

HMP Rochester Urgent Notification Action Plan

Themes and Concerns	#	Actions	Owner(s)	Target Completion Date
Leadership Greater leadership is required by senior leaders and managers, with a focus on visibility, communication, and presence to support staff in their roles.	1	Commencing in September 2024, conduct a comprehensive review to restructure all leadership positions to ensure roles are recruited to and occupied by staff with relevant experience and skills.	Governor and Prison Group Director	January 2025
	2	Commencing development in October, implement formal mentoring and supervision, and a tailored development programme for both Senior Leadership Team (SLT) members and Custodial Managers to focus on setting clear expectations of roles, responsibility, accountability, and relevant skills.	Governor and Prison Group Director	March 2025
Staff Capability Increased focus is required on developing and supporting our staff, to ensure they are capable and confident to undertake their roles.	3	Working with Learning & Development (L&D) from October 2024, develop and implement a tailored programme of staff training and development, including: <ul style="list-style-type: none"> • An induction course to support new staff. • A core skills refresher course for existing staff, to improve interpersonal skills, adherence to security procedures and procedural justice. • Training to improve the identification, assessment and management of prisoner risk of harm to self and others. • Training to improve the analysis of data already available and its use in operational decision making. 	Governor, Prison Group Director, and Learning & Development	March 2025
	4	Appoint additional staff to support Learning & Development (L&D) objectives and Wellbeing in work areas.	Governor and Prison Group Director	January 2025
Culture Linked to leadership priorities, the prison will improve	5	Reintroduce prisoner forums focused on Protected Characteristics and conduct monthly reviews at the Fair Treatment meeting to ensure progress and monitoring of actions against key concerns raised during the inspection.	Governor	November 2024

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communication, provide clear expectations of professional standards for staff and tackle any disrespectful and other unacceptable behaviours from both staff and prisoners.	6	Expand the provision of peer workers and prisoner roles in all processes and employment areas, including Safety and D&I, to increase prisoner accountability and engagement.	Governor	December 2024
	7	Address climate assessment findings (an evaluation of culture, relationships, and environment completed by Tackling Unacceptable Behaviours Unit). The development of a bespoke package on Unacceptable Behaviour Change will commence in October 2024, with a review of progress in 12 months.	Governor & TUBU	From October 2024
Healthcare Provision Improved relationships with key partners to drive improvements.	8	Appoint an Operational Health Lead to drive forward partnership working and healthcare enablement, supporting the Healthcare provider to deliver actions within the Care Quality Commission action plan.	Governor	October 2024
	9	Review all non-attendance at clinics and medical appointments on a daily basis and challenge where appropriate.	Governor & Oxleas Healthcare provider	November 2024
	10	Commission the NHSE Medicines Optimisation Team and Quality & Safeguarding Team to: <ul style="list-style-type: none"> • review the supply, process, and governance of medicines administration, including an evaluation of the dispensary areas within the prison. • conduct a review of the healthcare outcomes highlighted at the inspection. This will inform a comprehensive action plan to be jointly implemented by NHSE, Oxleas NHS Foundation Trust and HMPPS.	Governor & NHSE commissioners	December 2024
Purposeful Activity Ensure sufficient activity is available for all prisoners, that	11	Complete a full review of the purposeful activity spaces available to the site under current funding arrangements. Ensure the site correctly allocates and maximise the effective use of all these spaces. Consider additional resource if required.	Governor & Prison Group Director	January 2025

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meets their needs and interests, as part of a regime commensurate with a Cat C prison's role.	12	Review all education, skills and work activities and develop a curriculum design and planning strategy. This will maximise activities spaces, enhance opportunities for progression and link with employers to identify skills gaps.	Governor & Directorate of Contracted Operational Delivery	February 2025
	13	Implement a refreshed weekly regime planning meeting to focus on consistent and predictable regime.	Governor	November 2024
	14	Devise and implement a strategy to incentivise positive behaviour and attendance in purposeful activity.	Governor & HMPPS Insights Team	January 2025
Living Conditions Improve standards of cleanliness, maintenance & repair of accommodation and communal areas, in addition to improving decency standards across the prison.	15	Complete a full cell audit on living conditions to identify those cells in most need of refurbishment. The audit will inform urgent remedial works and the sequencing of other improvements, including redecoration and repairs.	Governor and Gov Facilities Services Ltd (GFSL)	November 2024
	16	Refurbish cells in priority order, showers and windows in the older accommodation and eradicate the pest control problems on site.	GFSL & Ministry of Justice Property	September 2025
	17	Expand the prisoner-led refurbishment party to improve the environment and increase opportunities for prisoners to demonstrate skills learned in activities.	Governor and GFSL	December 2024
	18	Identify suitable locations to create additional medicine dispensaries.	MoJ Property	April 2025
Safety Reduce self-harm, tackle violence and upskill staff to address risk and vulnerability within the prisoner population.	19	Update the safety strategy to address the drivers of violence and self-harm including a focus on debt.	Governor & National Safety Team	November 2024
	20	Commencing in October 2024, drive improvements in risk management processes used to identify and support prisoners who present a risk to self and others (linked to action 3).	Governor & National Safety Team	March 2025
	21	Commencing in October 2024, improve practices and provide better oversight and assurance of Use of Force incidents, with support from the Operational Response and Resilience Unit (ORRU).	Governor & ORRU	March 2025

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Security and Drug Strategy Delivery of robust security processes commensurate with a Cat C prison environment, with a focus on tackling the illicit economy.	22	Conduct a full risk assessment of physical security measures to tackle the illicit economy. Identify actions to deter throwovers from vulnerable areas and implement appropriate security provisions.	Governor & Risk and Capabilities Unit	January 2025
	23	Develop and implement an effective drug strategy that adopts a whole-prison approach working with HMPPS Substance Misuse 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 Substance Misuse Group	December 2024
Public Protection and Resettlement Planning Identifying and managing risk to protect the public and support resettlement by planning for release.	24	Direct additional resources, including additional recruitment, to support delivery of Offender Management work. Work with Kent, Surrey & Sussex Probation to explore interim solutions to address Probation Officer vacancies.	Governor, Prison Group Director and Regional Probation Director	December 2024
	25	Commencing in September 2024, implement urgent improvements to Public Protection and Resettlement Planning by ensuring monthly Risk Management Meetings and Public Protection Meetings are fully implemented and appropriately identify, assess and mitigate risk (linked to action 3).	Governor and Public Protection Group	November 2024
	26	Introduce unit-based drop-in sessions to respond to prisoner offender management queries, thereby improving communication between prisoners and their offender managers.	Governor	January 2025