



Statistical Publication

The Metropolitan Remand and Reception Centre:

The First Ten Years

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The Metropolitan Remand and Reception Centre:
The First Ten Years

Summary of Key Findings

The Metropolitan Remand and Reception Centre (MRRC) commenced operations in 1997 as the largest correctional centre and the principal remand and reception facility in NSW. Its location within the Silverwater Correctional Complex 21 kms from Sydney's central business district means it is well placed to receive the majority of new receptions from courts within the Sydney metropolitan area. A maximum security facility for male inmates, the centre accommodates remand, appellant and newly sentenced inmates.

This study presents major trends occurring at the MRRC in its first ten years of operation (1997-2007).

Contribution to NSW accommodation capacity

On average the MRRC recorded 38,393 inmate movements per year or 3,199 per month, far more than any other centre in NSW. This huge volume of inmate movements through the centre poses considerable management and operational challenges for custodial and non-custodial staff.

Furthermore:

- Approximately 10.9 per cent of the state's daily average population are accommodated at the centre—on average 858 inmates per day.
- The centre receives half of the state's annual average number of new receptions—on average 7,645 new receptions per year.

- Between 29 to 45 per cent of all NSW remand inmates are accommodated at the centre.

Deaths in Custody

- The centre's rate of deaths in custody has declined from 1.03 deaths per 100 inmate years in 1997/98 to nil deaths in the last two financial years. This means that the rate has decreased by 10 per cent per year, in spite of the 1.6 per cent yearly increase in the centre's daily average inmate population.

Escapes

- There has only been one escape involving a breach of maximum security at the MRRC in the last ten years.

Assaults

- The total number of assaults at the centre decreased from 613 in 1999/00 to 317 in 2006/07.
- Majority of these were minor assaults on other inmates.

Self-harm incidence

- The incidence of serious self-harm among inmates at the centre decreased by 71.7 per cent from 1998/99 to 2006/07.
- The number of suicides among inmates has also decreased, from five in 1998 and 1999 to zero in 2006 and 2007.

Visits

- There have been 440,471 inmate visits at the MRRC during its first ten financial years—an average of 120 visits per day.

- Over the last ten years, each inmate at the centre received on average 41 visits from family and friends per year. This rate is much higher than that for NSW overall.

In general, the results suggest that the MRRC has performed strongly against key indicators. Staff at the MRRC have adopted a whole-of-centre approach to improve the screening, assessment and

intervention of a large number of 'at risk' inmates received at the centre, with the RAIT and MHSU teams playing critical roles. Their combined efforts have produced concrete results as evidenced by the continuing decline in the number of deaths, assaults, and acts of serious self-harm among inmates. This can be regarded as the centre's most important achievement in its first ten years of operations.

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The Metropolitan Remand and Reception Centre:
The First Ten Years

1. Introduction

The Metropolitan Remand and Reception Centre (MRRC) is the largest of the 31 correctional centres operated by the NSW Department of Corrective Services (NSWDCS). A maximum security centre for male inmates, the MRRC was built in response to a recommendation made by the Royal Commission into New South Wales Prisons (Nagle Report 1978) that a new facility be built to cater to the state's rapidly growing remand¹ population. Construction of the \$84 million centre within the Silverwater Correctional Complex² (located 21 kms west of Sydney's central business district) began in 1994 (NSW Inspector-General of Corrective Services 2002). The MRRC started operating on a trial basis on 8 April 1997 and was opened officially on 4 July 1997.

This study into the MRRC is timely given that the centre has been operating for ten years. It aims to provide an overview of the centre's operations by describing trends in inmate population characteristics and other key indicators.

General Description of the Centre.

The MRRC serves as the main reception and remand facility for male inmates in NSW. The centre's core business involves:

- receiving 'fresh' custody inmates from metropolitan courts;
- providing secure accommodation for remand, appellant and newly-sentenced inmates;
- operating as a "staging point" for inmates required in the metropolitan area for Court, Parole Board Hearing, and Legal Visits; and
- facilitating the classification and placement of inmates through a comprehensive Screening and Induction Program. (MRRC Business Plan)

Remand and appellant inmates are received into the centre where they remain until their court matters have been determined. In addition, newly sentenced inmates are brought to the MRRC for assessment and classification before being transferred to the centres where they will serve their sentence. Inmates from other NSW correctional centres may also be moved temporarily to the MRRC while they attend court or visit hospitals.

The MRRC can accommodate up to 954 inmates (as of September 2007) and usually operates close to full capacity. Inmates are held within four main accommodation blocks and in the newly-opened 40-bed Mental Health Screening Unit (MHSU). Each block is further subdivided into smaller living units called 'pods' where Offender Services and Programs (OS&P) staff operate along with custodial officers. Other facilities in the centre include: a fully equipped clinic to service the inmates' immediate health needs; exercise facilities (including a fully-equipped gym, oval

¹ The term 'remand inmate' is used in this report to refer to persons in full-time custody at a correctional centre while awaiting conviction.

² The MRRC is one of three correctional facilities that make up the Silverwater Correctional Complex. The other two are Silverwater Work Release Centre and the Silverwater Women's Correctional Centre.

and exercise yards); a police interview room; video link studios; and the Ron Woodham (law) library. Inmates from the different accommodation areas can access these facilities based on time sharing. Each block also has an area for quiet meditation and prayer.

2. Method

This study sought to describe population and other trends reflecting the first ten years of the MRRC's operations, covering the period between April 1997 and 30 June 2007.

Information was drawn from annual reports and other published and unpublished reports produced by the NSWDCS. In addition, statistics were extracted from the following databases maintained by the Department's Corporate Research, Evaluation and Statistics (CRES) unit:

- NSW Inmate Census taken at 30 June each year;
- Serious incidents databases;
- Weekly Population Reports; and

- Offender Information Management Systems (OIMS).

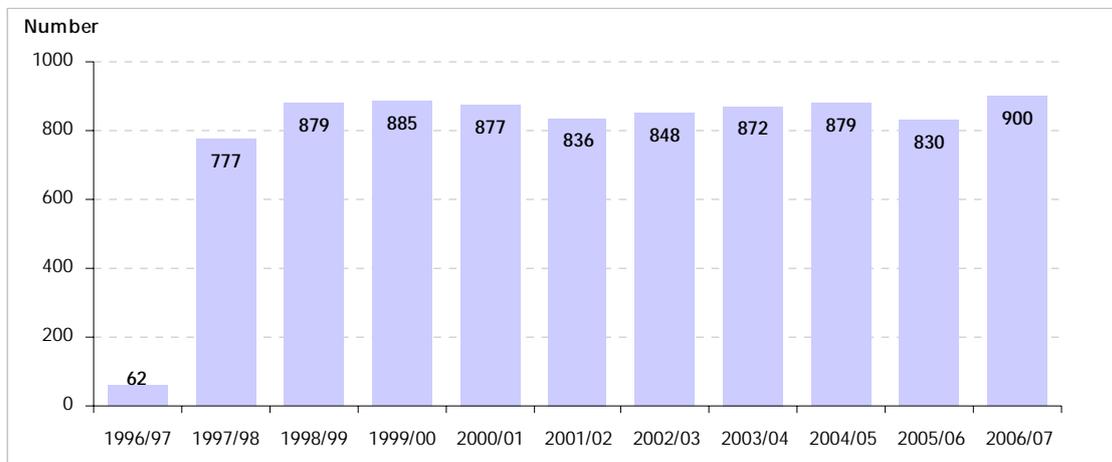
Data were recalculated into percentages to provide a standardised way of analysing trends across the years. Charts have been used to visualise the trends across the years. All tables referred to in the Results section are in the Appendices.

3. Results

3.1 Daily Average Population

The MRRC received its first inmates when it commenced operating on a trial basis in April 1997. Hence the daily average population for 1996/97 is based on 83 days only. Excluding figures for this initial trial period, the centre has held on average 858 inmates per day since July 1997. As shown in Figure 1 and Table 1, the daily average at MRRC was at its lowest (n=777) in 1997/98 and was at its highest (n=900) in 2006/2007, representing a 15.8 per cent increase. The centre accommodates 10.9 per cent of the state's daily average population.

Figure 1: Daily average inmate population at MRRC (1996/97 to 2006/07)



Source: Table 2 in 'Statistical Supplements' to NSWDCS Annual Reports (1996/97 to 2006/07)

3.2 Inmate Movements

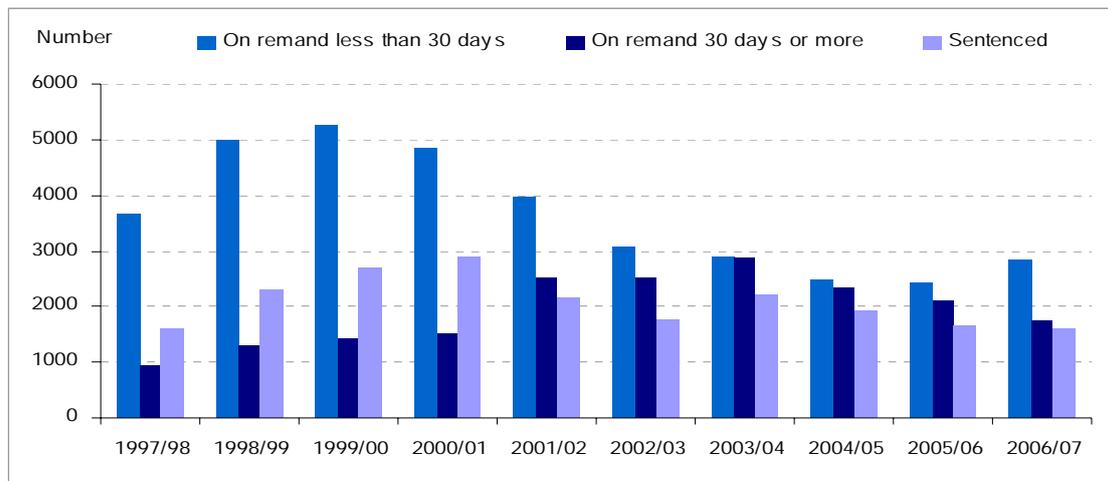
Data on daily average population provide insights into the number of inmates held under full-time detention everyday. However, this figure does not capture adequately the high volume of inmate movements at the MRRC, as inmates are received into custody, go to and from court, and are sentenced, classified and moved to other centres. To capture this flow of inmate traffic through the centre, data on receptions, temporary moves, transfers and discharges recorded in the first ten years of the centre's operations are analysed in this section.

