



Office of the **Director of Public Prosecutions**
for **Western Australia**

ANNUAL REPORT 2024-25



Statement of compliance

For year ended 30 June 2025

Hon Dr Tony Buti BPE DipEd MIR LLB DPhil MLA

Attorney General; Minister for Commerce; Tertiary and International Education; Multicultural Interests

In accordance with section 63 of the [Financial Management Act 2006](#), I hereby submit for your information and presentation to Parliament, the Annual Report of the Office of the Director of Public Prosecutions for Western Australia (ODPP) for the financial year ending 30 June 2025.

The Annual Report has been prepared in accordance with the provisions of the [Financial Management Act 2006](#) and section 32 of the [Director of Public Prosecutions Act 1991](#).

The financial statements comply with Australian Accounting Standards – Simplified Requirements issued by the Australian Accounting Standards Board.

Robert Owen SC

Director of Public Prosecutions

27 August 2025

Contact details

Ground Floor, 55 St Georges Terrace
PERTH WA 6000

Telephone: (08) 9425 3999

Freecall for country callers: 1800 264 144

Email: dpp@dpp.wa.gov.au

The ODPP acknowledges the traditional custodians of Western Australia and their continuing connection to the land, waters and community. We pay our respects to the people, their cultures, and to Elders past and present.

About this report

This report provides a comprehensive overview of our performance and services that we delivered over the past year. It details our activities against four strategic pillars. It also describes our functions and operations; achievements and successes; the challenges we face; and, future opportunities. It also presents the audited financial statements and key performance indicators for the year ended 30 June 2025, as well as outlines the ODPP's contribution to broader government desired outcomes and compliance with legislation and policy.

This report is consistent with the Public Sector Commission's Annual Reporting Information 2024-25 and the Department of Treasury's Illustrative Model Annual Report Tier 2 (Simplified Disclosures) Agency.

All photos in the ODPP Annual Report 2024-25 were supplied by members of our dedicated staff. Thank you for your valuable contributions.

This report can be made available in alternative formats on request.

National Relay Service TTY: 13 36 77 (to assist people with hearing and voice impairment).

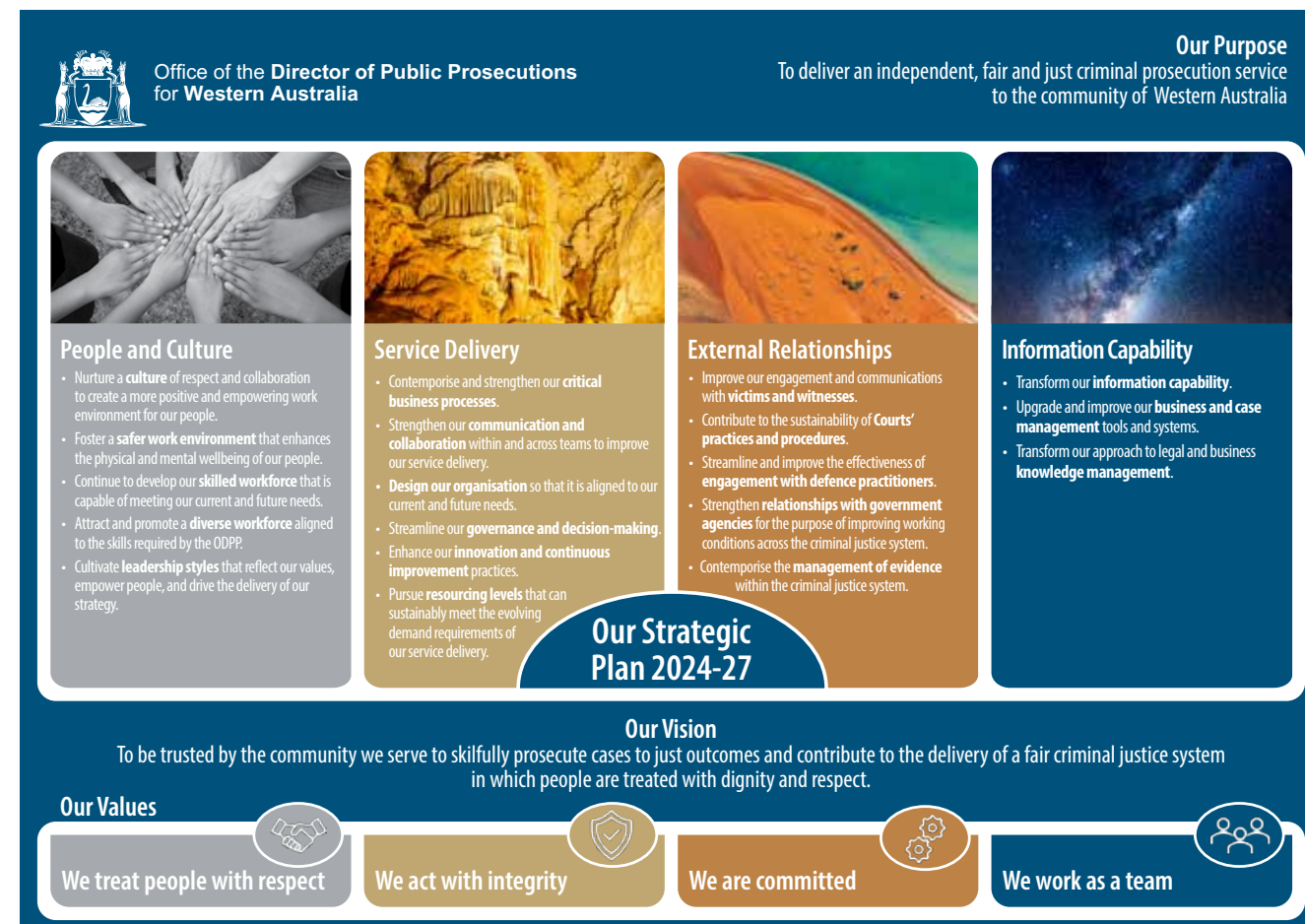
(C) 2025 Office of the Director of Public Prosecutions for Western Australia. All rights reserved. This report may be copied in whole or part provided the ODPP is acknowledged.

Contents

Overview	5
Executive Summary: From the Director	5
About the ODPP.....	6
Performance management framework.....	8
Agency Performance	9
Report on operations.....	9
People and culture.....	10
Service delivery	13
External relationships	16
Information capability	19
Significant Issues	22
Significant issues and emerging trends	22
Climate change and sustainability.....	25
Disclosures and Legal Compliance.....	26
Other statutory information.....	26
Financial Statements	35
Certification of financial statements	35
Independent Auditor's Report.....	36
Statement of comprehensive income	41
Statement of financial position	42
Statement of changes in equity	43
Statement of cash flows.....	44
Notes to the financial statements	45
Key Performance Indicators	69
Certification of key performance indicators.....	69
Key performance indicators	70
Key effectiveness indicators	72
Key efficiency indicators	76

Executive Summary: From the Director

Our [Strategic Plan 2024-27](#) drives our initiatives and defines our path forward. Our achievements for 2024-25 are themed under the four pillars and presented in the Agency Performance section.



This year has been marked by continued growth, innovation, and resilience across the ODPP. Our staff have demonstrated exceptional professionalism in navigating a complex and demanding criminal justice system delivering just outcomes that reflect our values of respect, integrity, commitment, and teamwork.

The public-facing work of our prosecutors—appearing in court and conducting trials—is a vital means by which the community observes the effective delivery of justice and gains trust in the proper functioning of our court system. However, it represents only one component of the work undertaken across the ODPP. Behind every prosecutor in court is a network of skilled operational staff, seamlessly supporting court activities by preparing briefs of evidence and electronic materials, communicating with witnesses—collectively they manage over 3,000 prosecution files at any one time.

Prosecutors and paralegals continue to carry out the demanding tasks of conducting jury trials and sentencing hearings, often in emotionally-charged circumstances involving competing priorities. Their resilience in the courtroom has been exemplary. Behind these public scenes, staff routinely show empathy and understanding when they are engaging with vulnerable complainants and witnesses. The fact that these efforts are made notwithstanding the very high file loads currently carried by staff reflects their professionalism, integrity and commitment to justice.

Our Children's Court Team continues to excel in the difficult and sensitive application of the criminal law to children. Our early resolution team ('Team 5') managed 45% of all not guilty pleas and fast-track guilty prosecutions, alleviating pressure on our busy trial teams. The Appeals Team responded to a significant increase in appeals, maintaining high standards despite growing complexity and resource demands.

The Confiscations Team achieved significant productivity gains and continue to deprive offenders of the proceeds of their criminal conduct and to act as a significant deterrent to those who would engage in serious drug related and other offending.

These achievements are underpinned by strategic initiatives from our [Strategic Plan 2024-27](#) that invest in our people and culture. This year we launched a new performance and development framework, which will promote formal and informal conversations about performance and revitalise staff development planning. We updated our recruitment procedures to ensure they remain transparent and compliant with public sector standards. We also continued to prioritise staff health through wellness programs, new psychological services and flexible work arrangements.

Our Strategic Accommodation Plan led to the successful expansion and refurbishment of workspaces, including the office space at the Perth Children's Court. We were excited to open our new mock-courtroom facility, which has two important purposes. First, it serves as an advocacy training space for our junior prosecutors, who participate in mock trial and role-playing activities as part of our advocacy development programs. Second, it is used to acclimatise witnesses in preparation for their appearance giving evidence in the courtroom, including those with vulnerabilities which make that an anxious experience. These improvements support our growing workforce and enhance service delivery. Looking ahead, we remain focused on stability, capability building, and innovation.

It is a privilege to lead an organisation that is trusted by the community to skilfully prosecute cases to just outcomes. I extend my sincere thanks to every member of the ODPP for their unwavering professionalism and dedication to justice.

Robert Owen SC
Director of Public Prosecutions

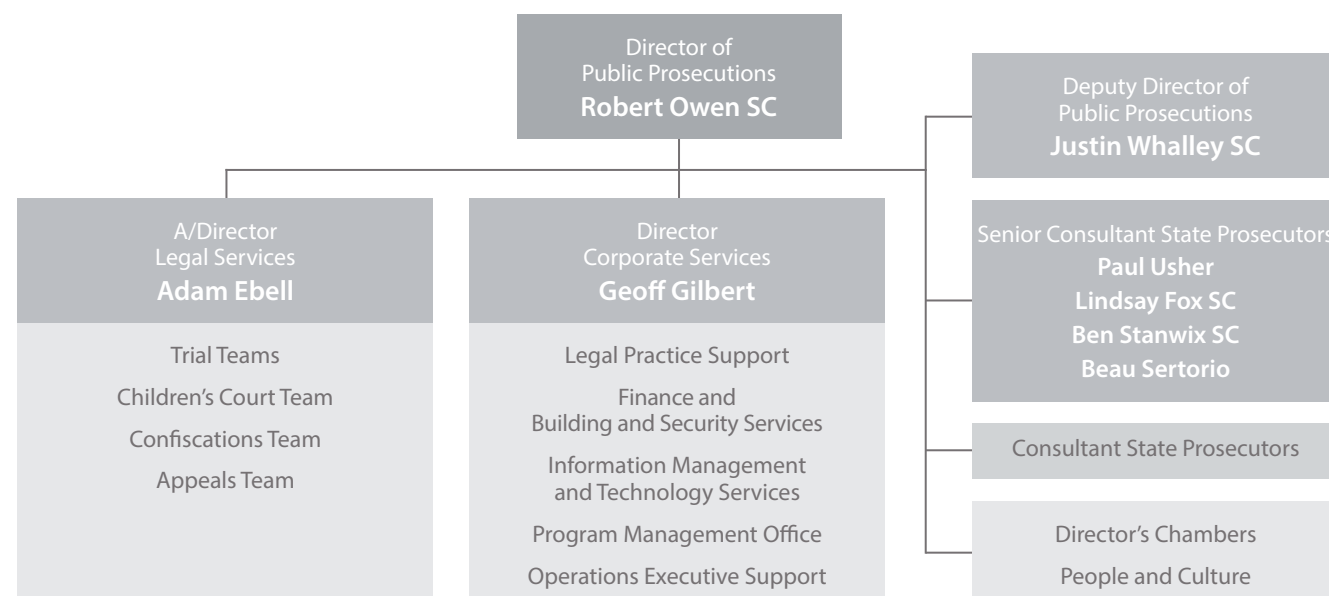
About the ODPP

The Office of the Director of Public Prosecutions (ODPP) delivers an independent, fair and just criminal prosecution service to the community of Western Australia.

Organisational structure

Responsible minister

The Hon Dr Tony Buti BPE DipEd MIR LLB DPhil MLA; Attorney General; Minister for Commerce; Tertiary and International Education; Multicultural Interests.



Senior Consultant State Prosecutors

Our most senior prosecutors, Senior Consultant State Prosecutors conduct the most complex legal matters as well as provide high level legal support and advice across the ODPP. They are also authorised to approve substantive discontinuances of whole cases and the resolution of charges.

Legal Services

Reflecting the legal work undertaken by the ODPP, our Legal Services directorate is team-based:

- Trial Teams: responsible for all prosecutions in the Supreme and District Courts throughout the State and take over prosecutions before committal in the Perth and Stirling Gardens Magistrates Courts.
- Children's Court Team: responsible for all prosecutions that come before the President of the Children's Court (wherever they are to be heard in the State) and all cases before Magistrates sitting in the Children's Court at Perth.
- Confiscations Team: manages civil litigation and other functions under the [Criminal Property Confiscation Act 2000](#) to facilitate the confiscation of property arising from criminal and unlawful activities or that is the property of a declared drug trafficker.
- Appeals Team: manages all aspects of the ODPP's appellate practice, including: all appeals brought by the State or an accused in the Court of Appeal or High Court; and, single Judge appeals from decisions in some classes of Magistrates Court cases.

Operations

The Operations directorate provides legal and administrative support to facilitate the delivery of prosecution, appeals and confiscation services for the Western Australian community. Other services provided by the directorate include financial management, information management, technology services, program management, communications, business analytics, risk management, and building and security services.

Director's Chambers

A small team in the Director's Chambers provides executive and administrative support, handles legal information requests, engages in legislative reform and policy development, and responds to ministerial, parliamentary, and media enquiries, and external complaints.

People and Culture

The People and Culture Team oversee key organisational functions across the ODPP, which include payroll, mental health and wellbeing, talent management and acquisition, and work health and safety. They also champion diversity and inclusion activities, and support initiatives aligned with individual corporate business plans as well as the ODPP's overarching [Strategic Plan 2024-27](#). In addition, the team provides support for business solutions that develop workforce capabilities, such as the learning management solution and knowledge management system.

Enabling legislation

The ODPP was established in February 1992 under the [Director of Public Prosecutions Act 1991](#).

Legislation administered

[Director of Public Prosecutions Act 1991](#).

Changes in written law

There were no changes to the [Director of Public Prosecutions Act 1991](#).

Other legislation

The following reforms introduced in 2024-25 are relevant to the ODPP's work.

Firearms Act 2024

On 31 March 2025, the [Firearms Act 1973](#) was repealed and replaced, overhauling the regulation of firearms in Western Australia.

Extensive changes were made to the firearms offences, including by the introduction of new offences, increased maximum penalties and by providing for some offences which were formerly prosecuted only in the Magistrates Court to be prosecuted on indictment in the superior courts.

Nazi symbol and gesture offences

On 1 March 2025, [The Criminal Code](#) was amended to criminalise the display of Nazi symbols and making Nazi gestures. The new offences have a maximum penalty on indictment of 5 years' imprisonment.

Mandatory electronic monitoring

The [Family Violence Legislation Reform Act 2024](#) made changes at bail and sentencing to mandate the imposition of electronic monitoring for family violence offences. The ODPP appears on these matters in the Supreme and District Courts of Western Australia.

Harming law enforcement animals

On 15 July 2024, new indictable offences were created for killing or harming law enforcement animals.

Assaults on retail workers

On 1 July 2024, a new indictable offence of assaulting a retail worker was introduced into [The Criminal Code](#) (WA). The ODPP conducted prosecutions of this new offence in the District Court in 2024-25.



Performance management framework

Our outcome-based management framework defined:

The ODPP contributed to the Government goal:
Safe, Strong and Fair Communities: Supporting our local and regional communities to thrive.

Desired outcome against Government goal:
To deliver an independent, fair and just criminal prosecution service to the community of Western Australia.

Service 1: Criminal Prosecutions

Key effectiveness indicators

- **Early advice to Court on charges: Indictment filed within three months of committal.**
Percentage of new cases committed to the Supreme and District Courts where an indictment is filed within 90 days of the date of committal.
- **Establishing a case to answer.**
Percentage of trials which proceed where the outcome is determined by a jury or Judge alone because the State was able to demonstrate a case to answer.
- **Convictions after trial.**
Percentage of trial outcomes resulting in a conviction against the accused for one or more of the charges indicted.

Key efficiency indicators

- **Cost per prosecution.**
The average cost per matter, expressed as the total cost of service of criminal prosecutions divided by the number of new indictable prosecutions received.

Service 2: Confiscation of Assets

Key effectiveness indicators

- **Application for a Declaration of Confiscations filed within four months of the Drug Trafficker Declaration.**
Percentage of trial outcomes resulting in a conviction against the accused for one or more of the charges indicted.

Key efficiency indicators

- **Ratio of cost to return.**
The total cost of service of confiscation of assets divided by the payments made to the Confiscation Proceeds Account for the same year, expressed as a percentage.

Changes to outcome-based management framework

The ODPP's outcome-based management framework did not change during 2024-25.

Shared responsibilities with other agencies

The ODPP did not share any responsibilities with other agencies in 2024-25.

Report on operations

Actual results versus budget targets

	2025 Target ⁽¹⁾ (\$000)	2025 Actual (\$000)	Variation ⁽²⁾ (\$000)
Financial targets			
Total cost of services (expense limit) (sourced from Statement of comprehensive income)	78,507	77,700	807
Net cost of services (sourced from Statement of comprehensive income)	78,457	77,572	885
Total equity (sourced from Statement of financial position)	21,944	20,730	1,214
Agreed/directed salary expense level	54,341	50,249	4,092
Agreed/directed Executive Salary Expense	1,059	908	151
Agreed borrowing limit (where applicable)	NA	NA	-

(1) As specified in the 2024-25 State Budget Papers and associated Resource Agreements where required.

(2) Further explanations are contained in the Financial Statements [Note 9.1 Explanatory statement for controlled operations](#).

	2025 Agreed limit ⁽¹⁾ (\$000)	2025 Target/ Actual (\$000)	Variation (\$000)
Working cash targets			
Agreed working cash limit (at Budget)	3,832	3,836	-4
Agreed working cash limit (at Actuals)	3,832	3,720	112

(1) As specified in the 2024-25 State Budget Papers and associated Resource Agreements where required.

Summary of key performance indicators

The following table summarises how we performed against each of our Key Performance Indicators in 2024-25. Further information is provided in the [Key Performance Indicators](#) section of this report.

Outcome 1: That the people of Western Australia are provided with a fair and just criminal prosecution service.

	Target ⁽¹⁾	Actual	Variance	Result ⁽²⁾
Key effectiveness indicators				
Early advice to Court on charges: Indictment filed within three months of committal	65%	41.4%	-23.60%	✘
Establishing a case to answer	98%	99.3%	1.30%	✓
Convictions after trial	50%	63.4%	13.40%	✓
Application for a Declaration of Confiscations filed within four months of the Drug Trafficker Declaration	20%	44.6%	24.60%	✓
Key efficiency indicators				
<i>Service 1: Criminal Prosecutions</i> Cost per prosecution	\$23,190	\$19,275	\$3,915	✓
<i>Service 2: Confiscation of Assets</i> Ratio of cost to return	21.5%	17.86%	-3.64%	✓

(1) As specified in the Budget Statements.

