



Report on an unannounced  
inspection of

## **The Military Corrective Training Centre**

by HM Chief Inspector of Prisons

17–18 and 24–29 January 2022



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## Introduction

The Military Corrective Training Centre (MCTC), occupying an open, well-maintained site in Colchester, is the facility for services personnel who have been detained under Armed Forces law. At the time of our inspection it held 33 men, but it can also accommodate female detainees and those under 18.

A strong supportive and rehabilitative culture permeated the centre where a well-led and well-trained staff team knew the detainees well and offered very good levels of support and care. A new leader had rejuvenated the education provision which was designed to fill gaps in skills and help those detainees who would return to civilian life. The pandemic meant that the opportunities for detainees who would be discharged at the end of their sentence to work outside the centre had been restricted. As it recedes the centre will need to build relationships with local employers so that detainees can begin to work out of the centre to prepare for the transfer from the military to the community.

The centre had responded in a proportionate way to the pandemic and had avoided the protracted lockdowns we have seen in other custodial settings. Education was only suspended for a matter of weeks and detainees continued with their usual range of activities and were able to spend long periods of time out of their rooms. A well-used system of video calling had been introduced so that detainees could stay in touch with family and friends and those with relatives overseas could make calls which were convenient for different time zones.

The centre had improved the oversight of detainees who were discharged into the community after a court martial conviction for a more serious sexual offence. Inspectors continued to be concerned that some detainees, who had been convicted of violent offences and who could continue to pose a risk to the public, were not given any community supervision as the Armed Forces Act 2006 did not allow for it. For example, there was no supervision for those convicted of a domestic violence offence who could return to their families.

There remained an anomaly in the regulations that meant detainees' phone calls or letters could only be monitored with permission from the Secretary of State for Defence. This decision should be devolved to the Commandant of centre who is better placed to assess the risk that detainees may pose and understand where it is reasonable and proportionate to gather intelligence.

There were high expectations of detainee behaviour backed by an effective, reward-based behaviour management system that supported their progression to a more open regime.

The MCTC had continued to maintain the high standards we have seen in past inspections and there had been an impressive response to our previous recommendations. Whether they were returning to their units or being discharged, the centre took its responsibilities to detainees seriously with the belief and aim that they could leave their offence behind and be successful.

**Charlie Taylor**

HM Chief Inspector of Prisons

March 2022

# About the Military Corrective Training Centre

## **Background**

The Military Corrective Training Centre (MCTC) is the Ministry of Defence's single central custodial facility. It differs from other forms of detention in some important respects. The staff and detainees are service personnel, although civilians subject to service discipline can also be held. Many of those detained will resume their careers in the Armed Forces when they are released, the rest are discharged from the services and return to civilian life on discharge. Although under Army command, it is a tri-service establishment, with staff and detainees from the Army, Royal Navy and Royal Air Force, the majority of staff and detainees are from the Army.

## **Task of the establishment**

The MCTC can hold up to 323 men, women and children, although in practice the population has rarely exceeded 50 in recent years.

Most of the population are serving periods of detention following court martial (see Glossary) or a summary hearing by their commanding officers offended against Armed Forces law (employment rather than criminal law), but some have committed criminal offences. The centre can only hold detainees sentenced to a maximum of two years. Those with longer sentences are held only briefly, on their way to prison. The centre may also hold remanded detainees under investigation.

MCTC staff are mostly Military Provost Staff, a branch of the Adjutant General's Corps.

## **Certified normal accommodation and operational capacity (see Glossary)**

Detainees held at the time of inspection: 33

Operational capacity: 323

## **Key providers**

Health service commissioner: Defence Primary Health Care (DPHC)

Health service providers: DPHC

Learning and skills providers: Ministry of Defence

## **Short description of residential units**

The establishment consists of two single-storey housing units. Accommodation comprises eight- and four-person rooms, and eight single rooms. Detainees under investigation or waiting for trial or transfer to HMP Chelmsford (men) or HMP Bronzefield (women) are located in a specialist part of the detention company known as the Service Custody Platoon.

D block (segregation unit) is the only high security facility within the centre and has remained decommissioned since before the last inspection.

## **Name of Commandant and date in post**

Lieutenant Colonel Mike Fielder (Royal Tank Regiment), 1 August 2021

**Leadership changes since the last inspection**

Lieutenant Colonel Lee Pearce, September 2019 – August 2021

**Independent Monitoring Board chair**

Mrs Christine Marshall

**Date of last inspection**

30 October – 3 November 2017

## **Section 1 Summary of key findings**

- 1.1 We last inspected the Military Corrective Training Centre (MCTC) in 2017 and made 23 recommendations, one of which was about an area of key concern.
- 1.2 Section 8 contains a full list of recommendations made at the last full inspection and the progress against them.

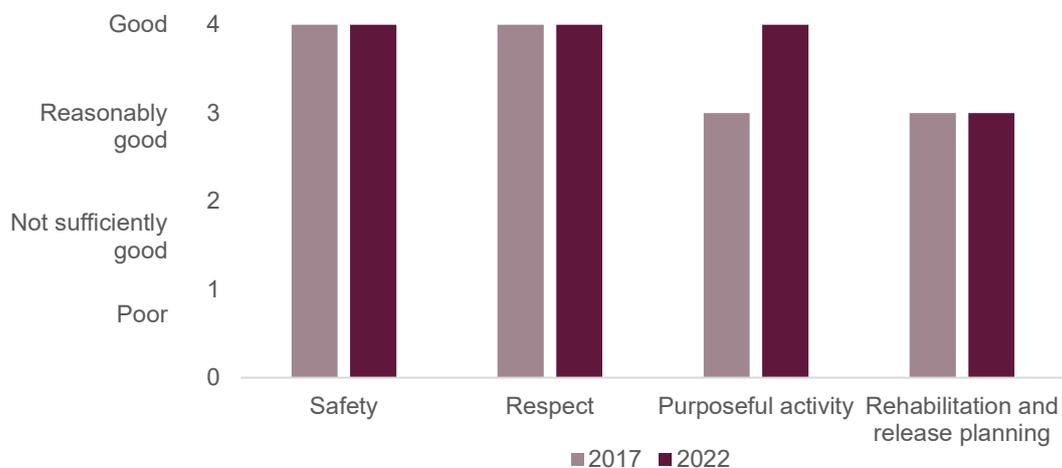
### **Progress on key concerns and recommendations**

- 1.3 Our last inspection of the MCTC took place before the COVID-19 pandemic and the recommendations in that report focused on areas of concern affecting outcomes for detainees at the time. Although we recognise that the challenges of keeping detainees safe during COVID-19 will have changed the focus for the centre's leaders, we believe that it is important to report on progress in areas of key concern to help them to continue to drive improvement.
- 1.4 At our last full inspection, we made one recommendation about key concerns in the area of rehabilitation and release planning. At this inspection we found that this recommendation had been partially achieved.

### **Outcomes for detainees**

- 1.5 We assess outcomes for detainees against four healthy establishment tests (see Appendix I for more information about the tests). We also include a commentary on leadership in the centre (see Section 2).
- 1.6 At this inspection of the MCTC, we found that outcomes for detainees had stayed the same in three healthy establishment areas and improved in one.
- 1.7 These judgements seek to make an objective assessment of the outcomes experienced by those detained and have taken into account the centre's recovery from COVID-19.

**Figure 1: Military Corrective Training Centre healthy establishment outcomes 2017 and 2022**



## Safety

At the last inspection of the MCTC, in 2017, we found that outcomes for detainees were good against this healthy establishment test.

At this inspection, we found that outcomes for detainees remained good.

- 1.8 Early days and induction arrangements were good overall. Detainees were treated well in reception and staff were skilful in identifying and managing risks and vulnerabilities.
- 1.9 There had been no self-inflicted deaths since we started inspecting the centre in 2004, and no recorded incidents of self-harm since the last inspection. Arrangements to identify those at risk of suicide and self-harm were robust, but there were some deficiencies in care planning and recording meaningful interactions. The weekly detainee management meeting was an effective means of sharing information.
- 1.10 Some measures for those deemed low risk were disproportionate, including observations at three times per hour for most and room night lights remaining on throughout the night.
- 1.11 In the last 12 months, six individuals under the age of 18 had been detained at the centre and been well supported. Procedures for child safeguarding referrals were well embedded, but there was no adults safeguarding policy. We were concerned that a serious safeguarding allegation had not been investigated appropriately.
- 1.12 There were very few incidents of violence. Most detainees said that they had been treated fairly in the behaviour management system, known as 'staging'. There were clear incentives to progress through the stages, but there was a lack of consideration of progress against sentence plans.

- 1.13 There had been no uses of force in the previous year and just five since the last inspection, two of which had led to the full application of restraint techniques. All custody staff were trained in the latest use of force techniques, including de-escalation.
- 1.14 Three instances of overnight segregation served in two cells in the Service Custody Platoon during 2021 had been appropriate and reintegration processes were good, with detainees involved in their exit planning from the onset.
- 1.15 Security arrangements were well considered, and the availability of drugs or alcohol was negligible.

## Respect

At the last inspection of the MCTC, in 2017, we found that outcomes for detainees were good against this healthy establishment test.

At this inspection, we found that outcomes for detainees remained good.

- 1.16 Staff–detainee relationships were excellent overall. In our survey, 93% of respondents said that most staff treated them with respect, and 86% that they had a member of staff they could turn to if they had a problem.
- 1.17 Living conditions were good and the food was impressive, and detainees could buy an adequate range of goods from the on-site shop.
- 1.18 Consultation arrangements were generally good and detainees could make applications easily. However, in our survey only around half of detainees who made a complaint said that it had been dealt with fairly. The responses to complaints we looked at were too often terse and unhelpful.
- 1.19 Dedicated diversity and inclusion meetings had not taken place since 2020. There were very few detainees from protected groups and the needs of most were met.
- 1.20 The committed padre provided a valuable service and was well integrated into the daily life of the centre.
- 1.21 Overall, health services were well led and delivered appropriately from the medical centre on-site. Formal clinical governance meetings had been paused as a result of staff vacancies and the redeployment of some staff to help with the community response to the pandemic.
- 1.22 Mental health services delivered responsive care and the rich skill mix of the team enhanced the range of interventions offered. ‘Open Road’ delivered weekly drug and alcohol awareness sessions and there was one-to-one drug and alcohol counselling if needed. Dental services were delivering the full range of NHS-equivalent treatments and access to appointments was excellent.

- 1.23 Medicines management arrangements were safe and responsive, although detainees did not have access to a clinical pharmacist for medication use reviews.

### **Purposeful activity**

At the last inspection of the MCTC, in 2017, we found that outcomes for detainees were reasonably good against this healthy establishment test.

At this inspection, we found that outcomes for detainees were now good.

