



HM Prison &
Probation Service

Action Plan: HMP Onley

Action Plan Submitted: 9 September 2025

A Response to the HMIP Inspection: 6–22 May 2025

Report Published: 4th August 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: HMIP REPORT

ESTABLISHMENT: HMP ONLEY

| 1. Rec No | 2. Concerns | 3. Response Action Taken/Planned | 4. Responsible Owner | 5. Target Date |
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| Priority concerns | | | | |
| 1 | Illicit drug use remained a significant concern, driving debt, violence and self-harm. Weaknesses in physical security and insufficient purposeful activity increased boredom and vulnerability, while the lack of regular and meaningful drug strategy meetings meant that these links were not fully addressed. | <p>HMP Onley have submitted bids for window replacement for A to E and G & H wings to reduce the risk of ingress of illicit drugs through improvements to windows and exercise yards.</p> <p>HMP Onley are undertaking a comprehensive CCTV and lighting survey to pinpoint areas where poor illumination may allow packages to be delivered undetected. Enhancing lighting in these zones will improve visibility for patrols and surveillance, while upgraded CCTV coverage will ensure clearer footage and broader monitoring capabilities. Together, these improvements will significantly bolster evidence-gathering efforts and increase the likelihood of securing convictions. CCTV Site Wide Reconfiguration and replacement is currently awaiting quotes to progress with this work.</p> <p>HMP Onley will implement a suite of structured therapeutic programmes, including Cognitive Behavioural Therapy (CBT), Medication-Assisted Treatment (MAT), and peer-led recovery initiatives. This approach will encompass both one-to-one counselling and group-based interventions such as SMART Recovery and the Stepping Stones 12-step model, empowering individuals to build resilience against relapse.</p> <p>HMP Onley will introduce peer mentoring schemes, enabling trained prisoners to support their peers along the recovery journey to foster a culture of shared strength, accountability, and mutual encouragement. Mentors will have individual development plans that will evidence the prisoner start points and progression made,</p> | <p>Governor</p> <p>Governor/HMPPS National Services – Estates</p> <p>Governor</p> <p>Governor</p> | <p>Complete</p> <p>March 2026</p> <p>January 2026</p> <p>January 2026</p> |



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| | | <p>they will be set targets that they will need to achieve in order to show development within their role.</p> <p>Drug strategy meetings are now held monthly and are chaired by the Deputy Governor. These will be further improved with more focus.</p> <p>HMP Onley will publish a revised Drug Strategy that includes naloxone training for prisoners to prevent opioid overdoses upon release, ensuring continued safety beyond prison walls.</p> <p>HMP Onley will recruit a dedicated Drug Strategy Lead to provide governance and drive forward the drug strategy which will contain a cohesive plan to enable recovery, reduce demand and restrict supply, in line with the HMPPS Drug and Alcohol Operational Framework.</p> <p>HMP Onley will relocate the Incentive Substance Free Living (ISFL) wing to a more suited location and refurbish the facilities to encourage prisoners' engagement with staying drug free. HMP Onley will introduce a fit for purpose ISFL regime alongside this initiative to foster prisoners' engagement. Engagement will be measured by drug testing and evidencing that prisoners have reduced their reliance on substance misuse. The regime will be measured by how prisoners are re-engaging back into the community, work, education, and soft skills will be measured through key work sessions and individual development plans</p> | <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> | <p>Complete</p> <p>December 2025</p> <p>December 2025</p> <p>April 2026</p> |
| 2 | <p>The rate of use of force was high and oversight was weak. Staff did not always wear or turn on their body-worn cameras, and leaders did not routinely review restraint incidents.</p> | <p>The backlog of incident reviews has been completed with feedback given to staff where relevant.</p> <p>Minutes are now made of the weekly use of force meeting with action completion being monitored by Head of Safety. Improvement will be measured and monitored through the Power BI tool as well as performance hub. Comparators will also be assessed and evidenced in monthly strategic meetings as well as via a monthly SLT Report.</p> | <p>Governor</p> <p>Governor</p> | <p>Complete</p> <p>Complete</p> |



