



HM Prison &
Probation Service

Action Plan: HMP Lowdham Grange

Action Plan Submitted: 4 July 2025

A Response to the HMIP Inspection: 3 – 14 March 2025

Report Published: 17 June 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 LOWDHAM GRANGE

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	Priority concerns			
1	The use of force had risen substantially and was very high. Governance and oversight were poor.	<p>Weekly Use of Force (UoF) assurance reviews have commenced where all use of force incidents from the previous week are reviewed. This is attended by a multi-departmental team including the Independent Monitoring Board, who are unpaid volunteers operating in every prison in England and Wales, to enable independent scrutiny of incidents, themes and trends. Reviews are completed to identify best practice but also areas of learning that is fed back to relevant staff.</p> <p>Monthly UoF meetings, chaired by the Governor or Deputy Governor, have been reintroduced. This data driven meeting allows the senior leadership team to have strategic oversight on the UoF.</p> <p>Enhanced monitoring of body worn camera usage now takes place at the daily operational briefing. Since the inspection, an upgrade of the system has taken place where there is now a pre-recording facility and footage is downloaded.</p> <p>Regular monitoring of UOF paperwork is now in place to ensure timely completion. Where reports are overdue an escalation process is in place to the Deputy Governor. The new process will be reviewed in October to assess its effectiveness in reducing the amount of outstanding paperwork.</p> <p>A full-time UoF coordinator has been recruited, the role provides enhanced governance and oversight – including quality assurance - of all UoF matters.</p> <p>All UoF incidents involving the use of a baton and/or PAVA are now reviewed within 72 hours by an independent manager. The review identifies any supportive learning subjects or potential disciplinary procedures whilst also highlighting best practice.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>October 2025</p> <p>Completed</p> <p>Completed</p>



2	<p>The rate of self-harm was high and the response to death in custody recommendations was inadequate. There had been two self-inflicted deaths in the previous two years and support for those at risk of self-harm was weak.</p>	The Safety team now monitor potential prisoner self-harm trigger dates and share this in the morning briefing with operational staff and senior leaders. An email is also circulated to highlight the relevant information.	The Governor	Completed
		Two officers within the Safety team are now ring fenced from cross deployment to ensure minimum staffing requirements are met within the team each day. This allows effective support to be provided for prisoners deemed at risk.	The Governor	Completed
		All new arrivals to the prison are met by the Safety team in Reception and interviewed in private. This interview is used to identify any risks or concerns whilst informing the prisoner on what support is available.	The Governor	Completed
		The Safety team are recruiting an additional safety analyst. This will provide further support and oversight of self-harm rates and trends throughout the prison as well as the monitoring and progress of associated action plans.	The Governor	September 2025
		Leaders will increase the use of data to provide meaningful actions and evidence-based decisions at monthly safety and senior leadership meetings. This will include the use of Constant Supervision, the approval and use of anti-ligature clothing and the use of self-harm within segregation.	The Governor	August 2025
		A tracker has been created to help provide oversight of death in custody recommendations. The tracker is reviewed at the monthly Prevention of Future Death meetings attended by representatives from all relevant areas including the prison healthcare provider.	The Governor	Completed
		The use of the Listener scheme is now monitored and scrutinised as part of the daily briefing by the Governor or Deputy Governor. Signage has been purchased for prisoner areas to promote the scheme, and a full time Listener is also based in Reception to provide peer support to new arrivals.	The Governor	Completed
3	<p>Middle managers were not providing sufficient visible leadership on residential units to a staff group that contained many inexperienced officers.</p>	HMP Lowdham Grange is in the process of reviewing the Custodial Manager's staff profile and will introduce a designated Orderly Officer group. This will allow house block managers to provide increased leadership on their unit and increase contact with their staff.	The Governor	October 2025
		Residential Custodial Managers will drive wing briefings and support the serving of the lunch meal, to ensure there is sufficient visible leadership. This has been	The Governor	August 2025



