



HM Prison &
Probation Service

Action Plan: HMP Pentonville

Action Plan Submitted: 4th November 2025

A Response to the HMIP Inspection: 30th June – 10th July 2025

Report Published: 30th September 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 PENTONVILLE

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	Leaders' lack of oversight of critical systems and processes lay behind the widespread deterioration in outcomes for prisoners.	<u>Strengthened Leadership Structure</u> A revised Senior Leadership Team (SLT) structure has been introduced to clarify roles, improve operational grip, and ensure focused leadership in high-risk areas. Key appointments include: • A temporary Band 9 UN Lead for a minimum of 12 months • A permanent Band 8 Strategic Lead for Residence. • A temporary Band 8 OMU Lead for a minimum of 12 months to improve offender management outcomes. • A temporary Band 7 Clean and Decent Lead to drive improvements in living conditions and embed decency standards. <u>Increased Visibility and Accountability</u> The SLT working patterns have been revised to ensure leadership presence during key operational times, including early mornings, late afternoons, and weekends. This staggered approach ensures that staff and prisoners experience	Governor	Complete
			Governor	Complete



		<u>Additional Scrutiny and Assurance</u> A programme of ongoing Peer-Led Assurance Visits has been introduced to provide independent scrutiny of progress against HMIP recommendations. Findings will be shared with the Governor, Prison Group Director (PGD), and Area Executive Director (AED) to ensure transparency and sustained accountability.	PGD	Complete
2	Care and support during prisoners' first night and induction were inadequate. Their first few days were chaotic, and prisoners felt unsafe.	<u>Improved care and support</u> A dedicated Early Days in Custody (EDIC) team has been refreshed, with daily oversight provided by Duty Governors and middle managers. All newly arrived prisoners are placed in designated induction areas (A & F wings), with enhanced monitoring and support. The Induction Tracker has been updated to include the First Night in Prison (FNIP) process, ensuring that welfare calls, and key decency checks are recorded and monitored. Decency standards are being reinforced through cell inventories, cleaning records, and a decency checklist signed by both the locating officer and prisoner. <u>Structure of the induction timetable</u> The induction process is being redesigned to improve oversight, streamline data collection, and enable real-time monitoring of prisoner progress. Key elements will be digitised to enhance	Governor Governor Governor Governor Governor	Complete Complete Complete December 2025 January 2026



		transparency and ensure consistent delivery, which will be incorporated into the induction FNIP strategy The induction timetable will be restructured in line with the new core day to reduce confusion, improve flow, and provide a more supportive and organised experience for new arrivals. Every cell will display a clear timetable of induction events, and new prisoners will be issued a small alarm clock to help them understand the timings and manage expectations during their first few days in custody. <u>Support for prisoners to feel safe</u> Reception interview rooms will be refurbished to create more private and discreet space, enabling sensitive conversations to take place in a safe and confidential setting. To further enhance support, a dedicated Listener, Neuro-Diverse peer support and Young Adult Insider has been introduced, strengthening peer-led support and ensuring that prisoners have access to someone they can speak to during vulnerable moments.	Governor Governor Governor	December 2025 January 2026 Complete
3	There was a lack of support for prisoners at risk of self-harm, including those subject to constant supervision. Substantial weaknesses in the ACCT process were not given sufficient attention.	Assessment Care in Custody and Teamwork (ACCT) Case Management Training is being prioritised for staff working in high-risk areas. A dedicated training session has been delivered, with ongoing coaching being provided by the National Safety Team to improve risk identification and management.	Governor	Complete



		Daily assurance checks of all open ACCTs are conducted, with feedback shared at the morning operational meeting to ensure timely interventions and accountability.	Governor	Complete
		The weekly Safety Intervention Meeting (SIM), chaired by the Deputy Governor, reviews all cases involving poor behaviour, segregation use, and regime restrictions, ensuring that vulnerable prisoners are appropriately safeguarded.	Governor	Complete
		Two Temporary Band 4 Safety Floorwalkers for a minimum of 12 months have been recruited to provide dedicated support on residential units. These roles will enhance local capability and confidence in managing safety concerns.	Governor	Complete
		A Safety Summit took place in October 2025, informed by feedback from prisoner and staff focus groups. This will help identify the drivers of violence and self-harm and inform a revised Safety Strategy and delivery plan tailored to the needs of the population.	Governor	Complete
		The Prisons and Probation Ombudsman (PPO) Action Plan and Early Learning lessons learnt, are now a standing item at the monthly Strategic Safety Meeting, which is chaired by the Head of Safety, ensuring that recommendations from fatal incident investigations are fully addressed and embedded into practice.	Governor	Complete
		A daily visit of all prisoners subject to constant supervision is conducted by the Duty Governor to reinforce staff vigilance and ensure the quality and consistency of care is appropriate.	Governor	December 2025



