



HM Prison &  
Probation Service

Action Plan: HMP Winchester

Action Plan Submitted: 18<sup>th</sup> February 2025

A Response to the HMIP Inspection: 7<sup>th</sup> to 18<sup>th</sup> October 2024

Report Published: 21<sup>st</sup> January 2025

## INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, which are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



ACTION PLAN: HMIP REPORT

ESTABLISHMENT: HMP WINCHESTER

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>Levels of violence, especially serious assaults, were very high.</b> Much of this was fuelled by drugs, debt, and frustration at staff failure to deal with basic requests. Actions to reduce violence were poorly coordinated and were having little impact.	<p>Since the inspection HMP Winchester have revised the prison's safety strategy and action plan so a robust and coordinated approach to the drivers of violence; drugs, debt, and prisoner frustration, are being overseen and managed holistically. This is done via:</p> <ul style="list-style-type: none"> <li>• A monthly Safety Meeting chaired by the Head of Safety who is responsible for ensuring effective implementation. Prisoners are invited to monthly consultation forums and their views on safety are represented at the monthly Safety Meetings to identify and address trends and areas of concern.</li> <li>• A weekly tasking meeting informed by intelligence and data is held with required attendance from Heads of Safety, Drug Strategy and Security. The Deputy Governor monitors these multi-disciplinary meetings to ensure proactive responses to improve safety across the prison are implemented in a timely manner.</li> <li>• The appointment of two additional Supervising Officers to act as safety floorwalkers to support and coach staff</li> </ul>	Governor	Complete



		<p>and improve their knowledge, confidence, and capability in the management of violent and vulnerable prisoners.</p> <p>HMP Winchester have taken immediate action to ensure prompt and effective management of the perpetrators of violence by implementing systems to improve management oversight of the adjudication process and reduce the backlog of outstanding adjudications so that incidents are dealt with in a timely manner. This has included work undertaken in partnership with the regional police force to progress criminal cases through the Courts where required</p> <p>HMP Winchester will revise and implement a new Incentives Policy to encourage pro-social attitudes and embed a prison culture which promotes positive role-modelling and abstinence from involvement in criminal behaviour.</p> <p>HMP Winchester will implement a formal mentoring and training plan for frontline staff alongside a programme of learning to improve the confidence and competence of managers and leaders to ensure basic requests can be dealt with quickly and effectively. These improved working practices will help to ease prisoner frustration and improve staff and prisoner relationships.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>March 2025</p> <p>June 2025</p>
2	<p><b>The availability and use of illicit drugs posed a serious risk to the security of the prison, contributing to prisoner debt, bullying and fear.</b> Too many prisoners were under the influence of illicit drugs and random drug testing had only restarted during August</p>	<p>Since the inspection monthly Mandatory Drug Testing has taken place.</p> <p>HMP Winchester working in collaboration with HMPPS Drug and Alcohol Group, National Safety Team and the Group Drug Strategy Lead have developed and are beginning to implement</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>March 2025</p>



	2024, having been suspended earlier in the year, returning a positive rate of 41%.	<p>an effective Drug Strategy that adopts a whole-prison approach to reduce the availability of illicit drugs and reduce their impact on prisoner debt, bullying and fear.</p> <p>HMP Winchester will ensure the Incentivised Substance Free Living (ISFL) unit is operating effectively to impact the illicit culture and improve safety for both staff and prisoners. Progress on action taken will be overseen by a dedicated Custodial Manager and monitored at the monthly Drug Strategy Meeting, chaired by the Head of Drug Strategy. Twice monthly testing for those on the unit will inform individual drug reduction plans and enable prisoners to demonstrate their progress.</p>	Governor	March 2025
3	<b>Levels of self-harm had increased and were among the highest in the male prison estate.</b>	<p>HMP Winchester have provided targeted support and staff upskilling, including revised assurance processes and the appointment of two additional Supervising Officers to act as safety floorwalkers, to drive the quality and effectiveness of care planning and improve outcomes for prisoners at risk of harm to self and others.</p> <p>HMP Winchester ensures that Healthcare staff actively contribute to Assessment, Care in Custody and Teamwork (ACCT) reviews.</p> <p>HMP Winchester will develop an overarching Safety Strategy which will be informed by an analysis of current data in relation to self-harm incidents. Actions and progress will be tracked through the Safety Meeting. The Deputy Governor will monitor attendance at the weekly Safety Intervention Meeting to drive a collaborative approach and better use of data. Learning points</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>March 2025</p>



