



# 2025 FOLLOW-UP INSPECTION OF HAKEA PRISON

# 162

JUNE 2025

*Independent oversight  
that contributes to a more  
accountable public sector*



OFFICE OF THE INSPECTOR  
OF CUSTODIAL SERVICES

*The Inspector of Custodial Services and staff acknowledge Aboriginal and Torres Strait Islander people as the Traditional Custodians of this country, and their continuing connection to land, waters, and community throughout Australia. We pay our respects to them and their cultures, and to Elders, be they past or present.*

## Artwork Acknowledgement

*Marcia McGuire – Kolbang ‘Going Forward’ (2025)*

Format: Digital illustration (cover uses elements)

The artwork *Kolbang* – meaning ‘going forward’ – depicts the positive impacts the Office of the Inspector of Custodial Services has on the custodial estate in Western Australia.

The artwork embodies traditional knowledge passed on from Marcia McGuire’s families of the Whadjuk, Ballardong, Yued Noongar and Badimia Yamatji Aboriginal People.



## 2025 Follow-up Inspection of Hakea Prison

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## Inspector's Overview

### *Hakea Prison is symptomatic of a prison system in crisis*

This is our second report on Hakea Prison in the past 13 months detailing the unacceptable conditions we have seen there.

Following our May 2024 inspection of Hakea, I was so concerned about conditions throughout the prison that I issued the Director General of the Department of Justice with a Show Cause Notice under Section 33A of the *Inspector of Custodial Services Act 2003*. I subsequently referred the Notice to the Minister for Corrective Services. The Notice outlined the basis for my concerns that the men in Hakea were at that time being held in conditions that denied them their basic rights and entitlements as set out in various national and international human rights standards. My advice and recommendation to the Minister was that the problems were so significant that a system level intervention was required.

Since then, we have published the full report from that inspection, providing greater detail around the conditions we observed in May 2024 and the basis for the Show Cause Notice (refer to Report 158 published in April 2025). Subsequently, we have maintained close monitoring of conditions in Hakea and this report provides a contemporary update.

Although conditions have improved slightly, they remain entirely unacceptable. There have been some system and local level improvements, such as increased prison officer recruitment, and the establishment of the Hakea Safer Custody Taskforce comprising senior staff from within the Department, but these are not to the scale required. And despite this, men at Hakea are still being held in conditions that do not meet the basic level of decent treatment required under national and international human rights and standards.

There is limited evidence available to me to show that the significant system level reform and change needed is likely to be achieved. I do not doubt the desire for improvement from those responsible for Hakea, be they in strategic leadership within the Department, in operational leadership in the prison, or the many staff who work there every day. But the problem is much bigger than Hakea. The conditions we are seeing in Hakea are symptomatic of a bigger problem that is impacting every prison in Western Australia.

At the time of writing this overview, seven prisons were over their designated population capacity (Bandyup 115%, Broome 126%, Casuarina 103%, Greenough 108%, Hakea 101%, Pardelup 111%, and West Kimberley 115%) and a further eight were over 95% capacity (Acacia 99.9%, Albany 95%, Boronia 96%, Bunbury 98%, Karnet 98%, Melaleuca 99%, Wandoo 99%, and Wooroloo 99.6%). That leaves only Roebourne at 67% – due to one accommodation unit being closed while the air conditioning is installed – and Eastern Goldfields at 91%.

At the same time 337 men and 34 women are in 'alternative sleeping arrangements', which means they are on a mattress on the floor because a bed was not available for them.

In the first weeks of June 2025 there were all-time record prisoner populations recorded – 7,632 men on 3 June; 920 women on 9 June; and a new total of 8,545 on 3 June.

Simply put, the prison system is full and there is no spare capacity for more prisoners. Likewise, there is no infrastructure capacity available should the need arise in response to a major incident.

All of this has a negative impact on every aspect of prison operations, including staffing levels and staff wellbeing, right through to services and supports for prisoners. These pressures come at an enormous cost to the wellbeing of prisoners and the staff who go to work in prisons every day.

We have highlighted these issues time and time again, whether it be: staff shortages; poor living conditions; inadequate infrastructure; overwhelmed health and mental health services; stretched rehabilitation and reintegration services; lack of employment and recreation opportunities, and the ability to connect with family.

We have yet to see any major reforms that address capacity issues, such as: diversion initiatives to reduce the number of people being sent to prison; or increased rehabilitation services designed to reduce return to prison rates; or major infrastructure upgrades to cope with the expanding population.

This report, while acknowledging some improvement, once again highlights many of these issues and concerns. Perhaps the most important recommendation in this report is Recommendation 1.

#### ***Recommendation 1***

*The Government should undertake a formal inquiry into the operations of Hakea Prison to identify solutions that will restore the rights of prisoners, implement a normal daily routine at the prison, and create a safe working environment for staff.*

The Department's response to a draft of this report only 'noted' this recommendation, advising they could not respond as the recommendation was directed to the Government.

The *Inspector of Custodial Services Act 2003* (the Act) requires that I provide a copy of this report to the Speaker of the Legislative Assembly and the President of the Legislative Council for safe keeping (see Section 34). The Act also requires that I send a copy to the Minister, who may prepare a response to the report (see Section 24(b)). By the time this report is published I will have done both.

The response to this recommendation now rests with the Minister and Government.

## **ACKNOWLEDGEMENTS**

We had two Independent Prison Visitors for Hakea at the time of our inspection. They are community volunteers appointed by the Minister for Corrective Services, who attended Hakea on a regular basis observing the operations of the prison and providing an opportunity for the men placed there to raise issues and complaints that informs the work of our office. Throughout the year they have continued to advocate strongly for improvements in conditions for the men held there. I acknowledge the importance of the work undertaken and thank them for their contribution to our ongoing monitoring of Hakea.

I also acknowledge the support and cooperation we received throughout the inspection from the Superintendent and staff at Hakea and from key personnel in the Department.

The men living in Hakea who took the time to speak with us and share their perspectives also deserve our acknowledgement and thanks. They also deserve community understanding and support, given the ongoing conditions they must endure as set out in this report.

Finally, I would like to thank the members of the inspection team for their expertise and hard work throughout the inspection. I would also particularly acknowledge and thank Ryan Quinn as principal drafter of this report, and Jim Bryden for his ongoing monitoring of conditions within the prison.

Eamon Ryan  
**Inspector of Custodial Services**

16 June 2025

# Executive Summary

## Key Findings

### The Hakea Safer Custody Taskforce has helped address the Inspector's Show Cause Notice

The Hakea Safer Custody Taskforce (HSCTF) was established in August 2024 to address serious concerns about prisoner safety at Hakea Prison, following a Show Cause Notice from the Inspector. While the taskforce has implemented several operational improvements – such as staffing agreements, hygiene measures, and suicide prevention training – these efforts have not led to meaningful improvements in prison conditions. Issues like overcrowding, limited access to basic hygiene, mental health services, and recreation persist, with ongoing human rights concerns. Without urgent, systemic reform – including potentially unconventional solutions – the situation at Hakea remains dangerously unstable.

### Out-of-cell-hours remain low impacting prisoner wellbeing

Despite a slight improvement in average out-of-cell hours at Hakea Prison – from 5.3 hours in August 2024 to 6.7 hours by February 2025 – prisoners remain confined for unacceptably long periods, often in overcrowded conditions, with limited access to fresh air and meaningful recreation. Lockdowns, largely driven by staffing shortages, remain frequent, with restrictive regimes still widely used. These conditions have contributed to persistently high rates of self-harm and strained mental health support systems, including overburdened crisis care units and understaffed clinical services. While peer support programs and Aboriginal visitor services offer some relief, the overall environment remains detrimental to prisoner wellbeing and fails to meet international human rights standards.

