What we offer

The PSS Research Centre has skilled facilitators and consultants who can work with you to develop a strategy map for your organisation, improve services, and develop meaningful measures of performance.

We also offer tailor-made workshops for organisations at a very reasonable price. Previous clients include the UK Department of Work and Pensions and NHS England. We also offer a mentoring service.

Director, Max Moullin

Max Moullin is an experienced workshop facilitator, plenary speaker and management consultant. He is a Fellow of the Chartered Quality Institute, the Operational Research Society, and the (US) Performance Institute. He is author of the book Delivering Excellence in Health and Social Care.

Following a career in operational research in central government and British Coal, Max was principal lecturer in quality and performance management at Sheffield Business School for over 25 years.

Contact Us

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What people say about the PSS Research Centre

"The groundbreaking Public Sector Scorecard has been implemented worldwide, shaping outcomes and transforming organisations."
The (US) Performance Institute.

"The PSS was very helpful, as it enables one to see what's happening across the health & social care system."
John Mothersole, Chief Executive, Sheffield City Council

"Max facilitated the course very well and gave lots of examples for us all to relate to and understand."
Senior manager, NHS Foundation Trust

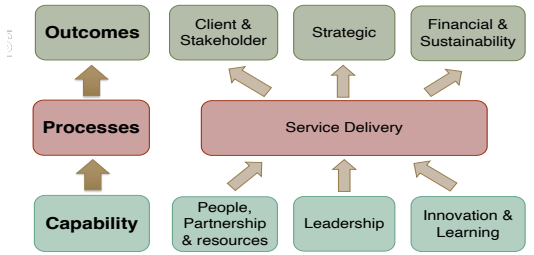
"Thank you for your wonderful contribution to our symposium and for sharing your knowledge and wisdom"
Walter Zubrycky, Director, Performance Planning Exchange (PPX) Ottawa.

"By emphasising stakeholder participation, results focus, and continuous process improvement, the PSS offers a robust framework for evaluating and improving performance in the public sector."
Kawtor & Khadija, Marrakesh University.

The Public Sector Scorecard

The Public Sector Scorecard is an outcome-focused performance management framework for systemic change which has been used in six continents.

It has three phases: strategy mapping; service improvement and performance measurement and evaluation.



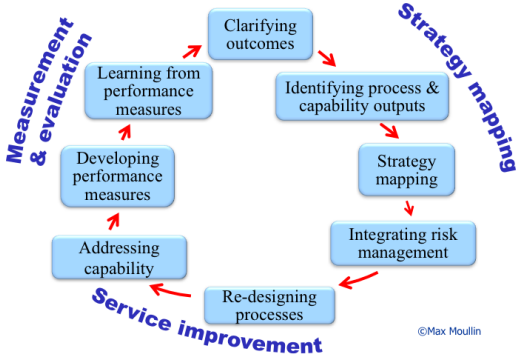
The PSS focuses on outcomes – service user, strategic, financial and sustainability - the processes that lead to those outcomes, and the capability, organisational and cultural factors needed to support staff and processes.

Public Sector Scorecard Research Centre

The Three Phases of the PSS

1. **Strategy mapping:** showing the relationships between outcomes and process and capability outputs. This is typically done in a workshop format with staff, service users and other key stakeholders.

2. **Service improvement:**
perhaps using systems thinking, process mapping and lean approaches, followed by addressing the capability elements to support people and processes in achieving the required outcomes.



3. **Measurement and evaluation:**
Potential performance measures for each element of the strategy map are then considered, but then go through a filtering process to ensure that they provide value, are cost effective, and minimise any perverse effects.

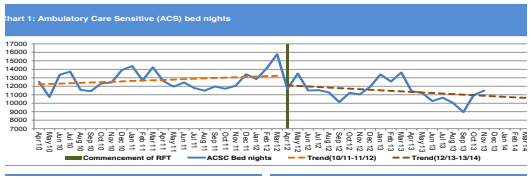
The final stage is to use analytics to learn from those measures to identify how well the organisation is performing and areas for further improvement.

Key Features of the PSS

- Focuses on outcomes and evidence-based drivers of outcomes
- Links strategy, service improvement and performance measurement
- Incorporates service re-design, capability, and organisational culture
- ideal for use across organisational boundaries
- integrates risk management
- culture of continuous improvement, innovation & learning, not a blame culture

"The PSS has moved performance management from a top-down, blinkered, blame-game approach to a system founded on inclusiveness, cooperation and understanding"

The Operational Research Society



Time series from dashboard of project integrating health and adult social care.

Case Study

Sheffield Let's Change4Life

Sheffield Let's Change4Life (SLC4L) was a three year £10 million programme aimed at preventing obesity in children and families, funded partly by the Department of Health. Its aim was to empower all children and families in Sheffield to maintain a healthy weight.

The Public Sector Scorecard was used both to help develop strategy and to evaluate its success. The strategy map, which integrates the Theory of Planned Behaviour with the PSS, is shown below.

"The SLC4L Strategy Map was a very useful tool. It visually told the story of SLC4L, what we were trying to achieve and how. It also helped all those involved understand the outcome and process measures the programme was trying to achieve, and therefore being evaluated against."

Carol Weir, Programme Director