



HM Prison &  
Probation Service

Action Plan: HMP Manchester

Action Plan Submitted: 28 January 2025

A Response to the HMIP Inspection: 17 September - 3 October 2024

Report Published: 14 January 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 MANCHESTER

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1	<b>Weaknesses in physical and procedural security allowed large quantities of drugs and other illicit items to be delivered by drones.</b> The number of weapons and other illicit items found in recent months was amongst the highest of all adult male prisons in England and Wales and the proportion of prisoners testing positive for drug use was very high at 39% over the last year.	<p>HMPPS continues to work hard to detect, deter and disrupt the ingress of illicit items into prisons. Work continues at HMP Manchester to review site vulnerabilities and deter such harmful ingress from criminals in the wider community. Ongoing close collaborative work between HMPPS and law enforcement partners supports this.</p> <p>400-metre Drone Restricted Fly Zones around all closed prisons and young offender institutions in England and Wales has been introduced, making it an offence to pilot a drone in the restricted areas without authorisation.</p> <p>HMPPS is exploring all options to mitigate this growing risk, working closely with other government departments to assess the effectiveness of all available interventions.</p> <p>The current CCTV system is due to be replaced by the end of March 2025.</p> <p>A specialist team are working solely on repairing/replacing damaged cell windows, which are now being carried out daily.</p> <p>MOJ Property Services will install window grills, to stop drone access, as an immediate temporary fix.</p> <p>MOJ Projects have submitted a tender for replacement windows and netting as a permanent solution.</p> <p>The prison will continue to increase target led searching to remove illicit items from the establishment. This will include searching outside of the main core day, moving resources to maximise the effectiveness of intelligence led</p>	<p>Risk and Capabilities Unit</p> <p>MoJ Property</p> <p>MoJ Property</p> <p>MoJ Property</p> <p>MoJ Projects</p> <p>Governor</p>	<p>Commenced and ongoing</p> <p>April 2025</p> <p>Completed</p> <p>Commencing April 2025</p> <p>Completed</p> <p>Commenced and ongoing</p>

		<p>searching and additional searching with the assistance of regional and national colleagues.</p> <p>Drugs and weapons amnesties have been introduced to offer the opportunity for those prisoners who may be under pressure to dispose of items in a safe and appropriate way.</p> <p>A review of the adjudication process will take place to address the backlog of adjudications and build confidence in the process. A triage process will be implemented to identify if adjudications have been appropriately laid.</p> <p>Utilising external support from the Long-Term High Security Estate (LTHSE) the prison will reduce the amount of lower priority intelligence reports that are outstanding.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Commenced and ongoing</p> <p>April 2025</p> <p>February 2025</p>
2	<p><b>Rates of violence were amongst the highest of all adult male prisons.</b> In our survey, over half of prisoners said they had felt unsafe at some point and almost a quarter of men felt unsafe at the time of this inspection.</p>	<p>The National Safety team, Drug and Alcohol Group and Directorate of Security will work with the prison to co-deliver a programme of work to reduce assault rates including:</p> <ul style="list-style-type: none"> <li>development of a shared intelligence protocol between safety, substance misuse and security departments to collectively understand the drivers of violence, including debt and substance misuse.</li> <li>prisoner forums will take place to understand the extent and nature of debt.</li> <li>a revised local safety strategy, aligned to the prison's drug strategy will be introduced.</li> </ul> <p>The National Safety team will provide support and upskilling to strengthen local capability in the use of the Challenge, Support and Intervention Plan (CSIP) including the quality assurance process to drive an improvement in the management of prisoners at risk to others.</p> <p>A review of the adjudication process will take place to build confidence in the process including a meeting with current Independent Adjudicators and Police to reach an understanding where the most serious charged are referred without delay.</p>	<p>Prison National Safety Team/Drug and Alcohol Group/ Directorate of Security</p> <p>Prison National Safety Team/Custody Improvement Team</p> <p>Governor</p>	<p>March 2025</p> <p>March 2025</p> <p>April 2025</p>
3	<p><b>There had been a steep rise in the rate of self-harm which was now among the highest of all adult male prisons.</b> Too little help was given to men in crisis. For example, very few of those on an ACCT were engaged in</p>	<p>The National Safety team will provide support to strengthen local capability in Assessment, Care in Custody and Teamwork (ACCT) quality assurance to drive an improvement in the support offered for prisoners at risk of suicide and self-harm.</p>	<p>Prison National Safety Team/Custody Improvement Team</p>	<p>March 2025</p>