### Population pressures have resulted in overcrowding and triple-bunking

Hakea Prison continues to face severe overcrowding, with its population regularly exceeding official capacity. This has led to widespread triple-bunking, where up to 80 men sleep on mattresses on cell floors near toilets, creating cramped, unhygienic, and undignified conditions. Lockdowns remain frequent due to staffing shortages, further limiting access to basic needs like showers, hygiene products, and fresh air. Access to clean clothing, bedding, and hygiene essentials at Hakea Prison remains critically inadequate. These conditions have caused frustration among staff and management. A more strategic, system-wide approach is urgently needed to manage population pressures and restore humane living conditions.

### Contact with family is extremely challenging

Prisoners at Hakea continue to face significant barriers in maintaining contact with the outside world, with limited access to phones and frequent cancellations of social visits due to ongoing staffing shortages. Short unlock periods force prisoners to choose between essential activities like showering, recreation, or calling family, while limited phone availability and delays in approving contact numbers further restrict communication. Social visits have declined sharply, with only 42% of booked sessions going ahead as at February 2025. These failures undermine prisoners' emotional wellbeing and breach their fundamental rights to family and community connection.

### New initiatives were attempting to address Hakea's staffing challenges

Hakea Prison continues to face critical staffing challenges, with high numbers of staff on leave or workers compensation and only a modest net gain in full-time positions over the past year. Despite new incentives like special allowances and double-time pay, and the introduction of casual staff pools, staffing remains insufficient to meet the demands of the growing prison population. Tensions between management and the union have also persisted, with disagreements over safety, staffing levels, and operational strategies contributing to a conservative approach that relies heavily on lockdowns. Although some innovative measures have been introduced, sustained collaboration and systemic reform are needed to improve conditions for both staff and prisoners.



## List of Recommendations

Recommendation	Page	DOJ Response
<b>Recommendation 1</b> The Government should undertake a formal inquiry into the operations of Hakea Prison to identify solutions that will restore the rights of prisoners, implement a normal daily routine at the prison, and create a safe working environment for staff.	2	Noted
<b>Recommendation 2</b> Ensure all prisoners at Hakea have access to at least one hour of exercise in the open air each day, weather permitting.	5	Supported in Principle
<b>Recommendation 3</b> The Department should establish a high-level committee to strategically manage capacity pressures in custodial facilities across the estate, with authority to determine contentious prisoner movements.	9	Supported – Current Practice / Project
<b>Recommendation 4</b> Ensure all showers are in working order and prisoners have access to a daily shower.	10	Supported in Principle
<b>Recommendation 5</b> Ensure all prisoners at Hakea have adequate access to clean clothes.	12	Supported in Principle
<b>Recommendation 6</b> To ensure compliance with the <i>Prison Regulations 1982</i> , increase access to in-person and e-visit social visits.	14	Supported in Principle

## Background

In May 2024 the Office of the Inspector of Custodial Services (the Office) undertook an announced inspection of Hakea Prison. The inspection coincided with the three yearly inspection requirements set out in the *Inspector of Custodial Services Act 2003* (the Act).

The findings of that inspection raised significant concern that:

- a) there was a serious risk to the safety, care or welfare of prisoners being held at Hakea; and
- b) prisoners were being subjected to cruel, inhuman, or degrading treatment.

The Inspector subsequently issued the Director General of the Department of Justice (the Department) a Show Cause Notice in accordance with Section 33A of the Act. The Department's response acknowledged the Inspector's concerns and outlined a suite of initiatives to address the issues raised. The Inspector subsequently referred the matter to the Minister for Corrective Services, noting that, despite the Department's commitments, the situation was unlikely to improve in the immediate short-term.

Since this time, the Office has continued to monitor the conditions at Hakea through regular visits to the facility and by analysing data on key indicators, such as out-of-cell-hours and rates of self-harm. Concerned that conditions had not significantly improved, an unannounced night visit and an announced day visit, with a large team of staff, was conducted in February and March 2025 to further assess conditions and the impacts of ongoing staffing shortages. The findings of those visits confirmed that, despite the efforts of the Department since the last inspection, Hakea continues to operate in a state of crisis.

Given the seriousness of the ongoing situation at Hakea, the Inspector formed the view that it was in the public interest to publish a follow-up inspection report to increase transparency on the conditions being experienced at the facility.

As such, this report was prepared based on the findings of the recent unannounced night visit, the announced day visit, and ongoing data monitoring. It is focussed on re-assessing the conditions for prisoners at Hakea in March 2025 and the efforts made by the Department to address concerns raised in the Show Cause Notice.



# HAKEA PRISON

## FACT PAGE

### ROLE OF FACILITY

Hakea Prison is a maximum-security facility that serves as the main remand, receipt, and assessment centre for male prisoners in the Perth metropolitan region.

### HISTORY

Hakea Prison incorporates the former Canning Vale Prison and the CW Campbell Remand Centre. Canning Vale Prison was originally opened in 1982, with the capacity to hold 248 prisoners.

When the CW Campbell Remand Centre was built, it had capacity to hold 150 remand prisoners. Over the years both sites were upgraded and expanded and in November 2000, the two adjacent centres were merged to become Hakea Prison.

Following the 2024 inspection, the Inspector issued a Show Cause Notice due to concern prisoners were being treated in a cruel and inhumane way.

#### OFFICIAL CAPACITY

1,203

#### PRISONERS AT TIME OF INSPECTION

1,200

as at 6 March 2025

#### PRISONERS SLEEPING ON THE FLOOR

79



Hakea is located on Noongar Whadjuk land in Canning Vale, 28 kilometres south of Perth.



#### INSPECTION DATE

20 February & 6 March 2025



# 1 The Hakea Safer Custody Taskforce has helped address the Inspector's Show Cause Notice

To help address concerns raised in the Inspector's Show Cause Notice, the Department established the Hakea Safer Custody Taskforce (HSCTF). The taskforce commenced in August 2024 to 'shape and drive short, medium, and long-term strategies to improve prisoner safety and address identified challenges' (OICS, 2025, p. 46). The HSCTF is chaired by the Deputy Commissioner of Adult Male Prisons and involves senior departmental officials from various business areas, capable of influencing change. Despite this, there has been little improvement in conditions at Hakea.

## 1.1 The HSCTF has progressed various initiatives

Since its inception, the HSCTF has given focus to key issues impacting the operation of Hakea Prison, enabled the exploration of new opportunities, and the progression of various initiatives. The Department highlighted the following key achievements arising from the work of the HSCTF:

- Negotiation of a new Staffing Level Agreement (SLA)
- Establishment of a pool of former prisoner officers to undertake hospital sits
- Establishment of a pool of medical staff
- Expansion of Hakea's pest control program and increase cell inspections to monitor hygiene levels
- Establishment of an overtime budget for mental health and psychological health staff
- Installation of additional closed-circuit-television (CCTV) in high-risk areas
- Additional Gatekeeper (suicide prevention) training for staff (OICS, 2025).

Additionally, the HSCTF has progressed a range of other issues in response to critical incidents, the surge in population, and concerns identified in our inspection report (OICS, 2025). Accordingly, the establishment of the HSCTF has proven itself to be somewhat beneficial.

However, much of the progress achieved by the HSCTF are low-level, operational matters that should not require the attention of a taskforce. Further, it is of concern that the Department only felt the need to direct such resources to Hakea after this Office issued a Show Cause Notice, when the conditions had been deteriorating for some time prior to our inspection in May 2024.

