



HM Prison &
Probation Service

Action Plan: HMP Winchester

Action Plan Submitted 17th June 2022.

A Response to the HMIP Inspection 31st Jan. – 1st Feb. & 7th – 11th Feb. 2022

Report Published 25th May 2022.

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 Her 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 recommendations. The action plan confirms whether recommendations are agreed, partly agreed, or not agreed (see categorisations below). Where a recommendation is agreed or partly agreed, the action plans provide specific steps and actions to address these. Actions are clear, 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.

Term	Definition	Additional comment
Agreed	All of the recommendation is agreed with, can be achieved and is affordable.	The response should clearly explain how the recommendation will be achieved along with timescales. Actions should be as SMART (Specific, Measurable, Achievable, Realistic and Time-bound) as possible. Actions should be specific enough to be tracked for progress.
Partly Agreed	Only part of the recommendation is agreed with, is achievable, affordable and will be implemented. This might be because we cannot implement the whole recommendation because of commissioning, policy, operational or affordability reasons.	The response must state clearly which part of the recommendation will be implemented along with SMART actions and tracked for progress. There must be an explanation of why we cannot fully agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.
Not Agreed	The recommendation is not agreed and will not be implemented. This might be because of commissioning, policy, operational or affordability reasons.	The response must clearly state the reasons why we have chosen this option. There must be an explanation of why we cannot agree the recommendation - this must state clearly whether this is due to commissioning, policy, operational or affordability reasons.



ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP WINCHESTER

1. Rec No	2. Recommendation	3. Agreed/ Partly Agreed/ Not Agreed	4. Response Action Taken/Planned	5. Responsible Owner	6. Target Date
	Key concerns and recommendations				
7.1	<p>Key concern 1.39: Delivery of priorities set at the last inspection was slow, and the plan to deliver the basics of custody had not been executed well or delivered the results intended. Standards were not set sufficiently high, and leaders had become complacent about some poor outcomes.</p> <p>Key recommendation: Leaders should ensure that the basics of custody are delivered consistently and to a high standard. (To the governor)</p>	Agreed	<p>HMP Winchester are developing an action plan that will be implemented to monitor and deliver meaningful outcomes for prisoners ensuring that the basics of custody are delivered consistently and to a high standard. This will involve, but is not limited to an improvement of:</p> <ul style="list-style-type: none"> • Cleanliness of living areas • Adequate furnishings of cells • Clothing provision and kit change • Decency checks • Pre-occupancy checks • Cell-bell response times <p>Progress will be overseen by the Head of Residential Services, actively monitored through both monthly Senior Management Team meetings, and monthly performance meetings with the Deputy Governor to ensure work is embedded within the establishment.</p> <p>Immediate actions that have been taken include:</p> <ul style="list-style-type: none"> • A painting programme to refresh individual cells. Ensuring all prisoners have access to appropriate levels of cleaning materials. • Equipment checks to ensure each cell is properly equipped. 	Governor	<p>September 2022</p> <p>September 2022</p> <p>June 22</p>



			<p>A weekly inspection will be undertaken by the Head of Residential Services and other Senior Managers. Findings along with any issues for escalation, will be discussed at the monthly Prison Performance Support Programme (PPSP) Meeting, chaired by the Governor with support from Effective Practice and Service Improvement Group (EPSIG). To ensure priorities are delivered at pace, consistently and to a high standard that delivers intended outcomes, a multi-disciplinary team will be established involving prisoner representation, the Head of Residential and other Heads of Function as required. This team will monitor improvements, develop ongoing actions, and monitor and maintain progress. This will be led by the Head of Residence and outcomes will be discussed at the monthly Prison Council meetings and Wing Forums which are chaired by Senior Managers.</p>		<p>September 2022</p> <p>September 2022</p>
7.2	<p>Key concern 1.40: Staffing levels were not sufficient to deliver a decent regime and current recruitment did not keep pace with staff departures. Relationships between staff and prisoners inevitably suffered because of a lack of meaningful interaction and frustration caused by the inability to get the simplest tasks done. Fragilities within the management structure limited oversight, role</p>	Agreed	<p>Continued efforts are being made to increase recruitment to fill all vacancies and meet projected losses. The labour market in the area is challenging and highly competitive, which makes both recruitment and retention very difficult.</p> <p>A £5,000 pa market supplement has been added to band 3 prison officer pay to improve attraction and retention.</p> <p>Recruitment is planned on a 9-month rolling programme, but given the current position, it would not be possible to predict when full staffing could be achieved, so a two-year target has been shown.</p> <p>Exit interviews are being undertaken by the HR team to understand why staff are leaving, following analysis of the data a retention plan has been put in place to ensure targeted action to improve the employee offer at HMP Winchester.</p> <p>In addition, there is a focus on leadership and first line management training to ensure that staff are supported.</p>	HMPPS People Team	April 2024



