ADULT C2 and NUCLEUS INMATE PROTOCOLS

Background:
Since the inception of the Specialised Young Adult program confusion has occurred as to development and purposes of other aged groups of inmates. The purpose of this protocol is to specify the following aspects in relation to this group of inmates:

- Definition of terms, viz. Nucleus, Adult C2, Sentenced Inmates
- Detail and explain the Adult C2 program at Oberon CC
- Detail and explain the Nucleus program at Oberon CC.
- Describe the process to develop from Adult C2 to Nucleus at Oberon CC
- Describe the protocols in acceptance and status of nucleus inmates from Stage 1 or Stage 3 or Stage 4 of the Specialised Young Adult Program.

Additionally, this protocol will detail the performance requirements and checking process as to performance of Adult C2 and Nucleus inmates. The protocol also includes the process of transferring inmates from Units 11 and 12 and Afforestation Business Units.

Definition of terms:

1. Nucleus inmates. Section 15.1 of the Young Adult Action Plan explains the rationale and case management pathways of nucleus status inmates. The definition in the action plan states “a nucleus inmate is an inmate who has been assessed and or trained to facilitate the following actions; Better performance by young adults in any stage of the specialised young adult program. Inculcate an attitude among young adults of not to repeat criminal behaviour. Facilitate greater communication among program participants and staff.

2. Adult C2 inmates. Adult C2 inmates are those inmates who are over the age of 25 years and are not on the specialised young adult program as a program participant and or as a nucleus inmate. The Adult C2 program is specified in the Adult C2 program description document. From time to time, a young adult could be located at Oberon CC, who is not participating in the Gurnang Life Challenge for a variety of reasons e.g. length of sentence, medical etc. Accordingly, these inmates are defined as young adult C2.

3. Sentenced Inmates. Sentenced inmates or S.I. is a term to describe non-Gurnang participants as per Adult C2 inmates.

Adult C2 Program
The Adult C2 program is based upon the completion of a number of programs such as dynamic risk, personal development, pre-release and vocational education. Additionally the program aims at proving and or development of a work ethic/skills and verification and or development of self-responsibility. See Flow Chart at
Appendix 1. With the exception of work ethic, participation in any program is limited to only one program at a time in business hours. Adult C2 inmates are not to participate in wilderness expeditions or experiential learning programs unless they are under examination for nucleus development and then only after participating and or completion of the Adult C2 program. The minimal time spent on the adult C2 program is two months and generally will be three months, and if not participating in and or developing in the nucleus program, Adult C2 inmates will operate under the Adult C2 program until discharge and or change of placement, dependent upon individual case plans.

Adult C2 inmates participate in a Reception Induction Procedure upon arrival at Oberon CC (see Reception Induction Protocol, Oberon Standard Operation Procedure No. 61 refers). The goal of the Reception Induction Procedure is to develop an Induction Case Plan that will be followed and examined for a period of one month. The plan will include identification of dynamic risk related programs, C3 issues, employment requirements, education issues, parole issues, pre-release issues and the completion and or verification of the following compulsory programs:

- Health Information Workshop
- Job Seeking Skills
- A NSW Work Cover accredited Employee Occupational Health and Safety program and a Corrective Services Industries accredited Occupational Health and Safety Program. Please note the OH&S programs are conducted in partnership with each other.

An indication of nucleus development can be specified on the induction plan.

One month from arrival, all Adult C2 inmates are subject to a performance review and the development of a Case Plan Endorsement, (see Program Performance Indicator, PPI protocol and Case Plan Endorsement, CPE documents for details).

Performance Reviews

The performance review will examine self-responsibility and work ethic and has the advantage of providing feedback to the inmate and enabling evidence to a case management team on development of management plans. The timing of subsequent reviews (see flow chart) will be determined upon the individual needs or performance of the inmate and or scheduled six monthly CMT’s. However, performance reviews are to be conducted at no later then three monthly intervals.

