



HM Prison &  
Probation Service

Action Plan: HMP Manchester

Action Plan Submitted: 05 June 2026

A Response to the HMIP Inspection: 12-22 January 2026

Report Published: 14 April 2026

## INTRODUCTION

HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Probation for England and Wales are independent inspectorates which provide scrutiny of the conditions for, and treatment of prisoners and offenders. They report their findings for prisons, Young Offender Institutions, and effectiveness of the work of probation, and youth offending services across England and Wales to Ministry of Justice (MoJ) and His Majesty's Prison and Probation Service (HMPPS). In response to the report HMPPS / MoJ are required to draft a robust and timely action plan to address the priority and key concerns. Action plans provide specific steps and actions to address the priority and key concerns, that are clear, outcome focussed, measurable, achievable, and relevant with the owner and timescale of each step clearly identified. Action plans are sent to HMIP and published on the GOV.UK website. Progress against the implementation and delivery of the action plans will also be monitored and reported on.



## ACTION PLAN: 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	<p><b>The level of serious assaults was among the highest in the adult male estate and violence against staff had increased.</b> High levels of drug availability, restricted time out of cell and limited access to purposeful activity continued to undermine prisoners' motivation to behave well.</p>	<p>A coordinated search will take place, with support from the necessary external resource as deemed appropriate. The outcome of the search will be assessed to gauge the effectiveness of the intervention and whether it has contributed to reducing violence and drug-related harm within the establishment.</p> <p>Options to combat mobile phone use will be reviewed including an assessment of whether additional or upgraded technology solutions, that comply with national security and legislative requirements, will be effective. The outcomes of the review will determine whether enhancements could support reductions in violence, the trafficking of illicit items and associated security risks linked to illicit mobile phone use.</p> <p>The full-prison approach in the use of Challenge, Support and Intervention Plan (CSIP) will be enhanced by delivering an all-staff Safety Speed Training event to strengthen consistency in safety processes, CSIP application, and intelligence-led referrals.</p> <p>All high-risk arrivals will be reviewed upon entering the prison, including those with elevated Violence in Prisons Estimator (VIPER) scores or transfers from sites with low CSIP usage, to ensure timely referrals and improve support for violence reduction across the establishment.</p> <p>A Regime Summit will take place to optimise purposeful activity across the establishment.</p>	<p>The Governor</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>July 2026</p> <p>July 2026</p> <p>September 2026</p> <p>September 2026</p> <p>July 2026</p>
2	<p><b>A very high percentage of prisoners were testing positive for drugs and physical security remained too weak to stop drones delivering illicit items.</b> Very little progress had been made in installing</p>	<p>The project to install interim netting site-wide commenced in November 2025 and is projected to complete in June 2026.</p>	<p>HMPPS Estates</p>	<p>July 2026</p>



	secure windows and grilles since the previous inspection.	<p>The project to replace windows across the prison was contracted and had commenced delivery when the company went into administration. As that contract remains in validation with a new constructor, individual wings are being delivered by another provider in the interim. Window replacements commenced in December 2025, after planning permission was approved due to HMP Manchester being a listed building.</p> <p>Delivery of new site-wide external window grilles is projected to commence in coming months once planning permission is approved and will be delivered in tandem with window replacements.</p>	HMPPS Estates	December 2032
			HMPPS Estates	Commencing July 2026
3	<b>The use of force remained very high and not all uses were necessary or proportionate.</b> Body-worn video cameras were often not activated early enough or at all.	<p>The prison will work with trade union representatives and staff to implement a clear process that will increase greater BWVC use</p> <p>Use of force instructors will review local refresher training to ensure that de-escalation techniques are included/covered. A use of force monthly newsletter will be introduced which will promote the use of de-escalation and the timely use of BWVCs in the lead up to incidents as an aid to de-escalation.</p>	The Governor	September 2026
			The Governor	September 2026
4	<b>There had been four self-inflicted deaths since the previous inspection and the rate of self-harm was very high.</b> There was not enough support to help prisoners at risk of self-harm and some repeated recommendations following deaths in custody had not been implemented.	<p>Assessment, Care in Custody and Teamwork (ACCT) and CSIP support will be strengthened by embedding the newly developed local intervention directory so that ACCT and CSIP case managers can consistently access and apply appropriate supportive actions and pathways.</p> <p>Ongoing challenges in allocating prisoners to purposeful activity will be addressed by implementing short-term allocation adjustments and progressing longer-term workforce solutions to increase access to safe, structured activity for those at risk of self-harm.</p> <p>An action tracker and quarterly senior governance review has been introduced. This will ensure timely completion of actions, appropriate escalation of risk and accurate RAG ratings for all recommendations following Prison and Probation Ombudsman investigations into deaths in custody.</p>	The Governor	September 2026
			The Governor	September 2026
			The Governor	Completed
5	<b>Time out of cell was poor for many prisoners and the regime remained inconsistent.</b> Forty-four per cent of prisoners were unemployed and these men received three hours out of cell a day at	HMP Manchester remains a priority site for recruitment at all grades and a resource management plan has been implemented to help recruit and retain staff. This will help provide a consistent regime and improve time out of cell. Ongoing interventions include level transfers from other prisons and an alumni scheme returning former staff. First deployment officers have also returned and are now permanent members	People & Capability	Commenced and ongoing