- 1.24 Ofsted's full findings and the recommendations arising from their visit are set out in Section 5.
- 1.25 The amount of time unlocked for all detainees was very good, at a minimum of 12½ hours, and there was ample opportunity for time in the open air.
- 1.26 All detainees had regular daily access to structured gym sessions, with further recreational sessions available daily on request.
- 1.27 The library was open daily and staffed with a qualified librarian three days a week.
- 1.28 During the restrictions imposed because of the COVID-19 pandemic, leaders managed the activities available for detainees very well. There was an appropriate curriculum in place to meet the needs of detainees, with an emphasis on the development of literacy, numeracy and employability skills.
- 1.29 Military training activities made sure that detainees who were to remain in service maintained their military skills.
- 1.30 Leaders used a wide range of information and data sources to inform their improvement plans, but they had yet to implement a suitable method of collecting information on the employment destinations of detainees once they were discharged from the Armed Forces.
- 1.31 Those detainees due to leave the services completed mandatory employability courses, including the writing of CVs and improving their interview skills, which equipped them well for their transition into civilian life.
- 1.32 Tutors and instructors provided detainees with useful and helpful feedback that enabled them to improve the standard of their work. Consequently, detainees produced work of a good standard, which often exceeded their course requirements. However, in a very few instances, the discussions with detainees did not provide enough detail about the progress they were making.
- 1.33 Detainees were encouraged and helped routinely to improve their mathematics skills, particularly in their vocational training sessions, but

they did not always receive sufficient support to improve and develop their English skills.

- 1.34 Detainees demonstrated a positive and mature attitude to their learning. They were respectful to each other and to members of staff. They received a wide range of useful information, advice and guidance about their future careers.

### **Rehabilitation and release planning**

At the last inspection of the MCTC, in 2017, we found that outcomes for detainees were reasonably good against this healthy establishment test.

At this inspection, we found that outcomes for detainees remained reasonably good.

- 1.35 The population had changed since the last inspection. Detainees were now serving longer sentences, with half serving over a year, and the majority would be discharged from the Armed Forces.
- 1.36 Work to reduce reoffending lacked a detailed strategy based on a needs analysis, but the ongoing partnership with Essex Probation Service was developing well. Each detainee had a sentence plan created shortly after arrival, but progress against it was reviewed.
- 1.37 Almost all detainees completed 'Choices', a short cognitive behavioural group intervention, and those convicted of sexual offences and domestic abuse had just begun to access some in-depth one-to-one work with probation staff.
- 1.38 Weekend town visits lacked structure and robust risk assessment, but reintegration leave was more purposeful. Opportunities for day release for work placements were too limited.
- 1.39 Most detainees' families and friends lived far away, so the introduction of video calling was positive. There was good access to telephone calls, including 30 minutes' free credit each week, but face-to-face visits had been much less popular since the pandemic. The visits environment was unwelcoming.
- 1.40 Demand for resettlement services was generally low, but needs were identified promptly and help with accommodation and finances was readily available. The welfare department had access to support from a wide range of charities and organisations. No detainees had been released homeless in the last year.
- 1.41 Some late decisions about discharging detainees from the Armed Forces occasionally impeded resettlement planning. Those continuing in service received good support from their parent units, and support for all detainees on the day of release was very good.

- 1.42 There had been some improvements in public protection since the last inspection, but considerable gaps remained. Registered sex offenders were now subject to multi-agency public protection arrangements (MAPPA) oversight, but other sexual and violent offenders who fell outside MAPPA's remit were released without any safeguards or probation supervision.
- 1.43 For detainees who had committed a sexual or violent offence, there was no systematic assessment of their risk of harm to others, or routine monitoring of their telephone calls or mail, either on arrival or when intelligence dictated, which undermined public protection measures. Child contact restrictions were not considered in all cases where potential risk existed.
- 1.44 Victims working in the Armed Forces were not notified routinely of detainees returning to work alongside them.

## Key concerns and recommendations

- 1.45 Key concerns and recommendations identify the issues of most importance to improving outcomes for detainees and are designed to help establishments prioritise and address the most significant weaknesses in the treatment and conditions of detainees.
- 1.46 During this inspection, we identified one area of key concern and have made a recommendation for the MCTC to address this concern.
- 1.47 Key concern: A small number of detainees had been convicted of sexual or more serious violent offences. There were considerable gaps in public protection arrangements. There was no systematic assessment of these detainees' risk of serious harm to others. Assessments for the temporary release of detainees were not always sufficiently robust. There was no routine telephone and mail monitoring where offences or intelligence warranted it. The offender management unit did not take advice from social services departments in every case where child contact restrictions might be relevant. Detainees convicted of serious violent offences lacked multi-agency public protection arrangements (MAPPA) oversight on release. No detainees were subject to probation supervision once released. Victims were not notified routinely of detainees returning to their workplace.

**Recommendation: Public protection arrangements should make sure that detainees presenting a risk of serious harm to others are managed appropriately during their detention and in preparation for and following their release.** (To the Commandant and the MoD)

## Notable positive practice

- 1.48 We define notable positive practice as innovative work or practice that leads to particularly good outcomes from which other establishments may be able to learn. Inspectors look for evidence of good outcomes for detainees; original, creative or particularly effective approaches to

problem-solving or achieving the desired goal; and how other establishments could learn from or replicate the practice.

- 1.49 Inspectors found four examples of notable positive practice during this inspection.
- 1.50 The reintegration planning process that engaged detainees from the onset of segregation enabled them to expedite their return to normal location and was effective. (See paragraph 3.32)
- 1.51 A physiotherapist attended the MCTC health centre weekly and a Military Exercise Rehabilitation Instructor attended daily providing treatment and therapy in house which was impressive. (See paragraph 4.62)
- 1.52 During the restrictions imposed because of the COVID-19 pandemic, leaders had managed the activities available for detainees very well and there had been no reduction in time spent unlocked. The education centre had been closed for only three weeks and then been swiftly reopened, minimising the disruption to detainees' learning (See paragraph 5.9).
- 1.53 Detainees were given 30 minutes' free telephone credit each week and had access to video calling, which was particularly helpful for those whose families were too far away for regular visits. (See paragraph 6.13)

## Section 2 Leadership

**Leaders provide the direction, encouragement and resources to enable good outcomes for detainees.** (For definition of leaders, see Glossary)

- 2.1 Good leadership helps to drive improvement and should result in better outcomes for detainees. This narrative is based on our assessment of the quality of leadership, with evidence drawn from sources including the self-assessment report, discussions with stakeholders and observations made during the inspection. It does not result in a score.
- 2.2 The response to the pandemic had been well managed, with just two detainee COVID-19 cases, despite fewer restrictions and more rapid recovery than we have seen in other custodial settings. There had been no reduction in time unlocked for detainees and only a three-week pause in education delivery. Leaders had been innovative, introducing video calling and an outdoor marquee for hosting social visits to enable detainees to maintain contact with their families.
- 2.3 The Commandant, who also had a wider remit as Commanding Officer of the Military Provost Staff Regiment (see Glossary) and for all service custody facilities, gave clear direction. He had reinforced the strong mission and caring ethos of the centre since the start of his two-year tenure in 2021. The Provost Marshal (Army) provided good oversight and assurance as Inspector of Service Custody Premises.
- 2.4 The respectful treatment of detainees reflected a positive staff culture. Leaders had actions planned in response to a staff 'climate assessment' and delivered annual 'behaviours' training to instil positive values and standards. The Field Army empowerment programme, designed to support initiatives throughout the workforce and encourage 'bottom-up' creativity, was being delivered. Staff were also encouraged to submit ideas for improvement, known as 'Garsia initiatives'.
- 2.5 Engagement by leaders with detainees was a strength. The Commandant personally met all detainees on arrival and before release. In our survey, 79% of respondents said that they could share a problem with senior staff; of those who had done so, the same percentage said that these staff had tried to help them. Detainees' views were listened to and acted on following regular consultation and feedback questionnaires.
- 2.6 The centre was fully staffed following the success of a bespoke recruitment campaign for detention specialists. During 2021, 27 people had joined, compared with fewer than five a year previously. About a third of custody staff were now from a diverse ethnic background, but there were still very few women. New recruits were undertaking a level 3 nationally recognised custody and detention officers apprenticeship to gain specialist training. A budget had also been secured to give staff access to non-military courses offered by HM Prison and Probation Service, including use of force, hostage negotiation, dedicated search

team, and bronze and silver command incident management. Overall, investment in staff training and continuous professional development was higher than we usually see.

- 2.7 Good examples of functional leadership in some key areas included the senior education officer, who had made substantial improvements and demonstrated positive leadership practice.
- 2.8 We saw evidence of strong partnership working, including success in retaining and developing the service level agreement with the Probation Service following unification of the separate services into a single national entity. The welfare department had strong links with multiple agencies to support detainees on release.
- 2.9 There was no electronic management information system to allow for meaningful interrogation of data by leaders since vulnerabilities with the previous system had been identified more than two years ago. Record keeping was currently mainly paper based, although we were told that a new electronic system was under development to capture accurate and complete data on detainees.
- 2.10 Joint Service Publication 837 (see Glossary) was inconsistent with policy and procedures communicated via 'unit standing orders' and needed updating.
- 2.11 Although leaders were receptive to external scrutiny, the current arrangements for the Independent Monitoring Board lacked independence from the Armed Forces.

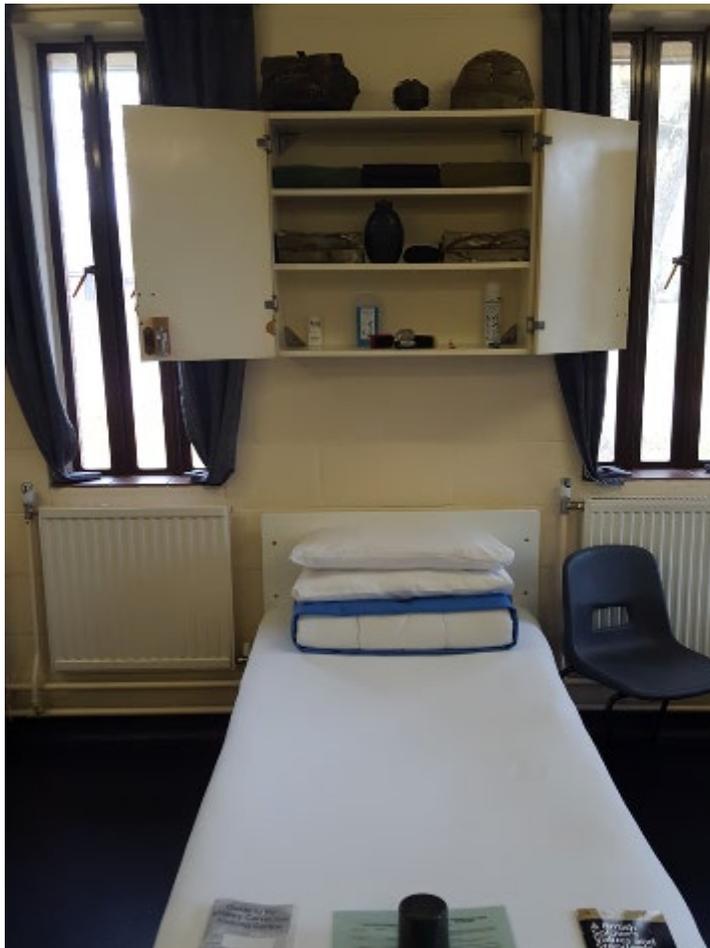
## Section 3 Safety

**Detainees, particularly the most vulnerable, are held safely.**

### Early days in custody

Expected outcomes: Detainees transferring to the establishment are safe and their needs are met. On arrival, detainees are treated with respect and any risks are identified and addressed. Detainees are safe and supported on their first night. Induction is comprehensive.

