



HM Prison &
Probation Service

Action Plan: HMP Liverpool

Action Plan Submitted: 15th December 2025

A Response to the HMIP Inspection: 11th August – 21st August 2025

Report Published: 10th 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 LIVERPOOL

1. Rec No	2. Concerns	3. Response Action Taken/Planned	4. Responsible Owner	5. Target Date
Priority Concerns				
1	Continuously high levels of sickness absence among staff prevented the delivery of a consistent and full regime.	<p>A Band 9 Attendance Lead is now in post, and a tracker is in place to monitor progress on all sickness cases ensuring all actions are completed in a timely manner and in line with policy.</p> <p>HMP Liverpool is working with the Human Resource Technical Consultancy Team on a project that will include surveys, interviews and one to ones with staff. This will result in recommendations to support staff and improve performance on Human Resource processes including attendance management.</p> <p>A dedicated Human Resources Case Manager has been assigned to HMP Liverpool to support the management of individual sickness cases and support the upskilling of managers. This will commence at the end of October 25 and feedback from the Case Manager will inform local actions.</p> <p>HMP Liverpool will track attendance data to identify any patterns and will identify strategies and plans to address these issues with support from the Human Resource Regional team.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>June 26</p> <p>March 26</p> <p>March 26</p>



2	The supply of illicit items including drugs and mobile phones remained a significant threat to the prison. The positive rate for random mandatory drug testing was the highest of any reception prison at 46%.	HMP Liverpool will continue to work collaboratively with Merseyside Police, Northwest Regional Organised Crime Unit (Police), Serious Organised Crime team (HMPPS), and the National Drone Team to undertake joint actions to reduce illicit conveyance via drones and throwovers.	Governor	April 26
		Rehabilitation Adjudications have been introduced and embedded. These will take place weekly. They serve to avoid an over-reliance on punitive measures by allowing individuals time to engage meaningfully with Change, Grow Live (CGL) Substance Misuse Service. The aim is to incentivise positive engagement and support recovery rather than reinforce cycles of punishment and relapse.	Governor	Complete
		HMP Liverpool implemented a range of initiatives as part of a Recovery Month held in September 2025 including: <ul style="list-style-type: none"> • Theatre in Prisons Project • Large-scale recovery event with external agencies • Lived experience talks and films • Staff recognition and NPS awareness training • Recovery gym sessions and Mutual Aid Groups 	Governor	Complete
		HMP Liverpool and the Drone Task Force conducted several intense operations over a 3-week period in October to November. The focus was to deter, detect and disrupt the supply route for drugs entering the prison. Improved intelligence from the operation will inform the focus for reducing areas of drug ingress moving forward.	Governor	Complete



		<p>£11.5k of funding for this financial year has been secured to improve the current Incentivised Substance Free Living (ISFL) Unit and these funds will be used to improve the general environment of the unit. £25k has been secured for this financial year to develop the current Drug Recovery Unit on A Wing to support prisoners receiving opiate substitute treatment. The funds are being used to enhance the physical environment to promote wellbeing, reduce triggers and support individuals in addressing substance misuse.</p>	Governor	April 26
		<p>The Drug Strategy Custodial Manager holds and will continue to hold quarterly engagement sessions with homeowners that live next to or behind the establishment. The aim is to strengthen relationships within the community and to encourage and provide confidence for the reporting of suspicious throwovers, drone activity and any suspected drug related activity near the prison. The information is used to inform the wider drug strategy and identify any actions for the establishment to take forward to support supply reduction.</p>	Governor	Complete
		<p>HMP Liverpool have reviewed all reception processes to identify weaknesses that require addressing to prevent illicit items moving through this ingress point. Work will now be carried out to improve several processes including use of the body scanner. This work will be led by the Reception Custodial Manager and Head of Operations which will be monitored monthly.</p>	Governor	January 26