Case Plan Endorsement

A Case Plan Endorsement (CPE) is to be conducted in conjunction with the first performance review, the only exception to an Adult C2 inmate in not having a CPE is where the inmate is designated as extreme short-term management in that the inmate is imminently being discharged and in that case would be subject to discharge summary action.

A CPE will verify, endorse and time line any vocational education training programs, criminogenic programs, personal development and or pre-release programs.
Additionally, the CPE is to specify the requirements for the development of C3 programs or parole requirements. Should nucleus status be a goal of the inmate and or of Oberon CC, a plan in accordance with the development of Nucleus status is to be developed (see nucleus protocol this document).

Adult C2 inmates can and are encouraged to achieve C3 programs, including works release, education release and day and weekend leave programs (dependent upon sentence and crime). Whilst C3 Adult inmates are at Oberon CC, the day and weekend leave criteria is in accordance with isolated centre policy of leave entitlements, to be at fourteen-day intervals. However, should the inmate be transferred to a metro or other centre that is not a designated isolated centre, then the inmate will be subject to standard day/weekend leave policies, unless the inmate has achieved Nucleus status.

Nucleus and the Development of Nucleus Protocols

Rationale

Nucleus inmates provide an extremely valuable resource in the specialised young adult program, in particular on the Gurnang Life Challenge program, provided they have been assessed and or trained correctly and appropriately. The advantages of nucleus inmates are:

- Can provide a balanced perspective to the peer group dominated attitudes of young adults, and positively assist in broadening the limited viewpoints of young adult offenders.
- Contribute significantly to the maintenance of a positive and safe environment, particularly in units and compounds when staff are not immediately available and or for special needs issues.
- Providing continuity and stability to daily routines and operations of a centre in areas such as area management, domestic areas and CSI business and or service areas.
- Provide positive reinforcement in all areas of the program, such as personal development, work ethic/skills, self-responsibility, and criminogenic, academic and vocational education. At times, dependent upon qualifications, nucleus inmates can be utilised as peer trainers and teachers.
- Assist staff by passing on their knowledge, skills and attitudes to young adults and assisting with communication between young adults and staff.

The young adults on the Gurnang Life Challenge program are sequenced into the program in monthly cycles, giving four groups or intakes at any one time, with an ideal number of fifteen participants in each intake, though often intakes start with as many as eighteen young adults. Occasionally there has been intakes of up to twenty-six, though this is an exception rather then the rule. Allowing for four intakes at any one time, nucleus inmates are limited to a total of twelve only in Oberon CC at any one time. Nucleus inmates are rostered to an intake on the basis of three nucleus inmates to any intake. Generally, trainee nucleus or Adult C2 under nucleus assessment are added to this figure on a needs and intake requirement and program progression basis.
Nucleus inmates at Oberon are paid an additional component of their wages to a maximum of fifteen dollars a week in addition to their normal CC wages.

**Common Duties of Nucleus Inmates**

The common duties of a Nucleus inmate at Oberon CC are:

- Lead by example, i.e. attend musters on time, remain productive and punctual at work locations, attend and participate fully in their own programs, obey centre rules and encourage young adults to obey, treat all people staff, visitors and inmates with dignity and respect at all times.
- Lead and sort out issues in the self managed accommodation units.
- Continuously motivate, guide and encourage all young adults to perform to program and life standards.
- Actively discourage negative criminal discussion and behaviour.
- Ensure that young adult prankish and bullying and standover behaviour is dealt with in an appropriate manner.
- When a situation is required whereby a young adult requires expert advice or opinion, ensure that the issue is brought to the attention of appropriate staff; if necessary attend an appointment with the young adult inmate.
- Have an active role in the Inmate Development Committee; this does not mean that all IDC members are nucleus, though a number of nucleus should be on the IDC. Other nucleus are to be active in their support of the IDC.
- Play an active role in the development and conduct of inmate activities.
- Be available and supportive of young adults with special needs.