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| | | <p>Advice and guidance are now provided to staff who do not activate cameras during incidents, with repeat non-compliance being manage through performance policies. Should concerns be raised during the use of force debrief interview, this is reviewed by Head of Safety or their deputy within 48hrs. Body-worn video camera (BWVC) data for capturing incidents is logged at the monthly meeting. An improvement in data will evidence progress.</p> | Governor | Complete |
| | | <p>HMP Onley will advise operational staff via a notice and full staff briefing about the importance of wearing and deploying BWVCs. This message will be reinforced periodically at the daily morning operational briefing.</p> | Governor | October 2025 |
| 3 | Staff did not routinely address men's legitimate day-to-day concerns, resulting in overuse of the application and complaint systems, and frustration for prisoners. | <p>Custodial Managers have moved from their central office back to residential wings to provide visible management presence on wings.</p> <p>HMP Onley will reintroduce Supervising Officers in five areas of the prison to support the prison priorities of staff support and guidance, improving attendance at activity and dealing with prisoner frustrations and concerns at their earliest level. The areas will initially be A wing, ISFL, J wing, H wing and Reception.</p> <p>An electronic tracking system for general applications will be created to improve prisoners trust in the process and work towards reducing complaints and DIRFs. This will enable the establishment to log and track the progress of all application submitted, including when and who has responded to the application.</p> <p>Custodial Managers and Supervising Officers will be reminded about the importance of procedurally just actions and behaviours through briefings by Heads of Residence during touchpoint meetings. Procedurally just behaviour is critical for building trust and increasing the legitimacy of staff.</p> | <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> | <p>Complete</p> <p>October 2025</p> <p>September 2025</p> <p>October 2025</p> |



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| | | <p>The number of complaints and applications will be reviewed after three months to consider the impact of this intervention.</p> <p>Prison Officers will be reminded about their responsibilities to resolve low level prisoner matters through monthly residential team forums and a staff information notice.</p> <p>The new revised Prison Officer Guides will be provided electronically to all staff and that a copy is available on all wings. The Prison Officer guides are designed to support staff in dealing with most common prison queries and will support the relatively inexperienced staff group should they have any process queries, therefore reducing prisoner frustrations.</p> | <p>Governor</p> <p>Governor</p> <p>Governor</p> | <p>January 2026</p> <p>October 2025</p> <p>October 2025</p> |
| 4 | <p>The mental health service did not meet the needs of the population. There were insufficient staff to deliver a full range of interventions and there was no psychology input. The oversight and governance of the service were weak.</p> | <p>The Commissioning manager will request the provider, PPG to develop a recruitment action plan for mental health services. The aim of the recruitment action plan is to provide NHSE with assurance and a method of auditing progress in recruiting the vacancies within the mental health team. The recruitment action plan will be reviewed at both the contract review meetings and the Local delivery board.</p> <p>The team have been successful in recruiting to the mental health team and now only have a vacancy for the psychologist and the assistant psychologist. The provider has readjusted the job description for the psychologist to make the post more sustainable. The desired outcomes will be an increase of permanent staff by end of Quarter 3 2025 including the appointment of a psychologist.</p> <p>A new booking system has been introduced to monitor the number of scheduled ACCT reviews each day to support the workload of the mental health team.</p> | <p>NHSE/PPG</p> <p>NHSE/PPG</p> <p>Governor</p> | <p>December 2025</p> <p>December 2025</p> <p>Complete</p> |



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| | | HMP Onley will review the agenda and Terms of Reference (ToR) of the Local Delivery Board meetings. HMP Onley will republish the TOR and remind people of their expectations. | Governor | September 2025 |
| 5 | There were insufficient activity places to meet the needs of a training prison, and too few opportunities for prisoners to develop relevant knowledge and skills. The allocations process was not effective in making sure that prisoners accessed their choice of activity. There were too few roles in vocational training and waiting lists were too long. Approximately a quarter of the prisoners were unemployed. | <p>The local industries team will review the purpose and impact of underused spaces, a report will be produced. The aim is to repurpose areas to create new, meaningful job roles aligned to employability and resettlement.</p> <p>HMP Onley have recently introduced pay and reward recognition initiatives. A review will be completed to consider the effectiveness of this initiative and whether attendance has increased, evaluate outcomes of allocation meetings and the reasons for any poor attendance and to find solutions to these issues.</p> | <p>Governor</p> <p>Governor</p> | <p>November 2025</p> <p>November 2025</p> |
| 6 | Governance of the offender management unit was not good enough and this had had a significant impact on prisoner outcomes. There was insufficient contact between prisoners and their offender manager and too many either did not have a sentence plan or were unable to complete the set objectives within it. | <p>HMP Onley have reviewed the quality assurance process in place regarding prisoners' induction and first Prisoner Offender Manager (POM) contact. The frequency of the quality assurance checks has increased from quarterly to bi-monthly to improve the timeliness of feedback to POMs in order to improve the quality of sessions. A review of sessions in June and July 2025, evidences an improvement in induction and first contact frequency and timeliness.</p> <p>HMP Onley have set out expectations that Prisoner Offender Manager (POM) and prisoner contact should be 6 monthly as a minimum, and all POMs have been briefed about this. This is monitored monthly by the Head of Offender Management Services (HoOM(S) and if improvement is seen, monitoring will be reduced to bi-monthly.</p> <p>Information will be shared with Key Workers via the Knowledge Hub, including Prisoner induction booklet, which will updated by the end of September 2025) which will advise on Key Work including when and why to contact POM's, Imprisonment for Public</p> | <p>Governor</p> <p>Governor</p> <p>Governor</p> | <p>Complete</p> <p>Complete</p> <p>September 2025</p> |



