



HM Prison &  
Probation Service

Action Plan: HMP Leicester.

Action Plan Submitted: 10 December 2025.

A Response to the HMIP Inspection: 5 – 25 August 2025

Report Published: 17 November 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 Leicester

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
	<b>Priority concerns</b>			
1.	Violence was too high and the highest among reception prisons.	<p>HMP Leicester will introduce a monthly “Safety Matters” newsletter for staff. This will be a detailed data-based newsletter detailing drivers of violence, deliberate self-harm and Use of Force and actions that need to be taken by frontline staff to mitigate those current drivers. The Newsletter will be emailed, and displayed in key areas, information will be used during wing/area briefings.</p> <p>HMP Leicester will deliver ‘Safer Custody Toolbox Talks’ &amp; speed training on all aspects of Safer Custody. This training will target all operational staff and will be delivered at monthly training days.</p> <p>HMP Leicester will develop stronger links with the Leicester Violence Reduction Network to work collaboratively with the Prison and the population.</p> <p>HMP Leicester will introduce a formalised process to manage non associates within HMP Leicester. The process will involve identifying conflict upon reception,</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>January 2026</p> <p>March 2026</p> <p>January 2026</p>



		investigating non association markers through the Challenge Support and Intervention Plan (CSIP) process, and where possible conduct mediation to resolve conflict and prevent future violence.		
2.	The positive mandatory drug test (MDT) rate was too high. There were delays in providing substance misuse support for prisoners. Drug strategy meetings were poorly attended by leaders and meetings did not result in actions to address known key issues that impact on substance misuse.	<p>HMP Leicester have submitted bids for window replacement for the main residential wing to reduce the risk of ingress of illicit drugs through improvements to windows.</p> <p>HMP Leicester in collaboration with the healthcare provider will review the purpose and resourcing of the Managing Recovery Unit to improve substance misuse support, specifically the timeliness and effectiveness of support and regime provision for prisoners on the unit.</p> <p>Drug strategy meetings are now held monthly and are chaired by the Deputy Governor. These will be further improved with more focus and the Drug Strategy Lead will provide strategic governance and drive forward the drug strategy which will contain a cohesive plan to enable recovery, reduce demand and restrict supply, in line with the HMPPS Drug and Alcohol Operational Framework.</p> <p>HMP Leicester will publish a revised Drug Strategy.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>February 2026</p> <p>December 2025</p> <p>February 2026</p>



3.	<p>The strategic and local health partnerships had failed to address several long-standing issues, which impacted on patient safety and the delivery of some services. For example, 'did not attend' (DNA) rates were high, too few psychosocial substance misuse interventions were delivered, and officer supervision at medication hatches was ineffective.</p>	<p>Substance Misuse Service (SMS) psychosocial interventions available to prisoners will be reviewed against contract expectations to determine the best use of resources to meet need.</p>	Practice Plus Group	December 2025
		<p>'Refusal of Appointment' forms now include documented reasons for non-attendance, improving understanding of patient barriers and preferences. The Head of healthcare will review these in both local and regional quality assurance meetings. Head of healthcare and prison Senior Leadership Team (SLT) will review this daily in the morning meeting and monthly in the local delivery board meetings.</p>	Practice Plus Group	December 2025
		<p>Monthly Healthcare &amp; Inclusion Meetings have been established to review: Interventions currently in place, reasons behind appointment cancellations and Opportunities for collaborative support.</p>	Practice Plus Group	November 2025
		<p>Inclusion to increase group interventions including structured Inclusion Step Forward Program for Prisons group ISFPP, external peer led groups, and to start Narcotics Anonymous sessions. Head of healthcare to review effectiveness with prison SLT and discuss in the regional subcontractor meetings and feed back to prison SLT.</p>	Practice Plus Group	January 2026
		<p>Inclusion will attend local delivery board meetings.</p>	Practice Plus Group	December 2026



		<p>Clinical and psychosocial substance misuse teams will play a clear active role in the drug strategy meetings feeding information both into the meetings and to the SMT/healthcare team.</p> <p>To effectively manage issuing and supervision of medication this will be added to the agenda for the Drug Strategy meeting with attendance from both healthcare and prison staff to monitor and address safety protocols at the medication hatch during dispensing times.</p> <p>Medication rounds will be routinely observed by members of the Healthcare Senior Leadership Team (SLT) to assess efficiency and time taken, safety measures in place and Officer supervision of patients (which will also be observed by prison operational managers). Head of Healthcare will review these outcomes in both local and regional quality assurance and patient safety meetings.</p>	<p>Practice Plus Group</p> <p>Practice Plus Group</p> <p>Practice Plus Group</p>	<p>March 2026</p> <p>December 2025</p> <p>December 2025</p>
4.	The daily regime was unreliable, and staff could not always account for prisoners' whereabouts. Roll checks were often delayed, and prisoners expressed frustration at inconsistent unlock times.	<p>HMP Leicester will review the Residential regime to improve reliability over daily activities.</p> <p>The Regime Manager and Residential Supervising Officer are accountable for delays in roll checks and unlock times with the Head of Residence providing assurance and governance through the Functional</p>	<p>Governor</p> <p>Governor</p>	<p>February 2026</p> <p>December 2025</p>