	<p>modelling and support for staff.</p> <p>Key recommendation: Staffing at all levels should be sufficient to deliver a full regime, support constructive relationships and facilitate leaders to carry out their line management duties. (To HMPPS)</p>		<p>EPSIG have supported HMP Winchester by deploying the Standards Coaching Team, who have supported and coached staff to ensure consistent delivery of basic tasks as well as 1:1 mentoring approximately 80 staff.</p> <p>HMP Winchester will develop a refreshed People Plan during the first quarter of 2022 to support the retention of staff. This will articulate the retention strategy, as well as taking learning from exit interviews.</p>	<p>Governor</p>	<p>June 2022</p> <p>September 2022</p>
7.3	<p>Key concern 1.41: Winchester remained one of the least safe prisons in the country. Incidents were not always investigated to help leaders gain a full understanding of the underlying causes of violence to enable them to devise a responsive strategy. Staff were unfamiliar with some key processes and the culture of the prison did not motivate good behaviour.</p>	<p>Agreed</p>	<p>HMP Winchester will undertake a detailed needs analysis, which will inform a new safety strategy, feeding into the development and implementation of an action plan. This action plan will be discussed at the monthly Safety meeting, chaired by the Head of Safety.</p> <p>The safety team will brief staff internally on the highest risk prisoners on a weekly basis to ensure awareness.</p> <p>Work was commissioned with the Psychology Team to make the adjudication process more just; the team have allocated short- and long-term actions for HMP Winchester to complete in order to work towards improving awareness, culture and prisoner experience.</p> <p>All violent incidents will be investigated by the Safety Team and reported into the monthly Safety Meeting for discussion by the membership. This analysis will also cross reference but will not be limited to; Self-Harm rates, Self-Harm methods, Use of Force, Assaults on Staff, Prisoner on Prisoner Assaults, PAVA Use, etc.</p>	<p>Governor</p>	<p>September 2022</p>



	<p>Key recommendation: A thorough analysis of the causes of violence should be used to devise a safety strategy that addresses deep-seated cultural issues to reduce the high levels of violence and make the prison safe. (To the governor)</p>		<p>Findings and outcomes of the meeting will be made available to all staff.</p> <p>HMP Winchester will implement prisoner consultation forums will take place every month to take into account prisoner views on safety within the establishment, these will inform the monthly safety meeting and will help to identify trends and areas of concern. HMP Winchester will be seeking prisoner representation to attend the monthly safety meeting.</p> <p>HMP Winchester have piloted a new IEP scheme on one wing, and successes have been identified. Prior to rollout, a full needs analysis will be completed to ensure this is responsive to the population demographic through consultation and that it encourages good behaviour.</p>		<p>September 2023</p> <p>January 2023</p>
7.4	<p>Key concern 1.42: Documentation to justify the use of force was often incomplete. Body-worn video cameras were not routinely operated during incidents, and recordings of incidents, both planned and spontaneous, were not always retained. Some incidents were not recorded through the HMPPS incident reporting system. Governance of the use of force was poor. As a result of these deficiencies, HMPPS could not be assured that all force used was</p>	Agreed	<p>Use of force incidents, including the use of Body Worn Video Cameras (BWVC) and the recording of planned incidents, will be scrutinised by the Use of Force Coordinator, with feedback given to the Head of Safety. Notices to staff will be periodically shared to reiterate the importance of the use of BWVC and their importance in de-escalating uses of force.</p> <p>The Use of Force Coordinator will complete daily checks against the IRS system to ensure all incidents have the appropriate Use of Force paperwork. This will ensure accurate and responsive reporting.</p> <p>The Use of Force meeting will focus on the appropriateness of the interventions, plus techniques deployed, identifying any areas for improvement. Feedback will be provided to individuals and the relevant areas. Refresher training will particularly focus on the importance of de-escalation and ensuring staff sufficiently understand the policy governing use of force, as well as principles of procedural justice and five-minute intervention.</p>	Governor	September 2022