		from investigations will be shared with staff to mitigate future incidents and training days will be used to upskill staff on risk and triggers of self-harm and the ACCT process.		
4	<p><b>Key work was too limited and relationships between staff and prisoners were not sufficiently meaningful.</b> Basic standards were not enforced, and prisoners were frustrated at the inability to get requests dealt with because of staff inexperience. The application process and routes to redress were not working properly, and cell call bells were left unanswered for far too long.</p>	<p>The complaints and application processes have been revised to ensure timeliness of responses and increased staff representation at prisoner forums where complaint themes, and the actions taken, are discussed.</p> <p>HMP Winchester have reminded staff of the importance of responding to cell bells within 5 minutes, and a process has been introduced including sampling 10% of all recorded call bell usage, which identifies delays and drives corrective action. Outcomes are discussed at the Daily Meeting, chaired by the Governor, to highlight areas of prisoner frustration, signpost information and further improve response times.</p> <p>A Keywork Strategy will be created to outline criteria for delivery and how this will be prioritised for the most vulnerable prisoners. This will support more meaningful relationships between staff and prisoners. Improvement in the delivery of keywork sessions will be monitored at the monthly OMU meeting chaired by the Governor.</p> <p>The quality of key work sessions will be monitored locally, with regional support, to ensure that conversations are meaningful and promote sentence progression. Residential Custodial Managers will quality assure sessions with the Head of Residence performing an additional 10% dip test of the keyworker case notes. Feedback will be provided to staff to</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>March 2025</p> <p>March 2025</p>



		<p>inform best practice and address improvements where necessary.</p> <p>HMP Winchester will implement a formal mentoring and training plan for frontline staff alongside a programme of learning to improve the confidence and competence of managers and leaders to ensure basic requests can be dealt with quickly and effectively. These improved working practices will help to ease prisoner frustration and improve staff and prisoner relationships.</p> <p>The Head of Offender Management Services will use staff training days to upskill staff on what a quality session looks like and the importance of meaningful conversations. This will be supported by regular feedback and reflective sessions for unit Custodial Managers. HMP Winchester will further improve the quality of keywork by using the new Keywork Quality Audit baselines to structure local quality assurance arrangements.</p>	Governor	June 2025
			Governor	June 2025
5	<p><b>Living conditions remained unacceptable, with many areas in a dilapidated state.</b> Most cells had damaged furniture and graffiti that was often offensive, and many had damp or mould. Communal and external areas were dirty and in need of repair. Prisoners struggled to maintain contact with their families because many in-cell telephones were broken, and it took too long for telephone numbers to be approved.</p>	<p>Immediately following the inspection HMP Winchester completed an audit of all cells which ensured that all occupied accommodation was fit for use and all broken in-cell telephony was fixed. Systems to approve telephone PIN requests have been improved and streamlined, subject to public protection considerations, to make this more effective and staff have been trained to facilitate calls outside business hours. A rolling programme of cell improvements is now being implemented.</p> <p>HMP Winchester have introduced a Living Conditions Strategy and appointed a Clean and Decent Lead for a twelve-month period to set direction and support residential Custodial</p>	Governor	Complete
			Governor	Complete



