



HM Prison &
Probation Service

V7

Action Plan: HMP Lincoln

Action Plan Submitted: 18 August 2025

A Response to the HMIP Inspection: 28th April – 15th May 2025

Report Published: 4 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 LINNOLN

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority concerns				
1	It was much too difficult for new arrivals to speak to their families and friends promptly. Processes to approve phone numbers were inefficient and took about two weeks	<p>All prisoners will be able to make a phone call upon arrival subject to there being no Public Protection concerns. HMP Lincoln will aim to conduct all checks within 48 hours.</p> <p>On arrival, prisoners will be able to submit up to three priority phone numbers using a Priority Application form. Once completed they will be submitted to a dedicated Personal Identification Numbers (PINs) application box and processed within 48 hours by OMU Staff.</p> <p>HMP Lincoln will install a dedicated application box in the Offender Management Unit (OMU) for submitting PINs applications, to speed up processing. The OMU department will empty the box twice daily and applications will be processed within 48 hours.</p> <p>During induction, prisoners can request additional phone numbers beyond their three priority contacts. Staff will submit these applications directly to the new PINs application box in the OMU department to be processed within 48 hours.</p> <p>Approved telephone numbers will be entered onto a shared spreadsheet. Business Hub staff will review the spreadsheet daily and activate all listed numbers. This process will prevent delays caused by grouping approved numbers with those still pending public protection checks, significantly reducing activation times and minimising paperwork.</p> <p>Public Protection and OMU staff will report any delays in receiving applications from Reception or the First Night Centre (FNC) directly to the Heads of OMU. OMU managers will maintain regular oversight of the shared</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>Completed</p> <p>September 2025</p> <p>September 2025</p> <p>September 2025</p> <p>October 2025</p>



		<p>spreadsheet to ensure timely processing by Public Protection staff and prompt addition of approved numbers to prisoners' PIN accounts.</p> <p>Monthly feedback from prisoners will be gathered through the Prisoner Representative Group (PRG) meeting to monitor the effectiveness of the process, along with number of complaints received. All complaints will be investigated to ensure there have been no delays in the process and action will be taken where necessary.</p>	Governor	September 2025
2	<p>Recorded levels of self-harm were rising but care planning for prisoners in crisis was not good enough. Issues identified at assessment interviews and case reviews were not always added to care plans and support was sometimes ended too quickly. There were serious weaknesses in the way constant supervision was carried out.</p>	<p>HMP Lincoln's Senior Management Team will build, foster and promote a culture whereby concerns and complaints are dealt with swiftly using team briefings, notices and training resources to educate staff to deal with issues at source.</p> <p>The Safety team will conduct 100% assurance of ACCT documents using the new quality assurance tool. The findings will be used to improve the quality of the documents using a targeted approach.</p> <p>The Safety team will produce a support services catalogue for case co-ordinators to assist care planning by providing a range of options from which to choose to build a care plan that addresses the needs of the prisoner</p> <p>Constant watch shifts have been reduced to 12 hours long with appropriate breaks. The sign on the back of the chair has been removed and a screen put in place to restrict the view of the cell. Compliance with this is monitored daily by the Orderly Officer when conducting their daily checks.</p> <p>A notice to staff has been published to highlight the responsibilities and expectations of the officer carrying out the constant supervision. Accommodation Fabric Checks have documented manager assurance checks and these are in place for constant supervision cells.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>September 2025</p> <p>September 2025</p> <p>Completed</p> <p>Completed</p>
3	<p>The temporary water heating system was not fit for purpose and required urgent investment. There were problems with regulating water temperature, a heightened risk of legionella and the kitchen was not heated at all.</p>	<p>Investment in the infrastructure will not be made until the Legionella Project has concluded. The project is currently in Phase 1 of 5. Phase 1 is installing new infrastructure pipework along with reinstating the external car park and is due to conclude in October 2025. Phases, 2, 3, and 4 will complete the external infrastructure pipework and are anticipated to be concluded in 2027. Phase 5 is connections to all internal buildings and is due to commence in</p>	MoJ Projects / Estates	Ongoing