		<p>communicated to all managers by the Heads of Residence and forms part of their individual touchpoints to improve governance.</p> <p>The Senior Leadership Team have been allocated respective areas to support in driving house block briefings, monitor the meal service weekly and to provide feedback to colleagues.</p> <p>The establishment will appoint an additional five colleague mentors for a period of 24 months. This team will focus on a bespoke learning and development plan to help guide and support the inexperienced officer group.</p> <p>Further to this, an application has been submitted for the Standards Coaching team to attend HMP Lowdham Grange. This application is supported by the Prison Group Director and is anticipated that if successful will commence in September 2025. The team will be deployed to the prison to improve delivery standards and to build confidence and competence in staff</p> <p>In preparation for Standards Coaching Team, prison officers and supervising 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>The Governor</p> <p>The Governor</p> <p>Improvement Support Group/ The Governor</p> <p>Improvement Support Group/ The Governor</p>	<p>Completed</p> <p>July 2025</p> <p>October 2025</p> <p>July 2025</p>
4	Health services were unsafe. Ineffective clinical governance, inconsistent leadership, inadequate staffing and extremely long waits for primary care were leading to very poor outcomes.	<p>The notice of proposal has been issued by the Care Quality Commission (CQC) and this has been shared with the commissioners. This covers patients waiting, staffing and governance. Following the Notice of Proposal from the CQC, the healthcare provider has given notice to NHSE to withdraw from the Offender Health contracts which includes HMP Lowdham Grange. To address these issues commissioners are working with the CQC and potential replacement healthcare providers. In the interim the current healthcare provider Nottinghamshire Healthcare Foundation Trust will be required to submit a CQC action plan to address these concerns which commissioners will be monitoring via their contract review meetings.</p> <p>The healthcare provider is now supplying round the clock cover at the prison to improve service delivery and provide support in dealing with incidents of substance misuse.</p>	<p>NHSE Health and Justice Commissioner</p> <p>NHSE Health and Justice Commissioner</p>	<p>Review July 2025</p> <p>Completed</p>



5	Leaders' failure to deliver a reliable regime meant that prisoners often could not complete domestic tasks or reach education and work on time. Attendance at mathematics and English courses was particularly low.	The core day has been reviewed to ensure that it meets the needs of the prison. A new exercise start time has been introduced allowing staff 30 minutes to enter the prison and be briefed, this is an additional 15 minutes which is allowing the establishment to follow the published unlock times.	The Governor	Completed
		HMP Lowdham Grange will commence a re-profiling exercise on the work currently undertaken at the prison to ensure it aligns with that of a Category B training prison.	The Governor	October 2025
		HMP Lowdham Grange 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.	Directorate of Prison Operations	Commenced and ongoing
		There is now an increased focus on activity attendance throughout the prison, attendance figures now form part of daily briefings and are monitored by residential units. Attendance data is also now reviewed at local performance meetings.	The Governor	Completed
		To improve attendance at mathematics and English an extra incentivised gym session will be given to those who attend these subjects, this ensures prisoners who attend education are not disadvantaged. This will be reviewed in October to ascertain its effectiveness.	The Governor	October 2025
		A prisoner pay review has been completed and work is underway to create a bonus scheme whereby prisoners completing maths and English courses receive a monetary bonus.	The Governor	August 2025
	Key concerns			
6	Reception and first night risk assessments were not always completed or sufficiently thorough when they were done.	Commissioners have noted a recent improvement in health reception screenings, however sustained performance is required and will be reviewed as part of current assurance meetings.	NHSE Health and Justice Commissioner	December 2025
		All new arrivals are now met by the Safety team in Reception and interviewed in private. This interview is used to identify any risks or concerns whilst informing the prisoner on what support is available within the prison.	The Governor	Completed



		An assurance process will be introduced to ensure reception, first night risk assessments and inductions are always completed and are sufficiently thorough.	The Governor	October 2025
		An area within Reception will be developed to become a welcoming waiting space and to create an additional private interview room.	The Governor	January 2026
7	The adjudication process was poorly managed and lacked credibility among prisoners. Many charges were not brought to a conclusion and there was a lack of oversight and quality assurance.	<p>To support the required improvements to safety and segregation a Deputy Head of Safety role has been introduced. A key focus of this role is providing oversight of the Segregation Unit.</p> <p>A segregation development plan will be introduced, this will include the improvement of the adjudication process. The action plan will be monitored through regular governance meetings.</p> <p>Staff will engage in weekly support workshops to help build their confidence and competence targeting identified development needs. This will include the upskilling of staff in the correct use of adjudications and when it is appropriate to challenge low-level poor behaviour via use of the Incentives Policy Framework.</p> <p>The independent adjudicator now attends the prison on a regular basis to hear the most serious adjudications</p> <p>Segregation, Monitoring and Review Group (SMARG) and adjudication standardisation meetings are now taking place to improve oversight and governance.</p> <p>The Deputy Governor now quality assures adjudications and is providing feedback where relevant to staff.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>October 2025</p> <p>October 2025</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
8	The regime, conditions and oversight structures in the segregation unit were not good enough.	<p>A dedicated manager has been introduced to lead on a Segregation Development Plan concentrating on the regime, living conditions and to provide additional oversight of the unit.</p> <p>An improved regime was introduced in the Segregation Unit with prisoners accessing showers and exercise daily; prisoners are also now collecting meals from the servery.</p>	<p>The Governor</p> <p>The Governor</p>	<p>August 2025</p> <p>Completed</p>