	<p>proportionate, necessary and justified.</p> <p>Key recommendation: Prison leaders should provide rigorous oversight of the use of force, ensuring appropriate accountability through accurate reporting, activating body-worn cameras and retaining footage as evidence and to inform learning. (To the governor)</p>		<p>Appropriate use of force paperwork being returned in a timely manner will be a priority as use of Digital Prison Services (DPS) to record incidents becomes embedded. The Use of Force Coordinator will prioritise following up with staff to ensure entries are completed and will oversee the completion of paperwork and the promotion of good practice. Completion of use of force paperwork will be Quality Assured at the monthly Use of Force meeting, chaired by the Head of Safety. Learning and good practice outcomes from the quality assurance process will be shared with individuals and their managers to help drive performance in this area. Following all Use of Force incidents, the orderly officer will ensure a wellbeing check is completed on all staff and prisoners involved in an incident.</p>		<p>September 2022</p>
7.5	<p>Key concern 1.43: Self-harm rates remained high in comparison with those at similar prisons, and the establishment was not making effective use of available data to understand the underlying causes of self-harm. There was insufficient quality assurance and inadequate peer support for prisoners who were in crisis.</p>	<p>Agreed</p>	<p>HMP Winchester will undertake a needs analysis using various sources of data to identify trends and roots causes of Self Harming behaviour. This will inform the review of the Self-Harm strategy and the Violence Strategy. Both strategies will have separate strategic action which will be discussed at the monthly Safety meeting, which is chaired by the Head of Safety.</p> <p>The Action Plan will also be discussed at the monthly Safety Meeting to ensure progress is being made in the reduction of self-harm levels. Outcomes of the safety meeting will be communicated and made available to staff, including sharing of identified good practice, any further learning required and rollout of any relevant training.</p>	<p>Governor</p>	<p>September 2022</p>



	<p>Key recommendation: Data analysis should be used to understand the root causes of self-harm, and the results should inform an effective action plan to reduce incidents and support prisoners at times of crisis. (To the governor)</p>		<p>The Safety Team will investigate all serious incidents of self-harm and take learning from them, as well as scrutinising data from the Performance Hub to understand root causes and trends over certain time periods. This will be discussed in the monthly Safety Meeting and communicated to the relevant staff.</p> <p>Upon arrival, all prisoners will be risk assessed initially in reception to identify any immediate concerns. The Safety analyst will screen the Safety Diagnostic Tool (SDT) and can generate proactive secondary CSIP referrals if required.</p> <p>HMP Winchester are due reopen A Wing in July 2022, which will become the new Induction Wing.</p> <p>Early days in custody processes will further embed in order to ensure consistent delivery of induction to new arrivals. This unit will be key in assessing prisoners risk and triggers, setting expectations with prisoners and ensuring that the basics are in place so that they are set up to succeed. Through robust management of this process, HMP Winchester will be able to identify at the earliest opportunity prisoners who may be in crisis or requiring additional support owing to mental health, disabilities or substance misuse needs and support will be coordinated in a timely and appropriate way. HMP Winchester will continue to use ACCT and CSIP documents as appropriate for those who require them and this will inform the level of support required to be provided by relevant staff or stakeholders.</p>		
7.6	<p>Key concern 1.44: Too many prisoners on the local site lived in cold, poorly equipped and dirty cells. Many cells were overcrowded. The 'decency policy' was not</p>	Agreed	<p>HMP Winchester have appointed a new Head of Residence who will be responsible for driving improvements to living conditions for prisoners throughout the prison. As COVID restrictions ease, the regime will continue to open up subject to staffing levels, supporting increasing levels of cleanliness and decency throughout the</p>	Governor	September 2022



