



Helen Davies

Head of Thematic and Joint Inspection
HM Inspectorate of Probation

07 May 2026

Dear Helen,

HMI Probation Inspection of Weston Approved Premises – March 2026

Thank you for your inspection report for Weston Approved Premises (AP), where you made a total of eleven 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 will ensure that staff receive regular supervision and training and ensure that management oversight and countersigning is further developed.
- The Head of Performance and Quality has developed an assurance framework that will be deployed to all AP Managers and Area Managers in April 2026 to embed local assurance processes.
- All Support and Safety Plans (SASP) were reviewed and continue to have senior management oversight. The Performance and Quality Team have delivered SASP and Welfare Check briefings to all staff to support practice development.
- CAS has worked closely with the Probation Workforce Team on the national AP Activity and Resourcing Review which concludes imminently. This review covers all operational roles (AP Manager, Residential Workers, Probation Service Officers and administrative roles). The outcome of these reviews will provide strong evidence base to move forward with implementing staffing model changes, aligned to available funding.

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

- Leaders had strengthened communication and visibility, introducing regular meetings, forums, and staff updates that improved engagement across the AP
- Staff were described as positive, engaged, cohesive, and genuinely committed, showing strong teamwork and a caring, respectful approach to residents
- The AP was actively involved in MAPPA, with managers attending the right levels of meetings and contributing effectively to multi-agency risk management

- Residents had access to a wide range of support services through strong partnership arrangements, including health, substance misuse, employment, accommodation, and wellbeing providers.

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