



HM Prison &
Probation Service

Action Plan: HMP Maidstone

Action Plan Submitted: 17 April 2026

A Response to the HMIP Inspection: 01 – 11 December 2025

Report Published: 23 March 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, 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: April 2026

ESTABLISHMENT: HMP Maidstone

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority Concerns				
1.	<p>Illicit drug use remained a significant concern. Weaknesses in physical and procedural security, such as insufficient gate security and minimal CCTV coverage, provided the opportunity for the entry and use of illicit drugs.</p>	<p>Prisons use a range of specialist equipment to intercept contraband, including X ray body and baggage scanners, detection dogs and drug trace detection equipment. Physical security, which includes CCTV, is our first line of defence against contraband smuggling into prisons, supported by multiple countermeasures and initiatives to tackle conveyance, including improved netting and grilles and dedicated search teams.</p> <p>Bids for various security-related projects across the site have been submitted. These projects encompass the upgrade and expansion of the CCTV system, replacement of cell windows, relocation of the gatehouse control room and repair of the perimeter and boundary walls.</p>	<p>HMPPS – Directorate of Security</p> <p>Governor</p>	<p>Ongoing</p> <p>Complete</p>



	<p>HMP Maidstone has fitted window grilles to a residential unit (since the inspection) to reduce the risk of illicit drug ingress. Subject to the resolution of some health and safety issues, this replacement programme will continue, to include all remaining accommodation.</p>	Governor	October 2026
	<p>A full CCTV survey has been completed as part of the national HMPPS/MoJ project. Installation of CCTV in two high risk areas will be implemented.</p>	Governor	June 2027
	<p>HMP Maidstone will increase the number of staff entry searches undertaken jointly with the Regional Dedicated Search Team. Entry processes will be subject to routine covert testing, with outcomes reviewed at the monthly Security Meeting and actions tracked to completion.</p>	Governor	June 2026
	<p>As part of the strategy to reduce demand, HMP Maidstone has reviewed and improved peer mentoring schemes, enabling trained prisoners to support their peers on their recovery journey.</p>	Governor	Complete
	<p>To increase focus and governance, Drug Strategy meetings will move from a</p>	Governor	August 2026



		<p>bi-monthly to monthly schedule with expanded membership, including Senior Leaders, partner agencies and middle management representation.</p> <p>HMP Maidstone will publish a revised Drug Strategy, including naloxone training for staff, aligned to the HMPPS Drug and Alcohol Operational Framework.</p> <p>The prison will apply for a dedicated Drug Strategy Lead to drive delivery, monitor progress and coordinate activity across “reduce demand, restrict supply and enable recovery.”</p> <p>HMP Maidstone will explore the feasibility of the introduction of an Incentive Substance Free Living (ISFL) unit.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>November 2026</p> <p>August 2026</p> <p>November 2026</p>
2.	<p>The physical living conditions were poor. Outdated buildings, inadequate electrical supply and obsolete windows undermined leaders’ efforts to keep the environment clean and decent.</p>	<p>Projects to replace a main residential unit’s showers, alongside infrastructure upgrades to the heating and water supplies, are in development. In addition, bids have been submitted for the replacement of cell windows across the site, the replacement of wooden cell doors, and the replacement of the flat roofs on the Chapel, Sports Hall</p>	<p>Governor</p>	<p>Complete</p>



		<p>and Laundry building. HMPPS must prioritise works very carefully to make best use of that funding, focusing on risk to life and risk to capacity and decency.</p> <p>A full survey will be conducted on all the cell windows, those identified as most in need of repair will be prioritised for replacement once the project begins.</p> <p>A replacement window programme will be undertaken on one of our main residential units.</p> <p>HMP Maidstone will request a review of the site's current electrical capacity. This survey will focus on the potential for upgrading the current systems to support higher powered, long-lasting catering equipment to install and improve the current facilities for prisoner use. This will be discussed and monitored through our meetings with Government facilities department.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>September 2026</p> <p>December 2027</p> <p>October 2026</p>
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3.	Professional interpreting services were not used enough across all departments, even though the equipment and resources were available.	<p>HMP Maidstone ensures that all prisoners who require language support are consistently identified at the point of reception, with an interpretation alert added to their digital record on completion of their first night assessment. This enables all departments to immediately recognise when professional interpreting services are required for risk-critical processes.</p> <p>To support staff in using interpreting services reliably, HMP Maidstone will introduce a standardised information card containing the telephone number for the approved interpretation provider. This will be issued to all current staff and included within the induction pack for new starters. Expectations will be set around when professional interpreting services must be used, with emphasis on ACCT reviews, adjudications, and keywork sessions</p> <p>Use of interpreting services will be monitored and reviewed at the Financial Governance Meeting. This will allow ongoing monitoring of use and agree targeted interventions where required.</p>	Governor	Complete
			Governor	July 2026
			Governor	Complete



