



Thematic report by HM Inspectorate of Prisons

# Incentivising and promoting good behaviour

*A thematic review*

by HM Inspectorate of Prisons

**March 2018**

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# Introduction

Institutions holding children and young adults have undergone notable change over recent years as the population of both groups has reduced. While this reduction is welcome, there is evidence from inspection that outcomes for those that remain have been significantly impacted by deteriorating behaviour. Current behaviour management schemes have been ineffective in reducing violence, which is at historically high levels in all types of institution we reviewed.

When children and young adults are held in custody, their behaviour can be influenced by a wide range of factors, including their relationships with staff, the physical environment, the regime under which they are held and the incentives on offer to them. In turn, the impact of poor behaviour by others on those who wish to make progress in education, training and rehabilitation can be severe. This review, commissioned by the Youth Justice Board, is focused on children held in secure training centres (STCs) and young offender institutions (YOIs), and young adults aged 18–20 held in YOIs. The review looks at the fundamentally important issue of the relationships between those detained and the staff charged with their care. Those relationships are crucially influenced by staff turnover, which can lead to a lack of consistency in approach, staff shortages and, all too frequently, a lack of sufficient time out of cell. The issue of inconsistency in behaviour management is important as it damages the all-important element of trust in the relationship. When trust diminishes, a consequence is often a decline in respect for staff and, in the worst cases, a complete withdrawal from behaviour management systems.

The review found that far too often the rewards and sanctions associated with behaviour management schemes were focused on punishment rather than incentive, and were prone to generate perceptions of favouritism. Too often, during inspections, we have seen rewards and sanctions schemes that are overwhelmingly punitive, and the response to poor behaviour is to become locked in a negative cycle of ever greater restriction. There is a real need to break out of these cycles, and some establishments have shown that it is possible. There was also little evidence of schemes being linked to sentence planning, with clear plans set out for making progress.

It is widely accepted that the amount of time a child or young person spends unlocked and out of their cell has an important impact on their behaviour. There is also a need to confront bullying and violence, and not to fall into the trap of believing that it is inevitable, given the smaller and sometimes more concentratedly challenging nature of the children's and young people's population in custody.

I hope that this review offers some practical insights that will help shape some constructive and effective responses to the very real challenges prompted by the need to incentivise and promote good behaviour.

**Peter Clarke CVO OBE QPM**  
**HM Chief Inspector of Prisons**

**March 2018**

# Aims of the thematic

This thematic inspection was undertaken at the request of the Youth Justice Board (YJB). It aimed to:

- identify what good practice is taking place in terms of behaviour management, and which areas are experiencing difficulty/could be improved in young offender institutions (YOIs) and secure training centres (STCs)
- explore how incentives and behaviour management systems operate in YOIs and STCs
- make recommendations regarding incentives and behaviour management in YOIs and STCs.

# Section 1. Key findings and recommendations

## Relationships

- 1.1** Positive relationships between staff and those in their care underpin all effective behaviour management systems. A combination of staff shortages, high levels of staff turnover and a lack of time out of cell were, according to young people and staff we spoke to, preventing the formation of such relationships.<sup>1</sup> We found that, as a result, most establishments were struggling to manage behaviour effectively.
- 1.2** The evidence for this report was gathered from interviews with young people and staff and our observations on inspections. During interviews, many young people displayed a lack of trust in staff. It was apparent that inconsistency in the response of staff members to everyday requests – including access to showers, phone calls and prison kit – undermined young people’s confidence in the ability of staff to deal effectively with more significant issues, including bullying and violence. Tellingly, when young people were asked, many said that the best members of staff were those who were honest with them and did not make false promises.
- 1.3** Our evidence shows a clear link between young people’s relationships with staff and their perceptions of, and engagement with, behaviour management systems. Those who reported that staff were respectful, and that they had someone to turn to if they had a problem, also had more confidence in the incentives scheme and adjudication system, and were less likely to have been restrained in their current establishment.
- 1.4** During interviews with staff it was notable that the examples they provided of good and poor staff behaviour generally centred on the rapport with young people. Examples of good behaviour involved staff using personal knowledge of individual young people to de-escalate situations. Examples of bad staff behaviour involved aggravating young people through poor rapport or a lack of knowledge of their triggers. Like young people, staff concluded that taking the time to have more meaningful interactions with young people had a positive impact on behaviour.
- 1.5** In this context it is of significant concern that many children, and nearly half of the young adults held in the institutions included in this thematic inspection, were unable to report that most staff treated them with respect. In addition more than one in five children reported that there was no one they could turn to if they had a problem.
- 1.6** We were also concerned about the high number of children and staff who could point to examples of poor practice and inconsistent implementation of behaviour management schemes. This was supported by our review of case notes which showed significant variations in the management of individuals’ behaviour and many examples of young people within the same establishment receiving very different levels of support from staff. In too many cases there seemed to be little evidence of management oversight of these processes.
- 1.7** It is clear from the accounts given by children, young adults and staff that there needs to be a change of emphasis in the role of residential officers, which focuses on creating caring, trusting and effective relationships.

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<sup>1</sup> The term ‘young people’ is used to refer to both children (those under 18 years of age) and young adults (those aged 18 to 21) throughout this report. Where we refer specifically to those under 18 or those aged 18 to 21 the specific term will be used.

## Main recommendation

- 1.8** Those working on residential units with young people should have the skills, and crucially the time, to build positive, caring and effective relationships with young people. Custodial institutions holding young people should be adequately staffed and management oversight of practice on residential units should be improved.

## Reward and sanctions schemes

- 1.9** Despite evidence pointing to the greater effectiveness of rewards over sanctions, most schemes we saw focused on punitive measures rather than rewarding, encouraging and celebrating positive behaviour.<sup>2</sup> This was particularly the case in the young adult institutions. The increased use of the current basic regime for this age group has not been effective in driving an improvement in behaviour and we believe a different approach is required.
- 1.10** Many young people we interviewed during this inspection voiced legitimate concerns about the operation of rewards and sanctions in custodial institutions. Young people and staff told us that the timeframes that the schemes operated on were too long – this limited their effectiveness and had a demotivating effect on the young people. Young people found it difficult to work towards rewards over a prolonged period of weeks and many of those on the lowest levels felt that they no longer had anything to lose by behaving badly. The ineffectiveness of the schemes meant the behaviour of young people did not improve, despite spending significant periods of time on the basic regime.
- 1.11** Inspections of individual establishments regularly report that the application of the incentives scheme is inconsistent. In our survey young people expressed negative views of the fairness of the rewards and sanctions schemes in their establishment. This was supported in our interviews, where young people and staff consistently told us how some young people were treated differently by the scheme and that this was viewed as favouritism from staff. In addition we found many examples where young people said that not receiving incentives they had earned, or witnessing sanctions not being enforced, had fundamentally undermined their views on how fairly the scheme was applied.
- 1.12** Some young people we spoke to were unsure about why they had received a sanction, or if they had any behavioural targets to meet to progress through the levels of the scheme. We found evidence to support this in our analysis of their case notes which, in too many cases, showed no evidence of reviews or targets.
- 1.13** Young people and staff reported that the most motivating long-term incentives for young people were linked to sentence planning, including access to release on temporary licence (ROTL) and early release. However, we found few links to the sentence planning process in our review of behaviour management; offender supervisors and case workers had little input in behaviour management reviews and residential staff were often absent from sentence planning review meetings.

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<sup>2</sup> MacKenzie, D.L. and Farrington, D.P. *J Exp Criminol* (2015) 11: 565. <https://link.springer.com/article/10.1007/s11292-015-9244-9>. Byrd, A.L., Loeber, R. and Pardini, D.A. *Clin Child Fam Psychol Rev* (2014) 17: 125. <https://link.springer.com/article/10.1007%2Fs10567-013-0159-6>



## Recommendations

- I.14 The behaviour of young people should be reviewed regularly and they should be set meaningful targets that are relevant to their sentence plan goals.**
- I.15 Rewards and sanctions schemes should focus on promoting and rewarding good behaviour rather than punishing poor behaviour. The consequences of poor behaviour should be proportionate, swiftly implemented and short in duration. Young people should not be punished for significant periods of time for one infringement or in a way that gives them nothing to lose or work towards. Management of these schemes should be improved to ensure staff implement both rewards and sanctions consistently and fairly.**

## Time out of cell

- I.16** A combination of staff shortages and increasing levels of bullying and violence had led to many young people spending long periods of time in their cells with little to occupy them, with often unpredictable daily routines. This meant they had less access to basic amenities such as showers and phone calls home, along with education, exercise and time in the open air.
- I.17** It was notable that when asked in our interviews what incentives would have the greatest impact on promoting positive behaviour, young people and staff agreed on the need for more time out of cell. This would ensure better access to basic amenities and association, particularly in the evenings and at weekends, and more time to build effective relationships between staff and young people.

## Recommendation

- I.18 All young people should receive at least 10 hours out of their cell each day, including evening and weekend association and activities.**

## Interventions for young people who display the most difficult behaviour

- I.19** The significant reduction of the population of children in custody over the previous five years is welcome, but it has presented challenges for institutions as the proportion of children convicted of more serious offences has increased. We do not believe that population changes are the sole or main driver of increasing poor behaviour and violence. Too often we find institutions which accept poor behaviour as unavoidable instead of setting and maintaining high standards. However, there are now some young people within the estate who do not respond positively to existing behaviour management schemes and who require a higher level of support than is currently offered. In many cases where there were reports of consistently poor behaviour that was not improving through application of the rewards and sanctions scheme, no other strategy was put in place to manage the behaviour.
- I.20** We have significant concerns about a lack of intervention for young adults; we often found individuals living in austere conditions for long periods of time while they were on the lowest level of the incentives scheme.

- I.21** A lack of effective response to young people with mental health needs or learning disabilities was a contributory factor in their poor behaviour. We found a lack of individualised support plans for these young people with input from a range of disciplines including education and health care professionals.
- I.22** Although young people with complex needs are the most difficult to manage, the absence of any intervention other than continuing on the lowest level of the incentives scheme was unacceptable. We would expect these young people to have an individual support plan in place to manage their behaviour, with short-term incentives and regular contact with staff.
- I.23** The approach to managing the complex needs of this population was not strategic; the Youth Custody Improvement Board report in February 2017 identified the lack of a needs assessment at a national level, which we believe is needed to inform the commissioning of interventions or treatment.<sup>3</sup>

## Recommendations

- I.24** **HM Prison and Probation Service (HMPPS) should carry out a needs analysis of young people held in custody, with sufficient focus on the identification of mental health and learning disabilities, to enable effective commissioning of services.**
- I.25** **Young people who do not respond to the incentives and sanctions scheme should be subject to an individual support plan that includes regular input from health care, education and residential members of staff.**

## Bullying and violence

- I.26** Unfortunately, witnessing or experiencing bullying and violence are part of everyday life for young people in custody. We found incidents of poor behaviour, including insults and swearing, that went unchallenged in many establishments, despite young people reporting that insults shouted out of windows was a method of bullying and a cause of violence. The theft of canteen (items purchased by prisoners from the shop) is a common method of bullying across the estate, but we found that young people who openly displayed large quantities of canteen items in their cells were rarely challenged by staff.
- I.27** The response to incidents of more serious poor behaviour was inconsistent. Young people lacked the confidence to report victimisation to staff and there was evidence to suggest that the response by many establishments was ineffective. Investigations did not always take place, monitoring and interventions for those suspected of bullying and violence were rare and formal support for victims was underdeveloped. There was also little mediation or conflict resolution by trained staff to understand and resolve the underlying issues that led to violence.

## Recommendations

- I.28** **The response to violence and bullying should focus on identifying and addressing the underlying reasons. All instances of bullying and violence should be investigated, perpetrators and victims should undergo monitoring and, where appropriate, conflict resolution by trained staff should be offered.**

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<sup>3</sup> Wood, A., Bailey, S. & Butler, R. (2017) *Findings and Recommendations of the Youth Custody Improvement Board*

- I.29 Low level poor behaviour and bullying, including shouting out of windows, should be swiftly and consistently challenged by staff. Staff should enforce volumetric controls within cells and investigate instances where they find young people with large quantities of canteen in their cell.**

## Young people from a black or minority ethnic background

- I.30** It is concerning that young people from a black or minority ethnic background were less likely to report being treated fairly by the rewards and sanctions scheme than white young people. This was true of all types of institution. In addition, those held in young adult and children's YOIs were less likely to report positively about staff. As young people from a black and minority ethnic background make up a large proportion of the population in custody it is important that the reasons for these perceptions are understood and addressed to improve behaviour across custodial institutions.

### Recommendation

- I.31** In line with the recent Lammy review into the disproportionate representation of children from a black and minority ethnic background in the criminal justice system, HM Prison and Probation Service (HMPPS) should investigate and address the particularly poor perceptions that young people from these backgrounds have of staff and of incentives and sanctions schemes.

## Section 2. Background

- 2.1** This section sets out the composition of the children's and young adults secure estate, a brief history of recent changes in the size of the detained population and the estate, and the relevance of this thematic work.

### Context

- 2.2** There are three types of secure establishment in England and Wales that hold children.

- Secure training centres (STCs) were originally intended to hold children (boys and girls) aged 12 to 15; however, with the introduction of detention and training orders (DTO) in 2000, the age range was extended to 18. There are currently three STCs; Medway, operated by HM Prison and Probation Service (HMPPS), Oakhill, operated by G4S and Rainsbrook, operated by MTCnovo.
- Under-18 young offender institutions (YOIs) hold boys aged 15 to 17 and some young adults who remain beyond their 18th birthdays to complete their sentence. There are currently five such YOIs: Cookham Wood, Feltham A, Parc, Werrington, and Wetherby. Parc is the only under-18 YOI provision that is privately run, and is operated by G4S.<sup>4</sup>
- Secure children's homes (SCHs) are run by local authorities or other providers and can hold children from the age of 10 to 17 on either criminal justice or welfare orders. There are currently 15 SCHs in England and Wales.

- 2.3** Young adults are held in two types of institution:

- 18–20-year-old young offender institutions, of which there are currently three operating across England and Wales: Feltham B, Aylesbury and Deerbolt<sup>5</sup>
- dual designated YOIs/adult establishments.

- 2.4** This review is focused on children held in STCs and YOIs and young adults held in 18–20-year-old YOIs. HM Inspectorate of Prisons (HMI Prisons) has no remit to inspect in SCHs. These are inspected regularly by Ofsted.

- 2.5** The children and young adult systems have recently undergone several wide-ranging reviews, including Charlie Taylor's review into the youth justice system, the Harris review into self-inflicted deaths of 18–24-year-olds in custody and, most recently, the report of the Youth Custody Improvement Board.<sup>6, 7, 8</sup>

<sup>4</sup> A steady decline in the number of children in the secure children's estate has led to the closure of all the under-18 YOI girls' units, as well as a reduction in the number of under-18 YOIs holding boys.

<sup>5</sup> A steady decline in the number of young adults across the estate, combined with the decision to detain many young adults in prisons that also hold prisoners over the age of 21, has resulted in a reduction of the number of dedicated 18–20-year-old YOIs. There are no female YOIs – all female young adults are held in adult women establishments.

