than €500	130	2%
<b>Average rent</b>	<b>€211 per month</b>	

Housing stock managed by the IMHAB with subsidised rent	2017
Housing for senior citizens	1,311
Housing with grants from the Social Rental Fund	1,138
<b>TOTAL</b>	<b>2,449</b>

## • Assistance for users of the public housing stock

The IMHAB office in Barcelona is the meeting space for people who have been allocated public housing and users of the public housing stock to resolve all issues relating to housing, premises and parking that the IMHAB currently administers, distributed throughout the city.

For any issue about the public housing stock, the IMHAB has a specialised technical team that can provide general information or carry out related procedures.

IMHAB Information and Assistance Office	2017
In-person assistance	9,710
Telephone assistance	10,083
Online assistance	5,260
<b>TOTAL</b>	<b>25,053</b>

## • Contracts

The task of managing public housing includes the allocation and delivery of available flats to the household units that need them, at any time and in accordance with current regulations, either via a proposal from the RSHPOB, the emergency committee or others. In 2017, the IMHAB allocated a total of 497 dwellings, 198 of which were new-build and 299 second-hand. It also delivered 532 dwellings, 256 new-build and 276 dwellings in rotation.

## Allocation and delivery of IMHAB dwellings

Allocation of IMHAB dwellings	2017
New-build	198
Properties in rotation	299
<b>TOTAL</b>	<b>497</b>

Delivery of IMHAB dwellings	2017
New-build	256
Properties in rotation	276
<b>TOTAL</b>	<b>532</b>



### • Inspection and management of the stock

In order to monitor the proper use of IMHAB dwellings and to keep them in good condition, various types of inspections are carried out. In 2017, 551 inspections were performed, 370 of which were flat monitoring tasks. IMHAB has also issued citations, accompanied users on visits to the dwellings they have been allocated, collaborated on the recovery of homes, and attended administrative or legal procedures.

Inspections of the housing stock managed by the IMHAB	2017
Citations	49
Inspections	370
Administrative procedures	50
Legal evictions	42
Recovery of dwellings by renunciation	40
Visits	n/d
<b>TOTAL</b>	<b>551</b>

### • Protection and guardianship of property

It is occasionally necessary to open litigious cases in order to protect the stock managed by the IMHAB. The majority of the causes for which cases were opened have been for non-payment.

Protection and guardianship of housing stock managed by the IMHAB	2017
<b>Ongoing litigious cases</b>	305
<b>Residential</b>	297
Locals	1
Car parks	7
<b>Closed litigious cases</b>	236
<b>Residential</b>	225
Locals	2
Car parks	9
<b>Cases with recovery of the debt in non-payment cases</b>	195
No lawsuit	71
With lawsuit	124
<b>Total debt recovered through closed cases (in €)</b>	€693,802.21
<b>Procedures carried out</b>	29
Occupied dwellings	9
Vacant housing	20
Recovered dwellings *	47

\*The case file corresponds to the year indicated, although the dwelling could have been recovered the previous year

Litigious cases ongoing and closed in 2017 by procedure				
Litigious cases	Ongoing	%	Closed	%
Non-payment	268	87.9%	217	91.9%
Non-permitted transfer	4	1.3%	0	0.0%
Death	3	1.0%	3	1.3%
Non use	1	0.3%	0	0.0%
Misuse	3	1.0%	0	0.0%
Precairous	16	5.2%	0	0.0%
Cohousing	0	0.0%	10	4.2%
Term	4	1.3%	3	1.3%
Atypical	6	2.0%	3	1.3%
<b>TOTAL</b>	<b>305</b>	<b>100.0%</b>	<b>236</b>	<b>100.0%</b>

### • Public Housing Protection, Intervention and Mediation Service (SPIMHP)

The work of the Protection, Intervention and Mediation Service (SPIMHP in Catalan) covers prevention, support, dialogue, mediation and guarantees in the area of public housing. It has various aims, such as preventing situations of particular vulnerability suffered by families living in this type of housing; improving community harmony; reducing arrears rates; and analysing the socio-economic circumstances of families in cases of evictions, occupations and regularisations, in order to propose appropriate solutions, etc.



