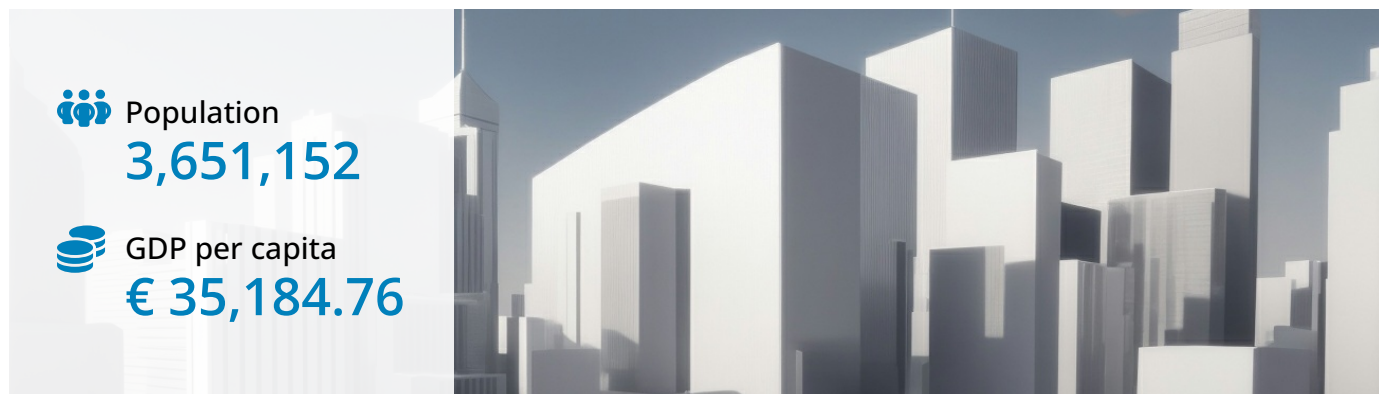


## ADMINISTRATIVE CAPACITY INDEX

Regions  
data collection 2023

# Toscana



## SYNTHETIC INDEX OF PUBLIC ADMINISTRATIVE CAPACITY

PP+ - Good

Rating

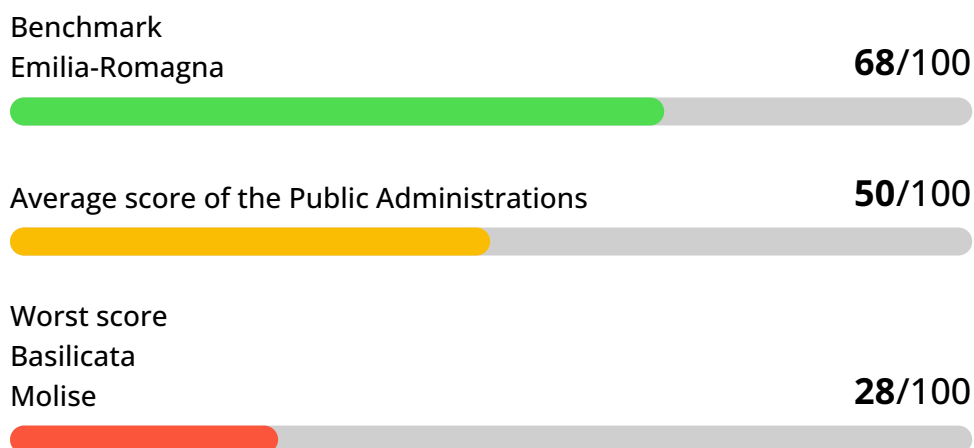
62

out of 100

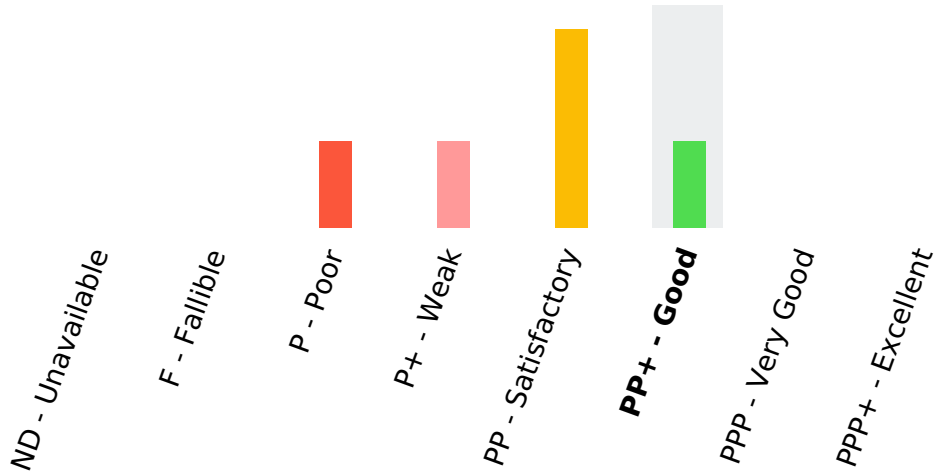
Chronological trend