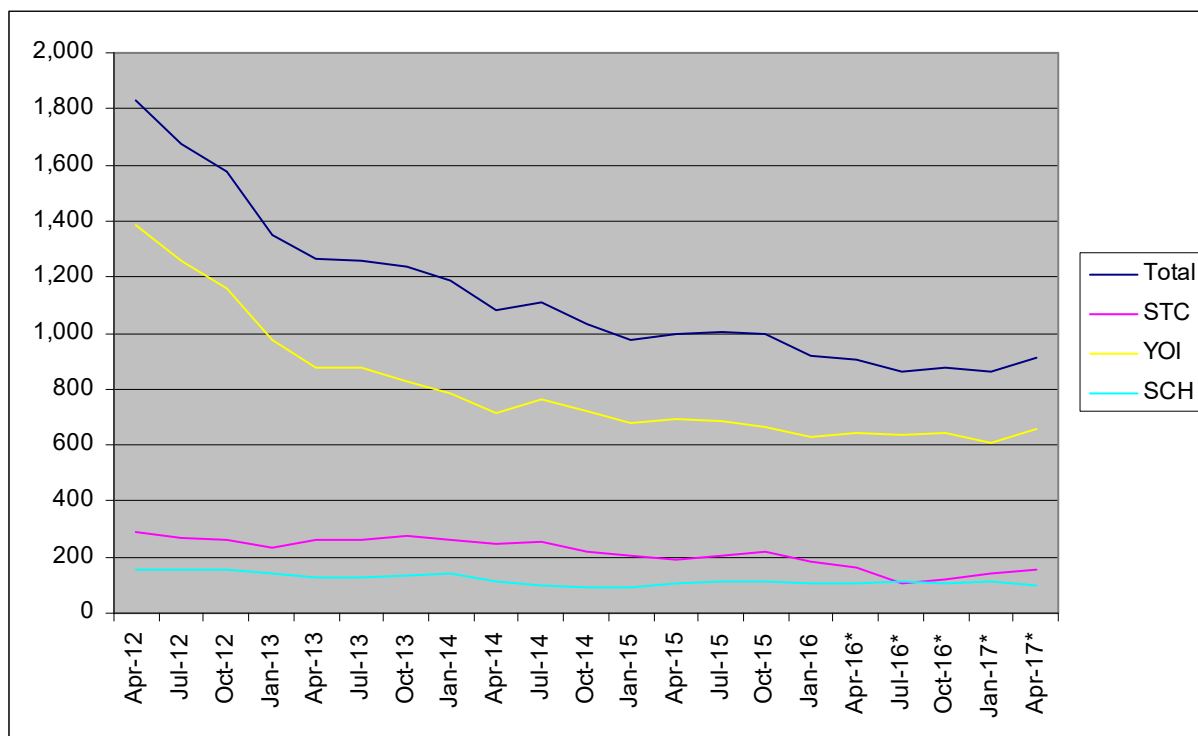
<sup>6</sup> Taylor, C (2016) *Review of the Youth Justice System in England and Wales*. Ministry of Justice

<sup>7</sup> Lord Toby Harris (2015) *The Harris Review: Changing Prisons, Saving Lives. Report of the Independent Review into Self-inflicted Deaths in Custody of 18-24 year olds*

<sup>8</sup> Wood, A., Bailey, S. & Butler, R. (2017) *Findings and Recommendations of the Youth Custody Improvement Board*

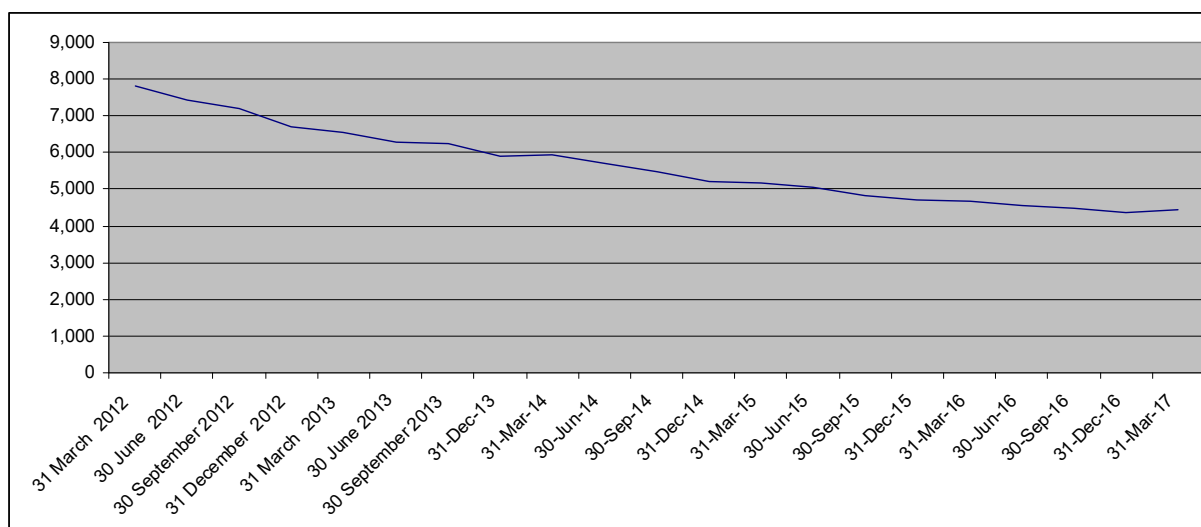
**2.6** The number of young people in custody has fallen dramatically over recent years; in April 2017 there were 909 children held in custody, less than half of the population held five years ago (1,829 children were in custody in April 2012).<sup>9</sup> Most of this decline has been within the population held in under-18 YOIs, as shown in Figure 1. Similarly, there were 4,451 young adults in custody on 31 March 2017<sup>10</sup> compared with 7,500 on 31 March 2012 (Figure 2).<sup>11</sup>

**Figure 1: Number of children (under 18) in custody over the past five years**



\*Provisional data

**Figure 2: Number of young adults (18 to 20) in custody over the past five years**



<sup>9</sup> Youth Justice Board (2017) *Youth custody report: April 2017*.

<sup>10</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/610971/prison-population-31-mar-2017.xlsx](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/610971/prison-population-31-mar-2017.xlsx)

<sup>11</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/218074/omsq-q2-2012-prison-population-tables.xls](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/218074/omsq-q2-2012-prison-population-tables.xls)

- 2.7** While we welcome this reduction in the population we continue to have concerns about the poor outcomes for those young people who remain in custody, particularly the deteriorating behaviour evidenced by the historically high number of incidents involving violence and use of force.<sup>12</sup>

## Methods of incentivising and promoting good behaviour in STCs and YOIs

- 2.8** Incentivising and promoting positive behaviour in custodial institutions is a complex undertaking. Young people need to be provided with a combination of short-, medium- and long-term goals to work towards, underpinned by meaningful and attractive incentives. Staff need to build positive, effective relationships with young people and use them to help young people meet their goals.
- 2.9** Ultimately the aim of custodial institutions holding young people is to lower the risk that they reoffend, to enable them to lead successful crime-free lives on release. To achieve this long-term goal, staff have a responsibility outside of any official behaviour management scheme. They are responsible for setting high standards for those in their care and modelling positive behaviour every day through their own interactions with young people and their colleagues. They should communicate consistent messages about what positive behaviour looks like and provide informal reinforcement through praise. Confronting negative behaviours and helping young people to understand the impact of these behaviours should also be a daily task. Staff have a responsibility to create a positive community within the custodial setting, helping young people to understand citizenship and the contribution they can make to their community. Inevitably, many young people with complex needs require a combination of interventions and support systems to help them address their offending behaviour and flourish. The provision of stability, support and encouragement from staff underpins this and empowers young people to address their rehabilitation.
- 2.10** All young people in custody should have some form of sentence plan which will include several long-term goals. If achieved, these will lower their risk of reoffending and may enable them to achieve early release or release on temporary licence (ROTL) to rebuild their lives in their own community in preparation for eventual release. To achieve these goals young people must, typically, engage with relevant offending behaviour or education programmes, as well as demonstrate positive behaviour over a significant period of time.
- 2.11** To support this all establishments holding children or young adults have some form of rewards and sanctions scheme. These schemes are designed to manage day-to-day behaviour and are often based on the incentives and earned privileges (IEP) scheme which operates in adult establishments. They have several common features.
- There are different levels of the scheme (between three and five).
  - Young people's behaviour is assessed over a period of time, typically a week in children's establishments or a month in young adult establishments.
  - Individuals who have been assessed as behaving well are promoted to higher levels of the scheme and those who are deemed to have behaved poorly are demoted.
  - Those on the highest level of the scheme typically have access to privileges, including additional in-cell items such as DVD players or games consoles, additional visits and access to more money to spend on canteen.

<sup>12</sup> <https://www.gov.uk/government/statistics/youth-justice-statistics-2015-to-2016>  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/610950/safety-in-custody-assaults-dec-16.xls#3.3%20Assaults%20by%20age!A1](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/610950/safety-in-custody-assaults-dec-16.xls#3.3%20Assaults%20by%20age!A1)

- Those on the lowest level have privileges withdrawn. This typically includes their television, access to association with other young people and the option of wearing their own clothing.
- Those on the lowest levels are set targets to improve their behaviour.

**2.12** Prison Rule 8 and YOI Rule 6 (Annex G) require every prison and YOI to provide a system of privileges which can be granted to prisoners or young offenders in addition to the minimum entitlements under the Rules, subject to their reaching and maintaining specified standards of conduct and performance.<sup>13</sup>

**2.13** The published aims of the IEP system are set out in prison service instruction 30/2013.

#### **PSI 30/2013 Incentives and earned privileges<sup>14</sup>**

*Prisoners engage with their rehabilitation. Good behaviour is incentivised and bad behaviour is challenged with loss of incentives. Local incentive schemes operate on four levels: Basic, Entry, Standard and Enhanced.*

*Incentives arrangements are fair, consistent and not subject to unfair discrimination. They support the requirements of the establishment and meet the needs of the population where practicable. Basic level provides access to the safe, legal and decent requirement of a regime on normal location.*

*Prisoner conduct and behaviour on the wing is managed. Privilege levels are determined by patterns of behaviour, compliance with the regime or individual sentence plan targets, helping prison staff or other prisoners, whether the prisoner is taking an active part in their rehabilitation, and/or significant events (where the misconduct would warrant an adjudication charge being laid, for example for violence, supply and possession of drugs, possession of a mobile phone, abscond or possession of a weapon). Decisions are recorded and the prisoner and stakeholders are notified.*

**2.14** As younger prisoners often find it difficult to work towards longer-term targets, most children's establishments also offer some form of instant reward system based on merits which can be exchanged for small items of confectionary or phone credit. This is not the case in young adult institutions.

**2.15** In addition to the sanctions available through the rewards scheme, young people who commit more serious infringements, including acts of violence, are punished through the adjudication system. An adjudication is a more formal disciplinary process where allegations of rule breaking are heard. A child or young adult who is found guilty at an adjudication can face a variety of punishments, including loss of earnings, reduced time out of cell and, ultimately, extra days added to their sentence.

**2.16** In YOIs when a child or young adult's behaviour is deemed to be so serious as to threaten the good order or discipline of an institution, they can be separated from their peers in segregated conditions. This generally means that they are held in a small unit and are only let out of their cell for half an hour of exercise, a shower and phone call each day. In children's YOIs some segregated children also have access to outreach education. STCs do not have segregation units but can separate children from their peers for up to three hours.

<sup>13</sup> Home Office (1999) *The Prison Rules 1998* and Home Office (2000) *The Young Offender Rules*

<sup>14</sup> HMPPS (2013) PSI 30/2013 Incentives and earned privileges – section 1.10 to 1.12.

## Section 3. Methodology

**3.1** This review examined how the behaviour of young people is managed within secure settings. A mixed-method approach to data gathering and analysis was used, applying both qualitative and quantitative methodologies. Evidence from different sources was triangulated to strengthen the validity of our assessments.

### Desk-based analysis

**3.2** Analysis was undertaken of the most recent inspection reports for all STCs and YOIs holding children, and YOIs holding young adults (a full list of reports included can be found in Appendix 1).

**3.3** We also conducted analysis of survey data from the 2016–17 annual reporting year for children in YOIs and STCs, and within two YOIs holding young adults. These surveys were undertaken as part of our planned inspection programme. All children in STCs and YOIs were offered a questionnaire to complete; within YOIs holding young adults the questionnaire was offered to a representative sample of young adults who were in the establishment on the day the survey was conducted.

**3.4** The tables below set out the survey response rates for each of the establishments.

**Table 1: Sample sizes and response rates of pre-inspection survey at STCs in 2016–17**

<b>STCs</b>	<b>Date of survey</b>	<b>Population on survey date</b>	<b>Number of questionnaires distributed</b>	<b>Number of returned questionnaires</b>	<b>Response rate</b>
Rainsbrook	10 Oct 2016	58	55	49	89%
Oakhill	9 Jan 2017	62	60	47	78%
Medway	28 Feb 2017	29	27	24	89%
<b>STCs total</b>		<b>149</b>	<b>142</b>	<b>120</b>	<b>85%</b>



**Table 2: Sample sizes and response rates of pre-inspection survey at YOIs in 2016–17**

YOIs	Date of survey	Population on survey date	Number of questionnaires distributed	Number of returned questionnaires	Response rate of resident children
Cookham Wood	12 Sep 2016	159	156	141	90%
Parc	5 Dec 2016	46	46	31	67%
Feltham	23 Jan 2017	126	120	104	87%
Werrington	13 Feb 2017	111	109	99	91%
Wetherby	13 Mar 2017	216	212	188	89%
Keppel Unit	13 Mar 2017	42	42	37	88%
<b>YOIs total</b>		<b>700</b>	<b>685</b>	<b>600</b>	<b>88%</b>

**Table 3: Sample sizes and response rates of pre-inspection survey at two YOI holding young adults in 2017**

YOIs	Date of survey	Population on survey date	Number of questionnaires distributed	Number of returned questionnaires	Response rate of resident children
Feltham	23 January 2017	360	181	153	85%
Aylesbury	3 April 2017	436	182	149	82%
<b>YOIs total</b>		<b>796</b>	<b>363</b>	<b>302</b>	<b>83%</b>

**3.5** Missing data, where respondents have not answered a question, have been excluded from the analysis. This means that percentages will have been calculated from different totals where there are different response rates across questions.

**3.6** The following analyses were conducted.

- Among all STCs surveyed in the 2016–17 reporting year:
  - a breakdown of responses by establishment
  - a comparison between those who said most staff treated them with respect and those who said they did not.<sup>15</sup>
- Among all under-18 YOIs surveyed in the 2016–17 reporting year:
  - a breakdown of responses by establishment
  - a comparison between those who said most staff treated them with respect and those who said they did not.
- Among the young adult establishments where we conducted our fieldwork:
  - a breakdown of responses by establishment
  - a comparison between those who said most staff treated them with respect and those who said they did not.

<sup>15</sup> Given the importance of relationships between young people and staff in promoting good behaviour, this was deemed to be an important independent variable.

## Primary data collection

**3.7** Primary fieldwork was conducted in two under-18 YOIs, two young adult YOIs, and one STC between January and April 2017. The different elements of the fieldwork conducted are set out in Table 4.

**Table 4: Summary of fieldwork conducted**

	STCs	YOIs (15–18 years)		YOIs (18–21 years)	
<b>Fieldwork site number</b>	1	1	2	1	2
<b>Interviews with children/prisoners</b>	9 <sup>16</sup>	8	12	9	8
<b>Review of case records</b>	0 <sup>17</sup>	8	12	9	8
<b>Interviews with staff</b>	4	4	3	4	4

**3.8** Semi-structured interviews with young people at the top and bottom of the incentives scheme were carried out in two under-18 YOIs, two young adult YOIs, and one STC. Questions in these interviews were aimed at gaining insight into their motivations as well as their experiences and perceptions of the behaviour management systems currently in operation.

**3.9** We conducted analysis of case files for each of the young people interviewed, aimed at investigating how their behaviour was managed by their current establishment and how this management was recorded, including the setting of behaviour targets.

**3.10** Semi-structured interviews with staff who were involved in the behaviour management of the young people interviewed were conducted. These were personal officers, case workers or offender supervisors depending on the type of establishment. The interviews were aimed at understanding experiences of staff in implementing behaviour management systems and their perceptions of the effectiveness of these systems.

**3.11** We also examined policies and talked to senior managers.

**3.12** All data from interviews with children, caseworkers and senior managers were summarised in a spreadsheet from interview notes and coded. The summarised data was analysed thematically to draw out the range of experiences and views, allowing us to identify similarities and differences between cases and explain emergent patterns and findings. Where quotes have been included in this report, they have not been ascribed to individual establishments.

<sup>16</sup> This included two girls.

<sup>17</sup> Case records were not in use at this establishment.