Type of SPIMHP intervention	2017
Reception	144
Conflict	30
Payment arrears	256
Disputes and payment arrears	---
Evictions	53
Regularisation	123
Monitoring contractual obligations	77
Banks	---
Rent Grants and Housing Pool	54
<b>TOTAL</b>	<b>737</b>

### • Maintenance and renovation

In 2017, the maintenance and renovation of the entire public housing stock continued. This is a task that includes the usual repair and adaptation actions as well as extraordinary actions of greater scope.

Furthermore, as a result of the IMHAB's policy of acquiring buildings and housing, aimed at expanding the city's public housing stock, several comprehensive renovation projects have been carried out on those purchased buildings, where this was required.

#### Renovation, maintenance and adaptation of dwellings in the public rental stock 2017

	Adapting interiors	Repairs and maintenance	Total No. of dwellings	Cost of housing unit intervention
2017	211	1,593	1,804	€4,342,511

#### Extraordinary improvement adaptations 2017

Type of intervention	Promotion	Residential	Amount	Status
Renovation of façade elements	Plaça del Mig de Can Clos, 1-6, 7-10	110	€317,541.89	Completed
Chromatic renovation and improved energy efficiency	Pg. Santa Coloma, 55-71	207	€1,750,325.24	In progress

#### Neighbourhood remodelling 2017

Type of intervention	Promotion	Residential	Amount	Status
Repair of structural pathologies	Rodes, 2, Besòs i el Maresme neighbourhood	24	€212,199.44	Completed
Installation of lift	Quito, 1, Baró de Viver neighbourhood	12	€68,113.10	Completed



Renovation of entire properties acquired, 2017

Renovation of entire properties acquired in progress, 2017			
Promotion	Residential	Amount	Status
Sant Pere Mitjà, 65	5	€558,428.00	In progress
Sant Ramon, 1	11	€960,270.00	In progress

Renovation of entire properties acquired, in the pipeline, 2017		
Promotion	Housing <sup>1</sup>	Status
Robador, 43	7	Tender stage
Robador, 25 and 27	22	Project-drafting stage
Arc Sant Pau, 16	8	Project-drafting stage
Robador, 33	25	Project-design stage

<sup>1</sup>The final number of dwellings in all the properties in the project-design stage may vary according to the winning project. The dwellings planned for the competition have been considered.

## 2.3 THE PUBLIC STOCK MANAGED BY IMHAB – PREMISES AND PARKING SPACES

As well as housing, IMHAB is also responsible for the administration of premises and parking spaces that usually form part of the building that contains the dwellings they manage.

In regard to premises, the total number of units managed in 2017 was 484.

	2017
Managed	484

In terms of parking, the total number of spaces managed in 2017 was 2,660. During this period, 39 spaces were sold and 1,855 were leased.

	2017
Managed	2,660
Sales	39
Leases	1,855

### • Aparcaquí Programme

The Aparcaquí Programme to commercialise the rental of parking spaces aims to mobilise parking spaces that are not linked to homes, that is, spaces that are not allocated along with the flat. In 2017, 66 new parking spaces were incorporated into this programme.

	2017
New Aparcaquí registrations	66





# 3 Promotion of new-builds and acquisitions

## 3.1 NEW-BUILD DEVELOPMENTS

One of the cornerstones of the city's housing policy is expanding the public housing stock, and one of the strategies for achieving this goal is the promotion of new-builds, which is carried out through the IMHAB and other designated operators.

The plan for developments in progress has made it possible for all the city's operators, both public as well as private and social, to increase housing production, but with a key difference: a big

increase in rental housing and other more stable models, such as cohousing, while maintaining municipal ownership of the land. That has enabled a significant change in the model for developing affordable housing in the city.

### Development of new-builds on municipally-owned land

	2017
New-builds delivered	272
New-builds completed	135
New-builds under construction	326
Dwellings at the planning stage (competition + drafting + works tender)	2,800
<b>TOTAL</b>	<b>3,533</b>

### Development of new-builds, by operator and status, 2017

Status	IMHAB		REPRESENTATIVE OPERATORS		TOTAL	
	Residential	Developments	Residential	Developments	Residential	Developments
Handed over	4	272	--	--	4	272
Complete	3	135	--	--	3	135
Under construction	5	254	3	72	8	326
In the planning stage (tender + drafting + works tender processes)	31	2,476	7	324	38	2,800
<b>TOTAL</b>	<b>43</b>	<b>3,137</b>	<b>10</b>	<b>396</b>	<b>53</b>	<b>3,533</b>