New receptions. As the state's main reception and screening facility, the MRRC receives a large proportion of new receptions (or 'fresh' custody inmates) from courts in the Sydney metropolitan area. This can be gleaned from Table 2 which compares the number of new

receptions for the centre with the total for NSW. MRRC received on average 7,645 new receptions per year, which is about half (47%) the state's annual average. MRRC's percentage share of all new receptions was higher during the first five financial years of its operations (average of 50.3%). However, this percentage share decreased to an average of 43.7 per cent in the last five financial years due to the opening of reception facilities in other metropolitan centres (e.g. Parklea Correctional Complex and Long Bay Correctional Complex).

Figure 2 shows trends in the different categories of new receptions at the MRRC by financial year. Remand inmates constitute a significant portion (73.3%) of new receptions at the centre. Of these, 65.4 per cent remained on remand for less than 30 days, while 34.6 per cent remained on remand for 30 days or more.

Figure 2: Number of new receptions at MRRC by category (1997/98 to 2006/07)



Source: Data extracted from Offender Integrated Management Systems (OIMS)

Temporary Moves and Transfers.

In addition to its role as a reception facility, the centre serves as “a staging point” (MRRC Business Plan 2001/02) for inmates required in the metropolitan area for court, bail or parole board hearings and hospital visits. In the ten year period under review, 183,112 temporary moves by inmates to courts and hospitals were recorded, or an average of 18,311 per year or 50 per day (refer to Figure 3 and Table 3).

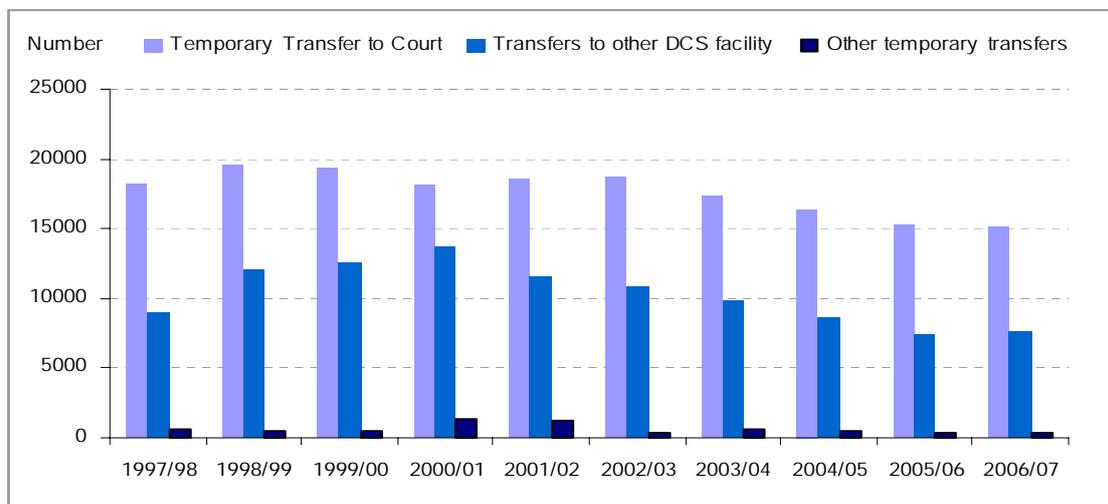
Newly-sentenced inmates are also received into the MRRC for assessment and classification while awaiting transfer to other correctional centres throughout NSW. A total of 103,273 transfers to other NSWDCS facilities were recorded from 1997/98 to 2006/07. This is equivalent to 10,327 transfers per year or an average of 28 transfers per day.

Discharges. A total of 21,088 inmates were released from custody at the MRRC during the ten year period, averaging 2,109 discharges

per year. Majority (72.8%) were either released on bail or were acquitted. Around 13 per cent were discharged into parole or were released to freedom after completing their sentence, while 13.5 per cent were discharged for a variety of other reasons (e.g. released to drug court or to community offender services, etc.).

Overall inmate movements. The total number of new receptions may be added to the number of transfers and discharges to provide an indicator of the overall volume of inmate movements at the centre. The MRRC recorded an average of 38,393 inmate movements per year from 1997/98 to 2006/07. This is equivalent to around 3,199 inmate movements per month or 105 per day, which is evidence of the huge volume of inmate traffic flowing through the centre. This is an important indicator since the level of inmate movements poses significant management and operational challenges to custodial and professional staff.

Figure 3: Number of inmate movements by reason for move (1997/98 to 2006/07)



Source: Data extracted from OIMS

3.3 Trends in MRRC inmate population characteristics

3.3.1 Demographic Characteristics

Table 4 provides a summary of trends in characteristics of inmates at the centre. Percentages were calculated from census data collected on 30 June each year from 1997 to 2007. Ten year averages for each demographic characteristic are described below.

Aboriginality. Indigenous inmates comprise on average 12.6 per cent of the centre's total inmate population. There was a slight (16.7%) increase from 1998 to 2007 in the proportion of inmates identifying themselves as Indigenous.

Age. A large proportion (68.7%) of the inmate population belong to the '34 years and younger' age category. On average, three in ten inmates are aged 17 to 24, while four in ten are aged between 25 to 34 years old. About a third are aged 35 and over.

Marital Status. Half (53%) of the centre's population have never been married. Three in ten are either married or in a defacto relationship. About seven per cent on average are separated/divorced/widowed.

Country of Birth and English speaking status of country of birth. The majority (60.6%) of inmates were born in Australia. Only 28.7 per cent were born overseas.

In terms of language background, about two in three inmates are either Australian or are of English-speaking background. Only about 23.1 per cent come from a non-English speaking background.

In summary inmates at the MRRC are all males. The typical inmate is non-Indigenous, young, never been married, born in Australia and come from an English-speaking background. This is consistent with the typical profile of inmates in NSW correctional centres.

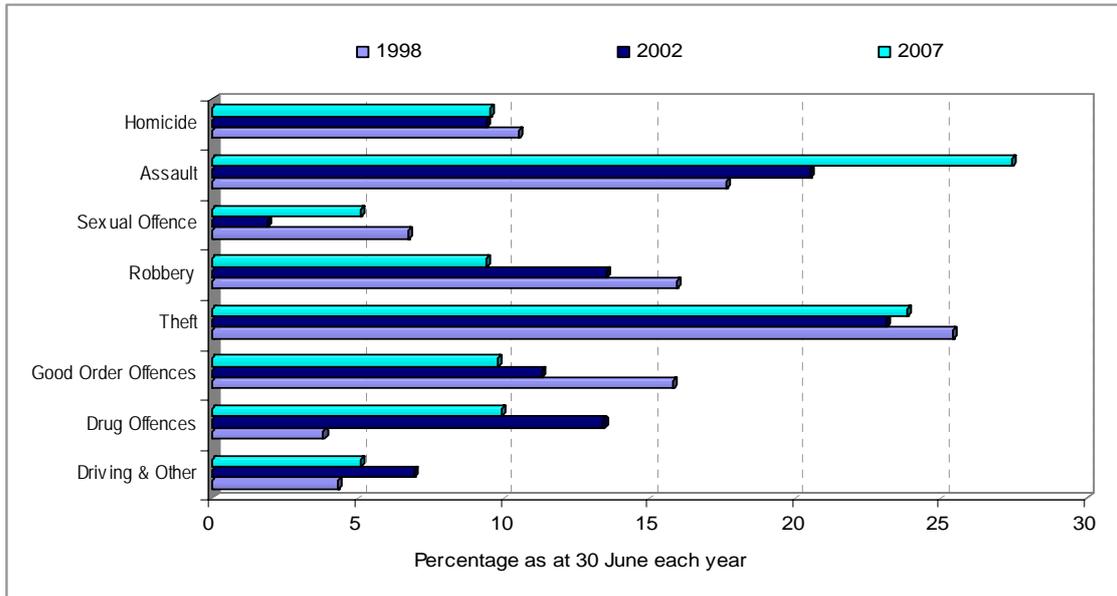
3.3.2 Imprisonment Profile

Table 5 presents trends in the distribution of the centre's inmate population by history of prior imprisonment, most serious offence and legal status.

History of prior imprisonment. More than half (54.2%) of inmates at the MRRC have a history of prior imprisonment under sentence.