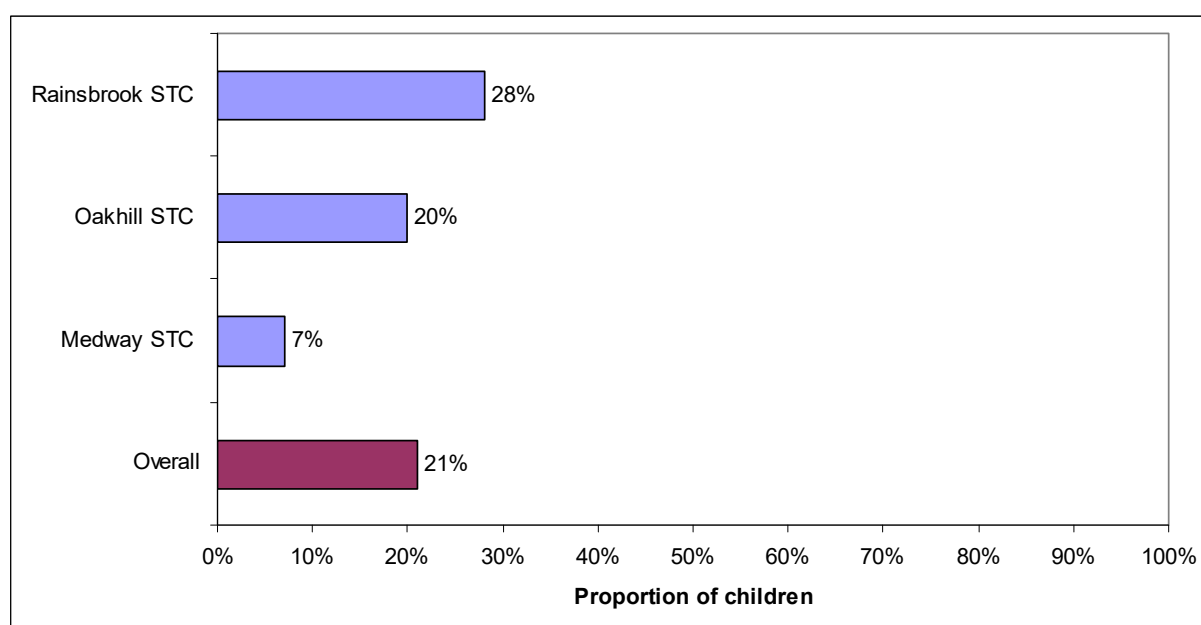
## Section 4. Relationships between young people and staff

- 4.1** A key element of behaviour management within secure establishments is the relationship between young people and the staff who are responsible for their care. Young people in YOIs and STCs rely on staff for almost every aspect of their daily life, from the provision of toilet rolls to protection from bullying and violence.
- 4.2** Across the three types of setting included in this thematic report there was variation between the responses of young people on their relationships with staff. However, a common theme across all types of establishment was that not all young people reported that staff treated them with respect, that they would turn to staff if they had a problem, that their key worker or personal officer was helpful, or that they trusted or had confidence in staff to help them if they were being bullied or victimised. These are fundamental elements which can play a part in the quality of relationships between young people and staff and play a vital part in behaviour management within establishments.

### Young people's perceptions of staff

- 4.3** The perceptions of children held in STCs are generally better than those in YOIs and have been so consistently since HMI Prisons began carrying out surveys of children in custody. STCs are smaller institutions with higher staff-to-child ratios than YOIs. While 89% of children in STCs reported that most staff treated them with respect, it is still the case that one in five children (21%) held in these institutions report having no one to turn to in the event of a problem. This ranged from 7% in Medway STC to 28% in Rainsbrook STC.

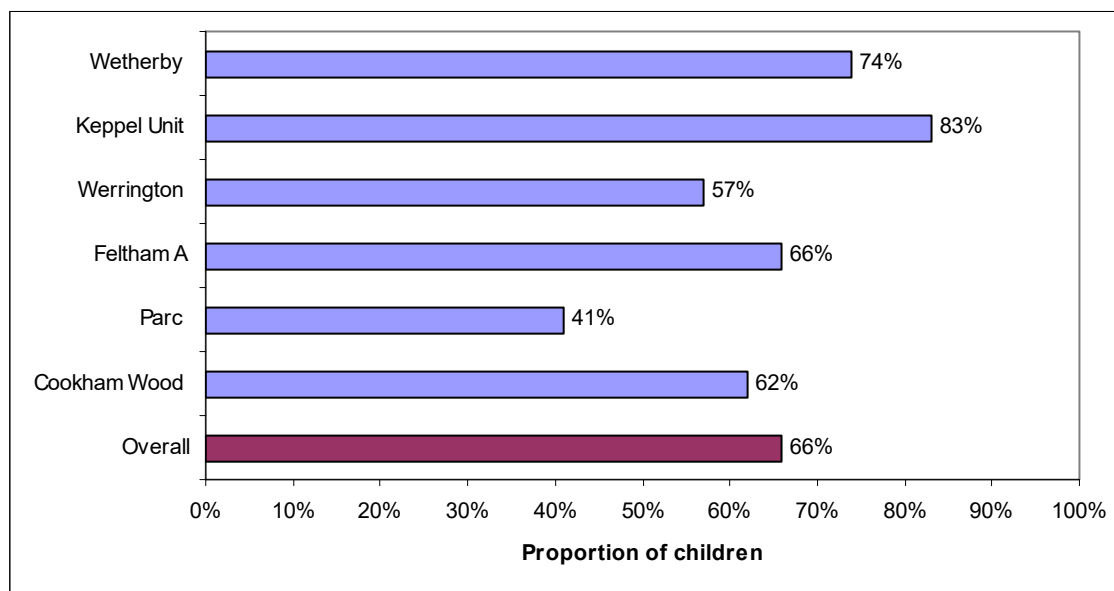
**Figure 3: Proportion of children in STCs who said they had no one to turn to if they had a problem (N=114)**



- 4.4** In YOIs, only 66% of children reported that most staff treated them with respect. This is significantly lower than the responses of children in STCs, where 89% reported that staff treated them with respect. The difference between individual institutions is stark: Parc and

Keppel are both small units but children reported very different views about staff. At Keppel 83% of children said that most staff treated them with respect, compared with only 41% at Parc.

**Figure 4: Proportion of children in YOIs who said that most staff treated them with respect (N=552)**



- 4.5** The most negative perceptions of staff were found in the young adult institutions (18–21-year-olds) where only 55% of respondents reported that most staff treated them with respect. This is significantly lower than in under-18 YOIs, where the figure was 66%. In our survey, only 53% of young adults said that there was a member of staff that they could turn to if they had a problem.
- 4.6** In the young adult establishments recently inspected, we raised concerns about the relationships between staff and prisoners: at Feltham B in 2017 we found that far fewer prisoners than at our last inspection said that staff treated them with respect (53% compared with 65%) or that they had someone to turn to if they had a problem (60% compared with 72%). At Aylesbury we observed some positive and respectful engagement between staff and prisoners. However, we also saw examples of officers with poor interpersonal skills who were dismissive, and some who lacked authority and failed to challenge inappropriate behaviour. Some staff appeared too busy to interact positively with prisoners or to supervise them adequately.
- 4.7** When asked about their relationships with staff, several young people stated that ‘if you respect them, they respect you’. While this may seem reasonable it is not appropriate for staff respect for young people to be conditional on receiving respectful treatment in return. This may have serious implications for the management of young people who struggle with authority and may not always treat staff respectfully. The relationships between these young people and staff may then never be meaningful and this can lead to a lack of trust and confidence in staff and continued poor behaviour.
- 4.8** To the young people, good staff were not only those who helped them to get the things they needed, but those who were honest and did not make false promises about what they could do for them. Good staff were described by young people as being those who you could chat to, who spent time with young people – for example, playing games, talking or simply listening – and who did not bring bad moods to work or become frustrated with young people.

*'Some are respectful. I wouldn't say they're disrespectful. They never swear at us but they have their off days. Some days they are alright and some days they put you on Basic for doing something stupid. If you ask them to check something for you most of the time they don't do it. I don't know if they forget or what but they don't do it.'*

**Young person, over-18 YOI**

- 4.9** Young people wanted more meaningful interactions with staff, and some felt that certain members of staff did not care about them. Good staff were described as being fair, understanding and reasonable.
- 4.10** Where young people have more positive relationships with staff this can result in them exhibiting better behaviour. Young people interviewed described the behaviour of other young people in education, where they are occupied in meaningful activity, as better than their behaviour on the units. This is supported by Ofsted's inspection findings of consistently good behaviour in education across all three sectors. For example, at Wetherby YOI and the Keppel unit, boys' behaviour in education sessions was usually good. They exhibited an awareness of the importance of showing mutual respect to each other and staff. At Oakhill STC, behaviour was generally good during education time and teachers, education officers and young people were mutually respectful and trusting; at Feltham B many prisoners showed a respectful attitude to teaching and training staff and each other, and the vast majority behaved well.
- 4.11** This finding is important as it provides evidence that young people respond differently where they have more positive relationships with staff.

## Personal officers and key workers

- 4.12** Within STCs 67% of young people reported that they had a key worker on their unit; in YOIs 73% of children reported that they had a personal officer, but only 56% of young adults in YOIs reported that they had one. This was supported by our interviews with young people, where many said that they had not met their personal officer or did not know who the officer was. Of those who did know their personal officer, few described meaningful interactions with them. This was also reflected in the survey responses of young people who had met their personal officer. Only 47% of children in YOIs reported seeing their personal officer each week and 61% said their personal officer tried to help them. In young adult institutions only 39% of those who had seen their personal officer reported that they were helpful. In STCs perceptions were more positive; of the 67% of children who reported having a key worker, 74% reported that they were helpful.

## Diversity issues in young people's perceptions of staff

- 4.13** It is concerning, given the central role of relationships in behaviour management, that in YOIs young people from a black or minority ethnic or Muslim background are consistently more negative about interactions with staff. This disparity is highlighted across all age groups in the Lammy Review into the treatment of, and outcomes for, black, Asian and minority ethnic individuals in the Criminal Justice System.<sup>18</sup> The review highlights that the proportion of imprisoned children who are from a black or minority ethnic background increased from 25% in 2006 to 41% in 2016.

<sup>18</sup> <https://www.gov.uk/government/publications/lammy-review-final-report>

- 4.14** In our surveys, only 57% of children from a black and minority ethnic background, in YOIs holding 15–17-year-olds, reported that most staff treated them with respect, compared with 73% of white children. Fewer black and minority ethnic children reported having a personal officer and only 26% of those from a black and minority ethnic background reported that staff had checked on them personally in the last week, compared with 42% of white children. In addition, 28% of children from a black and minority ethnic background reported that they would have no one to turn to if they had a problem, compared with 19% of white children.
- 4.15** We found similar differences in the perceptions of young adults. Fewer young adults from a black and minority ethnic group reported that most staff treated them with respect (51% compared with 63% of white young adults), that they had someone they could turn to if they had a problem (48% compared with 61%) or that staff normally spoke to them on association (12% compared with 20%).
- 4.16** Muslim young adults had particularly poor views about staff, reporting more negatively than non-Muslim young adults across all questions about relationships with staff.
- 4.17** The reasons behind these perceptions are complex, but it is clear that a significant proportion of young people in custody are more negative than others about staff. Children from a black and minority ethnic background made up 46% of the total population in the youth secure estate in April 2017.<sup>19</sup> Young adults from a black and minority ethnic background made up 65% of the respondents to the surveys included in this report. Without understanding and addressing these differences it is therefore unlikely that the behaviour management can be effective with all young people detained.

## Staff views on relationships with young people

- 4.18** Staff we interviewed described fairness, politeness and respect as pivotal to modelling pro-social behaviour. They spoke of treating young people the way they expected to be treated themselves, and remaining calm and professional at all times. They also stressed the importance of being clear and honest with young people, and following through on what they had promised to do.

*‘There is an officer on my wing who is brilliant at calming down distressed prisoners; those that are missing their family or who are frustrated because something has gone wrong. She makes sure she addresses their concerns and does a lot of stuff that other officers couldn’t be bothered to do - things like check canteen orders, phone numbers etc.. This calms prisoners down and makes them easier to manage. Prisoners recognise this and say thank you.’*

**Officer, over-18 YOI**

- 4.19** Many of the examples given by staff of good and poor staff behaviour centred around their rapport with young people. While examples of good behaviour involved using personal knowledge of individual young people to de-escalate situations, examples of poor behaviour included aggravating young people through a lack of rapport or knowledge of triggers.

*‘I think staff are alright, but that is because I have been here so long. I get on better with the ones who know me, they know what will annoy me and so don’t do it. They could wind up new prisoners though if they don’t know what would annoy them, wouldn’t be doing it on purpose but just because they don’t know them well enough.’*

**Child, under-18 YOI**

<sup>19</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/617636/youth-custody-report-april-2017.xls](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/617636/youth-custody-report-april-2017.xls)

- 4.20** Like young people, staff saw taking the time to have more meaningful interactions as beneficial to behaviour.

*'We have some basic information but we have to use initiative and build relationships with prisoners to understand them better.'*

**Officer, over-18 YOI**

- 4.21** However, we also heard examples from some staff of unacceptable unprofessional behaviour by their colleagues. This included treating or speaking to young people with disdain, engaging in petty arguments with or goading them, use of inappropriate language, breaking or not enforcing the rules, or ignoring young people's requests. Young people we spoke to, and our observations during inspections, also supported the view that not all staff treated young people fairly or with respect.
- 4.22** Survey data and interviews revealed that many young people lacked trust in staff. We heard numerous allegations of inappropriate conduct, including unnecessary use of force, inciting young people to fight, not protecting young people from other young people, or disclosing information about other young people's offences.
- 4.23** While these examples referred to a minority of staff, they could clearly have a corrosive impact on relationships within an institution.
- 4.24** Within STCs the allegations of abuse at Medway, uncovered in a BBC Panorama programme in 2016, had created significant instability across the sector. Since the allegations two of the three STCs had changed provider and there was uncertainty over the future of the third during an aborted attempt to sell the contract to operate it. While change may have been necessary, the scale of the uncertainty had reduced the ability of managers to improve outcomes for children in these establishments.

## Impact of staffing shortages on relationships between young people and staff

- 4.25** Unfortunately, most establishments were struggling to recruit and retain staff which meant that many staff simply did not have the time to build positive, effective relationships with young people. The most common way of addressing this was to redeploy staff from other areas or, in some cases, other institutions. This meant that, too often, young people did not have a meaningful, trusting relationship with those looking after them. In addition, staff shortages often impacted on the amount of time young people spent out of their cell, further limiting the opportunity for pro-social interaction between staff and those in their care. As a consequence we too often found that young people did not know the staff unlocking them, and we regularly found systems of behaviour management to be undermined by chronic inconsistency of application.
- 4.26** Within children's YOIs the impact of shortages of staff, and the restricted regimes often implemented in response to poor behaviour, also affected the ability of staff and children to form positive relationships. Many children and young people in YOIs were therefore unable to access basic amenities, including showers and phone calls home. Young people's access to education, exercise and time in the open air were also curtailed. This in turn led to frustration, boredom and conflict between young people and staff, which could have been avoided. Increasing levels of bullying and violence had led to many young people spending long periods of time in their cells with little to occupy them. In addition, the daily regime in many institutions was unpredictable. In inspection reports published in 2016–17, we found that time spent unlocked was particularly poor for young adults. In our survey, 37% said they

spent less than two hours a day out of their cell, and only 4% were out of their cell for more than 10 hours a day.<sup>20</sup>

- 4.27** At Feltham A in 2017 we saw staff who appeared overwhelmed by managing the different regimes that were intended to keep boys safe.<sup>21</sup> The impact of this was that nearly all boys had very little time out of their cell, and when they did get out, interaction with staff was more often rushed and centred around access to basic entitlements like showers and phone calls.
- 4.28** Despite there being a personal officer scheme in place, there was little evidence that personal officers were involved in supporting sentence progression or case work.
- 4.29** At Oakhill STC in 2017 we found a centre operating within the confines of significant challenges brought about by difficulties in recruiting and retaining staff. This was also noted at the other two STCs during their inspections. The high turnover of frontline staff in particular made it difficult for young people to form relationships with them and for managers to ensure that incentives and sanctions were implemented consistently.
- 4.30** Some of the young people we interviewed described how staff shortages affected their relationships with staff and caused frustration. Some said that staff shortages made it very difficult to get the things that they needed. The inability to provide basic entitlements, including daily showers, phone calls and association, damaged their trust in staff. Staff also expressed similar frustrations about staffing and the impact this had on their relationships with young people.

*'Prisoners act like this because they don't get what they're entitled to... you need to make sure everyone gets what they're entitled to and gets treated the same... association, workshops, education, gym – gym is one of the most important to most prisoners. Sometimes you lose showers as well, because they say there's not enough staff – yet they'll get enhanced prisoners out. It's always the same excuse. Sometimes it's true but sometimes it's not.'*

**Young person, over-18 YOI**

- 4.31** It was notable that in our interviews staff also wanted more time to deliver behaviour management systems, and more time to build relationships with young people to adopt a more individualised approach.
- 4.32** At Wetherby, in 2017, we were concerned to find that despite the efforts of many enthusiastic and approachable staff, the development of positive relationships was hindered by restricted regimes and a core of negative staff.
- 4.33** Frontline leadership on residential units and appropriate supervision for frontline staff are essential to ensure that residential staff are able to form and sustain positive relationships with the young people in their care. Too often we have found that both of these elements are missing, which can lead to continued poor relationships between young people and staff and ineffective behaviour management. The problem can then be exacerbated where new or inexperienced staff are in roles working with young people.