- 3.1 In the last 12 months, 267 detainees had been admitted to the centre. Most new arrivals had long journeys, travelling from the two military courts, usually arriving in the evening. Detainees were positive about their experience of transfer to the centre. They were normally escorted there by staff from their parent unit in pool cars unhandcuffed. Adequate comfort breaks and meals were provided on their journey.
- 3.2 The centre was well informed on detainees' risks in advance of their arrival and first night interviews promptly assessed their risks and were completed in private. Some detainees we spoke to said that they had not received any information about the MCTC before arrival, while others had seen a DVD describing the centre and how it was run, although this was very outdated. Nevertheless, detainees told us that they had been treated courteously by staff on arrival, and in our survey 90% of respondents said that they had been treated well in reception. Immediate concerns and worries were soon put at ease during the first night interview and all detainees received an up-to-date guide to the centre.
- 3.3 Early days and induction arrangements were good overall. On arrival on the Induction Platoon, detainees were offered a free telephone call. First night accommodation consisted of a standard military dormitory and was clean and well ordered. Appropriately, women and under-18-year-olds were located in single rooms during their induction. Additionally, men who arrived late were given a single room on their first night, so that they did not disturb other detainees.



#### **Induction Platoon bed space**

- 3.4 All detainees were seen by welfare staff and health services staff either on the day of arrival or the next day, depending on their time of arrival. The detainee assessment record was generally completed shortly after their entry to the centre, and staff were skilful in identifying and managing risks and vulnerabilities. The five-day induction process started on the first working day after arrival and was delivered reliably, providing a wide variety of helpful information from a range of sources and support agencies.
- 3.5 The use of peer supporters to help settle in new detainees was no longer operating, although there were plans to reintroduce this. In the interim, a detainee from D company met new arrivals on their first morning and showed them how to make their bed, which provided an opportunity to help them understand what to expect from their time at the centre.
- 3.6 In our survey, almost all respondents said that they had completed an induction course. Most detainees held in the Service Custody Platoon (SCP) undertook their induction individually, but we were satisfied that it covered everything they needed to know.

## Safeguarding

Expected outcomes: The establishment provides a safe environment which reduces the risk of self-harm and suicide. Detainees at risk of self-harm or suicide are identified and given appropriate care and support. The establishment promotes the welfare of children and protects them from all kinds of harm and neglect. Any vulnerable adults at risk are identified, protected from harm and neglect and receive effective care and support.

### Suicide and self-harm prevention

- 3.7 There had been no self-inflicted deaths since we started inspecting the centre in 2004, and no recorded incidents of self-harm since the last inspection. During the inspection, there were two detainees on a 'care map' (documents used to plan and manage the care afforded to those in need of additional support, including those who have self-harmed) and there had been 32 opened in the last 12 months.
- 3.8 Arrangements to identify those at risk of suicide and self-harm were robust, and staff were well sighted on behaviour and factors that increased such risk. However, some measures for those deemed low risk were disproportionate – notably, observations at three times per hour for most and room night lights remaining on throughout the night (see also paragraph 4.7 and recommendation 4.10).
- 3.9 We found some deficiencies in the support and care planning for detainees on a care map. These individuals were allocated a personal support officer, who checked on their wellbeing twice a day. However, those we spoke to said that staff were not sufficiently discreet when carrying out their checks, and the removal of razors from all detainees who shared a room with a person on a care map was disproportionate. One detainee did not have a completed 'goal and action plan', which aimed to measure and reduce the impact on the detainee, while stating the chosen 'goal'. There was too much focus on recording observations of the detainee rather than on recording meaningful interactions and constructive support. Weekly reviews were not multidisciplinary and the outcome of the review was not always communicated to the detainee.
- 3.10 In the last 12 months, one detainee had been located in an anti-ligature room known as the 'safe room'. It had only been used during the night, to allow for increased observations and the opportunity for the detainee to access activities during the day.
- 3.11 Detainees we spoke to appreciated that they could easily make an appointment with the welfare department for support when needed. This provided a comfortable, quiet and private room in which to talk to a civilian member of staff.
- 3.12 The weekly detainee management meeting was a positive and effective means of sharing information about detainees who needed additional support. It was well attended and dealt with some complex issues and

demonstrated that there was a whole-centre approach to managing vulnerable detainees.

### **Recommendation**

- 3.13 Detainees at risk of self-harm or suicide should receive individualised and meaningful care from a multidisciplinary team.**

### **Safeguarding of children (see Glossary)**

- 3.14 In the last 12 months, six individuals under the age of 18 had been detained at the centre. All such detainees were located in single rooms on arrival, and the detainee assessment record was generally completed quickly. Following their induction, consideration was given to safe options for room sharing.
- 3.15 All under-18s had a care map open throughout their time at the centre and a personal support officer checked on their wellbeing twice a day (see also paragraph 4.2). They were reviewed routinely at the detainee management meeting (see paragraph 3.12).
- 3.16 Procedures for safeguarding referrals were well embedded. The child protection policy was up to date and a member of welfare staff represented the Commandant at the Essex safeguarding children's board. They understood their responsibilities, including in reporting issues such as the disclosure of historic abuse.

### **Safeguarding of vulnerable adults at risk (see Glossary)**

- 3.17 There was no adult safeguarding policy or strategy at the time of the inspection to protect vulnerable adults at risk. We were concerned to find that a serious safeguarding allegation had not been shared with the local authority adult safeguarding board or investigated appropriately to identify if the adult was at risk.
- 3.18 Staff awareness of formal safeguarding procedures was variable, but this was mitigated by the well-developed relationships with detainees, and any concerns were highlighted at the detainee management meeting (see paragraph 3.12). Welfare staff had made adult safeguarding referrals for external matters. Some had led to the provision of support for at-risk detainees returning to the community.

### **Recommendation**

- 3.19 Concerns about vulnerable adults at risk should be recorded and investigated, with any necessary action taken to prevent further harm.**

## Managing behaviour

Expected outcomes: Detainees live in a safe, well ordered and motivational environment. Unacceptable conduct is dealt with in an objective, fair, proportionate and consistent manner. Positive behaviour is promoted and rewarded.

### Minimising violence and anti-social behaviour

- 3.20 There had been just two, relatively minor, incidents of violence in the previous 12 months, with both being investigated and appropriate actions taken. Military discipline clearly underpinned behaviour, with detainees demonstrating a generally accepted ethos of obedience and compliance.
- 3.21 Any need for investigation into serious violent conduct was referred to the Royal Military Police. Minor incidents were investigated locally and usually led to remedial action to address issues, such as allowing detainees to move dormitories or change workplace.
- 3.22 In addition to core military discipline, the behaviour management scheme, known as 'staging', underpinned behaviour. It provided clear incentives to progress through the stages, from stage 1 on arrival to stage 3, where detainees were given the most privileges and were allowed to move throughout the establishment unescorted. This could be achieved in around 12 weeks by achieving a pre-determined score against a set performance criterion, in addition to receiving sufficient recommendations at the end of each week from staff. Most detainees were on the two highest levels of the scheme, with none on the lowest level, known as 1B. Records we observed showed that no detainees had stayed on the lowest level for more than a week. Daily recording and oversight of behaviour and performance contributed to weekly reports on which decisions to promote or demote were made.
- 3.23 In our survey, most detainees said that they had been treated fairly in the scheme, citing town visits, increased financial allowance, more relaxed living conditions and earning remission as the key incentives to progress through the stages. It was disappointing that achievement of sentence plan targets was not included in the criteria for advancement.
- 3.24 Monitoring and oversight of the process were thorough, overseen by the Commanding Officer.

### Recommendation

- 3.25 **Achievement of sentence plan targets should be considered during stage reviews and subsequent advancements in the behaviour management scheme.**

## **Disciplinary procedures**

- 3.26 There had been just one formal disciplinary hearing during the previous 12 months. This had been conducted by the Commanding Officer and the detainee had elected to have the hearing escalated to court martial (see Glossary)
- 3.27 For relatively minor infractions, Company Sergeants could impose minor administration actions, which normally amounted to additional kit-parades, whereby detainees would lay out their service clothing and equipment for inspection.
- 3.28 Of more impact was the referral for review under the staging system, whereby detainees could be demoted to a lower stage for a period of up to four weeks.

## **Use of force**

- 3.29 There had been just five incidents leading to any level of force being used since the last inspection, and none in the previous year. Two incidents had led to the full application of restraint techniques. Recording was thorough and showed a focus on de-escalation of incidents. Training had been maintained throughout the pandemic and all custody staff were routinely trained in the latest use of force techniques.
- 3.30 Although rarely needed, the 'cool-down' rooms were available for use to de-escalate incidents at an early stage. Oversight of these rooms was closely monitored by the Officer commanding and at the Commandant's monthly review meetings.

## **Segregation**

- 3.31 The formal segregation unit had been decommissioned. There were two secure cells located alongside multi-occupancy rooms on the SCP, which was effectively the remand wing for the centre. Detainees considered to be a flight risk or those subject to investigation pending trial or sentencing for serious offences were held in these cells before court martial. Service personnel waiting for transfer to a civilian prison to serve custodial sentences of two years and above were also held in the cells overnight pending the move.



### Secure cell

- 3.32 Use of these cells for disciplinary measures was rare, with just three uses during 2021. Records we reviewed indicated that their use had been appropriate and demonstrated a good level of monitoring and oversight. The period spent in the cells was mainly dependent on detainees' willingness to engage in a well-considered reintegration process. This consisted of worksheets, in which they outlined the reasons why they were located there, what they could have done differently and how they might consider alternatives should similar circumstances arise. This, coupled with daily conduct reports, contributed to expediting detainees' return to normal accommodation.
- 3.33 The SCP also afforded the Royal Military Police cellular accommodation for holding service personnel from nearby barracks for short periods during investigations before being charged or released.

## Security

Expected outcomes: Security and good order are maintained through attention to physical and procedural matters, including effective security intelligence and positive relationships between staff and detainees. Detainees are safe from exposure to substance misuse and there are effective drug supply reduction measures.

- 3.34 Security arrangements were well considered and proportionate to the risks to the establishments. They were focused generally on external threats, such as from terrorism, rather than on organised crime gangs or the ingress of drugs and other contraband. There were effective links with regional police forces, mainly to provide them with relevant information on detainees returning to the community following discharge from the services.
- 3.35 Access around the site was controlled appropriately, with most detainees being escorted to work/recreation activities. Those on the highest level of the staging system were trusted to move around the

permitted areas of the establishment unescorted. Searching was proportionate and restricted to rub-down and equipment searches.

- 3.36 Dynamic security was robust. There was a unique staff–detainee relationship, as almost all concerned were serving personnel. Regular and consistent supervision and interactions provided a real-time insight into detainees’ behaviour and likely actions, enabling the early identification of any emerging problems or changes in behaviour.
- 3.37 Intelligence on drugs and alcohol was minimal and there had been no finds of either in the past 12 months. This was reflected in our survey, in which no respondents said that it was easy or very easy to get drugs. at the centre. Drug testing arrangements were satisfactory. In addition to suspicion drug testing for detainees, all personnel were subject to service random compulsory drug testing.

## Section 4 Respect

**Detainees are treated with respect and dignity.**

### Staff-detainee relationships

Expected outcomes: Detainees are treated with respect by staff throughout their time in custody and are encouraged to take responsibility for their own actions and decisions.