(2) The following symbols indicate the outcome of the key performance indicators:

- ✓ Performance target achieved or exceeded
- ✘ Performance target not achieved

People and culture

The ODPP operates in a complex and demanding environment, where supporting a knowledgeable, resilient and inclusive workforce is essential. Over the past year, we have taken steps to improve talent management, promote professional growth and facilitate operational excellence. We have implemented a range of initiatives designed to support our people and, in turn, deliver better outcomes for the community.

Attracting top talent

In a rapidly evolving legal landscape, attracting and retaining talented individuals remains a top priority. Building on the foundations from the 2023-24 financial year, we continued to make meaningful progress in our approach to talent management.

Our people are at the heart of everything we do, and we strive to stand out as an employer of choice in a competitive market. In response, we revitalised our approach to attracting new staff by refreshing job advertisements and utilising modern testing methods to gain deeper insights into candidates' strengths, capabilities and potential. We have also simplified and updated legal support job description forms, making them clearer and more accessible, and introduced two distinct recruitment streams (paralegal and administration) to better align candidate aspirations with business needs. These deliberate actions have resulted in a more contemporary, competitive and accessible recruitment process, ensuring we attract individuals who are aligned with our values and vision.

To attract a broad and diverse pool of skilled professionals, we expanded our reach through various digital platforms, strategically targeted job profiles, and continued our engagement with emerging talent at careers fairs. These actions have further strengthened our visibility among those considering a career in legal practice and built upon last reporting period's achievements in broadening our recruitment reach.

Our commitment to a supportive workplace is further reflected in our ongoing efforts to improve onboarding and induction programs. In this way, we are not just filling roles; we are building a community of professionals who are committed to making a difference.

Staff welfare remains a cornerstone of our people strategy. Our corporate wellness program, now in its third year, continued to deliver tangible health benefits through onsite checks and screenings, facilitating early detection and timely medical support for staff. In parallel, we strengthened mental health support by engaging additional psychological providers to help our workforce manage the challenges and demands they face, including exposure to vicarious trauma and court challenges.

We have promoted flexible work arrangements, allowing staff to balance their professional and personal commitments. Leadership capability has been built, and we continue to nurture an environment founded on trust and a values-driven culture. Prioritising employee engagement and supporting open communication have also been central to enhancing the sense of belonging and recognition across the organisation, ensuring our people feel valued and supported throughout their journey. These efforts align with our long-term vision of nurturing a supportive and high-performing workplace where every individual can thrive.

The ODPP remains deeply committed to building a culturally aware, supportive and engaged workforce. Recognising the importance of engaging with diverse communities, we support opportunities for staff to share their stories and represent the agency at key cultural events. Our commitment to meaningful change and continuous learning is demonstrated through staff participation in cultural events such as NAIDOC Week and the delivery of impactful training. While progress has been made, we acknowledge that our journey is not yet complete and have extended our *Innovate Reconciliation Action Plan* into 2025 to further embed these commitments.

Our ongoing focus on diversity, inclusion and wellbeing ensures that every team member feels respected, supported and able to bring their whole self to work, inspiring them to grow with us.

Growing our people

As our organisation has evolved, so too has our approach to learning and development. Our commitment to professional growth has been strengthened through a comprehensive suite of strategies designed to open doors for advancement and helping our people to thrive.

To ensure our people are equipped for future challenges, we have expanded our learning and development offerings to include more than 70 modules. These include a dedicated wellness series and a leadership program tailored for key people leaders. Further details on our training offerings and initiatives for 2024-25 are provided in the [Disclosures – Staff Development](#) section of this report. After a successful trial, our performance and development solution will launch in August 2025. This framework is designed to help staff set goals, track progress and receive feedback throughout the year, fostering a culture of continuous improvement within the ODPP.

Recognising that meaningful work and growth opportunities are fundamental to staff satisfaction, we have implemented multiple initiatives to ensure our workplace remains a destination where staff choose to stay and develop. With a focus on growth and development, we created more opportunities for staff through participation in stretch tasks, involvement in committees, shadowing colleagues and interactive workshops.

Significant progress has also been made in implementing our capability framework, which clearly sets out the key skills required for legal support roles from entry-level through to senior positions and aligns with sector-wide standards. This provides staff with a transparent roadmap for progression and continuous development.

In parallel, a structural review was also completed in our legal support areas, creating clearer pathways for progression and increasing the number of opportunities for advancement. To recognise the important contributions of our staff, we established additional senior-level positions, reflecting the value and impact of their work. All of these changes support our commitment to the long-term growth and success of our people.

Reflecting our commitment to nurturing talent, the Children's Court team continued to excel as a launchpad for prosecutorial careers. Seven of its legal staff members were promoted or appointed to higher-level acting roles within the adult trial teams, demonstrating the strength of the team as a development pathway for emerging prosecutors. Through rigorous training and ongoing support, the team provides a robust foundation for junior prosecutors, fostering growth and enabling talented individuals to progress confidently into senior roles.

The success of our staff is a testament to the strength of our development programs and the wealth of career progression opportunities within our agency for those seeking to make a meaningful impact in the justice system.



Shaping our workplace

Meeting the demands of a complex legal environment requires a skilled and adaptable workforce. This year, we placed significant focus on smart resource allocation. By investing in additional personnel for legal support, we addressed increasing workloads and raised support levels to meet the evolving demands and complexity of modern prosecution. This approach has improved staff wellbeing and strengthened our ability to adapt to changes in the justice system and technology.

We also undertook functional realignments, role redesigns and resource allocation, which included updating position descriptions and redefining responsibilities to reflect current duties in areas such as logistics, customer engagement, business security and support services. This ensures we remain agile and responsive, providing robust support to our legal teams.

To improve efficiency and cost-effectiveness, a centralised Travel Team was established to manage staff and witness travel in line with safety legislation. This resulted in improved governance, after-hours support and overall traveller satisfaction. The creation of a Brief Out Team will further streamline contract management, invoicing and procedural improvements. Additionally, the introduction of a human resources business partner model has provided greater support for members of our trial teams, offering guidance and assistance as they navigate their roles and responsibilities.

Recognising the critical importance of accurate data entry and case listings, we expanded our dedicated workforce in these areas to keep pace with growing demand. Since 2023, the team has grown from seven to eleven skilled members, enabling us to manage increasing workloads efficiently and with care. This expansion has not only improved our capacity but also highlights the essential contribution of these functions in supporting our broader mission.

To bolster our capabilities and future-proof our operations, we recruited 20 junior and graduate prosecutors in 2025. This strategic move supports succession planning and strengthens our organisational capacity. It ensures a robust, high-quality training program for the next generation of legal professionals, focused on analytical reasoning and sound case theory, thereby maintaining excellence in case management and fair prosecution outcomes.



As our agency continues to grow, so does our need for contemporary and adaptable workplaces. To anticipate both current and future needs, we developed and implemented a Strategic Accommodation Plan to support our workforce effectively. This initiative provides a blueprint for workforce growth, enabling us to secure suitable spaces for our expanding team and create safe, collaborative and purpose-built workspaces.

Our efforts led to the successful negotiation of new office leases and the refurbishment of key facilities, such as our Perth Children's Court office. Completed in September 2024, this upgrade expanded workspaces, created dedicated interview rooms and integrated video conferencing facilities. Security upgrades were also made to support both staff and those engaging with our services. These improvements ensure our staff can operate at their best in secure, modern environments.

In 2025, we smoothly relocated officers without impacting our core service delivery after securing two additional office spaces within our main tenancy. One site was swiftly occupied and tailored for agile teams, while the other was fully fitted out by June 2025. This space includes additional workstations, a mock courtroom training facility, and a public interview room with enhanced security features. Notably, the inclusion of an all-gender bathroom underscores our commitment to inclusivity for both staff and visitors. These fit-outs enable us to increase capacity while creating welcoming, modern environments that support our team.

The achievements of the past year reflect our ongoing commitment to attracting, nurturing and retaining outstanding talent. We are ensuring our agency is a place where careers are built and potential is realised, positioning us to deliver justice for our community and embrace the challenges of the future.

Service delivery

In the justice landscape, every case, every participant and every decision matters. Our teams work tirelessly to provide legal excellence with compassion, accessibility and responsiveness. By championing early resolution, adapting to diverse community needs, and overcoming challenges, we uphold the highest standards of fairness and efficiency. This dedication is central to delivering an independent, fair and just criminal prosecution service to the community of Western Australia.

Supporting justice system participants

Delivering justice is ultimately about people. This year, we made advances in making our legal processes more accessible, considerate and effective. Recognising that approximately 20 per cent of our casework occurs outside metropolitan areas, we introduced a new model that assigns dedicated, region-specific workgroups. This initiative addresses the unique challenges regional differences pose in prosecution work. By appointing regional coordinators with clear authority and accountability, we have strengthened decision-making and improved support for matters across Western Australia's vast geography. This approach has fostered more consistent practices, closer relationships with local police, support workers and the defence sector and improved early case management. As a result, we have achieved better outcomes for victims, the justice system and regional communities, by reducing the number of unnecessary trial listings.

In response to national calls for a trauma-informed approach to legal practices, we established a dedicated advisory group comprising prosecutors, paralegals and clinical psychologists. This group guides the development of training and best practice, with a particular focus on sexual offence matters. Their work aims to embed principles of cultural sensitivity, choice, collaboration, trust, empowerment and safety into every stage of the prosecution process. By doing so, we seek to reduce the risk of re-traumatisation for victims and to deliver improved, more compassionate justice.

Further supporting our commitment to innovative justice practices, therapeutic court programs have become a unique and evolving part of our work within the Children's Court. These programs are designed to redirect young people from traditional criminal justice proceedings. For example, the Drug Court Program helps young individuals change their behaviour through a focus on rehabilitation and counselling, while INROADS offers an alternative to detention by providing intensive support services and court-led case management to ensure community safety. From 1 September 2024, the Children's Court also established a dedicated CLMI Court (in response to the [Criminal Law \(Mental Impairment\) Act 2023](#)), which is specifically designed to ensure there is a tailored environment and process for young people with mental impairments who are involved in the criminal justice system. Our team contributes to the ongoing development of policies and procedures for these courts, ensuring that emerging legislative requirements and prosecution guidelines are consistently applied. Through these efforts, we are able to respond to new challenges and provide better support to young people involved in the justice system.

Through these initiatives, we demonstrate our commitment to delivering a more effective, compassionate and responsive justice system; one that meets the diverse needs of all the communities we serve.



Streamlining through early case resolution

Our legal teams play a central role in upholding justice and safeguarding the community. Over the past year, we focused on enhancing our legal practice and case management through innovation, rigorous review and a people-centred approach.

Established as a strategic initiative in 2022, our early resolution practices for adult prosecutions deliver faster and fairer justice without the delays and uncertainties of jury trials. Championing this approach is a specific team who are responsible for managing 45 per cent of all not guilty pleas and all fast-track guilty cases (work previously handled by the trial teams who manage the prosecutions of adult accused persons). Over the past three years, this team has overseen more than 4,000 cases. Their unified efforts have dramatically reduced the reliance on jury trials, as the vast majority of cases were resolved without requiring them, thereby alleviating pressure on the court system. In fact, only 29 cases proceeded to jury determination, underscoring the effectiveness of early intervention and focused case management. In 2025 alone, the team took on just over 2,000 cases and assessed around 1,800, averaging about 150 decisions per month, underscoring their efficiency and supporting their sustained focus on early resolution.

Significant innovation has also occurred across the Office's early resolution practices in the Children's Court. In 2024-25, 650 individual case submissions, which often involve multiple charges and complex offending, were proactively considered prior to trial listing. These efforts led to a reduction in listed trials and shorter timeframes for those that did progress, alleviating the burden on victims and witnesses.

This reporting period, we focused on State-initiated resolutions as a clear demonstration of our commitment to prompt and just outcomes. Notably, early, State-initiated intervention resolved one in five cases. Operationally, efficiently resolving other matters early enables our team to effectively manage complex and urgent criminal child cases, often scheduling serious trials, such as sexual or violent offences, within months of the alleged incident. We intend to maintain our focus on early resolution over the next 12 months, further enhancing our proactive approach to identifying and concluding prosecutions at an early stage. This not only expedites justice but also serves as a testament to our dedication to quality and timely outcomes, working towards a more efficient justice system.

Through our commitment to early resolution, we continue to increase the efficiency and effectiveness of the justice system, ensuring timely and just outcomes for all involved.

Appeals

The Appeals Team is responsible for the conduct of the ODPP's appellate practice. Its primary work is in the Court of Appeal, responding to challenges to convictions and sentences imposed by the Supreme and District Courts. The team also makes recommendations to the Director, and assumes carriage of, appeals commenced by the Director against sentences that the Director contends are erroneously low and otherwise satisfy the criteria for commencing a State appeal. The team is also responsible for the conduct of proceedings before the High Court of Australia. The final core area of the Appeals Team's practice is taking over the conduct of appeals from decisions of magistrates involving indictable offences.

There was an approximately 20 per cent increase in the number of appeals commenced this financial year compared to the previous year (148 as against 123 in 2023-24). However, the number of commenced appeals is an imperfect proxy that does not truly capture the team's workload. The number of appeals commenced by an offender that are dismissed at the leave stage on an *ex parte* basis, which requires the expenditure of relatively little legal resources by the ODPP, has been steadily declining in the last decade. About 10 years ago, approximately 1 in every 3 appeals commenced by an offender would be determined without significant involvement by the ODPP. That number has been declining to an extent that it is now less than 1 in 10, which has significant resource implications for the ODPP.

The last decade has also seen a significant increase in the number of appeals commenced by the Director against manifestly inadequate sentences imposed by, primarily, judges of the District Court. In 2025, the Director commenced 17 such appeals. This is consistent with a long term growth trend. That trend is not the product of any increase in resourcing or change in procedure, policy or criteria governing such appeals.

There have been several trends that have increased the amount of work that needs to be performed by the team. There is a greater number of self-represented litigants in the appeal courts than was once the case, which inevitably creates inefficiencies that the prosecution needs to address. There has also been a steady increase in the number of appeals that have required the calling of evidence on appeal, which can have the effect of turning appellate proceedings into their own mini-trial. Combined with the consequences of ever-increasing complexity and length of criminal prosecutions in the primary courts, this has resulted in a significant increase in the team's workload over the past decade.

Nonetheless, in 2025 the staff of the team confronted these challenges and maintained the high quality and quantity of its work. The team was also successful in recruiting two additional prosecutors, one from within the ODPP and one external to the agency, who each had significant appellate experience prior to joining the team.

Delivering an effective confiscation practice

The ODPP's Confiscations Team is a civil litigation practice that assists the Director fulfill his functions under the [Criminal Property Confiscation Act 2000](#) (CPCA). The team is separate to but compliments the ODPP's criminal prosecution services by ensuring the confiscation of property of declared drug traffickers and property connected with criminal and illegal activity. The confiscation of property extends beyond persons that are criminally convicted as the DPP is authorised to use coercively acquired evidence that may not be admissible in criminal prosecutions in order to prove confiscation cases in court to the civil standard.

In 2024-25, the Confiscations Team continued to exceed key performance benchmarks set by government in the performance of its civil litigation practice through the strategic allocation of its finite resources to the most serious cases. There has been an enhanced focus on commencing more complex litigation in the State's superior courts in 2024-25 with just under three quarters of the 126 cases commenced by the DPP being instituted in the Supreme and District Courts.

The Confiscations Team has increased the number of confiscation cases commenced in court against declared drug traffickers in 2024-25 with a fourfold increase in the number of applications for declarations of confiscation made to courts when compared to last financial year. This demonstrates a proactive response to the growing challenge of organised crime. Moreover, the team has operated in a highly effective and efficient manner through refining processes with its key stakeholders and the bringing of confiscation cases against declared drug traffickers in a timelier way to ensure accountability under the CPCA.

In 2024-25, the Confiscations Team also continued to:

- successfully pursue the confiscation of a large amount of non-traditional property (including property such as cryptocurrency, licences and leases);
- efficiently invoke mutual recognition laws more regularly to pursue the freezing and confiscation of assets outside of Western Australia; and
- effectively use CPCA powers to support freezing and confiscation action in non-drug related cases, including in respect to arson and child exploitation crimes,

which has demonstrated the exercise of legal acumen and the ability to adapt to a shifting landscape of freezing and confiscating property in the modern criminal economy.

The ability to commence cases effectively and efficiently with finite resources has led to \$29.896 million of confiscated money/proceeds of confiscated property being deposited into the CPCA Confiscation Proceeds Account in 2024-25. This is the largest amount deposited into the Confiscation Proceeds Account in a financial year arising from the Confiscations Team's litigation under the CPCA since the commencement of legislation.

The Confiscations Team continues to deter a primary motivator for crime (financial gain) by confiscating property of declared drug traffickers and confiscating property that is criminally derived/used or otherwise illegally acquired. This places the Attorney General in position to apply the funds for specified statutory purposes that advances the interests of the Western Australian community, including for programs that enhance community safety and services for victims, prevent future crime and to aid law enforcement.

External relationships

Throughout 2024-25, the ODPP has taken targeted steps to strengthen relationships and foster collaboration across the broader justice sector. This includes actively contributing to and chairing several interagency working groups, bringing together representatives from across the State's justice landscape. This collective expertise facilitated the sharing of best practices and supported joint efforts to address sector-wide challenges.

Collaborating across the justice sector

In a modern justice sector marked by increasing complexity and interconnectedness, forging strong interagency partnerships is essential. By working collaboratively, we create the foundation for innovative solutions, the sharing of expertise and responsive service delivery, thus ensuring the justice system continues to meet the evolving needs of our community.

During 2024-25, our team actively contributed to a multi-agency working group tasked with developing a business case to support the secure and consistent disclosure of evidentiary material across all justice agencies. This work seeks to foster a more unified approach to the management of critical information in the justice system. By contributing their expertise, the team helped shape a strategic solution to address the increasing costs and security issues around the disclosure of evidence, ensuring the justice system can respond more effectively to these evolving challenges.

To further strengthen interagency dialogue, we assumed the chair of a key working group that draws together representatives from DPP offices across Australia. These quarterly forums provide a vital platform for members to share best practices, demonstrate new technology solutions for information management and digital evidence storage, case management and the secure and ethical use of artificial intelligence. This leadership role enabled us to promote and share sector-wide innovation and knowledge.

Throughout the year, we built and strengthened relationships with a diverse range of external partners. This included close collaboration with the Western Australia Police Force, PathWest, ChemCentre, District and Supreme Courts, Victim Support Service (VSS), Children Witness Service (CWS) and the Children's Court. These efforts created an environment of mutual support and open communication, ensuring that insights and expertise could be leveraged across agencies for the benefit of the wider community.

A notable milestone was reached in June 2025 with the establishment of the Superior Courts Criminal Practice Forum, which included representation from the ODPP alongside other key stakeholders in the justice sector. Chaired by the Honourable Chief Judge of the District Court, this forum brings together leaders from prosecution, defence, representative bodies, legal aid organisations and the judiciary, with a collective aim to practically and collaboratively address shared challenges and systemic pressures such as training, practitioner wellbeing, District Court case management and regional service coordination. The forum also provides an avenue for frontline legal practitioners to have a voice and be heard at the highest level, thereby helping to shape strategies and solutions. This new platform has already facilitated cross-agency dialogue on emerging challenges, setting the stage for meaningful sector reform.

To ensure the justice system remains responsive and effective to the unique needs of victims and child witnesses, a dedicated working group was re-established with VSS and CWS.

This enabled monthly induction sessions for staff to be resumed, ensuring that new personnel are well-equipped to support vulnerable participants in the justice process. Our active participation in the Annual VSS/CWS Regional Conference in November further strengthened these ties, offering opportunities for professional development and the exchange of innovative approaches to victim and witness support. These efforts ensured that supporting vulnerable individuals navigating the court process remains central to our collective service delivery, fostering greater understanding and cooperation.