<p>being implemented, and staff and many prisoners had become desensitised to the poor conditions that many prisoners were held in. Access to basics, such as a daily shower, cleaning materials, clean bedding, clothing and stored property, was too often very poor.</p> <p>Key recommendation: All prisoners should have access to the basics of custody, including in-cell furniture, daily showers, cleaning materials, clean bedding and clothing, and their own stored property. (To the governor)</p>		<p>estate. A decency policy will be developed to outline standards for prisoners, develop staff and embed good practice.</p> <p>HMP Winchester have taken immediate action that includes;</p> <ul style="list-style-type: none"> - A painting programme to refresh individual cells - Equipment checks to ensure each cell is properly equipped and all prisoners have access to appropriate levels of cleaning materials - A weekly inspection undertaken by the Head of Residential Services and other Senior Managers. <p>To ensure priorities are delivered at pace, consistently and to a high standard that delivers intended outcomes, a multi-disciplinary team will be established to monitor improvements, develop ongoing action, and maintain progress. This team will be led by the Head of Safety, will include prisoner representation and outcomes will be discussed at the monthly Prison Council meetings and Wing Forums which are chaired by Senior Managers. Findings, and issues for escalation, will be discussed at the monthly Prison Performance Support Programme Meeting, chaired by the Governor with support from EPSIG colleagues.</p> <p>To further support ensuring each cell is properly equipped, HMP Winchester will continue to bid for any available funding to replenish in-cell furniture.</p> <p>Following exit from the National Framework and subject to any covid outbreaks, the regime offer has improved. This allows for fewer cohorts and greater access to daily showers, with the provision of kit exchange and laundry under review to ensure greater consistency in the process.</p>		<p>September 2022</p> <p>September 2022</p>
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			<p>Winchester are increasing the regime offer; there will be a new regime for individual wings for sign off at the beginning of June 2022.</p> <p>The Governor holds monthly meetings with Government Facility Services Limited (GFSL) in which the progress and timeliness of routine and non-routine maintenance are discussed, and action taken to progress any outstanding issues.</p>		
7.7	<p>Key concern 1.45: The prison and health care staffing challenges were having a detrimental impact on the delivery of mental health and pharmacy services, as well as on access to clinics and secondary care. This resulted in delays for mental health assessment, limited access to a pharmacist and delays in treatment.</p> <p>Key recommendation: The partnership board should assure itself that patient care is not compromised as a result of inadequate staffing; that there is appropriate support, training and clinical supervision of staff; and that delays in accessing</p>	Agreed	<p>HMP Winchester will tackle the overriding issue of significant deficiencies in staff resource through the creation of a People Plan to prioritise retention; to introduce focused coaching for all new staff and to improve staff facilities locally such as introducing food available to purchase on the premises.</p> <p>The Governor, Commissioner and PPG will continue to meet quarterly through the Local Quality Delivery Board (LQDB) to discuss progress and identify actions or challenges. PPG will include all additional information to the Quarterly Partnership Board, to provide assurance that incidences where patient care is compromised due to inadequate staffing, duty of candour is followed and incident management is implemented, with the use of Datix.</p> <p>Monthly workforce meetings take place with commissioners. Any areas of concern around workforce will be discussed in this platform. HR audits are completed as part of an audit calendar and outcomes discussed via monthly HR reviews.</p> <p>Training compliance for PPG Clinical staff is at 95%, clinical & managerial supervision is available to all PPG staff.</p>	Governor and Practice Plus Group (PPG)	October 2022



	<p>services are prioritised, and that, where necessary, services are applying duty of candour where deficits are identified.</p> <p>(To the health partnership board)</p>				
7.8	<p>Key concern 1.46: Prisoners had insufficient time out of cell and access to purposeful activity. Many prisoners on the local site spent about 23 hours a day locked in their cells, and some even longer. There was insufficient activity across both sites, which led to frustration and a detrimental impact on mental and physical well-being.</p> <p>Key recommendation: All prisoners should have adequate time out of cell to conduct domestic tasks, engage in purposeful activities</p>	Agreed	<p>The regime offer for prisoners at HMP Winchester has increased as restrictions have eased and to support that, HMP Winchester will carry out a profiling exercise alongside PSP which will include a review of regime. A revised regime will allow for more time out of cell to conduct exercise, undertake domestic tasks and engage in purposeful activity.</p> <p>Activity spaces will be maximised daily, and punctuality will be driven with refreshed free flow arrangements currently being embedded.</p> <p>As staff numbers increase, regime consistency will also increase. Increased staff-prisoner interaction and a greater regime offer brings more opportunities to model consistent good behaviour. As staff are supervising and actively engaging with prisoners on the landings outcomes will improve and be monitored with prisoners via the Prisoner Council, which is chaired by the Head of Residential Services.</p>	HMPPS & Governor	October 2022