- 4.1 Staff–detainee relationships were excellent overall, and in our survey 93% of respondents said that most staff treated them with respect. The relationships we observed were positive and detainees told us that interactions with staff were very good.
- 4.2 As with wider military custom, staff referred to detainees by their surname. In our survey, 86% of respondents said that they had a member of staff they could turn to if they had a problem, and 83% that a member of staff had checked on them personally in the last week. Adult male detainees were assigned a personal support officer if they were deemed to be at high risk of harm to self or others, or from others; all female detainees and under 18-year-olds had a personal support officer (see also paragraph 3.15).
- 4.3 Staff we spoke to had a good knowledge of the detainees in their care, and all detainees had a formal weekly review to look at their progress and behaviour.

### Daily life

Expected outcomes: Detainees live in a clean and decent environment and are aware of the rules and routines of the establishment. They are provided with essential basic services, are consulted regularly and can apply for additional services and assistance.

### Living conditions

- 4.4 Detainees' living quarters consisted mainly of dormitories and shared rooms, and conditions were good. All rooms and communal areas were clean, maintained to a good standard and well organised. Daily inspections took place to make sure that standards were maintained, and the detainees we spoke to appreciated their surroundings and were content with their accommodation arrangements. Outdoor areas were modest and tidy.



**The inductions platoon dormitory**



**Example of recreational area**

- 4.5 At the time of the inspection, all detainees were male. As the population was small, they were nearly all located on D Company, irrespective of whether they would be returning to service or discharged. New arrivals lived on A Company during their induction and early days in the centre, and then moved on to D Company to serve the rest of their sentence.

- 4.6 Those on remand or waiting to transfer to a civilian prison were held in the Service Custody Platoon (SCP). Dormitories there were similar to those in the rest of the centre.
- 4.7 All living areas and recreational rooms were adequately equipped, and all detainees had their own lockable cupboards. Most dormitories had attached showers and toilets. For detainees on stage 3 of the staging system (see paragraph 3.22), facilities were separate, but they had free access to toilets and shower rooms, which were located close their dormitory. Some detainees complained that night lights were left on, disturbing their sleep, which we considered unnecessary (see also paragraph 3.8).
- 4.8 Detainees had good access to basic essentials and materials to keep their rooms and living areas clean. In our survey, all respondents said that they could shower every day. They were all required to wear uniform or military-issue clothing and had adequate sets available to them. Detainees on stage 3 who were eligible for weekend town visits could submit an application to access their civilian clothing from their personal property. Laundry provision was good, with daily access to clean clothing and weekly bedding changes.
- 4.9 Repairs and maintenance of equipment were generally carried out in reasonable time, but there were sometimes delays.

## **Recommendation**

- 4.10 **Night lights should only be used for at-risk detainees.**

## **Residential services**

- 4.11 Detainees were highly complimentary about the quality and range of food provided, and the provision was impressive. In our survey, 86% of respondents said that the quality of food was very or quite good, which is much higher than we usually see. Hot and cold meal options were available for breakfast, lunch and dinner, and portions were generous. There was a good variety of choice, including healthy options, and religious and dietary requirements were considered routinely and well catered for. An evening snack was offered, usually comprising a piece of fruit and a chocolate bar or biscuit.
- 4.12 Detainees ate together in the clean and well-ordered D Company dining hall and sat at tables designated by their room numbers.
- 4.13 Hot drinks were available, but for those residing on stage 1 and 2 dormitories, access to hot water was only available up to the end of association periods, which we found to be unreasonable.
- 4.14 Sodexo provided catering services, and regular and meaningful consultation with detainees through forums and a comments book available in the dining area shaped provision. The kitchen and food servery area were clean and well run, and the supervision of food service was good.

- 4.15 A member of staff ran the on-site shop and detainees could buy a limited, but adequate, range of goods, such as hygiene products, snacks, greeting cards and tobacco, at reasonable prices. In our survey, 71% of respondents said that the shop sold the things they needed. A 'get you in' welcome pack of essential items was issued to all new arrivals free of charge and was expected to last until the following Friday, when the shop opened. This meant that some detainees had to wait up to seven days before being able to buy additional items.

### **Detainee consultation and applications**

- 4.16 Consultation arrangements were generally good. Meetings were held every two months and membership included the Independent Monitoring Board (IMB), key staff (such as catering staff) and detainee representatives from most stages of each company. However, detainees from the SCP were often missed and would have benefited from consultation relevant to matters that affected them.
- 4.17 The meeting dealt mostly with low-level requests and concerns about domestics and food, and minutes were taken to make sure that actions were followed up. This consultation facilitated quick responses to issues raised, which made it popular with detainees.
- 4.18 A summary of the consultation minutes and good post-induction and release surveys were presented at the monthly monitoring, evaluation, assurance and learning (MEAL) meeting, but there were limited actions generated from the data.
- 4.19 Detainees could make applications easily and the process worked well. Detainees told us that their applications to make an appointment were submitted at the evening meal and these were usually made for the next working day. Daily routine orders were published in the accommodation to keep detainees updated on their appointments. Other matters were generally responded to within seven days, and 82% of respondents to our survey said that applications were dealt with fairly.

### **Complaints and legal rights**

Expected outcomes: Complaints processes are efficient and fair. Detainees can exercise their legal rights without delay.

#### **Complaints**

- 4.20 Detainees could resolve a complaint informally on the residential units. If they wanted to register a formal complaint, they could do so up the chain of command. Those who wanted to appeal against a decision could simply submit another complaint further up the chain of command. They could also speak to the service visiting officer (SVO), who attended the centre every week, or make an application to the

IMB. Across all formal avenues of complaint, there had been an average of 73 complaints each year since 2018.

- 4.21 In our survey, only 55% of detainees who had made a complaint said that it had been dealt with fairly. Responses to complaints were disappointing, overall, considering the low number received. Those made up the chain of command were too often terse and unhelpful. Serious complaints did not always lead to a thorough investigation or an appropriate response. Complaints made to the SVO and then looked at by centre staff did not receive a written response. Instead, the result was explained to them verbally, which gave them too little recourse if they were dissatisfied with the outcome. There was no external quality assurance of complaint responses by a 'critical friend'.
- 4.22 Complaints made by detainees were recorded and there was some limited trend analysis, both of which were improvements since the last inspection. The trend analysis was brought to the MEAL meeting and there was some evidence of actions resulting from detainees' concerns.
- 4.23 There was no information displayed on residential units about how to contact the Service Complaints Ombudsman if detainees wanted to take their complaint to an independent body. The IMB was under-resourced, with no landline or computer to conduct its business. Uniquely among IMB boards, it remained under the auspices of the Ministry of Defence, but there were advanced plans to increase its independence and transfer its administration to the central IMB body, under the Ministry of Justice.

### **Recommendation**

- 4.24 **Written responses to complaints should be polite, address all of the detainee's concerns and, where necessary, be supported by a thorough investigation.**

### **Legal rights**

- 4.25 New arrivals were met by the Commandant during their first week at the centre and told about their release date and remission entitlement.
- 4.26 In our survey, nearly half of detainees said that they did not require legal representation, so demand was fairly low. The welfare department could provide detainees with advice and guidance, and remanded detainees we met knew how to apply for legal aid.
- 4.27 Detainees were able to exercise their legal rights. Each detainee had an account for making legal telephone calls and staff added as much free credit as necessary to help them stay in touch with their legal representatives. The introduction of supervised video calling since the last inspection also gave detainees good access to their legal representatives, court martials (see Glossary) and senior staff from their parent unit. Any face-to-face legal visits were typically facilitated on the SCP.

- 4.28 A small minority of detainees still waited too long to discover if they would be retained in the Armed Forces, in a few cases even completing their sentence and returning to their units before then being discharged. However, late decisions affected fewer detainees than at the time of the last inspection and staff made weekly enquiries with parent units to try to obtain a final decision (see also paragraph 6.22 and recommendation 6.26).

## **Equality, diversity and faith**

Expected outcomes: There is a clear approach to promoting equality of opportunity, eliminating discrimination and fostering good relationships. The distinct needs of detainees with protected and minority characteristics are recognised and addressed. Detainees can practise their religion and the chaplaincy plays a full part in the life of the establishment, contributing to detainees' overall care, support and rehabilitation.

### **Strategic management**

- 4.29 The strategic management of diversity and inclusion had declined since the last inspection, from 'good' to 'adequate'. There was a general policy, parts of which were more specific to staff than to detainees. There was no tailored strategy, setting out the centre's priorities and vision to make sure that there was an adequate focus on improving outcomes for detainees across all protected groups.
- 4.30 Limited oversight had been maintained but dedicated strategic meetings had not taken place since 2020. Action planning was not dynamic and did not clearly identify and follow up issues to promote and drive improvements. However, there were advanced plans to introduce a whole-force inclusion council imminently to address these shortfalls.
- 4.31 The Deputy Commandant, supported by two equality staff (known as 'advisers') and a practitioner, were trained to provide one-to-one advice and support both to detainees and staff. There was no longer any consultation with detainees about equality issues. Given the small population and high turnover, it remained unrealistic to recruit and train long-term detainee representatives for each protected characteristic.
- 4.32 The analysis of data to identify trends and potential disproportionate treatment of detainees had improved but was still not comprehensive and did not cover all protected groups or drive action planning.
- 4.33 There had been two discrimination incident complaints during 2021, and investigations and responses for both had been thorough, timely and appropriate.

### **Protected and minority characteristics**

- 4.34 There were very few detainees with protected characteristics (see Glossary), which meant that some groups were not represented at all

and that, where they were, they were in an extremely small minority. Staff had continued to deliver and attend training covering a range of equality issues, including neurodiversity, to improve their knowledge in preparedness.

- 4.35 We spoke to nearly all detainees from protected groups and the needs of most were met, mainly on an individual basis.
- 4.36 Black and minority ethnic detainees reported no concerns to us. There were three foreign national detainees at the time of the inspection and they received good support. They were identified promptly on arrival and offered appropriate information and referrals for support, depending on the court martial findings relating to their case. They and their families could get free, specialist and independent advice from the Army Families Federation on a range of issues, such as preparation for applying for 'right to remain status' in the UK on discharge from service. Charities such as the Soldiers, Sailors, Airmen and Families Association (SSAFA) provided them with valuable, practical help with accommodation, welfare and finances. Occasional delays in court martial decisions about discharging these detainees sometimes impeded release planning (see also paragraph 6.22).
- 4.37 Most of the population were aged in their 20s. There were no under-18s detained at the time of the inspection, but arrangements for their care were satisfactory (see paragraph 3.15).
- 4.38 There were no Muslim detainees at the time of the inspection, but we were assured that religious artefacts were available and that arrangements for worship, Ramadan and dietary requirements could be met.
- 4.39 There were no detainees with physical or mobility problems, or who needed a personal emergency evacuation plan. The physical layout of the centre was generally appropriate for the rare occasions when a detainee with mobility issues was held and staff told us that adjustments could be made on an individual basis, which was reasonable, given the minimal need.
- 4.40 In our survey, 4% of respondents said that they were homosexual, bisexual or of other sexual orientation. There was no specific local guidance or support offered for this group. There was an adequate policy for the management of transgender personnel and we were confident that appropriate arrangements for their care could be applied.
- 4.41 There had been one female detainee held at the centre in the last 18 months, and none at the time of the inspection. Discussions with staff and reviews of a case file and policies showed that there was a sensitive and informed approach to their individual needs and that efforts were made to mitigate the risk of their potential isolation. Women were automatically placed on a care map (see paragraph 3.7) and allocated a personal support officer. They resided in designated separate accommodation but attended training, education, gym, dining and association with their male counterparts. There was a commitment

for women to have access to a female member of staff, but there were only seven of them, risking the possibility of the centre not always being able to accommodate that offer. Staff were aware that the centre could not adequately accommodate a pregnant mother and had taken proactive steps to visit a women's prison to improve their knowledge and inform future provision at the centre.