	purposeful activity, meaning they were locked in their cell for most of the day.	<p>Safety floorwalkers will be appointed to increase staff knowledge, confidence and capability to improve the way vulnerable and violent prisoners are managed. Upskilling will be provided to the floorwalkers by the National Safety Team.</p> <p>Utilising expertise from the National Safety team, HMP Manchester will identify distraction methods and ways to engage prisoners in purposeful activity. An action plan will be formulated following this engagement.</p>	<p>Governor</p> <p>Governor</p>	<p>March 2025</p> <p>April 2025</p>
4	<b>Leaders at every level had failed to address the poor standards of cleanliness.</b> Outdoor areas were often heavily littered and many of the wings were filthy.	<p>An intensive baiting programme is in place and MOJ Property has implemented a Pest Control Action plan.</p> <p>Cleaning schedules and cleaning officer job descriptions have been developed and a rollout plan for improved cleanliness and decency across the site has been implemented.</p> <p>Improved accountability has been introduced with the Governor and the Deputy Governor receiving evidence of progress against the project plan to ensure traction.</p> <p>The Improvement Support Group (ISG) has delivered clean and decent awareness sessions to Band 3 Officers, Band 4 Supervising Officers and Band 5 Custodial Managers. This awareness raising is intended to improve understanding of how to effectively deliver and support cleanliness and decency and to drive accountability through line management.</p> <p>Assurance systems have been introduced to ensure regular cleaning and attention to areas requiring maintenance or in a state of decline is completed, and the required follow up actions are completed in a timely manner.</p> <p>The prison will purchase and supply all relevant cleaning materials and equipment to help address the poor standards of cleanliness.</p>	<p>MoJ Property</p> <p>Improvement Support Group/ Governor</p> <p>Improvement Support Group/ Governor</p> <p>Improvement Support Group</p> <p>Improvement Support Group</p> <p>Governor</p>	<p>Commenced and ongoing</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>February 2025</p>

5	<b>Health care services lacked oversight and governance and there was no clear strategy for improvement.</b>	A Care Quality Commission (CQC) regulation notice has been issued in relation to the concerns and formal processes will be followed. These include formulating relevant action plans and a follow up visit to ensure progress is being made. NHS England North West Health & Justice team have placed the Healthcare provider at HMP Manchester on enhanced surveillance to ensure further oversight from the commissioning team and provide additional support to the provider and teams on site, including quarterly quality assurance visits.	NHSE	February 2025
6	<b>Leaders had not developed and implemented an ambitious and coherent education and training curriculum that met the needs of the population or the training function of the prison.</b>	<p>The prison will commission a new annual delivery plan for the remaining Prison Education Framework contract extension.</p> <p>A delivery strategy will be identified, with considerations to the upcoming contract reviews and the potential impacts this may have on current targets and delivery, in a joint meeting between HMP Manchester, Directorate of Contracted Operational Delivery and Prison Industries.</p> <p>A review of all industry works roles will take place with a view to improve vocational training and introduce a construction workshop. Local awards and industry standard qualifications will also be introduced that map the knowledge and skills being learnt in workshops to apprenticeship standards.</p> <p>A reducing re-offending summit will be completed which will also inform vocational training.</p> <p>The local reading strategy will be updated and publicised to ensure there is increased awareness and engagement throughout the establishment.</p> <p>The threshold for progressing into work activities will be increased to level one functional skills with the prison assisting prisoners to achieve this.</p>	<p>Directorate of Contracted Operational Delivery/Governor</p> <p>Directorate of Contracted Operational Delivery/Prison Industries/Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Commencing April 2025</p> <p>February 2025</p> <p>May 2025</p> <p>February 2025</p> <p>March 2025</p> <p>May 2025</p>
	<b>Key concerns</b>			
7	<b>Officers were not, with any consistency, ensuring sufficient order and control on the wings. They failed</b>	A national Standards Coaching Team will be deployed to the prison for 16 weeks to further improve delivery standards and to build confidence and competence in prison officers.	Improvement Support Group	Commencing May 2025