		A soft refurbishment of the prisoner showers will be completed by August 2025 ahead of a full refurbishment which is scheduled to occur in the new financial year.	MoJ Property	March 2026
		Two new intervention rooms are being created within the unit to facilitate individual work or small group conversations with prisoners.	MoJ Property	March 2026
9	Despite some recent improvements to security, too many illegal drugs were coming into the prison and in the previous two years there had been four deaths attributable to problematic drug use.	<p>HMPPS continues to work hard to detect, deter and disrupt the ingress of illicit items into prisons. Work continues at HMP Lowdham Grange 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 prison has purchased additional technology and an accompanying training package to help prevent the ingress of illicit items into the establishment.</p> <p>Cell windows will be replaced where necessary to help prevent ingress from drone incursions.</p> <p>An internal survey has taken place to improve Enhanced Gate Security (EGS), the establishment has submitted a request for additional funds to enable the upgrade.</p> <p>HMP Lowdham Grange is recruiting additional drug testing staff to increase testing and improve collaboration with the Substance Misuse Team.</p> <p>The prison is also recruiting additional dog handlers to increase site coverage.</p> <p>A review of the existing drug strategy will take place to aid improved collaboration between the Safety, Security and Drug Strategy teams to reduce drug demand and supply within the establishment.</p>	<p>Risk and Capabilities Unit</p> <p>The Governor</p> <p>MoJ Property</p> <p>MoJ Property</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Commenced and ongoing</p> <p>Completed</p> <p>March 2026</p> <p>March 2026</p> <p>March 2026</p> <p>March 2026</p> <p>March 2026</p> <p>August 2025</p>



		<p>Around the clock healthcare cover is now in place. This means that medical emergencies relating to drugs are attended by a nurse outside of the core day.</p> <p>Naloxone training has been delivered to operational staff to ensure they are confident in deploying naloxone when required</p>	<p>NHSE Health and Justice Commissioner</p> <p>NHSE Health and Justice Commissioner</p>	<p>Completed</p> <p>Completed and ongoing</p>
10	Prisoner complaints and applications systems were not working effectively, and consultation opportunities were limited.	<p>An improved complaints process has been introduced to improve the quality of replies and reduce the number of complaints being answered late. This is monitored through weekly quality assurance checks by the Senior Leadership Team, data and trends will also be analysed.</p> <p>All staff complaints are reviewed by the Deputy Governor and allocated to a manager to investigate; this is to assure that complaints are taken seriously.</p> <p>A new system has been introduced to ensure houseblocks now have a regular supply of complaints paperwork. Signage to identify complaint boxes has been ordered to replace existing, old signs on the wings.</p> <p>A prisoner information pack has been included as part of the induction for prisoners. This includes details on complaints, mail and finance and will be reviewed to ensure its effectiveness.</p> <p>A prison council has been formed and elected, with the first full council meeting taking place in April 2025. An action plan has been created following the creation of the prison council, with work ongoing around priority actions for the establishment. These meetings will be held regularly to ensure that the needs of prisoners within the establishment are heard, whilst an engagement agenda has also been produced to support improving consultation opportunities.</p> <p>House block consultation meetings have been introduced with Residential Custodial Managers addressing the subjects raised by prisoners to allow day to day issues to be dealt with in a timelier manner.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>September 2025</p> <p>Completed</p> <p>Completed</p> <p>August 2025</p> <p>Completed</p> <p>November 2025</p>
11	The promotion of fair treatment and inclusion was poor and it was especially concerning to find some prisoners with disabilities living in neglectful conditions.	<p>HMP Lowdham Grange has recruited an Equalities Advisor reporting directly to the Governor.</p>	<p>The Governor</p>	<p>Completed</p>



		<p>HMP Lowdham Grange will introduce an overarching strategy to guide work on fair treatment and inclusion.</p> <p>The bimonthly Diversity and Equality Action Team (DEAT) meeting commenced in March 2025, there is an increased use of data to help provide evidence-based decisions.</p> <p>Each SLT member will be identified as a lead for a protected characteristic with forums held on a quarterly basis.</p> <p>The healthcare provider refers prisoners to Nottinghamshire Adult Social Care Services who attend the establishment and complete the necessary assessment. Nottinghamshire Adult Social Care are responsible for the order of any adaptive equipment required or they consult what cannot be provided, and in these circumstances, the order is processed by the prison. Nottinghamshire Adult Social Care have recently attended the establishment and completed all outstanding assessments.</p> <p>The prison has reviewed all Personal Emergency Evacuation Plans (PEEPs) and staff have been informed of all prisoners who have one.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>August 2025</p> <p>Completed</p> <p>August 2025</p> <p>Commenced and ongoing</p> <p>Completed</p>
12	<p>Too few prisoners achieved qualifications in mathematics or received adequate careers advice and guidance. There was also an inadequate curriculum for prisoners who did not speak English as a first language.</p>	<p>A new dedicated maths teacher has commenced employment.</p> <p>The prison has also recruited an English for Speakers of other Languages (ESOL) teacher. ESOL has now been introduced on the curriculum to support those learners who need this support.</p> <p>The Head of Education, Skill and Work meets with the Education manager weekly where the number of completed qualifications are discussed. If there is an issue these are raised formally as part of the monthly contract meeting.</p> <p>Ongoing support and training is being given to the Careers, Information, Advice and Guidance (CIAG) worker by the education provider. Assurance checks are being completed by a Learning & Skills manager on Personal Development Plans with issues raised as part of the monthly contract meeting.</p> <p>The CIAG tutor conducts a meeting with all prisoners to discuss their plan and complete a CV prior to release.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Commenced and ongoing</p> <p>Commenced and ongoing</p>