Collectively, these initiatives reflect our commitment to building meaningful external relationships and driving tangible positive change through sector-wide reform to ensure the justice system works for all Western Australians. By fostering interagency collaboration and prioritising the needs of victims and communities, we remain dedicated to delivering justice that is effective, fair and forward-looking.

Engaging strategically

To address the increasing service demand and complexity in criminal prosecutions, the ODPP advanced strategic procurement initiatives in partnership with procurement lead agencies. Early engagement and transparent communication with ministerial offices and central government parties helped secure budget outcomes that support financial sustainability and improved performance measurement for future budget processes. These efforts safeguarded critical core prosecution systems and ensured continuity of contracts for corporate services through robust procurement and contract management practices. This work is vital in the evolving justice landscape as it means we are better positioned to meet the community's needs now and into the future.

Reflecting our role in the justice process, we welcomed over 5,000 visitors through the doors of our main premises during the 2024-25 reporting period, a record number. This high level of engagement underscores our dedication to transparent communication with the public and our commitment to meeting the needs of all who interact with our services. Additionally, we received nearly 7,000 pieces of disclosure at our front counter, highlighting the scale and complexity of the evidentiary material we handle. These figures not only demonstrate the openness and reach of our operations but also emphasise the growing demand for our services and the trust placed in us by the broader community.

Legislative and legal reform

The ODPP contributes to the development of the criminal law and the criminal justice system in Western Australia by providing advice on proposed reforms and draft legislation. Work to implement new offences, new procedures, or other relevant changes to the law, is an ongoing part of the ODPP's practice.

In 2024-25, the Director contributed formal comment or submissions to the Department of Justice on the Evidence Bill and the Australian Law Reform Commission's [Inquiry into Justice Responses to Sexual Violence](#). The ODPP engaged in other consultation or working group activities to progress improvements in the criminal justice system, such as the Reference Group for the pilot Sexual Assault Legal Service WA and the implementation of pilot funding for medico-legal reports in family violence prosecutions.

On 1 September 2024, the [Criminal Law \(Mental Impairment\) Act 2023](#) commenced. The Act introduced a contemporary framework for the management of persons with mental impairment in the criminal justice system, including those found unfit to stand trial and persons acquitted on account of mental impairment.

The new Act changes the procedure which is to occur if a person with a mental impairment is not fit to stand trial. If a person is found unfit to stand trial in either the Supreme or District Courts, where the charge is to be dealt with on indictment, then the court must order that a 'special proceeding' occur to determine the charge. The person may be acquitted of the charge, may be found to have "committed the offence", or they may be acquitted on account of mental impairment.

The ODPP contributed to cross-agency efforts to prepare for the new laws in the lead up to the Act's commencement, by participating in a steering group and presenting free training seminars to the legal profession.

The Director was required to conduct transitional proceedings in relation to persons who had been made subject to custody orders under the repealed Act. This involved the preparation and making of 34 applications in the Magistrates, District and Supreme Courts, for the relevant court to set a 'limiting term' on each existing custody order. All applications were made soon after the Act commenced, and hearings to set a limiting term were completed by the end of 2024.

Compliance with policies for decision-making and consultation

In 2017, the [Criminal Justice Report of the Royal Commission into Institutional Responses to Child Sexual Abuse](#) included the following recommendations –

41 – Each Australian Director of Public Prosecutions should establish a robust and effective formalised complaints mechanism to allow victims to seek internal merits review of key decisions.

42 – Each Australian Director of Public Prosecutions should establish robust and effective internal audit processes to audit their compliance with policies for decision-making and consultation with victims and police.

43 – Each Australian Director of Public Prosecutions should publish the existence of their complaints mechanism and internal audit processes and data on their use and outcomes online and in their annual reports.

The ODPP first established its [Policy and Guidelines for Victims of Crime](#) (the Guidelines) as a standalone statement on 1 September 2018. The Guidelines govern the ODPP's consultation with victims and police, and allow for victims to seek a review of a decision made by the ODPP to discontinue a charge or a prosecution, in some circumstances. The Director issued an updated version of the Guidelines, being effective from 1 July 2022.

Under the Guidelines, a decision by a State Prosecutor is reviewable at the request of a victim if the effect of the decision is to discontinue a prosecution, or to discontinue one or more charges such that the prosecution case in relation to that victim is significantly altered ('a reviewable decision').

In 2024-25, the ODPP completed its sixth internal audit of compliance with the processes for decision-making and consultation with victims and police set out in the Guidelines. The internal audit involved inspection of 120 randomly selected ODPP cases by officers independent of the prosecution trial teams.

The audit period refers to cases that had a final outcome recorded between 1 January 2024 and 31 December 2024.

Consultation with victims about decisions

- In 83 per cent of cases, the victim, or a child victim's parent or guardian, was consulted about a decision to discontinue the case or charges.
- Where the victim had not been consulted by the ODPP (20 cases), there was a legitimate reason recorded for the lack of consultation in 18 cases (90 per cent), usually that the victim was not able to be contacted despite attempts or the victim expressly stated that they did not wish to be contacted. In 3 cases, WA Police consulted, or attempted to consult, with the victim.
- In 2 cases, there were insufficient records of whether the victim had been consulted for an assessment of compliance to be made.

Consultation with investigating officers about decisions

- Across all audited cases, in 88 per cent there were records that the investigating officer was consulted.
- Of the 20 cases where the victim was not consulted by the ODPP, the investigating officer was consulted instead in at least 95 per cent of these cases (in 1 case there were insufficient records to determine compliance).

Reviews of decisions

- In 78 per cent of cases involving a reviewable decision, there were records of victims being informed of their right to request the decision be reviewed.
- Of the 27 cases where the victim was not informed of their review rights: in 19 cases the victim had expressly supported the decision (70 per cent), in 6 cases the victim could not be contacted or refused contact, in 1 case there were insufficient records, in 1 case it was necessary to discontinue the matter before the victim had been consulted because the Court did not have jurisdiction – victim engagement in this matter remained with WA Police.
- In the audit period, there were 59 valid requests from victims for a review of a decision. In 10 audited cases, a review was conducted; in each of these 10 cases the original decision was endorsed upon review.

Information capability

During 2024-25, our focus on information capability drove advancements in the way we manage, access and leverage data and systems across the ODPP. These initiatives not only improved operational efficiency but also improved our strategic service delivery, enabling us to better support our core prosecutorial work and corporate objectives.

Transforming core systems

The past year saw modernisation of our core systems, streamlined processes, and preparations for significant system upgrades. Our approach to major system upgrades and replacements was both thorough and future-focused. We conducted comprehensive market and system evaluations, detailed process mapping, data validation, exception reporting and robust change management planning. In addition, we employed rigorous procurement and contract management practices, including market testing, thorough requirements gathering, detailed evaluation, and strong contract management assistance. Notably, we learned from deployments in other WA Government agencies, ensuring best-practice and well-informed investment decisions. This solid foundation enabled key business areas to identify and procure several upgraded or replacement systems while ensuring value-for-money, risk management and compliance.

While we anticipate the arrival of new systems, it remains important to seek efficiencies and resolve challenges within our existing processes and legacy systems. Throughout the financial year, a program of functional and process improvements was undertaken. For example, by better leveraging data flows from our criminal justice system partner agencies, we substantially reduced duplication and manual data entry. These changes also enable the criminal and appellate teams to access case information at an earlier stage and in greater detail, leading to improved accuracy and greater efficiency across our operations.

Furthermore, an upgrade to our data sharing interface enhanced our preparedness in Children's Court proceedings. As a result, a new reporting tool was implemented, granting near real-time access to first appearance briefs, often ahead of official court notification. This capability enables timely identification of all new matters as soon as a young person is charged by police, allowing the team to better prioritise listings, address emerging issues promptly, and provide more responsive support to our prosecutors. The resulting time savings and oversight improvements represent a substantial enhancement to operational capability. Looking ahead, we have additional enhancements to data utilisation planned for the third quarter of 2025.

During 2024-25, we overhauled our case assignment and document management processes, replacing longstanding methods and introducing more efficient, flexible systems. We upgraded the schedule for tracking legal personnel availability, allowing real-time updates. We also redesigned and centralised a key reference table, making it easier to prioritise, categorise and access information during case allocation. By moving listing and allocation documents to a collaborative platform, we improved access and editing for all stakeholders. To support these changes, we developed task guides and updated procedural manuals to strengthen training and onboarding for new team members. Together, these improvements have improved training, data accuracy and communication, laying a strong foundation for ongoing information management and organisational resilience.

Modernising legal information

Timely and accurate legal information management is fundamental to the integrity of the justice system. We provide crucial support for the efficient handling of post-conviction information requests from prosecution files, ensuring that sensitive material is managed carefully and in compliance with relevant laws and policies. This supports fair legal processes and maintains public confidence in the prosecution process.

This year saw an unprecedented volume of subpoenas for civil matters, both within Western Australia and interstate courts. This increase includes a substantial number of requests for information relating to historical cases, particularly those involving claims for damages from historical sexual offences. The team also frequently assists the Western Australia Police Force with requests on historical and contemporary cases. This highlights the growing demand for information to support legal proceedings and our role in facilitating legal transparency and compliance. We also expanded our remit to supply critical information from prosecution files to the State Solicitor's Office for cases involving extended custody, high-risk offenders or mentally impaired accused cases, improving coordination and information-sharing between our two agencies. In response to these developments, we streamlined our processes to ensure that all responses are timely, compliant and adhere to established principles.



The ODPP's work inherently involves managing a substantial volume of physical legal records, which presents ongoing challenges. An information request can place a considerable burden on trial teams to manage and provide information from extensive prosecution files, which can impede efficient responses. Recognising the need for more streamlined handling of these requests, 2024-25 saw significant progress in advancing the digitisation of our physical records. This proactive approach is strengthening the management of information requests, enabling prosecutorial staff to focus on their core responsibilities and positioning us to respond effectively to future requests.

Parallel to these efforts, initiatives were introduced to increase awareness and understanding of legal information management practices. New staff participate in induction sessions that focus on the principles and obligations of information release, ensuring that everyone joining the organisation is aware of these requirements.

Additionally, targeted information sessions have been conducted for leadership within the trial teams, enhancing compliance with statutory obligations and internal policies concerning the handling and release of sensitive information.

With physical file management and material movement being so vital to our work, particularly in maintaining the integrity of sensitive materials, having a secure, reliable logistics service is a necessity. Identifying areas for improvement, this financial year we implemented robust protocols for greater efficiency in the handling of case information and materials. These changes have ensured secure, reliable and timely exchanges of sensitive information throughout our operations. As a result, our ability to respond to urgent requests improved markedly even as the volume of materials transported grew steadily. This consistent delivery not only improved service reliability but also led to higher end user satisfaction and fostered stronger working relationships with our partner agencies.

Collectively, these actions have improved operational capacities for secure and responsible information management and logistics, building public confidence and positioning us to meet the evolving needs of our stakeholders.

Improving processes

Recognising the evolving needs of the communities we serve, as well as ongoing changes in our legislative environment, throughout 2024-25 the ODPP embarked on a suite of strategic improvements. These process improvements reached across business units to deliver more efficient, responsive and high-quality services across the criminal justice system.

In legal casework, we enhanced compliance with court practice directions, introduced more consistent and responsive reporting practices, and refined the management of travel for our staff and for witnesses to attend legal proceedings across the State. Document management and workflow upgrades will empower our teams to handle complex matters with greater clarity and speed, while data extraction and analysis tools are being developed to support the early identification and progression of cases in youth-focused proceedings.

Operational areas supporting the legal function are also benefitting from targeted enhancements. Financial processes were mapped and refined, optimising procurement and facilitating smoother transactions. Human resource workflows were also upgraded, ensuring that systems supporting our people are agile and future-ready. Across all support services, from matter allocation to reporting, new process mapping is bringing greater transparency and accountability to day-to-day operations while preparing the agency for the implementation of new and upgraded systems.

Crucial to the success of these initiatives was our commitment to robust project management and change support. Dedicated teams coordinated system upgrades, facilitated user testing, and ensured clear communication, minimising disruption and enabling staff to adapt to new ways of working.

Together, these coordinated improvements are delivering measurable benefits: more efficient processes, better collaboration, and a more empowered workforce. By advancing both our systems and culture, we are positioning ourselves to deliver justice outcomes that are achieved with excellence, integrity and responsiveness for the people of Western Australia.

Strengthening security and innovation

Innovation was woven into our information capability journey through an artificial intelligence workshop, where we explored emerging and potential functionalities and developed use cases for consideration. We actively participate in discussions on artificial intelligence governance, contributing to activities that ensure adherence to WA Government standards and ongoing excellence in the deployment of new technologies.

During 2024-25, we significantly strengthened our organisational approach to cybersecurity by establishing a dedicated security function with four newly defined roles. These appointments reflect a strategic commitment to lifting the maturity of our security ecosystem, focusing on providing strong leadership and governance in developing and implementing our cybersecurity strategy, and ensuring alignment with both best practice and the [Western Australian Government Cyber Security Policy](#). Supported by the Digital Capability Fund, these initiatives have enabled us to increase our technical capacity for implementing and maintaining robust cyber controls, refine and expand our suite of security policies, and launch targeted training and awareness programs. Through these coordinated efforts, we are embedding a culture of resilience and elevating security capability across the agency.

Technology remains central to our progress. This year, we invested in equipment to support disc production for legal proceedings, effectively eliminating downtime risks and significantly improving our responsiveness to urgent case evidence requests. We developed a presentation to showcase the audiovisual capabilities available to our staff, including examples of motion tracking, blurring, zooming, speed adjustments and CCTV storyboards. Our technical services team has consistently maintained a high standard of support, completing most requests on the same day or within preferred timeframes. Providing coverage both on-site and remotely, including after-hours and weekends, ensures our workforce remains supported at all times. This approach makes sure that audiovisual material is available promptly and reliably, without affecting the timeliness of court proceedings.

Together, these achievements reflect a year of dynamic progress. Strategic actions have delivered measurable improvements in information capability, positioning the ODPP to meet our current and future challenges with greater efficiency, responsiveness and collaboration.

Significant issues and emerging trends

The criminal justice system has changed significantly since 2020, and the ODPP has adapted in step. We have, and continue to, transform how we work in response to the increase in pressures on the criminal justice system, including the continued growth in prosecution matters, increase in complexity and volume of evidentiary materials and the shortage of experienced criminal law practitioners. While these pressures persist, our focus remains on delivering a stable, effective prosecution and confiscations service for the community of Western Australia.

Recent legal and operational reforms have evolved our practice. These changes, along with those associated with digital evidence and case management, have required us to overhaul longstanding systems and procedures. Our partnerships with other justice sector agencies have grown more complex, as interdependencies and expectations evolve in tandem with broader sectoral reforms. Though these changes have reshaped how we manage cases and deliver justice, our commitment to efficiency and upholding justice remains, even as the landscape continues to shift beneath our feet.

Internally, the ODPP has grown considerably in size and capability over the past five years. We have refreshed structures, clarified accountabilities and introduced new teams and roles to meet the emerging needs. Relocation, expansion and accommodation upgrades, coupled with preparations to modernise core business systems, position us to manage increasing volumes of digital material and to leverage automation and improved information management. These changes underscore our agility and our commitment to service continuity.

Like many government and private agencies nationwide, we operate in a competitive labour market, especially in relation to the availability of experienced criminal trial lawyers.

Despite these challenges, the Office continues to grow and develop capability. Our approach emphasises nurturing talent, providing clear pathways for progression and investing in training and wellbeing so our people can succeed. This steady pipeline, combined with targeted recruitment, helps us maintain strong operational capacity and leadership depth. Attracting experienced prosecutors, experienced paralegals and other senior key staff remains difficult in this competitive market. The modest growth of experienced prosecutors, together with the significant growth in junior prosecutors and operational staff over the last year is an achievement in this challenging environment.

Technology is a key enabler. The need to process, store and review vast quantities of digital material (often highly sensitive or distressing in nature) has placed new pressures on our systems. Whilst artificial intelligence may well provide productivity improvements in the near future, we are cautious in adopting AI given the nature of the information we store and the security risks we must manage. Our legacy platforms, while functional, are not contemporary, leading to lost productivity improvements. This has prompted a major program of upgrades and modernisation, focusing on automation, data collaboration and improved cybersecurity controls.



We acknowledge that transitioning to next-generation systems requires careful change management and resource planning to minimise disruption. Thoughtful scheduling of major works and early engagement of change management expertise will help us guide staff through these transitions in a supportive and sustainable way.

Our confiscations service continues to address a significant backlog of historical cases, a task estimated to be years of dedicated work without additional resources. Recognising the growing public interest in resolving these older matters, we will continue to seek additional resources for this work. Despite these challenges, in 2024-25, the team closed more cases than they received from the Western Australia Police Force, reflecting highly effective and efficient operational performance. A 2023-24 agreement with Police to divert appropriate matters (those involving less than \$75,000) to forfeiture in criminal prosecutions has helped us focus on complex superior court proceedings, resulting in a more sustainable workflow and more targeted use of resources. This ongoing collaboration has led to a more sustainable and manageable workflow, ensuring that our efforts are directed where they are most needed, while we continue to explore smarter, more effective approaches to our civil litigation practice.

We are addressing physical capacity constraints through a Strategic Accommodation Plan and planned expansion works. While external factors can affect timing, our phased approach seeks to match growth with fit for purpose workspaces that support productivity, collaboration and staff wellbeing.

Against this backdrop of ongoing change and challenges, our response has been deliberate and future-focused. Central to this is our [Strategic Plan 2024-27](#), which lays a foundation for stability and positions us for future success. This plan provides a clear roadmap for our direction in the coming years and a framework for decision-making and resource allocation in the face of competing priorities. Key priorities include the completion and careful rollout of major digital transformation programs to modernise our case management, evidence handling and business support systems; ongoing review and clarification of business processes; and establishment of fit-for-purpose workspaces to accommodate our growing teams. We are committed to creating efficiencies, improving work design, nurturing a respectful and safe culture and investing in the wellbeing and capability of our people.



As we prepare for the next financial year, our focus is on achieving stability and maintaining operational excellence amid known changes and challenges. We are finalising modifications to our legal support team structures, refining job designs and strengthening workforce planning to ensure continuity and operational strength. We are equally focused on creating valuable opportunities for our new cohort of developing prosecutors, ensuring they are well-equipped to address emerging challenges within both children's and adult criminal matters.

Additionally, we have initiated a comprehensive review of an executive function to identify opportunities for enhancing operational effectiveness in our legal practice. This process will inform a blueprint for organisational priorities, laying the groundwork for future legal workforce planning. The coming year will also see an increase in approved budgets and resources, allowing us to continue prioritising staff attraction, the retention of our workforce and multifaceted strategies for capability building.

This includes expanded training and building on our robust mental health and wellbeing programs. We are also rolling out a change leadership program for managers, providing new online training initiatives and introducing a new performance and development framework to further support our workforce for the challenges of tomorrow.

Looking ahead, our commitment to improvement and innovation remains strong. We are focused on implementing a wide-ranging program of digital transformation projects, including the modernisation of core business systems and the digitisation of archival records. In tandem, we are prioritising the identification and development of efficiencies within our resolution practice for offences committed by young people, alongside strengthening our data collection and reporting capabilities. The ongoing enhancement of our case management system for civil litigation purposes is progressing, with the objective of improving the effective and efficient performance of functions under the [Criminal Property Confiscation Act 2000](#). Planned expansion within our premises will address accommodation issues while supporting operational efficiency and team growth. We are also strengthening relationships with key partners across the justice sector, aiming for greater coordination in service delivery and information sharing. The introduction of a new information governance framework and the continual refinement of recruitment and talent development strategies are designed to ensure that we are not only responding to the challenges of today, but actively shaping a more sustainable, high-performing future so we thrive in the years ahead.

In summary, the ODPP has navigated these changes and challenges with purpose and is stronger for it. By embracing change, investing in our people and systems, and focusing on stability, we are confident in our ability to deliver an independent, fair and just prosecution service to the community of Western Australia, whatever the future may hold.