## **Faith and religion**

- 4.42 The committed full-time padre provided a valuable service and offered a range of pastoral care and support for detainees. In our survey, 79% of respondents who had a religion said that they could speak to him in private, and the same percentage that their religious beliefs were respected.
- 4.43 The padre was well integrated into the daily life of the centre. Detainees appreciated his accessibility and spoke highly of the support they received from him.
- 4.44 Corporate worship had resumed in summer 2020, following a period of suspension due to COVID-19 restrictions, and records showed that Sunday services were well attended. The chapel provided a welcoming environment for worship and contemplation, and was light, bright and well equipped. There was a separate, basic multi-faith room and adjoining ablution facilities on A Company; this had an adequate array of sacred items and religious artefacts for different faiths which detainees could access by request.



### **The chapel**

- 4.45 The padre knew detainees well and monitored their faiths to make sure that their needs were known and could be addressed. Chaplains of

different faiths could be sourced when needed, and the padre continued to encourage and facilitate visits by padres from detainees' local parent units for those due to return to service. There had been about 10 such visits in 2021.

- 4.46 The 'Alpha' course (an introduction to the basics of Christianity) had resumed recently after a period of suspension followed by intermittent operation. Creative initiatives, such as offering detainees opportunities to explore different faiths and spirituality through arts and singing, and a more advanced 'Christianity Explored' course were due to start during the week after the inspection.

### **Recommendation**

- 4.47 **Leaders should make sure that there is sufficient strategic oversight of diversity and inclusion to identify, understand and address all of the needs, experiences and support needed for detainees within relevant protected groups.**

### **Health and well-being**

Expected outcomes: Detainees are cared for by services that assess and meet their health, social care and substance misuse needs and promote continuity of care. The standard of provision is similar to that which detainees could expect to receive elsewhere in the community.

### **Strategy, clinical governance and partnerships**

- 4.48 Although there was no formal health needs analysis, detainees' health needs were being met.
- 4.49 Clinical governance meetings had been paused and few clinical audits were taking place, as a result of staff vacancies and the redeployment of some staff to help with the community response to the pandemic. Military leaders from the centre met health leads regularly and were monitoring this issue.
- 4.50 There were very few clinical incidents and we were satisfied that any lessons learned would be appropriately disseminated to staff.
- 4.51 Health services were delivered via a 'hub and spoke' model – the hub being the main health centre at nearby Merville Barracks and the spoke the medical centre at the establishment. Detainees we spoke to expressed satisfaction that most health appointments were delivered at the centre, minimising disruption to their day.
- 4.52 The environment was clean, welcoming and well ordered. All rooms complied with infection control standards and the waiting area displayed a range of health and wellbeing material. All clinical equipment was maintained and serviced appropriately.

- 4.53 The health care complaints process was well advertised but rarely used, with only two complaints received in the last 12 months.
- 4.54 All detainees had a single electronic health record, and those we sampled were contemporaneous and professional. Health services staff were easily recognisable and the interactions we observed between clinicians and detainees were respectful and caring.
- 4.55 Detainees were always seen in private, and a chaperone service was offered if needed. All staff we spoke to were aware of their safeguarding responsibilities and gained and regularly reviewed detainee consent.
- 4.56 There was a clear escalation process for medical staff to report circumstances where detention had become harmful to a detainee's health.
- 4.57 Automated external defibrillators were placed strategically across the site. Medical staff had access to emergency kit, the contents of which were checked regularly and complied with UK Resuscitation Council guidelines. There were clear arrangements for calling an ambulance out of hours in an emergency.

### **Promoting health and well-being**

- 4.58 Detainees had good access to the clinics facilitated at Merville Barracks, which included asthma management, vaccinations, over-40 health checks, and well-woman and weight reduction/healthy eating clinics. Individualised smoking cessation support was delivered at the establishment.

### **Sexual and reproductive health**

- 4.59 All detainees were offered sexual health screening on arrival and condoms were available on request. A family planning clinic was available at Merville Barracks. Although rarely needed, we were confident that clinical staff knew how to access community-equivalent antenatal and midwifery advice for pregnant women.

### **Primary care services**

- 4.60 New arrivals to the centre underwent an initial health screening by a combat medical technician (CMT) or medical assistant (MA) on the next working day. This screening included any immediate substance/alcohol misuse needs and a structured mental health assessment. From this assessment, necessary onward referrals were made, and an appointment with the GP was given for the next working day if necessary.
- 4.61 In our survey, 86% of respondents said that it was quite or very easy to see a doctor. Appointments were available every morning and there was no waiting list. Detainees made an application through custodial staff and would then receive an initial telephone triage with a CMT or MA.

- 4.62 A physiotherapist attended the establishment weekly, and a military exercise rehabilitation instructor daily.
- 4.63 Detainees had good access to secondary care appointments, with custody staff escorting them in the centre's duty vehicle.
- 4.64 Arrangements for out-of-hours medical support were in place and understood by the custody staff we spoke to.
- 4.65 All detainees leaving the centre underwent a pre-release medical assessment, with any ongoing care transferred as appropriate.

### **Mental health**

- 4.66 Mental health services were delivered by the Department of Community Mental Health (DCMH), based in Merville Barracks. A senior, well-experienced mental health nurse attended the centre at least weekly and contributed to the weekly detainee management meeting.
- 4.67 Detainees could access a wide range of mental health professionals relevant to their needs. The skill mix of the team was impressive and included a forensic psychiatrist, a psychiatrist specialising in veterans' mental health, clinical psychologists and mental health nurses. Face-to-face appointments had continued throughout the pandemic restrictions.
- 4.68 There were between two and six referrals from the centre each month and appointments were prompt. In urgent cases, detainees were seen the same or next day. In our survey, 89% of those who reported a mental health problem said that they had been helped with it.
- 4.69 We were confident that any detainee with a severe and enduring mental health problem would receive regular prescribing reviews and annual physical health checks. There had been no transfers to hospital under the Mental Health Act since the last inspection.
- 4.70 DCMH made the necessary arrangements for any ongoing mental health care needs with detainees' parent units. Civilians leaving the centre were entitled to six months' support from DCMH.

### **Substance misuse treatment**

- 4.71 It was extremely rare for a detainee to arrive at the centre with immediate drug and/or alcohol dependency needs which needed a medical intervention. However, we were satisfied that staff were sufficiently skilled to recognise such needs and escalate them appropriately.
- 4.72 Drug and/or alcohol issues were assessed during the initial health screen and appropriate onward referrals were made if indicated.
- 4.73 Detainees could access individual drug and alcohol counselling through 'Open Road', which provided weekly sessions at the centre. The service also provided weekly structured group awareness sessions

covering alcohol, drugs, steroids and harm minimisation. DCMH supported detainees with both mental health needs and substance-related problems.

- 4.74 Custody staff we spoke to were knowledgeable about substance misuse needs and knew how to refer detainees for support.

### **Medicines optimisation and pharmacy services**

- 4.75 Medicines management was responsive. Medicines reconciliation was prompt and newly prescribed medicines were available on the same day from the pharmacy at Merville Barracks. Community prescriptions were in place for detainees who needed medicines out of hours.
- 4.76 Detainees did not have access to a clinical pharmacist for advice or medicine use reviews.
- 4.77 Arrangements for the safe storage and transport of medicines were good and all detainees had their medicines in-possession. Each had a locker in a locked room which custody staff opened three times a day. Despite all medicines being delivered in individual blister packs which had been checked by the pharmacy, custody staff were required to observe self-administration and sign for this, which we felt was disproportionate. CMTs and the MA monitored adherence and arranged an appointment with detainees whose adherence was poor.
- 4.78 Over-the-counter medicines were not available to buy at the centre, but custody staff could administer simple analgesia such as paracetamol.

### **Recommendation**

- 4.79 **Detainees should have access to a clinical pharmacist for advice or medicine use reviews.**

### **Dental services and oral health**

- 4.80 Detainees could access the full range of NHS-equivalent dental treatments at the health centre at Merville Barracks. Services were provided from a modern, fit-for-purpose dental surgery, with excellent arrangements in response to the pandemic.
- 4.81 Waiting times were impressive, with routine appointments available within three weeks and two emergency slots available daily. Detainees could access the region-wide on-call dentist in an emergency.

## Section 5 Purposeful activity

**Detainees are able and expected to engage in activity that is likely to benefit them.**

### **Time out of room (see Glossary)**

Expected outcomes: Detainees spend most of their time out of their room, engaged in activities such as military training, education and physical exercise, seven days a week.

- 5.1 The amount of time unlocked for all detainees was very good. Those on stage 1 (see paragraph 3.22) and those held in the Service Custody Platoon were unlocked for at least 12½ hours each day. Detainees on stage 2 were unlocked for around 15 hours a day, until secured in their rooms at 10pm. Stage 3 detainees were not locked in their rooms and could access communal areas until 10pm or later by request.
- 5.2 Association periods were regular, including at weekends. Detainees on all staging levels could attend well-equipped recreation areas and volleyball courts on exercise areas. They had sufficient time in the open air and, in addition to movement around the establishment, all detainees had relatively free access to exercise areas adjacent to their accommodation.
- 5.3 All detainees could access structured sessions in the well-equipped gym each morning, with further optional attendance each evening and at weekends. We calculated that they could attend the gym at least 14 times a week, should they so choose. Detainees we spoke to were positive about gym provision and enjoyed raising their fitness levels.
- 5.4 There were good links with the healthcare department and physiotherapy sessions were provided to detainees on request.
- 5.5 The library was open daily on weekdays and was staffed by a qualified librarian three days a week. An 'honesty sheet' was used to track books on the other two days, and we were told that this arrangement worked well. The library operated as part of the Military Library Service, from which the staff could order stock. A very small budget was also available for local purchase of publications.
- 5.6 All detainees visited the library during induction and were encouraged to borrow books immediately, to try to engender further use of the service. A quarterly survey was undertaken to gain detainees' views on the service, but beyond this there was no other promotion of literacy.

## Education, skills and work activities



This part of the report is written by Ofsted inspectors using Ofsted's inspection framework, available at <https://www.gov.uk/government/publications/education-inspection-framework>.

Ofsted inspects the provision of education, skills and work in custodial establishments using the same inspection framework and methodology it applies to further education and skills provision in the wider community. This covers four areas: quality of education, behaviour and attitudes, personal development and leadership and management. The findings are presented in the order of the learner journey in the establishment. Together with the key concerns and recommendations, provided in the summary section of this report, this constitutes Ofsted's assessment of what the establishment does well and what it needs to do better.

5.7 Ofsted made the following assessments about the education, skills and work provision:

Overall effectiveness: Good

Quality of education: Good

Behaviour and attitudes: Good

Personal development: Good

Leadership and management: Good

5.8 Leaders had a clear, ambitious and appropriate curriculum in place to meet the needs of detainees. They had a strong emphasis on helping them in the development of their literacy, numeracy and employability skills. The curriculum was developed and planned to make sure that they were well prepared to progress into employment or further education, particularly for those returning to civilian life following their period of detention.

