



HM Prison &
Probation Service

Action Plan: HMP Bullingdon

Action Plan Submitted: 24 November 2025

A Response to the HMIP Inspection: 28 July to 7 August 2025

Report Published: 27 October 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, which 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 BULLINGDON

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority concerns				
1	<p>Weaknesses in physical security allowed large quantities of illicit drugs to be delivered by drones. The availability of drugs was driving an increase in violence. The mandatory drug testing positive rate was among the highest for this type of prison.</p>	<p>HMP Bullingdon has revised its Safety Strategy to adopt a whole-prison approach aimed at reducing the availability of illicit substances and mitigating their impact on prisoner bullying and debt. This has resulted in enhanced collaboration between the Security, Safety and Drug Strategy departments. Increased monitoring and accountability have been introduced via a fortnightly Tripartite Tasking Team (TTT) meeting, chaired by the Deputy Governor.</p>	Governor	Complete
		<p>HMP Bullingdon is actively partnering with Thames Valley Police and has implemented pro-active intelligence led responses to disrupt drone-related drug ingress. In addition, HMP Bullingdon has used intelligence and data to increase staffing resource at high-risk periods.</p>	Governor	Complete
		<p>Since the inspection, the Dedicated Searching Team (DST) has been deployed more frequently to conduct intelligence led searches. HMP Bullingdon has also invested in its own mobile phone telephone detection equipment and has upskilled staff in deployment and use.</p>	Governor	Complete



		<p>HMP Bullingdon has submitted bids to replace cell windows to reduce opportunities for trafficking illicit items. The issue of drone incursions has also been escalated to the National Prisons Security Team to seek further support in managing incidents and preventing ingress. Additional bids for anti-drone netting are being progressed.</p>	Governor	Complete
		<p>HMP Bullingdon will collaborate with the National Safety Team to review and renew the current Debt Strategy, with a focus on identifying and understanding the key drivers contributing to prisoner debt.</p>	Governor	March 2026
2	Staff–prisoner relationships were not good enough and key work was too limited.	<p>HMP Bullingdon has deployed the Standards Coaching Team to work alongside the two Colleague Mentors to provide coaching, mentoring for frontline staff and improve the confidence and competence of managers and leaders to ensure basic requests can be dealt with quickly and effectively. These improved working practices will help to ease prisoner frustration and improve staff and prisoner relationships.</p> <p>HMP Bullingdon will ensure improvements are embedded by utilising the following measures:</p> <ul style="list-style-type: none"> Prisoner Council Meetings: Feedback will be gathered and tracked via a rolling agenda item to ensure ongoing engagement and visibility. 	Governor	Complete
			Governor	Complete



		<ul style="list-style-type: none"> Complaints Data: Trends and themes from complaints will be monitored to identify areas for improvement. Prisoner applications: The applications made via Launchpad in cell laptops will be subject to monitoring to assure responses are timely and procedurally just. Senior Leadership Oversight: All data related to complaints and applications will be reviewed and discussed at the monthly Senior Leadership Team (SLT) meetings to inform decision-making and drive continuous improvement. <p>To further improve staff- prisoner relationships HMP Bullingdon will:</p> <ul style="list-style-type: none"> Respond to evidence based best practice by providing Procedural Justice training to improve staff / prisoner relationships. Revise and implement the People Plan and People Strategy to enhance support and training provisions for the large proportion of inexperienced staff. <p>HMP Bullingdon will revise and update the keywork strategy to prioritise delivery for the most vulnerable prisoners and strengthen staff and prisoner relationships. Residential Custodial Managers will lead quality assurance, with the Head of Residence conducting a 10%</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>June 2026</p> <p>March 2026</p> <p>March 2026</p>
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		dip test of case notes. Progress will be monitored at the monthly training meeting chaired by the Deputy Governor.		
3	<p>The health partnership had failed to address several longstanding issues which had an impact on patient safety and the delivery of some services. For example, there was still no supervision at medication hatches, there were no meaningful development plans to drive improvement and local health care leaders did not have sufficient visibility or oversight to challenge poor standards.</p>	<p>HMP Bullingdon has reviewed the membership of the Local Delivery Quality Board (LDQB), along with its agenda, to ensure a more action-focused approach. The Governor now chairs this to promote attendance from all required partners. All actions from this Board are now escalated to the Partnership Board for oversight and accountability to drive improvement.</p> <p>The Head of Healthcare and the Operational Manager (Governor healthcare link) have developed a local operational procedure to improve the supervision of medication dispensary hatches. Staff training and oversight is ongoing to ensure the procedure is embedded effectively</p> <p>NHS England (NHSE) in partnership with Practice Plus Group Health and Rehabilitation Services (PPG) through contract review governance will:</p> <ul style="list-style-type: none"> Identify senior healthcare leads to provide greater oversight within each service area which will include the implementation of a monthly quality assurance programme by healthcare leaders. 	<p>Governor</p> <p>Governor</p> <p>Head of Healthcare</p>	<p>Complete</p> <p>March 2025</p> <p>December 2025</p>