4.	Release planning was not robust, partly because Home Office decisions on removal or release were not made in time. The resettlement needs of prisoners coming up for release were not always reviewed, and key issues were not escalated soon enough.	The current Interdepartmental Risk Management Meeting (IRMM) has been reviewed and updated with a new Terms of Reference (TOR). This meeting will now be titled the Risk Management and Release Planning Board (RMRP). This will be a monthly meeting.	Governor	August 2026
		The RMRP will review all prisoners two months prior to Conditional Release Date (CRD). All departments will be sent a request for information, with tailored questions relevant to that particular department. Responses will be measured, tracked and collated by the newly appointed RMRP Administrative Officer.	Governor	August 2026

Key Concerns

5.	There were not enough opportunities for prisoners to complete risk reduction work before their release. There were still no accredited programmes at the prison, prisoners were transferred in with outstanding risk reduction work on their sentence plan, and staff shortages meant there was very	HMP Maidstone has developed and are looking to implement imminently a targeted non-accredited Toolkit intervention titled ' <i>Beyond Today</i> ', designed specifically for Foreign National prisoners seeking to remain in the UK and progress towards Category D status and Release on Temporary Licence (ROTL).	Governor	June 2026
		Since the inspection HMP Maidstone has increased Probation staffing from one to	Governor	Complete



	little one-to-one work to mitigate this.	three Probation Officers and one Probation Service Officer. In addition, each Probation Officer has a dedicated coworking Prisoner Offender Manager (POM) to support intervention with high-risk cases allowing the Probation Officer to increase the one-to-one work with prisoners.		
6.	Reception and early days arrangements required improvement. Prisoners' basic needs were not always met on their first night, and their induction was not well organised.	<p>HMP Maidstone has appointed a dedicated Supervising Officer to oversee the first night process.</p> <p>This new role will include reviewing the current First Nights and Induction policy and process.</p> <p>The current induction presentation will be reviewed and updated, which will be translated into the top 10 languages and made readily available for distribution.</p> <p>The rooms within reception will be reviewed, restructured, and refitted with new furniture to provide a welcoming environment for prisoners who are awaiting their healthcare and first night interviews.</p> <p>Clothing and hygiene packs will be made available for prisoners to access to ensure</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>September 2026</p> <p>August 2026</p> <p>October 2026</p> <p>July 2026</p>



		<p>that basic entitlements are met. This will be measured through orders, daily holding room checks, and feedback from prisoners and staff.</p> <p>A full refresh of Reception will be conducted to ensure all necessary information is available for prisoners upon reception in a range of languages.</p> <p>HMP Maidstone will create and rollout a local training package specifically for Officers and Peer Mentors within Reception and First Nights. This local package will be tailored specifically to the population and cultural diversities within HMP Maidstone to ensure all risk and triggers are identified.</p> <p>A revised quality assurance process will be implemented to assess not only the first night interview but the full induction journey. This will ensure that individual needs are consistently identified and met, and that appropriate translation and interpretation services are used where required. All prisoners identified as Little English Spoken will be Quality Assured by the CM and then a dip test of 10% will be</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>July 2026</p> <p>October 2026</p> <p>October 2026</p>
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		<p>conducted by the Head of Function. Quality assurance findings and actions will be recorded, themes monitored, and actions tracked monthly and reported through the SLT report.</p>		
7.	<p>There had been three self-inflicted deaths since the previous inspection. Although the level of self-harm was low, there were weaknesses in the support of those at risk, and in the investigation of serious self-harm incidents in order to learn lessons.</p>	<p>All incidents of prisoner self-harm will be reviewed during the Safer Custody morning triage. During this triage, a manager will determine whether the incident requires an internal investigation to identify any learning.</p> <p>Any incident of serious self-harm that results in a prisoner attending an outside hospital will automatically be subject to an investigation. All serious self-harm investigations will be signed off by the Head of Safety and counter signed by the Governor to give assurance surrounding quality. All decisions and outcomes will be recorded on the Safer Custody triage form and any learning shared at the weekly Safety Intervention Meeting.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p>
8.	<p>Prisoners did not have sufficient access to legal advice, information or representation.</p>	<p>Foreign National Offender (FNO) prisoners at HMP Maidstone are issued with the relevant legal aid memoranda and immigration information as soon as an</p>	<p>Governor</p>	<p>Complete</p>