## 1.2 Conditions at Hakea remain extremely concerning

Notwithstanding the operational outcomes achieved to date, the HSCTF has not led to material improvements in the conditions for prisoners and staff at Hakea since our inspection in May 2024. For example, and as noted throughout this report:

- Daily staffing shortages remain high, and tensions continue to exist between management and union representatives
- Use of restrictive adaptive routines and lockdowns remain high, resulting in significant time locked in cell
- Access to fresh air and recreation remains low
- Access to meaningful activities, other than employment in essential services, remains low

- Rates of self-harm and attempted suicide remain high, but access to mental health and psychological support services remains challenging
- There have been two further apparent unnatural (suicide) deaths in custody since our May inspection
- Prisoners claim they cannot access sufficient clean clothing
- Prisoners claim they cannot access daily showers
- Population pressures continue to result in cells being triple-bunked, with men sleeping on mattresses on the floor in proximity to the cell toilet
- Access to visits continues to be restricted or reduced.

As such, we continue to raise concern that the human rights of people being held at Hakea – most of whom are yet to be convicted of the crimes they are charged with – are being breached.

However, given the complexity of the challenge faced at Hakea, the HSCTF by itself is not likely capable of implementing changes that can have an immediate and tangible impact on conditions. In the interim, without a considered course correction, the risk of a serious disturbance, or further deaths in custody, remains unjustifiably high.

The Government needs to urgently examine this situation and identify solutions that can restore the rights of prisoners, implement a normal daily routine at the prison, and create a safe working environment for staff. This should include considering what may be perceived as unorthodox or atypical solutions, for instance:

- Using more diversion programs or alternatives to custody to decrease the number of non-violent people being sent to Hakea (or prison in general)
- Examining reforms to bail laws that may prevent people from being placed in custody because they cannot afford bail for minor offences
- Release prisoners early in accordance with the *Prisons Act 1981* (WA)
- Identifying and utilising alternative places of detention
- Constructing ‘rapid build’ custodial facilities, such as the Hunter Correctional Facility in New South Wales
- Consider privatising, wholly or in part, operations of the state’s primary remand facility for adult males.

It should be noted that we are not advocating for any particular option, this is simply to illustrate the need for thinking outside of traditional paradigms of finding more beds.

We cannot let the conditions at Hakea become normalised as similar staffing and population pressures begin to impact other prisons across the custodial estate.

#### **Recommendation 1**

The Government should undertake a formal inquiry into the operations of Hakea Prison to identify solutions that will restore the rights of prisoners, implement a normal daily routine at the prison, and create a safe working environment for staff.

## 2 Out-of-cell-hours remain low impacting prisoner wellbeing

Time out of cell remains unacceptably low for prisoners placed at Hakea. In May 2024, at the time of our previous inspection, the average time out of cell for prisoners in units 1 – 10 and the CCU had declined to 5.7 hours per day. Since that time, the average dropped to 5.3 hours in August 2024 before beginning to increase again. By February 2025, the average was sitting at 6.7 hours per day. It is important to note that, despite this increase, most time out of cell is still restricted to the wings within the unit. Access to fresh air and outside recreation remains very low [see section 2.1].



Photo 1: Prisoners are regularly locked behind grilles and restricted to their wings.

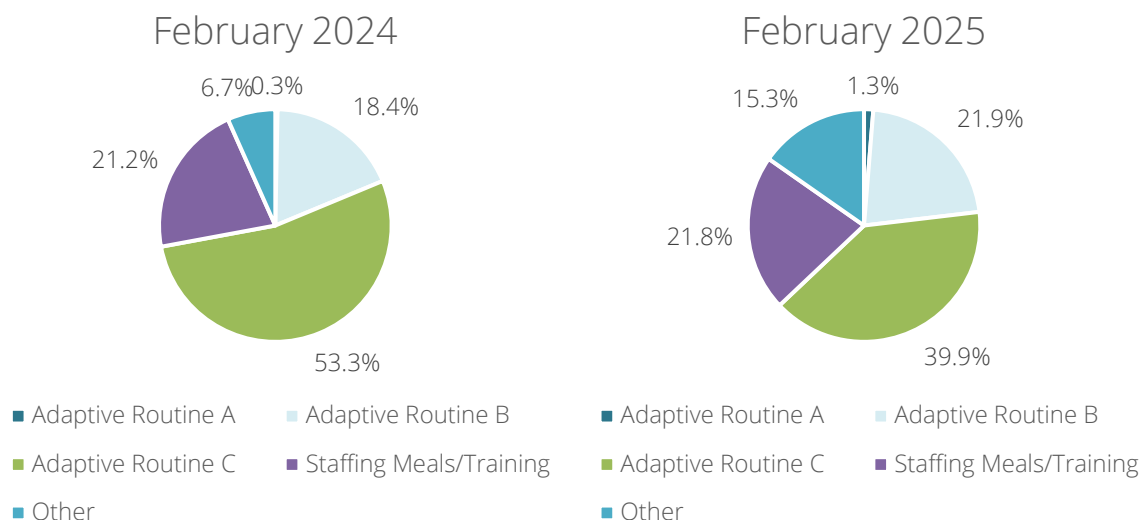
Time out of cell also differs in each unit. Unit 9 has consistently recorded some of the lowest out-of-cell-hour records for Hakea. During 2024, prisoners placed in Unit 9 received on average 4.4 hours out of cell each day, in comparison to the average of 6.2 hours recorded across the site. Time out of cell in the unit dropped to a low average of 3.4 hours in August 2024, before beginning to increase again. In February 2025, it averaged 5.2 hours in comparison to the average of 9.5 hours recorded in Unit 6.



Figure 1: The average out of cell hours per prisoner, per month, in Unit 9 has started to increase.



The gradual increase in time out of cell reflects a reduction in the number of restrictive regimes recorded. In February 2024, there were 1,603 lockdowns recorded and 72% of these were for adaptive routines due to staffing shortages. More than half of lockdowns recorded were to implement a routine 'C' regime, which is the most restrictive [refer to Appendix E]. In comparison, in February 2025, there were 1,477 lockdowns recorded and 63% of these related to an adaptive routine. The use of routine 'C' declined from 53% (February 2024) to 40% (February 2025) of all lockdowns. While this decrease is positive, we remain concerned that nearly two thirds of all lockdowns at Hakea relate to the implementation of an adaptive routine, most often due to staffing shortages. At the time of our follow-up inspection, the prison was operating on a routine 'B'.



**Figure 2: The use of adaptive routines decreased slightly in February 2025, when compared to the year prior.**

Both prisoners and staff raised concerns regarding the extent of lockdowns experienced on-site. Some prisoners claimed when they first arrived, they were kept in the cell for four days straight without being unlocked. Others claimed they were regularly locked down for up to 20 hours a day. Many felt the conditions were worsening rather than improving. Regardless, prisoners continue to be confined in often-overcrowded cells for prolonged and unacceptable periods. Not enough has been done to rectify this situation.

## 2.1 Prisoners are unable to regularly access fresh air or recreation outside of the unit

Lockdowns continue to prevent prisoners from regularly accessing fresh air and recreation outside of the units. In May 2024, we found that adaptive routines had significantly restricted prisoner movements limiting the availability of exercise in unit yards, and access to organised recreation, the oval and the library (OICS, 2025).

The situation in February 2025 was largely unchanged, though a few prisoners reported some minor improvements. While access to organised recreation or the oval was restricted, prisoners noted there had been an increase in access to unit yards and courts. This aligns with the reduction in the use of the more restrictive adaptive routine 'C'.

The *Nelson Mandela Rules* requires all prisoners to have access to at least one hour of exercise in the open air each day, weather permitting (UNODC, 2015). Hakea is not meeting this human right on a consistent basis.

### Recommendation 2

Ensure all prisoners at Hakea have access to at least one hour of exercise in the open air each day, weather permitting.



Photo 2: Outside recreation remains low and when available remains limited to court-based activities such as walking.

