

SMALL IS BEAUTIFUL: PARTNERING FOR EXCELLENCE IN PUBLIC SERVICES

Client	Diana Fulbrook, Chief Officer, Wiltshire Probation Area
Challenge	<ul style="list-style-type: none"> • “Small area” needing high profile and good reputation in becoming a “Trust” in order to survive • Shifting from “good” to “excellent” performance while embedding a new delivery model • Helping the leadership to shift up a different gear to deliver service and also run a business
Together we accomplished	<ul style="list-style-type: none"> • Coaching developing leaders in strategic roles playing a significant part in the current changes • Using 360° for individuals and team to help define and identify behavioural and mindset changes in senior leadership • Developing local leadership capability of frontline practice managers in the new delivery model • Advising the Chief Officer and Chair in strategic conversations to ensure a coherent momentum
Outcomes	<ul style="list-style-type: none"> • First “4 Green Star” performing area in the country • Excellent scores in public protection practice • First small area to achieve “Trust” status
Diana says	<p><i>“ Our considerable achievements have been the result of a productive partnership over a number of years. We have been working towards becoming a learning organisation which at times has been painful but we are now in a much better position to meet the future challenges. Having an external dimension has helped us to critically evaluate our progress and ensure we achieve our vision”.</i></p>