### Benchmark score

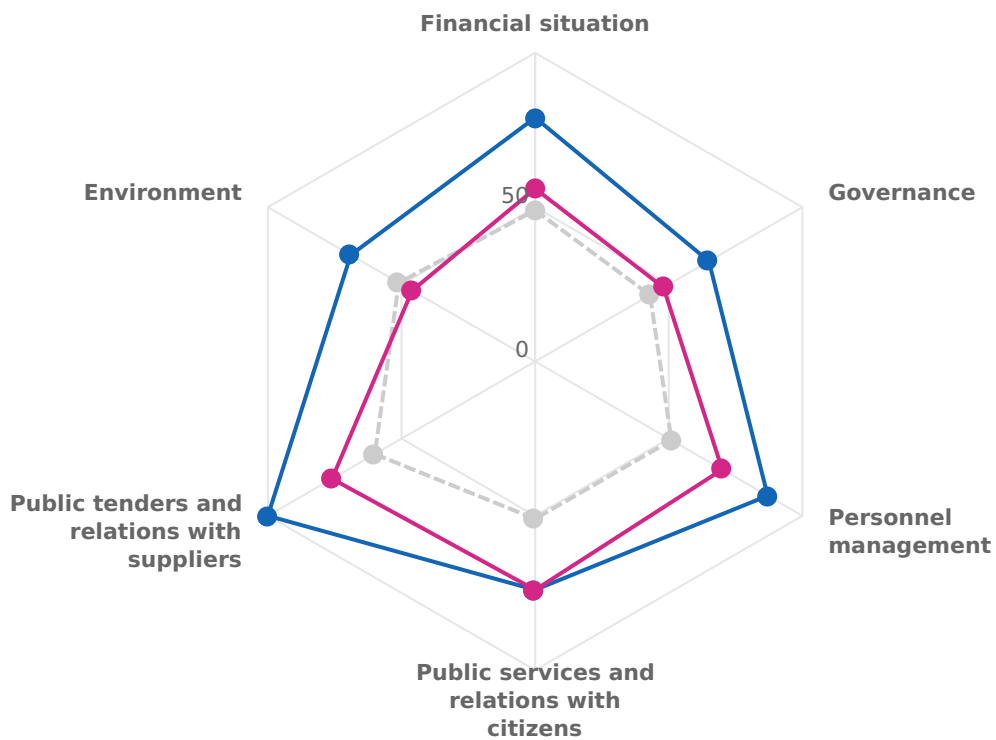


### Distribution of Public Administrations with respect to the rating class



### Administrative capacity: summary of the 6 macro-indicators

- Score of the Public Administration
- Benchmark Public Administration for each macro-area
- Average score of Public Administrations assessed