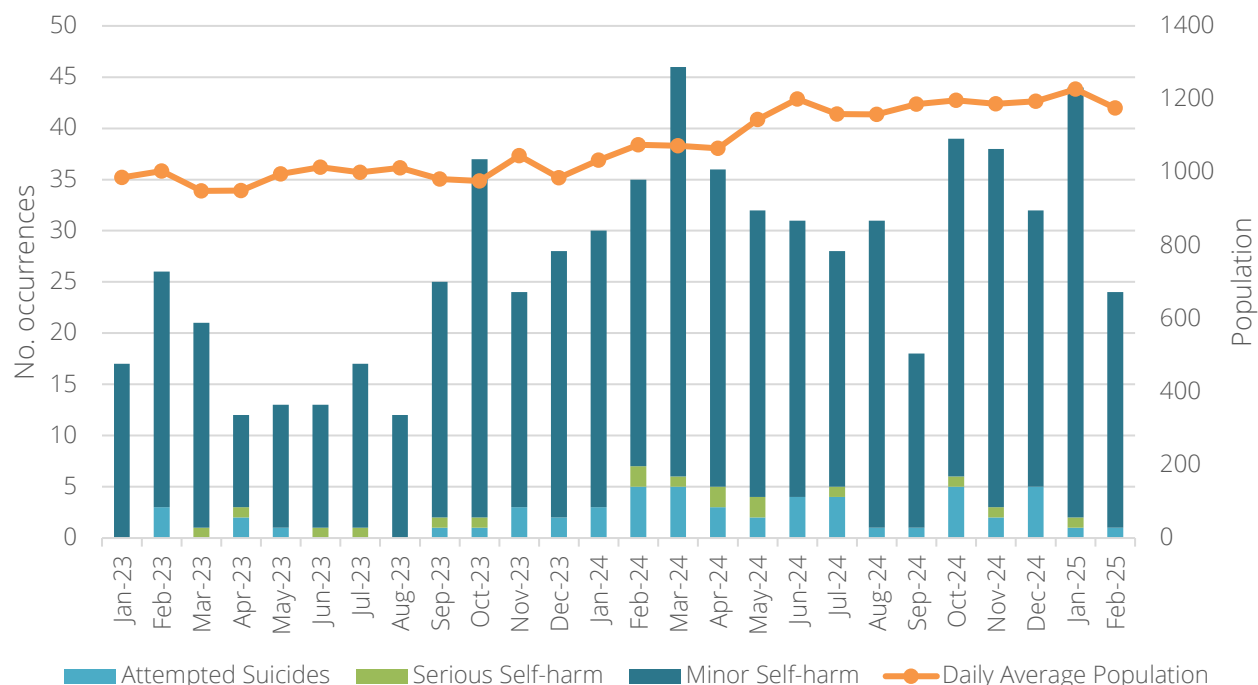
## 2.2 Rates of self-harm remain high as support systems continue to be strained

We remain concerned that the conditions at Hakea are impacting the mental health of prisoners. Previously we reported Hakea had experienced a disproportionate increase in attempted suicides and self-harm incidents in the first quarter of 2024 as lockdowns worsened. While these behaviours declined slightly throughout the rest of the year, they remained high in comparison to 2023. Continued use of lockdowns and overcrowding have seen this trend continue into the start of 2025. This was causing concern for Hakea's management team.

This deterioration in mental health was also placing at-risk processes under considerable strain. At the time of our visit, there were 73 prisoners at Hakea being monitored on the at-risk monitoring system (ARMS). This represented 40% of all ARMS cases across the adult custodial estate in Western Australia on that day. Staff felt lockdowns were causing an increase in threats of self-harm, which



subsequently increased the number of people required to be monitored. The ongoing staffing shortages were also making it difficult for staff to maintain the required monitoring of these people, particularly during night shifts when staffing numbers were low. Some staff felt this meant prisoners were staying on ARMS for longer, as assessments of prisoners and their current risk to self could not be completed.



**Figure 3: Self-harm and attempted suicides remain high at Hakea.**

Contributing to the strain on ARMS processes was the shortage in crisis care accommodation and safe cells. The Crisis Care Unit (CCU) is the first preference for housing prisoners at-risk of self-harm but is often at capacity housing vulnerable prisoners, those requiring medical observations, and those arriving late the day before who are yet to be risk-assessed. There are two ligature-minimised ‘safe’ cells in Unit 6 that are also available for use, and an additional eight safe cells that have been constructed but not yet operationalised. Staff advised there had been instances where they have been so full, they have had to conduct additional Prisoner Risk Assessment Group (PRAG) meetings to help clear people from safe cells so they can put others in them. They have also doubled-up safe cells, where considered safe to do so. Operational pressures to relocate individuals from safe cells must never be allowed to compromise the clinical judgment or best practices in managing those at risk of self-harm.

Access to counselling and mental health services were also strained. Half of clinical mental health positions were vacant, and a previously full-time psychiatrist now only visits twice a week. This meant prisoners with enduring chronic mental illnesses are not likely to receive the care they need as resources are triaged for urgent matters. Similarly, counsellors cannot meet the demand for their services and need to prioritise work tasks, such as conducting safe cell assessments. Some prisoners told us they had been waiting six months to see a counsellor.

Positively, both staff and prisoners acknowledged the contribution of the prisoner peer support team and the Prison Support Officers (PSOs). At the time of our visit, there were several peer support workers across the site helping men in place of more formal support services, such as counsellors. Increasing the number of peer workers could help ensure that each wing in a unit has support available. The PSOs were also active across the prison and provided training and guidance to the peer support team. Workers from the Aboriginal Visitors Scheme were also present at Hakea, offering support and conducting welfare checks on behalf of concerned family members. The benefit of these support services cannot be underestimated.

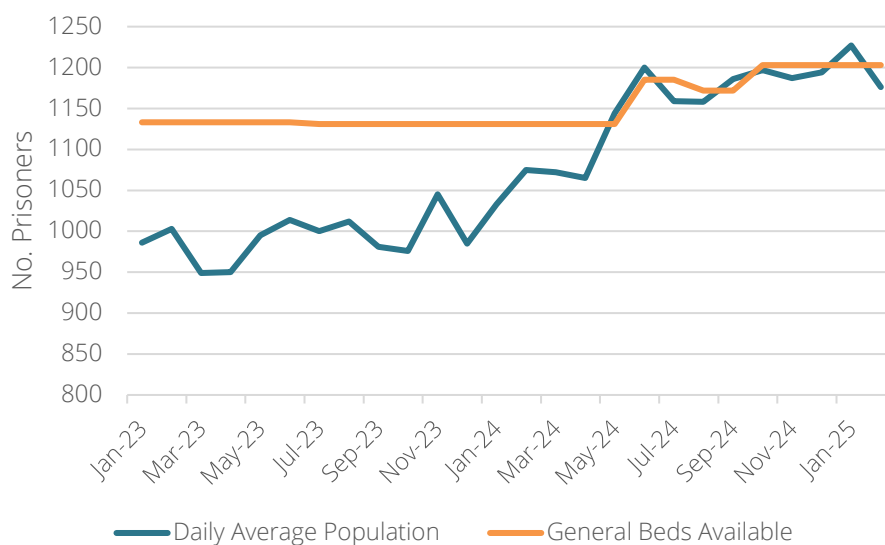


#### **SUGGESTION**

Increase the number of peer support workers across the site to ensure each wing has access to their services.

### 3 Population pressures have resulted in overcrowding and triple-bunking

Since our inspection Hakea's population has steadily increased and often exceeded its official capacity. The daily average population for Hakea ranged between 950 and 1,050 men between January 2023 and January 2024. By January 2025, the daily average at Hakea had reached a high of 1,227 as the state's incarcerated adult population reached record highs. Despite efforts to increase the availability of general-purpose beds at the site, the population has regularly exceeded available capacity.