		Managers with weekly assurance checks to improve living conditions. Further improvements to the prison environment are being rapidly implemented and maintained through effective cleaning schedules and weekly cell checks which are undertaken by the Senior Leadership Team (SLT) to monitor improvements. Issues with the fabric or maintenance of cells are immediately reported to Facilities Management colleagues and progress is monitored at a monthly meeting, chaired by the Governor.		
6	<b>Too many prisoners were locked in their cells for prolonged periods and not engaged in purposeful activity.</b> Prisoners were bored, too few had access to the gym or library and there were hardly any recreational or social activities available.	<p>HMP Winchester have taken immediate steps, to deploy additional staff, as resources allow, to ensure time out of cell is increased and used constructively, enabling prisoners to maximise opportunities for progression. Resources will be managed through the weekly Regime Management Planning Meeting, chaired by the Head of Business Assurance.</p> <p>Since September 2024 HMP Winchester have been implementing a revised regime to provide prisoners with more time out of cell to access the gym and library, undertake domestic tasks and engage in purposeful, recreational, and social activity. Action is being taken to ensure activity spaces are maximised daily, and punctuality is driven with refreshed free flow arrangements currently being embedded.</p> <p>HMP Winchester have liaised with the Ministry of Justice Property Directorate and have been able to secure a commitment for a feasibility study to be undertaken into the potential for a purpose-built workshop and activities centre. If agreed, this will lead to improved provision of purposeful activity for prisoners.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>March 2025</p> <p>June 2025</p>





7	<p><b>There were insufficient spaces in education, skills and work, and the curriculum was not sufficiently ambitious.</b> Prisoners were not allocated to activities that were relevant to their educational needs and career aspirations, and attendance and punctuality were poor.</p>	<p>HMP Winchester will publish a new Annual Delivery Plan (ADP) underpinned by a robust needs analysis to ensure an education curriculum is delivered by the provider (MKC) that best meets the needs of prisoners.</p> <p>HMP Winchester will fully review the allocations and sequencing process and embed a revised Terms of Reference, agenda and meeting structure which maximises access to available spaces and avoids duplication of allocation. Daily checks will be undertaken to ensure all activity spaces are filled and all attendance data will be discussed at the Morning Meeting, chaired by the Governor, and the Weekly Activity Review Board and Monthly Education Performance Meeting, chaired by the Head of Education, Skills, and Work.</p> <p>The Head of Education Skills and Work will carry out quality assurance checks on attendance and punctuality. Data will be reported to the Senior Leadership Team, and relevant monthly meetings, to ensure actions taken are effective.</p> <p>Improvements will be made to sequencing to ensure that prisoner learning needs and pathways are identified early, and prisoners are allocated appropriately to maximise their progression and employment opportunities on release.</p> <p>A Learning Needs Analysis will be completed with input from the Prison Employment Lead and Information, Advice and Guidance colleagues to ensure that activities meet prisoners' needs and aspirations.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2025</p> <p>April 2025</p> <p>March 2025</p> <p>June 2025</p> <p>March 2025</p>
---	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------	------------------------------------------------------------------------------------------



		The Industries Manager will work with New Futures Network and the Industries, Retail, Catering and Physical Education team to identify opportunities to increase activity spaces and improve existing contracts.	Governor	July 2025
	<b>Key concerns</b>			
8	<b>Support for prisoners in their early days at the prison was not good enough.</b> First night cells were in poor condition and ill-equipped, too many new arrivals were unable to telephone their family, and not all received a full induction.	<p>The newly appointed Clean and Decent Lead is supporting Residential Managers with daily checks to improve living conditions. The Senior Leadership Team will undertake weekly checks to monitor improvements.</p> <p>HMP Winchester have taken immediate steps to ensure all prisoners' basic needs are met on arrival. Multiple agencies and departments including (but not exclusive to) substance misuse services, Careers Information Advice and Guidance (CIAG), the Department of Work and Pensions, Education, Probation and Healthcare are actively involved with prisoners to provide additional support both in the early days in custody and through their sentences in preparation for release.</p> <p>HMP Winchester will ensure all prisoners are offered a phone call within 24 hours of reception, considering public protection measures. Progress and adherence will be reported at the daily Morning Meeting, chaired by the Governor.</p> <p>HMP Winchester will embed consistent induction processes for new arrivals, assessing risks and triggers, setting expectations, and ensuring basics are in place for success. The Head of Residence will monitor outcomes</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>March 2025</p> <p>March 2025</p>