## 1 Financial situation

PP - Satisfactory

Rating

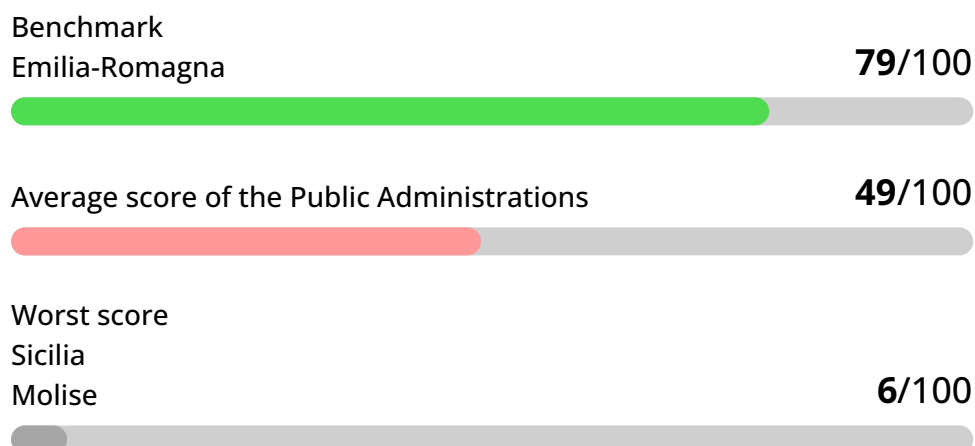
56

out of 100

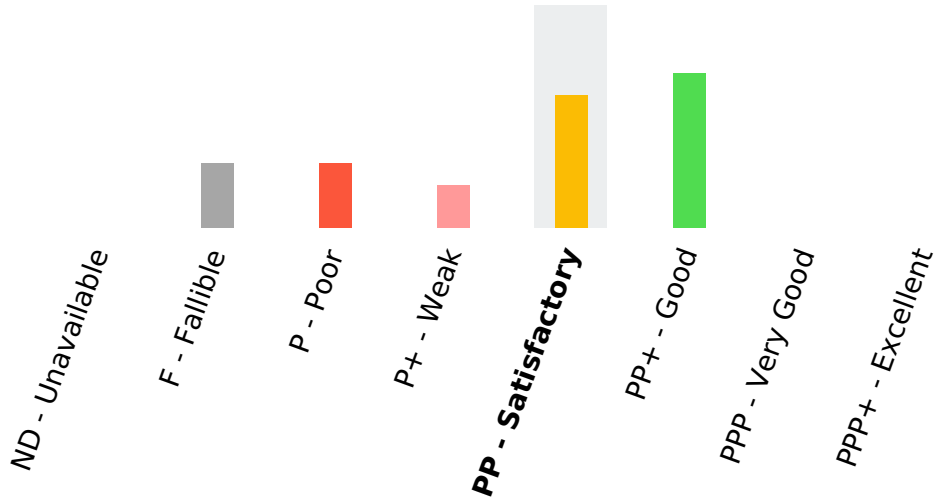
Chronological trend



### Benchmark score



### Distribution of Public Administrations with respect to the rating class



#### Strengths

- Spending rigidity
- Off-budget debts recognized and financed
- EU funds management - effected payments



#### Weaknesses

- New liabilities generated in the current period on the current accumulated liabilities
- Capital account expenditure financed by loans and bonds

## INDICATORS OF THE MACRO-INDICATOR FINANCIAL SITUATION

| Indicator name                           | Unit of measure | Value      | Scoring criteria           | Score | Evaluation of the indicator |
|--|-----------------|------------|----------------------------|-------|-----------------------------|
| Financial autonomy                       | %               | 86.6143    | High score for high values | 4     | ■ ■ Medium                  |
| Financial pressure per capita            | € p.c.          | 2,573.3958 | High score for low values  | 4     | ■ ■ Medium                  |
| Collection capacity                      | %               | 81.1812    | High score for high values | 5     | ■ ■ Medium                  |
| Spending capacity                        | %               | 79.9916    | High score for high values | 5     | ■ ■ Medium                  |
| Spending rigidity                        | %               | 2.4737     | High score for low values  | 8     | ■ ■ ■ High                  |
| Per capita debt from financing           | € p.c.          | 565.4221   | High score for low values  | 4     | ■ ■ Medium                  |
| Off-budget debts recognized and financed | %               | 0.0        | High score for low values  | 8     | ■ ■ ■ High                  |

| Indicator name   | Unit of measure | Value    | Scoring criteria           | Score | Evaluation of the indicator |
|--|-----------------|----------|----------------------------|-------|-----------------------------|
| Coverage of current expenditure and loan repayments through current revenues           | %               | 103.4052 | High score for high values | 4     | ■ ■ Medium                  |
| New liabilities generated in the current period on the current accumulated liabilities | %               | 82.0368  | High score for low values  | 1     | ■ Low                       |
| Capital account expenditure financed by loans and bonds                                | %               | 29.3721  | High score for low values  | 1     | ■ Low                       |
| Deficit/surplus on health expenditure per capita                                       | € p.c.          | -20.8635 | High score for high values | 4     | ■ ■ Medium                  |
| EU funds management - effected payments  | %               | 87.0     | High score for high values | 8     | ■ ■ ■ High                  |

