



HM Prison &  
Probation Service

**Action Plan: HMP Winchester**

Action Plan Submitted: 19 June 2026

A Response to the HMIP Inspection: 9 to 19 February 2026

Report Published: 26 May 2026

## 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	<p><b>The prison's infrastructure was in poor condition.</b> The main wings, Westhill and the inpatient unit, for example, needed major refurbishment.</p>	<p>Weekly quality assurance of living areas will continue to be completed by the Senior Leadership Team (SLT), Residential Custodial Managers and Supervising Officers. Findings are reviewed by the newly funded Clean and Decent Lead.</p> <p>Critical defects, including water ingress, shower and toilet outages, damaged flooring and other high-risk infrastructure failures will be identified through local daily assurance processes and escalation through Gov Facilities Services Limited (GFSL) and MoJ Property Services.</p> <p>Funded works will be monitored through the Sustained Improvement Support Prisons Board and local governance to ensure timely delivery and quality assurance. Repairs, repeat defects, out-of-action cells, infrastructure-related disruption, and improvements to the lived environment will be reviewed at the monthly Tripartite meeting between the Prison, MoJ Estates, and GFSL.</p>	<p>Governor</p> <p>Governor and MoJ Property Services</p> <p>Governor</p>	<p>Completed</p> <p>October 2027</p> <p>April 2028</p>
2	<p><b>Levels of violence between prisoners were high, and on an upward trend.</b> High</p>	<p>Suspicion Drug Testing is being delivered as a focused and consistent activity to deter substance use and</p>	<p>Governor</p>	<p>Completed</p>



<p>levels of drug availability, debt, bullying and limited access to purposeful activity continued to undermine prisoners' motivation to behave well.</p>	<p>support the identification of illicit substances in the prison.</p> <p>HMP Winchester have embedded quarterly prisoner focus groups facilitated by Drug Strategy and Safety to obtain prisoner feedback and remain live to emerging concerns and drivers of debt and bullying.</p>	Governor	Completed
	<p>HMP Winchester will undertake further analysis of drug availability and prisoner hierarchies to better understand the links between supply and demand. A targeted action plan will then be developed to disrupt supply and support individuals to stop using illicit substances. Progress will be monitored through monthly safety and drug strategy meetings chaired by the Heads of Safety and Drug Strategy.</p>	Governor	September 2026
	<p>A revised treatment model is being implemented to ensure consistent and equitable access to long-acting buprenorphine (Buvidal), an injectable opiate substitution treatment across HMP Winchester.</p>	NHS England and Practice Plus Group	September 2026
	<p>HMP Winchester will reduce the levels of violence and combat the availability of illicit drugs to provide a safer and more stable prison by:</p> <ul style="list-style-type: none"> <li>• appointing a dedicated Violence Reduction Manager who will oversee the delivery of safety training to all staff to support the Intervention Plan process.</li> </ul>	Governor	October 2026



		<ul style="list-style-type: none"> <li>ensuring Challenge Support Intervention Plans (CSIP) investigations are screened and allocated within 72 hours of a referral being submitted. This will be monitored by the Safety Analyst and discussed during the monthly Safety Meeting to ensure timescales are being adhered to.</li> <li>embedding CSIP quality assurance, led by residential custodial managers with support from the Safety Team. Findings will be shared with relevant staff to promote understanding, learning, and improved quality.</li> </ul> <p>The Safety Team will implement a Debt Management Strategy to provide support for those experiencing debt during their time in custody. This will be informed by local data analysis and prisoner voice to target the drivers of debt.</p> <p>HMP Winchester will relocate the Independent Substance Free Living (ISFL) Unit to ensure a more conducive environment. This will support the reinforcement of unit standards with a consistent response to positive voluntary drug tests.</p> <p>Safety Floorwalkers will support debt related work with those prisoners at risk. The Safety Floorwalkers will facilitate weekly workshops on residential units to increase staff knowledge of the prisoner support available.</p>	Governor	October 2026
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		<p>New CCTV cameras are being installed to improve coverage and remove blind spots.</p> <p>In an attempt to mitigate and reduce the supply and use of illicit substances, HMP Winchester have submitted a bid to secure funding for new windows for B Wing.</p>	<p>Governor</p> <p>Governor</p>	<p>November 2026</p> <p>April 2028</p>
4	<b>Levels of self-harm were among the highest of similar prisons.</b>	<p>Weekly Safety Intervention Meeting discussions have been expanded to ensure more comprehensive and accurate recording of multidisciplinary input for all prisoners on ACCT, improving oversight and coordinated support. This will support the investigation of all serious self-harm.</p> <p>Self-Harm will be reduced and prisoner-staff relationships improved by:</p> <ul style="list-style-type: none"> <li>introducing a new ACCT quality assurance database to identify trends, area, and practice.</li> <li>expanding ACCT quality assurance, to be delivered by all operational and non-operational managers using the national model, with support from the Safety Team.</li> <li>ensuring all Assessment, Care in Custody and Teamwork (ACCT) Case Managers have</li> </ul>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>July 2026</p> <p>September 2026</p> <p>October 2026</p>