		<ul style="list-style-type: none"> • Ensure performance information is shared at the monthly Local Delivery Quality Board (LDQB) on staffing, incidents, complaints, training compliance. • Report staffing levels, inclusive of agency staff and share the recruitment action plan with the to the LDQB. • Review the workforce model utilising the recently refreshed Health and Social Care Needs Assessment (HSCNA) and implement improvements to address the recent HM Inspectorate of Prison and Care Quality Commission recommendations. 	<p>Head of Healthcare & Governor</p> <p>Head of Healthcare</p> <p>Practice Plus Group</p>	<p>December 2025</p> <p>December 2025</p> <p>February 2026</p>
4	Time unlocked was too limited and too few prisoners had anything meaningful to occupy them.	<p>HMP Bullingdon has taken immediate steps, to maximise the core day by ensuring prisoners are locked/unlocked in accordance with the published core day timings.</p> <p>The Governance of the weekly Regime Management Plan (RMP) meeting, chaired by the Head of Business Assurance has been strengthened. This has included the addition of a Custodial Manager who has operational, day-to-day oversight of the regime to ensure the prison is delivering the regime as planned and as outlined in the RMP.</p> <p>In line with the Future Regime Design work, more purposeful on wing activity will be introduced which will include Education Reading Groups, supported by the</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>June 2026</p>



		Shannon Trust with teacher representatives on each wing to help promote and encourage activity and education attendance.		
5	The education and training curriculum did not meet the career goals of prisoners or the needs of the large proportion of unsentenced prisoners with very short stays at the prison.	<p>In October 2025 HMP Bullingdon published a new Annual Delivery Plan (ADP) which is underpinned by a robust needs analysis and provides a curriculum, which embeds digital skills training, delivered by Milton Keynes College (MKC) that is aligned with prisoners' career goals and the needs of unsentenced individuals. Progress with this plan will be monitored through the monthly Education Performance Meeting (EPM), co-chaired by the Head of Education, Skills and Work and the Head of Reducing Reoffending.</p> <p>HMP Bullingdon in partnership with contracted providers and Milton Keynes College, will introduce new courses in the next three months which include:</p> <ul style="list-style-type: none"> • Stepping stones, short, unitised English and Maths qualifications aimed at short stay prisoners. • Personal development courses funded by CFO Evolution. • DPS Music Academy courses. • Nat West social value no-cost 'Financial Foundations' courses. • Self-employment courses planned for January 2026 funded by South Central Probation Region. 	Governor	Complete
			Governor, Milton Keynes College & other partners.	January 2026



6	<p>There were significant weaknesses in the prison's understanding, management, and oversight of public protection arrangements.</p>	<p>HMP Bullingdon has improved the Interdepartmental Risk Management Meeting (IRMM), which is now chaired by the Deputy Governor, to ensure the Prison Public Protection Policy Framework is embedded.</p> <p>Since the inspection, HMP Bullingdon has strengthened its approach to public protection, by increasing the frequency of the Public Protection Steering Group (PPSG) meetings to bi-monthly to provide enhanced assurance. Key areas of focus at this meeting include:</p> <ul style="list-style-type: none"> • Clearing backlogs in the screening of new arrivals. • Establishing accurate tracking of prisoners who pose a risk to children. • Improving the application and understanding of contact restrictions, including mail and phone monitoring. • Ensuring consistent implementation of public protection measures across all department, setting clear expectations and prioritising engagement with the Multi-Agency Public Protection Arrangements (MAPPA). <p>Progress on these key areas will subject to continued monitoring during the weekly performance meeting to provide ongoing assurance.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p>
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Key concerns				
7	Use of force was not always a last resort, and some incidents lacked evidence of de-escalation.	The Use of Force Coordinator at HMP Bullingdon now reviews every single Use of Force incident, ensuring a robust and consistent approach to oversight. Reviews focus on improving the quality and consistency of documentation, and on reinforcing the use of Body Worn Video Cameras, ensuring they are activated at the earliest possible opportunity. The Head of Safety, maintains strategic oversight through the monthly Use of Force Meeting which is chaired by the Governor to drive continuous improvement	Governor	Complete
		HMP Bullingdon has introduced a weekly Use of Force Scrutiny meeting for new starters which is used to review footage of recent use of force incidents to support operational learning and development.	Governor	Complete
		Insights and learning taken from the Use of Force meeting are shared at the monthly Learning and Development Meeting, at which the panel agree appropriate actions such as engaging directly with individuals or initiating further investigations.	Governor	Complete
8	Care provided on the inpatient unit was not good enough. Some patients did not receive baseline health checks and assessments on admission; care plans varied in quality and there was	NHS England (NHSE) will work collaboratively with Practice Plus Group clinical leads to ensure that patients arriving onto the health unit have the correct assessments and care planning to deliver the appropriate treatment pathway. Care Plan audits completed by PPG will be	NHSE, PPG & Head of Healthcare	December 2025