## 2 Governance

P+ - Weak

Rating

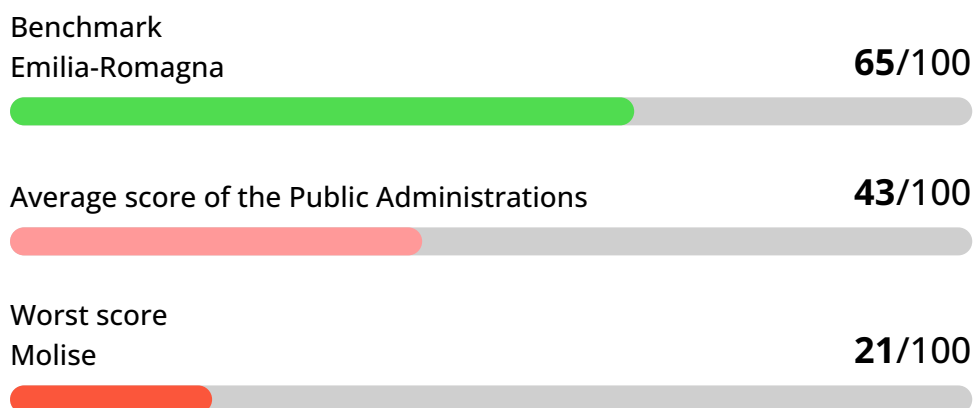
48

out of 100

Chronological trend

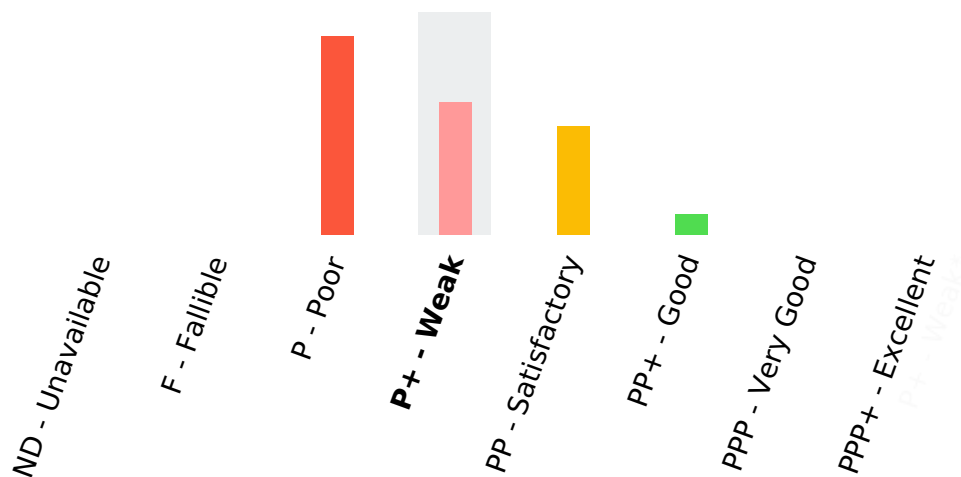


### Benchmark score





### Distribution of Public Administrations with respect to the rating class



#### Strengths

- Performance
- Compliance with public works supervision




#### Weaknesses

- Degree of digitalization
- Public Real Estate properties - report
- Service outsourcing

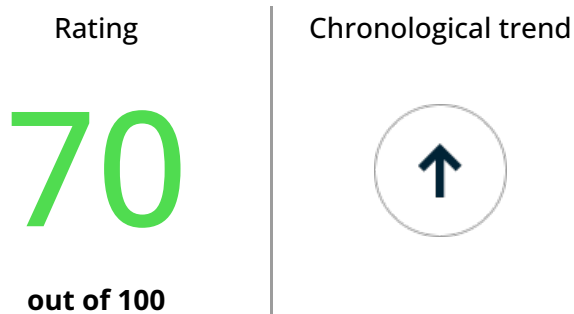
## INDICATORS OF THE MACRO-INDICATOR GOVERNANCE

| Indicator name                             | Unit of measure | Value    | Scoring criteria           | Score | Evaluation of the indicator |
|--|-----------------|----------|----------------------------|-------|-----------------------------|
| E- Government                              | absolute value  | 107.0    | High score for high values | 4     | ■ ■ Medium                  |
| Degree of digitalization                   | absolute value  | 0.315    | High score for high values | 1     | ■ Low                       |
| Performance                                | absolute value  | 111.0    | High score for high values | 8     | ■ ■ ■ High                  |
| Working from home (WFH)                    | absolute value  | 101.0    | High score for high values | 4     | ■ ■ Medium                  |
| Public Real Estate properties - report     | absolute value  | 0.0      | High score for high values | 1     | ■ Low                       |
| Public Real Estate properties - management | € p.c.          | - 0.5461 | High score for high values | 4     | ■ ■ Medium                  |
| Subsidiary companies                       | absolute value  | 97.5     | High score for high values | 4     | ■ ■ Medium                  |
| Anti-corruption measures undertaken        | absolute value  | 8.8      | High score for high values | 5     | ■ ■ Medium                  |
| Service outsourcing                        | %               | 6.64     | High score for low values  | 1     | ■ Low                       |
| Efficiency indicator - reporting           | absolute value  | 10.0     | High score for high values | 3     | ■ ■ Medium                  |
| Efficiency indicator - timing supervision  | absolute value  | 10.0     | High score for high values | 3     | ■ ■ Medium                  |
| Average completion time for public works   | mean value      | 1.103    | High score for low values  | 2     | ■ ■ Medium                  |