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<sup>20</sup> HM Inspectorate of Prisons (2017) Annual Report 2016-17  
<https://www.justiceinspectorates.gov.uk/hmiprison/inspections/annual-report-2016-17/>

<sup>21</sup> Within some establishments holding children different regimes operate for different children depending on who they can and cannot associate with, the intention of such regimes is to keep perpetrators and victims of violence separate to prevent further incidents.



## Section 5. Managing poor behaviour

- 5.1** HMI Prisons, when inspecting YOIs, expects that children and young people understand the standards of expected behaviour and the rules and routines of the establishment, and that children and young people are encouraged to behave responsibly. Within under-18 YOIs only 52% of boys who had been on the induction course reported that it covered everything that they needed to know about the establishment, and this fell to 35% for young adults.
- 5.2** Rules were seen by many young people as ‘common sense’: *‘Just be good, innit.’* When asked about the rules, many young people mentioned showing respect as being fundamental to what was expected of them. Some said that good behaviour mainly involved keeping to oneself and staying out of staff’s way.

*‘[Enhanced boys are] just chilled, they just get along and keep themselves to themselves, listen to staff.’*

**Child, under-18 YOI**

- 5.3** There was much variation between establishments in young people’s awareness and understanding of the rules. At one young adult institution, many respondents could list the same major rules, for example, not being allowed to assault other young people or staff. However, some young people at other establishments were unable to give any examples of rules, and others said that although they understood them, the rules had never been explicitly explained.

### Bullying and violence reduction

- 5.4** The reduction in the number of young people in custody has led to changes in the population. Those detained now are more likely to have committed the most serious of offences, including acts of violence. The rise in the number of violent incidents in children’s custody is a cause for concern. In 2015–16 there were 2,900 recorded assaults. This rate of 18.9 incidents per 100 children has almost doubled from 9.7 incidents per 100 children in 2010–11. Youth Justice Board (YJB) data indicate that the rate of assaults is higher among children from a black or minority ethnic group.<sup>22</sup> The rate of violence has also increased in institutions holding young adults; in 2016 18–20-year-olds group were responsible for 2,856 assaults and 3,389 fights, compared with 2004 assaults and 3,448 fights in 2012 when the population was significantly higher.<sup>23</sup>
- 5.5** HMI Prisons’ survey of young people asks about experiences of victimisation and feelings of safety within establishments.
- Within STCs 50% of children reported experiencing some form of victimisation from other children – this included insulting remarks (32%), physical abuse (23%), sexual abuse (1%), feeling threatened or intimidated (21%), shout outs/yelling through windows (25%) or having their canteen or property taken (8%).
  - Within under-18 YOIs 28% of children reported having being victimised by other young people – this included insulting remarks about themselves, their family or friends

<sup>22</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/585897/youth-justice-statistics-2015-2016.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/585897/youth-justice-statistics-2015-2016.pdf)

<sup>23</sup> Assaults in prison custody 2000 to 2016 <https://www.gov.uk/government/statistics/safety-in-custody-quarterly-update-to-march-2017>

(17%), being kicked or assaulted (11%), being sexually abused (1%), being threatened or intimidated (10%), having their canteen or property taken (4%).

- Within over-18 YOIs 29% of young adults reported experiencing some form of victimisation from other young people – this included insulting remarks (16%), physical abuse (15%), feeling threatened or intimidated (16%), or having their canteen or property taken (9%).

**5.6** Fights and violence were seen by young people as central to behavioural issues. They were also seen as the most difficult challenge to overcome by many of the young people struggling to make their way up the incentives scheme. Many young people saw fighting as inevitable and, when faced with certain situations (in particular, being verbally insulted) would fight, regardless of any incentives or sanctions they may lose or incur. According to young people, most fights were either about defending one's honour (e.g. when insulted by another child or young person) or over petty disputes (e.g. playing pool or using the phone).

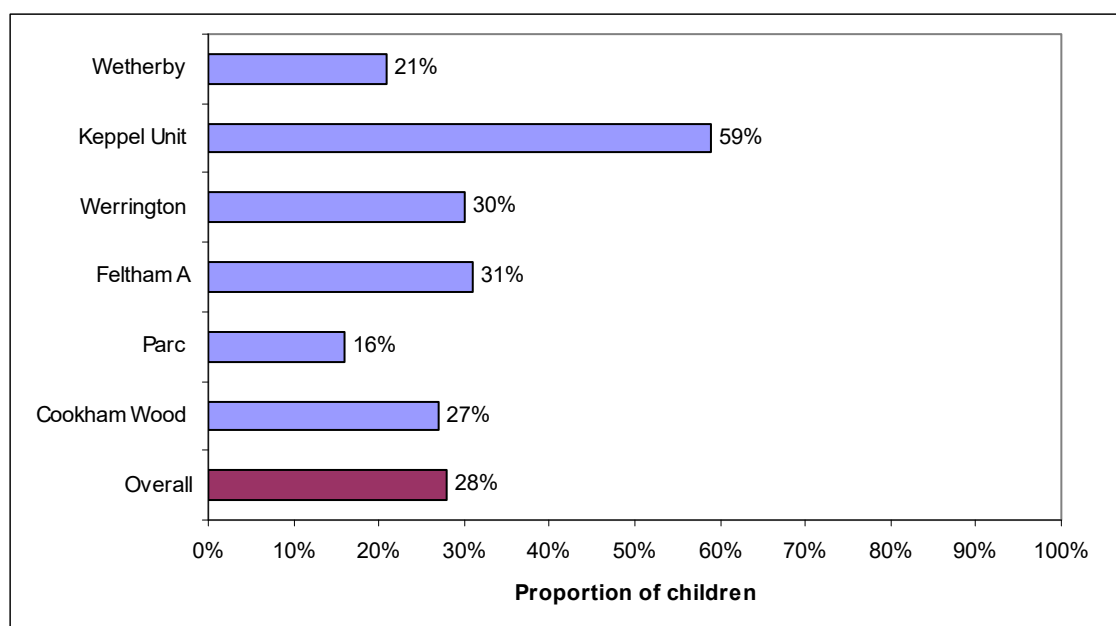
*'YPs fight about stupid, stupid things – how much food you have, the way YPs talk to each other – minor things.'*

**Child, under-18 YOI**

**5.7** Although some young people did not acknowledge that bullying took place at their establishment, many others said that it did, and saw this as an inevitable part of the custody experience. This included mention of taking others' canteen, debt and rent.<sup>24</sup>

**5.8** Young people need to feel confident about confiding in staff. In our interviews confidence in staff's ability to deal with bullying was notably high at one STC, but this was not the same across the board. Within YOIs less than a third (28%) of boys reported that if they were being victimised they would tell staff; this ranged from 59% at Keppel to only 16% at Parc.

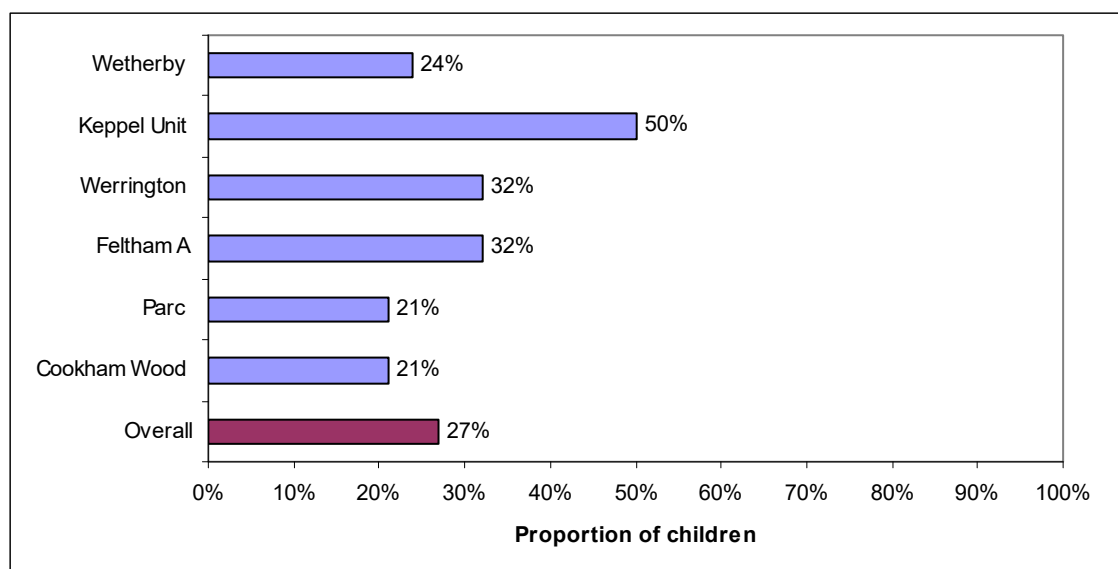
**Figure 5: Proportion of children in YOIs who said if they were being victimised that they would tell a member of staff (N=496)**



<sup>24</sup> Demanding a weekly fee from another child or young adult, normally paid in canteen.

- 5.9** When asked whether they thought staff would take it seriously if they told them they were being victimised, less than a third (27%) of children said yes, ranging from half (50%) of boys in Keppel to only 21% in both Cookham Wood and Parc. Keppel is a specialist unit housing some of the most vulnerable children in the country and while it is a unique establishment, the relatively positive responses of boys in Keppel show what is achievable within the current YOI model. Appendix II shows how the responses of children in YOIs varied by establishment.

**Figure 6: Proportion of children in YOIs who said that staff would take it seriously if they told them they had been victimised? (N=546)**



- 5.10** We explored this further with young people in our interviews. Some felt staff did not take any effective action to stop bullying, and few said they would tell staff if they were being bullied. For most this was because telling staff meant almost certainly being exposed as a 'grass', leaving them vulnerable to reprisals. Many spoke of young people taking bullying into their own hands, whether this was dealing with bullies on their own, or banding together to punish young people who were seen as bullies on the wing. Many young people also claimed that staff were typically unaware of the bullying that was going on.

## Specific behaviour interventions

- 5.11** At one children's YOI, bullying reduction plans (BRPs) were being trialled as way of monitoring boys suspected of bullying. Boys' perceptions of them were mainly negative. Those interviewed said they felt that boys were unfairly put on BRPs when staff misunderstood conversations about canteen on the wing. One boy said that on occasion he had not been told why he was put on a BRP, but that he managed to get off it by generally behaving well. He did not refer to any change in the bullying behaviour itself.
- 5.12** Mediation was used at some sites to resolve disputes between young people or between young people and members of staff. However, it was not always carried out consistently or by adequately trained staff. Mediation was mentioned by a few young people during our interviews and perceptions varied. While a couple of young people were positive about their experience of mediation, quite a few others described the process as useless or farcical.
- 5.13** At one YOI holding children we found that resources had been invested in mental health and psychology teams to offer one-to-one work with more challenging individuals, but it was

often difficult for them to see boys who could not be unlocked on their units. This meant that the boys did not receive the support available, representing a significant waste of resources.

**5.14** More positively, at Werrington we found emerging evidence that the introduction of a conflict resolution team was having a positive impact. The team of three trained senior officers conducted an interview with all boys involved in fights and assaults to assess their willingness to engage in conflict resolution. They also worked with boys who were in potential conflict with each other. In a few instances conflict resolution had taken place between staff and boys. During the previous six months, 174 initial violence reduction interviews had taken place and 47 conflict resolution meetings had been completed. In four cases, participants had gone on to fight again, but there were no further violent incidents in the other 43 cases.

**5.15** Personal officers can play a key role in the management of young people's behaviour and contributing to case reviews and behaviour management planning. At Werrington a new approach to personal officer work, the custody support plan (CUSP), had been piloted. However, boys could not tell us who their CUSP officer was, and staff were disappointed that the scheme had not been fully implemented.

*'We were meant to have 20/30 minute conversations with boys each week. This was to make sure we understood them and could build a proper relationship in order to help the boys achieve their sentence plan targets and manage their behaviour. This has just fizzled out though. It is so disappointing as it would have been a really good tool to help frontline staff manage behaviour and move boys on.'*

**Officer, under-18 YOI**

## Section 6. Incentives and sanctions schemes

- 6.1** Along with targeted and individualised behaviour management approaches, establishments operate incentives and sanctions scheme which apply to all young people. These schemes offer incentives such as TVs, increased association time and other benefits to encourage sustained good behaviour. The incentives or privileges are removed when poor behaviour is exhibited.

### Incentives

- 6.2** When young people were asked what would motivate them to change their behaviour, their responses varied widely, depending on their individual preferences. However, the following were mentioned numerous times: more time out of cell; more activities to do on association, particularly in the evenings and on weekends; the opportunity to be involved in privileged jobs, for example servery or gardens; and the ability to progress through their sentence and access open conditions, early release or release on temporary licence (ROTL). ROTL can be used to release a young person temporarily to attend an interview, college or work placement or maintain family ties. Staff also thought that young people wanted more time out of their cells and more activities, and commented on the importance of ROTL in motivating young people.
- 6.3** However, the range of incentives available within establishments was not always sufficient to elicit or maintain good behaviour from young people. Many staff agreed that they needed more incentives to give to young people. Staff called for more resources to achieve this, but some acknowledged that resource constraints were such that they could not even deliver basic entitlements, including daily showers and phone calls to young people. They told us that they were often unable to deliver the incentives that were promised to young people by the scheme, which caused frustration and made managing behaviour difficult.

*'In all honesty there is more we could do [to the behaviour management scheme]. We could add items to the merit shop like gym time and games consoles but we have to be able to deliver these.'*

**Officer, under-18 YOI**

*'We need to make enhanced more achievable[,] give prisoners proper incentives and actually give them what we say we will. We need to review behaviour more frequently. 28 days on basic for a single incident is too long for this age group. We need to be more reactive[,] review behaviour in shorter timeframes to move people on.'*

**Officer, over-18 YOI**

- 6.4** Some young people said that this affected their motivation to improve their behaviour; there was no point trying to get to the higher level of the schemes if they were not going to receive the incentives to which they were entitled.

*'It would be different if they did give out more privileges, but E-level prisoners just get treated the same as normal prisoners. Extra association would be the best perk, so you can make a phone call on one session and take a shower on the other, and have time to do other stuff.'*

**Young adult, over-18 YOI**

*'The rewards are not worth it though – there is no difference between silver and gold when you are on the wing – only on C2 does it make any difference – on wing you don't get to dine out everyday anyway because of 1s and 2s issues.'*

**Child, under-18 YOI**

- 6.5** For some young people, the incentives offered on the middle or top level of the rewards and sanctions scheme were sufficient to make them want to change their behaviour, but they often found it too difficult to stay out of trouble for long periods of time.

*'Who's gunna be good for four months?'*

**Young adult, over-18 YOI**

- 6.6** In establishments where progression to the top level of the incentives and reward scheme took several months to achieve, some young people mentioned that this was demotivating, particularly for those who were too close to the end of their sentence to progress.
- 6.7** Most staff agreed on the importance of providing short-term or more immediate incentives, alongside longer-term rewards.

*'They don't really see the long term – it's all here and now'*

**Officer, under-18 YOI**

- 6.8** In many of the children's YOIs we found instant rewards or sanctions in the form of merits or demerits, or green and yellow cards. In most cases merits could be exchanged for instant rewards, such as confectionary or phone credit, while demerits were instant sanctions which acted as warnings before children were downgraded on the more formal rewards and sanctions scheme.
- 6.9** The introduction of these additional incentive schemes is a positive development, but we again found that inconsistency in their application was a problem at most sites. This led children to feel they had been unfairly treated by the scheme.
- 6.10** The best example of this work was at Werrington, where staff from education, health care and residential units issued merits and demerits and boys had confidence that they would be able to exchange their merits for the rewards on offer. It was notable that a concerted effort had been made by staff at Werrington, who gave out more merits than demerits, which reinforced the scheme as a motivator for positive behaviour.
- 6.11** At Wetherby and Keppel we found that incentives were used well in education and training to reward good behaviour, using a system of merits that could be exchanged for treats. These included confectionary or phone credit from 'merits shops', which were set up to support the scheme.
- 6.12** However, these instant reward systems could be fundamentally undermined if the incentives were not actually available, as at Wetherby where there were significant periods when the merits shop was not stocked. Such failings could affect children's confidence that they would receive other incentives on offer.