**Figure 4: Hakea's population has regularly exceeded capacity since May 2024.**

The population pressures experienced at Hakea have resulted in the use of 'triple-bunking', contributing to an already overcrowded facility. Cells originally designed for one person, which were then 'double-bunked' a decade ago, are now (in some cases) having a third person added on a mattress on the floor, often near the in-cell toilet. On any given day over the past few months there have been up to 80 men sleeping on mattresses on the floor. To alleviate the impact of this, management have prioritised triple-bunking in the larger cells. Prisoners in a triple-bunked cell are also provided a \$10 per week compensatory payment.

We observed triple-bunked cells in several units and found them to be cramped and hot with minimal air flow. The small desk fans provided to prisoners are not effective at increasing air flow or cooling the rooms. Mattresses took up a lot of space, making cells feel crowded. They also created trip hazards when prisoners tried to access the toilet at night. The proximity of the person on the floor to the toilet diminished privacy and was unhygienic. To help with this, a towel was often used to cover the face of the person on the floor when another was using the toilet. The discomfort experienced by those in triple-bunked cells was exacerbated by the frequent lockdowns.



Photos 3 & 4: Mattresses on floors were being used to triple-bunk cells at Hakea.

The population pressures at Hakea were creating frustration among senior management. This dissatisfaction appeared to stem from a perceived lack of support from senior leaders across the Department. We were told that earlier this year an intervention was required by the Acting Commissioner for Corrective Services to relieve the pressure on Hakea by moving 50 prisoners to other facilities, following Hakea staff staging a protest when another prison refused to accept additional prisoners.

Typically, transfer decisions are made jointly between the current and receiving prison. However, at this time of record population levels, and subsequent stressors on the system, all prisons are seeking to minimise their own risks. In some cases, this might include refusing to accept transfers from other facilities. To assist in mediating this challenge, senior leaders within the Department need to take a more proactive role in strategically managing pressure points across the system. This could be achieved by the Department facilitating a high-level committee to oversee movements and capacity pressures.

### Recommendation 3

The Department should establish a high-level committee to strategically manage capacity pressures in custodial facilities across the estate, with authority to determine contentious prisoner movements.

## 3.1 Lockdowns continue to prevent access to showers

Access to daily showers continued to be a challenge for prisoners at Hakea. Several men told us lockdowns were regularly preventing access to showers, or when access was made available, prisoners were prioritising other matters such as trying to phone their family. Often there was not

enough time to do both. As a result, some men were going several days without a shower. It is wholly unacceptable that individuals in custody are denied sufficient time to access daily showers, depriving them of the basic ability to maintain personal hygiene and dignity. Kitchen workers were also concerned they were preparing food for the facility despite not being able to shower daily.

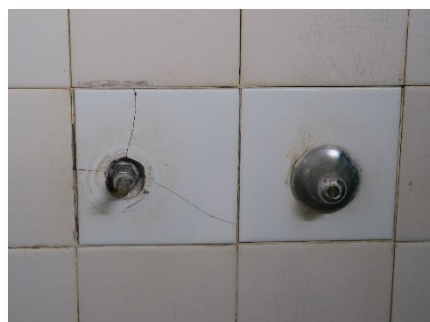
Infrastructure limitations also restricted access to showers. While some of the larger cells in Unit 5 contained an in-cell shower, most cells across Hakea did not have this luxury. Shower facilities were generally located in each wing, and therefore accessible when prisoners were unlocked from their cells. However, the showers in Unit 9 and Unit 10 were located outside of the wing grilles, further preventing access when prisoners were locked down to wings. We also observed several broken taps, grimy shower fixtures, poor water pressure, and a lack of privacy across shower facilities. In one wing of Unit 7, only one of three showers was working.



#### SUGGESTION

Consider moving the wing grilles in Unit 9 and Unit 10 to the end of the landing to improve access to shower facilities.

Maintaining personal hygiene was also difficult. Prisoners could request a razor from staff to shave, but frequent lockdowns had meant it was often not a priority for many men. We heard the razors provided were also low quality and difficult to use, and the designated shaving area was cramped and unsuitable. Prisoners also told us there was only 20 minutes for inquiries and to get items such as razors and toilet rolls. One man told us there were only three toilet rolls available that morning for the whole unit. Kitchen workers also missed out as they were at work.



Photos 5-7: Showers in Unit 7 lacked privacy and needed repair.

#### Recommendation 4

Ensure all showers are in working order and prisoners have access to a daily shower.

### 3.2 Meals continue to be served in cell creating waste and pest issues

Due to ongoing lockdowns meals continue to be regularly served through cell door hatches, creating hygiene, waste, and pest issues. Staff advised that food waste from lunch was removed at the next unlock, but dinner waste was often left in cells. Lockdowns also limited the ability for prisoners to remove waste and maintain cell cleanliness. This often resulted in food waste accumulating, which encouraged pests. Both staff and prisoners told us there were persistent issues with cockroaches in cells, particularly around sleeping areas. Eating food in crowded cells, and in close proximity to toilets, is also undignified and unhygienic.

Where prisoners were not locked in cell, they could line-up for food and eat either in the day room or in their cell. If they were locked down behind wing grilles, they would be served at the grille and either eat in their cells or in the day room if one was accessible.

The timing of meals also remains a concern. Breakfast was provided in cell around 7.00 am, and generally included a couple of packets of cereal. Staff told us lunch was then served around 10.30 am to ensure the staff lunch lockdown could occur at 11.45 am. This meant there was often only 2 – 3 hours between breakfast and lunch. Dinner was then served around 4.00 pm prior to the evening lockdown. This resulted in an unacceptable gap of over 14 hours between dinner and breakfast the following day, exacerbating the conditions of deprivation.



**Photo 8: Meals were regularly provided in cell, through door hatches.**

### 3.3 Prisoners still cannot access enough clean clothing

Access to clean clothing, underwear and bedding continues to be an issue. Prisoners across Hakea were frustrated they did not have enough clothes and could not get the right sizes. They told us they are given one pair of shorts and one shirt for the week. The laundry was described as 'irregular' and 'unpredictable' so many resorted to washing their clothes in sinks or the showers using shower gel, but ongoing lockdowns even made this difficult. One man commented that he had to attend court the week prior to our visit in his dirty prison clothes, which he felt had not left a good impression. The inability to access clean clothing directly undermines prisoners' sense of dignity and hinders their ability to maintain proper personal hygiene, particularly during the summer months when such needs are even more critical.

This issue appears to stem from insufficient stock levels rather than inefficient laundry processes. We attended the laundry and found it was generally operating well. We were informed it was not impacted by lockdowns as it was considered an essential service. Rather, we were informed Hakea was simply unable to obtain sufficient clothing stock from Casuarina, who produce the clothing in

their textiles workshop. In particular, there appeared to be a shortage in shorts, underwear, and socks. As the population across the custodial estate continues to increase, the Department may need to identify alternative supply options to fulfil the basic clothing needs of the people under its care.

Additionally, several men complained about a shortage in towels. We were told prisoners regularly use the same towel for up to a month. The laundry advised they regularly receive new towel stock, but prisoners use them for other purposes, for instance tearing them apart and use them to mop floors. We encourage Hakea management to identify and address the root cause of towel shortages to ensure men are provided with regular clean towels and sufficient cleaning materials.

#### **Recommendation 5**

Ensure all prisoners at Hakea have adequate access to clean clothes.

### **3.4 Prisoners are presenting to health staff with skin conditions and infections due to unhygienic conditions**

Health staff raised concern the unhygienic living conditions were leading to an increase in prisoners experiencing skin conditions. In particular, staff felt there had been a noticeable increase in prisoners presenting with boils and skin infections. While they could not confirm the exact cause, there was concern current conditions and lockdowns, which often prevented prisoners from showering daily, were a contributing factor. Due to limitations in the Department's health database, we could not confirm if there had been an increase in prisoners presenting with skin conditions.