		<p>2027/2028. However, all dates are indicative. Until then the temporary boilers will remain in place. Breakdowns concerning the temporary boilers will be identified swiftly and will be replaced where necessary through capital works.</p> <p>The risk of Legionella is being managed via the FM contractor Amey who continue to carry out enhanced water management checks on a rolling programme each week. The results of these checks will be discussed and actions tracked at the monthly Tripartite meeting</p> <p>FM Contractor Amey will carry out repairs to rectify the lack of heating in the kitchen.</p> <p>The water temperatures across the site are monitored as part of the enhanced water management. Temperatures that are outside of the levels under the regulation are acted on and logged within the water management registers as well as any calls raised in the Computer Aided Facilities Management (CAFM) system</p>	<p>APOM</p> <p>APOM</p> <p>APOM</p>	<p>Completed</p> <p>September 2025</p> <p>Completed</p>
4	<p>Not enough was done to listen and respond to prisoners' concerns. Consultation arrangements were weak, applications took too long to answer, and forums for prisoners with protected characteristics were too infrequent</p>	<p>The Prisoner Representative Group (PRG) committee has been expanded, to include a minimum of one representative per residential unit. There will be a standing agenda and the meeting will be held in a larger venue to facilitate representation from all relevant departments.</p> <p>PRG meetings will occur in the 1st week of every month. The Terms of Reference (ToR) & the Standing agenda has been recirculated to outline expectation regarding attendance from representatives. Minutes of these meetings are sent to all Heads of Function and actions tracked through those minutes.</p> <p>A more integrated approach between the Prisoner Information Desks (PID) on the residential units and the call centre is being developed to ensure all general applications are logged as answered before being returned to prisoners. This process will support effective monitoring and assurance of response times for prisoner applications.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 2026</p> <p>Completed</p> <p>September 2025</p>



		Monthly forum consultations continue to be promoted, with efforts made to encourage participation from individuals representing identified protected characteristic groups. Notice to Staff (NTS) 007-25 has been published to outline the consultation schedule and raise staff awareness. Issues raised and the resulting actions or outcomes will be shared through 'You Said, We Did' notices and posters.	Governor	Completed
5	There were some insecure and unsafe practices regarding the transportation and dispensing of medicines around the prison	<p>Tamper proof bags were procured with relevant seals and logs implemented to allow for a clear audit trail regarding the safe and secure transportation of medications around the site.</p> <p>Bag seals have been added to a rolling procurement cycle to ensure stock is replenished in a timely manner and prevent secure transportation being compromised.</p> <p>Controlled Drugs are now transported with the use of steel Bristol Maid lock box.</p> <p>A local operating procedure for transporting medications both from the gate to the Pharmacy and from the Pharmacy to relevant Residential Units has been implemented with the teams highlighting key areas such as sterile routes for transporting medications and how to escalate concerns around prisoner contact, to ensure movement is frozen if necessary.</p> <p>Whilst remedial works are awaited to allow for suitable medication storage permanently in the Care and Separation Unit (CSU), the following actions have been undertaken to mitigate the risks:</p> <ul style="list-style-type: none"> • Medication continues to be stored securely on E-Wing. • A Bristol Maid lockable box is available to transport medication safely from E-Wing to the CSU, via a sterile pathway with no patient / prisoner contact. • A secure drugs trolley is available to use when undertaking medication administration in the CSU. 	Head of Healthcare - Northamptonshire Healthcare NHS Foundation Trust (NHFT)	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>
6	Prisoners unallocated to work or education spent 22 hours locked up each day during the week. The	HMP Lincoln will commit to a full reprofile and review its current regime offer to ensure all available resources are appropriately utilised, with the view to increase the length of the core day and time out of cell.	Governor	March 2026