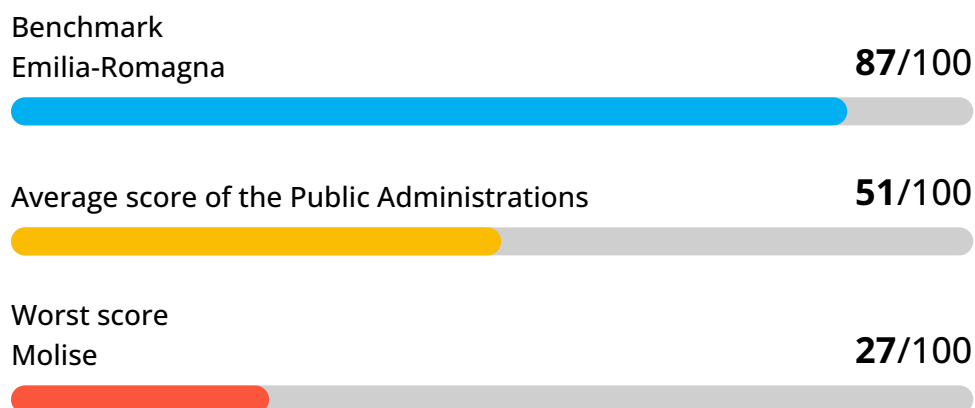
| Indicator name                           | Unit of measure | Value | Scoring criteria           | Score | Evaluation of the indicator  |
|--|-----------------|-------|----------------------------|-------|--|
| Compliance with public works supervision | %               | 57.0  | High score for high values | 8     |  High |

### 3 Personnel management

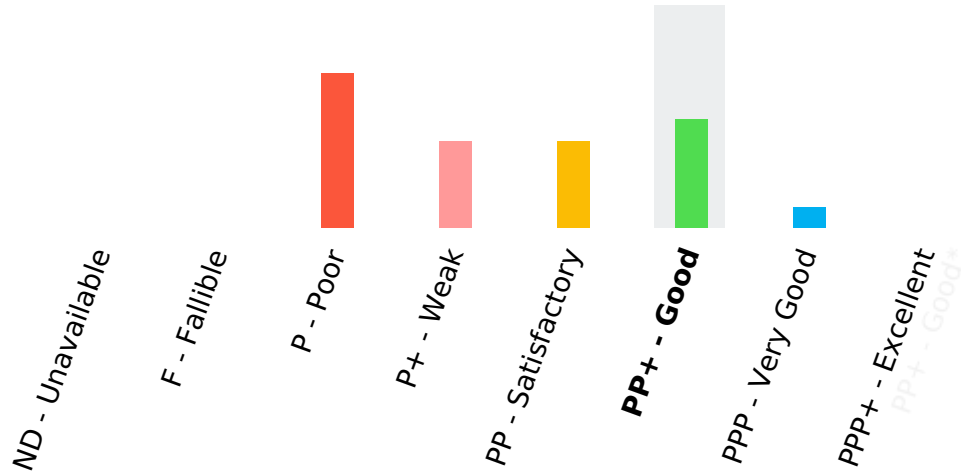
PP+ - Good



#### Benchmark score



### Distribution of Public Administrations with respect to the rating class



#### Strengths



#### Weaknesses

- Personnel with a permanent contract per 1,000 inhabitants
- Personnel with a degree on total personnel
- Average days of absence (except holidays and training)
- Average of training days
- Total managers on total personnel

- Women managers on total managers

## INDICATORS OF THE MACRO-INDICATOR PERSONNEL MANAGEMENT

| Indicator name  | Unit of measure | Value   | Scoring criteria           | Score | Evaluation of the indicator |
|---|-----------------|---------|----------------------------|-------|-----------------------------|
| Per capita personnel expenditure                          | € p.c.          | 44.8891 | High score for low values  | 5     | ■ ■ Medium                  |
| Personnel with a permanent contract per 1,000 inhabitants | val./1.000 ab.  | 0.8945  | High score for low values  | 10    | ■ ■ ■ High                  |
| Personnel with fixed-term contract on total personnel     | %               | 1.3859  | High score for low values  | 5     | ■ ■ Medium                  |
| Average age   | years           | 52.8374 | High score for low values  | 5     | ■ ■ Medium                  |
| Personnel with a degree on total personnel                | %               | 55.3889 | High score for high values | 8     | ■ ■ ■ High                  |
| Average days of absence (except holidays and training)    | days per person | 9.3748  | High score for low values  | 8     | ■ ■ ■ High                  |
| Average of training days                                  | days            | 3.0051  | High score for high values | 10    | ■ ■ ■ High                  |
| Total managers on total personnel                         | %               | 3.1231  | High score for low values  | 10    | ■ ■ ■ High                  |
| Women managers on total managers                          | %               | 36.2745 | High score for high values | 1     | ■ Low                       |

| Indicator name                                      | Unit of measure | Value    | Scoring criteria           | Score | Evaluation of the indicator |
|---|-----------------|----------|----------------------------|-------|-----------------------------|
| Provided bonus out of allocated ones to managers    | %               | 96.7404  | High score for low values  | 4     | ■ ■ Medium                  |
| Degree of differentiation of bonus paid to managers | variance        | 116.9801 | High score for high values | 4     | ■ ■ Medium                  |