5.9 During the restrictions imposed because of the COVID-19 pandemic, leaders had managed the activities available for detainees very well. The education centre had been closed for only three weeks and then been swiftly reopened, minimising the disruption to detainees' learning. Initially, leaders had introduced short CV sessions and after only six weeks returned to a full education and training regime for all detainees.

5.10 Leaders used their knowledge and understanding of the education provision appropriately to review the curriculum offer and evaluate the quality of the education they provided. Their evaluation of the provision

and the subsequent quality improvement plan were accurate, and any improvements were considered in a timely manner. They used the information effectively to establish a culture of continuous improvement. However, to enhance the curriculum further and to inform future planning, they had yet to implement an effective and suitable method of collecting information on the employment destinations of detainees once they were discharged from the Armed Forces.

- 5.11 Following evaluation activities with detainees, military staff and education partners since the previous inspection, leaders had introduced an expansion of the provision. This enabled detainees to widen their employment prospects on their return to civilian life. For example, a mandatory foundation course for those returning to civilian life and a level 2 employability course provided them with the vital skills they would need in their future lives. Leaders had also started the process of introducing additional training in the form of forklift truck training and plastering, a direct result of feedback and requests from detainees.
- 5.12 The academic, vocational and military training curriculum was sequenced and provided logically, to enable detainees to develop and consolidate their learning of new skills, knowledge and behaviour. They demonstrated good-quality work-skills in construction and welding. On the completion of practical qualifications, they were encouraged and able to return to the workshops to expand the skills gained by completing more complex tasks and activities.
- 5.13 Those detainees planning to return to their parent unit and 'soldiering on' completed a series of military skills to make sure that they were prepared for their return to service. These included fitness training, rifle training and orienteering. Detainees appreciated the honing of these skills and participated with enthusiasm.
- 5.14 Those detainees due to leave the Armed Forces because of the nature of their offence completed the mandatory employability courses, which equipped them well for their transition into civilian life. For example, they were able to complete a comprehensive CV, hone their interviewing skills and better appreciate the needs of employers in their chosen sphere of employment. Staff guided them skilfully to consider their employment options and were able to give useful advice on the options open to them, including becoming self-employed.
- 5.15 Tutors and instructors provided detainees with useful and helpful feedback that guided them on how they could improve the standard of their work. Consequently, they were able to improve the quality and standard of their work, which often exceeded their course requirements. Those returning to the workshops to complete more complex tasks, such as installing a wet room in the plumbing workshop, used the skills they had gained previously to good effect.
- 5.16 Detainees were encouraged and helped routinely to improve their mathematics skills, particularly in their vocational training sessions. This enabled those in the construction workshops to measure and mark

out material accurately before cutting. However, they did not always receive sufficient support to improve and develop their English skills, resulting in them making repeated spelling and grammar mistakes in their written English. In addition, they were not encouraged or helped to use and spell technical terms correctly when completing the evaluations of their practical work.

- 5.17 Leaders, tutors and instructors monitored and reviewed the progress that detainees were making, to make sure that they were on target to achieve their qualifications and to provide effective personal support and encouragement. This enabled them to understand what they were to study next or what aspects of their course they needed to revisit to reinforce their knowledge and skills. However, in a very few instances, the discussions with detainees did not sufficiently identify the progress they were making in the completion of their qualifications or provide enough detail.
- 5.18 Detainees established and demonstrated a positive and mature attitude to their studies and took responsibility for their own learning. For example, once their mandatory courses were complete, many enrolled onto e-learning courses in subjects such as business management and those which provided them with high-level health and safety qualifications. They worked in a calm and respectful environment and exhibited positive attitudes to each other and to members of staff. They were motivated to learn and participated with enthusiasm in the development of new skills and knowledge. They adhered to safe working practices, as expected in the workplace.
- 5.19 Detainees benefited from useful information, advice and guidance regarding their future careers. Tutors provided essential information about possible career options once detainees returned to civilian life, along with essential information about how their lives would differ. For example, detainees were pleased to learn about the need to pay Council Tax as a civilian, something they had not had to consider while serving in the Armed Forces. Leaders had forged useful external partnerships, such as with the National Careers Service and the Career Transition Partnership, which supported detainees through their next steps and resettlement into civilian life.
- 5.20 Detainees learned about positive relationships, teamwork, and healthy living and sexual consent through an effective and mandatory programme as part of their rehabilitation.
- 5.21 Detainees who found their circumstances difficult received effective support and empathy from staff. Break-out periods provided those with mental health concerns with the opportunity to complete simple building projects on the centre's farm. These included the design and erection of animal pens and horticultural beds.



**A Company military training**



**D Company vocational training**

## **Recommendations**

- 5.22 Leaders should implement a process for collecting information on the employment destinations of detainees once they have returned to civilian life. The information gathered should further inform the development of the curriculum offered.**
- 5.23 Leaders should make sure that tutors and instructors help detainees to develop their written English skills.**
- 5.24 Leaders should make sure that all academic tutors discuss, monitor and review in sufficient detail the progress that detainees make in their education or vocational training courses.**

## Section 6 Rehabilitation and release planning

**Detainees have a comprehensive sentence plan and can access interventions to address their offending behaviour. Detainees are supported to maintain and develop relationships with their children, family and friends. Detainees are thoroughly prepared for release. Detainees' risk of serious harm to the public is managed effectively.**

### Addressing offending behaviour

Expected outcomes: Detainees access well-coordinated rehabilitation services. Each detainee has a comprehensive sentence plan designed to address their specific needs and reduce their likelihood of reoffending. Detainees access interventions designed to address their offending behaviour, including support to address experiences of trauma where relevant.

- 6.1 About 40% of the population were sentenced for military offences, with 60% detained for criminal offences, which was similar to the ratio at the time of the last inspection. However, detainees were now serving longer sentences, with half of the current population serving over a year (the maximum being two years). More detainees than previously were being discharged from the Armed Forces. At the time of the inspection, only 20% of detainees were certain to be retained.
- 6.2 Work to reduce reoffending lacked a detailed strategy based on a needs analysis. Nonetheless, managers knew their small population very well and there was a good deal of up-to-date data analysis. Despite the lack of a reducing reoffending action plan, some sensible steps had been taken to develop provision since the last inspection. In particular, good work had been done to improve the practice of the offender management unit (OMU) and train its staff in public protection (see paragraph 6.28). The ongoing partnership with Essex Probation Service to source interventions was developing well, despite the potential disruption that recent changes to the Probation Service following unification could have caused.
- 6.3 The OMU had five staff, each of whom took on a specific role, such as sentence planning or public protection. Detainees were not allocated to a case manager, but they told us that they could speak to OMU staff at any time and they all felt that they had received a good service from the department. As the detainee population was small, OMU staff knew them all well. All 10 detainees that we interviewed described the establishment as a positive rehabilitative environment.
- 6.4 The detainee assessment record, informed by an induction interview, provided the sentence planner with a reasonably comprehensive picture of each detainee's criminogenic needs. Each detainee had a sentence plan created shortly after arrival, but this was not reviewed

regularly to assess their progress against targets. Most sentence plans were similar and did not reflect a tailored approach to address individual needs. Interventions were sequenced appropriately to make sure that detainees derived as much benefit as possible from their time at the centre.

- 6.5 In order to encourage detainees to address their offending behaviour, Essex Probation Service delivered a short structured cognitive behavioural group intervention, called 'Choices'. The course consisted of eight sessions over three weeks. A new group started each month, to make sure that detainees on all but the shortest sentences could complete it. Post-programme reviews following completion were helpful.
- 6.6 A new service level agreement with Essex Probation Service had just started, to allow for more appropriate and in-depth one-to-one interventions for detainees convicted of more serious sexual and violent offences. One detainee convicted of domestic violence had just completed the Healthy Relationship Programme with a member of probation staff, while another sentenced for a sexual offence was about to be assessed for the 'Maps for Change' intervention.
- 6.7 Detainees were able to access various forms of temporary release. Most who behaved well and reached stage 3 of the staging system (see paragraph 3.22) after 12 weeks at the centre were then granted a town visit every weekend. This was effectively a reward for good behaviour, and detainees generally assumed that town visits were an entitlement at stage 3. They offered a valuable opportunity to consolidate any risk reduction work, but lacked any structure, agreed plan of activities or a proper risk assessment (see also paragraph 6.32). There was no link between the achievement of sentence plan targets and access to town visits.
- 6.8 Reintegration leave was more purposeful and involved better risk assessment. We saw good examples of detainees travelling to their home area for overnight stays with family and job interviews ahead of discharge from the Armed Forces. Opportunities for day release to work placements were too limited and a missed opportunity, given the largely well-behaved population. The only recent example of this was a small amount of volunteering at a food bank.
- 6.9 There was good access to counselling for detainees who wanted to address their trauma. In 2021, the Open Road counsellor (see paragraph 4.73) had given face-to-face support to 31 detainees wanting help with anger management and six dealing with bereavement. Detainees could also be referred through the welfare department to the Army Welfare Service, Royal Navy Family and People Support (RN FPS) or, in the case of Royal Air Force (RAF) detainees, the Soldiers, Sailors, Airmen and Families Association (SSAFA).

## Children and families and contact with the outside world

Expected outcomes: The establishment supports detainees' contact with their children, families and friends. Detainees not receiving visits are helped in other ways to establish or maintain support from family and friends.

- 6.10 Although there was no strategy to develop children and families work, some excellent progress had been made since the last inspection.
- 6.11 Detainees' families and friends lived all over the UK, and some in other countries, so reaching the centre, particularly during the pandemic, was challenging. The introduction of video calling had therefore been extremely positive. The scheme had quickly overtaken face-to-face visits in popularity. Detainees or their families and friends could book a half-hour weekly call on Saturdays or Sundays. Visits were well organised and applications were checked by OMU staff for public protection concerns. In our survey, 52% of respondents said that they used the service every week. In 2021, 946 social visits had taken place using video calling, against just 242 face-to-face visits.
- 6.12 At the height of the COVID-19 restrictions, the centre had held face-to-face visits under a marquee in the fresh air. At the time of the inspection, six socially distanced indoor visits were offered on both Saturdays and Sundays, although these were not used to capacity. The visits environment was unwelcoming. Rather than having a dedicated hall, the centre's reception area was repurposed at weekends with some tables and chairs. There were no hot drinks or healthy food options available, just access to a machine to buy soft drinks and chocolate. The children's play area was much better. There had been one children's play day since the easing of the restrictions, but only one family had attended.
- 6.13 Detainees had good access to telephone calls and were given 30 minutes' free credit each week, including for calls to other countries. They were also given sufficient funds each week to buy further telephone credit. Calls were made from hooded telephone booths in communal residential areas.
- 6.14 Since the last inspection, managers had adopted the 'email a prisoner' scheme, which had been running in prisons for a number of years. Although detainees disliked the name of the scheme, something that the centre could not control, it had proven very popular and provided an excellent means of regular contact. In the last six months, an average of 85 emails had been received each month and detainees had sent 75 replies.
- 6.15 A Barnardo's worker had been appointed since the last inspection. She provided good bespoke support to the families of detainees with children. She met these detainees on arrival and, if they chose to be involved, offered advice and guidance to their relatives by telephone. She could also refer families to support services in their area.

