

# HOW CAN WE LEARN FROM FAILURE?

- Governor's Secretariat should be reinstated. Senior management would know more about complaints
- Maximising and cascading learning from previous reports
- Embed learning and get the small things right from the start
- Joint publications?
- Five year reviews
- Quality assurance
- Re-focus on the individual rather than the process
- Move away from blame culture – make it all about learning (accepting that sometimes staff do things wrong and we need to take action)
- Sometimes, the system is OK and failure is down to the staff member
- Set out the facts – including what went right
- Make more time for reflection and professional development
- Don't allow your regime to become too risk-averse
- PPO identifies failings – prison provides meaningful response setting out what it will do
- Address repeat recommendations directly
- Talk about issues at staff briefings/SMT
- Take a strength-based approach/taking a systems-based approach
- Take time to process emotion first, then respond
- Complaints – Governors need more oversight, they should be cc'd from beginning to end
- Requires more effective communication between PPO/HMPPS
- More clarity over recommendations – are they the right/best ones (look at knowledge gaps)
- A more collaborative approach to action planning is required
- Improved governance/assurance over recs implementation

- Recognise and address the tension between a "human response" vs. learned behaviour (training) in recommendations
- Bridge the gap between acknowledged good policy and actual operational delivery
- Develop creative local responses to repeat recommendations
- Be honest that failure happens, use it as a motivator for change