## Sanctions

- 6.13** The main sanctions that young people spoke about were the loss of a TV and association. For some, the loss of their TV was not considered to be a sufficient deterrent, while for others it represented a harsh punishment that they wished to avoid. At some establishments there were so few incentives to offer that entitlements such as showers, outside exercise and access to telephones were being withdrawn as sanctions. Where showers were used as a sanction (those on basic were only allowed two per week), some young people rightly considered this unfair and the most frustrating aspect of being on the basic level.

*'I am on Basic now. You get two phone calls per week and two showers per week, no TV, you can only get library when you're on education, but sometimes they leave books outside for you.'*

**Young adult, over-18 YOI**

- 6.14** Sanctions don't always act as deterrent. Data from HM Prison and Probation Service (HMPPS) shows younger prisoners are considerably more likely to be on the basic level of the incentives scheme than older prisoners. The highest rates are within the 15–17 age group, followed by young adults aged 18–20 years old. This data also shows that, over the two years to March 2016, younger prisoners were increasingly likely to be on basic.<sup>25</sup> This might be expected given the increasing levels of violence and high number of adjudications seen in institutions holding young adults. However, despite more young people being put on basic, the continued increase in poor behaviour during this time suggests this was not effective in incentivising good behaviour.
- 6.15** As well as sanctions not acting as a deterrent for poor behaviour, the length of time it took to progress from the bottom level of the scheme also affected its impact on behaviour. In some establishments, young people needed no negative entries during their time on the lowest level to move up to the next level, and for some this was extremely difficult and demoralising. It also meant that they were not rewarded or encouraged for any short periods of good behaviour.
- 6.16** Several young people who had spent longer periods of time than others on the lowest level of the scheme said that they had become 'immune' to being on this level, including spending up to 23 hours a day in cell. Some felt that being on this level actually made their behaviour worse, as they had 'nothing to lose'.

*'When you are constantly on basic, you do not really care what you are losing – you have nothing to lose anyway.'*

**Child, under-18 YOI**

- 6.17** Along with inconsistency of application, the lack of proportionality of sanctions was also an issue for some young people. Some told us that punishments for minor offences (swearing, for instance) were the same as for more serious offences such as assaults, and this was viewed as unfair. They also said that dropping all the way from the top level of the scheme to the bottom level for one mistake was unfair and demoralising.

*'I think it's dumb. If I swear at a gov they'll give me two weeks but if I have a fight they'll give me two weeks. It's not the same as assaulting someone. They shouldn't give such harsh punishment for swearing. Obviously everyone's gunna swear at someone every now and again. They don't give our more minor punishments.'*

**Young adult, over-18 YOI**

- 6.18** Some young people saw instant rewards like merits or positive entries as relatively difficult to receive compared with demerits or negative entries. Others interviewees mentioned frustration at how much more difficult it was to move up levels than it was to drop down.

*'Staff want to take stuff away from you more than they want to give you stuff.'*

**Child, under-18 YOI**

- 6.19** The rewards and sanctions schemes we found in young adult establishments were the least effective. There was often little difference between the different levels of the schemes and many young adults spent long periods on the lowest levels without any improvement in their

<sup>25</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/571996/annual-report.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571996/annual-report.pdf)

behaviour. Some young people felt that there was insufficient difference between the incentives provided on each level to motivate them to change their behaviour.

*'This jail has nothing to offer for you to lose.'*

**Young adult, over-18 YOI**

- 6.20** At both young adult YOIs included in this review we found incentives schemes that were overly focused on punitive measures and provided an inadequate regime for those on the basic level. It was notable that despite this punitive approach to behaviour management, bullying and violence was increasing at both sites.

#### **The impact of sanctions at Aylesbury YOI (2017)**

At Aylesbury in 2017 only 25% of young adult respondents to our survey reported that they had been treated fairly by the incentives and earned privileges scheme. At the time of our visit around a third of the population was on the basic regime, many more than we usually see at other establishments. The basic regime was inadequate, restricting access to showers and visits. While young adults on basic could attend work, there was a lack of activity places which meant many had less than an hour out of their cell each day. This provided little opportunity to demonstrate good behaviour. Once downgraded to the basic level, any subsequent warning resulted in an additional 28 days on basic. As a consequence, some young people spent long periods on the basic regime with potentially significant implications for their well-being.

- 6.21** In cases where consistently poor behaviour was not improving through the application of the rewards and sanctions scheme, there was, often, no other strategy put in place to manage it. In our interviews many of these young people spoke of having 'nothing to lose' while they were on the lowest level of the scheme. Some also said that the time it took to move up the levels was demotivating.

## **Adjudications**

- 6.22** In children's and young adult YOIs the adjudication system operated alongside the incentives scheme. This system of formal hearings is intended for more serious incidents, including acts of violence and possession of unauthorised articles such as mobile phones and illicit substances. Young people can have a range of sanctions imposed by a prison manager or, in more serious cases, an independent adjudicator can add additional days to the time in custody.
- 6.23** We have found that although adjudications are meant to be heard shortly after the incident occurred, in practice many are not. The increase in incidents caused by poor behaviour has put pressure on adjudication systems, so that many charges are not heard and have to be dismissed as timeframes had been exceeded. In addition, some more serious incidents are referred to the police but investigations do not proceed because of delays. The situation is intensified because some staff are not using alternative systems of behaviour management, including the rewards and sanctions scheme; this contributes further to the high number of adjudications which need to be heard. At Aylesbury we found nearly 500 hearings had been dismissed or not proceeded with, often because timescales had been exceeded due to the high numbers. This was a problem across all YOIs we visited.
- 6.24** National HMPPS equalities data show the rate of dismissed adjudications per 100 prisoners – they show the highest rates among younger prisoners and the lowest rates among older prisoners (the rate for 15–17-year-olds was 96 per 100 prisoners; for those aged 60 or more it was just five). The disparity between the groups has widened over the last four



years.<sup>26</sup> These frailties and delays undermined the effectiveness of the system and, in some cases, meant young people faced no consequence for their poor behaviour.

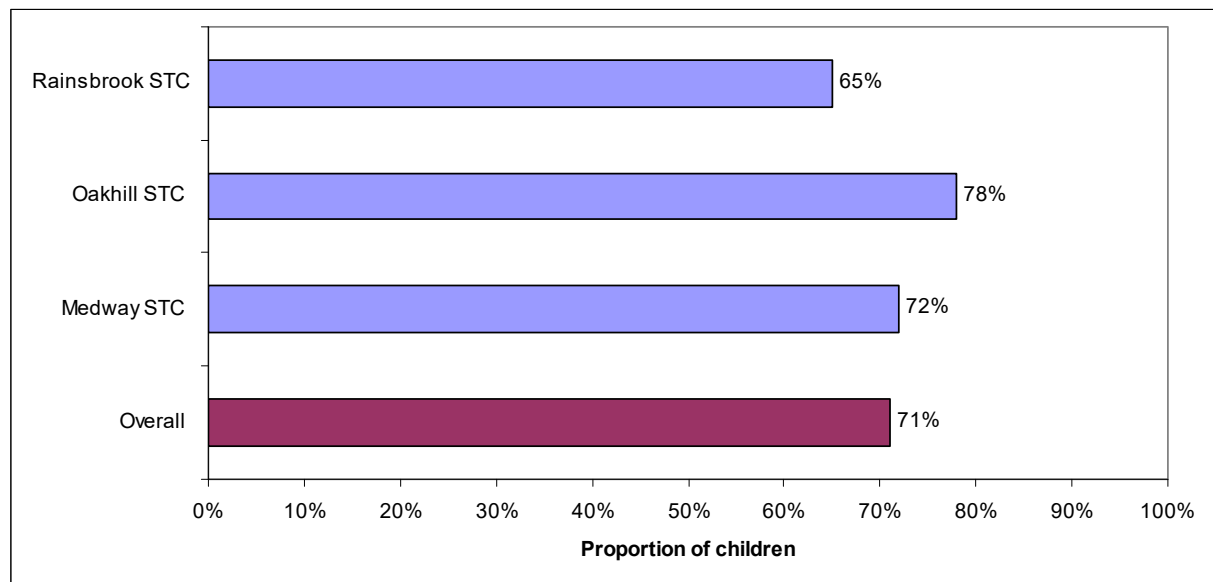
## Young people's understanding of incentives and sanctions schemes

- 6.25** Although in many cases young people said they found the key parts of the scheme easy to understand, some staff expressed concern that the benefits of progressing to the higher level of the incentives scheme were not properly understood by young people, reducing its effectiveness as a behaviour management tool. When it came to 'getting off basic', young people we interviewed understood that they needed to behave well to move up the levels.
- 6.26** Young people's experiences of the incentives and sanctions scheme differed by setting and establishment.

### STCs

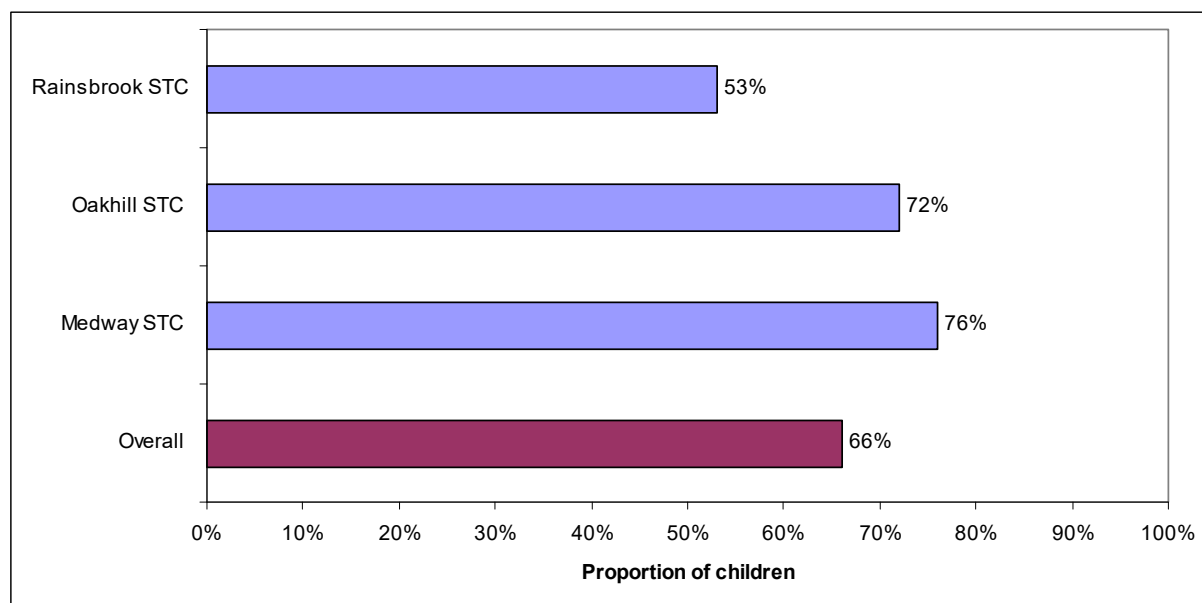
- 6.27** In STCs nearly three-quarters (71%) of children reported that the incentives and sanctions scheme encouraged them to behave well, but a smaller proportion reported that the scheme was fair (66%). Children at Rainsbrook STC reported least positively in both questions, with only 65% reporting that the scheme encouraged them to behave well, and just over half (53%) reporting that they thought that the scheme was fair. Figures 7 and 8 show how the responses of children in STCs varied by establishment.

**Figure 7: Proportion of children in STCs who said the incentives and sanctions scheme encouraged them to behave well (N=114)**



<sup>26</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/571996/annual-report.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571996/annual-report.pdf)

**Figure 8: Proportion of children in STCs who said the incentives and sanctions scheme was fair (N=112)**



## YOIs

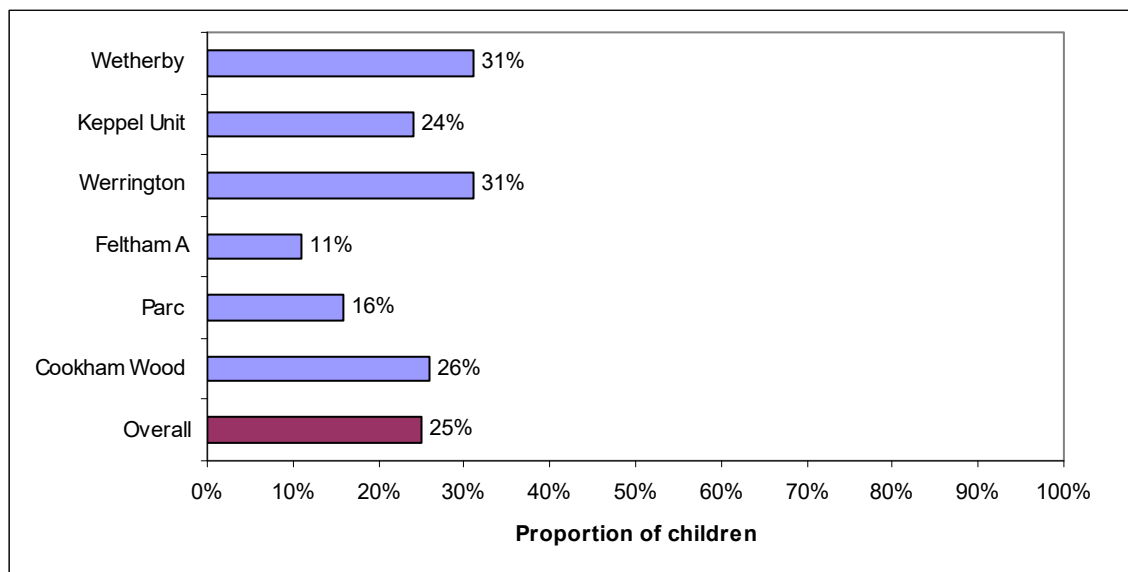
**6.28** Only a quarter (25%) of boys in YOIs reported that they were on the enhanced (top) level of the reward scheme; this was highest in Werrington and Wetherby (both 31%) and lowest in Feltham A (11%) Less than two-fifths (39%) of boys reported that they had been treated fairly in their experiences of the scheme, and less than half (43%) reported that the different levels encouraged them to change their behaviour.

**6.29** Boys in YOIs who reported that they were treated with respect by staff were significantly more likely to report positively than those who did not feel that most staff treated them with respect about:

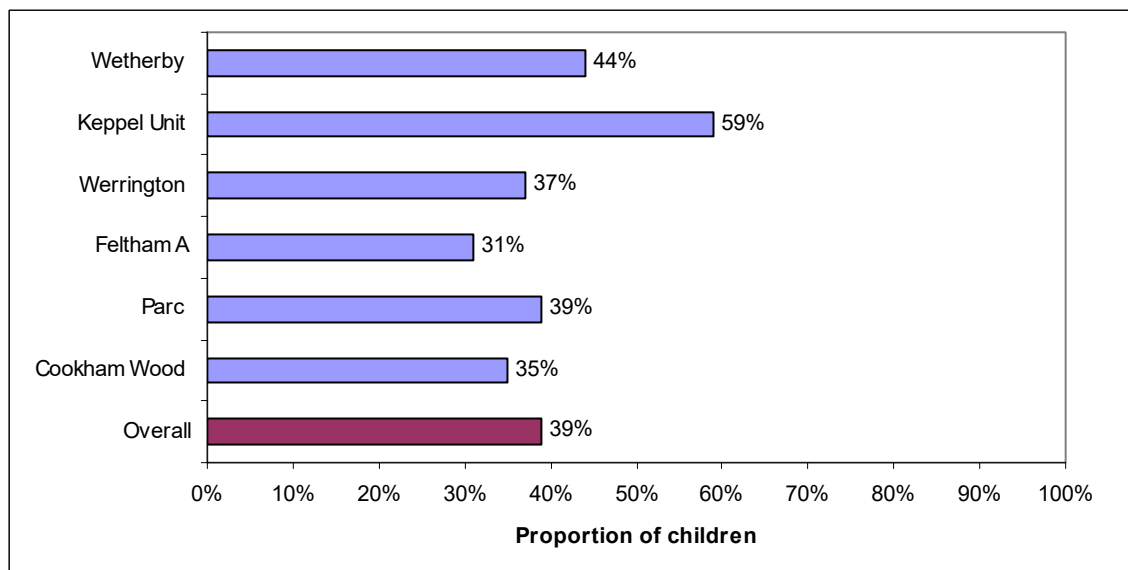
- being on the enhanced (top) level of the reward scheme (30% compared with 19%)
- whether they had been treated fairly in their experience of the reward scheme (51% compared with 18%)
- whether the different levels of the scheme made them change their behaviour (47% compared with 32%).