		<p>received upskill training to the national requirement.</p> <p>All prisoners will be allocated a named Key Worker, and key work sessions will be re-established for the priority group, including those who are at risk of self-harm and suicide.</p> <p>Launchpad will be introduced in Autumn 2026 to improve prisoner access to information and enable confidential communication with services such as healthcare and safer custody, while providing self-help resources to support early intervention.</p> <p>Safety Floor walkers will support prisoner mental wellbeing by increasing the Talk Club provision across all residential units.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2026</p> <p>October 2026</p> <p>December 2026</p>
5	<b>Too many prisoners spent long periods locked in their cell.</b>	<p>Opportunities for purposeful activity will be optimised by increasing the focus on unallocated prisoners and making best use of the Incentives Framework Policy to encourage participation.</p> <p>The Head of Education, Skills and Work (ESW) and Learning Skills Manager (LSM) will lead a project to optimise allocation and engagement on the Category C unit. Progress will be monitored through local activity governance data.</p> <p>HMP Winchester is currently recruiting new Band 3 operational staff. Once in post, this increase will</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2026</p> <p>December 2026</p> <p>March 2027</p>



		improve the consistency of regime activity on the Category C unit, including consistent delivery of evening association.		
6	<p><b>Leaders had not secured sufficient activity spaces or made sure that the allocations process operated as an effective route into purposeful activity.</b></p> <p>This resulted in too many prisoners being unemployed, waiting too long for induction, or allocated to activities that did not reflect their starting points or career intentions.</p>	<p>The Learning and Work Progress Plan will guide placements and pay arrangements will be improved to enhance engagement in education and purposeful activity.</p> <p>The curriculum and wider activity offer will be reviewed to better align spaces, demand, and take-up, particularly for remand and short stay recall prisoners. The Head of ESW will improve allocation arrangements, reduce barriers to participation, and strengthen attendance management through better roll checks, clearer recording of absences and refusals, and consistent follow-up for non-attendance.</p> <p>Careers Information Advice and Guidance (CIAG) staffing arrangements are being strengthened. This will improve timeliness, personalisation, CV support, and progression planning. Progress will be monitored through the Quality Improvement Group overseen by the Head of ESW.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2026</p> <p>November 2026</p> <p>April 2027</p>
<b>Key concerns</b>				
7	<p><b>Relationships between staff and prisoners were not good enough.</b> Low-level poor behaviour was not challenged, and key work delivery was lacking.</p>	<p>Visible leadership on residential units will be strengthened by implementing weekly performance meetings and Quality Assurance tours with relevant wing managers. This will reinforce standards around</p>	<p>Governor</p>	<p>September 2026</p>



		<p>issues such as low level anti-social behaviour, and cell and unit cleanliness.</p> <p>HMP Winchester will implement a structured briefing programme to equip staff with the skills and confidence required to consistently challenge different aspects of low-level poor behaviour, ensuring that standards are upheld across the establishment.</p> <p>HMP Winchester has strengthened the prisoner council through regular meetings, ensuring active participation from both staff and prisoner representatives. Agreed actions from each forum will be formally recorded and reviewed within the performance meetings with the relevant manager, ensuring accountability.</p>	<p>Governor</p> <p>Governor</p>	<p>September 2026</p> <p>September 2026</p>
8	<p><b>Many areas of the prison were dirty and had been neglected.</b> Leaders had failed to enforce basic standards.</p>	<p>Decency checks have been reinforced with stronger management oversight to ensure poor conditions, cleaning standards and defects are identified and addressed quicker, with consistency.</p> <p>Maintenance reporting has been strengthened through wing-based recording systems and local tracking processes to improve identification and follow-up of outstanding issues.</p> <p>HMP Winchester is continuing to bid for further funding to address wider longer term infrastructure projects, so that further improvements can be made to the infrastructure, cleanliness, and decency of the prison.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p> <p>September 2026</p>