Climate change and sustainability

As the impacts of climate change become increasingly evident across Western Australia, the ODPP remains committed to sustainability and responsible resource management. We recognise that our activities leave an environmental footprint, and we are proactively seeking innovative ways to minimise this through efficient operational practices. By increasing our understanding of both the physical and transitional risks associated with climate change, we are better equipped to safeguard our people, assets and service delivery from potential disruptions now and into the future.

The potential climate-related impacts and risks to our operations include:

- Failure to recognise and adjust to the evolving environmental, economic and social effects on our workforce and their families.
- Inability to deliver critical services due to loss of sites, operations from vendors/suppliers, records/evidence, and access to regional areas affected by weather events or disasters.
- Failure to detect and adapt to shifts in criminal behaviour stemming from climate impacts and the associated civil unrest.

Recognising these potential risks, we enacted several strategies to support environmental concerns. In alignment with the [State Electric Vehicle Strategy for Western Australia](#), the ODPP has proactively embraced the transition to sustainable transport by adding four electric vehicles (EVs) to our fleet. This early adoption reflects our commitment to environmental responsibility and operational efficiency. We will continue to explore opportunities to replace combustion engine vehicles with EVs where practical, supporting a cleaner and more sustainable future.

Additionally, as part of the Western Australian Government's commitment to achieving net-zero emissions by 2050, we have elected to be a voluntary contributor to the *Emissions Reduction Framework for government organisations*. This initiative includes participation in the Emissions Tracking and Reporting System, enabling us to monitor and report our environmental impact while supporting broader sustainability goals.

Our internal practices have also evolved, reflecting our multifaceted approach to sustainability. Notably, we have reduced our paper usage. Since the beginning of 2025, we have achieved a 20 per cent reduction in printing (dropping from an average of 500,000 pages per month to 400,000 pages per month). This achievement is complemented by the procurement of iPads for prosecutors, who are trialling an initiative to eliminate paper use in court, with a change champion leading the way by relying solely on digital documentation.

The ODPP also follows responsible electronic waste management and complies with the Waste Avoidance and Resource Recovery (e-waste) Regulations 2024, which came into effect on 1 July 2024. All electronic devices, including laptops, mobile phones and monitors, are recycled through dedicated and compliant e-waste providers. As part of a recent laptop refresh, 200 laptops and several mobile phones were recycled, ensuring that obsolete technology is disposed of in an environmentally responsible manner.

Furthermore, we have embraced technology to reduce our carbon footprint by making effective use of audio-visual systems for electronic meetings. This initiative minimises the need for physical travel, reducing emissions associated with in-person meetings and court appearances.

Through these initiatives, the ODPP demonstrates our ongoing commitment to better sustainability practices and environmental responsibility within the public sector.



Other statutory information

Ministerial directions

No Ministerial directives were received during the financial year.

Other financial disclosures

Pricing policies of services provided

There were no pricing policies of services provided during 2024-25.

Capital works

Capital project incomplete

The multi-year Strategic Asset Program is progressing with most of the deliverables scheduled for completion in the 2025-26 financial year. This significant initiative comprises a series of critical investments and enhancements aimed at modernising and strengthening our operational systems. These upgrades are essential to meet the evolving legislative, prosecutorial, statutory, audit and functional demands. We remain committed to ongoing collaboration with stakeholders in the criminal justice sector and other relevant agencies to advance these outcomes. In 2024-25 the ODPP has progressed the Change and System Replacement Program through procurement market releases and subsequent procurement evaluation processes of the implementation of a secure document and digital file transfer solution, which is expected to deliver benefit in the 2025-26 financial year. To further complement this strategic project, the ODPP anticipates progression of the Legal Matter Management System in 2025-26, following substantial preliminary work undertaken throughout 2024-25.

During the 2024-25 financial year, several key milestones were achieved regarding the ODPP's corporate system enhancement programs, including the progression of the Finance Management Information System tender. This procurement process and the Human Resources Information Management System procurement processes are expected to be substantially progressed in the 2025-26 financial year.

In parallel, we are also looking to expand our existing occupancy with the inclusion of an additional fit-for-purpose space, to meet workforce growth.

The ODPP undertook a phased approach for the completion of the ground floor project that was completed in June 2025, with a secondary phase scheduled to be completed in September 2025. The total investment for the initial phase was \$1.380 million. These new facilities will enhance our capability, foster professional development, and provide a practical setting for developing trial advocacy. Through this comprehensive and forward-looking approach, we continue to position ourselves as a modern and effective criminal prosecutorial service.

Capital projects completed

The ODPP invested \$0.211 million towards the laptop devices upgrade program to maintain the mobility of our prosecution services. The fit-out program for the Perth Children's Court has been completed, and the total spend on the project was \$0.657 million. The new fit-out created a more welcoming and supportive environment for witnesses and victims involved in the Children's Court.

Employment and industrial relations

Staff profile	2025	2024
Full-time		
• permanent	272	246
• fixed-term contract	52	54
Part-time		
• permanent	47.96	39.96
• fixed-term contract	4.00	6.2
On secondment	8.6	9.8
	384.56	355.96

Industrial relations

The Joint Consultative Committee is a collaboration between the ODPP and the Community and Public Sector Union, Civil Service Association (CPSU/CSA). Its purpose is to foster open, respectful and genuine communication, ensuring regular consultation between the employer and the union.

All ODPP staff are employed under the conditions and entitlements outlined in the Public Service Award 1992 and the Public Sector CSA Agreement 2024.

The Director and Deputy Director of Public Prosecutions are appointed under the [Director of Public Prosecutions Act 1991](#). Remuneration and allowances for the Director, Deputy Director, Director Legal Services, Director Corporate Services, Senior Consultant State Prosecutors, and Consultant State Prosecutors are determined by the Salaries and Allowances Tribunal, as established under the [Salaries and Allowances Act 1975](#).

Staff development

In the 2024-25 financial year, the ODPP continued to prioritise meaningful training and development programs for our staff. This year, particular emphasis was placed on mandatory and core training, equipping staff to navigate the unique challenges of ODPP work, and enhancing leadership capabilities.

A comprehensive learning handbook was launched, highlighting the breadth of training and development opportunities on offer. Staff participated in a range of training sessions designed to assist them in handling difficult court days, setting meaningful goals, and coping with exposure to graphic material. In the mental health space, we introduced new programs such as Eye Movement Desensitization and Reprocessing seminars, mindfulness workshops, and a psychologist-developed 10-module Wellness Series.

Leadership development forms part of our [Strategic Plan 2024-27](#). March 2025 saw the introduction of the Change Leadership Program, targeted at key leaders across the agency. Delivered over 12 months, this initiative features six core modules, including emotional intelligence, organisational culture and self-awareness. Additionally, executive leadership coaches and mentors were engaged to provide tailored guidance beyond this program.

Looking ahead, we are eagerly anticipating utilising our new mock-courtroom facility. This resource will play a critical role in helping staff refine their trial preparation skills under the mentorship of senior state prosecutors, enabling them to navigate the complexities of legal proceedings with greater confidence and expertise.

Workers compensation

The ODPP is committed to providing a safe, healthy and supportive work environment, reflecting both our legal obligations under the [Work Health and Safety Act 2020](#) and our broader people-focused values.

Throughout 2024-25, our proactive safety culture was underscored by the lodgement of a single workers' compensation claim for a lost time injury. While our overall incidence of workplace injury remains low, we continue to prioritise the improvement of workplace health and safety practices for all staff.

Building on this strong foundation, our processes have evolved to address legislative change. Following the introduction of the [Workers Compensation and Injury Management Act 2023](#) on 1 July 2024, we undertook a review and update of our Workers Compensation and Injury Management Policy and Procedure. This ensures ongoing compliance with statutory requirements and reflects industry best practice, positioning us to respond effectively to legislative changes and emerging risks.

A key aspect of our approach is recognising that workplace health and safety is not limited to physical hazards alone. Understanding the importance of mental health in the workplace, we have maintained a strong focus on the management of psychosocial risks. Mental health training is a mandatory component of our staff development offering, equipping our people with the knowledge and support necessary to navigate the unique challenges inherent in our workplace.

To further support our commitment, we have adopted a proactive and collaborative approach to injury prevention and early intervention. Staff are encouraged to report potential hazards at the earliest opportunity, enabling prompt identification and mitigation of risks before injuries can occur. Key stakeholders in workplace safety work closely with staff, ensuring that consultation processes, ergonomic assessments and the timely implementation of tailored controls are prioritised in response to identified issues.

Finally, our support for staff extends beyond prevention to encompass comprehensive return-to-work processes for those experiencing injury or illness, whether work-related or otherwise. We offer suitable alternative or modified duties, develop individualised health management and return-to-work plans, and, where necessary, refer employees to an approved vocational rehabilitation provider. Through these efforts, we ensure that staff are supported throughout their recovery and reintegration, while maintaining the highest standards of health and safety.

Other legal requirements

Unauthorised use of credit cards

Approved staff hold corporate credit cards to facilitate the operations of the ODPP. These cards are authorised for use in accordance with corporate policies. There were four instances of inadvertent usage of corporate card in transactions that were not for ODPP business purposes. The matters were not referred for disciplinary action.

	2025
Number of instances the Western Australian Government Purchasing Cards have been used for personal purposes	4
Aggregate amount of personal use expenditure for the reporting period	\$127
Aggregate amount of personal use expenditure settled by the due date (within 5 working days)	\$127
Aggregate amount of personal use expenditure settled after the period (after 5 working days)	-
Aggregate amount of personal use expenditure remaining unpaid at the end of the reporting period	-
Number of referrals for disciplinary action instigated by the notifiable authority during the reporting period	-

Advertising, market research, polling and direct mail expenditure

Section 175ZE of the [Electoral Act 1907](#) requires public agencies to report details of expenditure to organisations providing services in relation to advertising, market research, polling, direct mail and media advertising. The ODPP did not incur expenditure of this nature.

Disability access and inclusion plan outcomes

At the ODPP, fairness, inclusivity, and respect are fundamental in shaping our commitment to equitable access for all members of the community. Our [Disability Access and Inclusion Plan 2024–2029](#) underscores our dedication to ensuring that people with disabilities engaging with our agency, particularly in the realm of criminal prosecutions, receive information and services on par with those available to others in the community.

This plan aligns with the [Disability Services Act 1993](#) and Schedule 3 of the [Disability Services Regulations 2004](#), outlining strategic priorities, actionable goals and avenues for improvement to foster a more inclusive environment. Through these initiatives, we aim to eliminate barriers, enhance accessibility and promote equal opportunities for people with disabilities.

The plan is supported by key initiatives including:

- Training and development: Mandatory disability awareness training is available to all staff via our learning management solution, ensuring an understanding of accessibility needs.
- Premises: Our facilities are designed to accommodate mobility devices and workplace adjustments. Braille signage is installed outside of all bathrooms, and high-use doors are equipped with push-button or swipe-card mechanisms for automatic opening and closing.
- Recruitment and employment: All job advertisements invite candidates to advise if they require additional accommodations. We engage with enterprises that support people with disabilities and encourage representation of people with disabilities on our recruitment panels.
- Community engagement: We welcome feedback from the community to guide future improvements in access and inclusion initiatives.

Our overarching goal is to deliver assistance and create opportunities that enable people with disabilities to engage fully and equitably across all facets of their interactions with our agency. Through these efforts, we aim to advance diversity and inclusion within the ODPP. For the 2025-26 period, our focus is to edge closer to our aspirational target of achieving five per cent representation of people with a disability in our workforce.

By breaking down barriers and fostering a culture of inclusivity, we reaffirm our dedication to promoting equity within our agency and empowering individuals with disabilities.



Workforce inclusiveness requirements

At the ODPP, fostering a diverse and inclusive workplace is crucial for creating a positive and productive environment where everyone feels valued, empowered, and supported to excel. Inclusivity is embedded in our organisational culture and reflects our core values of respect, integrity, commitment and teamwork.

Over the financial year, we have implemented a range of initiatives to cultivate a sense of belonging and ensure employees from all backgrounds feel comfortable sharing their ideas, contributing to team efforts and reaching their full potential. These activities include diversity training programs, the formation of an employee Diversity and Inclusion Committee, and the celebration of multicultural days that promote awareness and respect for diverse backgrounds. At the executive level, inclusivity remains a focal point, with an ongoing emphasis on fostering awareness.

To better understand and enhance inclusivity within our agency, we regularly evaluate employees' perceptions of workplace culture through internal surveys. Recent insights reveal a growing recognition for the ODPP's efforts in actively supporting and promoting inclusivity in the workplace. Additionally, leaders were recognised for championing diversity, and both colleagues and leaders consistency demonstrate organisational values in their daily interactions.

We are committed to furthering workplace inclusiveness in the upcoming financial year, reaffirming our ongoing dedication to building a culture of belonging and support for all employees. By continuing to prioritise inclusivity, we aim to drive systemic cultural change that enables diverse thought to flourish, sparking greater innovation, creativity and collaboration across our workforce. This approach aligns with our [Strategic Plan 2024-27](#), ensuring we are well-equipped to meet future demands while addressing existing concerns.

Compliance with public sector standards and ethical codes

The ODPP remains committed to meeting our obligations under section 31(1) of the [Public Sector Management Act 1994](#). In 2024-25, there were no breach of standard claims submitted and, therefore, none upheld by the Public Sector Commission. Three breaches of our Code of Conduct were found; one has been resolved and two remain outstanding, with all cases referred to the relevant authorities in accordance with the [Corruption, Crime and Misconduct Act 2003](#). The ODPP has a strong focus on addressing behaviours that do not support our values demonstrating our ongoing focus on transparency, integrity and ethical behaviour in all aspects of human resource management.

Significant actions taken to promote compliance include:

- Maintaining a comprehensive learning program accessible to employees via our learning management solution.
- Revitalising our Code of Conduct training to reinforce integrity and ethics.
- Conducting annual audits in key risk areas and incorporating relevant recommendations into future training programs.
- Prioritising mandatory and core training to support good governance and compliance.

Recordkeeping plans

The ODPP’s Recordkeeping Plan, in accordance with the [State Records Act 2000](#) and the State Records Commission’s standards, underscores our commitment to rigorous and transparent recordkeeping practices. Our Code of Conduct integrates these practices and information-sharing responsibilities, with Chapter 3 setting clear expectations for all staff regarding records management and adherence to high standards of information governance.

Our recordkeeping practices reflect our organisational values of integrity, commitment, respect and teamwork. Ensuring records are accurate, reliable and accessible, fosters trust and transparency, while maintaining robust systems demonstrates our dedication to excellence. Adhering to rigorous standards shows respect for the information we manage, and collaboration across departments ensures efficient record management.

To reinforce the importance of these practices, we commemorated Data Privacy Day by releasing an information sheet. This document detailed how our compliance with Western Australia’s new [Privacy and Responsible Information Sharing Act 2024](#) (PRIS Act) aligns seamlessly with the values upheld by the ODPP.

Achievements in 2024-25

This reporting period, we have made significant strides in continuing to enhance our recordkeeping practices:

- Enhanced training and induction: We have revamped our induction and training materials to ensure all new starters are well-versed in their recordkeeping responsibilities. Our induction program now includes a face-to-face training session provided by a senior member of the Information Management (IM) team, covering information governance, recordkeeping policies, and end-user training on our electronic document and records management system (EDRMS). Additionally, we have developed an online module for inclusion on our new learning management solution.
- Information security module: A new information security module has been added to the induction process, covering the ODPP’s unique operating context, passwords and authentication, social engineering (including phishing), physical security, and working securely outside of the office.

- Records and Information Management Practitioners Alliance (RIMPA) certification: Our entire IM team has undergone a training regime to obtain RIMPA certification and are now all RIMPA Global members.
- Disaster recovery testing: We have successfully tested our disaster recovery processes by performing a full recovery of our EDRMS system from a nightly backup into an isolated environment.

Ongoing initiatives

To ensure the efficiency and effectiveness of our recordkeeping systems, we conduct a thorough evaluation at least once every five years. This year, we are focusing on the following initiatives:

- Updates to Functional Disposal Authority: The IM team is in the process of finalising updates to our Functional Disposal Authority.
- Annual staff feedback mechanism: We are implementing a mechanism for annual staff feedback to continuously improve our recordkeeping practices.

Future goals

Looking ahead, we are committed to further enhancing our recordkeeping practices to support the ODPP’s mission and values:

- Implementation of information classification and privacy initiatives: We will introduce a tagging regime along with associated communication and training. Background controls will be established to ensure information is classified correctly and protected by appropriate measures.
- PRIS: Over the next 12 months, we will continue to ensure compliance with the PRIS policy. This includes reviews by the designated Privacy Officer and Information Sharing Officers of retention and disposal requirements, as well as other necessary policies and procedures.
- Professional development platform: We will set up specific training plans for each member of the IM team. This initiative aims to promote IM as a career option in its own right, rather than just a stepping stone into the legal side of the business.
- Team capability uplift: With the introduction of the Information Classification Policy and the PRIS Act, we will review the IM function across the entire agency. This will involve defining roles, providing training and enhancing position capabilities.

- Digitisation program: Next year, the ODPP will launch a digitisation program to reduce reliance on paper documents. This program will involve significant resources for creating, collating, storing and retrieving documents. We have engaged with other agencies on their digitisation programs to guide our efforts and ongoing processes.
- Digital evidence electronic transfer mechanism: This program aims to reduce reliance on transportable media devices such as USBs and portable hard drives. It will mitigate risks and costs associated with the transport and storage of data between the Western Australia Police Force and the ODPP.

Commitment to excellence

Our commitment to excellence in recordkeeping is reflected in our multifaceted program that keeps staff well-informed and aware of their responsibilities. This includes regular updates and information published on our intranet, ad-hoc information sessions for ongoing staff development, and specialised external training for IM staff.

By continuously enhancing our recordkeeping practices and ensuring compliance with the [State Records Act 2000](#) and the State Records Commission’s standards, we aim to maintain our reputation for excellence and transparency in information governance.

Government policy requirements

WA Multicultural Policy Framework

Multiculturalism remains one of the ODPP’s priorities, reflected through our culturally responsive policies and services, and the active inclusion of culturally and linguistically diverse (CALD) individuals in all aspects of our operations. Our *Multicultural Plan 2024-2027* highlights our dedication, outlining various initiatives across three priority areas and demonstrating our responsibility and accountability in creating a supportive and inclusive workplace. These efforts are further supported by the Diversity and Inclusion Committee and the effective implementation of our [Strategic Plan 2024-27](#).

We have made meaningful progress in fostering **harmonious and inclusive communities**. A key focus has been equipping our employees with cultural awareness through training sessions such as Diverse WA and Aboriginal Cultural Awareness. These modules form part of our core training program and have been integrated into our learning management solution to ensure accessibility and continuity.

We celebrated days of cultural significance, including International Mother Language Day, through creative initiatives like a widely-viewed internal video showcasing the diverse languages spoken by our workforce. Harmony Week was marked by an insightful speech over a morning tea, highlighting the importance of cultural diversity and our ongoing efforts to embrace multiculturalism in the workplace.

We continue to support **culturally responsive policies, programs and services**. Language services are central to ensuring equitable access, with structured interpreter and translator processes being established that align with relevant court jurisdictions and industry standards. Collaborative efforts with other state agencies are being pursued to identify best practices for supporting employees and clients from CALD backgrounds.

To improve **economic, social, cultural, civic, and political participation** among our workforce and the broader community, we aim to increase workforce diversity and implement broader organisational initiatives. Recruitment practices are being revitalised, and CALD employees are encouraged to contribute to ODPP committees, sharing ideas to address recruitment barriers and advance projects that promote greater representation.

Aligned with the three priority areas of our Multicultural Plan, these achievements reflect our commitment to fostering a culturally diverse and inclusive environment. It is a workplace where policies and services are culturally responsive, and CALD individuals feel welcomed, supported and empowered to make meaningful contributions.