Most serious offence (MSO). The proportion of inmates whose MSO was assault increased by 55.7 per cent from 1998 to 2007. All other categories of offences against the person remained fairly steady across the years. In terms of property and other offences, a large proportion of the inmate population at MRRC had theft as their MSO across the period. As can be gleaned from Figure 4, the three most commonly recorded MSOs were consistently theft, assault and robbery.

Figure 4: Trends in MRRC population distribution by category of most serious offence



Source: NSW Inmate Census (1998 to 2007)

Legal status. For the purpose of this report, the legal status of inmates held under full time detention at the MRRC have been grouped into two major categories: (1) remand inmates (including convicted/non-sentenced inmates and inmates awaiting deportation or extradition); and (2) sentenced inmates (including appellants, forensic patients, and civil inmates). The proportion of remand inmates at the centre was consistently above 68 per cent (average of 72.6%). On the other hand, sentenced inmates comprised on average 27.4 per cent of the MRRC's total inmate population. In contrast, the majority (81.3%) of inmates in NSW were already sentenced (refer to Table 6).

In the next section, we examine further the remand population at the MRRC in relation to the state's remand inmate population.

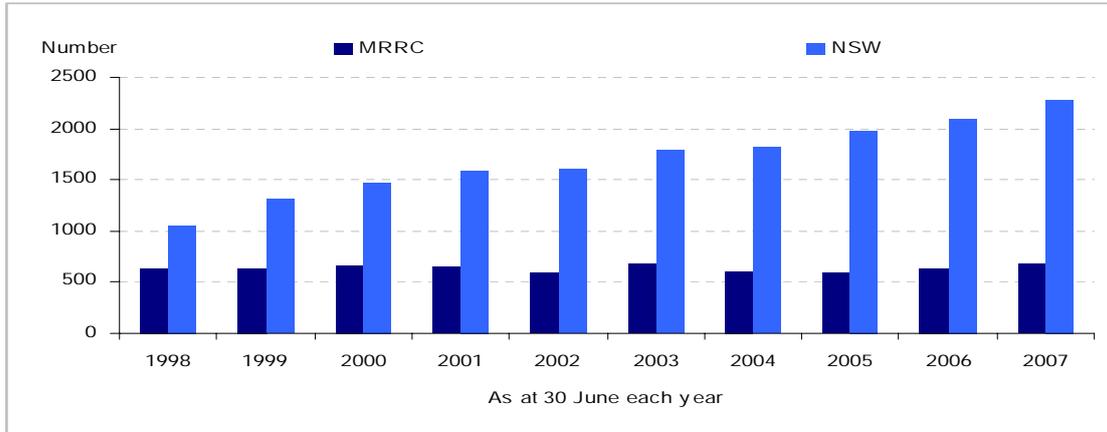
3.4 Focus on the Remand Inmate Population

The rapid increase in the number of remand inmates in Australia is well documented (Biles 1990; Carcach & Grant 2000; Fitzgerald 2000; Sarre, King & Bamford 2006; Thompson 2001). A recent study (Sarre, King & Bamford 2006) has revealed that the number of remand inmates in Australia has jumped almost 150 per cent, from 1,999 inmates in June 1995 to 4,934 in 2004.

NSW remand population. In New South Wales alone, the number of remand inmates has more than doubled (i.e., by 115.9%) in the last ten years. From 1,055 remand inmates as at June 1998, the number has increased steadily (at an annual rate of 11.6%) with 2007 figures reaching a ten-year high of 2,278 remand inmates. (Refer to Table 7 and Figure 5).

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Figure 5: Trends in the number of remand inmates at MRRC and NSW (1998 to 2007)



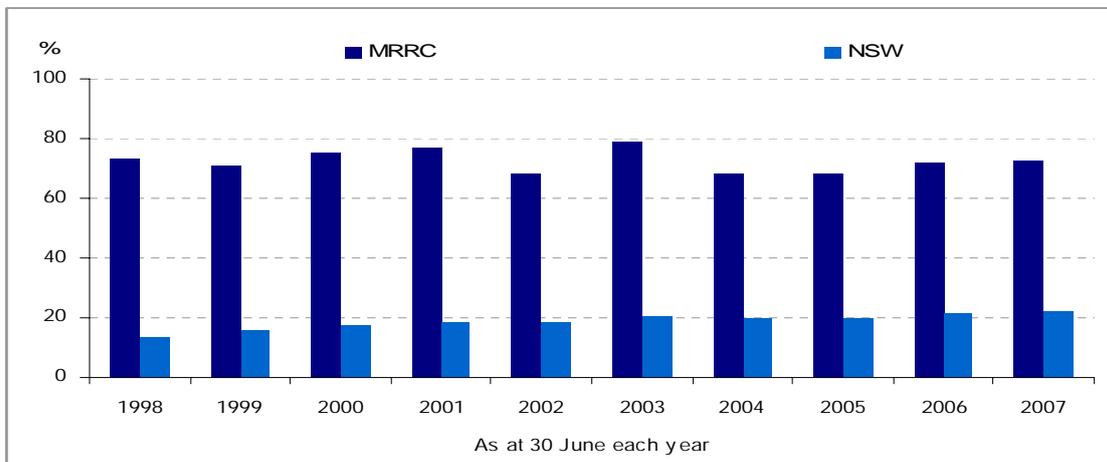
Source: Based on NSW Inmate Census (1998 to 2007)

Remand inmates as a proportion of the total inmate population. The steady growth of the remand population in NSW is also evident in Figure 6. In 1998, remand inmates constituted only about 13.5 per cent of the state's total inmate population. This proportion increased to 18.4 per cent five years after and peaked to 22.2 per cent in 2007. In comparison, remand inmates consistently made up the majority (average of 72.6%) of inmates held under full-time detention at the MRRC in the ten year period under review. This

proportion was lowest at 68.5 per cent in 2002 and peaked to almost 79 per cent in 2003.

MRRC's percentage share of remand inmates. As the state's largest remand facility in NSW, the MRRC accommodates on average 39.6 per cent of all remand inmates in NSW. This proportion was highest at 65.4 per cent on 30 June 1998. However, MRRC's percentage share has gone down over the years, falling to 32.6 per cent in 2007.

Figure 6: Proportion of remand inmates at MRRC and NSW (1998 to 2007)



Source: Based on NSW Inmate Census (1998 to 2007)

3.5 Key Indicators

3.5.1 Deaths in Custody

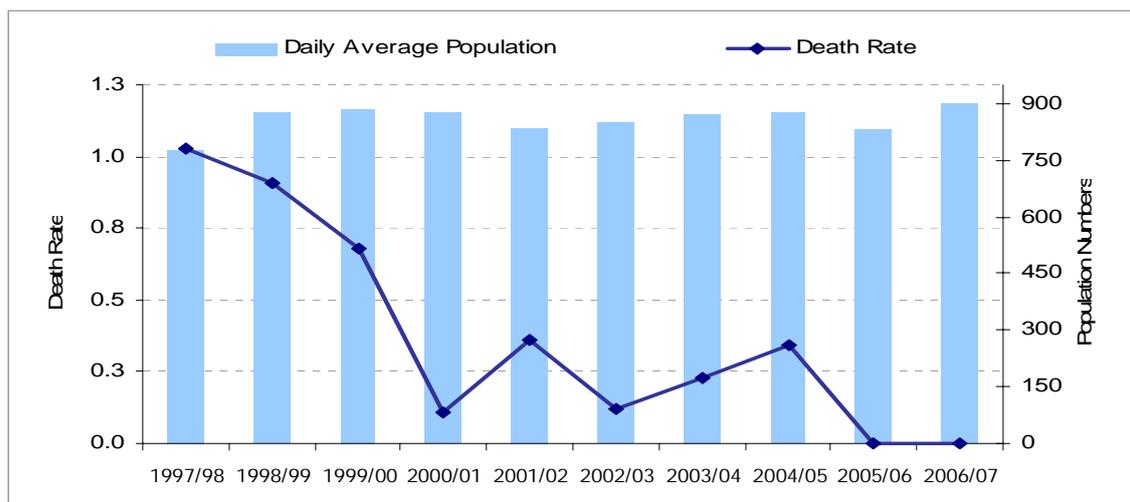
Figure 7 shows trends in the rate of inmate deaths at MRRC. Overall, there has been a downward trend in the death rate in the last ten financial years, falling from 1.03 deaths per 100 inmate years in 1997/98 to nil deaths in the last two financial years. This is a significant achievement considering that this was a period when the daily average population increased by 8.4 per cent.

The overall rapid decline in the rate of deaths in custody at MRRC becomes more significant when seen in the light of the 15.8 per cent increase in the daily average population at the centre in its first ten years of operation. This means that the rate of deaths in custody *decreased* by an average of 10 per

cent per year, whilst the daily average inmate population *increased* by 1.6 per cent per year.

Table 8 compares the trends in the number and rate of deaths in custody for MRRC and NSW. There have been on average 0.38 deaths per 100 inmates at the centre in the last ten years, compared with 0.30 inmate deaths per 100 inmates for NSW. As depicted in Figure 8, the death rates for both MRRC and NSW are generally declining. MRRC's death rate dropped dramatically by 89.3 per cent during its first four years of operations. This period of rapid decline was followed by fluctuations from 2001/02 to 2004/05, with the rate decreasing to nil deaths in the last two years. In comparison, the decline in the death rate for NSW was more gradual between 1997/98 and 2005/06, increasing only slightly in 2006/07.