	<p>inadequate monitoring of patients' nutrition and hydration. There were insufficient therapeutic interventions, and some areas of the unit did not meet infection prevention and control standards.</p>	<p>monitored by NHSE via the Contract Review Meeting (CRM)</p> <p>NHSE will ensure that the healthcare unit therapeutic interventions and activity regime is reviewed in collaboration with HMP Bullingdon at the monthly LQDB meetings.</p> <p>PPG will ensure that the outcomes of the annual Infection Prevention and Control (IPC) audit are shared with HMP Bullingdon so that any identified improvements to the healthcare environment can be progressed.</p>	<p>NHSE & Head of Healthcare</p> <p>PPG & Head of Healthcare</p>	<p>December 2025</p> <p>March 2026</p>
9	<p>Attendance at education, skills and work activities was too low.</p>	<p>HMP Bullingdon has reviewed the allocation process to ensure arrangements are effective and appropriate and based on individual prisoner needs. This includes improved communication of allocation outcomes to prisoners to improve attendance at scheduled activities. The impact of the review will be monitored through the monthly Education Performance Meeting co-chaired by the Head of Education, Skills and Work and the Head of Reducing Reoffending.</p> <p>The Head of Education Skills and Work will continue to work closely with the contract managers to raise issues related to class cancellations and teacher vacancies, ensuring minimal disruption to learning and improved service delivery.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p>



		<p>HMP Bullingdon will introduce a series of incentives to promote attendance in Education and Purposeful Activity including the following:</p> <ul style="list-style-type: none"> Wing Competitions: attendance-based competitions between wings. The winning wing will receive an extra gym session. Staff associated with the winning wing will be awarded coffee shop vouchers. Milton Keynes College 'Goodie Bags': MKC will award these to individuals or groups with the highest attendance. Classroom Refreshments: tea and coffee will be provided during lessons for classes demonstrating consistently high attendance. Additional Visits: opportunities to offer extra visiting sessions for excellent attendance to be explored. <p>The monthly Education Performance Meeting will review and compare the impact of the incentives to assess those most beneficial to supporting attendance.</p>	<p>Governor & Milton Keynes College</p> <p>Governor</p>	<p>April 2026</p> <p>April 2026</p>
10	The quality of teaching in education, particularly in functional skills and English for speakers of other languages, was not good enough.	In October 2025, a new contract was commenced with the education provider, MKC. The revised contracts include the adoption of a whole prison approach to screening. This means that the educational needs of prisoners with Learning Difficulties and Disabilities and those with English as a second language (ESOL) are properly assessed.	Governor & Milton Keynes College	Complete



		The Head of Education Skills and Work, in liaison with MKC, will assure delivery of education in accordance with the contract which should result in evident improvement within a six-month period. Progress will be monitored through the monthly Quality Improvement Group with escalation routes being implemented should contractual obligations to support improved quality of teaching not be met.	Governor & Milton Keynes College	June 2026
11	Too many prisoners did not have an accurate assessment of their reading skills or receive appropriate support to develop these further.	<p>To promote reading across the prison HMP Bullingdon will:</p> <ul style="list-style-type: none"> • Conduct a review of the Reading Strategy and ensure that it is published to all staff and prisoners, it will be promoted in all residential and education and work areas, including One Page Plan posters. The implementation plan will be discussed at the bi-monthly Impact Forum (QIG) meeting which is chaired by the Head of Education, Skills and Work and attended by the Governor. • Introduce reading areas to all residential units and ensure all industry workshops have a Library book trolley, providing soft furnishings, books, and a dedicated reading area. • Identify operational Reading Champions across the prison to support the Head of Education, Skills, and Work to promote delivery of the Reading Strategy. 	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2026</p> <p>March 2026</p> <p>May 2026</p>