		Improvement Plan and line management. HMP Leicester will improve assurance and scrutiny over roll checks, and to enable closer scrutiny roll check times will be included on the Daily Briefing Sheet so that all managers and senior managers are monitoring compliance with the regime on a daily basis.		
5.	Leaders did not set high enough expectations for prisoners to engage in education, skills and work. For too many prisoners, the curriculum lacked ambition. Prisoners did not gain relevant skills or develop work readiness.	<p>The core curriculum will be reviewed against budgetary requirements, contractual delivery agreements and local needs analysis. This will ensure that appropriate subjects are on offer to all prisoners to support their development within the prison and support their onward journeys.</p> <p>In conjunction with People Plus, tutors will receive Continuous Professional Development (CPD) to support high quality teaching and learning.</p> <p>Employability and enrichment opportunities will be reviewed to support the wider curriculum, allowing prisoners to develop skills and work readiness.</p> <p>HMP Leicester will introduce a monthly report looking at patterns of non-attendance and identifying barriers. Actions will be taken by the Head of Education Skills and Work (HoESW) to remove barriers and encourage attendance.</p>	<p>Governor</p> <p>Governor/People Plus</p> <p>Governor</p> <p>Governor</p>	<p>February 2026</p> <p>February 2026</p> <p>April 2026</p> <p>January 2026</p>



	Key Concerns			
6.	Use of force was too high and considerably higher than similar prisons.	<p>HMP Leicester will conduct a review and analysis of Use of Force de-briefs to identify themes, triggers and prisoners' perspectives to help staff better understand how to de-escalate and seek a solution ensuring Use of Force is a last resort. Specific prisoner consultation through focus groups will be held to further identify reasons for high Use of Force. Trends and themes will be reviewed and appropriate actions taken at monthly Use of Force Meetings to target a reduction in Use of Force.</p> <p>HMP Leicester will implement increased analysis of body worn camera usage on an individual basis including whether a camera was activated prior to the start of an incident or not whilst also considering the ability to activate prior, whether de-escalation techniques were employed to try and prevent an incident. Analysis will also identify staff not in possession of a camera. All data will be shared with line managers to enable evidence-based performance conversations to take place.</p> <p>HMP Leicester will provide training in procedural justice to all operational staff to improve communication and legitimate use of authority.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>January 2026</p> <p>December 2025</p> <p>January 2026</p>





7.	Many cells on the main wing needed refurbishment. Cells frequently had damaged flooring and windows, and fittings were often worn.	<p>HMP Leicester have submitted bids for window replacement for the main residential wing to reduce the risk of ingress of illicit drugs through improvements to windows.</p> <p>A cell refurbishment schedule will be introduced and monitored at monthly SLT meetings for compliance. This will be further assured at monthly tripartite meetings to ensure effective delivery of the maintenance contract.</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>January 2026</p>
8.	Patients waited far too long to be transferred to specialist mental health beds under the Mental Health Act.	<p>The Mental Health Bill, currently going through Parliament, sets out vital reforms to support people with severe mental illness in the criminal justice system. This includes a new statutory time limit of 28-days for transfers from prison and other places of detention to hospital, which together with operational improvements, aims to reduce unnecessary delays and deliver swifter access to treatment.</p> <p>The MoJ will be working with partners to create an implementation plan which sets out the operational changes which will be necessary to fulfil our commitment to commencing this reform 18-24 months post Royal Assent.</p> <p>MoJ are also working closely with our health and justice partners to support the development of the</p>	<p>Offender Health, MoJ.</p> <p>Offender Health, MoJ.</p> <p>Offender Health, MoJ</p>	<p>Ongoing 18 – 24 months after Royal Assent.</p> <p>Ongoing 18 – 24 months after Royal Assent.</p> <p>Ongoing</p>