		HMP Winchester will ensure translated induction booklets are issued to all new receptions.	Governor	March 2025
9	<b>The amount of force used by staff on prisoners and use of unfurnished accommodation were high.</b> Scrutiny arrangements were not robust, and we were not confident that all uses of PAVA spray, batons and unfurnished accommodation were accurately recorded.	<p>The Head of Safety and/or Deputy Governor reviews all decisions to use Special Accommodation (unfurnished cells) and where possible this is always prior to use to ensure the decision is proportionate and all other options have been considered.</p> <p>All use of Special Accommodation is reviewed as part of the Segregation, Monitoring and Review Group (SMARG) held quarterly. This ensures that use is defensible and proportionate, identifies any disproportionalities and offers feedback for improvement.</p> <p>Use of Force, including Body Worn Video Camera, footage is thoroughly reviewed in the weekly scrutiny meetings to ensure all uses of PAVA spray and batons are accurately recorded. Monthly governance meetings focus on the importance of de-escalation techniques and the appropriateness of force, along with learning outcomes and early intervention strategies. Minutes from these meetings are recorded for reflective learning, and findings are communicated to the wider staff group, with ongoing progress monitored.</p> <p>HMP Winchester has increased the use of Body Worn Video Cameras by upskilling staff through training days and monitoring the use and drawing of cameras through the Use of Force meeting. Since the inspection, HMP Winchester has employed a nationally trained Use of Force Instructor who</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>



		provides ongoing expert advice on the Use of Force including the appropriate use of PAVA.		
10	<b>Living conditions and the regime on the segregation unit were poor.</b> Cells were in poor condition and had no table, chair or electricity, and prisoners could not shower each day.	<p>HMP Winchester have taken immediate steps to ensure that all segregation cells are clean, decent, and adequately equipped with suitable furniture.</p> <p>The regime has been improved, and prisoners are able to access a shower each day. A Governor completes daily assurance checks to ensure compliance, and any concerns or issues with living conditions are raised with Government Facilities Services Limited (GFSL) immediately. Progress is monitored at a monthly meeting, chaired by the Governor.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p>
11	<b>Work to ensure fair treatment and inclusion was inadequate.</b>	<p>HMP Winchester have appointed a Diversity and Inclusion (D&amp;I) Lead to ensure forums are held and contribute to monthly D&amp;I meetings, addressing trends and themes. Key responsibilities include:</p> <ul style="list-style-type: none"> <li>• Issuing translation induction packs</li> <li>• Providing blank Discrimination Incident Reporting Forms (DIRF) on wings</li> <li>• Holding forums and D&amp;I committee meetings</li> <li>• Making information available in key languages</li> <li>• Regularly consulting with foreign national prisoners</li> <li>• Investigating discrimination concerns and escalating when necessary</li> <li>• Consulting with protected groups to understand and act on their needs</li> <li>• Maintaining D&amp;I reps with appropriate oversight and support</li> </ul>	Governor	April 2025