## 4 Public services and relations with citizens

PP+ - Good

Rating

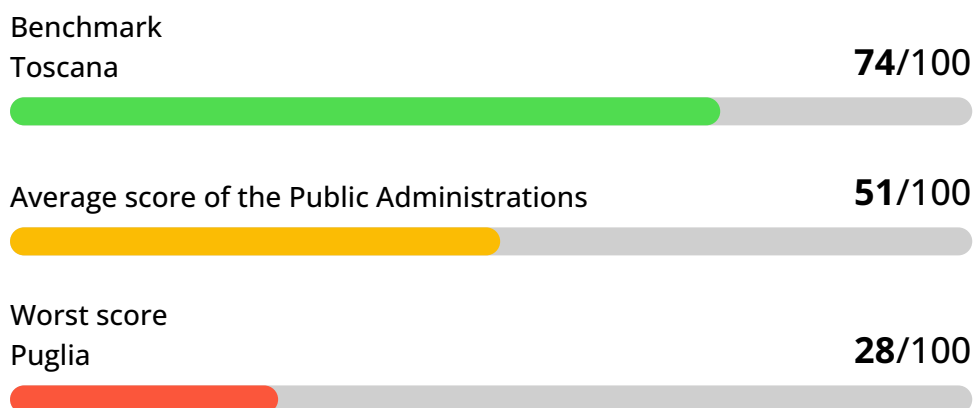
74

out of 100

Chronological trend

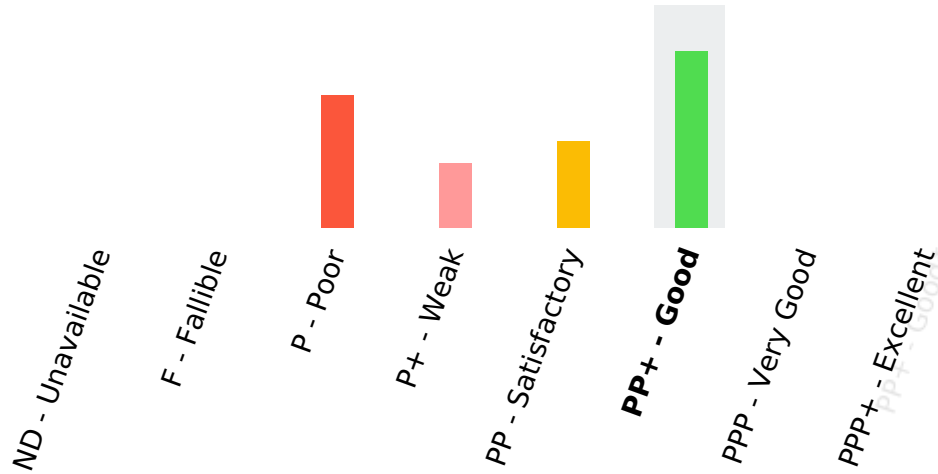


### Benchmark score





### Distribution of Public Administrations with respect to the rating class



#### Strengths



#### Weaknesses

- Hospital migration
- Integrated Home Care services
- Accredited private healthcare facilities per 10k inhabitants
- Per capita territorial pharmaceutical expenditure
- Essential levels of care - prevention area
- Essential levels of care - territorial area
- Essential levels of care - hospital area

- Per capita expenditure on labour policies and vocational education

## INDICATORS OF THE MACRO-INDICATOR PUBLIC SERVICES AND RELATIONS WITH CITIZENS

| Indicator name   | Unit of measure | Value    | Scoring criteria           | Score | Evaluation of the indicator |
|--|-----------------|----------|----------------------------|-------|-----------------------------|
| Landline high-speed internet access covering                       | %               | 43.1     | High score for high values | 4     | ■ ■ Medium                  |
| Per capita expenditure on transport and right to mobility          | € p.c.          | 215.8096 | High score for high values | 4     | ■ ■ Medium                  |
| Per capita expenditure on economic development and competitiveness | € p.c.          | 8.8918   | High score for high values | 4     | ■ ■ Medium                  |
| Per capita expenditure on labour policies and vocational education | € p.c.          | 35.3719  | High score for high values | 1     | ■ Low                       |
| Hospital migration   | %               | 5.9      | High score for low values  | 8     | ■ ■ ■ High                  |
| Beds in residential healthcare facilities per 10k inhabitants      | val./10.000 ab. | 61.3     | High score for high values | 3     | ■ ■ Medium                  |
| Integrated Home Care services                                      | %               | 3.7      | High score for high values | 8     | ■ ■ ■ High                  |
| Accredited private healthcare facilities per 10k inhabitants       | val./10.000 ab. | 1.9955   | High score for low values  | 8     | ■ ■ ■ High                  |
| Per capita territorial pharmaceutical expenditure                  | € p.c.          | 9.8      | High score for low values  | 6     | ■ ■ ■ High                  |

| Indicator name                                 | Unit of measure | Value   | Scoring criteria           | Score | Evaluation of the indicator |
|--|-----------------|---------|----------------------------|-------|-----------------------------|
| Essential levels of care - prevention area     | absolute value  | 91.371  | High score for high values | 8     | High                        |
| Essential levels of care - territorial area    | absolute value  | 95.019  | High score for high values | 8     | High                        |
| Essential levels of care - hospital area       | absolute value  | 88.07   | High score for high values | 8     | High                        |
| Services guaranteed in time (priority class B) | absolute value  | 96.5085 | High score for high values | 4     | Medium                      |