Public sector health, safety and injury management performance

Measures	Results			Targets	Comments about targets
	2022-23 base year	2023-24 prior year	2024-25 current reporting year		
Number of fatalities	0	0	0	0	Target achieved.
Lost time injury and disease incidence rate	0.32%	0%	0.26%	0 or 10% reduction in incidence rate	Target not achieved. There was 1 LTI incident in 2024-25, compared with 0 incidents in 2023-24 and 1 incident in 2022-23.
Lost time injury and severity rate	0%	0%	0%	0 or 10% reduction in severity rate	Target achieved.
Percentage of injured workers returned to work (i) within 13 weeks	100%	0%	100%	Greater than or equal to 80%	Target achieved.
Percentage of injured workers returned to work (ii) within 26 weeks	100%	0%	100%	Greater than or equal to 80%	Target achieved.
Percentage of managers and supervisors trained in work health and safety injury management responsibilities, including refresher training within 3 years.	0%	60%	67%	Greater than or equal to 80%	Target not achieved. More training will be scheduled for the new reporting year, which will increase the number.

The ODPP is unwavering in our commitment to fostering a safe and healthy workplace, striving to minimise both the human and financial impact of workplace injury and illness. This dedication is reflected in our formal Work Health and Safety (WHS) Commitment Statement, endorsed by the DPP and senior executive. We recognised the safety and wellbeing of our people, visitors and collaborators as a fundamental priority, with all levels of the agency sharing responsibility for supporting the mental and physical wellbeing of those within our workplace. Executive leaders champion a safety-first culture grounded in trust, accountability and ongoing improvement of WHS practices. Leadership ensures that safety is never compromised in decision-making, fostering an inclusive and supportive environment where all staff are empowered to raise health and safety concerns without fear of reprisal.

Our approach to workplace health and safety is underpinned by multiple formal mechanisms that facilitate employee consultation. The ODPP's established channels for WHS matters include five trained Health and Safety Representatives (HSRs), who are elected by staff, and meet every six weeks to review incidents and workplace inspections, and escalate any safety concerns. The WHS Committee convenes quarterly, bringing together employee representatives and HSRs to address safety issues across departments, communicate initiatives and gather feedback. Additionally, staff engagement is supported through formal communication platforms such as our intranet, which disseminates WHS information and promotes events. Consultation also extends to policy development, with staff invited to review and provide feedback on new or revised documents prior to implementation.



The ODPP is compliant with the injury management requirements of the [Workers' Compensation and Injury Management Act 1981](#) (now superseded by the [2023 Act](#), with our procedures and policy reflecting this transition). Our Workers Compensation and Injury Management Policy and Procedures outline a structured, systematic approach to workplace injury management, defining the roles and responsibilities of key parties involved in the injury management process at the ODPP. Where a work-related injury does occur, the ODPP aims to ensure the employee remains at, or returns to, suitable employment as soon as medically appropriate, taking into consideration their physical, psychological, social and vocational capacity. Individualised return-to-work plans are developed in accordance with medical advice, with a strong focus on early intervention, rehabilitation, and effective communication among all parties.

In line with best practice and legislative requirements, an independent assessment of our workplace health and safety system is due to occur. External auditors will undertake a comprehensive review and provide a report of recommendations and outcomes. As this process is ongoing, the percentage of agreed actions completed will be reported in future updates, once implementation is finalised.

Our comprehensive suite of policies and procedures supports WHS activities and are aligned with current legislation and standards. These cover issue resolution, incident management, working from home, our Code of Conduct and first aid. Training and induction programs are designed to promote safe work practices and WHS awareness. Together with our consultation mechanisms, described previously, these initiatives ensure all employees have a voice in safety matters. Monitoring and review activities, such as the quarterly workplace inspections, audits, and risk reviews, support a culture of continuous improvement.

During the reporting period, we introduced several new activities and initiatives, including a WHS Risk Register, a psychosocial risk review, the continuation of our wellness calendar, a WHS induction module, and the inclusion of additional mental health provider partners to further support our workforce.

The ODPP continues to strive for excellence in occupational safety, health and injury management for all staff and stakeholders. Through strong executive leadership, a commitment to ongoing improvement, and a culture of shared responsibility, we aim to exemplify safety excellence and foster a workplace where everyone's safety and wellbeing is prioritised.

National Strategic Plan for Asbestos Awareness and Management Progress

The [Asbestos National Strategic Plan](#) (ANSP) aims to eliminate asbestos-related diseases in Australia through a long-term, phased approach. Implemented by the Asbestos and Silica Safety and Eradication Agency, the ANSP ensures nationally consistent and coordinated actions across the Commonwealth, state, and territory governments.

The ODPP has been identified as a non-key agency, meaning we do not own any buildings, land or infrastructure. The ODPP operates from a leased site and does not directly manage the Asbestos Containing Material (ACM) register. However, relevant staff are aware of the limited ACM on-site, which is currently managed in situ according to the Asbestos Management Plan by the lessor. The ANSP 2024-2030 consultation document has been submitted by the ODPP to the Department of Energy, Mines, Industry Regulation and Safety, as per the annual requirement.

External complaints handling

Every interaction with the public, including the receipt and resolution of complaints, supports our dedication to upholding the highest standards of service. We acknowledge that feedback (positive, neutral or negative) plays a vital role in shaping our practices and guiding our continuous improvement. An essential part of our ongoing commitment to the community is the value we place on feedback from all of our stakeholders, including victims of crime, witnesses, legal professionals and other participants in the criminal justice system. Such feedback is integral to us delivering an independent, fair and just criminal prosecution service to the community of Western Australia.

During the 2024-25 financial year, the ODPP received feedback and complaints from a broad cross-section of the community. It is worth noting that, consistent with previous years, the majority of complaints received were not directly related to our statutory functions, staff conduct or the cases we prosecuted. With many submissions referencing matters outside of our jurisdiction and, therefore, we have no power to intervene.

However, we did receive eight external complaints that were related to matters handled by our office. All complaints relating to our operations are considered with the seriousness they deserve. The resolution of which is escalated as appropriate to ensure comprehensive and impartial examination. This approach reflects our integrity in handling concerns and ensures the public can have confidence in our processes.



Substantive equality

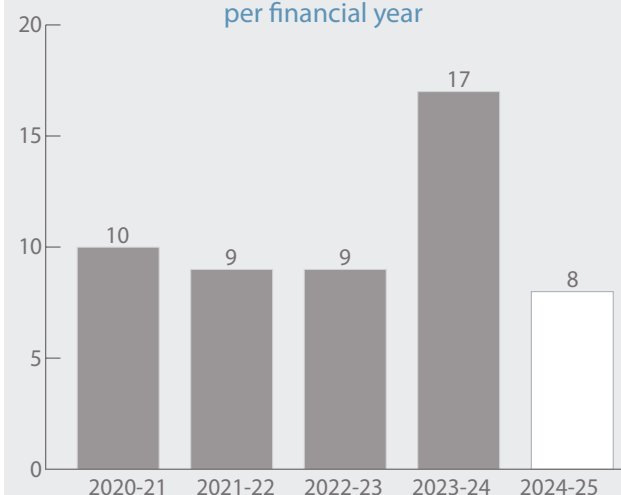
The ODPP acknowledges that systemic inequalities cannot be addressed through a one-size-fits-all approach. Achieving equitable outcomes requires strategies tailored to diverse needs. We are committed to upholding the principles of substantive equality, ensuring that every individual, regardless of their background or circumstance, has the opportunity to succeed.

Although the ODPP is not formally bound by the [Policy Framework for Substantive Equality](#), as outlined in the Public Sector [Commissioner's Circular 2015-01](#), we voluntarily align with its intent and standards. This alignment underscores our dedication to implement best practices for substantive equality within our organisation.

In supporting substantive equality, we continue to review our policies, programs and service delivery practices to identify improvements that address systemic discrimination. Furthermore, we invest in training and development opportunities to equip staff with the knowledge and skills necessary to combat systemic discrimination effectively. We also support affirmative action programs championed by the Public Sector Commission, such as the Women in Executive Leadership Initiative, which advocates for gender equality in leadership and representation.

As we move forward, the ODPP will continue to embed substantive equality into all areas of our operations. We strive to create a level playing field and foster a culture of equal opportunity for all Western Australians. Through ongoing review and targeted measures, substantive equality will remain at the heart of our organisational values and practices.

Number of external complaints received
per financial year



Office of the Director of Public Prosecutions
for Western Australia

Disclosures and Legal Compliance

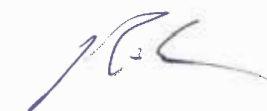
Certification of financial statements

For the financial year ended 30 June 2025

The accompanying financial statements of the Office of the Director of Public Prosecutions have been prepared in compliance with the provisions of the *Financial Management Act 2006* from proper accounts and records to present fairly the financial transactions for the financial year ended 30 June 2025 and the financial position as at 30 June 2025.

At the date of signing we are not aware of any circumstances which would render the particulars included within the financial statements misleading or inaccurate.


Rob Monte CPA
Chief Finance Officer
27 August 2025


Robert Owen SC
Accountable Authority
27 August 2025



Auditor General

INDEPENDENT AUDITOR'S REPORT

2025

Office of the Director of Public Prosecutions

To the Parliament of Western Australia

Report on the audit of the financial statements

I have audited the financial statements of the Office of the Director of Public Prosecutions (Office) which comprise:

- the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended
- notes comprising a summary of material accounting policies and other explanatory information.

In my opinion, the financial statements are:

- based on proper accounts and present fairly, in all material respects, the operating results and cash flows of the Office for the year ended 30 June 2025 and the financial position as at the end of that period
- in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions.

Basis for opinion

I conducted my audit in accordance with the Australian Auditing Standards. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Director for the financial statements

The Director is responsible for:

- keeping proper accounts
- preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (applicable to Tier 2 Entities), the *Financial Management Act 2006* and the Treasurer's Instructions
- such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Page 1 of 5

7th Floor Albert Facey House 469 Wellington Street Perth MAIL TO: Perth BC PO Box 8489 Perth WA 6849 TEL: 08 6557 7500

In preparing the financial statements, the Director is responsible for:

- assessing the entity's ability to continue as a going concern
- disclosing, as applicable, matters related to going concern
- using the going concern basis of accounting unless the Western Australian Government has made policy or funding decisions affecting the continued existence of the Office.

Auditor's responsibilities for the audit of the financial statements

As required by the *Auditor General Act 2006*, my responsibility is to express an opinion on the financial statements. The objectives of my audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

A further description of my responsibilities for the audit of the financial statements is located on the Auditing and Assurance Standards Board website. This description forms part of my auditor's report and can be found at https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

Report on the audit of controls

Opinion

I have undertaken a reasonable assurance engagement on the design and implementation of controls exercised by the Office. The controls exercised by the Office are those policies and procedures established to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property, and the incurring of liabilities have been in accordance with the State's financial reporting framework (the overall control objectives).

In my opinion, in all material respects, the controls exercised by the Office are sufficiently adequate to provide reasonable assurance that the controls within the system were suitably designed to achieve the overall control objectives identified as at 30 June 2025, and the controls were implemented as designed as at 30 June 2025.

The Director's responsibilities

The Director is responsible for designing, implementing and maintaining controls to ensure that the receipt, expenditure and investment of money, the acquisition and disposal of property and the incurring of liabilities are in accordance with the *Financial Management Act 2006*, the Treasurer's Instructions and other relevant written law.

Page 2 of 5

Auditor General’s responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the suitability of the design of the controls to achieve the overall control objectives and the implementation of the controls as designed. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3150 *Assurance Engagements on Controls* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements and plan and perform my procedures to obtain reasonable assurance about whether, in all material respects, the controls are suitably designed to achieve the overall control objectives and were implemented as designed.

An assurance engagement involves performing procedures to obtain evidence about the suitability of the controls design to achieve the overall control objectives and the implementation of those controls. The procedures selected depend on my judgement, including an assessment of the risks that controls are not suitably designed or implemented as designed. My procedures included testing the implementation of those controls that I consider necessary to achieve the overall control objectives.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Limitations of controls

Because of the inherent limitations of any internal control structure, it is possible that, even if the controls are suitably designed and implemented as designed, once in operation, the overall control objectives may not be achieved so that fraud, error or non-compliance with laws and regulations may occur and not be detected. Any projection of the outcome of the evaluation of the suitability of the design of controls to future periods is subject to the risk that the controls may become unsuitable because of changes in conditions.

Report on the audit of the key performance indicators

Opinion

I have undertaken a reasonable assurance engagement on the key performance indicators of the Office for the year ended 30 June 2025 reported in accordance with the *Financial Management Act 2006* and the Treasurer’s Instructions (legislative requirements). The key performance indicators are the Under Treasurer-approved key effectiveness indicators and key efficiency indicators that provide performance information about achieving outcomes and delivering services.

In my opinion, in all material respects, the key performance indicators report of the Office for the year ended 30 June 2025 is in accordance with the legislative requirements, and the key performance indicators are relevant and appropriate to assist users to assess the Office’s performance and fairly represent indicated performance for the year ended 30 June 2025.

The Director’s responsibilities for the key performance indicators

The Director is responsible for the preparation and fair presentation of the key performance indicators in accordance with the *Financial Management Act 2006* and the Treasurer’s Instructions and for such internal controls as the Director determines necessary to enable the preparation of key performance indicators that are free from material misstatement, whether due to fraud or error.

In preparing the key performance indicators, the Director is responsible for identifying key performance indicators that are relevant and appropriate, having regard to their purpose in accordance with Treasurer’s Instruction 3 Financial Sustainability – Requirement 5: Key Performance Indicators.

Auditor General’s responsibilities

As required by the *Auditor General Act 2006*, my responsibility as an assurance practitioner is to express an opinion on the key performance indicators. The objectives of my engagement are to obtain reasonable assurance about whether the key performance indicators are relevant and appropriate to assist users to assess the entity’s performance and whether the key performance indicators are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. I conducted my engagement in accordance with Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Australian Auditing and Assurance Standards Board. That standard requires that I comply with relevant ethical requirements relating to assurance engagements.

An assurance engagement involves performing procedures to obtain evidence about the amounts and disclosures in the key performance indicators. It also involves evaluating the relevance and appropriateness of the key performance indicators against the criteria and guidance in Treasurer’s Instruction 3 - Requirement 5 for measuring the extent of outcome achievement and the efficiency of service delivery. The procedures selected depend on my judgement, including the assessment of the risks of material misstatement of the key performance indicators. In making these risk assessments, I obtain an understanding of internal control relevant to the engagement in order to design procedures that are appropriate in the circumstances.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

My independence and quality management relating to the report on financial statements, controls and key performance indicators

I have complied with the independence requirements of the *Auditor General Act 2006* and the relevant ethical requirements relating to assurance engagements. In accordance with ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, the Office of the Auditor General maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Other information

The Director is responsible for the other information. The other information is the information in the entity’s annual report for the year ended 30 June 2025, but not the financial statements, key performance indicators and my auditor’s report.

My opinions on the financial statements, controls and key performance indicators do not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, controls and key performance indicators my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and key performance indicators or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I did not receive the other information prior to the date of this auditor's report. When I do receive it, I will read it and if I conclude that there is a material misstatement in this information, I am required to communicate the matter to those charged with governance and request them to correct the misstated information. If the misstated information is not corrected, I may need to retract this auditor's report and re-issue an amended report.

Matters relating to the electronic publication of the audited financial statements and key performance indicators

This auditor's report relates to the financial statements and key performance indicators of the Office of the Director of Public Prosecutions for the year ended 30 June 2025 included in the annual report on the Office's website. The Office's management is responsible for the integrity of the Office's website. This audit does not provide assurance on the integrity of the Office's website. The auditor's report refers only to the financial statements, controls and key performance indicators described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the annual report. If users of the financial statements and key performance indicators are concerned with the inherent risks arising from publication on a website, they are advised to contact the entity to confirm the information contained in the website version.



Jordan Langford-Smith
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
28 August 2025

Statement of comprehensive income

For the year ended 30 June 2025

	Notes	2025 (\$000)	2024 (\$000)
Cost of Services			
Expenses			
Employee benefits expense	2.1 (a)	57,720	50,446
Supplies and services	2.2	9,290	8,534
Depreciation and amortisation expense	4.1, 4.2, 4.3	863	644
Accommodation expenses	2.2	5,812	5,626
Other expenses	2.2	4,015	3,452
Total cost of services		77,700	68,702
Income			
Other income	3.2	128	119
		128	119
Net cost of services		77,572	68,583
Income from State Government			
Service appropriation	3.1	67,138	58,251
Income from other public sector entities	3.1	11,869	8,807
Resources received	3.1	408	363
Total income from State Government		79,415	67,421
Surplus / (deficit) for the period		1,843	(1,162)
Total comprehensive income / (loss) for the period		1,843	(1,162)

The Statement of comprehensive income should be read in conjunction with the accompanying notes.



Statement of financial position

As at 30 June 2025

	Notes	2025 (\$'000)	2024 (\$'000)
Assets			
Current Assets			
Cash and cash equivalents	6.3	5,413	7,111
Restricted cash and cash equivalents	6.3	9,814	7,340
Receivables	5.1	6,113	2,737
Amounts receivable for services	5.2	558	439
Other current assets	5.3	2,217	1,532
Total Current Assets		24,115	19,159
Non-Current Assets			
Restricted cash and cash equivalents	6.3	-	1,394
Receivables	5.1	1,583	1,266
Amounts receivable for services	5.2	8,662	8,155
Plant and equipment	4.1	3,845	2,108
Right-of-use assets	4.2	544	472
Intangible assets	4.3	262	115
Other non-current assets	5.3	15	23
Total Non-Current Assets		14,911	13,532
Total Assets		39,026	32,691
Liabilities			
Current Liabilities			
Payables	5.4	3,309	2,215
Lease liabilities	6.1	193	144
Employee related provisions	2.1 (b)	11,484	9,303
Total Current Liabilities		14,986	11,662
Non-Current Liabilities			
Lease liabilities	6.1	378	348
Employee related provisions	2.1 (b)	2,932	3,018
Total Non-Current Liabilities		3,310	3,366
Total Liabilities		18,296	15,028
Net Assets		20,730	17,664
Equity			
Contributed Equity		15,788	14,565
Accumulated surplus		4,942	3,099
Total Equity		20,730	17,664

The Statement of financial position should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the year ended 30 June 2025

	Contributed Equity (\$'000)	Accumulated surplus/ (deficit) (\$'000)	Total Equity (\$'000)
Balance at 1 July 2023	9,773	4,261	14,034
Deficit	-	(1,162)	(1,162)
Other comprehensive income	-	-	-
Total comprehensive income for the period:	-	(1,162)	(1,162)
<i>Transactions with owners in their capacity as owners:</i>			
Capital contributions	2,272	-	2,272
Capital appropriation - Digital Capability Fund	2,520	-	2,520
Total	4,792	-	4,792
Balance at 30 June 2024	14,565	3,099	17,664
Balance at 1 July 2024	14,565	3,099	17,664
Surplus	-	1,843	1,843
Other comprehensive income	-	-	-
Total comprehensive income for the period:	-	1,843	1,843
<i>Transactions with owners in their capacity as owners:</i>			
Capital contributions	800	-	800
Capital appropriation - Digital Capability Fund	423	-	423
Total	1,223	-	1,223
Balance at 30 June 2025	15,788	4,942	20,730

The Statement of changes in equity should be read in conjunction with the accompanying notes.