However, some prisoners told us they had experienced outbreaks in conditions such as eczema, which they felt was linked to their inability to shower. Some prisoners felt wearing dirty clothing had also contributed to skin rashes. Prisoners also told us they were feeling the physical effects of not having enough have access to fresh air and sunlight.

Health staff were also concerned about infections arising because of the current conditions at Hakea. Hakea does not have an infirmary and therefore cannot provide a clinical environment to monitor prisoners on an ongoing basis. Casuarina's infirmary is limited in capacity and often unable to accept prisoners transferring across from Hakea. This means Hakea prisoners are required to be monitored in a non-clinical environment, such as a general living unit or the Crisis Care Unit, where they are subjected to lockdowns, cannot access regular clean clothing, or have a daily shower. These conditions increase the risk of infections worsening.

If it were shown that the conditions at the facility were impacting the physical health of prisoners, along similar lines to those discussed above, then it would be a matter the Department would need to take very seriously. This may be worthy of some initial exploration of the issue and an immediate response if evidence was available to support the concerns.



## 4 Contact with family is extremely challenging

Previously we reported that prisoners at Hakea were struggling to maintain contact with the outside world. As prisoners were often unlocked for short periods, they were being required to make decisions about whether they had a shower, accessed recreation, attended medical appointments, or used the phone to contact family. Unfortunately, at the time of our visit, this situation had remained unchanged. Access to in-person social visits was also difficult, with sessions regularly cancelled due to staffing shortages.

Maintaining contact with family and friends is important for prisoner social and emotional wellbeing, particularly for remand prisoners experiencing high levels of stress and uncertainty.

### 4.1 Access to phones continues to be difficult

Prisoners continued to struggle to make daily phone calls to their family. Many of the issues we raised previously were still preventing prisoners from accessing telephones (OICS, 2025). This included:

- Ongoing lockdowns, which meant prisoners generally had a very short window available to make phone calls.
- Times of unlock not coinciding with family members being home or available.
- There are generally only two phone sets per wing, limiting the number of people who can make a call when prisoners are allowed out of their cell. If a prisoner damages a phone set, this further reduces access for others.
- Staff not managing use of the phones to ensure every person has an opportunity to make a call.
- Due to short staffing, we also heard it was taking up to four weeks for telephone numbers to be added to prisoners' approved list. This meant even if they did access a phone, they could not phone their friends or family.
- Kitchen and laundry workers also often missed out, as there was insufficient time to make a call between arriving back in the unit following the completion of their shift and when they were locked down again.
- We also heard that inter-prison phone calls were not occurring regularly.

The demand for phoning friends and family was leading to frustration, bullying and violence within the units. Prisoners told us that stand-over tactics, intimidation, and fighting were common due to the demand to use phones. The lengthy wait time for phone numbers to be approved was also causing frustration, and removing an important support for prisoners recently received into custody who may be struggling.

### 4.2 Social visits are regularly cancelled

Social visits were difficult to organise and were regularly being cancelled due to staffing shortages. At the time of the previous inspection, social visits had been reduced to five days a week and no family days had occurred in the months prior (OICS, 2025). During this visit, prisoners told us that it often took months to confirm a visit, but only approximately 1-in-4 went ahead due to regular



cancellations. When they did go ahead, we were told they were often cut short due to the time it took to process each visitor.

In March 2024, Hakea's management decided to cancel social visits on two days so they could re-allocate staff to the units in an effort to increase access to external recreation. While there has been a subsequent decrease in lockdowns, prisoners are still excessively confined to their cells or wings and are rarely able to participate in external recreation. The closure of social visits on those two days appears to have also made it more difficult for prisoners to arrange visits with their family as there are fewer sessions available. One prisoner told us his family tried for eight months to book a session, before he told them to stop trying. The frustration this causes is amplified when visit sessions are cancelled at short notice due to insufficient staffing. We also heard that e-visits were regularly cancelled.

A review of data on Hakea's social visits for the prior year confirmed prisoners' frustrations. The number of social visits completed successfully has declined from approximately 989 sessions in March 2024 to 639 in February 2025. In the same period, the rate of cancellations – either by the facility or for some other reason – has increased. By February 2025, only 42% of booked social visits were successful.

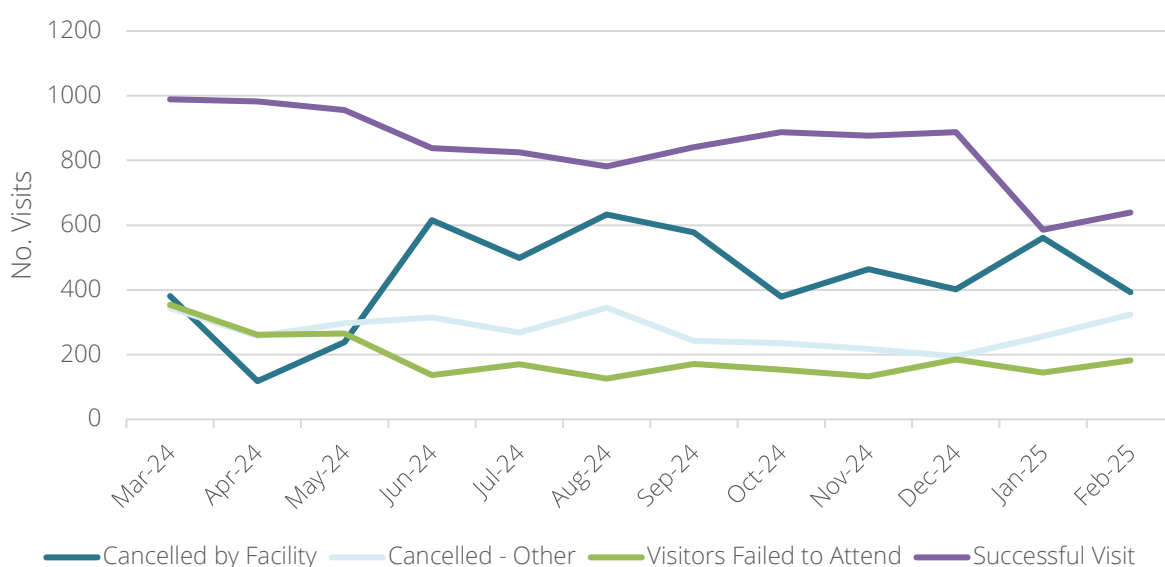


Figure 5: The number of successful social visits at Hakea has declined between March 2024 and February 2025.

Prisoners have an inherent right to maintain contact with the outside world through visits (UNODC, 2015). In Western Australia, this right is explicitly codified in the *Prison Regulations 1982*, which guarantee weekly visits for sentenced prisoners and twice-weekly visits for those on remand. Hakea is failing to meet these statutory obligations, thereby depriving individuals in its custody of their fundamental right to family and community connections.

#### Recommendation 6

To ensure compliance with the *Prison Regulations 1982*, increase access to in-person and e-visit social visits.

## 5 New initiatives were attempting to address Hakea's staffing challenges

Issues with staffing absences, vacancies and workers compensation claims have persisted at Hakea over the past year. On the day of our visit, there were 70 staff on workers compensation and a further 20 were unavailable due to different types of leave. Despite the Department's efforts to bolster staffing numbers, the prison reported a net gain of only six full-time equivalent (FTE) positions in the past year, after considering resignations, retirements, transfers, and secondments. This actual gain in numbers does not replace the loss in on-the-job experience from those that left the system or transferred off-site.

New initiatives were being considered and implemented to help address daily absences and improve conditions for prisoners. The Department is also continuing to develop and implement a recruitment strategy to focus on increasing staffing numbers across the custodial estate. Hakea management also reported some improvement in the management of return-to-work processes for those on workers compensation.