## Handed over

New-build developments delivered, 2017					
Promotion	Email	District	Operator	Purpose	Residential
Bon Pastor E2 (3rd stage)	C/ Alfarràs, 30	Sant Andreu	IMHAB	People affected by urban planning	60
Bon Pastor F1 (3rd stage)	C/ Biosca, 17	Sant Andreu	IMHAB	People affected by urban planning	61
Bon Pastor F2 (3rd stage)	C/ Biosca, 33	Sant Andreu	IMHAB	People affected by urban planning	46
Glòries (1st stage)	C. Ciutat de Granada, 145-149	Sant Martí	IMHAB	Senior citizens	105
<b>TOTAL</b>					<b>272</b>

## Completed

Completed new-build developments, 2017					
Promotion	Email	District	Operator	Purpose	Residential
Pere IV / Josep Pla	C/ Pere IV, 455	Sant Martí	IMHAB	Senior citizens, affordable rent and surface rights.	83
Can Batlló UP4	C/ Constitució, 31	Sants-Montjuïc	IMHAB	Affordable rent, surface rights and people affected by urban planning	26
Can Batlló UP8	C/ Parcerisa, 6	Sants-Montjuïc	IMHAB	Affordable rent, surface rights and people affected by urban planning	26
<b>TOTAL</b>					<b>135</b>

## Under construction

New-build developments under construction, 2017					
Promotion	Email	District	Operator	Purpose	Residential
Quatre Camins	C/ Vista Bella, 7-9	Sarrià - Sant Gervasi	IMHAB	Senior citizens	44
Tànger	C/ Tànger, 40	Sant Martí	IMHAB	Social rental	47 +20 dwellings
Can Batlló UP7	C/ Constitució, 83-89	Sants-Montjuïc	COHOUSING	Cohousing	28
Princesa, 49	C/ Princesa, 49	Ciutat Vella	COHOUSING	Cohousing	5
GARDUNYA - FEM CIUTAT	Pl. Gardunya, 1	Ciutat Vella	COOPERATIVE	Affordable rent and surface rights	39
Can Fabra	C/ Parellada, 9	Sant Andreu	IMHAB	Social rental	46
Sancho de Ávila (2nd stage)	Pl. Dolors Piera, 6	Sant Martí	IMHAB	Surface rights	68
Alí Bei	C. Alí Bei, 102	Eixample	IMHAB	Senior citizens	49 +15 dwellings
<b>TOTAL</b>					<b>326</b>



## Planning stage

New-build developments in the pipeline, 2017						
Promotion	Email	District	Operator	Purpose	Status	Residential
Germanetes GG	C/ Viladomat, 142	Eixample	IMHAB	Senior citizens	Works tender	47
Germanetes LLS	C. Comte Borrell, 159	Eixample	IMHAB	Social rental	Works tender	35
Vores Via Augusta FR18.2	Via Augusta, 401-403	Sarrià - Sant Gervasi	IMHAB	People affected by urban planning	Works tender	13
Bon Pastor G1 (4th stage)	C/ Salomó, 1	Sant Andreu	IMHAB	Affordable rental	Works tender	38
Bon Pastor G2 (4th stage)	C/ Biosca, 52	Sant Andreu	IMHAB	People affected by urban planning	Works tender	60
Bon Pastor H3 (4th stage)	Pg. Mollerussa, 58	Sant Andreu	IMHAB	People affected by urban planning	Works tender	50
Vallcarca AA3 (II stage)	Av. Vallcarca, 93-95	Gràcia	IMHAB	People affected by urban planning	Drafting project	14
Bon Pastor H1 (4th stage)	C/ Isona, 1	Sant Andreu	IMHAB	Affordable rental	Drafting project	42
Bon Pastor I1 (IV stage)	C/ Mur, 4	Sant Andreu	IMHAB	People affected by urban planning	Drafting project	54
Casernes de Sant Andreu, Ed. C	Pg. Torras i Bages, 143	Sant Andreu	IMHAB	Senior citizens	Drafting project	160
Trinitat Nova Block H	C/ S'Agaró, s/n	Nou Barris	IMHAB	Affordable rent and surface rights	Drafting project	83
Lluís Borrassà	C/ Lluís Borrassà, 23-35	Sant Martí	IMHAB	Social rental	Drafting project	54
Marina Prat Vermell S10 P24	C. Uldecona, 12-14	Sants-Montjuïc	IMHAB	Affordable rent and surface rights	Drafting project	108
Puigcerdà/ Maresme	C/ Puigcerdà, 100-102	Sant Martí	IMHAB	Affordable rent and surface rights	Drafting project	75
Torre Baró, Block F	Av. Escolapi Càncer, 10	Nou Barris	IMHAB	Social rental	Drafting project	47
Illa Glòries	Gran Via, 830-846	Eixample	IMHAB	Affordable rent and surface rights	Drafting project	225