		A new Duty Governor Checklist is being introduced to ensure that these visits are purposeful, consistent, and informed. The checklist will help Duty Governors record what they observe, identify emerging concerns, and demonstrate accountability for the quality of care provided during these checks.	Governor	December 2025
4	There were considerable weaknesses in staff-prisoner relationships. Many prisoners reported being victimised by staff, including being assaulted, and prisoners were frustrated that staff were unable or unwilling to respond to legitimate requests.	<u>Strengthening staff-prisoner relationships</u> From 1 September 2025, daily Residential Supervising Officer (SO) and Custodial Manager (CM) meetings were reintroduced to strengthen communication and leadership across residential areas. These meetings are delivered via Microsoft Teams, live streamed into residential offices, and recorded to ensure consistent access and messaging. The meetings are used to set and reinforce expectations, clarify standards of behaviour, and provide a structured space for communication between the Senior Leadership Team, middle managers, and officers. A standardised agenda is followed each day, covering key operational themes such as safety, Early Days in Custody (EDIC), and staff expectations. This consistent structure supports the embedding of core messages and behaviours. Experienced staff mentors from across London are being deployed more frequently to support new colleagues and build confidence in challenging poor behaviour and engaging positively with prisoners.	Governor Governor PGD	Complete Complete January 2026



		A weekly SIM summary report will be introduced: a one-page summary of key safety concerns will be shared via the SOs Teams channel and included in weekly SO briefings.	Governor	November 2025
		“Know Your Prisoner” profile sheets will be introduced: behavioural profiles for prisoners identified in SIM will be created and shared via the SOs Teams channel for use in daily briefings.	Governor	November 2025
		A review and relaunch of the Key Work scheme is underway, with a focus on ensuring that priority cohorts — including prisoners on ACCTs, those self-isolating, and those on Challenge, Support and Intervention Plans (CSIPs) — receive consistent and meaningful engagement.	Governor	November 2025
		A Young Adult Strategy will be developed to address the specific needs of younger prisoners. It will include tailored support, peer mentoring, and staff training to improve relational skills and reduce conflict. The strategy will be completed by December 2025, with implementation of key actions to follow in line with agreed priorities.	Governor	January 2026
		Introduction of wing-based forums across the establishment to raise concerns, share feedback, and contribute ideas for improving daily life on the wing.	Governor	December 2025
		<u>Improved oversight of violent incidents and staff conduct</u>		
		All violent incidents will be investigated by the Custodial Managers as part of the CSIP process. The Safety Team will maintain oversight of the process to ensure consistency and	Governor	December 2025



		quality and will coordinate with relevant departments where further action or support is required. Safer Custody Team will monitor and analyse incident data to identify trends, hotspots, and repeat concerns. Findings from analysis will be used to inform targeted interventions and support safeguarding measures across the establishment	Governor	December 2025
			Governor	December 2025
5	Time out of cell was poor and unpredictable. Most prisoners spent less than two hours out of their cells each day. They struggled to complete basic tasks, shower and exercise in the short time they were unlocked.	A Regime Management Plan is being developed to rebalance staff deployment, prioritise purposeful activity, and ensure consistent access to showers, exercise, and domestic tasks. A review of the core day to respond to HMIP's concerns is underway. As part of this review, the prison is introducing a dedicated domestic period into the daily schedule. This will ensure that all prisoners have guaranteed access to showers, exercise, phone calls, and cell cleaning. The revised regime will also support the delivery of Key Work sessions, particularly for priority cohorts such as those on ACCTs, CSIPs, and newly arrived prisoners. Staff training and mentoring are being embedded into the regime structure to improve confidence and consistency in delivery.	Governor	December 2025
			Governor	November 2025
			Governor	January 2026
			Governor	Complete
6	Too few prisoners were allocated to the available activity spaces despite there being waiting lists.	HMP Pentonville have commenced a review of the allocation process is to streamline workflows, reduce delays, and ensure that prisoners are matched to suitable activities more quickly.	Governor	March 2026