		<p>A new tracking system will be introduced to enable responses to DIRFs to be monitored and measured for timeliness. All Managers will be trained to effectively investigate complaints of discrimination. The Deputy Governor will quality check 10% of all completed DIRFs with feedback provided by the Diversity and Inclusion Lead.</p> <p>Monthly Protected Characteristic Forums will be held for prisoners, chaired by protected characteristic leads (SLT) and/or the D&amp;I Lead, to ensure appropriate actions are taken to meet their needs. This includes liaising with relevant advocates to promote D&amp;I and using data to address disproportionality.</p>	Governor	March 2025
			Governor	April 2025
12	<b>Health services were being delivered in unsafe, dirty, and unsuitable clinical environments.</b>	<p>Cleaning contracts are established and in place and a deep clean for the clinical rooms within the healthcare unit has been ordered. The healthcare provider continues to ensure there are regular audits in line with relevant guidance and local operating procedures.</p> <p>HMP Winchester have appointed a Custodial Manager to support Healthcare across the prison and to raise any issues directly with Practice Plus Group.</p>	NHSE/Practice Plus Group	Complete
			Governor	Complete
13	<b>Staff vacancies were compromising the delivery of health services, particularly within mental health and psychosocial care.</b>	<p>Since the inspection there has been an improved focus on recruiting and retaining mental health and substance misuse clinical staff to ensure service delivery remains aligned with the agreed service specifications. New staff in Primary Care, Mental Health and Pharmacy roles have now been appointed. Progress is monitored through scheduled quarterly data</p>	NHSE/Practice Plus Group	Complete



		<p>reviews and contract meetings and updates are provided to the wider stakeholder Partnership Board.</p> <p>The recently appointed Mental Health Lead has positively impacted wait times for mental health transfers and the screening process for individuals needing support.</p>	NHSE/Practice Plus Group	Complete
14	<b>There was insufficient support in education, skills, and work for prisoners with learning difficulties and/or disabilities.</b>	<p>The Education Provider, MKC is actively recruiting inclusion practitioners and conducting rapid screeners for new receptions to help support prisoners with learning difficulties and/or disabilities. Teachers are accommodating learning needs within Personal Learning Plans (PLPs).</p> <p>The Neurodiversity Support Manager (NSM) will collaborate with industries in providing strategies to support prisoners with disclosed learning needs to engage in education, skills, and work.</p> <p>Individual learner needs, including Maths and English levels, learning disabilities, and language needs, will be assessed at induction and shared with tutors and Instructional Officers for planning and monitoring. Teachers will reflect these measures in PLP reviews.</p> <p>MKC will work with HMP Winchester to ensure that PLPs for people with learning difficulties and disabilities (LDD) are appropriately tailored to maximise their potential and progression. Individual learning plans will be quality assured and their impact evaluated by the Head of Education Skills and Work and the MKC Quality Team through a themed quality calendar. Tutors and Instructional Officers will engage in</p>	<p>MKC</p> <p>Governor</p> <p>Governor and MKC</p> <p>Governor and MKC</p>	<p>Complete</p> <p>March 2025</p> <p>May 2025</p> <p>May 2025</p>



		continuous development to ensure they maintain an awareness of best practice in working with those with LDD.		
15	<b>Prisoners received insufficient advice and guidance to improve their progression into education, training, or employment on release.</b> Many did not have appropriate access to the virtual campus.	<p>HMP Winchester have worked with MKC to address the backlog of Personal Learning Plans (PLPs) and ensure all prisoners have appropriate access to Virtual Campus. Progress will be monitored at the monthly contract meeting, chaired by the Head of Education, Skills, and Work.</p> <p>HMP Winchester will ensure the induction process involves CIAG and that assessments and PLPs are completed within one month of arrival. PLPs will be used when considering prisoner allocation, and progress of will be monitored and overseen by the Head of Education Skills and Work.</p> <p>A Learning Needs Analysis will be completed with input from the Prison Employment Lead and CIAG colleagues to ensure that activities meet prisoners' needs and aspirations.</p> <p>All new arrivals at HMP Winchester, with a need to do so, will attend Access to Activities as part of the induction process. Outcomes and action will be discussed at the bi-monthly Quality Improvement Group (QIG) meeting chaired by the Head of Education Skills and Work.</p> <p>HMP Winchester will appoint induction peer mentors with a training plan to be put in place through accredited qualifications offered on the Annual Delivery Plan.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>April 2025</p> <p>June 2025</p> <p>April 2025</p> <p>April 2025</p>

