

Strategy and Performance  
Management in The  
Public Sector



# The Public Sector Context

The recent Report of the Task Force on Transforming the Public Service developed as a response to the OECD's Review of the Irish Public Service points to the need to clearly communicate strategy in terms of services and outputs and promote transparency and accountability through improved performance management.

These changes are complemented and formalised by the new Code of Practice for the Governance of State Bodies which sets out specific requirements in relation to the responsibilities of organisations and their boards in relation to strategy development and performance management.

Notwithstanding the above developments, many publicly funded organisations are currently reviewing their existing strategic plans to ensure they remain realistic and achievable in the context of a more challenging economic and budgetary climate.

All of the above translates into a number of specific challenges for public sector organisations:

## o Strategy Development

- A formal process for setting strategy
- Development of a long term strategic plan (3-5 years) which sets appropriate objectives and goals and identifies relevant indicators and targets
- Development of annual rolling five year business and financial plans, encompassing strategy, planned investment and financial targets (Commercial State Bodies).
- Implementation of an annual budgeting and planning cycle

## o Performance Management

- Development of a performance management framework including both annual and multi-annual targets, the development of output and outcome indicators and milestones to measure delivery.
- Formal evaluation of performance in relation to the plan and budget on an annual basis and reporting of performance in the annual report
- Production of Annual Output Statements in line with the performance management framework (Non-commercial agencies).
- Development and implementation of Service Level Agreements as part of the performance management framework (State Bodies involved in service provision)
- Implementation of risk management frameworks to ensure that risk is integrated with and appropriately considered in strategy, business planning and performance management.



# How Mazars Can Assist

An organisation's strategy, business plans, resources, structures, processes, performance management and governance systems must be fully aligned to support success.

The Mazars approach to strategic planning is based on the belief that core knowledge of sectoral issues, strategic opportunities, internal culture, core competence and organisational risks lies with key people within your organisation and that we can provide the objective support to harness this knowledge to develop integrated and appropriate solutions.

These solutions are focussed on your challenges – the requirement to clearly articulate strategies and desired outcomes, to manage expectations by clearly defining targets and timeframes, and to monitor and communicate performance by comprehensively and consistently tracking performance against stated outcomes and targets at regular intervals.

Our commitment to service delivery is embodied by:

- **A qualified and experienced team:** All members of the Mazars Strategic Planning team are qualified and experienced planning and performance management specialists. Our team includes business leaders, management consultants, and accountants with a range of skills which span across the multiple dimensions of the challenges now facing public sector organisations.
- **Tried and tested methodologies and tools:** We have developed a full suite of strategy and performance management tools which have been successfully used across multiple public sector organisations to support strategy development, strategy implementation and performance management.
- **In depth sectoral knowledge:** Mazars has worked extensively across the public sector at central government, local authority and agency level and we are fully conversant with the issues of the day and the challenges faced by public sector organisations.

# Our Services

## o Strategy Development

- Development of strategic plans
- Update/renewal of strategic plans
- Validation of strategic plans
- Market and competitor analysis
- Facilitation of strategy development process

## o Business and Financial Planning

- Preparation of business and financial plans
- Alignment of business and financial plans to strategies
- Executive mentoring and coaching in development of business and financial plans
- Facilitation of business planning process

## o Performance Management

- Development and implementation of performance management frameworks including:
  - Support in specification of outputs, targets and indicators
  - Development of performance (KPI) dashboards, balanced scorecards and performance reports

## o Strategic Management Support

- Executive mentoring and coaching to support delivery of plans and manage performance
- Facilitation of management meetings