Figure 7: Trends in deaths in custody at MRRC (1997/98 to 2006/07)

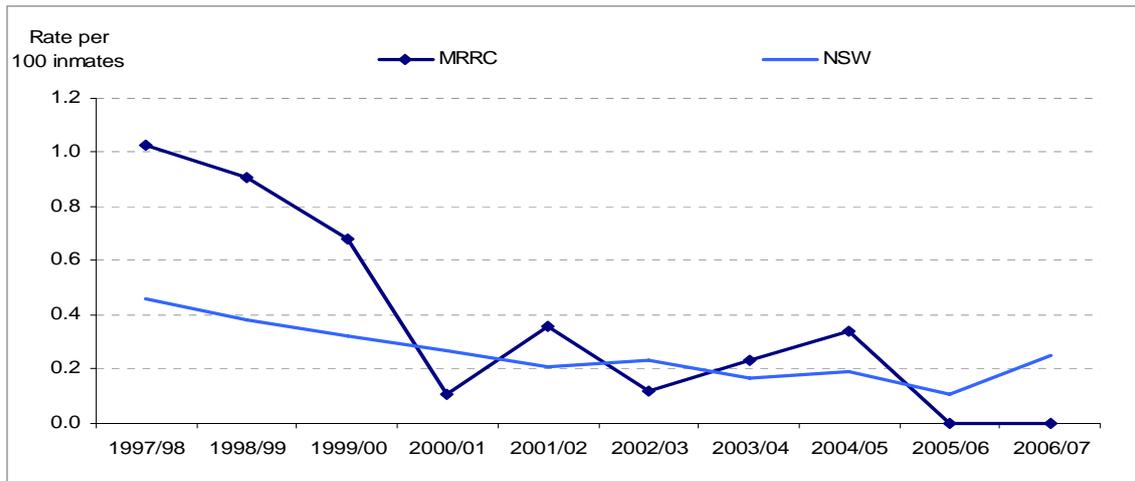


Source: Eyland, S. (17 August 2007) 'Deaths in custody' (Unpublished report).

Notes:

- (a) Rates are full-year equivalents expressed as deaths per 100 inmates. Death rate is calculated as the number of deaths divided by the average daily population multiplied by 100.
- (b) No deaths occurred during 1996/97 (i.e., the trial period).

Figure 8: Trends in death rates for MRRC and NSW (1997/98 to 2006/07)



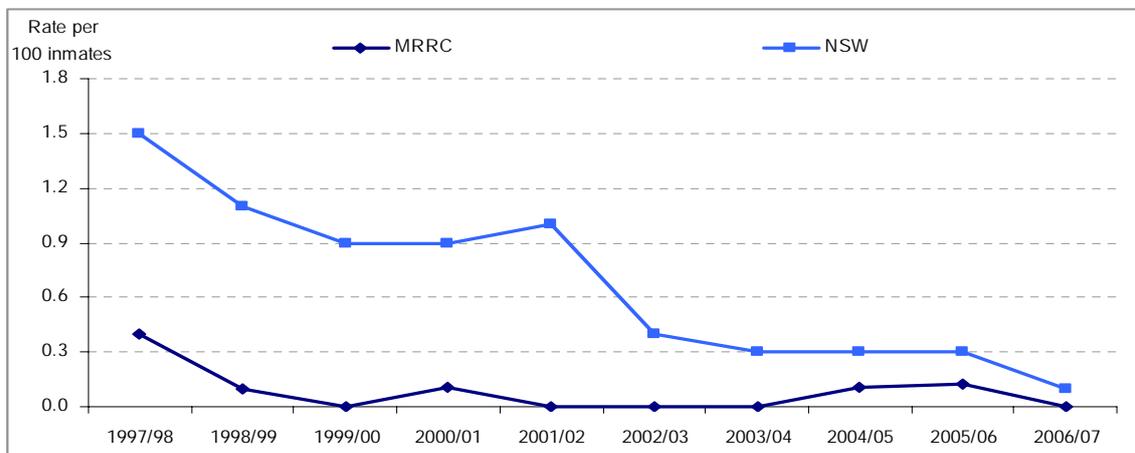
Source: Eyland, S. (13 July 2007) 'Deaths in custody' (Unpublished report), NSWDCS.

3.5.2 Escapes/absconds

There has only been one escape from within the MRRC since it opened. Six inmates absconded while being escorted to the hospital or during court transfers. This indicates that of the seven escapes recorded at the centre during its first ten years of operations, only one involved a breach of maximum security. This achievement is particularly impressive when measured against the need to manage the security of a high

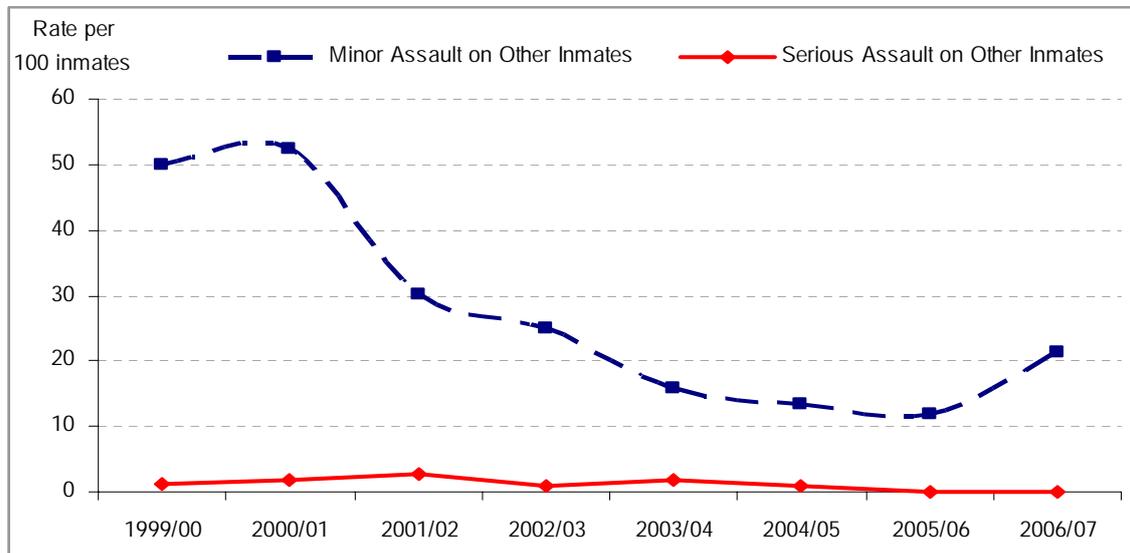
volume of inmate movements to and from the centre (average of 38,393 inmate movements per year). If we compare the rate of escape (all categories) for MRRC with that of NSW, we can see from Figure 9 (and Table 9) that the rate for the centre is considerably lower than the state's escape rate. In particular, it must be noted that there were six financial years when there were nil escapes at the MRRC. On the whole, the chart shows a declining trend in rate of escapes for both the centre and the state.

Figure 9: Trends in escape rate for MRRC and NSW (1997/98 to 2006/07)



Source: Eyland, S. (17 August 2007) 'Escapes Report' (Unpublished), NSWDCS.

Figure 10: Trends in rate of inmate-to-inmate assaults at MRRC by category (1999/00 to 2006/07)



Source: CRES database

3.5.3 Assaults

Table 10 provides data on the different categories of inmate assaults³ that have occurred at the MRRC, as reported to CRES⁴. The total number of assaults declined from 613 in 1999/00 to 317 in 2006/07, a decrease of 48.3 per cent. Majority of these were categorised as minor assaults on other inmates.

³ Assaults refer to the number of victims, and not the number of assault incidents. A 'serious assault' refers to an act of physical violence committed by an inmate against another inmate or staff *resulting in actual bodily harm* (and requiring hospitalisation or extended medical treatment). In contrast, a 'minor assault' involves physical injury which does not require hospitalisation.

⁴ The counting rules for recording number of assaults were standardised across Australia in 1999. Thus, data on assaults collected by the CRES prior to this change in counting rules have been excluded here to avoid confusion.

Inmate-to-inmate assaults. The centre's rate of *serious* inmate-to-inmate assaults remained low over the years (refer to Table 11), averaging only 1.2 assaults per 100 inmates from 1999/00 to 2006/07. This is only slightly higher than the average rate for NSW (0.72 serious inmate-to-inmate assaults per 100 inmates).

The centre's rate of *minor* inmate-to-inmate assaults has declined dramatically across the years, as Figure 10 shows. The rate was highest in 2000/01 at 52.45 assaults per 100 inmates. However, this has gone down considerably with the lowest rate recorded at 11.93 assaults per 100 inmates in 2005/06.

Inmate-to-officer assaults. There has also been a significant decrease in the centre's rate of inmate-to-officer assaults, with the rate halved from 2.71 assaults per 100 inmates

in 1999/00 to 1.22 in 2006/07. There was no serious inmate-to-officer assault at the centre in the last eight financial years (refer to Table 12).

Summary for key indicators. The results indicate that the centre's management and staff have performed strongly against key indicators over the ten year period as evidenced by the dramatic decline in death rate, the low escape rate, and the steady decrease in assault rate.