**6.30** Boys who reported being treated with respect were also less likely than those who did not feel treated with respect to: have had a minor report (40% compared with 59%); have had an adjudication (nicking) (58% compared with 82%); or have been physically restrained within the establishment (38% compared with 57%).

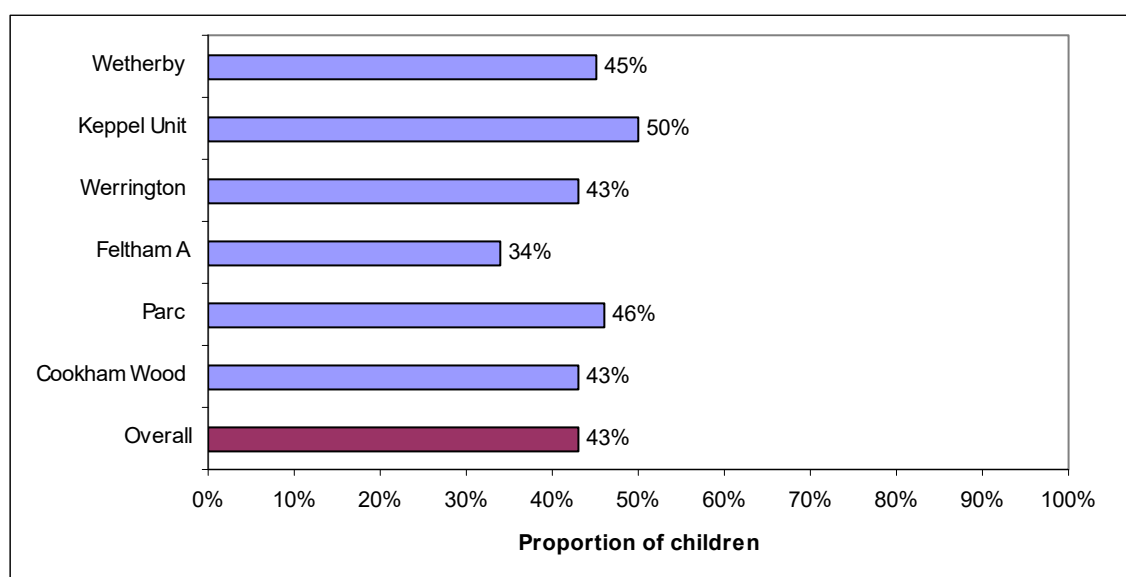
**Figure 9: Proportion of children in YOIs who said they were on the top level of the reward scheme (N=566)**



**Figure 10: Proportion of children in YOIs who said they had been treated fairly in their experience of the reward scheme (N=541)**



**Figure 11: Proportion of children in YOIs who said that the different levels of the reward scheme made them change their behaviour (N=545)**



### Young adult YOIs

- 6.31** Less than a third (27%) of young adults reported that they had been treated fairly in their experience of the incentives scheme and 37% reported that the different levels of the scheme encouraged them to change their behaviour.
- 6.32** Young adults in YOIs who reported that they were treated with respect by staff were also significantly more likely to report that they had been treated fairly in their experience of the incentives scheme (40% compared with 12% who said they were not treated fairly) and that the different levels of the scheme encouraged them to change their behaviour (49% compared with 24%). They were also less likely to report having been restrained in the last six months (24% compared with 38%).
- 6.33** Some young people said they received notification of sanctions in writing, but others felt that the reasons for losses were not always sufficiently explained to them. One member of staff said that boys on their caseload sometimes complained about not being told when they had received merits or demerits. It is important that young people are told when they receive a demerit so that they know what exactly they have done wrong and can try not to repeat the negative behaviour. It is also important that young people are aware of their own poor behaviour as it happens, rather than suddenly dropping a level on the incentive scheme, which they may not have been prepared for.

## Diversity issues in young people's perceptions of incentive and reward schemes

- 6.34** It was concerning that in STCs and YOIs young people from a black and minority ethnic or Muslim background had more negative perceptions of the fairness of the incentives scheme.
- 6.35** Those from black and minority ethnic groups in STCs were less likely to feel the incentives and sanctions scheme was fair (54% compared with 78% from white backgrounds). This was also true of Muslim children in STCs, only 35% of whom reported being treated fairly by the rewards and sanctions scheme (compared with 71% of their non-Muslim peers).

- 6.36** In children's YOIs, those from black and minority ethnic groups were significantly less likely than white children to report they had been treated fairly in their experience of the rewards and sanctions scheme (29% compared with 48%). They were also more likely to have had an adjudication (76% compared with 56%) and to have been restrained (53% compared with 36%).
- 6.37** In our survey, although Muslim boys did not report significantly more negative experiences of the reward scheme, they were significantly more likely than non-Muslim boys to say that they had had an adjudication (80% compared with 61%) or to have been restrained since they arrived (56% compared with 41%).
- 6.38** In our survey, young adults from a black and minority ethnic background were significantly less likely than those from a white background to feel they had been treated fairly in their experience of the rewards and sanctions scheme (21% compared with 37%). They were also significantly more likely to have been restrained (35% compared with 22%). Muslim young adults also had significantly more negative experiences of the reward scheme: only 20% of Muslim young adults reported that they had been treated fairly by the scheme compared with 31% of non-Muslims. In addition, Muslim young adults were more likely to have been restrained since they arrived (44% compared with 24%), and had particularly negative views about staff with only 46% reporting that most staff treated them with respect, compared with 61% of non-Muslim young adults.
- 6.39** While the effectiveness of incentive schemes needs to improve for all young people, these responses suggest that black and minority ethnic and Muslim young people have a different experience of incentives and sanctions than their white or non-Muslim peers. They are more likely to be subject to disciplinary procedures and less likely to feel that the main method of promoting positive behaviour is fair. If behaviour management is to improve across the estate the reasons behind these perceptions need to be understood and addressed.

## Section 7. Implementing behaviour management schemes

- 7.1 As well as issues with the behaviour management schemes there are problems with the implementation of behaviour management schemes within establishments.

### Communication and information sharing

- 7.2 For behaviour management to work effectively across an institution, staff from different areas (residence, casework, education and health care for example) need to communicate information about the various assessments and reviews conducted, and the ongoing behaviour of young people in different areas of the establishment. We found too many examples where this was not happening, either verbally or in case files.
- 7.3 When asked if they had enough information about individual triggers, many staff said no. They said that this was a cause of frustration and a barrier to effective behaviour management.

*'We have no information about triggers or history. Loads of stuff isn't even recorded let alone handed over. This includes sanctions and even some incidents of violence.'*

**Officer, STC**

- 7.4 Some staff felt they were not sufficiently listened to by managers about behaviour management, even though they knew young people best.

### Lack of challenge for low level poor behaviour

- 7.5 We found cases where staff had low expectations of young people, with some expecting them to behave poorly. Low level poor behaviour went unchallenged. Despite 25% of children in STCs reporting that they had been victimised by other children shouting through windows, and 42% of children in YOIs reporting that shouting out of windows was a problem, we consistently saw it ignored by staff. We also saw bullying and theft of canteen go unaddressed: although 8% of children in STCs, 4% of children in YOIs and 9% of young adults in YOIs reported that they had experienced theft of their canteen, young people openly displayed large quantities of canteen items in their cells without challenge from staff.
- 7.6 While some staff thought it was important to consistently challenge poor behaviour, and that there was a lack of support from colleagues in this area, others said the amount of poor behaviour meant they were unable to challenge low-level incidents every time. A few members of staff said they felt it was better to ignore the verbal abuse they received from young people or use humour to diffuse the situation rather than challenge the behaviour, which could escalate the situation.

*'It is impossible to challenge low level behaviour all of the time; if we challenged swearing it would be chaos - that is the way that they speak. I would challenge bullying immediately but you need to know if it is a laugh and a joke first.'*

**Officer, over-18 YOI**

## Lack of consistency in application

- 7.7** In one STC young people and staff expressed frustration about inconsistencies in the approach to behaviour management. We found that there was poor leadership and management of behaviour management. Staff were unclear about how to incentivise good behaviour and we could not be assured that all instances of poor behaviour were challenged or recorded. We found evidence that staff were not implementing sanctions issued by others earlier in the day, which reduced staff confidence in the scheme and its effectiveness.

*'I challenge it and if they continue I warn them that I might issue a sanction, then issue a sanction. Unfortunately sometimes other staff don't implement your sanctions which undermines the whole system.'*

**Officer, STC**

- 7.8** We found that inconsistency in how individual members of staff dealt with poor behaviour undermined young people's confidence in the fairness of the scheme. It also led to frustration, particularly when a young person was challenged for repeating behaviour that other members of staff had ignored.

*'This is really difficult, there is too much low level poor behaviour. Shouting out of windows is challenged sometimes but not enough during nights. We need more supervision of staff to ensure everyone is consistent.'*

**Officer, under-18 YOI**

- 7.9** Staff also reported inconsistency between staff in their application of behaviour management plans.

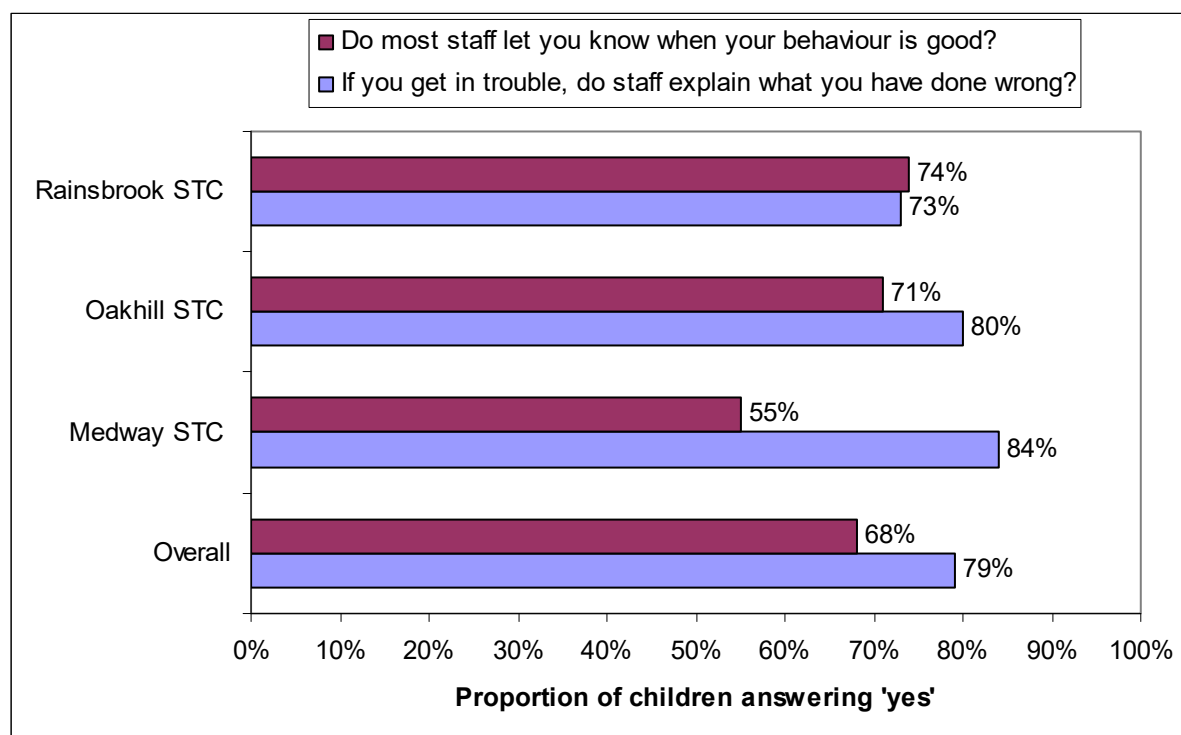
*'Children are put on these [behaviour management plans] by residential staff and caseworkers aren't really involved which I think is a bit silly really as the boys are meant to be working towards an overarching sentence plan that we manage. BMPs are managed inconsistently and it really depends what unit you are based on and even what members of staff are involved. This is a bit of a problem as most of the boys respond well to clear expectations and structure. The current system does not provide that.'*

**Case worker, under YOI**

## Focus on negative behaviour and sanctions

- 7.10** It is of concern that children felt they were more likely to be made aware of their poor behaviour than praised for good behaviour: 79% of children reported that staff told them what they had done wrong when they got into trouble, compared with only 68% of children who said that staff let them know when their behaviour was good. Figure 12 shows how the responses of children in STCs varied by establishment.

**Figure 12: Proportion of children in STCs who said that staff told them when their behaviour was good (N=114) and that staff explained what they had done wrong if they got in trouble (N=105)**



## Application of incentives and sanction schemes

**7.11** We consistently find poor implementation of incentives and sanctions schemes by staff. In our inspection reports we comment that many young people enjoy incentives despite poor behaviour, or are not given the incentives they have earned. This view was supported by staff we spoke to as part of this review. Some staff felt that the incentives and sanctions scheme itself was good, but application by staff was inadequate.

### Inconsistency

**7.12** When asked if they thought that the different levels of the scheme were used fairly or consistently, many staff expressed concern that this was not always the case. They said that some staff were afraid to issue sanctions to young people they found intimidating, or that there was insufficient guidance for applying the scheme, which meant that entirely different punishments were given by different staff for the same offence. Some staff expressed their frustration that the sanctions they imposed on young people were not consistently carried out by other residential staff.

**7.13** This lack of consistency was referred to by young people during our interviews. While some young people said they thought staff applied the rewards and sanctions scheme fairly, many said staff had favourites, or at least had young people with whom they got along better and were more lenient with.

*'When I'm involved in a group fight, I'm the only one what goes block.'*

**Child, under-18 YOI**



- 7.14** We saw evidence of this at one STC site, where we found that children who had displayed poor behaviour were able to wear their own clothes and had access to incentives, including games consoles and televisions, which were reserved for those on the higher levels of the scheme. We saw examples of children negotiating with staff to gain rewards they had not earned in return for behaving later in the day. This meant that, in many cases, poor behaviour was rewarded.

### Poor communication

- 7.15** At Medway STC children were meant to earn points for good behaviour in education and on the residential units to progress through the levels of the incentive scheme. However, we found that despite staff awarding points in residential units, they did not contribute to the level the boy was placed on each week. This reduced the ability of residential staff to effectively manage behaviour as, in the absence of awarding meaningful points for good behaviour, they had to resort to threats or to issuing sanctions.
- 7.16** Some staff were frustrated that those making the decision about a young person's level did not always have enough first-hand knowledge about their behaviour, which could unfairly benefit the young person.

*'We used to give points in education and on the units but now the unit points don't count. The system is the SOs make a decision about the child's behaviour during the week and this is not always a fair reflection of their behaviour... some young people have been involved in assaults and they are still on the platinum level.'*

**Officer, STC**

### Poor coordination of different schemes/plans

- 7.17** At Wetherby the intention of the behaviour management scheme was that children would move onto a specific management plan after 28 days on the bottom level. This was too long an interval without an individual support plan to address continuing poor behaviour, and in many cases even these timeframes were not adhered to. In contrast, children at another YOI were placed on specific plans after two weeks on the lowest level of the incentives scheme.
- 7.18** We were particularly concerned that too often the management of the most difficult children was poor. These children could be subject to several different schemes or plans at the same time. This was not only confusing but potentially undermined the effectiveness of the measures in place. It was particularly the case when young people on short-term reward plans were subject to losses through the adjudication system. The result was that if a reward was achieved it wasn't given during the period of losses. This was problematic, as the young people were only placed on short-term reward plans if they had proved unable to respond positively to punishments delivered over longer timeframes.
- 7.19** At Wetherby we found that the management of the most challenging boys was not coordinated. Management plans were put in place for boys who had not responded to the rewards scheme or other incentives for a significant period. These plans offered boys the opportunity to earn incentives for short periods of good behaviour. However, we came across boys on management plans who were subject to a loss of incentives following adjudications, which rendered the plans ineffective.
- 7.20** At Oakhill STC we found an absence of any effective or consistent approach to managing young people's behaviour. This resulted in a concerning rise in inappropriate behaviour. We witnessed residential staff struggling to maintain order and control, and young people threatening staff with poor behaviour to get their own way. There was, as a consequence, an

escalation of poor behaviour and an over-reliance on more extreme measures, including a high level of use of force by staff, often in response to a rising number of assaults by young people.