		<ul style="list-style-type: none"> • Promote 'Story Book Dads' and 'Raising Readers' through the prisoner induction and through the library. Engagement will be monitored and reported monthly via the Education Provider Meeting (EPM). • Promote Shannon Trust Mentor programme. Engagement and progression monitored and reported monthly. • Deliver reading intervention via the Education Provider to low-level readers, for example Reading for your Rights, identified through reading screening. The impact of the intervention will be monitored and reviewed through the monthly EPM. <p>Outcomes on progress against the plan are monitored through the monthly Education Performance Meeting (EPM), co-chaired by the Head of Education, Skills and Work and the Head of Reducing Reoffending.</p>	Governor	April 2026
			Governor	Complete
			Governor	March 2026
			Governor	Complete
12	Staff did not record the progress that prisoners made in developing their employability skills in order to support job search or further training.	<p>The Induction process has been reviewed to ensure Careers Information Advice and Guidance (CIAG) provision is deployed earlier on in a prisoner's sentence, to ensure education, vocational training and commercial work starting points of individual prisoners are provided upon arrival.</p> <p>HMP Bullingdon will deliver targeted briefings and training sessions to instructors on how to assess and record prisoners' initial skill levels and development.</p>	Governor	Complete
			Governor	February 2026



		<p>This information will be shared with instructors in workshops and industries to enable them to assess the starting points of the prisoners effectively and more robustly evidence the progress prisoners make in developing their employability skills. Outcomes will be monitored through the Reducing Re-Offending Meeting, chaired by either the Governor or Deputy Governor, to ensure accountability and drive progress.</p>	Governor	March 2026
13	Prisoners' resettlement needs were not reliably identified and addressed.	<p>As part of the South Central region pathfinder project, the Pre-Release Team (PRT) at HMP Bullingdon now screen the remand population for high risk people in prison who have the potential for an immediate release to ensure release planning is commenced. The Senior Probation Officer within the PRT leads on the Resettlement and Accommodation Board (RAAB) which joins up prison departments, the Community Offender Manager and community providers/services for pre-release planning in complex cases.</p> <p>The Head of Offender Management Delivery has taken steps to ensure that, in cases nearing release, prisoners will be managed as required by the Pre-Release and Resettlement Policy ensuring that there is evidence of communication between the Prison Offender Manager (POM) and Community Offender Manager (COM) to improve risk management 'through the gate.'</p>	<p>Governor & Commissioned Rehabilitative Services</p> <p>Governor</p>	<p>Complete</p> <p>Complete</p>



		<p>Commissioned Rehabilitative Services (CRS) providers are currently procuring new enhanced contracts for men which will be in place from Spring 2027. These future services will be commissioned as combined services that bring together support for a range of rehabilitative needs. These services will also include specialist support to help people build and maintain supportive, positive relationships within their families and communities, developing new lifestyles away from crime and substance misuse.</p>	Commissioned Rehabilitative Services	April 2027
14	Too many prisoners were released homeless.	<p>HMP Bullingdon will continue to support local initiatives like the Resettlement Accommodation Advisory Board and Departure Lounge to strengthen housing partnerships, improve data tracking, and ensure consistent support for all prisoners at risk of homelessness.</p> <p>The Strategic Housing Specialist (SHS) at HMP Bullingdon has engaged positively with local authorities (LAs). The activity includes LAs attending the prison in person to complete homeless needs assessment and participating in Prison resettlement boards. In addition, Milton Keynes LA has developed an accommodation support package which is displayed on the prisons launch pad devices and there is a monthly focus group to discuss accommodation-based challenges.</p>	Governor Governor	December 2026 Complete



		<p>Sentenced prisoners can be referred to Commissioned Rehabilitative Service (CRS) providers. Where appropriate, the CRS Provider will support duty to refer activities and where necessary will refer eligible prisoners to Community Accommodation Tier 3 (CAS3) accommodation if they are unable to meet the accommodation needs by the time of release.</p>	<p>Commissioned Rehabilitative Services</p>	<p>Complete</p>
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