3.6 Inmate Services and Programs

An extensive and balanced range of programs and services are provided to assess and meet the needs of inmates at the MRRC. A major area of focus is risk screening, assessment and intervention (MRRC Business Plan 2002/03). Other services and programs include: psychological, industries, education, alcohol and drug detoxification, and welfare.

3.6.1 Risk Screening, Assessment and Intervention

The primary focus of inmate services and programs at the centre is risk screening, assessment and intervention (MRRC Business Plan 2002/03). Studies have shown that remand inmates are more likely to commit acts of self-harm or suicide very early in their custodial period (Liebling 1997). This highlights the need for screening and risk assessment being delivered upon reception into custody. Recognising this, the NSWDCS and the NSW

Justice Health have been working collaboratively to improve the management of inmates with mental health issues through the centre's Risk Assessment and Intervention Team (RAIT) and the Mental Health Screening Unit (MHSU).

Risk Assessment and Intervention Team (RAIT). To address the needs of a high number of 'at risk' inmates received at the MRRC, a permanent RAIT⁵ was established in December 1998 at the centre. The RAIT screens inmates who may be at high risk of self harm or suicide and recommends appropriate clinical intervention. Operating seven days a week, the team is staffed by an Offender Services & Programs (OS&P) Officer, a Mental Health Nurse and a Custodial Officer (with an Assistant Superintendent rank).

The RAIT conducted a total of 38,904 screening interviews from December 1998 to 30 June 2007 (Personal Interview 2007), representing approximately 60 per cent of total receptions. This is equivalent to around 357 screening interviews per month.

Mental Health Screening Unit (MHSU). Inmates identified with mental health issues at reception are referred for further assessment and treatment to the MHSU. The 40-bed MHSU was opened on a trial basis on 16 February 2006 and was officially commissioned on 29 March 2006. Since it started (and up to 30

⁵ Two diverse specialist teams working at the MRRC—the Crisis Intervention Team (CIT) and the Risk Intervention Team (RIT)—were amalgamated into the RAIT.

June 2007), 847 inmates have been admitted to the unit (Personal Interview 2007). About 50 per cent of inmates referred to the MHSU come from other correctional centres within the state (Personal Interview 2007).

Operating as a distinct unit inside the centre, the MHSU is run by a permanent multidisciplinary team composed of: Custodial, Welfare, Psychology and Probation and Parole Officers. It is also staffed by Justice Health psychiatrists, mental health nurses and an administrative officer. The OS&P and nursing staff in RAIT and the MHSU are interchangeable but separate. Both teams have extended hours of access to inmates with mental health issues and are thus able to provide continuity of care.

The \$14.9 million MHSU is divided into one high-dependency unit and two sub-acute pods. The 10-bed high-dependency unit provides “a low stimulation environment” (Justice Health 2005: 16) for inmates with acute mental illness. The sub-acute pods have 15 beds each and a shared activity room.

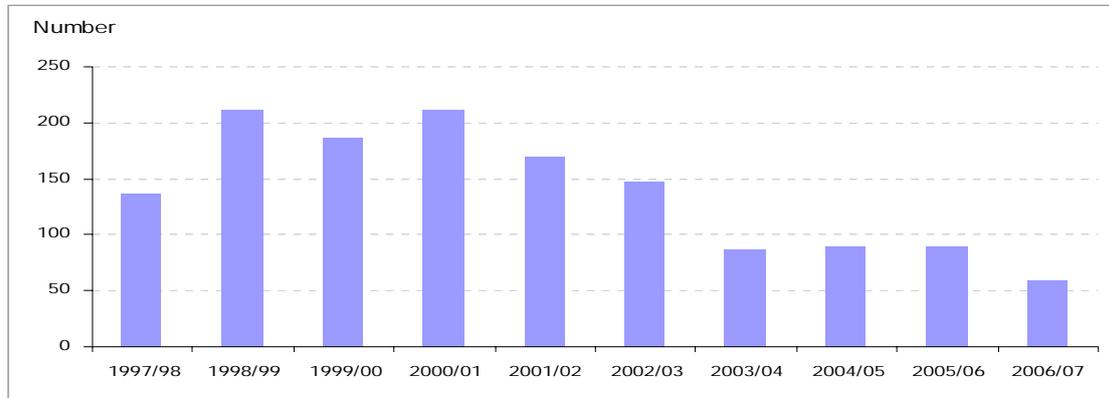
Inmates referred to the MHSU stay on average for a period of 28 days (Personal Interview 2007).

Significant achievements. The RAIT and MHSU teams have played critical roles in improving the management of inmates at the

centre. Increased emphasis on reception, screening and induction processes and targeted risk intervention have reduced waiting time for inmates to see a psychiatrist from 34 days to five days (Owens, Brown & MacCallum 2004). All MRRC staff have also been provided both formal and informal training on mental health issues. As a result, staff have become increasingly aware of their combined responsibility to reduce incidents of self-harm and suicide. This ‘whole-of-centre’ team approach has delivered concrete results, as evidenced by the significant decrease in the number of incidents of self-harm and suicides at the centre. As shown in Figure 11, from a peak of 212 self-harm incidents in 1998/99, this number has been reduced to its lowest level (n=60) in 2006/07, reflecting a 71.7 per cent decrease. The number of suicides among inmates at the MRRC has also decreased from five for 1998 and 1999 to zero in 2006 and 2007.

The RAIT and MHSU teams have received official recognition for their efforts. In 1999, the NSW Coroner commended the RAIT for its various initiatives in suicide prevention. In addition, the MRRC received the 2006 Suicide Prevention Australia–National Public Sector ‘Life is for Everyone’ (LiFE) award for its success in reducing significantly the rate of suicide and self-harm at the centre (*The Corrective Services Bulletin*, Oct 2006).

Figure 11: Trends in the number of acts of deliberate self-harm at MRRC (1998/99 to 2006/07)



Source: CRES database

3.6.2 Psychological Services

Psychologists at the MRRC participate in crisis management and the ongoing assessment of all inmates. They assist in initial screening assessments to ensure the safe management of inmates and provide ongoing counselling and support in relation to transition to custody, court and other stressful life events. Psychologists are also called upon by the courts and by the Probation and Parole Service to provide reports on inmates. They also participate in classification and reception committees and provide disability screening services.

3.6.3 Industries

The majority of inmates at the MRRC are transient remand inmates and other non association, segregation and mental health inmates who are not suitable for employment. However, around 30 per cent of the centre's inmate population (or 60% of all eligible inmates) are employed in the various industries run by the Corrective Services Industries (CSI).

- The MRRC runs two large textile workshops. Each workshop currently employs 50 inmates and produces garments for hospitals and nursing homes as well as curtains for private contractors.
- A private sector partner currently employs 15 inmates working on the production of computer cabling and electrical parts for water heaters.
- Currently 25 inmates service the laundry requirements of the Silverwater Complex, Parramatta Correctional Centre, Villawood Detention Centre and the court cells.
- Currently 20 inmates are employed to do internal departmental packaging. They also package airline headsets and components for a blinds company.
- Inmates also maintain the gardens within the MRRC and undertake general cleaning.

The MRRC was chosen as the 'CSI Institution of the Year' in 2002. Its Laundry Unit was voted 'Business Unit of the Year' in 2002 and 2005.

3.6.4 Education

The Department's Adult Education and Vocational Training Institute (AEVTI) provides a broad range of nationally accredited education and vocational training programs to inmates in NSW correctional centres. AEVTI staff conduct literacy and numeracy assessments to address deficiencies. Scheduled classes taught at the MRRC include literacy, numeracy, art, and computer skills. Teachers linked with TAFE offer accredited courses through industries.

Inmates may also undertake distance education through the Open Training and Education Network (OTEN) of TAFE NSW. Distance education is supervised by the teaching staff and inmates transferred to the MRRC are able to continue courses already in progress.

3.6.5 Alcohol and Drug Detoxification Services

The importance of providing inmates with alcohol and drug detoxification (AOD) services is highlighted by the fact that over 80 per cent of NSW inmates have a history of drug or alcohol related problems (NSWDCS Annual Report 2001/2002). AOD counsellors have been at the MRRC since the centre opened in 1997.

As part of an ongoing initiative, counsellors present 'health survival tips' to ensure all inmates receive appropriate advice and knowledge to maintain a safe and healthy lifestyle during custody. AOD counsellors work closely with Justice Health Registered Nurses to ensure

inmates are housed and managed safely while undergoing detoxification. They also liaise closely with all staff members involved in the assessment process until the inmate is stable. In addition, they write reports regarding intervention options when requested by Magistrates, Judges or the State Parole Authority.

3.6.6 Welfare

Provision of reliable and constantly available welfare services to meet the demands of the MRRC's large remand population has been central to good custodial management at the centre. Welfare officers play a major role in ensuring the safe transition of inmates into and out of custody by establishing contact with inmates' families, the community and other government and non-government agencies.

Welfare officers also play a principal role in inmate screening and induction and in managing issues affecting the well-being of inmates. They are available to assist with issues such as those relating to inmates' family, health, pets, property and banking. They also liaise with many other external agencies including the Department of Community Services, Housing, State Debt Recovery, the Salvation Army and an extensive range of accommodation services.

3.6.7 Other Services and Facilities

Inmate Property. Inmates are allowed to retain some personal property to maintain their sense of identity and dignity while in custody.