	to challenge very poor, antisocial, or even criminal behaviour.	<p>In preparation for Standards Coaching Team, prison officers will take part in bespoke upskilling activity workshops. Themes for the workshops will be identified through use of an assessment tool that measure officers' confidence and competence across a range of core activities.</p> <p>Supervising Officers will take part in a pilot and upskilling activities delivered by ISG. Themes have been identified through a self-assessment audit of their skills. Workshops include safety, procedural justice, assurance, decency and security.</p> <p>ISG will deliver a series of upskilling activities for Custodial Managers including the use of procedural justice in the application of people processes and how to hold difficult conversations. A series of focus groups have been held to identify further themes Custodial Managers require upskilling in.</p> <p>An Incentives Policy Framework review will be completed to reward and incentivise positive conduct as well as challenge acts of vandalism and poor behaviour. Following a short consultation, all Supervising Officers and Custodial Managers will be updated on the revised framework.</p>	<p>Improvement Support Group</p> <p>Improvement Support Group</p> <p>Improvement Support Group</p> <p>Governor</p>	<p>May 2025</p> <p>May 2025</p> <p>May 2025</p> <p>February 2025</p>
8	<b>The number of times physical force had been used on prisoners was very high.</b> This included the use of PAVA incapacitant spray, which was one of the highest uses in all adult male prisons.	<p>A full review of use of force assurance has been completed by the Operational Resilience and Response Unit (ORRU) to improve practices and provide better oversight. Recommendations have been made aimed at supporting staff in managing behaviour as part of an overall behaviour management approach and a further support visit will take place in the early part of 2025.</p> <p>Weekly Use of Force Assurance and Development meetings now take place to ensure incidents are reviewed and learning points are shared in a timely manner.</p> <p>HMP Manchester will seek examples of best practice from other establishments in the use of body worn video cameras.</p>	<p>Operational Response and Resilience Unit</p> <p>Governor</p> <p>Governor</p>	<p>March 2025</p> <p>Completed</p> <p>February 2025</p>
9	<b>Leaders had not sufficiently prioritised the promotion of fair treatment and inclusion.</b> They were not well sighted on the experiences of prisoners from protected groups, and there was no strategy to guide the work.	HMP Manchester will introduce an overarching strategy to guide work on fair treatment and inclusion. A calendar of diversity events will also be introduced and published.	Regional Equalities Lead/Governor	May 2025

		Prisoner forums will be reinstated for all protected characteristic groups, governance will be provided to ensure actions that arise from the forums are completed in a timely manner to improve prisoners' experiences.	Regional Equalities Lead/Governor	May 2025
10	<b>Supervision of prisoners waiting to collect their medication from the administration hatches was poor.</b> This increased the risk of bullying and diversion.	<p>NHS England commissioners are holding regular discussions with the Governor on the supervision of medication administration hatches. It has also been placed on the agenda on the newly reinstated local delivery board. NHS commissioners will also monitor this during their quarterly quality assurance visits to the prison.</p> <p>Staff have been reminded of the requirement to supervise treatment hatches and be within an appropriate distance to ensure order and control is maintained in the area. Any issues will be escalated through the local delivery board.</p>	<p>NHSE</p> <p>Governor</p>	<p>Commenced and ongoing</p> <p>Completed</p>
11	<b>The management of long-term health conditions, including the oversight of waiting lists and applications, was limited.</b>	<p>A Care Quality Commission (CQC) regulation notice has been issued in relation to the concerns and formal processes will be followed. These include formulating relevant action plans and a follow up visit to ensure progress is being made. NHS England North West Health &amp; Justice team have placed the Healthcare provider at HMP Manchester on enhanced surveillance to ensure further oversight from the commissioning team and provide additional support to the provider and teams on site, including quarterly quality assurance visits.</p> <p>As part of the formal process a review of applications and the oversight of the waiting list process will be completed.</p> <p>The process for the management of long -term health conditions will also be reviewed as part of the enhanced surveillance from the commissioning team.</p>	<p>NHSE</p> <p>NHSE</p> <p>NHSE</p>	<p>February 2025</p> <p>February 2025</p> <p>May 2025</p>
12	<b>Time out of cell was poor.</b> A restricted regime was in place and our checks found 38% of prisoners locked in their cell during the working day.	The HR Business Partner (HRBP) has led a deep dive into staff absences. This has provided further insight into the reasons for low numbers of staff availability to support the regime. The findings have enabled the HRBP to deliver targeted interventions to support the Governor and managers to improve attendance and wellbeing of staff. This will be evaluated through the weekly attendance meetings, number of staff available to run the regime and attendance rates.	Long Term High Security Estate HR	Completed