		<p>To increase standards in communal areas, prisoners will consistently receive appropriate training, including industry-standard instruction for cleaning orderlies in the use of mechanical cleaning equipment. Indoor spaces such as showers and cleaning cupboards are subject to regular scrutiny through wing walks and decency checks.</p>	Governor	October 2026
		<p>Investment has now been received for showers and cell refurbishments, in respect of which work is ongoing. Additional prison funds have also been allocated for cleaning machinery.</p>	Governor	December 2026
9	<p><b>Leaders had not developed a curriculum that met the needs of a reception population.</b> Despite introducing some new courses, the overall offer remained too limited to support prisoners' personal, academic, or professional development effectively.</p>	<p>The curriculum will be broadened to provide a better balance of personal, academic, and vocational development, with places targeted towards activities that improve employability, basic skills, motivation, and progression.</p> <p>The Learning and Work Progress Plan (LWPP) will support placements that better reflect starting points and length of stay, rather than prioritising generic vacancies.</p> <p>The Head of ESW will redesign the curriculum accounting for labour market information and participation data to better meet the needs of a high-churn reception population. This will include improving the offer for remand, short-stay and recall prisoners.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2026</p> <p>December 2026</p> <p>January 2027</p>



		giving a stronger focus on shorter, accessible, and purposeful interventions.		
10	<b>Careers guidance was not timely or sufficiently personalised, with too many prisoners allocated to activities without prior guidance and leaving custody without a CV or record of their achievements.</b>	<p>Careers information, advice and guidance (CIAG) staffing has been increased, with the aim to improve timeliness, personalisation and support for CV preparation and progression planning. Progress will be monitored through ESW governance overseen by the Head of ESW.</p> <p>CIAG is being strengthened so that pathway information is clearer and better aligned to prisoners' interests, skills, needs, and future ambitions, with uptake and progression outcomes monitored to assess impact.</p>	<p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>December 2026</p>
11	<b>Personal development opportunities did not reach enough prisoners to make a sustained difference to their wider skills and rehabilitation.</b>	<p>The Head of ESW will review and broaden the personal development offer to ensure activities are better planned, more consistently promoted and accessible to a wider proportion of prisoners across the prison. Promotion will include community notices on wings and, through Launchpad following roll-out at HMP Winchester.</p> <p>The range of enrichment activity will be strengthened to better support hobbies, literacy, wellbeing, and wider rehabilitation, with participation data monitored by each wing.</p> <p>Focus will be given to underrepresented groups, with an assessment of whether the provision is delivering sustained improvements in personal development and</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>February 2027</p> <p>February 2027</p> <p>February 2027</p>



		rehabilitation. Progress will be monitored through the Quality Improvement Group.		
12	<b>There were gaps in the monitoring of phone calls and mail that was needed to protect members of the public.</b>	Processes for monitoring phone calls have been improved. Daily oversight by the Offender Management Unit (OMU) ensures any emerging issues are identified quickly. As a result, the backlog has now been eliminated, and all current cases have up-to-date Individual Monitoring Logs (IML). OMU managers will maintain oversight through regular assurance checks with progress monitored through the existing Public Protection Steering Group and quality assurance.	Governor	Completed
13	<b>Too many prisoners were released homeless.</b>	<p>HMP Winchester is now working with the South Central Regional Strategic Housing Lead in undertaking monthly dip-sampling to analyse data on prisoner releases. This is used to inform more effective intervention and targeted support. A consolidated report highlighting trends, barriers, and priorities is used to continue to build on effective practice.</p> <p>Regional partnership working continues through South Central and South West forums, with streamlined referral pathways, including direct referrals to resettlement support services for South West cases. The focus remains on improving the compliance of Community Accommodation Services (CAS3) in reducing homelessness on release and increasing access to stable, long-term housing.</p>	Governor  Governor	Completed  April 2027