Marina Prat Vermell S8 D1+D2	C/ Acer, s/n	Sants-Montjuïc	IMHAB	Affordable rent and surface rights	Project tender	240
Porta Trinitat Vella	Ctra. Ribes, 51-65	Sant Andreu	IMHAB	Senior citizens and affordable rent	Project tender	140
Roquetes AA3	Via Favència, 271-275	Nou Barris	IMHAB	Affordable rent and surface rights	Project tender	122
Trinitat Nova UA3 Block E	C/ Palamós, 81	Nou Barris	IMHAB	Affordable rental	Project tender	100
Trinitat Nova UA3 Block I	C/ Palamós, 88	Nou Barris	IMHAB	Surface rights	Project tender	76
Torre Baró, Block E	Av. Escolapi Càncer, 27-33	Nou Barris	IMHAB	Affordable rental	Project tender	30
MPGM HD Ciutat de Granada	C. Ciutat de Granada, 95-97	Sant Martí	IMHAB	Social rental	Project tender	18
MPGM HD Antiga Quirón	Av. Mare de Déu de Montserrat, 5-11	Gràcia	IMHAB	Senior citizens	Project tender	100
MPGM HD Penitents	Ctra. Sant Cugat, 2x	Gràcia	IMHAB	Social rental	Project tender	35
Presó Trinitat Vella A18.03	C/ Pare Pérez del Pulgar, s/n	Sant Andreu	IMHAB	People affected by urban planning	Project tender	98
Presó Trinitat Vella A18.01	C/ Pare Pérez del Pulgar, s/n	Sant Andreu	IMHAB	People affected by urban planning	Project tender	75
MPGM Carmel - Ai04 + OE.03	C/ Murtra, 12-16	Horta-Guinardó	IMHAB	Senior citizens	Project tender	22
MPGM HD Veneçuela	C/ Veneçuela, 96-106	Sant Martí	IMHAB	Senior citizens and affordable rent	Project tender	150
Marina Prat Vermell S10 P22	C. Uldecona, 2-10	Sants-Montjuïc	IMHAB	Social rental	Project tender	80
MPGM HD Vidal i Barraquer	Av. Cardenal Vidal i Barraquer, 37-43	Horta-Guinardó	IMHAB	Social rental	Project tender	85
UA1 MPGM Glòries-Meridiana FR14	C. Bolívia, 23-27.	Sant Martí	FOUNDATION	Affordable rental	Land tender	85
La Clota LCR - FR 3.2	Av. Estatut de Catalunya, 15-21	Horta-Guinardó	COOPERATIVE	Affordable rent and surface rights	Land tender	136



Carrer Espronceda, 133-135	C. Espronceda, 133	Sant Martí	COHOUSING	Cohousing	Land tender	19
Marina Prat Vermell S10 P25	C. Uldecona, 26-28	Sants-Montjuïc	COHOUSING	Cohousing	Land tender	32
MPGM Torrent Monges - NH	C/ General Vives, 4-6	Sarrià - Sant Gervasi	COHOUSING	Cohousing	Land tender	17
PAU 1 Roquetes - FR 18.1a	C/ Pla dels Cirerers, 2-4	Nou Barris	COHOUSING	Cohousing	Land tender	27
Pg. Joan de Borbó Comte de Barcelona, 11	Pg. Joan de Borbó Comte de Barcelona, 11	Ciutat Vella	COHOUSING	Cohousing	Land tender	8
<b>TOTAL</b>						<b>2,800</b>

## 3.2 PROMOTION OF OTHER OPERATORS

### • Cohousing

The push for cohousing in Barcelona is part of a strategy for promoting new forms of access and relationships with housing. This model, constituted by people who, organised as a cooperative, want to have their own home, ensures access to decent long-term, affordable housing, avoids speculation and fosters community management. At the same time, the projects promoted by Barcelona City Council include environmental and social-return criteria. In 2017, the surface rights to five plots were adjudicated. The cooperatives concerned will draft their construction projects and start construction work in 2018 and 2019.

