



HM Prison &  
Probation Service

Action Plan: HMP Elmley.

Action Plan Submitted: 09 July 2025.

A Response to the HMIP Inspection: 26–27 February and 10–13 March 2025

Report Published: 23 June 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, that 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: HMCIP REPORT

ESTABLISHMENT: HMP Elmley

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1.	Relationships between prisoners and staff had deteriorated. Assaults on staff and use of force against prisoners had both increased and prisoners from ethnic minority and Muslim backgrounds had particularly poor perceptions about their treatment.	<p>The Quality Assurance model for Keywork will be developed to improve the quality of interactions between key workers and their prisoners.</p> <p>Bi-weekly forums led by managers on each residential unit will be/have been introduced to improve prisoner consultation.</p> <p>Strengthen the investigation process so that senior prison leaders will now routinely undertake thorough investigations into those incidents where staff are assaulted to establish deeper understanding of the drivers towards staff assaults.</p> <p>A full review of the Use of force committee membership will be undertaken to ensure the panel members roles and characteristics match the diverse population discussed.</p> <p>A disparity task group will be created to challenge, monitor and address any areas of delivery where</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>August 2025</p> <p>September 2025</p> <p>August 2025</p> <p>September 2025</p> <p>November 2025</p>



		<p>disparity is identified. The prison will utilise the findings from this group to direct staff training provision.</p> <p>Develop a programme of activities where staff and prisoners regularly co-participate in a variety of events to improve relationships.</p>	Governor	September 2025
2.	Illicit drugs were readily accessible and leaders were struggling to stem the ingress routes.	<p>Maintain the window grill replacement programme to reduce the opportunity for drone activity on HBs 1-4.</p> <p>Increase the frequency of management oversight during opening hours of Enhanced Gate Security to improve staff confidence and standards of searching</p> <p>The provision of X-Ray Body Scanner training to all staff who work in reception will be prioritised</p> <p>A new covert testing programme will be developed, which will test various aspects of the establishment's physical security and staff response to any weaknesses identified.</p>	<p>MOJ Property Directorate</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Ongoing</p> <p>July 2025</p> <p>January 2026</p> <p>November 2025</p>



		A bid has been submitted for Capital funding for dry cells to help deter those conveying illicit drugs into the prison.	Governor	August 2025
3.	Prisoners often arrived at the prison late in the evening, following long waits at court.	<p>The Prisoner Escort Contract Services (PECS) team will continue to evaluate data relating to establishment arrival times and use this as part of stakeholder meetings to support the establishment. Additionally, the data is shared monthly with HMP Elmley senior managers to review and act upon the data related to the prison to further improve overall performance and reduce both the impact and cause of any delays.</p> <p>PECS will continue to hold contractors to account when delivery is later than the scheduled reception time and to maintain sufficient staff to reduce the impact of low resources on operational delivery.</p>	<p>PECS</p> <p>PECS</p>	<p>Complete</p> <p>Complete</p>
4.	Many prisoners lived in poorly maintained cells containing broken flooring and lacking furniture. Most shower facilities were poor.	<p>The Clean, Rehabilitative, Enabling and Decent (CRED) team refurbishment programme will be set a target of 15 cells per month which includes the fitting of white wood furniture.</p> <p>Undertake a full cell audit to assess requirements for replacement furniture needed across the prison.</p>	<p>Governor</p> <p>Governor</p>	<p>July 2025</p> <p>Complete</p>



		Submit further Investment bids for prison wide refurbishment of shower blocks.	Governor/MOJ Estates	August 2025
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5.	Quality assurance arrangements in education were not good enough to improve the quality and consistency of teaching, learning and assessment.	Head of Education, Skills and Work (HoESW) and Learning & Skills Manager (LSM) will regularly quality assure the assessment of teaching and learning through learning walks and joint Deep Dive Desktop Observations (DDDO) Findings will be reviewed in weekly and monthly provider meetings.	Governor	Complete
		DDDO (reviews of teaching & learning) reports will be shared and reviewed with HoESW/LSM as a priority, once finalised.	Governor	Complete
		A plan to support development of tutors will be developed. This will include details of the timeframe for both provision of support and training and to assess the impact. It will also provide the process for escalation where required improvements to teaching standards have not been met following the provision of additional support.	Governor	Complete
		A comprehensive 2-week initial induction and support programme for new staff will be provided.	Governor	Complete
		The education provider manager will embed the new teacher induction programme providing support and development at point of onboarding and at regular intervals with constructive developmental feedback provided.	Governor	Complete