		HMP Liverpool have reviewed the searching processes for visits. Action has been taken to strengthen processes where weaknesses have been identified. Quality assurance checks are now being completed by the Visits Custodial Manager on a twice weekly basis. The Head of Operations is conducting a weekly quality assurance check.	Governor	Complete
3	There had been seven self-inflicted deaths since the previous inspection and rates of self-harm were high. Avenues of support for prisoners in crisis were not always fully identified or were generic in nature rather than tailored to the prisoners' needs.	<p>Custodial Managers will conduct Assessment Care in Custody and Teamwork (ACCT) assurance checks to ensure that care plans are tailored specifically to meet individual prisoner needs. These checks will be completed on a weekly basis and written/verbal feedback will be given to the author to inform positive practice. Where it is identified that there is a need to improve the information and quality of care plans case co-coordinators will be provided with one-to-one upskilling.</p> <p>The Regional Safety Lead will work with HMP Liverpool to support the upskilling of Case Coordinators and the Safety Hub Manager to improve ACCT management. There will be a dedicated monthly meeting with Case Coordinators to clarify care plan expectations and how effective use can support individuals in crisis.</p> <p>HMP Liverpool will embed the Single Case Coordinator model by March 2026. HMP Liverpool will work alongside the Regional Safety Lead to introduce this on a residential unit basis.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>March 26</p> <p>March 26</p> <p>March 26</p>



		<p>Case Co-ordinators will invite different departments to the ACCT reviews to encourage a Multidisciplinary approach. Attendance will be recorded and any non- attendance challenged by the Head of Safety.</p> <p>Individuals will be reviewed weekly in the Safety Intervention Meeting (SIM), which is a multi-disciplinary meeting with tailored and recorded actions assigned to individuals for attention. Case Coordinators will be informed of any follow up actions that are required. These will be tracked via the SIM Meeting.</p>	Governor	January 26
			Governor	January 26
4	Living conditions for some prisoners were poor. A lack of effective maintenance by the facilities contractor exacerbated this.	<p>A programme of cell checks/inspections incorporating decency checks will be completed on daily basis to ensure cells are fit for habitation. Prison Officers will carry out daily checks of all cells and Band 4 Senior Officers will complete daily random spot checks of 5 cells on each unit per day. Custodial Managers will also complete a minimum of 2 random cell checks per week. The Head of Residential will also conduct random spot checks throughout the month.</p> <p>Repairs will be carried out in a timely manner and cells taken offline as required. Small repairs will be referred to the refresh team for completion within 24 hours. Return of cells to use will be tracked daily at the operational morning meeting. A refresh team is in place to allow small repairs to be carried out.</p>	Governor	February 26
			Governor	Complete



		A new site manager is in place and issues with the facilities contractor are escalated through the Prison Group Directors office and Area Property Operational Manager as appropriate.	Governor	Complete
5	Leaders had been too slow to design creative, ambitious and well-structured curriculum, suitable for the prison's function.	<p>The current curriculum has been designed within the Prison Education Service contract, the HMPPS Vision for a Reception Prison, and a local Needs Analysis with a large offer of inductions and assessments, English, Maths and Personal and Social Development courses running to support the population. Industrial Cleaning and the Staff Mess Catering courses run in conjunction with Marstons are also part of the Annual Delivery Plan (ADP) as pathways to employment.</p> <p>HMP Liverpool will review the ADP alongside a Needs Analysis with support from the Regional Education and Skills Manager. The impact of the education offer will be assessed and reported at the Quality Improvement Group. Minor changes can be made to the ADP each quarter.</p> <p>A new large workshop is being developed for waste management and recycling. This will support sustainability within the prison, add an extra vocational pathway for prisoners and increase purposeful activity spaces.</p>	<p>Governor</p> <p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>January 26</p> <p>January 26</p>
6	Senior leaders did not have an effective oversight of the quality of education, skills	To enhance Quality of Education, HMP Liverpool are implementing an improvement plan that will include the following measures:		



	and work activities, nor manage the education provider effectively enough.	<ul style="list-style-type: none"> • Prison Education Service meetings are to be attended by all functions. Compliance will be rigorously monitored. • Quality Assurance activities will be implemented and followed according to the national planning document. This will include oversight of all Education, Skills and Work areas. These will be used alongside data within monthly meetings to manage, support and challenge the Education provider effectively. • A weekly Performance Meeting is in place between the education provider and prison strengthening governance and accountability between the two stakeholders • Minutes from the weekly education meetings with the Education Provider NOVUS, which includes performance, progression and impact will be shared with Head of Education Skills and Work and the Education & Skills Manager for further input and oversight. 	Governor	June 26
			Governor	January 26
			Governor	Complete
			Governor	January 26
		Learning and Progress trackers will be implemented within areas of prison employment to develop prisoners' skills alongside their work. This will be quality assured within the Quality Improvement Group and prisoners will be set their own targets to ensure individualisation.	Governor	January 26