Statement of cash flows

For the year ended 30 June 2025

	Note	2025 (\$'000)	2024 (\$'000)
Cash flows from the State Government			
Service appropriation		65,973	57,430
Capital appropriations		1,223	4,792
Contributions from Confiscation Proceeds Account		8,807	11,447
Holding account drawdown		539	439
Net cash provided by State Government		76,542	74,108
<i>Utilised as follows:</i>			
Cash flows used in operating activities			
Payments			
Employee benefits		(54,519)	(47,469)
Supplies and services		(19,688)	(17,883)
GST payments on purchases		(2,059)	(1,806)
Receipts			
Receipts from services		128	119
GST receipts on sales		10	10
GST receipts from taxation authority		1,646	1,421
Net cash used in operating activities		(74,482)	(65,607)
Cash flows used in investing activities			
Payments			
Purchase of non-current assets		(1,990)	(1,431)
Net cash used in investing activities		(1,990)	(1,431)
Cash flows used in financing activities			
Payments			
Principal elements of lease payments		(371)	(357)
Payment to accrued salaries account		(317)	(226)
Net cash used in financing activities		(688)	(583)
Net (decrease)/ increase in cash and cash equivalents		(618)	6,487
Cash and cash equivalents at the beginning of the period		15,845	9,358
Cash and cash equivalents at the end of the period	6.3	15,227	15,845

The Statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the financial statements

1. Basis of preparation

The Office of the Director of Public Prosecutions for Western Australia (the Office) is a Government not-for-profit entity controlled by the State of Western Australia, which is the ultimate parent.

A description of the nature of its operations and its principal activities have been included in the 'Overview' which does not form part of these financial statements.

These annual financial statements were authorised for issue by the accountable authority of the Office on 27 August 2025.

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures, the Conceptual Framework and other authoritative pronouncements issued by the Australian Accounting Standards Board (AASB) as modified by Treasurer's instructions. Some of these pronouncements are modified to vary their application and disclosure.

The *Financial Management Act 2006* and Treasurer's instructions, which are legislative provisions governing the preparation of financial statements for agencies, take precedence over AASB pronouncements. Where an AASB pronouncement is modified and has had a significant financial effect on the reported results, details of the modification and the resulting financial effect are disclosed in the notes to the financial statements.

Basis of preparation

These financial statements are presented in Australian dollars applying the accrual basis of accounting and using the historical cost convention. All values are rounded to the nearest thousand dollars (\$'000).

Accounting for Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of goods and services tax (GST), except that the:

(a) amount of GST incurred by the Office as a purchaser that is not recoverable from the Australian Taxation Office (ATO) is recognised as part of an asset's cost of acquisition or as part of an item of expense, and

(b) receivables and payables are stated with the amount of GST included.

Cash flows are included in the [Statement of cash flows](#) on a gross basis. However, the GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

Contributed equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* requires transfers in the nature of equity contributions, other than as a result of a restructure of administrative arrangements, as designated as contributions by owners (at the time of, or prior to, transfer) be recognised as equity contributions. Capital appropriations have been designated as contributions by owners by TI 8 – Requirement 8.1(i) and have been credited directly to Contributed Equity.

Comparative information

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* provides relief from presenting comparatives for:

- Property, Plant and Equipment reconciliations,
- Intangible Asset reconciliations, and
- Right-of-Use Asset reconciliations.

Judgements and estimates

Judgements, estimates, and assumptions are required to be made about financial information being presented. The significant judgements and estimates made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements and/or estimates are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

2. Use of our funding

Expenses incurred in the delivery of services

This section provides additional information about how the Office's funding is applied and the accounting policies that are relevant for an understanding of the items recognised in the financial statements. The primary expenses incurred by the Office in achieving its objectives and the relevant notes are:

	Notes
Employee benefits expenses	2.1(a)
Employee related provisions	2.1(b)
Other expenditure	2.2

2.1(a) Employee benefits expenses

	2025 (\$000)	2024 (\$000)
Employee benefits	52,138	45,665
Superannuation – defined contribution plans	5,582	4,781
Employee benefits expenses	57,720	50,446
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	193	171
Less: Employee contributions (per note 3.2 Other income)	(104)	(100)
Total employee benefits provided	57,809	50,517

Employee benefits include wages, salaries and social contributions, accrued and paid leave entitlements and paid sick leave, and non-monetary benefits recognised under accounting standards other than AASB 16 *Leases* (such as medical care, housing, cars and free or subsidised goods or services) for employees.

Superannuation is the amount recognised in profit or loss of the [Statement of comprehensive income](#) comprises employer contributions paid to the GSS (concurrent contributions), the WSS, other GESB schemes or other superannuation funds.

AASB 16 non-monetary benefits are non-monetary employee benefits, predominantly relating to the provision of vehicles is recognised under AASB 16 and is excluded from the employee benefits expense.

Employee contributions are contributions made to the Office by employees towards employee benefits that have been provided by the Office. This includes both AASB 16 and non-AASB 16 employee contributions.



2.1(b) Employee related provisions

	2025 (\$000)	2024 (\$000)
Current		
Employee benefits provisions		
Annual leave	4,839	3,978
Long service leave	6,522	5,202
Deferred salary scheme	104	107
	11,465	9,287
Other provisions		
Employment on-costs	19	16
Total current employee related provisions	11,484	9,303
Non-current		
Employee benefits provisions		
Long service leave	2,928	3,013
Other provisions		
Employment on-costs	4	5
Total non-current employee related provisions	2,932	3,018
Total employee related provisions	14,416	12,321

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered up to the reporting date and recorded as an expense during the period the services are delivered.

Annual leave liabilities are classified as current as there is no right at the end of the reporting period to defer settlement for at least 12 months after the end of the reporting period.

The provision for annual leave is calculated at the present value of expected payments to be made in relation to services provided by employees up to the reporting date.

Long service leave liabilities are unconditional long service leave provisions and are classified as current liabilities as the Office does not have the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the of the reporting period.

Pre-conditional and conditional long service leave provisions are classified as non-current liabilities because the Office has the right to defer the settlement of the liability until the employee has completed the requisite years of service.

The provision for long service leave is calculated at present value as the Office does not expect to wholly settle the amounts within 12 months. The present value is measured taking into account the present value of expected future payments to be made in relation to services provided by employees up to the reporting date. These payments are estimated using the remuneration rate expected to apply at the time of settlement and discounted using market yields at the end of the reporting period on national government bonds with terms to maturity that match, as closely as possible, the estimated future cash outflows.

Deferred salary scheme liabilities are classified as current where there is no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period.

Employment on-costs involve settlements of annual and long service leave liabilities which gives rise to the payment of employment on-costs including workers' compensation insurance. The provision is the present value of expected future payments.

Employment on-costs, including workers' compensation insurance premiums, are not employee benefits and are recognised separately as liabilities and expenses when the employment to which they relate has occurred. Employment on-costs are included as part of 'Other expenses, [Note 2.2](#) [apart from the unwinding of the discount (finance cost)]' and are not included as part of the Office's 'employee benefits expense'. The related liability is included in 'Employment on-costs provision'.

	2025 (\$000)
Employment on-costs provision	
Carrying amount at start of period	20
Additional provisions recognised	11
Payments/other sacrifices of economic benefits	(8)
Unwinding of the discount	-
Carrying amount at end of the period	23

Key sources of estimation uncertainty – long service leave

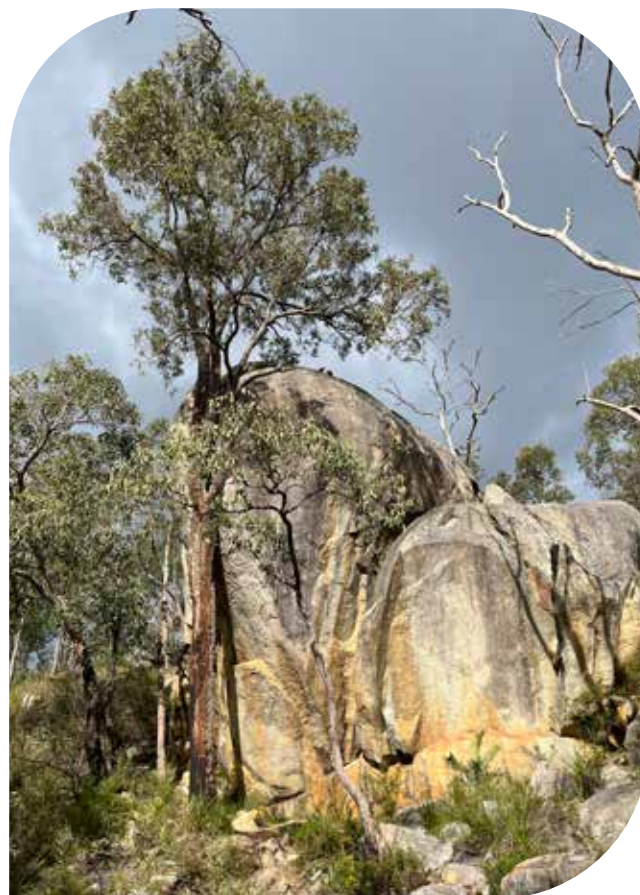
Key estimates and assumptions concerning the future are based on historical experience and various other factors that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

Several estimates and assumptions are used in calculating the Office's long service leave provision.

These include:

- *expected future salary rates,*
- *discount rates,*
- *employee retention rates, and*
- *expected future payments.*

Changes in these estimations and assumptions may impact on the carrying amount of the long service leave provision. Any gain or loss following revaluation of the present value of long service leave liabilities is recognised as employee benefits expense.



2.2 Other expenditure

	2025 (\$000)	2024 (\$000)
Supplies and services		
Communications	254	227
Operational support and professional services	6,880	6,301
Consumables	995	915
Travel	452	417
Other supplies and services expenses	709	674
Total supplies and services expenses	9,290	8,534
Accommodation expenses		
Office rental	5,812	5,626
Total accommodation expenses	5,812	5,626
Other expenses		
Repairs and maintenance	315	509
Witness expenses	876	731
Vehicle maintenance	121	138
Litigation costs	349	173
External brief out expense	2,260	1,823
Impairment losses	6	-
Other expenses ^(a)	88	78
Total other expenses	4,015	3,452
Total other expenditure	19,117	17,612

(a) Includes workers' compensation insurance, audit fees and lease interest expenses.

Supplies and services expenses are recognised as an expense in the reporting period in which they are incurred. The carrying amounts of any materials held for distribution are expensed when the materials are distributed.

Office rental is expensed as incurred as Memorandum of Understanding Agreements between the Office and the Department of Finance for the leasing of office accommodation contain significant substitution rights.

Repairs, maintenance and cleaning costs are recognised as expenses as incurred.

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

Expected credit losses is recognised for movement in the allowance for impairment of trade receivables. Please refer to [note 5.1 Receivables](#) for more details.

Employee on-cost includes workers' compensation insurance and other employment on-costs. The on-costs liability associated with the recognition of annual and long service leave liabilities is included at [Note 2.1\(b\) Employee related provisions](#). Superannuation contributions accrued as part of the provision for leave are employee benefits and are not included in employment on-costs.

3. Our funding sources

How we obtain our funding

This section provides additional information about how the Office obtained its funding and the relevant accounting policy notes that govern the recognition and measurement of this funding. The primary income received by the Office and the relevant notes are:

	Notes
Income from State Government	3.1
Other Income	3.2

3.1 Income from State Government

	2025 (\$000)	2024 (\$000)
Appropriation received during the period:		
- Service appropriations	67,138	58,251
Total service appropriation	67,138	58,251
Income received from other public sector entities during the period:		
- Contributions from Confiscation Proceeds Account	11,869	8,807
Total income from other public sector entities	11,869	8,807
Services received free of charge from other public sector entities during the period:		
• Department of Justice	78	55
• State Solicitors Office	28	21
• Department of Finance	208	208
• Landgate	94	79
Total resources received	408	363
Total income from State Government	79,415	67,421

Service Appropriations are recognised as income at fair value of consideration received in the period in which the Office gains control of the appropriated funds. The Office gains control of appropriated funds at the time those funds are deposited in the bank account or credited to the holding account held at Treasury.

The Confiscation Proceeds Account sees funds paid out at the direction of the Attorney General to the Office for reimbursement of costs associated with administering the [Criminal Property Confiscation Act 2000](#) and briefing criminal trials. As this WA Government Grant does not have specific performance obligations, it is recognised as revenue under AASB 1058 *Income of Not-for-Profit Entities* when receivable.

Resources received from other public sector entities is recognised as income equivalent to the fair value of services received that can be reliably determined and which would have been purchased if not donated.

Summary of consolidated account appropriations

For the year ended 30 June 2025

	2025 Budget (\$000)	2025 Section 25 transfers* (\$000)	2025 Additional funding** (\$000)	2025 Revised budget (\$000)	2025 Actual*** (\$000)	2025 Variance (\$000)
Delivery of Services						
Item 72 Net amount appropriated to deliver services	58,724	1,515	128	60,367	60,294	73
Amount Authorised by Other Statutes						
- Salaries and Allowances Act 1975	6,333	-	-	6,333	6,333	-
Total appropriations provided to deliver services	65,057	1,515	128	66,700	66,627	73
Capital						
Item 147 Capital Appropriation	800	-	71	871	800	71
Total consolidated account appropriations	65,857	1,515	199	67,571	67,427	144

* Section 25 transfers include the wage policy provision - transfer for settled agreements.

** Additional funding includes supplementary funding and new funding authorised under section 27 of the Act and amendments to standing appropriations. This includes \$40,000 for cost and demand pressures, \$88,000 for interest and depreciation adjustment for State fleet vehicles, and \$71,000 capital adjustment for the State fleet vehicles.

*** 2024-25 service appropriations include \$511,000 from the National Redress Scheme, which is not provided under the above mentioned item numbers.

3.2 Other Income

	2025 (\$000)	2024 (\$000)
Contributions to the motor vehicle scheme	104	100
Workers' compensation	2	-
Other income	22	19
Total other income	128	119



4. Key assets

This section includes information regarding the key assets the Office utilises to gain economic benefits or provide service potential. The section sets out both the key accounting policies and financial information about the performance of these assets:

	Notes
Plant and equipment	4.1
Right-of-use assets	4.2
Intangibles	4.3

4.1 Plant and equipment

Year Ended 30 June 2025	Leasehold improvements (\$000)	Computer hardware (\$000)	Office equipment (\$000)	Total (\$000)
1 July 2024				
Gross carrying amount	1,713	1,997	601	4,311
Accumulated depreciation	(150)	(1,395)	(498)	(2,043)
Accumulated Impairment Loss	-	(146)	(14)	(160)
Carrying amount at start of period	1,563	456	89	2,108
Additions	657	211	86	954
Works in progress	1,380	(34)	25	1,371
Impairment losses	(5)	(1)	-	(6)
Depreciation	(295)	(241)	(46)	(582)
Carrying amount at 30 June 2025	3,300	391	154	3,845
Gross carrying amount	3,750	2,174	712	6,636
Accumulated depreciation	(445)	(1,636)	(544)	(2,625)
Accumulated Impairment losses	(5)	(147)	(14)	(166)

Initial recognition

Items of plant and equipment, costing \$5,000 or more are measured initially at cost. Where an asset is acquired for no cost or significantly less than fair value, the cost is valued at its fair value at the date of acquisition. Items of plant and equipment costing less than \$5,000 are immediately expensed direct to the [Statement of Comprehensive Income](#) (other than where they form part of a group of similar items which are significant in total).

The cost of a leasehold improvement is capitalised and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the leasehold improvement.

Subsequent measurement

Plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Useful lives

All plant and equipment having a limited useful life, are systematically depreciated over their estimated useful lives in a manner that reflects the consumption of their future economic benefits.

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

Asset	Useful life: years
Leasehold improvements	7 to 13
Computer equipment	3 to 4
Office equipment	4 to 5

The estimated useful lives, residual values, and depreciation method are reviewed at the end of each annual reporting period and adjustments are made where appropriate.

Leasehold improvements are depreciated over the shorter of the lease term and their useful lives.

Impairment

Non-financial assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired. Where there is an indication of impairment, the recoverable amount is estimated. Where the recoverable amount is less than the carrying amount, the asset is considered impaired and is written down to the recoverable amount and an impairment loss is recognised.

Where an asset measured at cost is written down to its recoverable amount, an impairment loss is recognised through profit or loss.

As the Office is a not-for-profit entity, the recoverable amount of regularly revalued specialised assets is anticipated to be materially the same as fair value.

If there is an indication that there has been a reversal in impairment, the carrying amount shall be increased to its recoverable amount. However, this reversal should not increase the asset's carrying amount above what would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised in prior years.

4.2 Right-of-use assets

Year ended 30 June 2025	Vehicles (\$000)	Total (\$000)
Right-of-use assets		
Carry amount at beginning of period	472	472
Additions	255	255
Depreciation	(183)	(183)
Net carrying amount at end of period	544	544

The Office has leases for vehicles. The lease contracts are typically made for fixed periods of 1-6 years with an option to renew the lease after that date.

The Office has entered into a Memorandum of Understanding Agreements with the Department of Finance for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Finance and are accounted for as an expense as incurred.

Initial recognition

At the commencement date of the lease, the Office recognises right-of-use assets and a corresponding lease liability for most leases. The right-of-use assets are measured at cost comprising of:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs, and
- restoration costs, including dismantling and removing the underlying asset.

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in [note 6.1](#).

The Office has elected not to recognise right-of-use assets and lease liabilities for short-term leases (with a lease term of 12 months or less) and low value leases (with an underlying value of \$5,000 or less). Lease payments associated with these leases are expensed over a straight-line basis over the lease term.

Subsequent Measurement

The cost model is applied for subsequent measurement of right-of-use assets, requiring the asset to be carried at cost less any accumulated depreciation and accumulated impairment losses and adjusted for any re-measurement of lease liability.

Depreciation and impairment of right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the underlying assets.

If ownership of the leased asset transfers to the Office at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets are tested for impairment when an indication of impairment is identified. The policy in connection with testing for impairment is outlined in [note 4.1](#).

The corresponding lease liabilities in relation to these right-of-use assets have been disclosed in [note 6.1](#).

4.3 Intangible assets

Year ended 30 June 2025	Licences (\$000)	Computer Software (\$000)	Total (\$000)
1 July 2024			
Gross carrying amount	209	509	718
Accumulated amortisation	(94)	(509)	(603)
Carrying amount at start of period	115	-	115
Additions	205	-	205
Works in progress	-	40	40
Impairment losses	-	-	-
Impairment losses reversed	-	-	-
Amortisation expense	(98)	-	(98)
Carrying amount at end of period	222	40	262

Initial recognition

Intangible assets are initially recognised at cost. For assets acquired at no cost or significantly less than fair value, the cost is their fair value at the date of acquisition.

Acquired and internally generated intangible assets costing \$5,000 or more that comply with the recognition criteria of AASB 138 *Intangible Assets* (as noted above) are capitalised.

Costs incurred below these thresholds are immediately expensed directly to the [Statement of comprehensive income](#).

An internally generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following are demonstrated:

- (a) the technical feasibility of completing the intangible asset so that it will be available for use or sale,
- (b) an intention to complete the intangible asset, and use or sell it,
- (c) the ability to use or sell the intangible asset,
- (d) the intangible asset will generate probable future economic benefit,
- (e) the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset, and
- (f) the ability to measure reliably the expenditure attributable to the intangible asset during its development.

Costs incurred in the research phase of a project are immediately expensed.

Subsequent measurement

The cost model is applied for subsequent measurement of intangible assets, requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses.

Useful lives

Amortisation of finite life intangible assets is calculated on a straight-line basis at rates that allocate the asset's value over its estimated useful life. All intangible assets controlled by the Office have a finite useful life and zero residual value. Estimated useful lives are reviewed annually.

The estimated useful lives for each class of intangible asset are detailed in the table below:

Asset	Useful life: years
Licences	3 to 5
Software ^(a)	3 to 5

(a) Software that is not integral to the operation of any related hardware. Software costing less than \$5,000 is expensed in the year of acquisition.

Impairment of intangible assets

Intangible assets with indefinite useful lives are tested for impairment annually or when an indication of impairment is identified. As at 30 June 2025 there were no indications of impairment to intangible assets.

