



HM Prison & Probation Service

Ian Barrow
Area Executive Director
HMPPS Wales and CAS

Helen Davies
Head of Thematic and Joint Inspection

8th October 2025

Dear Helen,

HMI Probation Inspection of Manor Lodge Approved Premises – September 2025

Thank you for your inspection report for **Manor Lodge Approved Premises**, where you made a total of 7 recommendations.

In respect of the recommendations, I can confirm that all have been carefully considered and the Heads of Approved Premises with the support of the Community Accommodation Services Probation Director will ensure steps will be taken to address them as appropriate. This will include the following:

- Concluding our work on the AP staffing review by the end of the year and continuing to work constructively with the Probation Workforce Team on its Activity and Resourcing Review. As staff in AP are probation staff, pay will be dealt with as part of the ongoing negotiations with the recognised Trades Unions.
- Where improvements have been identified to implement and embed a structured programme of rehabilitative activities at Manor Lodge, our national AP support team will work with the manager to achieve this.
- We will work with our Estates Team to consider the feasibility of changing Manor Lodge to a catered site, particularly in light of the physical constraints of the building and cost considerations.
- The requirement for replacement windows at Manor Lodge will be included for consideration in our 2026/27 AP 'Planned Maintenance' schedule, based on priority level. We will, however, continue to seek alternative funding streams in the meantime should these become available.

Whilst I acknowledge that there is still much work to be carried out at Manor Lodge Approved Premises, I am encouraged that positive outcomes were reported and note the following.

- I would like to pay tribute to the staff and manager who were rightly praised for strong leadership, commitment, and a focus on quality assurance.
- I am pleased to note that the manager at Manor Lodge placed a strong emphasis on treating residents as individuals with a focus on embedding the values of decency and respect into practice, which we know has a positive effect on outcomes for those living at the AP.
- It is also very encouraging to learn how staff were proud to work at Manor Lodge and were clearly engaged and motivated.

I remain committed to ensuring progress against HMIP recommendations and I can assure you that through my operational assurance functions and the support of Performance, Assurance & Risk Group (PAR) we continue to closely monitor progress in line with your findings.

Yours Sincerely,

Ian Barrow

Area Executive Director, HMPPS Wales and Community Accommodation Services

CC: Kim Thornden-Edwards, HMPPS Chief Probation Officer
Manjinder Purewal, Probation Director - Community Accommodation Services