In the interim, the population continues to rise placing additional pressure on prisons such as Hakea. Without adequate staffing, Hakea simply cannot operate effectively. Managers expressed concern their staff were being exposed to unsafe practices every day, and the rate of attrition and the perceived state of the prison was described as 'disheartening'.

While it was clear there remained entrenched conflict between Hakea's management and union representatives, it was also evident that, for the most part, staff were genuinely concerned about the conditions the prisoners had to endure because of staffing shortages, with some describing it as 'inhumane'.

### 5.1 Allowances and double time used as incentives

The Department has used two different incentives over the past year to increase daily staffing numbers. Firstly, approval was granted for a temporary special allowance for officers at Hakea. From July 2024, if an officer at Hakea attended a minimum of 90% of their rostered shifts over each three-week roster period, they would be eligible for an additional \$6.50 per hour for ordinary hours worked. The special allowance commenced in July 2024, and approval was granted to extend it until May 2025. In essence, officers were being incentivised to simply complete their rostered shifts, assisting the prison to decrease unplanned absences such as personal leave.

Secondly, overtime paid as double-time was offered to Hakea officers for a two-week period between 28 January and 11 February 2025. The offer coincided with a declared emergency by the then Acting Commissioner of Corrective Services, due to population pressures. The double time reportedly provided an immediate boost to staffing numbers, assisting the prison to run the least restrictive daily routine, but still not a normal daily routine. However, we heard that by the end of the two-week period fewer staff were taking up the opportunity.

Both of these initiatives demonstrate the Department's intention to consider unorthodox solutions to the ongoing staffing challenges being experienced at Hakea. While these solutions alone will not

solve the complex staffing situation at the prison, it is positive to see the Department utilising innovative approaches.

## 5.2 Casual staff have helped fill gaps

A pool of casual custodial staff has also been created to assist with hospital sits and escorting contractors throughout the prison. The pool utilises recently retired officers rather than redeploying officers on shift. This has helped maintain minimum staffing levels at Hakea, which prevents further lockdowns and ensures essential tasks can be completed. It was hoped that casual staff could also be utilised in other areas, such as the gatehouse, but we heard the prison officers' union did not support this proposal.

At the time of our visit, there were approximately 13 retired officers in the pool. Hakea management were optimistic about the initiative but expressed some frustration with its implementation, such as the availability of casual staff at short notices.

The Hakea Safer Custody Taskforce has also helped bring together a pool of casual clinical staff to assist the health clinic as required.

## 5.3 Additional clinical resources have been funded, but are yet to be filled

In response to the previous inspection report, the Department advised it had received an additional \$3.7 million to fund a staged increase in health resources at Hakea (OICS, 2025). We were informed this had led to an increase of 15 clinical FTE across both primary and mental health, to help support the significant demand for health services across the prison (OICS, 2025A). We have heard from several prisoners that access to health services remains difficult unless the matter is urgent.

At the time of our visit, these positions had not yet been filled but were anticipated to be advertised shortly. The challenge, of course, will be in finding suitable applicants to fill these positions particularly in the mental health profession, which has proved difficult to recruit for in recent years. Nonetheless, this is a positive development and should assist in meeting the health demands of the complex cohort that are held at Hakea.

## 5.4 A new staffing level agreement was progressing

Over the past year the Department has progressed a new staffing level agreement that aims to finalise the accepted minimum custodial staffing numbers for a population of 1,201 prisoners. The agreement will see funding for an additional 80 custodial officers at the site. Hakea's management were optimistic that, if the Department were able to recruit enough officers, the new agreement would provide reasonable staffing levels for the prison. This would subsequently help reduce the use of adaptive routines and lockdowns.

A review of non-custodial public service positions was also occurring. We were informed the review focussed on the classification of current staff rather than increasing FTE, to ensure the prison had the right positions in place to fulfil the complex needs of the facility.

## 5.5 Relationships with the union continues to be fractious

It was evident through our discussions with staff that the relationship between Hakea's management and the union continued to be challenging. We have consistently reported a history of staffing conflict at the prison, and more recently noted the union's criticism of Hakea's management for requiring staff to operate in what were perceived to be unsafe conditions (OICS, 2025).

Subsequently, a conservative approach to managing staffing shortages – through lockdowns and restrictive adaptive routines – continues to be the negotiated approach between Hakea's management and the union. This is despite other facilities, such as Casuarina Prison, managing similar population pressures and staffing shortages in a manner less disruptive to the daily routine. This conservatism at Hakea was perceived by some to be driven by the union promoting a narrative of fear, and use of workplace health and safety processes to paralyse the facility and stymie innovative solutions to the current crisis. Conversely, union delegates felt the Department constantly wanted more for less and there simply were not enough staff to safely do so. Both positions appear to have merit.

Whilst we do not take a view on these complex industrial matters, it was clear during our recent visits in February and March that there had been little improvement in the management-union relationship in Hakea over the past year. Acknowledging that local relationships may ebb and flow, we are yet to see a sustained commitment to change that is likely to result in meaningful improvement. We encourage all parties to continue working in good faith to improve the conditions at Hakea for both staff and people in custody.

## Appendix A Bibliography

OICS. (2025). *Report 158: 2024 Inspection of Hakea Prison*. Perth, WA: Office of the Inspector of Custodial Services.

OICS. (2025A). *People in custody requiring crisis care*. Perth, WA: Office of the Inspector of Custodial Services.

UNODC. (2015). *The United Nations Standard Rules for the Treatment of Prisoners - The Nelson Mandela Rules*. Vienna: United Nations Office on Drugs and Crime.

## Appendix B Acronyms

Term	Expansion of Abbreviation
ARMS	At-Risk Management System
CCU	Crisis Care Unit
FTE	Full-time equivalent
HSCTF	Hakea Safer Custody Taskforce
PRAG	Prisoner Risk Assessment Group
PSO	Prison Support Officer
SLA	Staffing Level Agreement



Government of **Western Australia**  
Department of **Justice**  
Corrective **Services**

# **Response to OICS Draft Report:**

## **Follow-Up Hakea Inspection**

**May 2025**

Version 1.0

## **Response Overview**

### **Introduction**

Following the announced inspection of Hakea Prison (Hakea) in 2024, the Office of the Inspector of Custodial Services (OICS) conducted an unannounced night visit to Hakea in February 2025, and an announced day visit in March 2025, to examine what progress has been made to both the conditions at the facility and quality of life for prisoners residing within the facility.

On 5 May 2025, the Department received the draft follow-up inspection report for review, which contained six recommendations, and has provided individual responses to the recommendations below.



## Response to Recommendations

- 1 The Government should undertake a formal inquiry into the operations of Hakea Prison to identify solutions that will restore the rights of prisoners, implement a normal daily routine at the prison, and create a safe working environment for staff.**

**Level of Acceptance:** Noted  
**Responsible Division:** Corrective Services  
**Responsible Directorate:** Adult Male Prisons

### Response:

Noting this recommendation is directed to the State Government and calls for an independent inquiry into Hakea's operations, the Department is unable to respond.

In September 2025, the Department initiated a "Hakea Safer Custody Taskforce (HSCT)" which is aimed at identifying strategies to improve conditions at Hakea for both staff and prisoners in our care. The HSCT is attended by a multidisciplinary team from the Department and there have been a number of positive initiatives implemented since its inception and the HSCT will continue to work on opportunities to improve conditions.

- 2 Ensure all prisoners at Hakea have access to at least one hour of exercise in the open air each day, weather permitting.**

**Level of Acceptance:** Supported in Principle  
**Responsible Division:** Corrective Services  
**Responsible Directorate:** Adult Male Prisons

### Response:

Providing prisoners with adequate time outside remains a priority for the Department. The custodial estate continues to be faced with an unprecedented rise in prisoner population which impacts the ability to provide prisoners with consistent outside recreation while maintaining necessary security standards.