7	Leaders were taking far too long to rectify the issues of low attendance and punctuality at education and work.	Change Grow Live (CGL) will become a Tier 1 Activity - core purposeful activities that aid rehabilitation and personal development. This will allow the prioritisation of drug rehabilitation so that prisoners engaging with a rehabilitation programme will be classed as employed and be allocated to this activity to reduce and minimise clashes.	Governor	January 26
		HMP Liverpool will review allocation and attendance processes to avoid clashes and improve attendance to activity.	Governor	March 26
		HMP Liverpool will implement a system to accurately monitor attendance of prisoners in planned activities and personal development activities. This will challenge unacceptable absences to maximise the monthly activity provision. This will be reviewed at the weekly performance meeting, and monthly at the Reducing Reoffending meeting.	Governor	March 26
		The allocation process has been streamlined to allocate prisoners straight after completion of NOVUS (Education Provider) induction. This has streamlined the reception to allocation process.	Governor	Complete
		A new Activities Custodial Manager (CM) has been appointed to allow a greater emphasis on the Incentives and Earned Privileges process for non- attendance and basic boards for regular non-attenders. The Activities CM will work with Prison Officers to engage in constructive	Governor	March 26



		conversations with prisoners under their care who are not attending work.		
Key Concerns				
8	New arrivals often waited far too long in reception holding rooms waiting to be seen by staff and health care professionals, with little to occupy their time.	The Head of Healthcare will update prescribing processes so that only patients who require stabilisation medications are held back in Reception for a face-to-face review with the Non-Medical Practitioner.	Governor/ Head of Healthcare	Complete
		Updates made to make the registration of patients on to SystemOne process more efficient by providing the Health Care Assistant with a laptop to register patients at the front desk at the point of arrival.	Governor/ Head of Healthcare	Complete
		Healthcare Nurses Office to have a patient cell phone line installed so that more comprehensive secondary screenings can be completed, reducing the number of questions/actions required for completion in Reception & moving them to the secondary screens.	Governor	March 26
		<p>The following have been introduced to provide support to prisoners whilst in the reception area:</p> <ul style="list-style-type: none"> • Distraction packs/reading material available in Reception. • 3 trained Listeners to support reception prisoners. • Streamlined process introduced for new receptions to receive canteen packs. <p>Two new nurse prescribers have been appointed in October 25 with a full Reception team now in place.</p>	Governor	Complete



		<p>Healthcare processes have been reviewed and improved to reduce waiting times in Reception. These processes will be implemented from 27 October 25 and will see wait times reduced.</p> <p>Explore what part of the reception process can be moved to the First Night Centre to reduce time spent in Reception.</p>	Governor	Complete
			Governor	January 26
9	Too few prisoners benefitted from key work, and the sessions that did take place lacked sufficient quality. Key work did not support sentence progression.	<p>Key work has been reviewed, and a new strategy is now in place. The focus of the strategy is new receptions - first time in custody receiving a key work session within the first 14 days. This is tracked by Residential Administration resource.</p> <p>An improved Quality Assurance (QA) process has been introduced. Key work sessions will be Quality Assured by Residential Custodial Managers with 5% of completed key work sessions quality checked. HMP Liverpool's Senior Probation Officer will complete monthly checks of the Custodial Managers' QA and provide direct learning and feedback as required.</p> <p>HMP Liverpool will identify several Prison Officers and provide them with enhanced support and guidance to complete quality key work sessions with a focus on new receptions.</p>	Governor	Complete
			Governor	Complete
			Governor	March 26