- 6.16 There were no longer any parenting courses, and the Storybook Soldiers scheme that allowed detainees to record stories for their children had been used only a handful of times in the last year.
- 6.17 There was good consideration of exceptional circumstances for detainees, such as being escorted to family funerals. Managers' approach to these cases was flexible and individualised.

## Preparation for release or transfer

Expected outcomes: Planning for a detainee's release starts on their arrival at the establishment and they are helped to manage their resettlement needs. Detainees continuing in service, discharged detainees and those transferring to prison all receive effective, individual pre-release support which is reviewed regularly.

- 6.18 Demand for resettlement services was generally low, as all detainees had existing bank accounts and a history of employment. However, those remaining in the Armed Forces on release were now a minority, with the rest having to prepare for a new life in the community and often needing help to do so.
- 6.19 Resettlement needs were identified promptly on arrival when staff completed the detainee assessment record. Help with accommodation and finances was readily available from the welfare department, which had access to support from a wide range of charities and organisations. Detainees could make a next day appointment with the team at any point in their sentence and received one-to-one support.
- 6.20 The welfare team helped detainees to manage loans and debts while they served their sentences unsalaried. Debt management plans could be organised through Step Change, a debt charity. Defence Transition Services visited regularly to help those being discharged and could advise on benefit claims. Claims for Universal Credit could be made online in the welfare department under supervision. All detainees attended an advice session with Break Even, a gambling counselling charity.
- 6.21 A housing officer from Riverside attended the centre three times a week and saw new arrivals. There had been a gap in delivery in 2021 while she was recruited, but the welfare team had worked to meet need. The housing officer accessed a range of military charities and organisations to rehouse detainees who had no accommodation on release. In 2021, 19 detainees had been released to supported housing across the country. None had been released homeless in 2021, although the data provided lacked integrity, being taken from exit surveys completed by detainees. More robust data gathering would be possible now that the new housing officer was in post.
- 6.22 Some late decisions about discharging detainees from the Armed Forces occasionally impeded resettlement planning. This was rarer than at the time of the last inspection, but we met several RAF

detainees who were only a month from release and were still waiting for a final decision (see also paragraph 4.28).

- 6.23 Detainees who were continuing in service received good support from their parent units, which they could contact using video calling (see also paragraph 4.27). They were typically collected by colleagues on the day of their release.
- 6.24 Detainees sentenced to over two years' imprisonment stayed at the centre only briefly before being driven to HMP Chelmsford (for men) or HMP Bronzefield (for women) to serve their sentences. Some basic information was available about Chelmsford on noticeboards, but staff running the Service Custody Platoon, where these detainees lived until transfer, were unable to provide good-quality, realistic and up-to-date information to help them understand the stark difference between the centre and prison.
- 6.25 Practical support for all detainees on the day of release was very good. Their kit was checked several days in advance, their mobile phones were charged and ready, and the Commandant personally said goodbye to each of them. If required, they were driven to the station for their onward journeys.

### **Recommendation**

- 6.26 **The decision to retain or dismiss a detainee should be made in sufficient time to enable them to undergo resettlement training and allow for effective release planning.**

### **Protecting the public from harm**

Expected outcomes: Detainees presenting a risk of serious harm to others are appropriately managed during their detention and in preparation for their release.

- 6.27 A small number of detainees had been convicted of more serious criminal offences. At the time of the inspection, there were five sentenced detainees convicted of sexual offences and two of serious violent offences.
- 6.28 There had been some improvements in public protection work since the last inspection, although considerable gaps remained. Military detention was now included in the latest national multi-agency public protection arrangements (MAPPA) guidance. There had been some excellent efforts to train OMU staff in public protection issues. As a result of the small detainee population and the weekly detainee management meetings, staff's knowledge of individual detainees was excellent.
- 6.29 For detainees who had committed a sexual or violent offence, there was no systematic assessment of their risk of serious harm to others, to inform nuanced, individual decisions about release planning or

access to temporary release. OMU staff did not always have a full account of detainees' offending behaviour. A pre-sentence report completed by the Probation Service was sometimes provided, but often no such useful information was available. Offender assessment system (OASys) assessments had been completed in some cases, but OMU staff could not access them. The centre lacked an electronic case management system where day-to-day behaviour and contacts could be recorded easily, to form a picture of dynamic risk, but there were advanced plans to secure such a system (see key concern and recommendation 1.47).

- 6.30 There was no routine monitoring of the telephone calls or mail of detainees convicted of offences such as harassment or domestic violence, either on arrival or when intelligence dictated. Although the centre was fully equipped to record and monitor calls, every request had to go to the Secretary of State for Defence, which was time consuming and therefore not always attempted. As a result, hardly any such detainees had ever been monitored. This serious gap in knowledge undermined public protection measures (see key concern and recommendation 1.47).
- 6.31 OMU staff took advice from the relevant social services department about restrictions on child contact when a detainee was a MAPPa category 1 registered sex offender (sentenced to 112 days or above by a court martial; see Glossary). These decisions were robust and appropriate. However, this procedure was not followed for detainees sentenced to under 112 days or those who had committed serious violent offences or domestic violence (see key concern and recommendation 1.47).
- 6.32 Assessments for the temporary release of detainees were not always sufficiently robust (see also paragraph 6.7). Longer periods of reintegration leave were better assessed and supported by a basic risk assessment document. Town visits did not have defensible risk assessments, although in cases where the head of OMU had flagged up concerns about a detainee, the Commandant had heeded her advice and declined permission. There were no spot checks on detainees during a town visit, and unaccompanied day release was not preceded by an accompanied visit to test compliance. (see key concern and recommendation 1.47).
- 6.33 Registered sex offenders were now subject to police-led MAPPa oversight on release, an improvement since the last inspection. However, other sexual and violent offenders were released without any such safeguards. The head of OMU had tried to refer several serious violent offenders for MAPPa oversight, but these had not been accepted. No detainees left the centre subject to probation supervision (see key concern and recommendation 1.47).
- 6.34 Victims working in the Armed Forces were not notified routinely when a detainee was released and returned to work alongside them. The OMU did not always have enough information to make sure that victims were

given advance notice systematically (see key concern and recommendation 1.47).

## Section 7 Recommendations in this report

The following is a list of repeated and new concerns and recommendations in this report.

### Key concerns and recommendations

- 7.1 Key concern (1.47): A small number of detainees had been convicted of sexual or more serious violent offences. There were considerable gaps in public protection arrangements. There was no systematic assessment of these detainees' risk of serious harm to others. Assessments for the temporary release of detainees were not always sufficiently robust. There was no routine telephone and mail monitoring where offences or intelligence warranted it. The offender management unit did not take advice from social services departments in every case where child contact restrictions might be relevant. Detainees convicted of serious violent offences lacked MAPPA oversight on release. No detainees were subject to probation supervision once released. Victims were not notified routinely of detainees returning to their workplace.

**Key recommendation: Public protection arrangements should make sure that detainees presenting a risk of serious harm to others are managed appropriately during their detention and in preparation for their release.** (To the Commandant and the MoD)

### Recommendations

- 7.2 Recommendation (3.13): Detainees at risk of self-harm or suicide should receive individualised and meaningful care from a multidisciplinary team. (To the Commandant)
- 7.3 Recommendation (3.19): Concerns about vulnerable adults at risk should be recorded and investigated, with any necessary action taken to prevent further harm. (To the Commandant)
- 7.4 Recommendation (3.25): Achievement of sentence plan targets should be considered during stage reviews and subsequent advancements in the behaviour management scheme. (To the Commandant)
- 7.5 Recommendation (4.10): Night lights should only be used for at-risk detainees. (To the Commandant)
- 7.6 Recommendation (4.24): Written responses to complaints should be polite, address all of the detainee's concerns and, where necessary, be supported by a thorough investigation. (To the Commandant)
- 7.7 Recommendation (4.47): Leaders should make sure that there is sufficient strategic oversight of diversity and inclusion to identify, understand and address all of the needs, experiences and support needed for detainees within relevant protected groups. (To the Commandant)

- 7.8 Recommendation (4.79): Detainees should have access to a clinical pharmacist for advice or medicine use reviews. (To the Commandant and the MoD)
- 7.9 Recommendation (5.22): Leaders should implement a process for collecting information on the employment destinations of detainees once they have returned to civilian life. The information gathered should further inform the development of the curriculum offered. (To the Commandant)
- 7.10 Recommendation (5.23): Leaders should make sure that tutors and instructors help detainees to develop their written English skills. (To the Commandant)
- 7.11 Recommendation (5.24): Leaders should make sure that all academic tutors discuss, monitor and review in sufficient detail the progress that detainees make in their education or vocational training courses. (To the Commandant)
- 7.12 Recommendation (6.26): The decision to retain or dismiss a detainee should be made in sufficient time to enable them to undergo resettlement training and allow for effective release planning. (To the Commandant and the MoD)

## Section 8 Progress on recommendations from the last full inspection report

### Recommendations from the last full inspection

The following is a summary of the main findings from the last full inspection report and a list of all the recommendations made, organised under the four tests of a healthy establishment. If a recommendation has been repeated in the main report, its new paragraph number is also provided.

#### Safety

##### Detainees, particularly the most vulnerable, are held safely.

At the last inspection, in 2017, detainees were positive about their reception, first night and induction experience. Staff focused well on vulnerability and risk. Detainees felt safe. Incidents of violence and bullying were rare. Reports of bullying were investigated, but too often dismissed as 'banter'. Arrangements to identify and support those at risk of suicide and self-harm were good. There was no evidence of illicit drugs and alcohol being available. The staging system was effective in managing behaviour and there had been no recent use of formal disciplinary measures. There had been no use of force for several years, and there was little use of segregation. Substance misuse provision met need. Outcomes for detainees were good against this healthy establishment test.

#### Recommendations

Detainees should be adequately rested on arrival at the Military Corrective Training Centre, to ensure that they can fully participate in all activities required of them. (1.4)

**Achieved**

The issue of 'banter' should be fully addressed. Incidents should be investigated thoroughly and action taken where appropriate. (1.14)

**Achieved**

Measures to address risk should be proportionate to the risk posed, and be applied on the basis of an individualised risk assessment. (1.20)

**Not achieved**

Anti-ligature rooms and anti-ligature clothing should be used only in exceptional circumstances, as a last resort when all other options to support and care for detainees at risk of suicide or self-harm have been exhausted. (1.21)

**Achieved**

## Respect

### Detainees are treated with respect and dignity.

At the last inspection, in 2017, living conditions and the provision of clean bedding, clothing and basic essentials were good. Access to telephone credit had improved. Applications were well managed. Positive staff–detainee relationships were a real strength. Consultation arrangements were effective. Equality and diversity arrangements met the needs of most detainees with protected characteristics. Faith provision met need. Detainees had access to a range of complaint mechanisms but lacked confidence in them. Health services were very good. The quality of the food provided had improved and was very good. Outcomes for detainees were good against this healthy establishment test.