The management of inmate property is a challenge given the high volume of inmate movements through the centre. The MRRC is the only correctional centre in the state where non-custodial staff work along with custodial staff in the inmate property unit.

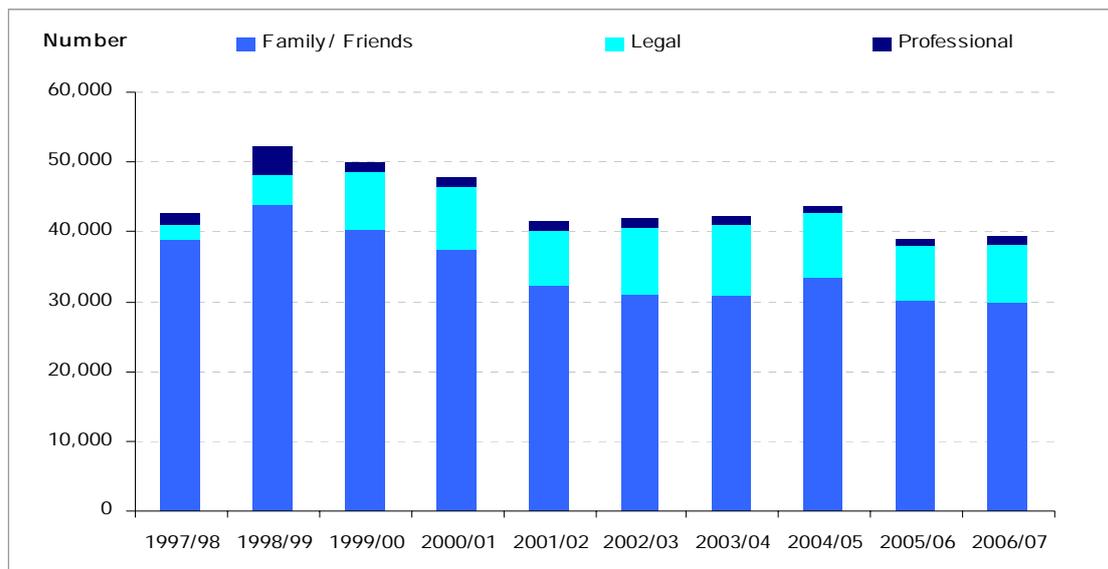
Visits Processing. The MRRC is the first NSW correctional centre to establish and implement visits processing via a bookings telephone line and a front line processing area. This booking line also services the other centres within the Silverwater Correctional Complex.

The MRRC provides longer visiting hours than other NSW correctional centres. Visits to inmates are allowed from 8:30 am up to 6:30 pm on weekdays and up to 3:30 pm on weekends and Public Holidays. Iris imaging and biometric identification

technology is used for processing visitors to the centre. X-ray machines have also been installed to enhance searching and screening procedures.

As detailed in Table 13 and Figure 12, there have been 440,471 visits at the MRRC in the last ten years or an average of 120 visits per day. Majority of these visits were made by inmates' family and friends (on average 34,813 per year). Legal visits averaged 7,651 per year while visits from professionals (police officers, immigration officials, Prison Aid Association Officers, probation and parole officers, religious) averaged 1,583 per year. Over the last ten years, each inmate at the MRRC received on average 41 visits from family and friends per year. This rate is much higher than that for NSW overall (average of 25 to 27 visits per inmate per year).

Figure 12: Trends in the number of inmate visits by category of visitor (1997/98 to 2006/07)



Source: CRES Database

Video conferencing suites. The Department has set up a video conferencing network connecting different correctional centres to the courts and to regional centres. Four video conferencing suites are currently operating at the MRRC. These are linked to nearly every court in NSW, to some major interstate courts (e.g., Coroners Courts), and to Legal Aid centres. Around 25 to 30 per cent of court attendances are facilitated by video link with approximately 800 inmates using the video links per month (Personal Interview 2007). The use of video links has reduced security and other risks associated with external inmate movements. The reduced need to transport inmates for court attendance has resulted in significant financial savings and has minimized disruptions to inmates and to the centre in general.

Chaplaincy. Chaplains provide pastoral care, counselling and general support to inmates and their families. Chaplains working in correctional centres are employed by their respective churches and are accredited by the NSWDCS Commissioner.

Chaplaincy services have been provided at the MRRC since it opened. At present, four chaplains from the Catholic, Anglican, Uniting and Salvation Army churches are assigned at the centre. There is also a growing number of visiting chaplains from other Christian denominations and faith traditions (e.g., Seventh Day Adventist, Maronite and Orthodox Christians, Buddhists, Jews, and Muslims). Together they care for the spiritual

and moral well-being of the MRRC community.

About a hundred inmates attend formal worship and prayer services at the centre every week.

Administrative Services. Staff at the MRRC service the administrative needs of the entire Silverwater Correctional Complex. Shared services are provided by the following units:

- The Finance Unit manages inmates' funds through the trust accounting payroll system (TAPS). They also undertake purchases for the entire complex.
- The Records Unit maintains inmate records and undertakes the data entry of court results, including appeals and bails.
- The MRRC Warehouse provides supplies for the entire complex.

3.7 Other operational matters

3.7.1 Classification and Placement

An integral component of the MRRC's core business is the classification and placement of a high volume of inmates constantly flowing through the centre. This is undertaken jointly by officers from the centre and the Department's Inmate Classification and Case Management Branch.

3.7.2 Management

A participatory management style operates within the MRRC. Regular staff meetings are held to encourage

the different units to be involved in communication sharing and the management process. Given the centre's geographic layout and the diversity of its inmates, each area is managed independently in the day-to-day operation of the centre. However, ultimately the MRRC functions as a single unit at the close of business with each area linking in with the other. (Personal Interview 2007)

4. Discussion

The foregoing analysis of trends in population characteristics and key indicators reflecting the first ten years of the MRRC's operations has revealed that from 1997/98 to 2006/07:

- The MRRC held on average 856 inmates per day, or a tenth of the state's daily average inmate population. The daily average population at the centre increased by 15.8 percent in the last ten years.
- The MRRC received almost half of all new receptions in NSW, majority of who were remand inmates.
- There is a huge volume of inmate traffic through the centre with inmate movements averaging 38,393 per year or around 3,199 inmate movements per month.

The results suggest that the MRRC performed strongly against key indicators in its first ten years of operations.

- The centre's rate of deaths in custody decreased by an

average of 10 per cent per year, despite the 1.6 per cent annual increase in its daily average inmate population.

- There has only been one escape from within the centre (i.e., involving a breach of maximum security) since it opened.
- The incidence of serious self-harm decreased dramatically (by 71.7%) from 1998/99 to 2006/07.
- The total number of assaults recorded between 1999/00 and 2006/07 has been halved, with the rate of inmate-to-inmate assaults continuing on a downward trend.

The centre's performance is particularly impressive when measured against developments in corrections in NSW during the ten-year period. For instance, there has been a steady increase in the state's inmate population, growing by five per cent per year. In addition, the state's remand population has more than doubled in the last ten years, increasing yearly by 11.6 per cent. The MRRC has endeavoured to meet the demands of this growing remand population by providing accommodation for around 40 per cent of all remand inmates in NSW.

The MRRC staff have adopted a whole-of-centre approach to self-harm and suicide prevention reducing significantly these incidents. The fact that no deaths have occurred in the centre in the last two financial years provides concrete evidence of the critical contribution of the RAIT and MHSU teams in improving the management of inmates with mental health issues. This can be regarded as the MRRC's most important

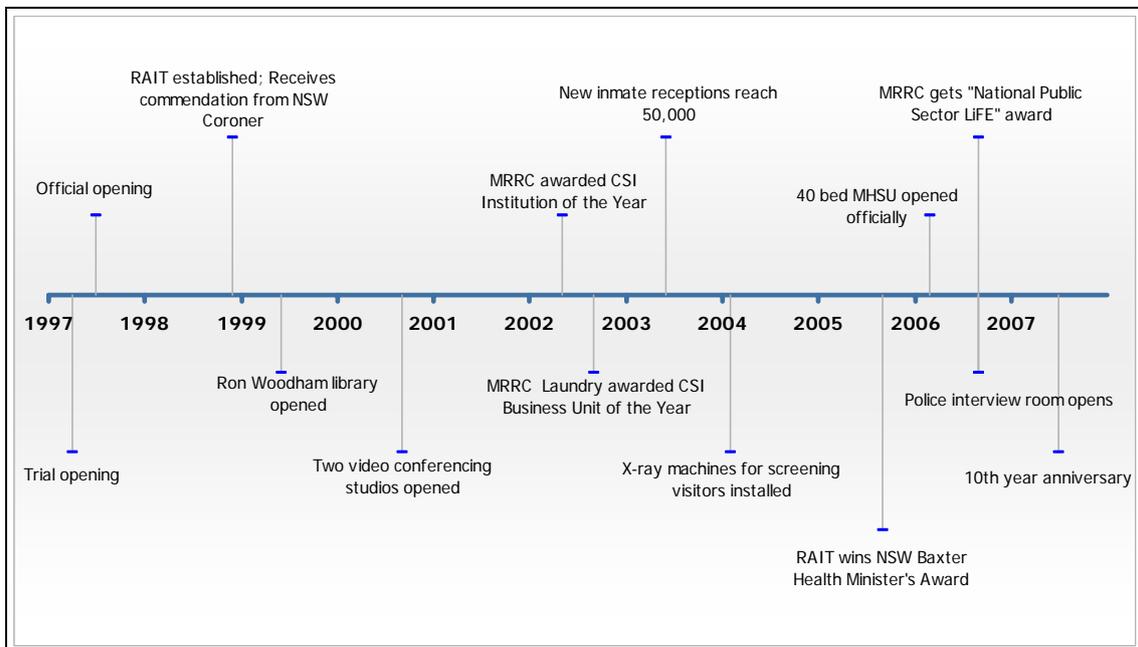
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achievement in its first ten years of operations (see Figure 13 for other achievements). It also shows the continuing efforts and commitment of all staff to ensure that inmates are managed in a safe, secure and humane environment.