	<p>and socialise with peers. (To the governor and HMPPS)</p>				
7.9	<p>Key concern 1.47: Leaders and managers had not considered the quality of teaching and assessment and had focused too much on compliance and processes. They did not help teachers or instructors to improve their teaching and training practices effectively.</p> <p>Key recommendation: Leaders should make sure that they evaluate fully the quality of teaching and assessment. They should identify and implement actions that will improve teachers' and instructors'</p>	Agreed	<p>HMP Winchester will aim to improve delivery through a more holistic approach; this will ensure issues are recorded when flagged by compliance activities and when they have been resolved. This will work towards an improved quality of delivery through an invigorated quality assurance process.</p> <p>HMP Winchester will assess and identify all areas of improvement, based on evidence. This will be completed in conjunction with the Education Manager. Any actions will be monitored through the Monthly Education Assurance meeting to ensure progression.</p> <p>The team will schedule and implement themed months for learning walks, which will incorporate management carrying out this task to improve quality.</p>	Governor and Milton Keynes College	December 2022



	teaching practices. (To the governor)				
7.10	<p>Key concern 1.48: Leaders had not taken sufficient, or effective, actions to make sure that prisoners attended their education and work activities, and there were too few spaces for the size of the population. Too many prisoners had their progress disrupted by their inability to attend activities and their frequent lateness because of substantial delays to the regime.</p> <p>Key recommendation: Leaders should maximise prisoners' opportunities to access education and work and enable them to attend their allocated activities on time.</p> <p>(To the governor)</p>	Agreed	<p>HMP Winchester have seen an increase in attendance evidenced through daily data reporting, incentivising education and improving free flow arrangements. Learning will be underpinned by effective allocation to purposeful activity and daily checks to ensure attendance, filling all activity places. This will include reviewing the regime to maximise provision.</p> <p>The attendance data will be discussed at the morning meeting with the addition of weekly attendance figures once a week. This will also be discussed weekly at the activity review board and at the monthly education performance meeting.</p> <p>HMP Winchester will implement the new performance management policy, this will endeavour to ensure all relevant staff have a performance objective to support education, skills and work/purposeful activity.</p> <p>HMP Winchester implemented the new Reducing Reoffending strategy which was implemented at the end of March 2022 and is discussed within the monthly meeting agenda.</p> <p>The Learning and Skills Manager (LSM) and Education Manager will carry out monthly Ofsted style checks on attendance and punctuality at activities. On a weekly basis the data analysis, which will include cohort trend data on attendance, non-attendance and punctuality at Education Skills and Work, will be reported to the SLT, and into relevant monthly meetings to gain assurance on progress.</p>	Governor	December 2022



7.11	<p>Key concern 1.49: Leaders prioritised a minority of the population for face-to-face inductions, allocation to activities and access to advice and guidance. They did not understand the needs, experience or aspirations of most of the population.</p> <p>Key recommendation: Leaders should allocate prisoners to activities fairly, taking into account their needs and aspirations, and give them equal access to essential services, including induction and careers advice and guidance. (To the governor)</p>	Agreed	<p>As part of recovery following exit from the National Framework, HMP Winchester will re-introduce face to face inductions which will reduce sole reliance on in cell induction packs. This will form part of a new Induction and Settlement process for all new prisoners entering HMP Winchester when the refurbished A-wing opens in July 2022. The opening of A-wing will bring a renewed focus on data collection and analysis to direct prisoners into the most appropriate activities, which will help maximise employment and housing opportunities upon release. A dedicated resettlement hub will be opened on West Hill. All progress, data and challenges faced will be discussed at the monthly Reducing Reoffending Meeting.</p> <p>HMP Winchester will develop a process to look at allocations against the population, in order to identify any disproportionately, feeding into the Diversity and Inclusion meeting for discussion by the Senior Leadership Team (SLT) quarterly.</p> <p>Individuals who have not engaged with the Information Advice and Guidance (IAG) screener or the Maths and English assessment will be identified to ensure they are not missed. All new arrivals at HMP Winchester will attend Access to Activities as part of the induction process following the publication in June. This is discussed at the bi-monthly Quality Improvement Group (QIG).</p> <p>If HMP Winchester identify any backlog of initial assessments, the Learning and Skills Manager will work with Milton Keynes College at the monthly contract meeting, as well as seeking a robust action plan to address the backlog, which will be then monitored in future contract meetings.</p> <p>HMP Winchester will appoint Induction / Information Advice and Guidance (IAG) peer mentors with a training plan to be put in place through accredited qualifications offered on the Annual Delivery Plan</p>	Governor	December 2022
				Governor and Milton Keynes College	December 2022



