



HM Prison &
Probation Service

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HM Chief Inspector of Probation
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23 October 2025

Dear Martin,

HMIP reports on the inspection of Howard House Approved Premises - September 2025

Thank you for your inspection report for Howard House Approved Premises, where you made a total of eight recommendations.

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

- CAS 1 AP are currently working with the Probation Workforce Team on an Activity and Resourcing Review for AP. This is running in parallel with an overall AP Staffing review (including management resource and capacity). The reviews are due to be concluded by the end of the year. Implementation of any changes would follow, dependent upon securing funding.
- Overbookings ensure that highly sought after AP capacity is fully utilised. There is a strict criterion in place for this process with a minimum 4 week notice period. The Head of the National Approved Premises Team will keep the overbooking process under constant review to ensure capacity is safely managed.
- The AP Strategy and Operational Support Team will work with the AP Manager at Howard House to develop a structured programme of rehabilitative activities that supports community reintegration.

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

- It is pleasing to see that Howard House has achieved a 'Good' rating. This achievement, in the context of ongoing staffing and estates pressures for our AP is particularly welcome. I would like to pay tribute to the staff and manager who were rightly praised for their dedication and commitment, with a strong emphasis on safety, and effective public protection practices.
- I am pleased to note that the recent refurbishment at Howard House has created the warm and welcoming environment for staff and residents that we are seeking to achieve at all sites. I also welcome that HMIP recognised the warm, inclusive, and supportive culture at

the AP, underpinned by leaders who modelled respectful and constructive behaviours. These are both aspects of the AP service which we are increasingly aware have a positive effect on outcomes.

Overall, this is a positive report, and I will ensure that improvements are made where needed and welcome the opportunity that this report gives to share positive practice.

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 and Risk Group (PAR) we continue to closely monitor progress in line with your findings.

Regards

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