As the MRRC enters into a new decade of operations, staff at the centre will continue to face the daily

task of managing the huge volume of inmate traffic through the centre. They also have to attend to the needs of a growing remand population and the large number of 'at risk' inmates. There is also the challenge of continuing to improve performance against key indicators. Based on the results of this review, the MRRC appears ready and able to take on these challenges.

Figure 13: Significant milestones at the MRRC (1997 to 2007)



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- Jan Hall, MRRC Client Services Manager
- Kerri Trafford, MRRC A/Manager for Offender Services & Programs

Appendices

Table 1: Daily average inmate population for MRRC and NSW
(1996/97 to 2006/07)

Financial Year	Daily average inmate population at MRRC	Percentage change in MRRC average from previous year	Proportion of NSW inmate population at MRRC	Daily average inmate population in all NSW centres ^(a)	Percentage change in NSW average from previous year
1996/97	62	n/a	1.0	6314	n/a
1997/98	777	1153	12.3	6342	0.4
1998/99	879	13.1	12.9	6835	7.8
1999/00	885	0.7	12.2	7272	6.4
2000/01	877	-0.9	11.7	7490	3.0
2001/02	836	-4.7	10.7	7788	4.0
2002/03	848	1.4	10.6	7984	2.5
2003/04	872	2.8	10.4	8367	4.8
2004/05	879	0.8	9.8	8927	6.7
2005/06	830	-5.6	9.1	9101	2.0
2006/07	900	8.4	9.5	9468	4.0

Source: Table 2 (Daily average inmate population at each correctional centre) in *Statistical Supplements to NSWDCS Annual Reports (1996/97 to 2006/07)*

Note: The daily average population for NSW includes male and female inmates under full-time detention in gazetted correctional centres. This figure also includes those in transitional centres and court cells but not in periodic detention centres.

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**Table 2: Number of new receptions at MRRC and NSW
(1997/98 to 2006/07)**

Financial Year	Total Receptions for MRRC	Total Receptions for all NSW centres	MRRC's percentage share of all new receptions in all NSW centres
1997/98	6,218	15,584	39.9
1998/99	8,599	16,631	51.7
1999/00	9,353	17,438	53.6
2000/01	9,247	16,877	54.8
2001/02	8,637	16,738	51.6
2002/03	7,353	16,277	45.2
2003/04	7,985	15,462	51.6
2004/05	6,726	15,999	42.0
2005/06	6,158	16,008	38.5
2006/07	6,177	14,813	41.0
Ten Year Total	76,453	161,827	
Annual Average	7,645	16,183	47.0

Source: Data on MRRC receptions extracted from OIMS; Data on NSW Receptions based on Table 12 of Statistical Supplement to 2005/06 NSWDCS Annual Report (p. 17)

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**Table 3: Number of MRRC inmate temporary moves, transfers and discharges
(1997/98 to 2006/07)**

Financial Year	Temporary Move to courts, etc.	Transfer to other DCS facilities	Discharge	Total
1997/98	18,838	9,045	2,178	30,061
1998/99	20,128	12,122	2,454	34,704
1999/00	19,811	12,547	2,628	34,986
2000/01	19,415	13,665	2,260	35,340
2001/02	19,743	11,552	2,284	33,579
2002/03	19,184	10,847	2,075	32,106
2003/04	18,035	9,872	2,080	29,987
2004/05	16,858	8,653	1,669	27,180
2005/06	15,603	7,344	1,722	24,669
2006/07	15,497	7,626	1,738	24,861
Ten Year Total	183,112	103,273	21,088	307,473
Annual Average	18,311	10,327	2,109	30,747

Source: Data extracted from OIMS

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Table 4: MRRC inmate population characteristics (1997 to 2007)

Factors	CENSUS YEAR										
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Total Number	120	875	892	886	856	858	865	880	873	874	926
	%	%	%	%	%	%	%	%	%	%	%
Aboriginal/Torres Strait Islander	8.3	12.6	11.5	14.1	13.3	12.5	13.2	12.6	13.4	14.8	14.7
Age Group											
17 to 24	35.8	29.7	27.8	27.5	30.6	31.9	27.5	25.2	22.3	25.5	23.7
25 to 34	41.7	37.6	42.7	40.6	41.1	40.6	40.8	37.7	40.4	39.2	37.9
35 to 44	15.8	20.3	17.8	21.0	18.0	19.9	20.7	23.3	25.0	23.8	26.9
45 and over	6.7	12.3	11.7	10.8	10.3	7.6	11.0	13.8	12.3	11.4	11.6
Marital Status											
Never Married	52.5	39.8	56.1	55.4	58.3	54.1	57.7	53.4	50.4	61.2	55.4
Married/Defacto	25.8	24.9	32.2	31.2	33.9	27.3	29.1	32.6	28.5	29.7	26.8
Separated or Widowed	10.0	7.9	7.2	7.2	6.2	4.3	6.6	6.0	6.0	6.6	5.2
Unknown	11.7	27.4	4.6	6.2	1.6	14.3	6.6	8.0	15.1	2.4	12.6
Country of birth											
Australia	58.3	60.6	60.9	61.4	63.6	58.4	59.0	59.7	58.4	66.1	58.3
Overseas	30.0	32.8	32.6	29.3	24.6	28.3	26.3	30.8	24.3	27.6	22.7
Unknown	11.7	6.6	6.5	9.4	11.9	13.3	14.8	9.5	17.3	6.2	19.0
English speaking status of country of birth											
Australian	58.3	60.6	60.9	61.4	63.6	58.4	59.0	59.7	58.4	66.1	58.3
NESB	26.7	28.8	25.1	22.6	20.0	22.0	22.0	23.4	18.9	21.7	16.8
ESB	3.3	4.0	7.5	6.7	4.6	6.3	4.3	7.4	5.4	5.9	5.8
Unknown	11.7	6.6	6.5	9.4	11.9	13.3	14.8	9.5	17.3	6.2	19.0

Source: Based on data extracted from the NSW Inmate Census (1997 to 2007)

Note: 2007 figures are preliminary.

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Table 5: MRRC population distribution by prior history of imprisonment, category of most serious offence and legal status (1997 to 2007)

Factors	CENSUS YEAR										
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Total Number	120	875	892	886	856	858	865	880	873	874	926
	%	%	%	%	%	%	%	%	%	%	%
Prior history of imprisonment under sentence											
With prior history	80.8	65.6	57.5	53.4	53.0	54.8	52.8	51.6	49.9	50.3	52.6
None	19.2	34.4	42.5	46.6	47.0	45.2	47.2	48.4	50.1	49.7	47.4
Most Serious Offence											
<i>Offences against the Person</i>											
Homicide	0.0	10.5	8.9	9.3	11.4	9.4	9.0	7.6	10.2	10.0	9.5
Assault	10.8	17.6	14.0	16.6	17.2	20.5	23.5	21.9	20.6	25.5	27.4
Sexual Offence	3.3	6.7	4.8	3.4	3.3	1.9	4.0	5.0	6.1	4.9	5.1
Robbery	9.2	15.9	14.2	13.4	14.8	13.5	14.6	8.9	8.8	13.3	9.4
<i>Property & other offences</i>											
Theft	41.7	25.4	22.4	21.2	25.4	23.1	22.9	21.5	22.2	19.3	23.8
Order	25.8	15.8	11.9	11.9	10.3	11.3	7.2	11.6	10.9	9.8	9.8
Drug	0.0	3.8	11.9	14.9	10.4	13.4	12.8	14.4	14.1	10.5	9.9
Driving & Other	9.2	4.3	11.9	9.4	7.2	6.9	6.0	9.1	7.1	6.6	5.1
Legal Status											
Remand	2.5	73.4	70.7	75.3	76.6	68.5	79.0	68.6	68.6	72.3	72.7
Sentenced	97.5	26.6	29.3	24.7	23.4	31.5	21.0	31.4	31.4	27.7	27.3

Source: Based on data extracted from the NSW Inmate Census (1997 to 2007)

Note: 2007 figures are preliminary.

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**Table 6: Distribution of remand and sentenced inmates at MRRC and NSW
(1997 to 2007)**

Census Year	MRRC			NSW		
	Remand (%)	Sentenced (%)	Total Number	Remand (%)	Sentenced (%)	Total Number
1997	2.5	97.5	120	15.5	84.5	6,411
1998	73.4	26.6	875	13.5	86.5	7,810
1999	70.8	29.2	892	15.6	84.4	8,382
2000	75.2	24.7	886	17.3	82.7	8,532
2001	76.7	23.3	856	18.2	81.8	8,780
2002	68.5	31.4	858	18.4	81.6	8,676
2003	78.9	21.0	865	20.3	79.7	8,796
2004	68.6	31.4	880	19.8	80.2	9,240
2005	68.6	31.4	873	20.2	79.8	9,803
2006	72.3	27.7	874	21.5	78.5	9,775
2007	72.7	27.3	926	22.2	77.8	10,249
Annual Average						
(from 1998)	72.6	27.4	878.5	18.7	81.3	9,004

Source: Based on NSW Inmate Census Data (1997-2007)

Note: 2007 figures are preliminary.