		support activity from external agencies, with monthly reporting to the Senior Leadership Team (SLT). This will include additional signposting to external partners, including Kent Refugee Charity		
9.	Oversight of the healthcare provision was inadequate. There were, for example, failings in risk management, incident reporting and safeguarding. Health partnership meetings lead to few practical outcomes and there was no meaningful development plan.	<p>To strengthen clinical governance and ensure robust oversight of healthcare provision, HMP Maidstone will redesign and formalise the structure and operation of the Local Delivery Board (LDB) and Quality Board.</p> <p>A revised governance framework will be implemented, including:</p> <ul style="list-style-type: none"> • A full review of the agenda, Terms of Reference and required standing items to ensure systematic monitoring of risk management, incident reporting, safeguarding, complaints, and patient experience. • Meetings will be held monthly and chaired by the Governor, ensuring senior oversight and direct accountability. • Healthcare data, including safeguarding referrals, near misses, clinical incidents and learning 	Governor / Oxleas	October 2026



		<p>events will be discussed to identify themes and targeted intervention.</p> <ul style="list-style-type: none"> • Progress will be reviewed at each meeting, with missed milestones triggering escalation to the Senior Leadership Team. 		
10.	Patients needing high intensity therapy for trauma waited too long.	<p>HMP Maidstone has introduced a phased trauma-treatment pathway. This ensures that, before being placed on the high-intensity waiting list, all prisoners receive an initial psychological intervention aimed at reducing acute trauma symptoms.</p> <p>Clinical capacity has been increased, with three trained clinicians now delivering high-intensity trauma therapy.</p> <p>A structured 12-weekly waiting-list review process is in place. Each review assesses clinical need and risk, allowing patients to move up the waiting list where their presentation indicates higher urgency.</p> <p>To further increase treatment availability, HMP Maidstone is developing additional high-intensity, group-based trauma interventions so that more prisoners can</p>	<p>Oxleas</p> <p>Oxleas</p> <p>Oxleas</p> <p>Oxleas</p>	<p>September 2026</p> <p>Complete</p> <p>September 2026</p> <p>September 2026</p>



		access support without delay. This will be monitored through the local delivery board with data on waiting lists and times.		
11.	In industrial workshops, leaders had not monitored prisoners' progress or recognised learning effectively. Opportunities for developing employability, English, and mathematics skills were too limited, which restricted prisoners' ability to build skills and achieve meaningful outcomes.	<p>Head of Education, Skills and Work will work with each workshop to review current practice, improve tracking of progression and qualifications, and support instructors to routinely embed English and Maths into daily activity. Progress will be evidenced through 'Progress in Workbooks' and supported by monthly dip tests, which will be conducted by the Head of Education, Skills and Work to provide assurance and highlight where additional support is needed.</p> <p>Monthly assurance meetings will be introduced that focus on one workshop at a time with clear action plans, RAG-rated tracking and monthly follow-ups. Head of ESW and their managers, will conduct regular learning walks to check consistency, observe practice, and provide real-time feedback.</p> <p>All progress, quality indicators, attendance, allocation and outcomes will be reviewed through Quality Improvement Group</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>December 2026</p> <p>December 2026</p> <p>December 2026</p>



	<p>the new skills they needed to develop.</p>	<p>aspirations are accurately captured and used to inform fair and purposeful allocation to work and education.</p> <p>Advisors will complete termly reviews to update plans, track progress and identify barriers such as language needs or gaps in accreditation. Assurance activity will also include regular learning walks to monitor the quality and consistency of CIAG delivery. Findings from all assurance processes will be used to refine pathways, ensure sequencing is purposeful, and secure meaningful progression across the regime</p>	<p>Governor</p>	<p>December 2026</p>
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