7.12	<p>Key concern 1.50: Leaders and managers did not make sure that teachers and instructors provided prisoners who had a learning difficulty or disability (LDD), or for whom English was not their first language, with the support they needed to succeed. Too few prisoners with known LDD or English for speakers of other languages (ESOL) needs developed the skills and knowledge they needed for their next steps.</p> <p>Key recommendation: Leaders should make sure that teachers and instructors adapt their teaching practices to take account of prisoners known learning needs. Support staff should make sure that they identify appropriate support strategies, which they share with teachers and instructors, so that prisoners make good progress in their learning and training. (To the governor)</p>	Agreed	<p>Individual learner needs will be assessed at induction to include maths and English levels, learning disabilities or difficulties or for speakers of other languages. This information will then be shared with tutors and Instructional Officers in order for them to plan and monitor learning.</p> <p>Teachers will reflect the impact of the measures in Individual Learning Plans (ILP reviews).</p> <p>The Management Team will then check that strategies for LDD learners are employed in the ILPs and triangulate to establish how impactful they are.</p> <p>Existing strategies will be incorporated into learning plans and progression booklets to ensure that learner progression is sequential and meets the identified goals and aspirations of the learner.</p> <p>Individual learning plans will be quality assured by the Learning & Skills Manager and Provider Quality Team through a themed quality calendar to establish the impact on the learner and ensure that prisoners are making good progress in their learning and training. There will be continual professional development for tutors and Instructional Officers to ensure that they are being kept up to date with any developments in the field of learning difficulties or disabilities.</p>	Governor and Milton Keynes College	December 2022
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	Recommendations				
7.13	<p>Recommendation 3.7: All prisoners should be provided with basic services, such as access to showers and telephone calls, on their first day and an adequate induction programme in their first few days at the prison. (To the governor)</p>	Agreed	<p>HMP Winchester are due reopen A Wing in July 2022, which will become the new Induction Wing.</p> <p>Early days in custody processes will further embed in order to ensure consistent delivery of induction to new arrivals. This unit will be key in assessing prisoners risk and triggers, setting expectations with the prisoners and ensuring that the basics are in place so that they are set up to succeed.</p> <p>Multiple agencies will be involved to ensure the needs of prisoners are met during their Early days in Custody and will guarantee showers, phone calls and other basics in this crucial settlement period. This will include Information Advice and Guidance (IAG), DWP, Education, Probations services, Substance services, Physical Education, Safety, Healthcare and the Offender Management Unit.</p> <p>The induction booklet has been revised and is due to go live with the opening of A Wing.</p>	Governor	<p>September 2022</p> <p>July 2022</p>
7.14	<p>Recommendation 3.16: Senior leaders and managers should create an environment that motivates, rewards and promotes positive behaviour. (To the governor)</p>	Agreed	<p>As part of the programme to develop an environment that motivates and rewards positive behaviour, HMP Winchester have taken immediate actions; this includes implementing a painting programme to refresh individual cells, equipment checks to ensure each cell is properly equipped and ensuring all prisoners have access to appropriate levels of cleaning materials. A weekly inspection has also been implemented which is undertaken by the Head of Residential Services and other Senior Managers to provide assurance.</p> <p>There will be a revision of the current incentives policy following a full needs analysis to ensure that HMP Winchester's policy is responsive to the population demographic and that it is rewarding prisoners where appropriate, encouraging positive behaviour.</p>	Governor	January 2023