	most, with those on the basic level of the incentive scheme getting even less. Off-wing activity for all but essential workers was usually cancelled.	<p>of staff at the prison. There has also been a significant increase in applications from a recent recruitment campaign.</p> <p>A review of resourcing and resource management to identify barriers to effective delivery and propose resolutions will be commissioned and led by the LTHSPG.</p>	Prison Group Director	July 2026
6	<p><b>Leaders did not ensure the prison was able to fulfil its role as a training establishment.</b> Activities in education skills and work (ESW) were closed too often. Leaders had not developed a curriculum with sufficient breadth to meet the differing needs of prisoners. Vulnerable prisoners, those isolating and those in health care did not have access to as wide a range of work as the main population and they were unable to go to the education department.</p>	<p>A curriculum review will be completed driven primarily by the establishment priorities for Education, Skills and Work while also providing provision to develop skills that meet the differing needs of prisoners. The curriculum offer will be adapted to reflect changing establishment requirements, with targeted consideration for prisoners due for release within the next 12 months to support effective progression and resettlement.</p> <p>On-wing enrichment activities will be increased by utilising Prison Information Desk workers as a dedicated point of contact for supporting engagement, collating evidence of participation, and documenting achievements. This will ensure vulnerable prisoners, those isolating and those in healthcare have improved access to purposeful activity when Education Skills and Work areas are closed.</p>	<p>The Governor</p> <p>The Governor</p>	<p>August 2026</p> <p>July 2026</p>
<b>Key concerns</b>				
7	<p><b>Staff-prisoner relationships were undermined by low staffing, staff redeployment and lack of activity.</b></p>	<p>HMP Manchester remains a priority site for recruitment at all grades and a resource management plan has been implemented to help recruit and retain staff. This will help provide a consistent regime and improve time out of cell. Ongoing interventions include level transfers from other prisons and an alumni scheme returning former staff. First deployment officers have also returned and are now permanent members of staff at the prison. There has also been a significant increase in applications from a recent recruitment campaign.</p> <p>A programme of support has commenced, focussing on staff capability, safety, security and decency.</p> <p>A review of resourcing and resource management to identify barriers to effective delivery and propose resolutions will be commissioned and led by the Long Term and High Security Prison Group.</p>	<p>People &amp; Capability</p> <p>Improvement Support Group</p> <p>Prison Group Director/ Directorate of Prison Operations</p>	<p>Commenced and ongoing</p> <p>Commenced April 2026 and ongoing</p> <p>July 2026</p>



8	<p><b>Outside areas continued to be heavily littered by rubbish thrown out of windows, which exacerbated the ongoing rodent problem.</b></p>	<p>Delivery of new site-wide external window grilles is projected to commence in coming months once planning permission is approved and will deliver in tandem with window replacements.</p> <p>HMP Manchester will continue to utilise the facilities management provider to collect litter from the exercise yards as an interim measure.</p> <p>Consultation will take place with prisoners to explore the options for incentives and/or disincentives that encourage a stronger community approach to reducing rubbish thrown from windows and support a cleaner, safer external environment. Options will be explored to enable prisoners to take responsibility for cleaning their own yard areas where excessive litter is present, to encourage greater ownership and accountability for cleanliness standards and support the reduction of rodent activity.</p> <p>The proposal to introduce mobile cleaning parties will be reviewed to identify a suitable model that increases prisoner ownership of outdoor cleanliness and supports the reduction of litter and rodent activity.</p>	<p>HMPPS Estates</p> <p>The Governor</p> <p>The Governor</p> <p>The Governor</p>	<p>Commencing July 2026</p> <p>Completed</p> <p>July 2026</p> <p>October 2026</p>
9	<p><b>Only 17% of prisoners in our survey said that the food was good, much lower than in similar prisons.</b> Not enough was done to understand and address prisoners' concerns.</p>	<p>The Head of Education Skills and Work and the Catering Manager will review and update the content of and questions in the local food survey. This will subsequently be re-issued to the whole population and focus groups will be facilitated to explore findings in more depth and implement meaningful improvements.</p>	<p>The Governor</p>	<p>July 2026</p>
10	<p><b>Patients did not always receive timely care and treatment.</b> The management of those men with long-term conditions was poor and some patients experienced delays with routine and urgent care. Patients continued to wait long periods to be transferred to hospital under the Mental Health Act.</p>	<p>Greater Manchester Mental Health (GMMH) NHS Foundation Trust will strengthen the Long Terms Condition (LTC) pathway, ensuring it reflects national and best practice guidance. This will include;</p> <ul style="list-style-type: none"> <li>• Expanding the LTC resource and leadership.</li> <li>• Developing robust monitoring systems and outcome evaluation measures for LTC's.</li> <li>• Ensure all clinical staff are trained in care planning and LTC management.</li> <li>• Strengthen quality assurance for LTC care plans.</li> <li>• Develop and oversee follow-up protocols for delayed cases and patients experiencing clinical deterioration.</li> </ul>	<p>Greater Manchester Mental Health (GMMH) NHS Foundation Trust</p>	<p>August 2026</p>