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| | | <p>Protection (IPP's), Home Detention Curfew (HDC) and recall. Information will also be provided within the Keyworker Hub room.</p> <p>HMP Onley have reviewed the staffing structure in OMU, with a planned increase in non-operational POMs and a reduction in operational grades to increase efficiencies and productivity. Changes will take place in October 2025 following recruitment of new non-operational grades.</p> <p>HMP Onley will reach out to the OASys Taskforce, part of the Operational Implementation and Support Group for support around the completion of sentence plans from sending prisons and to identify areas of good practice.</p> <p>HMP Onley will make progress on addressing the backlog of overdue sentence plans and are committed to completing the sentence planning process for new arrivals within 6 weeks and 5% will be assured by the Head of Offender Management.</p> | <p>Governor</p> <p>Governor</p> <p>Governor</p> | <p>November 2025</p> <p>October 2025</p> <p>November 2025</p> |
| Key concerns | | | | |
| 7 | <p>Staff support for prisoners was sometimes lacking in care. Not all new arrivals had a prompt induction to help them settle in, many stayed on the induction wing for too long, with little contact from staff, and interpreting services were not always used when needed.</p> | <p>Induction material will be translated into the top five languages in relation to the population, with further languages being available through the Foreign National Officer and by utilising Language Line for interviews/requests for documentation translation.</p> <p>As part of the reintroduction of Supervising Officers, HMP Onley will prioritise H wing and Reception and a focus on early days in custody to support staff in managing induction appropriately. Having regular additional staff supervision and support will ensure that inductions are run effectively and prisoners are moved carefully and efficiently through the first night processes to support access to rehabilitative services.</p> | <p>Governor</p> <p>Governor</p> | <p>October 2025</p> <p>December 2025</p> |



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| | | HMP Onley will review the induction timetable to ensure that the material and delivery time is appropriate and supports prisoners moving into activity. | Governor | October 2025 |
| | | HMP Onley have reviewed the Early Days in Custody processes with additional support from regional experts. A further review to track progress will be completed in December 2025 | Governor | December 2025 |
| 8 | Some prisoners with protected characteristics experienced worse outcomes, and this was not always properly explored or responded to. Some needs, particularly among disabled and foreign national prisoners, went unmet. | The newly appointed Foreign National Officer works closely with the Equalities Advisor to complete forums and identify foreign national prisoner needs. Foreign National prisoner forums occur quarterly and the first was completed in August 2025. An Equalities Advisor has been appointed. and will be upskilled on all elements of performance and equalities monitoring tools. The Equalities Advisor will lead on ensuring Protected Characteristic forums are completed quarterly and chaired as required, especially when worse outcomes are experienced, as informed by the monitoring tool and monthly equalities meeting data. | Governor Governor | Complete December 2025 |
| 9 | The high levels of non-attendance contributed to excessive waits to see the dentist. | The attendance of the dentist will be reviewed at the contract review meetings and monitored closely through the quality schedules submissions. The dental session provision has recently been increased. The non-attendance rates will be reviewed and discussed at the newly formed local delivery board. The Healthcare and custodial team will work in partnership to enable prisoners to attend dental appointments. HMP Onley have reviewed the appointment processes for prisoners attending dentist appointments. Prisoners booked to see the dentist attend Healthcare immediately, to avoid being delayed by roll checks. This has improved dentist appointment attendance. | NHSE/PPG/HMPPS Governor | December 2025 Complete |