7.15	Recommendation 3.26: All segregation cells should be adequately equipped and include cell furniture as standard. (To the governor)	Agreed	All cells are adequately equipped with suitable furniture. Daily checks and assurance are completed by a Governor to ensure compliance. Any concerns or issues with fabrics are raised with GFSL immediately.	Governor	Completed
7.16	Recommendation 3.34: The prison should take robust action to reduce the availability of illicit drugs and alcohol. (To the governor)	Agreed	HMP Winchester will use multi-disciplinary working across Security, Safety and Drug Strategy to coordinate and consolidate a robust joined up approach to preventing supply and reducing harm. This includes sharing evidence around the benefits of cross-working to address issues comprehensively and in unity. This will consider the shared role of intelligence, data management and themed actions. This will be accompanied by a monthly multi agency forum chaired by a dedicated drug strategy manager in order to track progress.	Governor	September 2022
7.17	Recommendation 3.42: Safer custody staff should be given sufficient time to provide essential care for those at risk of self-harm. (To the governor)	Agreed	HMP Winchester will revise the way in which the Safety teamwork, moving from standalone posts to hub working. This will ensure coverage of essential tasks within the safety function at all times and provide cover for staff leave or absence.	Governor	September 2022
7.18	Recommendation 3.46: All staff should receive sufficient guidance on local safeguarding reporting procedures that includes how to identify and protect any prisoner whose vulnerability places them at risk of harm, abuse or neglect. (Repeated)	Agreed	HMP Winchester will build awareness of local safeguarding procedures through communications to staff, which will include Local Notices, Training, buddying and coaching activities and will target Operations and Inductions team particularly. The Head of Safety will measure progress through assurance checks on the Safeguarding referral database; this is discussed at the Safety Intervention Meetings.	Governor	September 2022



	recommendation 1.56) (To the governor)				
7.19	Recommendation 4.13: Cell bells should be answered within five minutes, with any delays being investigated and remedied. (To the governor)	Agreed	<p>HMP Winchester will endeavour to answer all cell bells within five minutes and investigate the usage of cell bells to improve response times in the establishment. All staff will be reminded of the importance of responding, identifying delays and taking appropriate actions. Prisoners will also be reminded of the correct usage of cell bells.</p> <p>Outcomes will be included in daily staff briefings and the morning meeting, which is chaired by the Governor.</p>	Governor	September 2022
7.20	Recommendation 4.43 Error! Reference source not found. : The specific requirements of prisoners with protected characteristics should be identified and met. (Repeated recommendation S49) (To the governor)	Agreed	<p>HMP Winchester has recruited a Diversity and Inclusion Lead who will assure that forums are taking place, and feed into the monthly Diversity and Inclusion meeting and trends and themes.</p> <p>HMP Winchester will hold Protected Characteristic Forums for prisoners monthly to ensure that we take appropriate action to meet their needs; these will be chaired by the protected characteristic leads (SLT) and/or the D&I lead. This will include liaising and forming links with any relevant advocates for specific protected characteristics to bring them into the prison to promote Diversity and Inclusion. Use of data will be evidenced to identify, investigate and address any areas of disproportionality.</p> <p>The People meeting will be chaired by the HoBA and the Diversity and Inclusion meeting will be chaired by the D&I Lead to raise awareness for staff and prisoners through the Diversity Calendar.</p>	Governor	October 2022



7.21	Recommendation 4.57: All clinical areas should be fully compliant with infection control guidelines. (Repeated recommendation 2.55) (To the governor)	Partly Agreed	This recommendation is partly agreed as a funding bid has been submitted by HMP Winchester to replace the clinical sinks to ensure they fully meet infection control guidelines.	Governor	September 2022
7.22	Recommendation 4.81: Prisoners requiring treatment in hospital under the Mental Health Act should be transferred within the timescales established by the Department of Health. (Repeated recommendation 2.75) (To the health partnership board)	Agreed	<p>HMPPS and NHS England and Improvement are fully committed to the 28-day timeframe, working together to improve the transfer and remission process, ensure delays are reduced and avoid prison being used inappropriately.</p> <p>NHS England and Improvement have developed a new process for collecting and monitoring data on transfers. A data input portal has been running from April 2021, which enables providers to submit transfer and remission data. This is analysed in order to identify trends and areas where further improvement is needed to meet the 28-day timeframe set out in the guidance. This will be monitored on a monthly basis and where time frames are breached or other concerning trends are identified, targeted work will be carried out with regional teams. NHS England and Improvement will be keeping this under review based on monthly monitoring data.</p> <p>There is an adequate supply of adult secure beds. The focus is on improving efficiency across the whole pathway, i.e., ensuring appropriate lengths of stay, reducing transitions and thereby improving throughput. This will make better use of existing capacity across the whole system, including the pathway to and from prison.</p> <p>Delays in transfers can occur for a number of reasons including the need for a more comprehensive assessment of the patients' needs as well identifying the best placement to meet the needs of the individual patient.</p>	NHS England and Improvement	Completed