	regime was much too limited for everybody on Fridays and across the weekend.	We will monitor our effectiveness to deliver the Core Day through Quality Assurance (QA) checks and challenge via the regular conversations process conducted by managers. Duty Governors will check for regime creep and any slippage in the core day, and feedback daily during the morning briefing and monthly Senior Management Team meeting.	Governor	Completed
Key Concerns				
7	The prison was very overcrowded, with nearly 90% of prisoners sharing cells designed for one person.	<p>HMPPS's cell certification framework requires that cells are only shared where a Prison Group Director has assessed them to be of adequate size, condition and meet standards set out for lighting, heating, ventilation, fittings, and access to water and sanitation. These standards ensure that prisoners are accommodated safely even when held in crowded conditions.</p> <p>HMPPS is building thousands of new prison places, including four brand new prisons, to address the demand for prison places and make prison more effective at cutting crime. There is also investment in prisons to make them safer for both prisoners and staff by taking a preventative approach to safety, making key changes to the physical environment, and testing new technology. HMPPS will continue to invest in critical prison maintenance and renewal to ensure that as much capacity as possible is kept in use and fit for purpose. These measures will have a positive impact on lowering the proportion of crowding in the prison estate by providing accommodation that is safe, decent, and uncrowded. The extent to which the proportion of prisoners held in crowded accommodation can be reduced will always depend on levels of demand in the system.</p>	HMPPS	Ongoing
8	Work to promote fair treatment was under-resourced, and leaders had not explored or addressed Prisoners' perceptions of inequality.	<p>Protected characteristic forums are now monitored by the Governor through the bi-monthly Equalities meeting and a yearly schedule has been published.</p> <p>Senior Management Team (SMT) leads for protected characteristics will attend forums to promote key themes and support meaningful consultation, helping to understand prisoner perceptions and ensure appropriate senior leadership oversight.</p> <p>The Safety Team will conduct targeted consultation to gather insights into prisoner perceptions of the Discrimination Incident Reporting Form (DIRF) process. This initiative aims to identify any barriers to engagement, assess levels of understanding and confidence in the process, and ensure that the</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Completed</p> <p>September 2025</p> <p>December 2025</p>



		system is perceived as fair, accessible, and effective. Feedback will be used to inform improvements and reinforce trust in the reporting mechanism		
9	Access to a GP took too long and did not meet patients' needs.	<p>Additional GP capacity was initially secured through temporary support from HMP Morton Hall to provide immediate relief, whilst the establishment worked towards a more sustainable solution.</p> <p>Provision will include full on-site clinics every Monday and Thursday, with a morning clinic every Friday. A review of clinic utilisation will be conducted with the subcontracted provider to ensure utilization is maximized.</p> <p>Additional capacity has also been provided by the Advanced Clinical Practitioner (ACP) on site which has increased the timeliness of review for our patients. HMP Lincoln are ensuring that clinic capacity is maximized by utilising daily urgent embargoed slots by booking routine patients into these appointments when no urgent demand is identified.</p> <p>Patient Tracker List (PTL) meetings have been established on a weekly basis to enable further oversight and monitoring of our waiting lists.</p>	Head of Healthcare - Northamptonshire Healthcare NHS Foundation Trust (NHFT)	<p>Completed</p> <p>September 2025</p> <p>Completed</p> <p>Completed</p>
10	The range of IT courses was not broad enough to help prisoners develop their IT skills in preparation for release and the proportion achieving qualifications in mathematics was too low.	<p><u>IT Courses:</u></p> <p>PeoplePlus will ensure that digital skills are planned for effectively in all subject areas and will include access to the ICT classroom. During these sessions prisoners will improve their knowledge and understanding of basic ICT programmes e.g. Word, Excel, PowerPoint etc.</p> <p>The New Digital Education Platform will be utilised more effectively in Education sessions.</p> <p>Tutors will have training on a computer programme that, will allow them to embed digital skills, within their curriculum area.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>October 2025</p> <p>September 2025</p> <p>September 2025</p>