Local options to increase prisoners access to exercise have been fully implemented including:

- the suspension of social visits on Tuesdays and Thursdays in order to ensure staff are available to supervise outside recreation;
- negotiation with the Western Australian Prison Officers' Union (WAPOU) for a revised Staffing Level Agreement to safely manage the increased population; and
- the establishment of the Hakea Safer Custody Taskforce to examine all aspects of Hakea's operations and identify improvements where possible.

Back-to-back recruitment campaigns are ongoing in addition to accelerated courses for people with prior custodial experience.

Hakea, in negotiation with WAPOU, are commencing the development of a new structured day with an aim to remove Adaptive Routine C and are currently in the process of recruiting a lead to take carriage of this project.

**3 The Department should establish a high-level committee to strategically manage capacity pressures in custodial facilities across the estate, with authority to determine contentious prisoner movements.**

<b>Level of Acceptance:</b>	Supported – Current Practice / Project
<b>Responsible Division:</b>	Corrective Services
<b>Responsible Directorate:</b>	Adult Male Prisons

**Response:**

In April 2025, the Department initiated the establishment of the Adult Prisoner Population Coordination Working Group (APPCWG) to provide strategic oversight and management of the prisoner population through the development of future focused strategies relating to infrastructure, service provision and resourcing within the adult custodial estate. The APPCWG aims to ensure Corrective Services is operationally prepared to accommodate the projected prisoner population growth across Western Australia.

In addition, the Superintendent Administration has assumed ownership of the Population Management function for Corrective Services with the authority to drive initiatives and instructions in respect to prisoner movements.

Where movements are considered contentious, the Superintendent Administration has the authority to escalate decisions on movements to the APPCWG for a high-level determination.

Supported by an Assistant Superintendent and a Senior Project Officer, the Population Management function includes:

- Monitoring both Department and contractor facilitated movements statewide (e.g. inter-prison transfers, intakes from court, discharges, hospital sites etc.);
- Forecasting potential population spikes, both across the custodial estate and for individual facilities;
- Provision of prevention strategies to manage the prison population; and
- Weekly liaison with Superintendents and the Western Australia Prison Officers' Union to provide updates on prisoner movements.

All facilities provide daily briefings on their capacity, including the number of cells that are double, or triple bunked. This information is then considered to enable informed decisions to be made in respect to prisoner movements.

#### **4 Ensure all showers are in working order and prisoners have access to a daily shower.**

<b>Level of Acceptance:</b>	Supported in Principle
<b>Responsible Division:</b>	Corrective Services
<b>Responsible Directorate:</b>	Adult Male Prisons

##### **Response:**

The Department is committed to ensuring prisoners have access to daily showers, including sufficient time to maintain their personal hygiene.

Since the inspection, the Department has conducted an audit of shower facilities across all custodial facilities and raised maintenance requests to address identified issues.

Whilst damaged showers may have been identified during the onsite site-visit, Hakea has processes in place to raise maintenance requests as and when required.

#### **5 Ensure all prisoners at Hakea have adequate access to clean clothes.**

<b>Level of Acceptance:</b>	Supported in Principle
<b>Responsible Division:</b>	Corrective Services
<b>Responsible Directorate:</b>	Adult Male Prisons

##### **Response:**

Since the release of the follow-up report, Hakea has reviewed clothing supply issues and several issues have been identified that are impacting the supply of clean clothing and linens at Hakea, including:

- Clothing is frequently taken by prisoners when transferring out of Hakea to other facilities. With approximately 100 transfers occurring weekly, stock replenishment at Hakea is required much more frequently compared to other facilities; and
- Hakea's laundry cannot keep up with demand being designed for approximately 600 prisoners, well below the current average daily population for Hakea being 1,187 prisoners.

As a local action, Hakea will commence the process of auditing prisoner clothing during cell checks, both for cleanliness and to ensure prisoners do not have excessive clothing stored within their cells.

Prison Industries are aware of these issues and are actively exploring options to ensure facilities maintain sufficient stock of clothing - such as the re-issuing of used and unspoiled clothing in accordance with public health guidelines for re-using clothing materials.

It should also be noted that while clothing orders are issued by Casuarina Prison, all clothing and linen textiles are ordered via a third-party supplier and Casuarina is reliant on the timely receipt of materials from the supplier in order to fulfil orders to other facilities. Where large orders are submitted, the supplier often faces difficulty in fulfilling the orders which results in delays in meeting demand.

**6 To ensure compliance with the Prison Regulations 1982, increase access to in-person and e-visit social visits.**

<b>Level of Acceptance:</b>	Supported in Principle
<b>Responsible Division:</b>	Corrective Services
<b>Responsible Directorate:</b>	Adult Male Prisons

**Response:**

The Department acknowledges the concerns raised in relation to the provision of social visits.

Hakea are currently reviewing the social visit advanced booking timeframe of four weeks to determine whether a reduction to this timeframe, e.g. to two weeks, may provide more equitable access to social visit bookings.

In addition, Hakea have revised the social visit schedule to ensure the first session of each day are reserved for e-visits in an attempt to reduce the level of disruption visitors may experience should visits be cancelled.

The inadequacy of Hakea's visits centre infrastructure is acknowledged and will be considered as part of future infrastructure planning.

Back-to-back recruitment campaigns are ongoing in addition to accelerated courses for people with prior custodial experience.

## Appendix D Inspection Details

Previous inspection	Previous inspection report
6 – 15 May 2024	Report 158: 2024 Inspection of Hakea Prison
Activity since previous inspection	
Liaison visits to Hakea Prison	7 visits
Independent Visitor visits	5 visits
Surveys	
Prisoner survey	N/A
Staff survey (online)	N/A
Inspection team	
Inspector	Eamon Ryan
Deputy Inspector	Jane Higgins
A/Director Operations	Ryan Quinn
Principal Inspections and Research Officer	Liz George
Inspections and Research Officer	Jim Bryden
Inspections and Research Officer	Cliff Holdom
Inspections and Research Officer	Ben Shaw
Research and Review Officer	Kelly Jackson
Community Liaison Officer	Joseph Wallam
Graduate Officer	Tiana Kosovich
Student Intern	Nihal Thapa
Key dates	
Date of unannounced night visit	20 February 2025
Date of announced day visit	6 March 2025
Draft report sent to Department of Justice	5 May 2025
Draft response received from Department of Justice	10 June 2025
Declaration of prepared report	16 June 2025

## Appendix E Hakea Adaptive Routines

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### **Adaptive Routine A** – Unit is staffed by Senior Officer + 5 Officers

- All wings unlocked
- 2 x unit officers to supervise external recreation
- Unit workers may remain unlocked during external recreation periods
- Prisoners not wanting to participate in external recreation secured in cell
- Barrier management – wing grilles may be secured as required

### **Adaptive Routine B** – Unit is staffed by Senior Officer + 4 Officers

- Two wings unlocked at a time (serviced in both AM and PM), or reduction of prisoners across all wings in consultation with OIC.
- Access to recreation yards within the unit only
- The Principal Officer may deploy an additional fifth officer into the Unit to facilitate out of Unit recreation
- Barrier management – wing grilles closed may be secured as required (with exception of Unit 8, given the Unit is currently operating at approximately 50% of its original capacity – 54 beds),
- Where the unit musters return to SLA caps (e.g., west side 88), all wings will be unlocked

### **Adaptive Routine C** – Unit is staffed by Senior Officer + 3 Officers

- Reduced unlocks/movement only (e.g., workers, essential movements, etc.) as directed by OIC
- No access to unit recreation yards or external recreation locations
- If the temperature of the Unit is assessed as high, the Senior Officer in consultation with the Principal Officer, may consider lockdown of the entire unit





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