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**Table 7: Number and proportion of remand inmates at MRRC and NSW
(1997 to 2007)**

Census Year	MRRC		NSW		Remand Inmates at MRRC	
	Number of Remand Inmates	Percentage of total MRRC Population	Number of Remand Inmates	Percentage of total NSW Population	As a percentage of all male remand inmates in NSW	As a percentage of all remand inmates in NSW
1997	3	2.5	992	15.5	0.3	0.3
1998	642	73.4	1055	13.5	65.4	60.9
1999	631	70.8	1308	15.6	52.4	48.2
2000	667	75.2	1478	17.3	49.1	45.1
2001	656	76.7	1595	18.2	45.1	41.1
2002	588	68.5	1597	18.4	40.4	36.8
2003	683	78.9	1787	20.3	41.6	38.2
2004	604	68.6	1827	19.8	36.1	33.1
2005	599	68.6	1977	20.2	33.4	30.3
2006	632	72.3	2100	21.5	33.2	30.1
2007	673	72.7	2278	22.2	29.5	32.6
Annual Average						
(from 1998)	638	72.6	1700	18.7	42.6	39.6

Source: Based on NSW Inmate Census Data (1997-2007)

Note: 2007 figures are preliminary.

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**Table 8: Number and rate of deaths^(a) in custody for MRRC and NSW
(1997/98 to 2006/07)**

Financial Year	MRRC			NSW		
	Number	Daily Average Population	Death Rate per 100 inmates ^(b)	Number ^(c)	Daily Average Population ^(d)	Death Rate
1997/98	8	777	1.03	29	6342	0.46
1998/99	8	879	0.91	26	6835	0.38
1999/00	6	885	0.68	23	7272	0.32
2000/01	1	877	0.11	20	7490	0.27
2001/02	3	836	0.36	16	7788	0.21
2002/03	1	848	0.12	18	7984	0.23
2003/04	2	872	0.23	14	8367	0.17
2004/05	3	879	0.34	17	8927	0.19
2005/06	0	830	0.00	10	9101	0.11
2006/07	0	900	0.00	24	9468	0.25

Source: Eyland, S. (17 August 2007) Deaths in Custody Report, NSW Department of Corrective Services (Unpublished).

Notes:

- (a) This includes all deaths whether from natural or apparent unnatural causes.
- (b) The death rate is calculated as the number of deaths divided by the average daily population multiplied by 100.
- (c) This refers to the number of deaths that occurred in a correctional institution only (excludes court complexes and home detention).
- (d) Daily Average Population figures for NSW were taken from Table 2 in Statistical Supplements to NSWDCS Annual Reports (1996/97 to 2006/07).

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**Table 9: Number and rate of escapes in custody for MRRC and NSW
(1997/98 to 2006/07)**

Financial Year	MRRC			NSW		
	Number ^(a)	Daily Average Population	Escape Rate ^(b)	Number	Daily Average Population ^(c)	Escape Rate
1997/98	0	777	0.4	101	6342	1.5
1998/99	1 ^(d)	879	0.1	79	6835	1.1
1999/00	0	885	0.0	69	7272	0.9
2000/01	1	877	0.1	70	7490	0.9
2001/02	0	836	0.0	79	7788	1.0
2002/03	0	848	0.0	31	7984	0.4
2003/04	0	872	0.0	22	8367	0.3
2004/05	1	879	0.1	32	8927	0.3
2005/06	1	830	0.1	27	9101	0.3
2006/07	0	900	0.0	10	9468	0.1

Source: Eyland, S. (17 August 2007) Escapes Report, NSW Department of Corrective Services (Unpublished).

Notes:

- (a) Number includes escapes from full-time custody (including correctional centres, transitional centres and court complexes) and periodic detention centres.
- (b) The escape rate is calculated by dividing the number of escapes for the year by the average prisoner population for the year and multiplying by 100.
- (c) Daily Average Population figures for NSW were taken from Table 2 in Statistical Supplements to NSWDCS Annual Reports (1996/97 to 2006/07).
- (d) This is the only escape from within the correctional centre. All other escapes occurred while the inmates were being transferred to the courts or escorted to the hospital.

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Table 10: Percentage of inmate assaults at MRRC by category
(1999/00 to 2006/07)

Category	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07
	%	%	%	%	%	%	%	%
Assaults on other inmates	92.8	91.8	91.0	90.4	86.2	87.7	85.4	92.7
Serious	2.0	2.1	4.1	2.3	5.2	3.9	0.0	0.3
Assault (minor)	72.1	60.1	47.1	60.1	47.4	51.3	45.2	60.6
Other assaults	18.8	29.5	39.8	28.0	33.6	32.5	40.2	31.9
Assaults on staff	7.2	8.2	9.0	9.6	13.8	12.3	14.6	7.3
Serious	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Assault (minor)	3.9	4.4	2.8	5.7	6.2	7.5	6.8	3.5
Other assaults	3.3	3.8	6.2	4.0	7.6	4.8	7.8	3.8
Total Number of Assaults	613	765	533	353	289	228	219	317

Source: CRES database

Notes:

- (a) Figures in categories are only estimates based on averages for other years.
- (b) The counting rules for recording number of assaults were standardised across Australia in 1999. Thus, data on assaults collected by the NSWDCS prior to this change in counting rules have been excluded here to avoid confusion.

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**Table 11: Rate of inmate-to-inmate assault by category at MRRC and NSW
(1999/00 to 2006/07)**

Financial Year	Serious		Minor	
	MRRC	NSW	MRRC	NSW
1999/00	1.36	0.82	49.94	24.02
2000/01	1.82	0.93	52.45	22.56
2001/02	2.63	1.05	30.02	16.43
2002/03	0.94	0.63	25.00	16.59
2003/04	1.72	0.76	15.71	13.57
2004/05	1.02	0.75	13.31	11.88
2005/06	0.00	0.36	11.93	14.97
2006/07	0.11	0.49	21.33	13.26

Source: CRES Database and NSWDCS Annual Reports

Note: Rates are full-year equivalents expressed as assaults per 100 inmates. This is calculated by dividing the number of assaults by the average daily population, then multiplying by 100.

**Table 12: Rate of inmate-to-officer assault by category at MRRC and NSW
(1999/00 to 2006/07)**

Financial Year	Serious		Minor	
	MRRC	NSW	MRRC	NSW
1999/00	0.0	0.03	2.71	1.93
2000/01	0.0	0.00	3.88	1.85
2001/02	0.0	0.04	1.79	1.44
2002/03	0.0	0.00	2.36	1.19
2003/04	0.0	0.00	2.06	1.16
2004/05	0.0	0.00	1.93	1.13
2005/06	0.0	0.00	1.81	0.69
2006/07	0.0	0.01	1.22	0.71

Source: CRES Database and NSWDCS Annual Reports

Note: Rates are full-year equivalents expressed as assaults per 100 inmates. This is calculated by dividing the number of assaults by the average daily population, then multiplying by 100.

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Table 13: Number of inmate visits by category (1997/98 to 2006/07)

Financial Year	Family/Friends	Legal	Professional	Total Visits	Average No. of Family Visits per Inmate	Average Total Visits per Inmate
1997/98	38,779	2,180	1,691	42,650	49.9	54.9
1998/99	43,881	4,369	4,013	52,263	49.9	59.5
1999/00	40,424	8,171	1,411	50,006	45.7	56.5
2000/01	37,550	9,010	1,304	47,864	42.8	54.6
2001/02	32,191	7,780	1,479	41,450	38.5	49.6
2002/03	31,107	9,362	1,604	42,073	36.7	49.6
2003/04	30,825	10,236	1,072	42,133	35.3	48.3
2004/05	33,527	9,092	1,027	43,646	38.1	49.7
2005/06	30,026	7,917	1,008	38,951	36.2	46.9
2006/07	29,822	8,394	1,219	39,435	33.1	43.8
Ten Year Total	348,132	76,511	15,828	440,471		
Annual Average	34,813	7,651	1,583	44,047		

Source: Data extracted from OIMS

Note: Numbers refer to frequency of visits and not the number of visitors.

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Table 14: Senior Officials at MRRC

Inclusive Dates	Name	Position
Sept 1996 to Oct 1997	Allan Chisholm	Operations Manager
Nov 1996 to Aug 1998	John Dunthorne	General Manager
Oct 1997 to Jan 2002	Brian Kelly	Operations Manager
Oct 1998 to July 2000	Ken Kellar	General Manager
Oct 2000 to Mar 2003	Don Rodgers	Commander, Metropolitan Remand Facilities
Jan 2002 to Sept 2002	Stuart Campbell	Operations Manager
Sept 2002 to Nov 2004	Tony Kelly	Operations Manager
Nov 2004 to July 2005	Ronald (Darby) Dewson	Operations Manager
July 2005 to Present	Ronald (Darby) Dewson	General Manager

Source: Personal Interview (August 2007).



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