The policy in connection with testing for impairment is outlined in [note 4.1](#).

5. Other assets and liabilities

This section sets out those assets and liabilities that arose from the Office's controlled operations and includes other assets utilised for economic benefits and liabilities incurred during normal operations:

	Notes
Receivables	5.1
Amounts receivable for services	5.2
Other assets	5.3
Payables	5.4

5.1 Receivables

	2025 (\$000)	2024 (\$000)
Current		
Receivables ^(a)	6,113	2,737
Total current	6,113	2,737
Non-current		
Accrued salaries account ^(b)	1,583	1,266
Total non-current	1,583	1,266
Total receivables	7,696	4,003

(a) Receivables mainly relate to expected funds from the Confiscation Proceeds Account.

(b) Funds transferred to Treasury for the purpose of meeting the 27th pay in a reporting period that generally occurs every 11 years. This account is classified as non-current except for the year before the 27th pay year.

Receivables are recognised at original invoice amount less any allowances for uncollectible amounts, i.e., impairment. The carrying amount of net receivables is equivalent to fair value as it is due for settlement within 30 days.

Receivables are considered not impaired because they are current in nature, i.e., there is no expected credit loss due to the nature of the account.

Accrued salaries account contains amounts paid annually into the Treasurer's special purpose account. It is restricted for meeting the additional cash outflow for employee salary payments in reporting periods with 27 pay days instead of the normal 26. No interest is received on this account.

5.2 Amounts receivable for services (Holding Account)

	2025 (\$000)	2024 (\$000)
Current	558	439
Non-Current	8,662	8,155
Total Amounts receivable for services at end of period	9,220	8,594

Amounts receivable for services represent the non-cash component of service appropriations. It is restricted in that it can only be used for asset replacement or payment of leave liability.

The amounts receivable for services are financial assets at amortised cost, and are not considered impaired (i.e. there is no expected credit loss of the holding accounts).

5.3 Other assets

	2025 (\$000)	2024 (\$000)
Prepayments		
Current	2,217	1,532
Non-Current	15	23
Total other assets at end of period	2,232	1,555

Prepayments are amounts paid by the Office in advance of the receipt of goods/services. These are predominantly for information technology systems support and maintenance.

5.4 Payables

	2025 (\$000)	2024 (\$000)
Current		
Trade payables	327	358
Accrued expenses	1,005	795
Accrued capital	557	-
Accrued salaries	1,420	1,053
Other current liabilities	-	10
Total current	3,309	2,215

Payables are recognised at the amounts payable when the Office becomes obliged to make future payments as a result of a purchase of assets or services. The carrying amount is equivalent to fair value as settlement for the Office is generally within 15 to 20 days.

Accrued capital represents the amount due to another government agency for the Leasehold improvements at the end of reporting period.

Accrued salaries represent the amount due to staff but unpaid at the end of the reporting period. Accrued salaries are settled within a fortnight after the reporting period. The Office considers the carrying amount of accrued salaries to be equivalent to its fair value.



6. Financing

This section sets out the material balances and disclosures associated with the financing and cashflows of the Office.

	Notes
Lease liabilities	6.1
Finance costs	6.2
Cash and cash equivalents	6.3
Capital commitments	6.4

6.1 Lease liabilities

	2025 (\$000)	2024 (\$000)
Not later than one year	193	144
Later than one year and not later than five years	370	339
Later than five years	8	9
	571	492
Current	193	144
Non-Current	378	348
	571	492

Initial measurement

At the commencement date of the lease, the Office recognises lease liabilities measured at the present value of the lease payments to be made over the lease term. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the Office uses the incremental borrowing rate provided by Western Australia Treasury Corporation.

Lease payments included by the Office as part of the present value calculation of lease liability include:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable,
- variable lease payments that depend on an index or a rate initially measured using the index or rate as at the commencement date,
- amounts expected to be payable by the lessee under residual value guarantees,
- the exercise price of purchase options (where these are reasonably certain to be exercised),
- payments for penalties for terminating a lease, where the lease term reflects the office exercising an option to terminate the lease, and
- periods covered by extension or termination options are only included in the lease term by the Office if the lease is reasonably certain to be extended (or not terminated).

The interest on the lease liability is recognised in profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Lease liabilities do not include any future changes in variable lease payments (that depend on an index or rate) until they take effect, in which case the lease liability is reassessed and adjusted against the right-of-use asset.

Variable lease payments, not included in the measurement of lease liability, that are dependent on sales, an index or a rate are recognised by the Office in profit or loss in the period in which the condition that triggers those payments occurs.

Subsequent Measurement

Lease liabilities are measured by increasing the carrying amount to reflect interest on the lease liabilities, reducing the carrying amount to reflect the lease payments made, and remeasuring the carrying amount at amortised cost, subject to adjustments to reflect any reassessment or lease modifications.

This section should be read in conjunction with [note 4.2](#).

6.2 Finance costs

	2025 (\$000)	2024 (\$000)
Interest expense		
Interest expense on lease interest liabilities ^(a)	38	31
Total finance costs expensed	38	31

(a) Lease interest expense is included as part of 'other supplies and services expenses' in [note 2.2](#).

Finance cost includes the interest component of lease liability repayments.

6.3 Cash and cash equivalents

	2025 (\$000)	2024 (\$000)
Cash advances	1	1
Cash and cash equivalents	5,412	7,110
Restricted cash and cash equivalents	9,814	8,734
Balance at end of period	15,227	15,845

	2025 (\$000)	2024 (\$000)
Restricted cash and cash equivalents		
Current		
• Mental health and wellbeing account ^(a)	2,081	1,554
• Asset investment plan account ^(b)	5,426	5,786
• Confiscations proceeds holding account ^(c)	2,307	-
Total current	9,814	7,340
Non-Current		
• Mental health and wellbeing account ^(a)	-	1,394
Balance at end of period	9,814	8,734

(a) The funds for the Mental Health and Wellbeing Program remain in restricted cash for the purposes of delivery of the strategic outcome associated with the program.

(b) The funds for the Strategic Asset Portfolio and accommodation fitout programs remain in restricted cash until program completion.

(c) The funds from the Confiscation Proceeds Account are transferred to the restricted cash account.

For the purpose of the [Statement of cash flows](#), cash and cash equivalent assets comprise cash on hand.

6.4 Capital commitments

	2025 (\$000)	2024 (\$000)
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	935	88
Later than 1 year and not later than 5 years	-	-
Later than 5 years	-	-
	935	88

The totals presented for capital commitments are GST inclusive.

7. Financial instruments and Contingencies

This note sets out the key risk management policies and measurement techniques of the Office.

	Notes
Financial Instruments	7.1
Contingent assets and liabilities	7.2

7.1 Financial instruments

The carrying amounts of each of the following categories of financial assets and financial liabilities at the end of the reporting period are:

	2025 (\$000)	2024 (\$000)
Financial assets		
Cash and cash equivalents	5,413	7,111
Restricted cash and cash equivalents	9,814	8,734
Financial assets at amortised cost ^(a)	16,249	12,207
Total financial assets	31,476	28,052
Financial liabilities		
Financial liabilities at amortised cost ^(b)	3,309	2,215
Total financial liability	3,309	2,215

(a) The amount of financial assets at amortised cost excludes GST recoverable from the ATO (statutory receivable).

(b) The amount of financial liabilities at amortised cost excludes GST payable from the ATO (statutory payable).

7.2 Contingent assets and liabilities

The Office has no contingent assets and liabilities at 30 June 2025.

8. Other disclosures

This section includes additional material disclosures required by accounting standards or other pronouncements, for the understanding of this financial report.

	Notes
Events occurring after the end of the reporting period	8.1
Key management personnel	8.2
Related party transactions	8.3
Related bodies	8.4
Affiliated bodies	8.5
Remuneration of auditors	8.6
Supplementary financial information	8.7

8.1 Events occurring after the end of the reporting period

There were no events occurring after the end of the reporting period that have an impact on the financial statements.

8.2 Key management personnel

The Office has determined that key management personnel include cabinet ministers and senior officers of the Office. The Office does not incur expenditures to compensate Ministers and those disclosures may be found in the [Annual Report on State Finances](#).

The total fees, salaries, superannuation, non-monetary benefits and other benefits for senior officers of the Office for the reporting period are presented within the following bands:

Compensation band (\$)	2025	2024
150,001 - 200,000	1	1
200,001 - 250,000	1	-
250,001 - 300,000	-	1
300,001 - 350,000	2	3
350,001 - 400,000	5	4
400,001 - 450,000	2	4
450,001 - 500,000	2	-
500,001 - 550,000	1	-
550,001 - 600,000	1	-
600,001 - 650,000	1	1

	2025 (\$000)	2024 (\$000)
Total compensation of senior officers	6,413	5,201

8.3 Related party transactions

The Office is a wholly-owned public sector entity that is controlled by the State of Western Australia.

Related parties of the Office include:

- all cabinet ministers and their close family members, and their controlled or jointly controlled entities,
- all senior officers and their close family members, and their controlled or jointly controlled entities,
- other agencies and statutory authorities, including related bodies, that are included in the whole of government consolidated financial statements, i.e., wholly-owned public sector entities,
- associates and joint ventures of a wholly-owned public sector entity, and
- the Government Employees Superannuation Board (GESB).

Material transactions with related parties

Outside of normal citizen type transactions with the Office, there were no other related party transactions that involved key management personnel and/or their close family members and/or their controlled (or jointly controlled) entities.

8.4 Related bodies

The Office did not have any related bodies during the reporting period.

8.5 Affiliated bodies

The Office did not have any affiliated bodies during the reporting period.

8.6 Remuneration of auditors

Remuneration paid or payable to the Auditor General in respect of the audit for the current reporting period is as follows:

	2025 (\$000)	2024 (\$000)
Auditing the accounts, financial statements, controls, and key performance indicators	46	42

8.7 Supplementary financial information

(a) Write-offs

During the reporting period, \$nil (2024: \$4,948) was written off the Office's book under the authority of:

	2025 (\$000)	2024 (\$000)
The accountable authority	-	5
The Minister	-	-
The Treasurer	-	-
	-	5

(b) Losses through theft, defaults and other causes

	2025 (\$000)	2024 (\$000)
Losses of public money, other money and public and other property through theft or default	-	-

(c) Forgiveness of debts

	2025 (\$000)	2024 (\$000)
Forgiveness (or waiver) of debts by the Office	-	-

(d) Gift of public property

	2025 (\$000)	2024 (\$000)
Gift of public property by the Office	-	-

9. Explanatory Statements

This section explains variations in the financial performance of the Office.

	Notes
Explanatory statement for controlled operations	9.1

9.1 Explanatory statement for controlled operations

This explanatory section explains variations in the financial performance of the Office undertaking transactions under its own control, as represented by the primary financial statements.

All variances between estimates (original budget) and actual results for 2025, and between the actual results for 2025 and 2024 are shown below. Narratives are provided for key major variances, which are more than 10% from their comparative and which are more than 1% of the following (as appropriate):

1. Estimate and actual results for the current year:

- Total Cost of Services of the annual estimates for the [Statements of comprehensive income](#) and [Statement of cash flows](#), i.e., 1% of \$78,507,000, and
- Total Assets of the annual estimates for the [Statement of financial position](#), i.e., 1% of \$36,880,000.

2. Actual results between the current year and the previous year:

- Total Cost of Services of the previous year for the [Statement of comprehensive income](#) and [Statement of cash flows](#), i.e., 1% of \$68,702,000, and
- Total Assets of the previous year for the [Statement of financial position](#), i.e., 1% of \$32,692,000.

9.1.1 Statement of comprehensive income variances

	Variance Notes	Estimate ⁽¹⁾ 2025 (\$000)	Actual 2025 (\$000)	Actual 2024 (\$000)	Variance between actual and estimate (\$000)	actual results 2025 and 2024 (\$000)
Expenses						
Employee benefits expense	1.1 , 2.1	61,801	57,720	50,446	(4,081)	7,274
Supplies and services	1.2	6,612	9,290	8,534	2,678	756
Depreciation and amortisation expense		1,165	863	644	(302)	219
Accommodation expenses		5,626	5,812	5,626	186	186
Finance and interest costs		20	38	31	18	7
Other expenses		3,283	3,977	3,421	694	556
Total cost of services		78,507	77,700	68,702	(807)	8,998
Income						
Other Income		50	128	119	78	9
Total income other than income from State Government		50	128	119	78	9
Net cost of services		78,457	77,572	68,583	(885)	8,989
Income from State Government						
Service Appropriation	2.2	65,057	67,138	58,251	2,081	8,887
Contribution from Confiscation Proceeds Account	1.3 , 2.3	7,387	11,869	8,807	4,482	3,062
Resources received		793	408	363	(385)	45
Total income from State Government		73,237	79,415	67,421	6,178	11,994
Surplus/ (deficit) for the period		(5,220)	1,843	(1,162)	7,063	3,005
Other comprehensive income						
Total comprehensive income for the period		(5,220)	1,843	(1,162)	7,063	3,005

(1) These are annual estimates published for the financial year ended 30 June 2025.

Major estimate and actual (2025) variance narratives:

- 1.1 Despite the Office pursuing targeted recruitment campaigns, and progressing multiple strategic initiatives to reach approved budgeted workforce levels, this decrease relates to challenges associated with recruiting and retaining skilled and experienced paralegals and prosecutors relative to stated budget limits.
- 1.2 Increase due to the costs associated with Office of Digital Government's Digital WA Strategy, ICT system support and maintenance, and the digital storage costs of rapidly increasing digital evidentiary volume.
- 1.3 Increase due to the growth in criminal monies confiscated by the Office during the period.

Major actual (2025) and comparative (2024) variance narratives:

- 2.1 Increase in the significant workload demands for criminal prosecution and confiscation of assets services to cater for the increase in the complexity, progression of legislative reform, volume of caseloads and an increase in employee benefits awarded through the Public Sector Wages Policy. The growth between financial periods was supported by an increase in FTE's underpinned by approved budgeted workforce growth.
- 2.2 Increase due to the demand for prosecution services as the Office continues to respond to increased caseloads, legislative reform and associated case complexity.
- 2.3 Increase due to the growth in criminal monies confiscated by the Office during the period.

9.1.2 Statement of financial position variances

	Variance Notes	Estimate ⁽¹⁾ 2025 (\$000)	Actual 2025 (\$000)	Actual 2024 (\$000)	Variance between actual and estimate (\$000)	actual results 2025 and 2024 (\$000)
Assets						
Current Assets						
Cash and cash equivalents	1.1 , 2.1	2,239	5,413	7,111	3,174	(1,698)
Restricted cash and cash equivalents	1.1 , 2.1	2,256	9,814	7,340	7,558	2,474
Receivables	1.2 , 2.2	5,545	6,113	2,737	568	3,376
Amounts receivable for services		558	558	439	-	119
Other current assets	1.3 , 2.3	1,513	2,217	1,532	704	685
Total Current Assets		12,111	24,115	19,159	12,004	4,956
Non-Current Assets						
Restricted cash and cash equivalents	1.4 , 2.4	2,499	-	1,394	(2,499)	(1,394)
Receivables	1.5	-	1,583	1,266	1,583	317
Amounts receivable for services		8,662	8,662	8,155	-	507
Plant and equipment	1.6 , 2.5	4,916	3,845	2,108	(1,071)	1,737
Right-of-use assets		475	544	472	69	72
Intangible assets	1.7	8,194	262	115	(7,932)	147
Other non-current assets		23	15	23	(8)	(8)
Total Non-Current Assets		24,769	14,911	13,533	(9,858)	1,378
Total Assets		36,880	39,026	32,692	2,146	6,334
Liabilities						
Current Liabilities						
Payables	1.8 , 2.6	2,874	3,309	2,215	435	1,094
Lease Liabilities		169	193	144	24	49
Employee related provisions	1.9 , 2.7	8,733	11,484	9,303	2,751	2,181
Other Provisions		388	-	-	(388)	-
Total Current Liabilities		12,164	14,986	11,662	2,822	3,324
Non-Current Liabilities						
Lease Liabilities		339	378	348	39	30
Provisions	1.9	2,433	2,932	3,018	499	(86)
Total Non-Current Liabilities		2,772	3,310	3,366	538	(56)
Total Liabilities		14,936	18,296	15,028	3,360	3,268
Net Assets		21,944	20,730	17,664	(1,214)	3,066
Equity						
Contributed Equity	1.10 , 2.8	22,707	15,788	14,565	(6,919)	1,223
Accumulated surplus/(deficit)		(750)	4,942	3,099	5,692	1,843
Other		(13)	-	-	13	-
Total Equity		21,944	20,730	17,664	(1,214)	3,066

(1) These are annual estimates published for the financial year ended 30 June 2025.

Major estimate and actual (2025) variance narratives:

- 1.1 Increase in cash holdings this year due to higher than anticipated vacancies throughout the period, cashflow timing adjustments associated with the Office's capital investment program, and internally funded mental health and wellbeing program. Increase in current restricted cash balances following central government advice regarding confiscation receipts collections.
- 1.2 Increase due to the growth in criminal monies confiscated by the Office during the period.
- 1.3 Increase due to timing of prepaid ICT expenses. Volume of these expenses also increased consistent with workforce growth.
- 1.4 Representation of the allocation of the Mental Health and Wellbeing Program funds, which are now held as a current restricted cash balance.
- 1.5 Representation of the Office's 27th pay cash balances, the accounting treatment for this balance has been addressed after the original budget setting.
- 1.6 Decrease due to timing of major milestones associated with the Asset Investment Program.
- 1.7 Decrease due to timing of major milestones associated with the Asset Investment Program and associated system replacement programs.
- 1.8 Increase due to associated payables with project milestones with accommodation fit-out programs.
- 1.9 Increase due to the progression of the Public Sector Wages Policy, and the broader growth in the Office's total workforce to meet service demand pressures tied to case volume and complexities.
- 1.10 Decrease in contributed equity as the Office progressed budget adjustments throughout the financial year to align contributed equity with Digital Capability funded programs.

Major actual (2025) and comparative (2024) variance narratives:

- 2.1 Decrease in cash holdings following utilisation of internally funded mental health and wellbeing program deliverables. Increase in current restricted cash balances following central government advice regarding confiscation receipts collections.
- 2.2 Increase due to the growth in criminal monies confiscated by the Office during the period.
- 2.3 Increase due to timing of prepaid ICT expenses. Volume of these expenses also increased consistent with workforce growth.
- 2.4 Representation of the allocation of the Mental Health and Wellbeing Program funds, which are now held as a current restricted cash balance.
- 2.5 Increase due to the completion capital fit out programs including Perth Children's Court and Ground Floor refurbishments.
- 2.6 Increase due to associated payables with project milestones with accommodation fit-out programs.
- 2.7 Increase due to the progression of the Public Sector Wages Policy, and the broader growth in the Office's total workforce to meet service demand pressures tied to case volume and complexities.
- 2.8 Increase in contributed equity as the Office progresses asset investment programs of work funded through equity contributions.

