

HMP Winchester – Urgent Notification initial action plan

Themes and Concerns	#	Actions	Owners	Target Completion Date
Safety: Violence and Self-harm	1.	Hold a safety summit to better understand the drivers of violence including serious assaults, debt, and self-harm. This will inform a revised safety strategy which aligns with the local drug strategy.	Governor, National Safety Team and Group Safety Team	December 2024
	2.	Implement a new multi-disciplinary approach informed by intelligence and data to improve the governance, oversight and management grip of actions to improve safety.	Governor, Prison Performance Support Programme Group Performance and Assurance Lead	January 2025
	3	Ensure prompt and effective management of the perpetrators and victims of violence, by implementing systems to improve management oversight of the adjudication process and reduce the backlog of outstanding adjudications so that violent incidents are dealt with in a timely manner.	Governor and Prison Operational Policy Team	December 2024
	4	Review and implement a revised incentives policy to motivate pro-social attitudes and embed a prison culture which promotes positive role-modelling and abstinence from involvement in criminal behaviour.	Governor and Prison Performance Support Programme	January 2025
	5	Appoint two additional Supervising Officers to act as safety floorwalkers to build local knowledge, confidence and capability and improved practice in the management of violent and vulnerable prisoners. Upskilling and support for these roles will be provided by the National Safety Team and Group Safety Team.	Governor, National Safety Team and Group Safety Team	February 2025
	6	Commencing in December 2024, provide targeted support and staff upskilling, including revised assurance processes to improve the quality and effectiveness of care planning and outcomes for prisoners at risk of harm to self and others.	National Safety Team and Group Safety Team	April 2025
	7	Commencing in November 2024, improve focus on recruiting and retaining mental health and substance misuse clinical staff to ensure service delivery remains aligned with the agreed service specifications. Monitor progress through scheduled quarterly data	Practice Plus Group and NHSE Health and Justice Commissioning Team	March 2025

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		reviews and contract meetings and provide updates to the wider stakeholder Partnership Board.		
Environment & Cell conditions (including first night)	8	A rapid audit of all cells has been completed, resulting in the removal from use of 9 cells, and ensuring that all occupied accommodation is fit to be in use because of immediate work undertaken.	Governor	Complete
	9	Operational capacity has been temporarily reduced by approximately 20 spaces to enable the delivery of a rolling programme of cell improvements.	Prison Group Director and Governor	Complete
	10	Further improvements to the prison environment are being rapidly implemented and maintained through effective cleaning schedules and assurance checks. A supervised prisoner work party is supporting completion of urgent remedial works, including redecoration and repairs.	Governor	January 2025
	11	Deploy a Clean and Decent Lead for a twelve-month period to set direction and support Residential Managers with weekly assurance checks to improve living conditions, including first night cells, stock control systems and kit exchange processes.	Governor and Prison Performance Support Programme	January 2025
	12	Introduce an Offensive Materials Policy and Living Conditions Strategy which sets out standards and expectations of staff to improve delivery of the basics of custody.	Governor and Prison Performance Support Programme	January 2025
	13	Address further improvements to the fabric of the estate and physical security by undertaking urgent assessments of work required and submitting bids for improvement and reparation to be put forward as part of 2025/26 prioritisation process: Leaking roofs: Requests for quotes have been raised for smaller repairs and Estate Investment proposals will be submitted for funding for more extensive repairs required to Education and Reception wings. Chapel: A request for funding will be raised by the end of November 2024 for full refurbishment including repairs to the general fabric, replacement lighting and flooring.	MoJ Property, Head of Programme Delivery and Head of Estates	April 2025

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		Mould in Cells: a survey and plan of work to resolve the ventilation problem will be progressed. Windows: All windows requiring repairs or remediation have been identified and costs submitted. A task order will be raised by the end of November 2024. Showers: By February 2025, complete the design for the Westhill shower refurbishments to inform the funding requirements to be put forward in April 2025 as part of the prioritisation process.		
	14	Re-procurement has commenced for a new segregation unit. If successful, work is forecasted to commence on site by November 2025 for completion by February 2027. As soon as the new contractor is confirmed the project team will look for opportunities to improve on these timelines.	MoJ Property, Head of Programme Delivery and Head of Estates	February 2027
	15	All prisoners are now offered a telephone call within the first 24 hours of reception having regard to public protection arrangements. We will improve our systems to evidence the approval of telephone PIN requests and train staff to ensure calls can be made to prisoners' families outside normal business hours.	Governor	December 2024
Physical Security and Availability of illicit drugs	16	To reduce the impact of illicit drugs on the prison, develop and implement an effective drug strategy that adopts a whole-prison approach working with HMPPS Drug and Alcohol Group, National Safety Team and regional drug strategy leads. Ensure the Incentivised Substance Free Living (IFSL) unit is operating effectively.	Governor, Prison Group Director National Safety Team and Drug and Alcohol Group	April 2025
	17	By the end of November 2024, a survey of the CCTV systems will be completed enabling immediate remedial works to be progressed. Required renovations to the Control Room are projected to start on site by November 2026 subject to approval.	MoJ Property, Head of Programme Delivery and Head of Estates	November 2026
Purposeful Activity	18	Ensure effective use is made of the purposeful activity spaces available to the site and links to employers are developed. Deploy additional staff to ensure time out of cell is increased and used constructively, enabling prisoners to maximise opportunities for progression.	Governor and Prison Performance Support Programme	April 2025

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	19	Commission a new annual delivery plan (ADP) that provides an education curriculum that meets the needs of prisoners.	Governor, Directorate of Contracted Operational Delivery	April 2025
	20	MoJ Property will seek funding to conduct a feasibility study including site survey and estimated build costs to replace the two existing activity buildings with a new purpose-built workshop/activities centre.	MoJ Property Head of Programme Delivery and Head of Estates	December 2024
Staff Confidence and Competence	21	Implement and embed a new regime to include designated staff training days throughout the year to ensure the required ongoing training and development of frontline staff can be delivered.	Governor	January 2025
	22	Commencing January 2025 implement a formal mentoring and training plan for frontline staff and a programme of learning to improve the confidence and competence of managers and leaders to ensure the basics of custody are effectively delivered and staff are supported and developed.	Prison Performance Support Programme and Senior HR Business Partner	June 2025