### Recommendations

Local guidance for working with LGBT detainees should be revised, to remove potential discrimination. (2.23)

**Not achieved**

Protected characteristics should be monitored routinely, to identify trends across time. (2.24)

**Partially achieved**

The chaplaincy should monitor the centre's population routinely, to ensure that faith provision meets need. (2.29)

**Achieved**

The centre should investigate detainees' poor perceptions of complaint outcomes. (2.35)

**Not achieved**

Complaints should be monitored and analysed routinely, to understand trends across time and drive improvements. (2.36)

**Achieved**

There should be appropriate procedures for storing culturally sensitive food. (2.68)

**Achieved**

## Purposeful activity

**Detainees are able and expected to engage in activity that is likely to benefit them.**

At the last inspection, in 2017, time out of room was extremely good. All detainees were actively involved in learning and training. The leadership, management and strategic oversight of learning and skills and work activities required improvement. The variety and range of education classes available were good, with a suitable focus on improving English and mathematics, but the range of vocational training offered was too limited. The quality of teaching, learning and assessment was good, and detainees progressed and achieved well. Library services were adequate and PE provision was very good. Outcomes for detainees were reasonably good against this healthy establishment test.

The Commandant should ensure that a senior education officer is recruited as soon as possible. A management structure should then be implemented to ensure performance monitoring, development of the provision and improvement. (3.10)

**Achieved**

The full range of quality improvement activities should be consistently applied to all aspects of education, training and work, and specific, measurable targets identified in an improvement plan. (3.11)

**Achieved**

The centre should improve the collection and analysis of data to plan and monitor the provision so that it meets the needs of all detainees. (3.12)

**Achieved**

Centre staff should carry out a needs analysis, to determine whether the current education, training and work provision fully meets detainees' resettlement needs. (3.17)

**Partially achieved**

All educational, vocational and employability skills gained should be recognised and recorded. (3.29)

**Achieved**

PE staff should offer accredited qualifications, to support detainees seeking jobs in the leisure industry on discharge. (3.38)

**No longer relevant**

## Rehabilitation and release planning

**Detainees have a comprehensive sentence plan and can access interventions to address their offending behaviour. Detainees are supported to maintain and develop relationships with their children, family and friends. Detainees are thoroughly prepared for release. Detainees' risk of serious harm to the public is managed effectively.**

At the last inspection, in 2017, the resettlement strategy was not informed by a needs analysis. For most detainees, offender management was adequate. For higher-risk detainees, the introduction of risk of harm assessments was positive but detainee assessment and planning required improvement. Public protection arrangements had improved considerably overall but the post-release management of some higher-risk offenders was poor due to issues outside the centre's control. Reintegration planning, advice and support were excellent. Offending behaviour provision in particular had improved and was impressive. Outcomes for detainees were reasonably good against this healthy establishment test.

### Key recommendation

Provision should be made to ensure statutory supervision for higher-risk detainees in the community on release, and for military detention to be included in multi-agency public protection arrangements (MAPPA). (S53)

**Partially achieved**

### Recommendations

Detainees should be informed about their future regarding military service in good time to prepare for discharge or to continue serving, and those due for discharge should be free to enter civilian life at the end of their sentence. (4.25).

**Partially achieved**

The resettlement strategy should be based on a comprehensive analysis of the needs of the diverse population held at the Military Corrective Training Centre, and an action plan should be developed to set out the priorities and monitor progress against them. (4.5)

**Not achieved**

The quality of detainee assessment records should be improved, including regular updating and reviewing of resettlement issues and offending-related factors. Individualised sentence planning for those presenting a higher risk of harm to others should be reinstated. (4.12)

**Achieved**

New detainees who present a risk of harm to children should have their mail and telephone calls monitored for an agreed period and in line with Interception of Communications Commissioner's Office regulations. (4.18)

**Not achieved**

Protecting the public from risk of harm should be at the forefront of the decision to allow higher risk detainees to have temporary release (short-term temporary release or reintegration leave). (4.19)

**Not achieved**

Longer-term detainees due to transfer to a prison should be given better information about what to expect and day-to-day life in a prison setting. (4.26)

**Not achieved**

## Appendix I About our inspections and reports

Her Majesty's Inspectorate of Prisons is an independent, statutory organisation which reports on the treatment and conditions of those detained in prisons, young offender institutions, secure training centres, immigration detention facilities, police and court custody and military detention.

All inspections carried out by HM Inspectorate of Prisons contribute to the UK's response to its international obligations under the Optional Protocol to the UN Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). OPCAT requires that all places of detention are visited regularly by independent bodies – known as the National Preventive Mechanism (NPM) – which monitor the treatment of and conditions for detainees. HM Inspectorate of Prisons is one of several bodies making up the NPM in the UK.

All Inspectorate of Prisons reports carry a summary of the conditions and treatment of detainees, based on the four tests of a healthy establishment that were first introduced in this Inspectorate's thematic review *Suicide is everyone's concern*, published in 1999. For the Military Corrective Training Centre, the tests are:

### **Safety**

Detainees, particularly the most vulnerable, are held safely.

### **Respect**

Detainees are treated with respect and dignity.

### **Purposeful activity**

Detainees are able and expected to engage in activity that is likely to benefit them.

### **Rehabilitation and release planning**

Detainees have a comprehensive sentence plan and can access interventions to address their offending behaviour. Detainees are supported to maintain and develop relationships with their children, family and friends. Detainees are thoroughly prepared for release. Detainees' risk of serious harm to the public is managed effectively.

Under each test, we make an assessment of outcomes for detainees and therefore of the establishment's overall performance against the test. There are four possible judgements: in some cases, this performance will be affected by matters outside the establishment's direct control, which need to be addressed by the Ministry of Defence or Judge Advocate General's office.

### **Outcomes for detainees are good.**

There is no evidence that outcomes for detainees are being adversely affected in any significant areas.

### **Outcomes for detainees are reasonably good.**

There is evidence of adverse outcomes for detainees in only a

small number of areas. For the majority, there are no significant concerns. Procedures to safeguard outcomes are in place.

**Outcomes for detainees are not sufficiently good.**

There is evidence that outcomes for detainees are being adversely affected in many areas or particularly in those areas of greatest importance to the well-being of detainees. Problems/concerns, if left unattended, are likely to become areas of serious concern.

**Outcomes for detainees are poor.**

There is evidence that the outcomes for detainees are seriously affected by current practice. There is a failure to ensure even adequate treatment of and/or conditions for detainees. Immediate remedial action is required.

Our assessments might result in one of the following:

**Key concerns and recommendations:** identify the issues of most importance to improving outcomes for detainees and are designed to help establishments prioritise and address the most significant weaknesses in the treatment and conditions of detainees.

**Recommendations:** will require significant change and/or new or redirected resources, so are not immediately achievable, and will be reviewed for implementation at future inspections.

**Examples of notable positive practice:** innovative work or practice that leads to particularly good outcomes from which other establishments may be able to learn. Inspectors look for evidence of good outcomes for detainees; original, creative or particularly effective approaches to problem-solving or achieving the desired goal; and how other establishments could learn from or replicate the practice.

Five key sources of evidence are used by inspectors: observation; detainee and staff surveys; discussions with detainees; discussions with staff and relevant third parties; and documentation. During inspections we use a mixed-method approach to data gathering and analysis, applying both qualitative and quantitative methodologies. Evidence from different sources is triangulated to strengthen the validity of our assessments.

Other than in exceptional circumstances, all our inspections are unannounced and include a follow up of recommendations from the previous inspection.

All inspections of the Military Corrective Training Centre are conducted jointly with Ofsted. This joint work ensures expert knowledge is deployed in inspections and avoids multiple inspection visits.

## **This report**

This report provides a summary of our inspection findings against the four healthy establishment tests. There then follow four sections each containing a detailed account of our findings against our *Expectations. Criteria for assessing the treatment of and conditions for detainees in the Military Corrective Training*

*Centre* (Version 2, 2021) (available on our website at <https://www.justiceinspectorates.gov.uk/hmiprisons/our-expectations/prison-expectations/>). The reference numbers at the end of some recommendations indicate that they are repeated and provide the paragraph location of the previous recommendation in the last report. Section 7 lists all recommendations made in the report. Section 8 lists the recommendations from the previous full inspection (and scrutiny visit where relevant), and our assessment of whether they have been achieved.

Findings from the survey of detainees and a detailed description of the survey methodology can be found on our website (see Appendix III: Further resources). Please note that we only refer to comparisons with other comparable establishments or previous inspections when these are statistically significant. The significance level is set at 0.01, which means that there is only a 1% chance that the difference in results is due to chance.

### **Inspection team**

This inspection was carried out by:

Charlie Taylor	Chief Inspector
Sara Pennington	Team leader
Paul Rowlands	Inspector
Natalie Heeks	Inspector
Jonathan Tickner	Inspector
Jade Richards	Inspector
Martyn Griffiths	Inspector
Shaun Thomson	Health and social care inspector
Alec Martin	Researcher
Rahul Jalil	Researcher
Stephen Hunsley	Ofsted inspector
Malcolm Bruce	Ofsted inspector
Malcolm Frazer	Ofsted inspector
Alex Lang	Ofsted inspector

## Appendix II Glossary

We try to make our reports as clear as possible, and this short glossary should help to explain some of the specialist terms you may find. If you need an explanation of any other terms, please see the longer glossary, available on our website at: <http://www.justiceinspectorates.gov.uk/hmiprisons/about-our-inspections/>

### **Certified normal accommodation (CNA) and operational capacity**

Baseline CNA is the sum total of all certified accommodation in an establishment except rooms in segregation units, health care cells or rooms that are not routinely used to accommodate long stay patients. In-use CNA is baseline CNA less those places not available for immediate use, such as damaged room, rooms affected by building works, and rooms taken out of use due to staff shortages. Operational capacity is the total number of detainees that an establishment can hold without serious risk to good order, security and the proper running of the planned regime.

### **Court martial**

A military court for more serious offences that has a judge advocate and between three and seven lay members (officers or warrant officers not from the detainee's chain of command). The lay members decide if the individual is guilty of a charge and the judge advocate and lay members will then decide on any sentence.

### **Joint service publication (JSP)**

JSPs are documents produced by the Ministry of Defence covering a wide range of issues and activities undertaken by the armed services. JSP 837 relates to the care of detainees.

### **Leader**

In this report the term 'leader' refers to anyone with leadership or management responsibility in military detention. We will direct our narrative at the level of leadership which has the most capacity to influence a particular outcome.

### **Military Provost Staff Regiment**

The Military Provost Staff Regiment are the detention specialists for the Armed Forces, providing custody, detention, advice and inspection within custodial establishments.

### **Protected characteristics**

The grounds upon which discrimination is unlawful (Equality and Human Rights Commission, 2010).

### **Protection of vulnerable adults at risk**

Safeguarding duties apply to an adult who:

- has needs for care and support (whether or not the local authority is meeting any of those needs); and
- is experiencing, or is at risk of, abuse or neglect; and

- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of, abuse and neglect (Care Act 2014).

**Safeguarding of children**

We define a child as a person under the age of 18 years, in line with the Children Act 1989.

**Time out of room**

Time out of room, in addition to formal 'purposeful activity', includes any time detainees are out of their cells to associate or use communal facilities to take showers or make telephone calls.

## **Appendix III Further resources**

Some further resources that should be read alongside this report are published on the HMI Prisons website (they also appear in the printed reports distributed to the prison). For this report, these are [delete as required]:

### **Establishment population profile**

We request a population profile from the MCTC as part of the information we gather during our inspection. We have published this breakdown on our website.

### **Detainee survey methodology and results**

A representative survey of detainees is carried out at the start of every inspection, the results of which contribute to the evidence base for the inspection. A document with information about the methodology and the survey, and comparator documents showing the results of the survey, are published alongside the report on our website.

### **Staff survey**

MCTC staff are invited to complete a staff survey. The results are published alongside the report on our website.

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