		<p>recently established Mental Health and Justice Strategic Advisory Group. This group will improve oversight of the transfer process by bringing together key partners across operational delivery to scrutinise data and intelligence on transfer timeliness and identify and deliver solutions to address common causes of delays.</p> <p>The mental health lead will ensure all patients that have breached timeframes are raised in the bi-weekly Midlands Delayed Mental Health Hospital Transfers, Remissions, and Releases of Concern meetings, ensuring coordinated and timely patient care. Each case awaiting transfer is escalated through these meetings and receives weekly care reviews until the transfer is completed.</p> <p>All patients awaiting transfer to a mental health hospital will be discussed in the Safety and Intervention Meeting (SIM) alongside prison staff, with safeguarding measures implemented for individuals who exceed expected transfer timeframes.</p> <p>Patients undergoing the gatekeeping process are reviewed in both the MPCCC Meeting and the Mental Health Complex Case Meeting. For those breaching expected timelines, care plan review dates are adjusted to reflect increasing care needs, ensuring appropriate and responsive support.</p>	<p>Practice Plus Group</p> <p>Governor/Practice Plus Group</p> <p>Practice Plus Group</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p>
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9.	<p>There were no clear systems in place for managing long-term health conditions, and some patients did not have care plans. Some patients experienced delays in receiving medicines because prescribers were not always available or failed to respond to requests to prescribe medications promptly.</p>	<p>All new patients arriving at HMP Leicester will be reviewed in the daily multidisciplinary team (MDT) meeting.</p>	Practice Plus Group	Complete
		<p>The MDT will identify individuals with long-term conditions (LTCs) and ensure they are added to appropriate Long-Term Conditions (LTC) clinics for ongoing management.</p>	Practice Plus Group	Complete
		<p>Nursing staff will receive refresher training on the care planning process, with emphasis on creating patient-centred care plans and ensuring plans are holistic, addressing physical, mental, and social health needs.</p>	Practice Plus Group	January 2026
		<p>The healthcare Senior Management Team (SMT) will conduct monthly reviews of care plans to ensure quality, relevance, and patient involvement.</p>	Practice Plus Group	January 2026
		<p>The Early Days in Custody (EDiC) pathway will be used to review all medications for new arrivals.</p>	Practice Plus Group	Complete
		<p>Any required prescriptions will be highlighted to prescribers during the daily MDT meeting.</p>	Practice Plus Group	Complete
		<p>All prescriptions—both for new arrivals and existing patients—will be discussed in the daily meeting with the prescribing team.</p>	Practice Plus Group	Complete



		<p>The Senior Regional Pharmacy Team will conduct regular audits of prescribing tasks to ensure compliance and safety. The findings will be fed back and reported to the Local Delivery Board.</p> <p>Bank GPs will be recruited to assist with annual leave and potential prescribing gaps.</p> <p>The Head of Healthcare will review prescribing practices during local and regional Quality Assurance (QA) meetings.</p>	<p>Practice Plus Group</p> <p>Practice Plus Group</p> <p>Practice Plus Group</p>	<p>Complete</p> <p>February 2026</p> <p>January 2026</p>
10.	Time out of cell at weekends was poor. Prisoners could expect to have less than two hours unlocked from their cells on Saturdays and Sundays.	HMP Leicester will conduct a review of regime provision on weekends to ensure all time out of cell opportunities are maximised for all prisoners.	Governor	January 2026
11.	Attendance at education, skills and work was too low and punctuality was poor.	<p>HMP Leicester will review the outcomes of allocation meetings and the reasons for any poor attendance to find solutions to the barriers encountered by prisoners.</p> <p>HMP Leicester will introduce daily briefings with residential, industries, education and activities to reinforce expectations and resolve operational blockers.</p>	<p>Governor</p> <p>Governor</p>	<p>January 2026</p> <p>January 2026</p>
12.	Managers lacked oversight of wing-based prisoner work, failing to monitor attendance, work quality, or the development of skills and behaviours.	HMP Leicester will introduce a designated 'cleaning officer' for the main wing so that monitoring and supervision of prisoner's work can be achieved, as well as supporting prisoners with development of skills and	Governor	February 2026



		behaviours. Assurance activities will be implemented to ensure the quality of prisoner's work is satisfactory. Assurance will be overseen by residential managers.		
13.	Too many prisoners with additional learning needs did not receive the support that they needed to engage in education, skills and work.	<p>A training package for education staff will be created and delivered with support from psychology and operational grades. This training will link to ensuring delivery of robust support plans which all staff have access to, developing and creating a whole prison approach to supporting prisoners with neurodiverse needs, as well as supporting individual prisoners.</p> <p>People Plus will ensure that prisoners involved with education receive tailored support within the classroom setting.</p>	<p>Governor</p> <p>People Plus</p>	<p>April 2026</p> <p>December 2025</p>
14.	Too many prisoners were released homeless.	<p>Community Accommodation Services 3 (CAS 3) provision assists with accommodation for up to 12 weeks for prison leavers at risk of homelessness. This service provides transitional accommodation for up to 84 nights for prison leavers and those moving on from CAS1 and CAS2, subject to probation supervision who would otherwise be homeless, with basic floating support to move onto settled accommodation.</p> <p>Strategic Housing Specialist (SHS) in post at HMP Leicester -Monthly meetings are held with senior managers at Leicester City Local Authority to address issues and barriers in improving the release pathway.</p>	<p>HMPPS Community Accommodation Services (CAS)</p> <p>Governor</p>	<p>Ongoing</p> <p>January 2026</p>



		<p>The Leicester, Leicestershire &amp; Rutland (LLR) Local Authority release panels, which meet fortnightly, continue to operate effectively. These panels are designed for all NFA (No Fixed Abode) prisoners being released back to LLR. The SHS represents Leicester prison releasing to LLR at these panels.</p>	Governor	January 2026
		<p>HMP Leicester has strengthened co-ordination for 'out of area cases' by engaging with Strategic Housing Specialist colleagues from other prisons to ensure that NFA cases are discussed at pre-release panels within the relevant local authority areas.</p>	Governor	February 2026