## 5 Public tenders and relations with suppliers

PP+ - Good

Rating

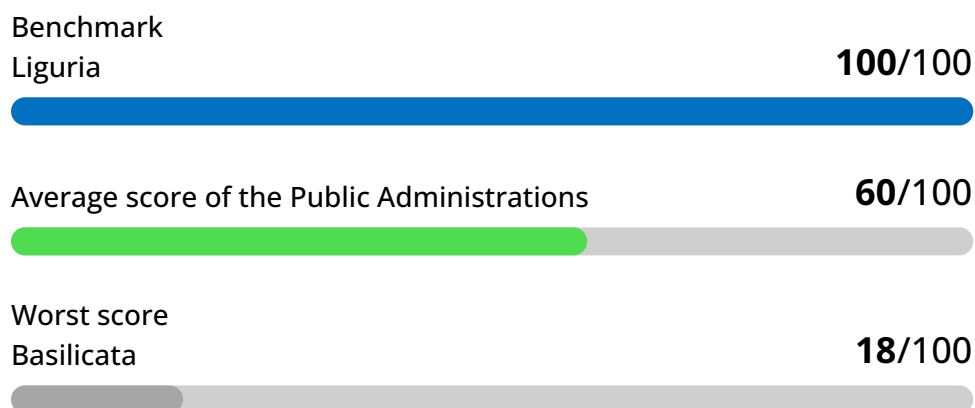
76

out of 100

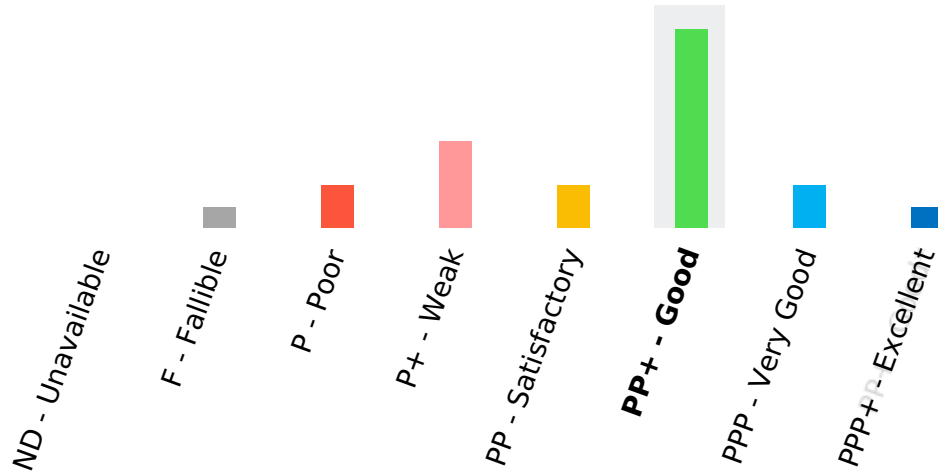
Chronological trend



### Benchmark score



### Distribution of Public Administrations with respect to the rating class










#### Strengths



#### Weaknesses

- Direct procurements on global public tenders - number
- Direct procurements on global public tenders - amount
- Timeliness of payments indicator
- Settlement of commercial debts incurred during previous years

## INDICATORS OF THE MACRO-INDICATOR PUBLIC TENDERS AND RELATIONS WITH SUPPLIERS

| Indicator name   | Unit of measure | Value   | Scoring criteria           | Score | Evaluation of the indicator  |
|--|-----------------|---------|----------------------------|-------|--|
| Direct procurements on global public tenders - number          | %               | 61.6985 | High score for low values  | 8     |  High     |
| Direct procurements on global public tenders - amount          | %               | 1.1783  | High score for low values  | 8     |  High     |
| Timeliness of payments indicator                               | days            | -27.54  | High score for low values  | 20    |  High     |
| Per capita total amount of debts with suppliers                | € p.c.          | 1.6211  | High score for low values  | 8     |  Medium |
| Number of corporate creditor per 10k inhabitants               | val./10.000 ab. | 0.493   | High score for low values  | 8     |  Medium |
| Settlement of commercial debts incurred during the fiscal year | %               | 70.79   | High score for high values | 8     |  Medium |
| Settlement of commercial debts incurred during previous years  | %               | 68.15   | High score for high values | 16    |  High   |