**Gurnang Life Challenge Nucleus Duties**

It is not essential that all nucleus inmates participate in wilderness expeditions (see next duties section), though all nucleus are to participate in all other Gurnang Life Challenge activities on a rostered basis of one nucleus from the nucleus inmates that are attached to an intake of young adults. The nucleus role at these activities include; assisting the facilitator in encouraging discussion, motivating young adults to participate, assisting young adults to grasp context of the subject, assisting with out of hours assignments and assisting with literacy and numeracy requirements. The activities are:

1. Introduction.
2. Health Information Workshop.
3. Job Seeking Skills.
4. Occupational Health & Safety (both AEVTI andCSI sessions).
5. Personal Growth Program sessions 1 to 8.
6. Co-operation sessions 1 to 10.
7. Graduation.

The duties also include advising, and explaining performance reporting and case management issues that a young adult is reluctant to discuss with OS&P or case management staff.
Gurnang Life Challenge Wilderness Expedition Duties

The Adventure Based Educator, in conjunction with the Manager Offender Services & Programs, will decide on individual participation in any wilderness expedition, though all nucleus inmates are encouraged to participate. To qualify as a nucleus inmate, each nucleus must participate in one series of expeditions (an allowance is placed on age or medical issues). Nucleus inmates must participate in a Kick Start expedition prior to commencing on any other expedition. Duties on an expedition are:

- Attend wilderness store immediately after morning muster on the day of departure of the expedition, obtain a brief from adventure based educator, assist staff to issue and load equipment and pack their own equipment.
- Encourage young adults to participate and lead the participation by example.
- Subtly assist the less fit and or fearful young adult participants in any activity.
- Advise staff of fearful and or threatened young adult participants.
- Discourage and or stop unsafe, unsupervised activities and or prankish behaviour.
- Take an active role in debriefs and associated discussions.
- Assist with the disbursement and carrying of group equipment, please note this means that, subtly, you assist to ensure that YAP carry the equipment and only as a last resort do nucleus actually carry general-purpose equipment.
- Assist staff with loading of equipment on transport and the return of equipment in the wilderness store upon return.
- Obtain a personal performance report from expedition staff, after the expedition; a performance report will be conducted in the wilderness by expedition staff.

Service Time at Oberon CC as Nucleus

The service time will vary dependent upon length of sentence and time period served in the adult C2 program and upon performance. A minimum service period is two months, though this is an exception rather then the rule, e.g. performing as a nucleus with high results during Adult C2 period. There is no maximum time period. The ideal minimum service period is four months and or one complete Gurnang intake.

Accommodation of Nucleus Inmates

Wherever possible nucleus inmates are to be accommodated in units 1 to 10 on a partnership basis, i.e. there are two nucleuses in a unit. From a practical point of view this will not be 100% achievable due to Oberon’s self imposed limit of 12 nucleus total. All nucleus inmates will help with units that do not have a nucleus in residence. When required, nucleus must be prepared to move to a unit when requested by the Deputy Governor; usually this action will be undertaken in consultation with the nucleus involved.

A maximum of one nucleus inmate is allowed in Unit 11 and one nucleus in Unit 12.

Performance Reviews Nucleus Inmates

Nucleus inmates are subject to performance reviews, under the same protocols as adult C2 in relation to criminogenic, self-responsibility and work ethic. Additionally,
at three monthly intervals, Manager Offender Services & Programs must review performance as a nucleus and write a performance report that is examined in a scheduled performance review and or CMT.

Regression of Nucleus Inmates

A nucleus inmate who receives an unsatisfactory performance review is to have his nucleus status cancelled and is to be subject to CMT action to examine his suitability to remain at Oberon CC.

A nucleus inmate may voluntarily remove himself from nucleus status after submission of an application to the Governor or Manager of Offender Services & Programs without impacting upon his presence in Oberon CC.