### • Purchase of dwellings and transfer of usufruct rights

In 2017, the policy of acquiring private housing for affordable social rentals continued. These acquisitions were carried out under three basic premises:

- Opportunity: arising from the opportunity to acquire buildings and dwellings at a suitable price.
- Anti-gentrification effects: based on prioritising acquisitions in areas under the most pressure to replace the local population.
- Stopping speculative operations: based on acquiring buildings with acquisition operations under way, where it was detected that the aim of refurbishing the building was to increase existing rents and, therefore, there was a risk of the residents being forced out.



TOTAL dwellings acquired 2017	
Dwellings for purchase or first refusal and pre-emptive rights	185
Dwellings with usufruct rights	103
<b>TOTAL</b>	<b>288</b>

	2017		
	Number of buildings	Number of dwellings	Total price of acquisition
Housing purchase or first-refusal and pre-emptive rights (TiR in Catalan)	10	185	€24,914,364
“Detached” dwellings		24	€1,071,377
Buildings	10	161	€23,842,986
Usufruct dwellings		103	€936,975
SAREB		77	€690,525
BuildingCenter		26	€246,450
<b>TOTAL</b>	<b>10</b>	<b>288</b>	<b>€25,851,339</b>

At the end of 2017, 300 dwellings were the subject of studies for possible acquisition. 187 homes for direct purchase or exercising first-refusal and pre-emptive rights, and 113 for transfer of usufruct.

#### • Entire properties

In 2017, 12 properties were acquired, with a total of 161 dwellings:

##### List of entire properties acquired in 2017

Email	District	Residential	Purchase price	Estimated renovation cost	Purchase route
Reina Amàlia, 10.	Ciutat Vella	9	€1,265,000.00		Direct purchase
C. Hospital 116	Ciutat Vella	22	€1,285,260.48	€1,005,727.40	Direct purchase
Lancaster, 7	Ciutat Vella	15	€2,070,187.32		Direct purchase
Lancaster, 9	Ciutat Vella	12	€1,656,149.85		Direct purchase
Lancaster, 11	Ciutat Vella	14	€1,932,174.83		Direct purchase
Còrsega, 394	Eixample	27	€5,850,000.00	€327,500.00	First-refusal rights
Leiva, 37	Sants-Montjuïc	13	€2,750,000.00	€98,000.00	Pre-emptive acquisition
Entença, 292 / Morales, 4	Les Corts	34	€5,938,594.01		Direct purchase
Turó de la Trinitat, 95-97	Sant Andreu	9	€695,750.00	€189,000.00	First-refusal rights
Illa "La Escocesa" (Pere IV, 343 bis)	Sant Martí	6	€399,870.00		First-refusal rights cultural heritage
<b>TOTAL</b>		<b>161</b>	<b>€23,842,986.49</b>	<b>€1,620,227.40</b>	



## 4

# Procurement

The procurement services worked in a cross-cutting manner in order to promote the relevant procurement procedures, as required by law, in order to execute the planned services. In this way, efforts were made to offer maximum transparency, resolution and speed in each of the procurement procedures furthered by the institution.

In 2017, 63 procurement procedures were opened, which are categorised by type:

<b>SPECIAL</b>	<b>2</b>
<b>WORKS</b>	<b>15</b>
<b>SERVICES</b>	<b>46</b>

According to the tender procedure, they are divided into:

<b>PROCEDURE</b>	<b>OPEN Harmonised</b>	<b>12</b>
<b>PROCEDURE</b>	<b>OPEN Non-harmonised</b>	<b>10</b>
<b>Harmonised PROJECT-DESIGN</b>	<b>TENDERS</b>	<b>3</b>
<b>NEGOTIATED PROCEDURE</b>	<b>(WORKS MANAGEMENT)</b>	<b>3</b>
<b>MINOR</b>	<b>CONTRACT</b>	<b>36</b>

As of 31 December, of the 64 cases opened in 2017, 46 had been adjudicated and the remaining 17 were pending adjudication. Furthermore, 15 contracts corresponding to cases initiated in 2016 were also adjudicated.

In 2017, 61 contracts were adjudicated, including the following:

<b>TENDER AMOUNT</b>	<b>€34,199,472.08</b>
<b>ADJUDICATION AMOUNT</b>	<b>€21,919,337.73</b>

In regard to construction contracts, which represent the bulk of the contracts in economic terms (64.81% of those put out to tender), the average reduction in construction tenders was 17.75%. For services, the figure was 15.99%, and therefore, the average reduction in tenders was 17.13%.