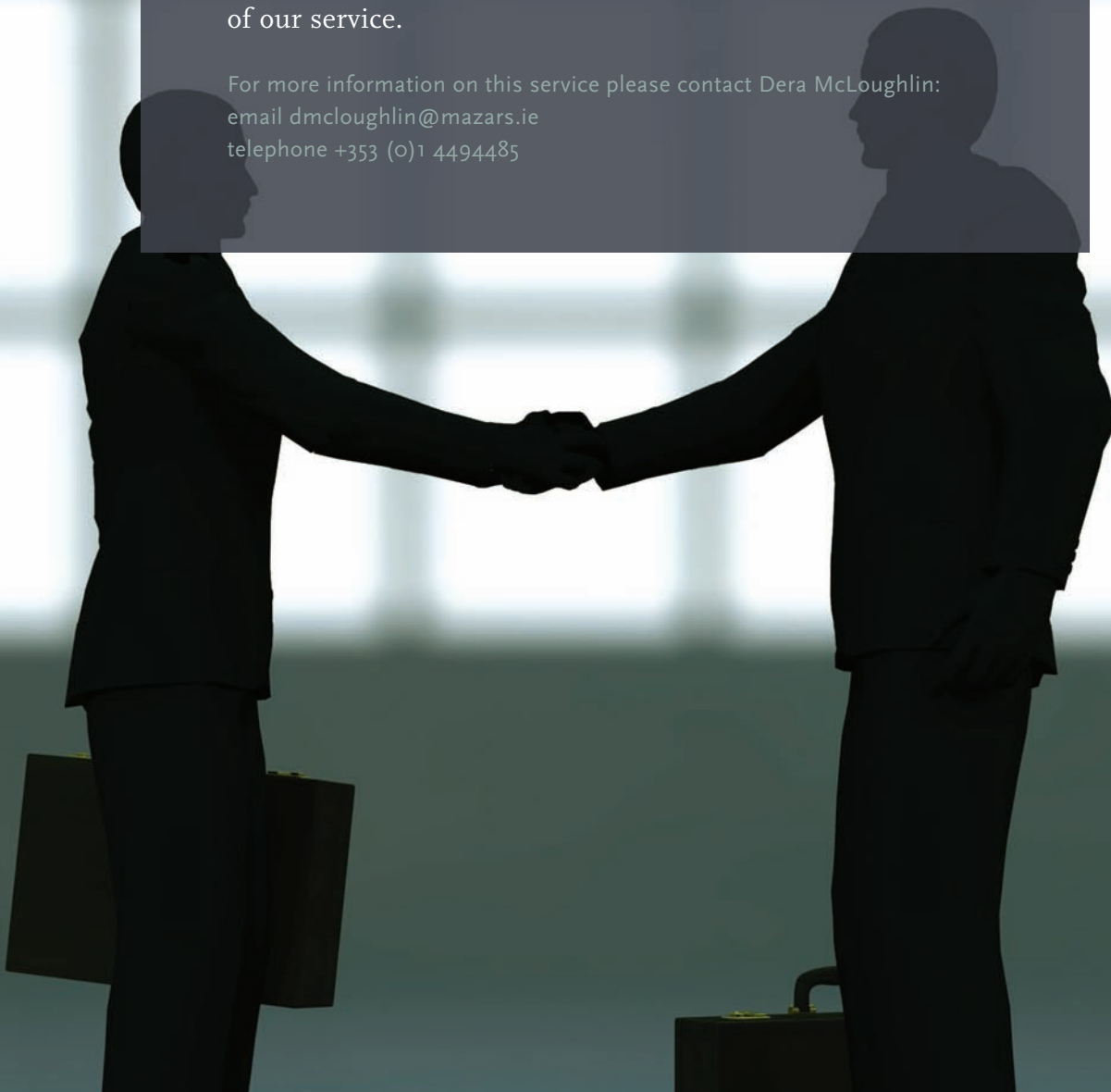
## o Risk Management

- Implementation of risk management frameworks
- Integration and alignment of strategy, performance and risk
- Risk identification and management

# Get in Touch

At Mazars, amongst other things, we pride ourselves on our highly trained and professional staff and we aim to exceed our client expectations through the content, quality and integrity of our service.

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