10	<p>Not all patients requiring transfer to hospital under the Mental Health Act were transferred within the national guideline expectation of 28 days. This meant assessment and treatment for mental disorders was delayed and the potential for further harm and suffering increased.</p>	<p>The following measures will be taken to support improvements in the timeliness of hospital transfers and escalation processes:</p> <p>The Mental Health Bill is progressing through Parliament. The Bill introduces a new statutory time limit of 28-days for the transfer of patients with a mental disorder from prison and other places of detention to hospital. This time limit, together with operational improvements, aims to reduce unnecessary delays and deliver swifter access to treatment.</p> <p>The MoJ are working with the Department of Health and Social Care, NHS England (NHSE), the Welsh Government, the Home Office and the Youth Custody Service to create an implementation plan which sets out the operational improvements necessary to fulfil our commitment to commencing these reforms 18-24 months post Royal Assent.</p> <p>The North West Health & Justice Commissioning Team are working with the prison's Mental Health providers to ensure that internal identification and referral processes are robust by:</p> <ul style="list-style-type: none"> Escalating cases where referrals to specialist mental health in-patient units exceed 28-day waiting times. 	<p>MoJ – Offender Health & NHS England Health & Justice (National)</p> <p>MoJ – Offender Health & NHS England Health & Justice (National)</p>	<p>18-24 post Royal Assent</p> <p>18-24 post Royal Assent</p> <p>Completed</p>
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		<ul style="list-style-type: none"> Establishing monthly escalation meetings with providers and commissioners; HMPPS regional representatives invited to participate. Developing a live dashboard to track mental health referrals and delays in real time. Engaging with Integrated Care Board mental health commissioners to address delays in transfers, acknowledging wider system pressures. Preparing a review of prison health in-patient facilities and models to explore options for reducing external referrals. Reviewing the outcomes of a 2-year pilot programme with Mersey Care Foundation Trust's Prison Pathways Team to support appropriate transfers across the prison and secure mental health estate. 	<p>North West Health and Justice</p> <p>And Mersey Care Foundation Trust</p>	<p>Completed</p> <p>December 26</p> <p>Completed</p> <p>December 26</p> <p>December 26</p>
11	Prisoners spent too much time locked in their cells. The regime at weekends was particularly poor, and there was not enough recreational or enrichment activity for prisoners during their association periods.	<p>Canteen processes have been revised to ensure as a minimum prisoners receive 2 hours out of cell including 1 hour in the open air.</p> <p>Review of the DHL canteen contract to explore the option of moving the canteen process to the working week to minimise the impact at weekends and improve the</p>	<p>Governor</p> <p>Governor</p>	<p>Complete</p> <p>January 26</p>



		<p>weekend regime. No work or education activity takes place on Friday afternoons, making this the preferred day.</p> <p>HMP Liverpool will conduct a full review of recreational and enrichment activities, including the development of mental health focused options to expand what is on offer.</p>	Governor	February 26
12	Leaders had not implemented an effective reading strategy to support prisoners who could not read, or to develop prisoners' reading further.	<p>HMP Liverpool will review and implement a reading strategy, and this will include the introduction of a monthly strategy meeting to provide governance and oversee the reading strategy action plan led by the Learning & Skills Manager.</p> <p>A full -time Shannon Trust staff member has been appointed to support non-readers from the point of entry into the establishment. This is facilitated through Reception Orderlies, ensuring early identification and engagement.</p>	<p>Governor</p> <p>Governor</p>	<p>February 26</p> <p>Complete</p>
13	Public protection arrangements were still not sufficiently robust. Some prisoners with clear risks had either not been assessed promptly or, in some cases, not assessed at all.	<p>HMP Liverpool will develop a dedicated Public Protection Unit (PPU). The Team will be monitored via the Regime Management Plan to ensure sufficient resources are deployed to deliver robust public protection arrangements. Initial resources are now in place with recruitment ongoing.</p> <p>A dedicated Band 3 PPU administrator has been appointed, and recruitment of 2 additional staff has commenced to increase this resource. This resource will be dedicated to PPU tasks and not used on other</p>	<p>Governor</p> <p>Governor</p>	<p>January 26</p> <p>January 26</p>



		<p>Offender Management Unit work. Oversight will be provided from a Band 4. This will provide a more consistent process and allow for quicker completion of initial assessment from point of arrival.</p> <p>An increased resource of Prison Offender Managers (POMs) has been agreed for the dedicated PPU. The resource will be 4 POMs - 2 Prison POMs and 2 Probation POMs. This will support the completion of Public Protection Assessments to ensure timely completion.</p>	Governor	January 26
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