			<p>The Governor and Head of Healthcare will ensure escalation procedures to Commissioners are in place if timescales have been breached.</p> <p>There is an embedded weekly telephone conference to discuss with NHS England any issues with transfers. Arrangements are made where appropriate to source privately funded beds where NHS beds are not available.</p>	Governor and Practice Plus	Completed
7.23	<p>Recommendation 4.82 Error! Reference source not found.: Prisoners' mental health needs should be appropriately identified and progressed on arrival as a priority. (To the governor and head of health care)</p>	Agreed	<p>HMP Winchester will improve support for new arrivals by working with the national safety team to develop the skills of staff in reception in carrying out quality initial interviews and first night risk assessments.</p> <p>HMP Winchester's health provider is actively working to put in place a screener for all incoming prisoners. An additional Mental Health nurse will be implemented in May 2022 in In-Patients, and agency will be used to backfill.</p>	Governor and Practice Plus Group	September 2022
7.24	<p>Recommendation 4.98: Interim pharmacy arrangement should be in place to ensure robust governance and oversight of the service, prescribing and monitoring of medicines, and supervision of technicians.</p>	Agreed	<p>The Health Partnership Board will introduce robust governance and oversight of the service, the prescribing and monitoring of medicines, and supervision of technicians.</p> <p>This will be discussed and developed at the Quality Development Board and the Partnership Board to provide assurance and address any issues.</p> <p>The healthcare provider continues to try to recruit for a pharmacist and following this there will be plan to establish an in-house pharmacy. This is driven by the recent local audit establishing that all remand prisons should have an established pharmacy.</p>	Practice Plus Group	January 2023



7.25	<p>Recommendation 6.23: The reducing reoffending strategy should be based on a comprehensive needs analysis of the different types of prisoner held at the establishment and be supported by a detailed action plan which is regularly reviewed to demonstrate the progress made. (To the governor)</p>	Agreed	<p>HMP Winchester will commission a needs analysis of their population commencing in summer 2022, which will be jointly led by the Head of Reducing Reoffending and Regional lead.</p> <p>The RRO strategy will be developed based on the needs analysis findings, in conjunction with the regional partners and stakeholders. Furthermore, a detailed action plan will be developed to support the strategy and monitor progress, which will be discussed at the Reducing Re-Offending meetings</p>	Governor	December 2022
7.26	<p>Recommendation 6.39 Error! Reference source not found.: Prisoners eligible and approved for home detention curfew should be released on their eligibility date. (To the governor)</p>	Agreed	<p>HMP Winchester has two new case administrators within the team, this will ease individual workloads and assist with timeliness of tasks including HDC.</p> <p>Case Administrators will commence a system of early identification of eligible prisoners for HDC and begin communication with Community Offender Managers to prevent any delays wherever possible. In cases where HDC is immediately eligible due to certain circumstances, these cases will be prioritised. Prison Offender Managers (POMs) will help drive the process through discussions and sessions with those on their caseloads.</p> <p>A Senior Case Administrator will conduct assurance on the eligibility checking and will also oversee weekly HDC progression checks to avoid overdue cases and escalate any concerns.</p> <p>The timeliness of HDC releases will continue to be monitored via the Head of Offender Management Services and discussed at Department performance meetings with the Governor, aided by the HDC Board Spreadsheet data.</p>	Governor	October 2022



Recommendations	
Agreed	25
Partly Agreed	1
Not Agreed	0
Total	26

