



HM Prison &
Probation Service

Action Plan: HMP Coldingley

Action Plan Submitted: 13 March 2026

A Response to the HMIP Inspection: 10 – 20 November 2025

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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.



		<p>The prison will initiate Challenge, Support and Intervention Plan (CSIP) processes for prolific users to challenge behaviours and support recovery through multidisciplinary reviews and interventions.</p> <p>As part of the strategic aim to reduce demand, the prison will promote health and wellbeing and maximise access to fresh air by creating a new access point to the unused exercise yard on E wing.</p> <p>As part of the strategic aim to reduce demand, the prison will trial a lunchtime running club for prisoners on the Incentivised Substance Free Living (ISFL) unit.</p>	<p>Governor</p> <p>MOJ Property Directorate</p> <p>Governor</p>	<p>June 2026</p> <p>March 2027</p> <p>April 2026</p>
2.	The living conditions on the older wings remained poor.	<p>The whole wing refurbishment programme will continue including the installation of in cell sanitation on the remaining wings. It is anticipated that C wing will re-open by December 2027.</p> <p>The toilet stack pipes on D wing will be replaced and re-routed outside the building to prevent leaks.</p>	<p>MoJ Property Services Director</p> <p>MoJ Property Services Director</p>	<p>December 2027</p> <p>June 2026</p>
3.	There was a lack of supervision and control on the residential	Daily management checks on staff patrols will be completed by Orderly Officers and	Governor	June 2026



	<p>units. Staff were too often not present on the landings, and they did not consistently challenge poor behaviour or rule breaking by prisoners.</p>	<p>Residential managers to ensure staff presence during periods of unlock. Findings from these checks will be addressed through line management processes.</p> <p>Publish expected standards of behaviour on all residential units.</p> <p>Training will be delivered to staff on ensuring that expected standards of behaviour are met, including rub-down searching to tackling possession of illicit items and dealing with prisoners under the influence.</p> <p>The operation of the incentives policy will be reviewed including through the implementation of monthly staff forums and an analysis of the use and effectiveness of negative entries in prisoner case notes. Conclusions to be briefed to all staff.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2026</p> <p>September 2026</p> <p>September 2026</p>
4.	<p>Attendance rates at work and education were not good enough.</p>	<p>Survey and focus groups will be conducted with unemployed prisoners to understand their motivation to attend work and any barriers or adjustments needed.</p>	<p>Governor</p>	<p>September 2026</p>



		<p>Efficiencies will be identified within the allocations process to ensure that the number of unassigned prisoners is minimised. This will be monitored through the weekly allocations meeting.</p> <p>A previously trialled attendance bonus scheme for prisoners in one workshop will be continued and expanded to other work areas, targeting those with low attendance such as the Print workshop.</p> <p>The Head of Reducing Reoffending and the Head of Residence will collaborate to analyse attendance trends in activity attendance. The analysis will be presented at the Senior Management Team Performance meeting in order to challenge performance issues.</p> <p>The education provider will recruit into critical vacancies such as English and Health and Safety.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Milton Keynes College</p>	<p>Complete</p> <p>June 2026</p> <p>June 2026</p> <p>December 2026</p>
5.	There were not enough education spaces for prisoners to study English and mathematics. Waiting lists for these subjects were too long	<p>Education provider to introduce “roll-on roll-off” approach for English and maths.</p> <p>Provider action plan to improve and support performance management of core</p>	<p>Milton Keynes College</p> <p>Milton Keynes College</p>	<p>June 2026</p> <p>September 2026</p>



	and too few prisoners successfully completed their qualifications.	<p>subject tutors will be implemented. This will include a planned programme of frequent observations and one to one meetings with tutors.</p> <p>The waiting lists will be reviewed to ensure that only those prisoners who require English and Maths provision are included.</p>	Governor	June 2026
6.	There were not enough opportunities for prisoners to demonstrate a reduction in risk and progress in their sentence. Too little structured offending behaviour work took place to challenge and robustly address prisoners' attitudes, thinking and behaviour. Offender behaviour programmes were not being delivered. Some prisoners were released without the specific interventions they needed.	<p>Increase bespoke one-to-one work, including the use of toolkits such as 'Choices and Changes', supported by improved staffing levels and gradually reducing caseloads.</p> <p>The Head of Offender Management Delivery (HOMD) will upskill Prison Offender Managers (POMs) so that they are able to deliver structured rehabilitative work to prisoners identified as priority need.</p> <p>Introduce the Building Choices programme, maintaining in advance of this a clear record of those assessed as having a priority level of need.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2026</p> <p>September 2026</p> <p>March 2027</p>
Key Concerns				
7.	The rate of serious prisoner-on-prisoner assaults was high. The	A review of investigation processes will be completed to ensure that they enable	Governor	September 2026



	quality of investigations was not sufficiently robust and undermined leaders' ability to take on learning.	<p>lessons to be learnt from all violent incidents and that root causes are identified.</p> <p>The prison will reinvest in the conflict resolution service for 2026- 2027.</p>	Governor	Complete
8.	The kitchen was in poor condition and the quality of the food was inconsistent. We observed some food being served which had not been fully cooked.	<p>The prison will resubmit a bid for large scale kitchen refurbishment in 2026-27.</p> <p>The prison will establish regular forums to discuss food provision, at least twice per year.</p> <p>Regular assurance checks on food at point of service which will be overseen by catering staff. This will include temperature checks.</p> <p>The hot food trolley used to convey food to G wing will be replaced.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2026</p> <p>June 2026</p> <p>June 2026</p> <p>June 2026</p>
9.	Prisoners participating in employment, skills and work did not receive sufficient guidance on the risks associated with radicalisation and extremism.	A manager from the Reducing Reoffending function will attend the monthly Pathfinder meetings with Security and will also engage with Security department about any specific concerns.	Governor	June 2026



	<p>Literature on radicalisation and extremism, including support available to prisoners, will be displayed in classrooms.</p> <p>All Education staff will be provided with a briefing regarding the risks associated with radicalisation and extremism and how to report them.</p>	Governor	June 2026
	<p>Future delivery of Prevent training will be directed to teaching staff.</p>	Governor	September 2026