Development of Nucleus Status at Oberon CC

All inmates who arrive at Oberon CC, who are not on the young adult program and are not certified and endorsed as nucleus inmates, must undertake the Adult C2 program prior to any development of nucleus status irrespective of age or skills. The exception to this action is the certification and endorsement of inmates in Stage 1, 2 or 4 of the Specialised Young Adult Program (see later in this protocol). Generally, upon arrival at Oberon CC, Adult C2 inmates will be located in Units 11 or 12 and work in the Afforestation Business Units (dependent upon vacancies). Additionally, newly arrived Adult C2 inmates may be located in other accommodation areas and work in other locations dependent upon needs and or special qualifications or abilities (e.g. trades qualification). After completion of Adult C2 program requirements, an Adult C2 inmate may be invited to become a Nucleus status inmate. Generally, dependent upon performance, the invitation will be issued by the Manager Offender Services & Programs. Any staff member can nominate Adult C2 inmates for Nucleus status through the referral protocol. The procedure to incorporate an Adult C2 to Nucleus status is as follows:

1. Manager Offender Services & Programs will complete a report that highlights evidence that specifies performance and involvement on the Gurnang Life Challenge or assistance given to young adults as specified in the rationale for Nucleus involvement in the Specialised Young Adult Program. The evidence must be based upon reports in the inmate’s Case Management File.

2. The Nucleus elevation report must be signed and agreed to by Manager Offender Services & Programs, Manager of Industries and Manager of Security.

3. Governor Oberon CC is to ratify the report and certify on a Contractual Agreement Form (S2F16P1/June97). Governor may override agreement and report dependent upon suitability of intelligence data.

4. Manager Offender Services & Programs is to brief the involved nucleus inmate and certify in witness area on Contractual Agreement Form.
Additionally, Manager Offender Services & Programs is to provide relevant information to the Compound Senior, to ensure that Daily State Sheets, Case Management and Accommodation Status boards are updated. All documents are to be placed on the inmate’s case management file. All relevant staff are to be informed.

Endorsement of Nucleus Inmates From Other Specialised Young Adult Centres.

Inmates who arrive from John Morony 1 or 2 CC or Parklea CC, who are endorsed as nucleus inmates and evidence exists in the form of contracts and performance data on the case management file from the above centres, are to be re-certified as Nucleus inmates at Oberon CC, utilizing the Contractual Agreement form as specified above. This action must take place within 5 working days of arrival at Oberon CC. In the intervening period, the inmate must be treated as an Adult Nucleus Inmate. 

These inmates are subject to the identical performance procedures as specified in this protocol.

Procedure to Move From Unit 11 or 12 to Develop Nucleus Status

The accommodation units 11 & 12 and subsequently Afforestation Business Units are designated as non YAP. Although, there are often young adult offenders in Units 11 & 12 on “wait mode” for a program or are designated young adult C2 on a short term management plan. Accordingly, only two nucleus inmates are to reside in the units or be on the Afforestation Business Unit. The role of these inmates is detailed below. All other inmates in Unit’s 11 & 12 are to be case managed as Adult C2. Should an inmate in this case require nucleus development, the following actions must take place prior to the beginning of nucleus development:

- Inmate is to complete 2 months suitable service in the Afforestation Business Unit.
- Inmate is to obtain a job change form countersigned by Afforestation Overseer and intended work location Overseer. Generally inmate must also find a replacement Adult C2 willing to work in the Afforestation Business Unit, though the Manager of Industries can arrange this action. Additionally, Manager Offender Services & Programs is to certify that the inmate is suitable for nucleus development.
- Inmate is to submit an internal pink application form to change accommodation unit, which has been certified by the Manager of Industries and Manager of Offender Services & Programs. Manager of Industries is to submit the form to Area Manager for appropriate action.

Role of Nucleus Inmate in Unit 11 & 12

A nucleus inmate in Unit 11 & 12 is responsible for the common duties as specified in this protocol; under no circumstances are they to withdraw from Afforestation duties to participate in wilderness or experiential learning activities unless the Afforestation Unit is closed down for the duration of that activity. There is to be a maximum of only one nucleus in unit 11 and unit 12, nucleus inmates in these units are not paid an additional allowance.