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| 10 | Attendance in education, skills and work was too low and punctuality in vocational subjects and workshops was poor. | <p>HMP Onley will continue looking at patterns of non-attendance and lateness by individual, wing, and activity type. A monthly report will be produced to identify barriers (e.g. movements, scheduling conflicts, disengagement). Since this daily and monthly focus, there has been an improvement in attendance at work.</p> <p>HMP Onley have recently introduced pay and reward recognition initiatives. A review will be completed to consider the effectiveness of this initiative and whether attendance has increased, evaluate outcomes of allocation meetings and the reasons for any poor attendance and to find solutions to these issues.</p> <p>HMP Onley will continue daily briefings with residential, industries and activities to reinforce expectations and resolve operational blockers.</p> <p>HMP Onley will develop a clear message and vision around the purpose of education and work, and ensure prisoners understand the consequences of non-attendance. This will be published via prisoner forums and SIN/PIN. HMP Onley has reviewed the Tier 2 activity and education provision, offering a more holistic curriculum which aims to motivate and encourage attendance.</p> | <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> | <p>Complete</p> <p>November 2025</p> <p>Complete</p> <p>October 2025</p> |
| 11 | Leaders and managers had only recently developed a reading strategy, and the implementation was in the very early stages. Prisoners who struggled to read were not supported well enough to develop their skills. Prisoners who could not speak English did not | <p>Initial diagnostics and referrals to Reading Champions are now in place during prisoner induction.</p> <p>HMP Onley are developing a quarterly reading review for each learner, allowing tutors and Reading Champions to measure and report progress over time. HMP Onley will deliver a second wave of Reading Champion training to ensure coverage across all wings.</p> | <p>Governor</p> <p>Governor</p> | <p>Complete</p> <p>October 2025</p> |



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| | receive support from tutors in education, skills and work to improve their language skills. | <p>HMP Onley will formalise the peer mentor offer with a progression route and reward system, linking it to accredited peer support qualifications.</p> <p>Over the next quarter, HMP Onley will work with workshop instructors to integrate reading tasks into work activities — such as stock taking, safety checks, and job cards — helping develop real-world reading skills.</p> <p>While English for Speakers of Other Languages (ESOL) groups are not currently part of the Annual Delivery Plan, HMP Onley are actively reviewing curriculum drop-in sessions using outreach staff and the Foreign National Officer resources, with a view to building formalised ESOL groups if demand continues to grow.</p> <p>HMP Onley will launch a 'Read to Lead' campaign across education and wings, including reading challenges, learner-led book reviews, and guest reading sessions. This will coincide with national literacy events and help further embed a reading-positive culture.</p> | Governor | October 2025 |
| | | | Governor | March 2026 |
| | | | Governor | December 2025 |
| 12 | Too many prisoners in wing work roles and workshops were not able to develop relevant workplace skills. | <p>The local industries team will review the purpose and impact of underused spaces, a report will be produced. The aim is to repurpose areas to create new, meaningful job roles aligned to employability and resettlement.</p> <p>HMP Onley will embed accredited units (e.g. Industrial Cleaning L1, Manual Handling, COSHH) into current job roles where possible and explore delivering employability skills directly in workshop areas.</p> <p>HMP Onley will conduct a review of all wing-based and workshop job descriptions to ensure they clearly outline the skills being developed. HMP Onley will map these to employability outcomes and sentence planning targets.</p> | Governor | November 2025 |
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| | | HMP Onley will build a framework to allow experienced prisoners to mentor others in workplace settings, helping to raise expectations, improve standards, and provide progression opportunities. | Governor | October 2025 |
| 13 | There were weaknesses in public protection arrangements. Attendance at the interdepartmental risk management team meeting was inconsistent and new arrivals were not screened, which caused delays to any potential monitoring needed. | <p>HMP Onley has recirculated the Terms of Reference for the Interdepartmental Risk Management Team (IRMT) meeting to ensure that everyone is aware of their participation and required contributions. Having trialled the meeting via teams, HMP Onley has committed to this going forward to improve outcomes and attendance.</p> <p>There is a recovery plan in place to clear the backlog of initial screening through additional resource in OMU.</p> <p>The HoOM(S) has introduced an assurance process to ensure completion of screening in a timely manner, with any non-compliance being identified and managed. The assurance process highlights any cases that are at risk of non-compliance and the HoOM(S) will redeploy resources to ensure that the deadlines are met.</p> | <p>Governor</p> <p>Governor</p> <p>Governor</p> | <p>Complete</p> <p>October 2025</p> <p>Complete</p> |