		<p>Clear patient flow and escalation systems will be implemented for those prisoners awaiting transfer under the Mental Health Act.</p> <p>The Mental Health Act 2025 introduced a new statutory time limit of 28 days for transfers from prison and other places of detention to hospital. This reform is due to commence 18-24 months post Royal Assent, which was received on 18 December 2025. The NHSE-led National Mental Health &amp; Justice Strategic Advisory Group (MHJSAG) has been established to oversee and monitor the transfer process from prison to hospital and seeks to ensure all transfers are completed within 28-days of referral for individuals who have been assessed as requiring detention under the Mental Health Act.</p> <p>Within the LTHSE estate, the Pathways to Progression framework continues to offer clinical planning support for complex men, including guidance on how establishments can maintain stability and appropriate care while an individual awaits transfer to hospital.</p>	<p>Greater Manchester Mental Health (GMMH) NHS Foundation Trust</p> <p>Ministry of Justice/NHS England</p>	<p>August 2026</p> <p>Legislation fully implemented by December 2027</p>
11	<p><b>Some areas of health care clinical governance and oversight were weak.</b> There was ineffective use of clinical audit, inconsistent incident reporting, lack of oversight of complaint handling and unreliable completion of vital safety checks.</p>	<p>GMMH have deployed additional leadership roles to support the Primary Care Team. In addition, strengthened governance surrounding safeguarding, incident management and oversight of daily emergency checks will be implemented.</p> <p>GMMH is developing new quality assurance audits and enhanced oversight. This will be supported by new digital platforms to record all HMP Manchester Primary Care documents</p>	<p>Greater Manchester Mental Health (GMMH) NHS Foundation Trust</p> <p>Greater Manchester Mental Health (GMMH) NHS Foundation Trust</p>	<p>August 2026</p> <p>August 2026</p>
12	<p><b>The recently redeveloped process for allocating prisoners to ESW was not effective, attendance was low and punctuality in education workshops was poor.</b> When ESW activities were cancelled prisoners waited longer to start in</p>	<p>All core workshops will be re-risk assessed to ensure full compliance with policy and the Local Security Strategy (LSS), including a detailed assessment of staff-to-prisoner ratios for escorting, supervision and outside work activity. This will support safer and more reliable workshop operation, reduce cancellations, and improve timely allocation into purposeful activity.</p>	<p>The Governor</p>	<p>July 2026</p>



	purposeful activity and too many remained unemployed.	The backlog of Prisoner Activity Risk Assessments, which was prevalent at the time of the inspection, has now been addressed to help improve the allocation process.	The Governor	Completed
13	<b>Leaders and managers did not have any involvement with employers to support prisoners with careers guidance or to prepare them for release.</b> Very few prisoners gained employment on release.	<p>A full analysis of all 2025 releases from HMP Manchester will be undertaken to inform the establishment needs analysis. This will include identifying how many people were released to Approved Premises and how many were at Sentence Expiry Date, assessing the impact of release destination on access to employment, and identifying the top three release areas.</p> <p>Using this information, the prison will map what employment or resettlement provision exists in those regions and, where suitable, establish strengthened pathways by arranging an employer engagement event or inviting relevant providers to the resettlement hub.</p>	The Governor	July 2026
14	<b>Prison work did not sufficiently enable prisoners to gain new knowledge and skills to prepare them for a career in prison or for release.</b> In about half of prison workshops, the work was mundane and repetitive.	<p>Qualifications across prison industries that map directly to the knowledge and skills being learned in workshops will be introduced, ensuring work activities contribute to recognised progression and meaningful skill development.</p> <p>Social-enterprise projects will be introduced across suitable workshops to widen the variety of weekly work tasks, reduce repetitive activity, and provide opportunities for prisoners to develop transferable skills. Products which could be sold to staff will be explored to generate income for reinvestment into the scheme and ongoing workshop development.</p>	The Governor  The Governor	July 2026  July 2026
15	<b>There were no evening social visits and a narrow window to make social video calls.</b> This meant that if families had daytime work or caring responsibilities it was difficult for prisoners to have face-to-face contact with them.	Social-visit and video-call provision will be monitored and reviewed to ensure it meets the needs of prisoners and families. This includes analysing usage across all sessions and gathering feedback through Family Forums, Partners of Prisoners (a charity that supports people through their contact with the criminal justice system) engagement, and Prison Council meetings. Social visits and video-call provision will be added as a standing agenda item in these forums.	The Governor	July 2026