	<p>Prisoners will have the opportunity to use ICT in the industries workshops, library, kitchen and during employability courses via the Digital Education Platform (DEP) . Digital skills will be included in all schemes of learning across the prison to best utilise this resource. Quarterly lesson visits will be conducted by the education provider and prison staff.</p>	Governor	October 2025
	<p>Progress and impact will be monitored through the monthly Quality improvement group (QIG) and Establishment Performance meetings (EPM), regular lesson visits and monitoring progress against Maths and English performance indicators.</p>	Governor	October 2025
	<p><u>Maths Qualification achievements:</u></p> <p>The PeoplePlus Functional Skills Manager will attend the City & Guilds standardisation focus group to gain knowledge on reviewing sample papers, which will then allow additional guidance to be offered to tutors.</p>	Governor	September 2025
	<p>PeoplePlus will change their marking process to allow for a streamlined quality assurance process, which will deliver a standardised approach to learner feedback.</p>	Governor	September 2025
	<p>PeoplePlus will introduce a bridging unit that allows learners to develop the maths skills needed to progress from Entry 3 to level 1 successfully.</p>	Governor	September 2025
	<p>Maths achievements will be closely monitored using centre analytics to identify trends in no achievements.</p>	Governor	January 2026
	<p>Maths will be embedded in all Education and work areas to ensure that prisoners develop sector specific skills. Progress and impact will be monitored through the monthly Quality improvement group (QIG) and Establishment Performance meetings (EPM), regular lesson visits and the performance hub, progress in English and Maths KPI.</p>	Governor	October 2025
	<p>The Multiply course, a course designed specifically for individuals with low level maths skills, will be utilised to support prisoners to progress into formal maths qualifications within the education department.</p>	Governor	September 2025



11	Too many prisoners were unaware of the range of enrichment activities available at the prison. Prisoners on a basic prison regime did not have access to these.	Improved communication and awareness of available enrichment activities have been discussed during Prisoner Representative Group (PRG) meetings, with suggestions being made for additional activities. These are now being promoted through posters displayed across all residential units to increase awareness.	Governor	Completed
		Staff are briefed daily during Residential briefings, with Senior Leaders present to encourage participation and engagement from enhanced prisoners during their daily interactions and keywork sessions. Keywork bi-monthly newsletter will promote what's on offer to stimulate further discussion.	Governor	Completed
		Items have been ordered to enhance the evening activity offerings, and these will be replenished as and when required.	Governor	Completed
12	There were gaps in public protection telephone monitoring arrangements.	HMP Lincoln commits to undertake a review to identify the gaps in provision and why they are impacting monitoring arrangements. This will then be followed up with an action plan.	Governor	December 2025
		An OMU Hub Manager now conducts weekly quality assurance checks. This includes reviewing monitoring logs and ensuring that any actions taken are documented. Any concerns identified are escalated promptly through the appropriate management channels.	Governor	Completed
		Daily staffing checks are carried out by Security Managers to ensure that personnel assigned to monitoring roles are adequately supported in fulfilling their responsibilities.	Governor	Completed
		A review of staffing arrangements is currently underway to explore how monitoring duties can be effectively distributed across both day and night shifts.	Governor	October 2025
13	Too many prisoners, about 20%, were released homeless.	HMP Lincoln will maintain active engagement with accommodation providers and Local Housing Authorities, consistently advocating on behalf of prisoners to support their resettlement needs. This task is done by the Strategic Housing Specialist (SHS). Outcomes are measured, specifically to this action through monthly Reducing Reoffending meetings.	Governor	March 2026



		<p>Weekly resettlement meetings are held to review the cases of prisoners within the 12-week pre-release window, ensuring that all necessary referrals and support measures are completed prior to release. The assurance process for monitoring is completed by the SHS who reports this at the monthly Reducing Reoffending meetings.</p>	Governor	Completed
		<p>The SHS and the Pre-Release Senior Probation Officer (SPO) attend Local Authority homelessness panels on a fortnightly basis. This collaborative approach ensures that Local Authorities are fully informed of individuals at risk of homelessness upon release. It also facilitates timely access to risk assessments and enables video link appointments, supporting prompt and effective homeless assessments.</p>	Prison Group Director	Completed
		<p>At HMP Lincoln, we use local data to identify prisoners at risk of being released with no accommodation. This is primarily done through the weekly resettlement board, delivered in partnership with Lincolnshire Action Trust (LAT). The board brings together data from the Pre-Release Team, SHS, and other partners to flag individuals requiring accommodation support.</p>		
		<p>Each case is reviewed to determine the appropriate intervention, such as referrals to Commissioned Rehabilitative Services (CRS). Progress is reviewed weekly at performance meetings and monthly at Reducing Reoffending meetings. This data-led approach ensures timely support and helps reduce the risk of homelessness on release</p>	Governor	Completed