## Section 8. Behaviour management

- 8.1** There should be joined up, formal behaviour management above all the specific behaviour management schemes in operation for young people in custody. Formal behaviour management should take place through coordinated multi-disciplinary case reviews and sentence planning meetings, which should involve caseworkers/offender supervisors, residential staff and other professionals (from health care, education, interventions for example) where necessary.
- 8.2** The targets set at these meetings should be specific and relevant to the behaviour of the individual young person both in custody and in the community – not simply to ‘comply with the regime’ or ‘associate with non-criminal peers’. Young people should be made aware of their targets and given the opportunity to meet them. This was not the case at all the establishments or in the specific cases which we reviewed as part of this work.

### Understanding of targets

- 8.3** In our interviews, there was much variation in whether young people had specific behavioural targets or could tell us what their targets were. At one young adult institution the response was particularly negative; not a single interviewee said they had any behavioural targets. In our interviews staff corroborated this, saying that there was no formal process of behaviour review meetings or target setting at the establishment. Many young people in other establishments did not have specific behavioural targets, and felt they were simply expected to ‘behave’ and avoid receiving negative entries. A few staff also said they felt that some young people did not know what their targets were. However, boys in one YOI could cite their individual behavioural targets to interviewers, although some of them were overly generic, such as ‘be polite’, ‘follow instructions’ and ‘don’t fight’.
- 8.4** Analysis of case file supported the evidence from interviews, with many files not specifying the targets set or mentioning the setting of targets at all. In the few cases where targets had been recorded at some point during the behaviour management process, the young person was unaware of them.

### Quality of records

- 8.5** Our case review analysis revealed that, even within the same establishment or the same case file, the quality of case management records varied. While there were some case files or time periods when regular entries were made regarding behaviour, at other points no entries could be found. In these periods, we cannot know whether behaviour was being monitored at all, but certainly information on it was not being shared between staff through the appropriate system.
- 8.6** At one young adult fieldwork site most records relating to the rewards and sanctions scheme were negative, and some were petty and unhelpful. One entry described a boy being given a warning for using an officer’s first name and another for ringing his cell bell to ask for a piece of writing paper. We found little evidence of management checks to identify this poor practice.
- 8.7** We also found evidence of breakdowns in communication between staff regarding behaviour management. This included files stating that an individual had had no behavioural issues, when such issues had been recorded. In one example, a boy who was regularly refusing education

was being dealt with within the sanctions scheme for an extended period of time before staff noticed that it was recorded elsewhere that he had ADHD, which made it extremely difficult for him to engage in group education. Once this boy was put on one-to-one outreach education, his behaviour reportedly improved.

## Reviews of behaviour

- 8.8** Some young people told us that basic reviews did not take place when they were meant to. Our analysis of case notes supports this view. While some case files contained positive appraisals of behaviour where relevant, others stated little more than 'no issues'. Unfortunately there were several cases where a young person's case file was almost entirely neglected for months, despite them having been involved in violent incidents and exhibiting other poor behaviour, and despite them being located, at the time of our visit, in the segregation unit of the establishment.
- 8.9** Some young people described participating in multi-disciplinary case review or sentence planning meetings but they were rarely involved in reviews of their reward scheme level. At one children's YOI, children sometimes contributed to reward scheme level reviews in writing, but we did not find routine attendance by young people at reviews at any of the fieldwork sites, which would have been preferable. While in some establishments those on the lowest level of the reward scheme had their level reviewed weekly, young adults in one establishment said that once they were dropped to the basic level of the scheme they would have no opportunity to progress until after 28 days. We found that this was the case despite a policy stating weekly reviews should take place.

## Section 9. Appendices

### Appendix I: Inspection reports included

<b>Establishment</b>	<b>Publication date</b>
<b>Secure training centres</b>	
Oakhill	7 March 2017
Medway	13 June 2017
Rainsbrook	12 December 2016
<b>Under-18 YOIs</b>	
Cookham Wood	17 January 2017
Feltham A	30 June 2017
Keppel Unit	19 September 2017
Parc	18 April 2017
Wetherby	19 September 2017
Werrington	11 June 2017
<b>Over-18 YOIs</b>	
Aylesbury	17 August 2017
Feltham B	30 June 2017

## Appendix II: Survey results

### Secure training centres

- STC breakdown and overall
- STC: 'Do most staff treat you with respect?'
- STC ethnicity comparator
- STC religion comparator

### Young offender institutions

- YOI breakdown and overall
- YOI: 'Do most staff treat you with respect?'
- YOI ethnicity comparator
- YOI religion comparator

### Young adults

- YA breakdown and overall
- YA: 'Do most staff treat you with respect?'
- YA ethnicity comparator
- YA religion comparator

**Survey responses from children and young people:  
STC breakdown and overall 2016-2017**

Missing data have been excluded for each question.

		Medway STC 2017	Oakhill STC 2017	Rainsbrook STC 2016	Overall
Number of completed questionnaires returned		24	47	49	120
<b>SECTION 3: DAILY LIFE</b>					
3.1	In your first few days here were you told everything you needed to know about life at the centre?	79%	70%	61%	68%
If you had a problem, who you would turn to?					
3.2a	No-one	7%	20%	28%	21%
3.2b	Teacher/education staff	21%	2%	17%	12%
3.2c	Key worker	30%	22%	24%	25%
3.2d	Case worker	36%	31%	37%	34%
3.2e	Staff on the unit	43%	36%	46%	41%
3.2f	Another young person here	25%	7%	28%	19%
3.2g	Family	54%	42%	39%	43%
3.2h	Advocate	4%	7%	13%	9%
3.3	Do you have a key worker on your unit?	82%	71%	54%	67%
For those who said they had a key worker:					
3.4	Does your key worker help you?	81%	70%	71%	74%
3.5	Do most staff treat you with respect?	86%	85%	92%	89%
<b>SECTION 4: BEHAVIOUR</b>					
4.1	Does the incentives and sanctions scheme encourage you to behave well?	72%	78%	65%	71%
4.2	Do you think the incentives and sanctions scheme is fair?	76%	72%	53%	66%
4.3	If you get in trouble, do staff explain what you have done wrong?	84%	80%	73%	79%
4.4	Do most staff let you know when your behaviour is good?	55%	71%	74%	68%
4.5	Have staff ever made you stay in your room away from the other young people because of something you did?	39%	50%	35%	42%
4.6	Have you been physically restrained since you have been here?	41%	37%	28%	35%
For those who had been restrained:					
4.7	Were you given a chance to talk to somebody about the restraint afterwards?	83%	68%	64%	71%
<b>SECTION 6: COMPLAINTS</b>					
6.1	Do you know how to make a complaint?	96%	98%	96%	96%
For those who have made a complaint:					
6.2	Are complaints dealt with fairly?	54%	54%	55%	54%
6.3	Have you ever wanted to make a complaint but didn't because you were worried what would happen to you?	18%	8%	15%	13%
<b>SECTION 8: SAFETY</b>					
Have you experienced any of the following from young people here?					
8.4a	Insulting remarks?	28%	26%	39%	32%
8.4b	Physical abuse?	19%	17%	31%	23%
8.4c	Sexual abuse?	0%	2%	0%	1%
8.4d	Feeling threatened or intimidated?	15%	20%	25%	21%
8.4e	Shout outs/yelling through windows?	24%	17%	35%	25%
8.4f	Having your canteen/property taken?	4%	9%	8%	8%
8.10	If you were being bullied or 'picked on', would you tell a member of staff?	62%	69%	39%	61%

**Secure Training Centres (STC) Survey responses 2016-17:  
'Do most staff treat you with respect?'**

**Survey responses** (missing data have been excluded for each question). Please note: where there are apparently large differences, which are not indicated as statistically significant, this is likely to be due to chance.

**Key to tables**

	Any percentage highlighted in green is significantly better	Yes	No
	Any percentage highlighted in blue is significantly worse		
	Any percentage highlighted in orange shows a significant difference in young people's background details		
	Percentages which are not highlighted show there is no significant difference		
<b>Number of completed questionnaires returned</b>		<b>96</b>	<b>12</b>
<b>SECTION 3: DAILY LIFE</b>			
3.1	In your first few days here were you told everything you needed to know about life at the centre?	77%	33%
If you had a problem, who you would turn to?			
3.2a	No-one	16%	53%
3.2b	Teacher/education staff	14%	7%
3.2c	Key worker	28%	7%
3.2d	Case worker	40%	7%
3.2e	Staff on the unit	49%	19%
3.2f	Another young person here	20%	0%
3.2g	Family	47%	27%
3.2h	Advocate	11%	0%
3.3	Do you have a key worker on your unit?	74%	40%
<b>SECTION 4: BEHAVIOUR</b>			
4.1	Does the incentives and sanctions scheme encourage you to behave well?	76%	67%
4.2	Do you think the incentives and sanctions scheme is fair?	72%	40%
4.3	If you get in trouble, do staff explain what you have done wrong?	84%	53%
4.4	Do most staff let you know when your behaviour is good?	72%	40%
4.5	Have staff ever made you stay in your room away from the other young people because of something you did?	36%	80%
4.6	Have you been physically restrained since you have been here?	33%	67%
<b>SECTION 6: COMPLAINTS</b>			
6.1	Do you know how to make a complaint?	97%	91%
6.3	Have you ever wanted to make a complaint but didn't because you were worried what would happen to you?	11%	33%
<b>SECTION 8: SAFETY</b>			
8.1	Have you ever felt unsafe here?	18%	39%
8.2	Do you feel unsafe at the moment?	4%	23%
Have you experienced any of the following from young people here?			
8.4a	Insulting remarks?	28%	43%
8.4b	Physical abuse?	20%	29%
8.4c	Sexual abuse?	0%	7%
8.4d	Feeling threatened or intimidated?	17%	29%
8.4e	Shout outs/yelling through windows?	21%	43%
8.4f	Having your canteen/property taken?	4%	29%
8.10	If you were being bullied or 'picked on', would you tell a member of staff?	67%	44%



## Secure Training Centres (STC) Survey responses 2016-17: Ethnicity and Religion

**Survey responses** (missing data have been excluded for each question). Please note: where there are apparently large differences, which are not indicated as statistically significant, this is likely to be due to chance.

### Key to tables

	Any percentage highlighted in green is significantly better	Black and minority ethnic children	White children	Muslim children	Non-Muslim children
	Any percentage highlighted in blue is significantly worse				
	Any percentage highlighted in orange shows a significant difference in young people's background details				
	Percentages which are not highlighted show there is no significant difference				
<b>Number of completed questionnaires returned</b>		<b>58</b>	<b>61</b>	<b>14</b>	<b>100</b>
<b>SECTION 3: DAILY LIFE</b>					
3.1	In your first few days here were you told everything you needed to know about life at the centre?	65%	72%	65%	69%
If you had a problem, who you would turn to?					
3.2a	No-one	22%	20%	18%	22%
3.2b	Teacher/education staff	9%	15%	13%	12%
3.2c	Key worker	19%	31%	31%	25%
3.2d	Case worker	29%	39%	38%	34%
3.2e	Staff on the unit	34%	49%	13%	44%
3.2f	Another young person here	16%	20%	6%	19%
3.2g	Family	35%	51%	63%	41%
3.2h	Advocate	6%	13%	6%	9%
3.3	Do you have a key worker on your unit?	64%	71%	73%	67%
3.5	Do most staff treat you with respect?	86%	91%	75%	90%
<b>SECTION 4: BEHAVIOUR</b>					
4.1	Does the incentives and sanctions scheme encourage you to behave well?	68%	76%	44%	74%
4.2	Do you think the incentives and sanctions scheme is fair?	54%	78%	35%	71%
4.3	If you get in trouble, do staff explain what you have done wrong?	72%	85%	63%	81%
4.4	Do most staff let you know when your behaviour is good?	60%	78%	50%	71%
4.5	Have staff ever made you stay in your room away from the other young people because of something you did?	46%	39%	38%	43%
4.6	Have you been physically restrained since you have been here?	31%	38%	41%	35%
<b>SECTION 6: COMPLAINTS</b>					
6.1	Do you know how to make a complaint?	94%	99%	93%	97%
6.3	Have you ever wanted to make a complaint but didn't because you were worried what would happen to you?	13%	13%	27%	12%
<b>SECTION 8: SAFETY</b>					
8.1	Have you ever felt unsafe here?	18%	26%	23%	22%
8.2	Do you feel unsafe at the moment?	6%	6%	23%	4%
Have you experienced any of the following from young people here?					
8.4a	Insulting remarks?	26%	38%	23%	35%
8.4b	Physical abuse?	18%	28%	31%	23%
8.4c	Sexual abuse?	2%	0%	0%	1%
8.4d	Feeling threatened or intimidated?	11%	28%	23%	20%
8.4e	Shout outs/yelling through windows?	22%	28%	42%	25%
8.4f	Having your canteen/property taken?	6%	9%	8%	8%
8.10	If you were being bullied or 'picked on', would you tell a member of staff?	64%	57%	50%	64%

**Survey responses from children and young people:  
YOI breakdown and overall 2016-2017**

Missing data have been excluded for each question.

		Cookham Wood 2016	Parc 2016	Feltham 2017	Werrington 2017	Keppel Unit 2017	Wetherby 2017	Overall
Number of completed questionnaires returned		141	31	104	99	37	188	600
<b>SECTION 4: YOUR FIRST FEW DAYS HERE</b>								
4.10	Have you been on an induction course?	93%	92%	93%	91%	77%	80%	88%
4.10	For those who have been on an induction course: did it cover everything you needed to know about the establishment?	52%	75%	53%	47%	57%	47%	52%
<b>SECTION 6: RELATIONSHIPS WITH STAFF</b>								
6.1	Do most staff treat you with respect?	62%	41%	66%	57%	83%	74%	66%
6.2	If you had a problem, would you have no-one to turn to?	19%	32%	27%	27%	7%	24%	23%
6.3	Have staff checked on you personally in the last week to see how you are getting on?	31%	30%	29%	37%	67%	34%	35%
6.4	Do you have a personal officer?	62%	83%	80%	70%	81%	74%	73%
For those who have met their personal officer:								
6.4	Did you meet your personal (named) officer within the first week?	25%	46%	26%	49%	55%	31%	34%
6.5	Do you see your personal (named) officer at least once a week?	35%	46%	48%	38%	82%	49%	47%
6.6	Do you feel your personal (named) officer tries to help you?	57%	52%	52%	60%	85%	67%	61%
<b>SECTION 7: APPLICATIONS AND COMPLAINTS</b>								
7.4	Is it easy to make a complaint?	49%	38%	50%	51%	53%	51%	49%
For those who have made a complaint:								
7.5	Do you feel complaints are sorted out fairly?	26%	33%	15%	28%	32%	28%	26%
7.6	Do you feel complaints are sorted out quickly (within 7 days)?	20%	19%	23%	33%	16%	18%	21%
7.7	Have you ever felt too scared or intimidated to make a complaint?	11%	15%	10%	6%	15%	11%	10%
<b>SECTION 8: REWARDS AND SANCTIONS, AND DISCIPLINE</b>								
8.1	Are you on the enhanced (top) level of the reward scheme?	26%	16%	11%	31%	24%	31%	25%
8.2	Have you been treated fairly in your experience of the reward scheme?	35%	39%	31%	37%	59%	44%	39%
8.3	Do the different levels make you change your behaviour?	43%	46%	34%	43%	50%	45%	43%
8.4	Have you had a minor report since you have been here?	37%	58%	43%	45%	50%	53%	46%
For those who have had a minor report:								
8.5	Was the process explained clearly to you?	59%	55%	68%	79%	75%	59%	64%
8.6	Have you had an adjudication ('nicking') since you have been here?	74%	63%	69%	73%	43%	59%	66%
For those who have had an adjudication ('nicking'):								
8.7	Was the process explained clearly to you?	84%	72%	85%	84%	94%	87%	84%
8.8	Have you been physically restrained (C and R) since you have been here?	50%	54%	46%	39%	31%	41%	44%
8.9	For those who had spent a night in the care and separation unit: did the staff treat you well/very well?	32%	50%	21%	39%	33%	54%	38%
<b>SECTION 9: SAFETY</b>								
9.4	Have you ever been victimised by other young people here?	21%	42%	23%	28%	38%	32%	28%
Since you have been here, have other young people:								
9.5a	Made insulting remarks about you, your family or friends?	12%	26%	10%	17%	23%	22%	17%
9.5b	Hit, kicked or assaulted you?	11%	11%	10%	12%	13%	10%	11%
9.5c	Sexually abused you?	1%	3%	0%	0%	0%	1%	1%
9.5d	Threatened or intimidated you?	8%	11%	4%	8%	18%	12%	10%
9.5e	Taken your canteen/property?	1%	0%	2%	1%	8%	8%	4%
9.10	If you were being victimised, would you tell a member of staff?	27%	16%	31%	30%	59%	21%	28%
9.11	Do you think staff would take it seriously if you told them you had been victimised?	21%	21%	32%	32%	50%	24%	27%
9.12	Is shouting through the windows a problem here?	43%	32%	27%	38%	59%	49%	42%

**Young Offender Institutions (YOIs) Survey responses 2016-17:  
'Do most staff treat you with respect?'**

Survey responses (missing data have been excluded for each question). Please note: where there are apparently large differences, which are not indicated as statistically significant, this is likely to be due to chance.