	Job opportunities are being better advertised across the prison, including via wing noticeboards, peer mentors, and induction materials, to raise awareness and encourage uptake.	Governor	March 2026
	A non-attendance tracker to be implemented to monitor patterns of missed sessions. This data will be reviewed regularly by the Custodial Manager / Hub Manager to identify barriers, challenge poor engagement, and inform targeted interventions.	Governor	December 2025
	The community kitchen project is being launched to expand purposeful activity provision and offer vocational training in catering and hospitality.	Governor	December 2025
	New application forms will be developed and introduced to support more timely and efficient processing of activity applications.	Governor	March 2026
	Activity Hub will produce a weekly education vacancy poster to promote available opportunities. These will be shared during Induction, via in-cell TV, and through the Insiders to ensure wide visibility.	Governor	December 2025
	A revised job description for Insiders will be created and implemented to streamline and clarify the role. Oversight and coordination of the Insiders will be managed by the Activity Custodial Manager.	Governor	March 2026
	AED and Justice Digital are assessing the opportunity for digitising the allocations process, which will improve	AED & TDiP, HMPPS	January 2026



		transparency, reduce administrative burden, and enable real-time updates.		
7	A backlog in sentence calculations resulted in the late release of many prisoners.	Additional support has been secured from other London establishments and the National Release Accuracy Support Unit, enabling the prison to rapidly reduce the backlog through collaborative effort. A daily reporting system and a tracker has been introduced to monitor outstanding calculations, track progress, and escalate any delays. This ensures that cases are reviewed in real time and prioritised appropriately. A workshop with the Business Change Team was held to improve understanding of calculation processes, with further training scheduled for October 2025. A Band 5 and Band 7 development day has taken place in September, to strengthen leadership and operational capability within OMU. The functional mailbox rota has been revised to improve the timeliness of responses to court outcomes and reduce administrative delays. This action addressed a contributing factor in the ineffective management of the whole-from-court process, where delays in processing outcomes were impacting the coordination of follow-up actions and overall flow. The updated rota ensures clear allocation of responsibility and consistent monitoring of the mailbox to support operational delivery.	PGD Governor Rehabilitation Change Directorate, HMPPS Governor Governor	Complete Complete Complete Complete Complete



	Key Concerns			
8	The prison remained overcrowded, cells were poorly equipped, lacked ventilation, and some were infested with pests.	<u>Overcrowding</u> HMPPS, the PGD, and the Governor will continue to review operational capacity at HMP Pentonville in line with the framework for the certification of prisoner accommodation to reduce overcrowding where/if possible. <u>Prison cleanliness and decency</u> A deep clean programme has been launched, starting with staff areas and expanding to residential units. The newly temporarily appointed Head of Clean and Decent is overseeing this work, supported by the reintroduction of the CRED team (Clean, Rehabilitate, Enhance, Decent). Weekly SLT-led inspections are being conducted across all areas of the prison, with formal records maintained to support accountability and follow-up. A capital investment proposal has been submitted and approved by HMPPS Estates and MoJ Property, prioritising key infrastructure projects including: • Additional showers on G wing • Refurbishment of showers on C and F wings • Major drainage repairs • Mosque roof and ablutions upgrade	HMPSS. Governor Governor HMPPS Estates, MoJ Property & GFSL	Ongoing Complete Complete Jan. 2026 Dec. 2026 Dec. 2026 March 2026



		• Security improvements (biometrics) • Electrical resilience and window replacement The prison has introduced a new targeted pest control treatment. This includes the use of specialist cockroach-killing products and a revised cleaning protocol for high-risk areas. GFSL is working closely with residential staff to monitor effectiveness and ensure sustained results. A prison-wide audit of cell conditions was completed in August 2025, identifying issues with equipment, cleanliness, and maintenance. A monthly audit cycle is now in place to maintain standards and ensure consistency.	Governor and GFSL	March 2026 July 2026 December 2025
9	Many cell call bells were not answered within an acceptable time.	A new cell bell monitoring process has been implemented, with both overt and covert compliance checks conducted regularly. The local Safety Team reviews daily response reports, identifying any delays and escalating concerns to Heads of Residence. Weekly feedback is provided to residential managers, and response data is now a standing item at the Residential meeting, which is chaired by Head of Residence to ensure continued oversight.	Governor	Complete
			Governor	Complete
			Governor	Complete



