

Leadership in local government: building globally competitive cities

GROUP WORK ASSIGNMENT: DEVELOPING A FINANCIAL STRATEGY

Each city faces a unique set of financial and fiscal pressures and opportunities. Internal consensus on the scale and implications of these issues is critical to addressing them. This session will enable each city use the rapid results approach to: (i) develop an evidence-based analysis of their current fiscal and financial position, based on existing strategic analysis; (ii) identify / review strategic fiscal and financial pressures, opportunities and risks; and (iii) develop an implementation-focused rapid results plan for financial management.

Outputs: The results of the group work must be written up as (i) a 1 page summary consensus view on the key fiscal and financial challenges facing each city (ii) a presentation on the rapid results framework

Agenda for group discussion

Part	Key tasks	Time available
A	<ol style="list-style-type: none"> 1. Using the attached datasheets, identify the 3 to 5 worst performing indicators facing your city 2. Discuss and agree on (i) underlying causes for the performance (drivers) of these indicators; (ii) additional strategic financial issues that may affect performance of other indicators in future; and (iii) whether there are additional trends or risks not covered by these indicators? 	40 mins
B	<ol style="list-style-type: none"> 1. Identify appropriate medium term and intermediate targets for each indicator 2. Use the RRA to develop a draft action plan to assist you in reaching these indicators, including: <ol style="list-style-type: none"> a. identifying interest groups, potential supporters, opponents b. identify priority interventions, c. define short and medium term results, d. identify strategic leaders who are able to create an “authorizing” environment and identify their specific roles and responsibilities e. Clarify monitoring, reporting and communications activities 3. Identify support requirements from other spheres of government to achieve your objectives, including <ol style="list-style-type: none"> a. Policy, regulatory and fiscal reforms b. Specific support needs 	60 mins
C	<ol style="list-style-type: none"> 1. Using the attached template, develop a summary report and presentation of your approach 	20 mins



FINANCIAL INDICATORS AND TARGETS

Critical indicator	Current performance	Intermediate Target			Target 2015
		2012	2013	2014	
1.					
2.					
3.					
4.					
5.					

Presentation outline

1. Key indicators, their trends and their drivers
2. Proposed targets and their justification
3. Draft Action Plan
4. Support Requirements

FINANCIAL STRATEGY

ANNUAL WORK PLAN: 2012/2013 FY

OUTCOME:

	OUTPUT/ ACTIVITY	PERSON RESPONSIBLE	QUARTER 1			QUARTER 2			QUARTER 3			QUARTER 4		
			APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
1.	Output 1:													
1.1	Activity													
2	Output 2:													
2.1	Activities													
3	Output 3													
3.1	Activities													

RESULTS STATEMENTS INCLUDE:

An action verb

What will be achieved

Success measurement

Time frame

Structure of a Result- Example