		<p>A zero-based review of target staffing has been completed and recommendations for staffing changes have been shared with the prisons Senior Leadership Team. Consideration will be given for additional resources to augment this model to ensure long term improved performance at the prison.</p> <p>HMP Manchester have been supplied, on an interim basis, with an increase in staffing to provide additional support. This will be reviewed via Operational Resourcing and Stability Panels.</p> <p>The establishment has commenced a re-profiling exercise on the work currently undertaken at HMP Manchester to ensure it aligns with that of a full-time training prison, implementation is expected early 2025. A review of the core day is also in progress with an updated Exceptional Regime Management Plan (ERMP) having commenced from 4th December.</p> <p>A review of the regime for Category A prisoners will be completed with a view to ensuring they receive equitable access to activities and employment opportunities.</p> <p>All prisoners who are unallocated to a workplace or unable to participate in activities due to isolation, age or disability will be offered an alternative form of purposeful activity.</p> <p>A full review of HMP Manchester's Isolator Policy will be completed including the development of a 'Know your Prisoner' sheet for each isolator.A</p>	<p>Workforce &amp; Capability</p> <p>Directorate of Prison Operations</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2025</p> <p>Commenced and ongoing</p> <p>March 2025</p> <p>May 2025</p> <p>February 2025</p> <p>February 2025</p>
13	<p><b>The activity allocation process was not coordinated effectively, and leaders did not make sure that prisoners undertook activities that met their short-, medium- and long-term plans.</b> Too many places remained unfilled.</p>	<p>ISG will support the prison by delivering workshops and sessions to improve underpinning processes which improve prisoner access to purposeful activity.</p> <p>The allocations backlog will be addressed whilst the allocations process will be revised to ensure prisoners are allocated to an appropriate activity with focus on short-term goals and career ambitions, prioritising attendance to activity and ensuring equality of allocations.</p>	<p>Improvement Support Group</p> <p>Governor</p>	<p>February 2025</p> <p>April 2025</p>

		<p>A weekly meeting to address non-attendance to activities will take place with all functions to contribute, the effectiveness of the meeting will be measured by the figures of attendance in activity areas</p> <p>To improve attendance, sequencing of activities will take place to ensure appropriate allocation.</p> <p>A review of the activity spaces will take place to compliment the re-profiling exercise.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>April 2025</p> <p>April 2025</p> <p>April 2025</p>
14	<b>Attendance was low in education, skills and work activities.</b>	<p>ISG will support the prison by delivering workshops and sessions that aim to understand the barriers to attendance and develop underpinning processes, driven by a whole prison approach, to improve prisoner attendance to purposeful activity.</p> <p>The National Standards Coaching Team will support prison officers to effectively challenge non-attendance and provide support to prisoners to attend education, skills and work activities.</p> <p>Residential staff will be informed of those prisoners who fail to attend their allocated activity, this will ensure they are appropriately challenged and encouraged to attend. There will be a residential Failure to Attend meeting within the new core day to support this and to provide governance.</p> <p>Regime movement times will be recorded and any issues challenged to identify improvements on the timeliness of the regime.</p>	<p>Improvement Support Group</p> <p>Improvement Support Group</p> <p>Governor</p> <p>Governor</p>	<p>February 2025</p> <p>Commencing May 2025</p> <p>May 2025</p> <p>May 2025</p>
15	<b>Leaders had not implemented an effective induction process so that prisoners knew about the full range of activities at the prison.</b> Leaders did not provide appropriate careers information, advice and guidance so that prisoners were suitably informed about their next steps.	<p>HMP Manchester will review the current induction process to ensure the needs of prisoners are met and the information shared is appropriate and informative. The review will also consider how increased assurance will be provided.</p> <p>Inductions will be recorded to ensure all information and guidance shared on induction is visible to the relevant stakeholders to inform an individual's next steps.</p> <p>Careers information, advice and guidance will be expanded to include both one-to-one delivery and a wider group session.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2025</p> <p>March 2025</p> <p>March 2025</p>

		Prisoner induction representatives will be provided with a portfolio of what is required to be shared and any additional information relating to activities.	Governor	March 2025
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