This Department also processed:

- Returns of final guarantees deposited by contractors once the corresponding guarantee period has elapsed. In 2017, 25 security-deposit return requests were processed.
- Modifications of contracts adjudicated in previous years. In 2017, four modifications were processed, three from the PMHB and one contract adjudicated by BAGURSA.
- Health and Safety Plans In 2017, the approval of 13 Health and Safety Plans drawn up by works contractors were processed.
- Extensions to previous contracts. In 2017, two service contracts were extended, along with four forced extensions to contracts adjudicated by BAGURSA.





## 5

## Financial management

## 5.1. BALANCE SHEET

Balance as at 31 December 2017

ASSETS	31/12/2017
<b>NON-CURRENT ASSETS</b>	<b>378,867,532.80</b>
<b>Intangible fixed assets</b>	<b>792,884.14</b>
IT applications	792,884.14
<b>Tangible fixed assets</b>	<b>369,006,945.61</b>
Dedicated housing in use	3,351,869.51
Social centre	3,304,354.50
Rental properties	285,140,442.84
Sites of developments destined for rental	24,926,564.94
Sites of developments for leasehold sale	27,000,254.05
Other assets	250,880.36
Fixed assets under construction	25,032,579.41
<b>Long-term financial investments</b>	<b>9,067,703.05</b>
Credits to third parties	9,065,307.88
Other financial assets	2,395.17
<b>CURRENT ASSETS</b>	<b>198,627,434.60</b>
<b>Stock</b>	<b>56,884,510.61</b>
Completed developments pending sale	13,542,197.15
Developments in progress	26,207,483.85
Sites for developments destined for sale	15,941,960.92
Dwellings under construction for exchange	1,192,868.69
<b>Trade and other accounts receivable</b>	<b>130,026,734.14</b>
Clients by sales and service supplies	2,955,759.01
Clients, group companies and associates	126,998,185 w77

Personal	4,548.65
Assets for current tax	68,240.71
<b>Short-term financial investments</b>	<b>1,421,010.04</b>
Credits to third parties	1,421,010.04
Other financial assets	0.00
<b>Short-term accruals</b>	<b>1,081,682.63</b>
<b>Cash and cash equivalent liquid assets</b>	<b>9,213,497.18</b>
Treasury	9,213,497.18
<b>TOTAL ASSETS</b>	<b>577,494,967.40</b>

<b>NET EQUITY AND LIABILITIES</b>	<b>31/12/2017</b>
<b>NET EQUITY</b>	<b>289,310,249.11</b>
<b>Own funds</b>	<b>52,134,678.08</b>
Heritage	47,674,790.89
Contributions from Barcelona City Council	3,460,886.07
Profit (loss) for the year	999,001.12
<b>Subsidies, donations and legacies received</b>	<b>237,175,571.03</b>
<b>NON-CURRENT LIABILITIES</b>	<b>140,957,646.90</b>
<b>Long-term provisions</b>	<b>563,090.22</b>
Provision for tax settlement	563,090.22
<b>Long-term payables</b>	<b>139,957,832.34</b>
Payables to credit institutions	139,778,360.99
Other financial liabilities	179,471.35
<b>Liabilities for deferred tax</b>	<b>436,724.34</b>
<b>CURRENT LIABILITIES</b>	<b>147,227,071.39</b>
<b>Short-term provisions</b>	<b>1,830,494.94</b>
<b>Short-term payables</b>	<b>9,021,444.51</b>
Payables to credit institutions and others	8,621,524.56
Other financial liabilities	399,919.95

<b>Commercial trade and other accounts payable</b>	<b>11,534,192.64</b>
Suppliers	2,468,266.38
Suppliers, group companies and associates	74,760.19
Various creditors	8,036,741.27
Staff, remuneration pending payment	569,744.24
Other debts with public administrations	384,680.56
<b>Short-term accruals</b>	<b>124,840,939.30</b>
<b>TOTAL NET EQUITY AND LIABILITIES</b>	<b>577,494,967.40</b>