	Key Concerns			
6.	Use of force had risen and was rising. Investigations into uses of force lacked thorough enquiry and did not identify their root causes. This meant that leaders were unsighted on the drivers of these incidents.	<p>The Control and Restraint (C&amp;R) Co-ordinator will embed the debrief process for all Use of force incidents and provide regular feedback on themes and trends at the monthly committee meeting. The SLT will analyse data to inform decisions on actions to address any key themes</p> <p>All prisoner forums will have Use of Force added to the agenda. Any feedback gathered will be shared with senior leaders.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>August 2025</p>
7.	Too many prisoners were released without a job and/or sustainable housing.	<p>House Block 7 is being built with improved workshop spaces which will support delivery of training courses and employment skills needed for gaining employment on release.</p> <p>The Regional Employment Broker will be liaising with employers to promote the new workshop facilities at HMP Elmley to attract appropriate businesses.</p> <p>There are 50 prison based Strategic Housing Specialists (SHS), across England and Wales, with one of these being based in HMP Elmley. The SHS work with a range of stakeholders, including local authorities and Homelessness Prevention</p>	<p>Governor</p> <p>Prison Group Director</p> <p>HMPPS – Community Accommodation Services</p>	<p>June 2026</p> <p>June 2026</p> <p>Complete</p>





		<p>Teams (HPTs) and develops, and delivers a range of solutions that remove barriers to accommodation.</p> <p>To further tackle reoffending and homelessness, HMPPS are also working closely with the Ministry of Housing, Communities and Local Government (MHCLG) and other government departments on the development of a new cross-government strategy to put us back on track to ending homelessness.</p>	HMPPS – Community Accommodation Services	December 2025
8.	Prisoners convicted of a sexual offence spent too long waiting for a transfer to a suitable prison that met their rehabilitative needs.	The Observation, Classification and Allocation (OCA) team will work closely with the Offender Flow and Configuration team to escalate any static cases, to identify transfer opportunities for prisoners convicted of sexual offences taking into consideration offending behaviour programme need.	Governor	November 2025
9.	The application process was not working well enough. Leaders could not be certain that all prisoner requests were dealt with, and some used repeated applications or complaints to get their issues resolved.	<p>A review of the general application system logging process will be completed</p> <p>A Quality assurance process will be implemented to assess the logging, response times and strength of the application process. Findings will be discussed at quarterly assurance meetings and with the prison council.</p>	<p>Governor</p> <p>Governor</p>	<p>November 2025</p> <p>November 2025</p>



10.	Waiting times for many patients needing transfer to a mental health hospital exceeded the 28-day guidance.	<p>The Mental Health Bill, currently going through Parliament, sets out vital reforms to support people with severe mental illness in the criminal justice system. This includes a new statutory time limit of 28-days for transfers from prison and other places of detention to hospital, which together with operational improvements, aims to reduce unnecessary delays and deliver swifter access to treatment.</p> <p>The MoJ will be working with partners to create an implementation plan which sets out the operational changes which will be necessary to fulfil our commitment to commencing this reform 18-24 months post Royal Assent.</p> <p>MoJ are also working closely with our health and justice partners to support the development of the recently established Mental Health and Justice Strategic Advisory Group. This group will improve oversight of the transfer process by bringing together key partners across operational delivery to scrutinise data and intelligence on transfer timeliness and identify and deliver solutions to address common causes of delays.</p>	<p>Offender Health, MoJ.</p> <p>Offender Health, MoJ.</p> <p>Offender Health, MoJ</p>	<p>Ongoing 18 – 24 months after Royal Assent.</p> <p>Ongoing 18 – 24 months after Royal Assent.</p> <p>Ongoing</p>



11.	Leaders' efforts to prioritise the promotion of reading and library engagement had not been sufficiently effective in encouraging prisoners to participate actively in reading-related activities.	The reading strategy will be updated and shared with all prison staff. The Reading Strategy Action Plan will link to Quality improvement Plan	Governor	Complete
		Undertake a variety of promotional events to raise staff awareness of 'Lead to Read' and promotion of reading for pleasure, improve skills of staff to identify the reading capability of prisoners, through delivering Speed Training events across the year.	Governor	Complete
		Advertise 'Lead to Read' on Houseblocks (posters/marketing) to promote the benefits of reading.	Governor	October 2025
		Education managers to quality assure the embedding of reading (planning for) in all Schemes of Learning/Lesson Plans.	Governor	January 2026
		Learning Walks will be conducted throughout the year, to review reading in classrooms/outreach sessions specifically, to ensure it is taking place. Instructors will promote reading for pleasure in workshops using posters and notice boards.	Governor	Complete
		Education, Skills & Work departments and Education provider classes will encourage prisoner participation in the 'Lead to Read' scheme.	Governor	Complete



		Instructors to facilitate 10 minutes for prisoners to read during downtime.	Governor	Complete
		At the end of workshops and whilst tool checks are completed, any additional time will be utilised for reading. This will be quality assured by the Industry Manager.	Governor	Complete



12.	Not all prisoners had a high-quality personal learning plan which identified their skills, aspirations and learning needs, and was regularly reviewed and updated.	Careers, Information, Advice & Guidance (CIAG) Advisors will use Initial Assessment results, regarding maths and English levels, to record any requirement for achievement of Functional Skills English and maths qualifications, in line with need. Quality Assurance to be completed by the LSM.	Governor	January 2026
		CIAG advisors will complete aspirational Personal Learning Plans (PLPs) using laptops when available (paper copies to be completed and input on to Virtual Campus in the interim). The Initial PLP, interim and prerelease reviews will be completed in line with contract requirements. Any backlog to be closely monitored via contract management meetings with the provider. Quality Assurance will focus on the standards of PLPs.	Governor	January 2026

