



HM Prison &  
Probation Service

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21 January 2026

Dear Helen,

**HMI Probation Inspection of Ascot House Approved Premises –  
November 2025**

Thank you for your inspection report for Ascot House Approved Premises (AP), where you made a total of **ten** recommendations.

All recommendations have been carefully considered and the Heads of 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:

- The Head of Public Protection for the North West Approved Premises Area will oversee and ensure the effective implementation of handover processes at Ascot House, including maintaining robust risk management practices and safeguarding measures to ensure compliance with organisational standards.
- The National Approved Premises Team will undertake a review of room-sharing to ensure an evidence-based approach is adopted to promote decency and fairness.
- A new national model of assurance for AP is being developed and is scheduled for launch in early 2026. The model is built on robust local assurance activities, which will serve as the foundation for driving quality across AP delivery nationally.
- The Residence Plan is currently under review as part of digitisation of AP recording. Anticipated improvements include providing information from multiple systems in an efficient way to ensure effective planning of, and

outcomes of, AP placements in relation to safeguarding, risk management, and rehabilitation needs.

Whilst I acknowledge that there is still much work to be carried out at Ascot House AP, I am encouraged that positive outcomes were also reported and note the following:

- Inspectors recognised the positive leadership culture at Ascot House, which showed attentiveness to staff wellbeing and is reflected in the way residents spoke positively about staff.
- There was effective quality assurance of serious incidents, supported by the national team, with reviews completed promptly and learning shared to inform improvements.
- Inspectors observed examples of staff taking timely action to safeguard residents.
- A review of enforcement decisions, including those made out of hours, demonstrated Ascot House's ability to assess and respond promptly to emerging risks.

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

Yours Sincerely,

**Ian Barrow**

Area Executive Director, HMPPS Wales and CAS

Cc: Kim Thornden-Edwards, Chief Probation Officer, HMPPS  
Manjinder Purewal, Probation Director, CAS