**9.1.3 Statement of cash flows variances**

	Variance Notes	Estimate ⁽¹⁾ 2025 (\$000)	Actual 2025 (\$000)	Actual 2024 (\$000)	Variance between actual and estimate (\$000)	actual results 2025 and 2024 (\$000)
Cash flows from State Government						
Service appropriations	2.1	64,403	65,973	57,430	1,570	8,543
Contributions from Confiscation Proceeds Account	1.1 , 2.2	6,876	8,807	11,447	1,931	(2,640)
Holding account drawdowns		539	539	439	-	100
Capital appropriation	1.2 , 2.3	8,142	1,223	4,792	(6,919)	(3,569)
Net cash provided by State Government		79,960	76,542	74,108	(3,418)	2,434
Utilised as follows:						
Cash flows from Operating Activities						
Payments						
Employee benefits	1.3 , 2.4	(61,801)	(54,519)	(47,469)	7,282	(7,049)
Supplies and services	1.4 , 2.5	(14,742)	(19,688)	(17,883)	(4,946)	(1,805)
GST payments on purchases	1.5	(840)	(2,059)	(1,806)	(1,219)	(253)
Receipts						
Receipts from services		50	128	119	78	9
GST receipts on sales		-	10	10	10	-
GST receipts from taxation authority	1.5	834	1,646	1,421	812	225
Net cash provided by/(used in) operating activities		(76,499)	(74,482)	(65,608)	2,017	(8,873)
Cash flows from Investing Activities						
Payments						
Purchase of non-current physical assets	1.6	(8,935)	(1,990)	(1,431)	6,945	(559)
Net cash provided by/(used in) investing activities		(8,935)	(1,990)	(1,431)	6,945	(559)
Cash flows from Financing Activities						
Payments						
Repayment of borrowings and leases		(89)	(371)	(357)	(282)	(14)
Payment to accrued salaries account		-	(317)	(226)	(317)	(91)
Net cash provided by/(used in) financing activities		(89)	(688)	(583)	(599)	(105)
Net increase/(decrease) in cash and cash equivalents						
		(5,563)	(618)	6,486	4,945	(7,104)
Cash and cash equivalents at the beginning of the period		12,557	14,558	8,072	2,001	6,486
Cash and cash equivalents at the end of the period		6,994	13,940	14,558	6,946	(618)

(1) These are annual estimates published for the financial year ended 30 June 2025.

Major estimate and actual (2025) variance narratives:

- 1.1 Increase due to the growth in criminal monies confiscated by the Office during the period.
- 1.2 Decrease due to the timing and nature of projects within the Asset Investment Plan resulting in capital rollovers, during budget processes throughout the financial year.
- 1.3 Decrease due challenges associated with recruiting and retaining skilled and experienced paralegals and prosecutors, and to a lesser extent the impacts of the leave liability actuarial adjustments and the accrued salaries and wages.
- 1.4 Increases due to the costs associated with progression of the Mental Health and Wellbeing Program, ICT system support and maintenance for systems and brief-out costs to support prosecutorial workload demands.
- 1.5 Increase in GST payments and associated recoveries from contracted services costs associated with legal briefing expenses, mental health and wellbeing providers and ICT service contracts.
- 1.6 Decrease due to timing of major milestones associated with the Asset Investment Program and associated system replacement programs.

Major actual (2025) and comparative (2024) variance narratives:

- 2.1 Increase in the significant workload demands for criminal prosecution and confiscation of assets services to cater for the increase in the complexity, progression of legislative reform, volume of caseloads and an increase in employee benefits awarded through the Public Sector Wages Policy.
- 2.2 Although higher collections for received for the financial year, greater portion relate to accrued revenue rather than cash receipts between periods.
- 2.3 Decrease due to the timing and nature of projects within the Asset Investment Plan resulting in capital rollovers.
- 2.4 Increase due to the progression of the Public Sector Wages Policy, and the broader growth in the Office's total workforce to meet service demand pressures tied to case volume and complexities.
- 2.5 Increases due to the costs associated with progression of the Mental Health and Wellbeing Program, ICT system support and maintenance for systems and brief-out costs to support prosecutorial workload demands.



Key Performance Indicators



DIRECTOR OF PUBLIC PROSECUTIONS
for WESTERN AUSTRALIA

Certification of Key Performance Indicators

I hereby certify that the performance indicators are based on proper records, are relevant and appropriate for assisting users to assess the performance of the Office of the Director of Public Prosecutions and fairly represent the performance of the Office of the Director of Public Prosecutions for the financial year ended 30 June 2025.

Robert Owen SC

Accountable Authority

27 August 2025

Rob Monte CPA

Chief Finance Officer

27 August 2025

Key performance indicators

The Office of the Director of Public Prosecutions (ODPP) prosecutes serious criminal offences in the Supreme Court, District Court, and before the Perth Children’s Court. The ODPP manages committal proceedings in the Perth Magistrates Court and also appears in all matters which proceed to appeal. In addition, the ODPP initiates confiscations actions pursuant to the [Criminal Property Confiscation Act 2000](#) and the [Misuse of Drugs Act 1981](#).

Assessing the work of a prosecuting service is complex and difficult. The Offices of Directors of Public Prosecutions in all jurisdictions have a critical role in their respective criminal justice systems and as such they do not operate in isolation. The performance of any ODPP is influenced by a range of external factors, including the activities of other criminal justice agencies – principally the courts and WA Police Force.

Relationship to Government Goals

GOVERNMENT GOAL	ODPP DESIRED OUTCOME	ODPP SERVICES
Safe, Strong and Fair Communities:	To deliver an independent, fair and just criminal prosecution service to the community of Western Australia.	1. Criminal Prosecutions
Supporting our local and regional communities to thrive.		2. Confiscation of Assets

KEY EFFECTIVENESS INDICATORS	MEASUREMENT PARAMETERS
Service 1 – Criminal Prosecutions	
Early advice to Court on charges: Indictment filed within three months of committal. (Target 65%)	Percentage of new cases committed to the Supreme and District Courts where an indictment is filed within 90 days of the date of committal.
Establishing a case to answer. (Target 98%)	Percentage of trials which proceed where the outcome is determined by a jury or Judge alone because the State was able to demonstrate a case to answer.
Convictions after trial. (Target 50%)	Percentage of trial outcomes resulting in a conviction against the accused for one or more of the charges indicted.
Service 2 – Confiscation of Assets	
Application for a declaration of confiscations filed within four months of the Drug Trafficker Declaration. (Target 20%)	Percentage of applications for a Declaration of Confiscation filed within four months of the drug trafficker declaration.

KEY EFFICIENCY INDICATORS	MEASUREMENT PARAMETERS
Service 1 – Criminal Prosecutions	
Cost per prosecution. (Target \$23,190)	The average cost per matter, expressed as the total cost of service of criminal prosecutions divided by the number of new indictable prosecutions received.
Service 2 – Confiscation of Assets	
Ratio of cost to return. (Target 21.5%)	The total cost of service of confiscation of assets divided by the payments made to the Confiscation Proceeds Account for the same year, expressed as a percentage.

Service 1 – Criminal Prosecutions

Criminal offences prosecuted by the ODPP are mostly found in the [Criminal Code](#) and the [Misuse of Drugs Act 1981](#) which together cover almost the full range of offences dealt with by the District Court and Supreme Court on indictment.

An indictment is the formal document commencing a prosecution in the superior court which advises the court, and the accused, of the charges laid. Without the indictment, the case cannot proceed through the District or Supreme Court.

The work of prosecuting is primarily conducted by State Prosecutors, who have the task of:

- Analysing briefs of evidence which have been prepared by WA Police.
- Indicting the appropriate charges on the basis of that evidence; and
- Assessing whether the prosecution is in the public interest.

Paralegal staff also play a significant role in preparing files and drafting indictments in less complex and uncontested matters under the supervision of Senior State Prosecutors.

Once the indictment is presented to the relevant court, State Prosecutors represent the State in court on every appearance by an accused, whether it is a proceeding for bail, plea, trial, sentence, or appeal.

Representing the State in criminal proceedings places obligations on State Prosecutors to adhere to legal principles and published guidelines issued under section 24 of the [Director of Public Prosecutions Act 1991](#). To prosecute fairly is to prosecute according to law and in accordance with the DPP’s published [Statement of Prosecution Policy and Guidelines](#) which consolidates the relevant legal principles. These principles are fundamental to the criminal justice system, are of universal application and govern matters on which the State is accountable to victims of crime, witnesses, accused persons, the court and the broader public interest.

While the ODPP is accountable as a public sector agency, the paramount duty of State Prosecutors in every case is to the court and the administration of criminal justice.

Service 2 – Confiscation of Assets

To confiscate and liquidate property acquired as a result of criminal activity, property used for criminal activity and the property of a declared drug trafficker. Much of this work is conducted in close co-operation with the WA Police under the [Criminal Property Confiscation Act 2000](#).



Key effectiveness indicators

Service 1 – Criminal Prosecutions

1). Early Advice to Court on Charges: Indictment filed within three months of committal

Relationship to Desired Outcome

The timely resolution of cases contributes significantly to fair and just outcomes for all stakeholders in the criminal justice system. A case cannot progress in the Supreme or District Court until an indictment has been filed. Therefore, the timely filing of the indictment by the ODPP at the Court is a key factor in achieving a fair and just outcome.

The overall rate is calculated by dividing the number of indictments that are filed on-time by the total number of indictments that are due during the year. An indictment becomes due three months after committal of an accused.

Performance Outcome 2024-25

In 2024-25, there were 2,666 committals to the Supreme or District Court. Following case reviews, 420 of these matters were either remitted to the Magistrates Court to be dealt with summarily, or wholly discontinued, prior to an indictment being filed. In the 2024-25 reporting period, indictments are due for the remaining 2,246 committals. A total of 930 (or 41.4%) were filed with the court within three months of the date of committal.

KPI Target 2024-25	KPI Result 2024-25
65.0%	41.4%

Performance trends are illustrated in the following table:

PERFORMANCE TRENDS	2021-22	2022-23	2023-24	2024-25
Indictment filed within three months of committal	59.5%	47.4%	49.5%	41.4%
Indictments due	2,337	2,123	2,449	2,246
Average days to file Indictment	88	98	97	107

Explanation between the target and actual performance

To file an indictment, the ODPP must have all the evidence before them to adequately review whether there are sufficient grounds to support the charges, and determine if the prosecution is in the public interest.

Indictments due to be filed with the court during 2024-25 reduced by 203 to 2,246 compared to the 2023-24 financial year, predominantly due to the progression of the ODPP's strategic initiative of early resolution prosecutorial management concluding matters sooner in the prosecution case lifecycle.

Factors that have had an impact on this key performance indicator include:

- The increasing volume of evidentiary material, particularly in digital format, provided by investigators and an increase in time required for further investigative requisitions before an indictable offence decision can be made on the initial charges. This becomes more complex in scenarios where matters include multiple accused.
- Delays in obtaining and processing drug analysis, forensic and medical evidence.

- The ODPP's effectiveness of prosecutorial decision making, including the progression of the ODPP's early resolution initiative which enhances critical quality decisions at earlier stages in the prosecutorial process. This has resulted in earlier resolution of various matters, without the need for progression to trial. As a consequence, this has increased the time and complexity of matters requiring the finalisation of an indictment.
- The extensive processes involved in liaison with criminal justice sector stakeholders, the changes in case nature and types of serious crimes committed, with an increase in domestic violence and serious sex related crimes which carry sensitivities for vulnerable witness and victim engagement.
- Negotiation of plea offers received from the accused. The ODPP's prosecutors typically wait for a longer period of time to file an indictment in matters where plea negotiations are ongoing. Having an agreed indictment filed with a guilty plea improves overall effectiveness in the criminal justice sector and adds clarity to the Court process, but results in a negative impact on this key performance indicator.

2). Establishing a case to answer

Relationship to Desired Outcome

A fair and just prosecution service must establish its case against an accused person. Each instance of a failure to establish a case to answer, measured by the early termination of proceedings by a trial judge, is an event which warrants scrutiny.

Establishing a Case to Answer is determined by dividing the number of Completed Trials in the District and Supreme Courts that do not have a Judge Directed Acquittal by the number of Completed Trials.

Performance Outcome 2024-25

There were three Judge Directed Acquittals in 2024-25 from the 421 trials which proceeded, resulting in 418 (or 99.3%) of trials proceeding with a case to answer.

KPI Target 2024-25	KPI Result 2024-25
98.0%	99.3%

Performance trends are illustrated in the following table:

PERFORMANCE TRENDS	2021-22	2022-23	2023-24	2024-25
Establishing Case to Answer	100.0%	99.4%	99.2%	99.3%

Explanation between the target and actual performance

The ODPP's case assessment, pre-trial review and early resolution initiative are robust and has been demonstrated to be effective in identifying unsuitable cases prior to trial, resulting in appropriate action.



3). Convictions after Trial

Relationship to Desired Outcome

In cases in which an accused pleads not guilty, a trial is required. The ODPP fairly and effectively presents the evidence to the court and the jury. Monitoring and measuring the percentage of convictions after trial assists the ODPP to assess the fairness of its decisions to prosecute.

Convictions after trial is calculated by dividing the number of trials resulting in a conviction by the total number of trials that have either a conviction or an acquittal result.

Performance Outcome 2024-25

In 2024-25, 421 trials proceeded before a jury, or a judge alone trial, in the District and Supreme Court. Of these, 27 (or 6.4%) resulted in a hung jury, 34 (or 8.1%) resulted in a mistrial, one trial has a reserved decision in which the Trial Judge will deliver a verdict at a later date, and one trial has not yet concluded.

The remaining 358 trials delivered either a conviction or acquittal. Of these, 227 (or 63.4%) resulted in a conviction being recorded against the accused for one or more of the charges listed in the indictment.

KPI Target 2024-25	KPI Result 2024-25
50.0%	63.4%

Performance trends are illustrated in the following table:

PERFORMANCE TRENDS	2021-22	2022-23	2023-24	2024-25
Convictions After Trial	60.2%	55.0%	63.7%	63.4%

Explanation between the target and actual performance

The 2024-25 result exceeds the stated target and remains consistent with the prior year actual, reflecting the thorough and consistent approach of the ODPP in properly assessing and preparing matters in the specialist trial teams. This has been complimented by the early resolution strategic initiative, resolving a large number of cases prior to trial, thus alleviating pressure from these trial teams in an environment of increasing caseloads.

The results of this key performance indicator are particularly important in building confidence in the criminal justice sector given consistent trends of increased caseloads, complexity and public interest for cases that ultimately progress to convictions after trial.



Service 2 – Confiscation of Assets

Application for a Declaration of Confiscations filed within four (4) months of the Drug Trafficker Declaration

Relationship to Desired Outcome

The timely resolution of a confiscations case contributes to fair and just outcomes for all stakeholders including the community and declared drug traffickers. Many confiscation cases relate to drug traffickers cannot be completed until an application for a Declaration of Confiscation is filed with a court by the ODPP.

The outcome is calculated by dividing the number of applications filed within four (4) months by the total number of applications filed.

Performance Outcome 2024-25

In 2024-25, 56 declarations for confiscations were filed. Of these, 25 (or 44.6%) were filed within four (4) months of the drug trafficker declaration.

KPI Target 2024-25	KPI Result 2024-25
20%	44.6%

Performance trends are illustrated in the following table:

PERFORMANCE TRENDS	2021-22	2022-23	2023-24	2024-25
Number of Declarations Filed	32	16	14	56
Number of Declarations filed within four (4) months	2	2	5	25
Percentage Applications filed within four (4) months	6.3%	12.5%	35.7%	44.6%

Explanation for the variation between the target and the actual performance

The ODPP manages a high number of drug trafficking declarations and the preparation of applications for confiscation in matters, which can include personal property, cash, land and intangible property, is a complex process. The confiscation activity requires significant liaison and engagements throughout the process, including multiple participants across the justice system and stakeholders with interests in these seized assets.

The primary causes in exceeding prior year results and stated targets for declarations of confiscation in 2024-25 was due to effective collaboration with the WA Police Force, internal optimisation within the Confiscations practice refined the referral of evidence processes to ensure the ODPP can file applications for declarations of confiscation in drug trafficker matters.

This result is important in the context of the recent procedural and court document preparation, which have increased service demand, complexity and the ODPP confiscations work effort.

Key efficiency indicators

Service 1 – Criminal Prosecutions

Cost per Prosecution

Relationship to Desired Outcome

Criminal prosecutions vary in the type of offence, complexity, and length. Some matters may be concluded within a short time upon an early plea of guilty. Others will require preparation for trial, perhaps go to an appeal, may not be concluded for several years and are resource intensive. As a consequence, the ODPP sets a target cost at the average prosecution output level. The KPI target and actual performance is determined by dividing the number of new indictable cases, by the ODPP's total cost of services for criminal prosecutions.

Performance Outcome 2024-25

The ODPP's total cost of service for criminal prosecutions in 2024-25 was \$72.359 million. A total of 3,754 new indictable prosecution cases were received by the ODPP during the reporting year. This is an increase of 19% on previous year.

The average cost per criminal prosecution in 2024-25 was \$19,275.

KPI Target 2024-25	KPI Result 2024-25
\$23,190	\$19,275

Performance trends over time are illustrated in the following table:

PERFORMANCE TRENDS	2021-22	2022-23	2023-24	2024-25
Cost Per Prosecution	\$19,490	\$20,217	\$20,507	\$19,275
Indictable Prosecutions	2,627	2,893	3,152	3,754

Explanation between the target and actual performance

The ODPP's result for 2024-25 is below the stated target and comparative actual periods. The predominant reason for this is the substantial increase in caseloads relative to the total cost for the criminal prosecution service, resulting in cost distributing over more cases, lowering the average cost per case.

In the complex criminal justice system, the ODPP cannot control the number of cases it receives annually. This generates challenges when strategically addressing demand forecasts to resource provisioning. When comparing the prior year caseloads to current year, there has been a 19% increase, outpacing prosecution service costs which increased by 12%. In the setting of the original 2024-25 target, caseload increases were anticipated however were modest relative to actual caseload results. The resultant total costs for the service remained consistent between periods.

Between comparative actual periods, the ODPP increased resourcing levels to respond to these demand challenges, including approved resourcing growth through the annual state budget cycles. This comprises underlying cost and demand growth, wages policy implementation and budget for programs to assist with sustained indictable prosecution workloads. The ODPP continued to focus on progressing attraction and retention measures, including recruitment and capability building of the next generation of criminal prosecutors.

Over the comparative periods, the ODPP continue to note sustained increasing cost pressures around:

- criminal case management time and complexity as the ODPP continues to respond to digital evidence volume and associated costs with evidentiary volume management.

- the nature and types of serious indictable crimes committed particularly the increase in domestic violence and serious sex crime related cases, which are highly resource intensive and often progress through to final stages in the criminal justice process.

Service 2 – Confiscation of Assets

Ratio of Cost to Return

Relationship to Desired Outcome

Confiscation proceedings vary greatly as to the type of application, the nature and value of the property and the complexity and length of time required to resolve them. Some proceedings can be dealt with relatively quickly, such as where there is no objection to the application for confiscation. Some proceedings are, by virtue of the underlying factual matrix, or by virtue of the type of application, complex in nature.

Proceedings may take considerable time to reach resolution, especially where the criminal charges must be completed first, including trial and appeals, which can take several years and are therefore demanding of resources.

The KPI is measured by total cost of service of confiscation of assets, divided by the payments made to the Confiscation Proceeds Account (which is administered by the Department of Justice) for the same year, expressed as a percentage.

Performance Outcome 2024-25

In 2024-25, payments totalling \$29.897 million were deposited to the Confiscation Proceeds Account. The total cost of service for the confiscations function in the reporting year was \$5.340 million. The ratio of cost to return was therefore 17.86%.

KPI Target 2024-25	KPI Result 2024-25
21.50%	17.86%

Performance trends are illustrated in the following table:

PERFORMANCE TRENDS	2021-22 (\$'000)	2022-23 (\$'000)	2023-24 (\$'000)	2024-25 (\$'000)
Delivered Payments to Confiscations Proceeds Account	27,882	28,489	19,691	29,897
Total Cost of Services for the Confiscations Function	3,847	4,017	4,064	5,340
Cost as a Percentage of Return	13.80%	14.10%	20.64%	17.86%

Explanation between the target and actual performance

The target was met in 2024-25 due to a number of large, confiscated receipts and high value acquisitions increasing the payments delivered which reduces the cost as a percentage of return ratio. This is due to ongoing efforts undertaken to confiscate criminal assets and disrupt organised crime by criminal justice sector stakeholders and the ODPP. The increase in cost correlates directly to increases in workload demand due to several process changes around Freezing Orders, changes to affidavits for applications made pursuant to section 30 of the [Criminal Property Confiscation Act 2000](#), valuation requirements and additional requirements for court document preparation.