10	Prisoners' attendance and punctuality at activities were too low.	<u>Prisoners Attendance</u>	Governor	Complete
		Job opportunities are being promoted across the prison to increase awareness and uptake.		
		A non-attendance tracker will be implemented to monitor patterns and challenge poor engagement, with data reviewed weekly by the Activities Hub.	Governor	December 2025
		<u>Punctuality</u>		
11	There were not sufficient accredited qualifications available to prisoners to recognise the skills they had developed in industries.	A review of the core day is being undertaken. This includes revised activity start times to ensure greater consistency and alignment across the establishment.	Governor	December 2025
		HMP Pentonville will reintroduce free flow, which is scheduled for November 2025 enabling smoother transitions between activities, reduce delays, and improve overall timekeeping.	Governor	December 2025
11	There were not sufficient accredited qualifications available to prisoners to recognise the skills they had developed in industries.	Five industries staff are currently undertaking the Certificate in Assessing Vocational Achievement (CAVA) qualification to ensure they are qualified to deliver accredited learning.	Governor	February 2026
		The External Quality Assessor (EQA) visit has now cleared all outstanding actions, allowing the Level 1 Recycling qualification to resume at the end of September.	Governor	Complete
		An Employment Skills Work (ESW) action plan is in place and reviewed monthly with the team. Q3 targets for Textiles have been reduced to support staff in focusing on workbook progress and developing quality assurance and qualifications.	Governor	Complete



		From October, two full days of English Speaking of Other Languages (ESOL) and English will be delivered in workshops. Additional support for internal verification and qualification setup has been arranged via Dynamic Purchasing System (DPS) and Education through the ADP	PeoplePlus	Complete
		The Level 1 Recycling qualification has been introduced, with steps underway to gain centre approval for Level 2. In areas where formal qualifications are not yet available, prisoners will continue to engage with progress-to-work booklets to support skill development and readiness.	Governor	December 2025
		Where qualifications are in place, Individual Development Plans (IDPs) will be used to personalise learning and track progress. IDPs are being rolled out across vocational areas, including XO Bikes and the Stillage Sorting Party, to ensure a consistent and structured approach to prisoner development.	Governor	January 2026
		A peer support visit is planned, after which a full review of British Institute of Cleaning Science (BICS) delivery will take place. This will help identify current gaps and inform the requirements needed for centre approval.	Governor	Complete
		In addition, there are plans to reintroduce the textile qualification, and further qualifications have already been approved for delivery in the print workshop, expanding the range of purposeful activity and accredited learning opportunities available to prisoners.	Governor	February 2026



12	The quality of education, skills and work was not consistently good.	The Education Provider has completed a Performance Improvement Action Plan (PIAP), which was signed and agreed by NOVUS, and will be reviewed in upcoming compliance and contract meetings.	People Plus & Governor	January 2026
		The Quality Improvement Group (QIG) meeting, which is chaired by Head of Employments has been re-established and is now active, with three sessions held focusing on target setting, Quality Assurance (QA) paperwork, and development planning. Self Assessment Report (SAR) and QIP are in place and have identified the need to strengthen QA processes within Employment Skills and Work (ESW).	Governor	Complete.
		QA tracker and plan have been implemented, and activities are now underway. QA paperwork has been standardised across ESW, and joint learning walks have been conducted with the Education Provider, including targeted walks in Functional Skills by the Head of ESW.	Governor and People Plus	Complete
		Training has been delivered on target setting within QIG, and two further sessions are scheduled to take place in 2026. A training plan aligned to the QIP is in place for both Education and Industries. To support quality improvement, Q3 targets for Textiles have been reduced to allow staff to focus on learner progress and workbook development.	Governor	January 2026
13	Prisoners' resettlement needs were not routinely identified on arrival. Referrals and signposting could not routinely take place, which hampered effective release planning.	<u>Early Needs Assessment</u> St Mungo's and Catch22 will be incorporated into the induction delivery to improve early engagement and support for	St Mungo's and Catch22.	January 2026



		prisoners, including those on remand, to identify housing, employment, education, and support needs from day one. Careers, Information, Advice and Guidance (CIAG) and Jobcentre services are now embedded within the Education Induction process to ensure early engagement and support. <u>Effective release planning</u> A tailored assessment process will be developed for remand prisoners to improve access to employment support, with early indications of success. The Prisoner Employment Lead (PEL) will be actively promoting the Employment Hub through wing-based pop-up sessions to increase prisoner awareness and engagement. A structured timetable of visits will be communicated to all wings. A recent partnership review between Jobcentre, PEL, and CIAG has identified targeted actions to strengthen joint working within the Employment Hub, particularly for prisoners within 12 weeks of release. CIAG involvement will increase as staffing levels improve. Monthly contract meetings have been implemented with CIAG provider to monitor performance in line with the contract	Governor Governor Governor Governor Governor	Complete March 2026 December 2026 March 2026 Completed
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