**Key to tables**

	Significantly better	Yes	No
	Significantly worse		
	A significant difference in background details		
	Percentages which are not highlighted show there is no significant difference		
<b>Number of completed questionnaires returned</b>		<b>364</b>	<b>188</b>
<b>SECTION 4: YOUR FIRST FEW DAYS HERE</b>			
4.10	Have you been on an induction course?	89%	87%
4.10	For those who have been on an induction course: did it cover everything you needed to know about the establishment?	60%	34%
<b>SECTION 6: RELATIONSHIPS WITH STAFF</b>			
6.2	If you had a problem, would you have no-one to turn to?	19%	30%
6.3	Have staff checked on you personally in the last week to see how you are getting on?	46%	14%
6.4	Do you have a personal officer?	77%	67%
For those who have met their personal officer:			
6.4	Did you meet your personal (named) officer within the first week?	39%	22%
6.5	Do you see your personal (named) officer at least once a week?	51%	35%
6.6	Do you feel your personal (named) officer tries to help you?	72%	40%
<b>SECTION 7: APPLICATIONS AND COMPLAINTS</b>			
7.4	Is it easy to make a complaint?	49%	50%
For those who have made a complaint:			
7.5	Do you feel complaints are sorted out fairly?	35%	14%
7.6	Do you feel complaints are sorted out quickly (within 7 days)?	29%	12%
7.7	Have you ever felt too scared or intimidated to make a complaint?	6%	18%
<b>SECTION 8: REWARDS AND SANCTIONS, AND DISCIPLINE</b>			
8.1	Are you on the enhanced (top) level of the reward scheme?	30%	19%
8.2	Have you been treated fairly in your experience of the reward scheme?	51%	18%
8.3	Do the different levels make you change your behaviour?	47%	32%
8.4	Have you had a minor report since you have been here?	40%	59%
For those who have had a minor report:			
8.5	Was the process explained clearly to you?	74%	52%
8.6	Have you had an adjudication ('nicking') since you have been here?	58%	82%
For those who have had an adjudication ('nicking'):			
8.7	Was the process explained clearly to you?	93%	75%
8.8	Have you been physically restrained (C and R) since you have been here?	38%	57%
8.9	For those who had spent a night in the care and separation unit: did the staff treat you well/very well?	51%	19%
<b>SECTION 9: SAFETY</b>			
9.1	Have you ever felt unsafe here?	34%	47%
9.2	Do you feel unsafe now?	13%	21%
9.4	Have you ever been victimised by other young people here?	26%	31%
Since you have been here, have other young people:			
9.5a	Made insulting remarks about you, your family or friends?	16%	19%
9.5b	Hit, kicked or assaulted you?	10%	13%
9.5c	Sexually abused you?	1%	1%
9.5d	Threatened or intimidated you?	9%	11%
9.5e	Taken your canteen/property?	4%	4%
9.11	Do you think staff would take it seriously if you told them you had been victimised?	36%	12%
9.12	Is shouting through the windows a problem here?	41%	43%

## Young Offender Institutions (YOIs) Survey responses 2016-17: Ethnicity and Religion

**Survey responses** (missing data have been excluded for each question). Please note: where there are apparently large differences, which are not indicated as statistically significant, this is likely to be due to chance.

### Key to tables

		Black and minority ethnic boys	White boys	Muslim boys	Non-Muslim boys
	Significantly better for black and minority ethnic boys				
	Significantly worse for black and minority ethnic boys				
	A significant difference in background details				
	Percentages which are not highlighted show there is no significant difference				
<b>Number of completed questionnaires returned</b>		<b>275</b>	<b>303</b>	<b>128</b>	<b>447</b>
<b>SECTION 4: YOUR FIRST FEW DAYS HERE</b>					
4.10	Have you been on an induction course?	87%	88%	85%	89%
4.10	For those who have been on an induction course: did it cover everything you needed to know about the establishment?	48%	54%	47%	53%
<b>SECTION 6: RELATIONSHIPS WITH STAFF</b>					
6.1	Do most staff treat you with respect?	57%	73%	58%	68%
6.2	If you had a problem, would you have no-one to turn to?	28%	19%	31%	22%
6.3	Have staff checked on you personally in the last week to see how you are getting on?	26%	42%	19%	38%
6.4	Do you have a personal officer?	72%	74%	69%	74%
For those who have met their personal officer:					
6.4	Did you meet your personal (named) officer within the first week?	27%	39%	32%	34%
6.5	Do you see your personal (named) officer at least once a week?	43%	50%	38%	48%
6.6	Do you feel your personal (named) officer tries to help you?	53%	68%	59%	61%
<b>SECTION 7: APPLICATIONS AND COMPLAINTS</b>					
7.4	Is it easy to make a complaint?	44%	55%	53%	49%
For those who have made a complaint:					
7.5	Do you feel complaints are sorted out fairly?	21%	30%	20%	27%
7.6	Do you feel complaints are sorted out quickly (within 7 days)?	14%	29%	9%	25%
7.7	Have you ever felt too scared or intimidated to make a complaint?	10%	10%	9%	11%
<b>SECTION 8: REWARDS AND SANCTIONS, AND DISCIPLINE</b>					
8.1	Are you on the enhanced (top) level of the reward scheme?	21%	30%	26%	25%
8.2	Have you been treated fairly in your experience of the reward scheme?	29%	48%	35%	41%
8.3	Do the different levels make you change your behaviour?	40%	45%	35%	45%
8.4	Have you had a minor report since you have been here?	47%	46%	47%	46%
For those who have had a minor report:					
8.5	Was the process explained clearly to you?	54%	73%	59%	66%
8.6	Have you had an adjudication ('nicking') since you have been here?	76%	56%	80%	61%
For those who have had an adjudication ('nicking'):					
8.7	Was the process explained clearly to you?	85%	84%	88%	84%
8.8	Have you been physically restrained (C and R) since you have been here?	53%	36%	56%	41%
8.9	For those who had spent a night in the care and separation unit: did the staff treat you well/very well?	41%	34%	30%	44%
<b>SECTION 9: SAFETY</b>					
9.1	Have you ever felt unsafe here?	37%	40%	36%	40%
9.2	Do you feel unsafe now?	15%	16%	14%	16%
9.4	Have you ever been victimised by other young people here?	25%	30%	26%	29%
Since you have been here, have other young people:					
9.5a	Made insulting remarks about you, your family or friends?	13%	20%	14%	18%
9.5b	Hit, kicked or assaulted you?	13%	9%	11%	11%
9.5c	Sexually abused you?	0%	0%	0%	1%
9.5d	Threatened or intimidated you?	7%	12%	6%	10%
9.5e	Taken your canteen/property?	2%	5%	2%	4%
9.11	Do you think staff would take it seriously if you told them you had been victimised?	20%	35%	20%	30%
9.12	Is shouting through the windows a problem here?	34%	49%	39%	43%

**Prisoner survey responses  
HMYOI Feltham B 2017 and HMYOI Aylesbury 2017**

Missing data have been excluded for each question.

		HMYOI Feltham B 2017	HMYOI Aylesbury 2017	Overall
<b>Number of completed questionnaires returned</b>		<b>153</b>	<b>149</b>	<b>302</b>
<b>SECTION 3: Reception, first night and induction</b>				
3.10	Have you been on an induction course?	80%	89%	85%
	For those who have been on an induction course:			
3.11	Did the course cover everything you needed to know about the prison?	36%	34%	35%
<b>SECTION 5: Applications and complaints</b>				
5.3	Is it easy to make a complaint?	48%	40%	44%
	For those who have made a complaint:			
5.4	Do you feel complaints are dealt with fairly?	29%	15%	21%
5.4	Do you feel complaints are dealt with quickly (within seven days)?	18%	8%	12%
5.5	Have you ever been prevented from making a complaint when you wanted to?	22%	30%	27%
5.6	Is it easy/very easy to see the Independent Monitoring Board?	13%	18%	16%
<b>SECTION 6: Incentives and earned privileges scheme</b>				
6.1	Do you feel you have been treated fairly in your experience of the IEP scheme?	30%	25%	27%
6.2	Do the different levels of the IEP scheme encourage you to change your behaviour?	36%	38%	37%
6.3	In the last six months have any members of staff physically restrained you (C and R)?	27%	35%	31%
6.4	In the last six months, if you have spent a night in the segregation/care and separation unit, were you treated very well/well by staff?	23%	38%	31%
<b>SECTION 7: Relationships with staff</b>				
7.1	Do most staff, in this prison, treat you with respect?	53%	57%	55%
7.2	Is there a member of staff, in this prison, that you can turn to for help if you have a problem?	60%	47%	53%
7.3	Has a member of staff checked on you personally in the last week to see how you were getting on?	19%	31%	25%
7.4	Do staff normally speak to you most of the time/all of the time during association?	18%	11%	14%
7.5	Do you have a personal officer?	51%	61%	56%
	For those with a personal officer:			
7.6	Do you think your personal officer is helpful/very helpful?	41%	38%	39%
<b>SECTION 8: Safety</b>				
8.1	Have you ever felt unsafe here?	42%	62%	52%
8.2	Do you feel unsafe now?	24%	29%	27%
8.4	Have you been victimised by other prisoners here?	19%	38%	29%
	Since you have been here, have other prisoners:			
8.5	Made insulting remarks about you, your family or friends?	9%	21%	16%
8.5	Hit, kicked or assaulted you?	7%	21%	15%
8.5	Sexually abused you?	0%	1%	0%
8.5	Threatened or intimidated you?	8%	22%	16%
8.5	Taken your canteen/property?	3%	15%	9%
	For those who have been victimised by staff or other prisoners:			
8.8	Did you report any victimisation that you have experienced?	32%	30%	30%

**Young adult establishments (HMYOI Feltham B and HMYOI Aylesbury) Survey responses:  
Do most staff treat you with respect?**

**Prisoner survey responses** (missing data have been excluded for each question). Please note: where there are apparently large differences, which are not indicated as statistically significant, this is likely to be due to chance.

**Key to tables**

	Any percentage highlighted in green is significantly better	Yes	No
	Any percentage highlighted in blue is significantly worse		
	Any percentage highlighted in orange shows a significant difference in prisoners' background details		
	Percentages which are not highlighted show there is no significant difference		
<b>Number of completed questionnaires returned</b>		<b>156</b>	<b>127</b>
<b>SECTION 3: Reception, first night and induction</b>			
3.10	Have you been on an induction course?	86%	84%
	For those who have been on an induction course:		
3.11	Did the course cover everything you needed to know about the prison?	44%	25%
<b>SECTION 5: Applications and complaints</b>			
5.3	Is it easy to make a complaint?	50%	36%
	For those who have made a complaint:		
5.4	Do you feel complaints are dealt with fairly?	31%	12%
5.4	Do you feel complaints are dealt with quickly (within seven days)?	14%	11%
5.5	Have you ever been prevented from making a complaint when you wanted to?	19%	36%
5.6	Is it easy/very easy to see the Independent Monitoring Board?	19%	11%
<b>SECTION 6: Incentives and earned privileges scheme</b>			
6.1	Do you feel you have been treated fairly in your experience of the IEP scheme?	40%	12%
6.2	Do the different levels of the IEP scheme encourage you to change your behaviour?	49%	24%
6.3	In the last six months have any members of staff physically restrained you (C and R)?	24%	38%
6.4	In the last six months, if you have spent a night in the segregation/care and separation unit, were you treated very well/well by staff?	56%	10%
<b>SECTION 7: Relationships with staff</b>			
7.2	Is there a member of staff, in this prison, that you can turn to for help if you have a problem?	70%	31%
7.3	Has a member of staff checked on you personally in the last week to see how you were getting on?	38%	12%
7.4	Do staff normally speak to you most of the time/all of the time during association?	23%	5%
7.5	Do you have a personal officer?	62%	50%
	For those with a personal officer:		
7.6	Do you think your personal officer is helpful/very helpful?	53%	17%
<b>SECTION 8: Safety</b>			
8.1	Have you ever felt unsafe here?	46%	63%
8.2	Do you feel unsafe now?	21%	36%
8.4	Have you been victimised by other prisoners here?	25%	37%
	Since you have been here, have other prisoners:		
8.5	Made insulting remarks about you, your family or friends?	13%	20%
8.5	Hit, kicked or assaulted you?	14%	17%
8.5	Sexually abused you?	1%	0%
8.5	Threatened or intimidated you?	14%	19%
8.5	Taken your canteen/property?	7%	13%
	For those who have been victimised by staff or other prisoners:		
8.8	Did you report any victimisation that you have experienced?	32%	29%

**Prisoner survey responses HMYOI Feltham B and HMYOI Aylesbury 2017:  
Ethnicity and Religion**

Prisoner survey responses (missing data have been excluded for each question). Please note: where there are apparently large differences, which are not indicated as statistically significant, this is likely to be due to chance.

**Key to tables**

		Black and minority ethnic young adults	White young adults	Muslim young adults	Non-muslim young adults
	Any percentage highlighted in green is significantly better				
	Any percentage highlighted in blue is significantly worse				
	Any percentage highlighted in orange shows a significant difference in prisoners' background details				
	Percentages which are not highlighted show there is no significant difference				
<b>Number of completed questionnaires returned</b>		<b>195</b>	<b>104</b>	<b>105</b>	<b>193</b>
<b>SECTION 3: Reception, first night and induction</b>					
3.10	Have you been on an induction course?	87%	80%	87%	84%
	For those who have been on an induction course:				
3.11	Did the course cover everything you needed to know about the prison?	34%	38%	23%	42%
<b>SECTION 5: Applications and complaints</b>					
5.3	Is it easy to make a complaint?	44%	42%	43%	44%
	For those who have made a complaint:				
5.4	Do you feel complaints are dealt with fairly?	20%	21%	19%	22%
5.4	Do you feel complaints are dealt with quickly (within seven days)?	12%	13%	11%	13%
5.5	Have you ever been prevented from making a complaint when you wanted to?	25%	29%	31%	24%
5.6	Is it easy/very easy to see the Independent Monitoring Board?	14%	20%	16%	16%
<b>SECTION 6: Incentives and earned privileges scheme</b>					
6.1	Do you feel you have been treated fairly in your experience of the IEP scheme?	21%	37%	20%	31%
6.2	Do the different levels of the IEP scheme encourage you to change your behaviour?	35%	42%	30%	42%
6.3	In the last six months have any members of staff physically restrained you (C and R)?	35%	22%	44%	24%
6.4	In the last six months, if you have spent a night in the segregation/care and separation unit, were you treated very well/well by staff?	33%	27%	32%	30%
<b>SECTION 7: Relationships with staff</b>					
7.1	Do most staff, in this prison, treat you with respect?	51%	63%	46%	61%
7.2	Is there a member of staff, in this prison, that you can turn to for help if you have a problem?	48%	61%	39%	60%
7.3	Has a member of staff checked on you personally in the last week to see how you were getting on?	23%	31%	18%	29%
7.4	Do staff normally speak to you most of the time/all of the time during association?	12%	20%	9%	17%
7.5	Do you have a personal officer?	53%	62%	47%	61%
	For those with a personal officer:				
7.6	Do you think your personal officer is helpful/very helpful?	34%	48%	27%	43%
<b>SECTION 8: Safety</b>					
8.1	Have you ever felt unsafe here?	49%	57%	52%	52%
8.2	Do you feel unsafe now?	26%	27%	27%	26%
8.4	Have you been victimised by other prisoners here?	26%	35%	24%	32%
	Since you have been here, have other prisoners:				
8.5	Made insulting remarks about you, your family or friends?	11%	23%	15%	16%
8.5	Hit, kicked or assaulted you?	14%	15%	14%	14%
8.5	Sexually abused you?	0%	1%	0%	1%
8.5	Threatened or intimidated you?	11%	24%	14%	16%
8.5	Taken your canteen/property?	7%	14%	8%	9%
	For those who have been victimised by staff or other prisoners:				
8.8	Did you report any victimisation that you have experienced?	27%	38%	29%	31%