## 5.2 PROFIT AND LOSS ACCOUNTS

Profit and loss accounts corresponding to the year ending 31 December 2017

ONGOING OPERATIONS	31/12/2017
<b>Net amount of business turnover</b>	<b>26,927,901.81</b>
Sales	5,598,862.01
Leases	21,329,039.80
<b>Supplies</b>	<b>-5,906,296.88</b>
Cost of sales	-4,234,125.78
Variation of inventory write-down	-1,672,171.10
<b>Other operating income</b>	<b>8,537,232.25</b>
Accessory income and other current management revenue	4,206,048.34
CC2 operation subsidy	4,331,183.91
<b>Staff expenditure</b>	<b>-6,924,808.68</b>
Wages, salaries and similar expenses	-5,567,682.74
Social security contributions	-1,357,125.94
<b>Other operating expenditure</b>	<b>-13,335,097.70</b>
External services	-9,962,029.50
Taxes	-2,785,637.40
Losses, write-down and variation in supplies for commercial operations	-587,430.80
Fixed-asset depreciation	<b>-6,123,131.99</b>
<b>Other results</b>	<b>0.00</b>
<b>RESULT OF USE</b>	<b>3,175,798.81</b>
<b>Financial revenue</b>	<b>461,597.22</b>
From negotiable securities and other financial instruments	461,597.22
From third parties	461,597.22
<b>Financial expenditure</b>	<b>-3,048,703.04</b>
For debts with third parties	-3,048,703.04
<b>Capitalisation of finance costs</b>	<b>417,111.15</b>

<b>FINANCIAL RESULT</b>	<b>-2,169,994.67</b>
<b>PRE-TAX RESULTS</b>	<b>1,005,804.14</b>
Tax on profits	-6,803.02
<b>RESULTS OF THE FINANCIAL YEAR FROM ONGOING OPERATIONS</b>	<b>999,001.12</b>
<b>INTERRUPTED TRANSACTIONS</b>	
Financial year results arising from interrupted operations, after tax	0.00
<b>PROFIT (LOSS) FOR THE YEAR</b>	<b>999,001.12</b>

## 6

## Human Resources

With the aim of rationalising administrative organisation and improving effectiveness in their provision and efficiency in assigning public resources, on 19 January 2017, Barcelona City Council's Government Commission agreed on the reorganisation of the Barcelona Municipal Urban Planning Management Company (BAGURSA).

This reorganisation involves merging all the personnel in the housing sector into a single body, in order to improve efficiency. Therefore, as a result of this reorganisation on 1 July 2017, the number of workers in the Barcelona Municipal Housing Trust (PMHB) increased by 84, due to the inclusion of the BAGURSA housing services. This operation concludes with the transformation of the Barcelona Municipal Housing Trust (PMHB) into the Municipal Institute of Housing and Renovation (IMHAB).

2017

Total IMHAB employees as of 31/12

194

## Distribution of people working at IMHAB as of 31/12/2017

	Total	Average age	% of women
Managers	5	52.20	60.00%
Department heads	9	51.89	55.56%
Technicians	92	41.10	64.13%
Administration and assistants	85	44.07	74.12%
Other	3	60.00	33.33%
<b>TOTAL</b>	<b>194</b>		



## 7

# Archive and documents



The Archive and Documents Department is responsible for safeguarding, processing, conserving and disseminating the documents in its collections, with photographs, plans, projects and other documents concerning the main initiatives that have transformed the city, via the construction and rehabilitation of various city areas.

There were 2,118 document requests in 2017, from external and internal service users, resulting in the consultation or loan of 4,850 documents.

Monitoring file transfers between departments: 750 file transfers to the archive were recorded, involving their management and the updating of document lending. Communication and confirmation between the various departments and the Archive is exclusively via email, which makes it easier and saves resources for control.

There were 938 document reproductions in relation to these consultations (photographs, plans and text documents). In terms of document transfers from various departments to the Archive for processing and future conservation, and therefore their eventual transfer to the Municipal Archive or application of the access and disposal regulations, there was a total of 19 transfers, 411 boxes and 1,828 loose documents for archiving in their files.

Two document transfers were sent to the Contemporary Municipal Archive, with a total of 221 boxes (from the document series of Contract Files of Previous Holders and Works Files).

In regard to its deposited documents, the Municipal Archive manages and controls the document requests, subsequent returns and the archiving of new documents for internal service users. There were a total of 96 requests, involving the management of 171 files.