## 6 Environment

P+ - Weak

Rating

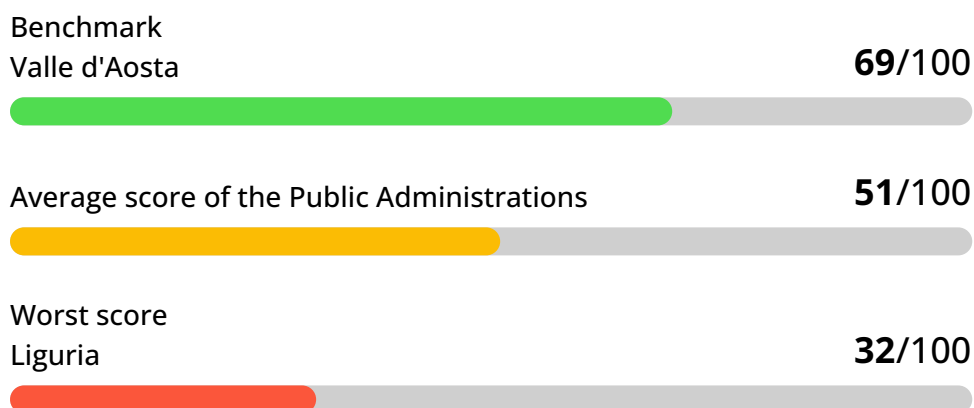
46

out of 100

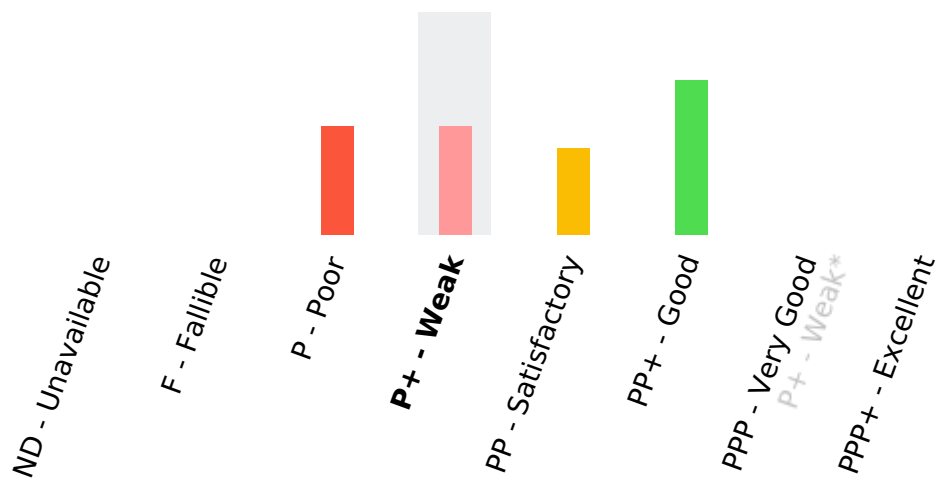
Chronological trend



### Benchmark score



### Distribution of Public Administrations with respect to the rating class



**Strengths**





**Weaknesses**

● Population exposed to flood risk



## INDICATORS OF THE MACRO-INDICATOR ENVIRONMENT

| Indicator name                                       | Unit of measure | Value | Scoring criteria           | Score | Evaluation of the indicator |
|--|-----------------|-------|----------------------------|-------|-----------------------------|
| Air quality - PM 2.5                                 | %               | 73.5  | High score for low values  | 6     | ■ ■ Medium                  |
| Land consumption                                     | %               | 6.17  | High score for low values  | 6     | ■ ■ Medium                  |
| Contaminated sites                                   | ‰ inhabitants   | 5.1   | High score for low values  | 5     | ■ ■ Medium                  |
| Urban waste disposal at landfill                     | %               | 35.2  | High score for low values  | 5     | ■ ■ Medium                  |
| Soil waterproofing due to artificial covering        | %               | 6.2   | High score for low values  | 5     | ■ ■ Medium                  |
| Electricity consumption covered by renewable sources | %               | 41.3  | High score for high values | 6     | ■ ■ Medium                  |
| Population exposed to landslide risk                 | %               | 4.2   | High score for low values  | 6     | ■ ■ Medium                  |

| Indicator name   | Unit of measure | Value   | Scoring criteria           | Score | Evaluation of the indicator  |
|--|-----------------|---------|----------------------------|-------|--|
| Population exposed to flood risk   | %               | 25.5    | High score for low values  | 1     |  Low    |
| Per capita expenditure on sustainable development and environmental protection | € p.c.          | 14.5185 | High score for high values | 6     |  Medium |