

HMP Swaleside Urgent Notification Action Plan

Themes and Concerns	#	Actions	Owner(s)	Target Completion Date
Safety	1	An additional 14 staff in key tactical roles will be appointed to bolster safety and security. This will include Dedicated Search Team Officers who will deliver a programme of searching to reduce the prevalence of weapons and other illicit items; General Purpose dog handlers who will provide support to security and stability; and Local Response Team (LRT) Specialist Officers who can intervene to end violent incidents.	The Governor/ Prison Group Director	March 2026
	2	Two safety floorwalkers have been appointed to increase staff knowledge, confidence and capability to improve the way vulnerable and violent prisoners are managed.	Prison Group Director	Completed
	3	A revised safety strategy and gang management plan will be launched to target current high levels of violence, reduce the impact of debt, tackle the illicit economy, and improve safety during prisoners' early days in custody.	The Governor/ National Safety Group	February 2026
	4	A revised local Incentives Policy will be implemented to reward and incentivise positive behaviour as well as challenge acts of vandalism and poor behaviour.	The Governor	March 2026
	5	The installation of temporary window grilles has been completed where they were broken or missing, with further physical security measures in design to be delivered to prevent drone incursions, subject to funding allocations, including more robust grilles and wire/netting. Exercise yards will be divided to improve safety and controlled access to outside exercise.	MOJ Property	April 2027
	6	An additional two gated cells, including in the Care, Separation and Reintegration Unit (CSRU) will be provided to enable improved interaction, observation and support for prisoners under constant supervision.	The Governor/ National Safety Group/ MOJ Property	April 2026
	7	A funding bid will be submitted to upgrade cell call systems due to the current inconsistency in the ability to access data or its limited systems. In the interim, data will be drawn weekly where available, and the prison will implement a system of covert testing/management checks to identify any concerns around cell bell response times. This will be monitored through monthly performance and assurance reports.	The Governor	February 2026
	8	<p>The new Head of the Care, Separation and Reintegration Unit will ensure required governance is in place and the prison is complying with relevant policies relating to segregation. This will include the introduction of well-governed adjudication standardisation meetings that meet required national standards and improvements in reintegration planning. Segregation on wings will occur in limited circumstances and will be authorised and checked daily by the Duty Governor with clear reporting of numbers.</p> <p>An interim Use of Force coordinator has been appointed, pending permanent recruitment, to oversee governance of the use of force. This will include improvements in control and incident management, the implementation of a revised scrutiny meeting and the reintroduction of strategic Use of Force meetings.</p>	<p>The Governor</p> <p>The Governor</p>	<p>February 2026</p> <p>February 2026</p>

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		<p>To tackle challenging behaviour, there will be a renewed focus on the adjudication process with further adjudication sessions being scheduled in addition to the existing morning sessions. The planned appointment of a Crime in Prison Coordinator will also improve timeliness of police triage and decision-making in adjudication cases.</p> <p>A daily management assurance check has been introduced to ensure arrangements for those prisoners under constant supervision are safe.</p>	The Governor	March 2026
			The Governor	Completed
	9	Public Protection Review Committee meetings now take place every two weeks to address the backlog of communication monitoring and will remain at this frequency until the backlog is resolved. Interdepartmental Risk Management Meetings will have the backlog as a standing agenda item to prioritise the monitoring. Monthly performance meetings will be held with Offender Management Unit managers to address any barriers.	The Governor	April 2026
Leadership & Staff Capability	10	Following significant ongoing recruitment, the latest quarterly published data showed HMP Swaleside was at 97.5% of its target for prison officer grades during the inspection, having been above 100% at the end of each quarter from June 2024 to June 2025. The prison receives detached duty officers from other prisons for additional support to enable the prison to manage its 24.76% (November 2025) non-productive rate (time routinely lost in all sites to training, sickness and other absences) and support staff capability. HMP Swaleside remains a priority site for recruitment at all grades and a resource management plan has been implemented to help recruit and retain other staff including Operational Support Grades and middle managers. Ongoing interventions include level transfers from other prisons, an alumni scheme returning former staff and First Deployment officers commencing their service at HMP Swaleside prior to duties elsewhere.	People & Capability	April 2026
	11	A Deputy Governor, Head of Business Assurance and a dedicated Performance and UN Lead have now been appointed to support the Governor in driving improvement. There are no Senior Leadership vacancies currently and the two Custodial Manager vacancies are currently out for recruitment.	The Governor/ Prison Group Director	Completed
	12	A recruitment and retention plan is in place for Probation Officer and Probation Service Officer staffing within the Kent Surrey Sussex Probation region; to support the staffing within regional prisons to prioritise public protection provision. This will include a new national marketing campaign and twice-yearly campaigns to recruit onto the probation qualification pipeline.	Regional Probation Director	Completed
	13	A Senior Leadership development programme has been commissioned to foster a positive and supportive environment and to develop the capability and leadership of Senior Leaders. It will also introduce and embed a culture of psychological safety. This has begun and will be ongoing for a 12-month period.	The Governor/ People & Capability	January 2027

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	14	Alongside delivery of outstanding mandatory refresher training, (including safety), an exceptional training needs analysis will be completed to deliver a staff learning and development plan for delivery from March 2026. This will focus on building competence and confidence of frontline staff and first line managers.	Improvement Support Group / The Governor	March 2026
	15	The Governor has increased visible leadership by managers at key regime points such as movement times to support delivery and staff confidence. This will be assured through bi-lateral meetings.	The Governor	Completed
Purposeful Activity	16	An attendance and allocations action plan to improve participation across all activities and healthcare appointments at the prison will be implemented and driven by the Head of Reducing Reoffending and the Head of Education, Work and Skills supported by the relevant headquarters teams. A Head of Function support plan will be agreed to enable improvements in regime delivery, attendance, allocation and a whole prison approach to neurodiversity.	The Governor/ Rehabilitation & Change Directorate/ Directorate of Contracted Services	March 2026
	17	The regime will continue to be revised through local engagement, to ensure consistent delivery and access to purposeful activity, consistent with safety and security. A communications plan will accompany regime changes to ensure that staff and prisoners are fully aware.	The Governor	February 2026
	18	To reduce regime impact and meet treatment and public protection needs, prisoners convicted of sexual offences will be removed from the establishment when Long Term and High Security Estate capacity and configuration allow. Prisoners will be relocated to establishments better aligned with their risk profiles and rehabilitative needs.	Prison Group Director / Custodial Capacity	January 2027
Decency & Respect	19	A Cleaner Prisons Programme will be implemented to increase cleanliness and raise standards of decency both inside and outside the prison. An additional post will be recruited to support delivery of the programme. This will be subject to ongoing daily oversight and formal assurance will be provided by weekly Custodial Manager decency checks in conjunction with senior leadership team members. The facilities management provider will improve pest control management.	The Governor MOJ Property	February 2026
	20	MOJ Property will replace flooring, redecorate and upgrade lighting on B, C & D Unit accommodation by March 2026. Additional work to refurbish wing treatment rooms and showers will be subject to estates investment proposals for capital works and will be considered for inclusion in the 2026/27 maintenance programme.	MOJ Property	March 2026
	21	Discrimination Incident Reporting Forms (DIRFs) are now permanently available on all wings and are replenished daily Monday to Friday. These deliveries are recorded in the wing diaries by the Business Hub. The new Head of Equalities will monitor trends, investigate findings and outcomes to allow improved evidence-based decisions and address any disproportionality.	The Governor	February 2026