13	Prisoners were not being supported adequately to maintain family ties. The shambolic visits booking system was a particular hindrance to family contact.	The prison has commissioned a new provider, the Prison Advice and Care Trust (PACT), to deliver family services including managing the visits booking system. This service will improve access to visits and reduce the high number of booked but not used slots.	The Governor	September 2025
		The visits booking system will be incorporated into Digital Prison System (DPS) to improve the efficiency of the booking system, this will increase the attendance rates of visitors.	The Governor	September 2025
		The prison website will be updated to ensure visitors have the correct information such as visits times and contact numbers	The Governor	September 2025
		The establishment is developing and introducing a Family and Significant Others (FaSO) strategy. This strategy is aimed at improving prisoner family ties and supporting those who do not have regular family contact.	The Governor	December 2025
		New furniture has been introduced to the visits area, and the visits hall has been decorated to improve the facility.	The Governor	Completed
14	Prisoners did not have enough opportunity to demonstrate risk reduction or learn skills to prepare them for release; sentence progression was hindered by the lack of meaningful face-to-face contact with prison offender managers.	A Reducing Reoffending strategy will be developed by the establishment utilising support and guidance from national teams and other prisons best practice.	The Governor	September 2025
		HMP Lowdham Grange has appointed a second full time qualified Registered Psychologist. In addition, a third Psychologist provides clinical lead support weekly.	The Governor	Completed
		Category reviews are now monitored monthly, and any outstanding reviews are escalated to the Deputy Governor. Training will be provided for security collators to undertake this task in a timely manner.	The Governor	August 2025
		The completion of OASys assessments is closely monitored by the Senior Probation Officers, Probation Prison Offender Managers have been provided with overtime to work through the backlog of outstanding assessments.	The Governor	November 2025
		Heads of Offender Manager Delivery are working with Prison Offender Managers to support them to deliver approved 1-1 risk reduction non accredited interventions with prisoners.	The Governor	August 2025



		<p>A case management spreadsheet has been introduced to help monitor contact with prison offender managers and prisoners. This will be reviewed and quality assured during supervision sessions with the Heads of Offender Management Delivery. All contact is recorded on DPS, and a 5% check will be completed monthly to ensure contacts are meaningful and not just process driven.</p> <p>The activities meeting will include Personal Learning Plans (PLPs) on the agenda and discuss appropriate sequencing of Education and Work activities for all prisoners.</p> <p>New admissions into the prison will be seen face to face by their allocated Prison Offender Manager within two weeks of arrival. A newly introduced induction checklist will be completed with the prisoner to review risk and need and will be reviewed by the Heads of Offender Management Delivery.</p>	The Governor	August 2025
			The Governor	November 2025
			The Governor	August 2025
15	Release planning was undermined by poor communication between prison and community offender managers and some prisoners close to release did not have the necessary risk management plans in place.	<p>Following the inspection, the prison has introduced a role which provides more resettlement support for those prisoners approaching release. They work with the allocated Prison Offender Manager and provide additional assistance with resettlement and release planning. This has been supported through a learning visit to a local resettlement prison.</p> <p>Following the identification of the main areas for prisoners being released to, work has commenced with external partners from London, Yorkshire and West Midlands. The partners will liaise with the prison to strengthen links and provide more information and support to the prison offender managers.</p> <p>HMP Lowdham Grange, alongside the regional resettlement team, has created a resettlement package for the prison.</p> <p>All prisoners are now reviewed six months prior to release by the Inter Departmental Risk Review Meeting to ensure release planning is ongoing. Prison Offender Managers will ensure if a Community Offender Manager has not been allocated in sufficient time, that this is to be escalated to senior leaders.</p> <p>The establishment now record accommodation outcomes, the reasons that prisoners are released homeless, and the work completed by the prison to try and avoid this. The connections made with external partners will help to ensure</p>	The Governor	Completed
			The Governor	October 2025
			The Governor	Completed
			The Governor	Completed & ongoing
			The Governor	Completed



		that this relatively small number will be further reduced in the next year and prisoners will feel more confident to explore community options.		
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