In regard to the dissemination of the document collection:  
For research work and research by the students from various universities doing undergraduate studies, masters or doctoral theses on housing construction, urban planning, history, etc., relating to the organisation's developments, there were 21 requests. One hundred and thirty-five documents were required for exhibitions, publications and various cultural activities that required plans,

photographs and films etc. deposited in our Archive (11 requests and 43 documents). This was for technical consultations by private individuals concerning studies on diagnosis, repairs, the elimination of architectural barriers, etc., consultations by districts for urban planning and other actions, and by various archives and other administrations and bodies (32 requests and 118 documents)

This brings the total to 64 external requests and 296 documents.

Of the remaining documents certifying the destruction of the contracted social integration company, for that year there was a total of 540 kg.

## Applications

	Applications	Documents
External users		
External consultation	38	593
Remote consultation	65	509
Subtotal	103	1,102
Internal users		
In person	97	219
Remote consultation	239	419
Loan	1,679	3,110
Subtotal	2,015	3,748
<b>TOTAL</b>	<b>2,118</b>	<b>4,850</b>

## Copies

Reproductions at request of users	
Photographs	35
Plans	205
Text	698
<b>TOTAL</b>	<b>938</b>

## Transfers to the Archives

Name	19
Boxes	411
Loose documents	1828
<b>Transfer to the Contemporary Municipal Archives</b>	
Document series:	
Holder Contract Records Prior to 1957	56 boxes
Works files 1991-2000	165 boxes
<b>TOTAL</b>	<b>221 boxes / 22 m</b>
Destruction of surplus documents, copies:	38 packing cases / 540 kg





## 8.1 CORPORATE IDENTITY AND STORY

Work was carried out on the “Un dret com una casa” [A clear-cut right] communication campaign, which served as the main avenue for giving housing services and policies a corporate identity. This campaign had a slogan and corporate identity that served to gain presence and facilitate the coordination of a communication campaign, as well as digitally restructuring the information (website, social networks, etc.).

The reorganisation also involved the creation of a new corporate logo. The Municipal Institute of Housing and Renovation presented a new brand, in balance and harmony with the corporate identity of Barcelona City Council.

A series of products were deployed to promote IMHAB and replace the former Barcelona Housing Trust in the minds of service users.





## 8.2 COMMUNICATION CAMPAIGNS

In this regard, a specific renovation campaign was organised to publicise the subsidy campaigns and attract applicants. The campaign was organised as an offshoot of the “Un dret com una casa” campaign and it was used to unify the aesthetic and visual-code criteria of housing.

There was also a campaign to attract flats to the housing stock, aimed at flat owners in Barcelona, explaining the advantages and guarantees involved in renting out flats via this service.

## 8.3 CONFERENCES AND NOTABLE EVENTS

In this regard, an exhibition featuring IMHAB's showcase projects was promoted, with the collaboration of the Barcelona Higher Technical School of Architecture (ETSAB). The exhibition included photographs, plans and characteristic features of the main developments promoted by the operator, with the aim of sharing the architectural quality of the projects with the university's students.

## 8.4 PUBLICATIONS DIGITAL CHANNELS

The restructuring of the entire digital universe of housing was initiated during this period. A single-window strategy for digital housing information was used, incorporating a new domain, “Habitatge.barcelona”, and concentrating all the public-sector housing content, whatever the origin or promoting administration may be. For the first time, everything is coordinated via the perspective of Barcelona residents, with a website that makes it possible to position housing services on the digital front line.

In regard to social networks, intense efforts were made, via the City Council's official channels, to explain all the services, generating varied content on housing services, policies and latest news, always referring to the website.

## 8.5 INTERNAL COMMUNICATION

In terms of internal communication, sessions were organised to bring together the two sets of personnel resulting from the reorganisation of Bagursa and the Trust. The newly unified IMHAB personnel had a series of meetings and get-togethers in order to explain the reorganisation process, share necessary information and foster teamwork.

### Launch of the “Sharing Housing Knowledge” sessions (COCHA in Catalan).

These sessions were created directly by IMHAB's Department of Communication, in order to work, share and create a communal space among the staff members. This space is based on the concept of a professional get-together, where people in the organisation explain projects and experiences in their working area that may inspire and help their colleagues. This is a space for corporate growth that was launched with a session based on the international professional experiences of various people in the organisation. Eleven speakers presented their experiences on a variety of housing projects from around the world: Amsterdam, Berlin, the United Kingdom, etc.





