



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

ANNUAL REPORT 2025-26



Statement of compliance

For year ended 30 June 2026

Hon Dr Tony Buti BPE DipEd MIR LLB DPhil MLA

Attorney General; Minister for Corrective Services; Commerce; Tertiary and International Education

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 2026.

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

1 September 2026

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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 the services we delivered over the past year. It details our activities against four strategic pillars and describes our functions and operations; achievements and successes; the challenges we face; and future opportunities. The report also presents the audited financial statements and key performance indicators for the year ended 30 June 2026, as well as outlining 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 2025-26 and the Department of Treasury and Finance's Illustrative Model Annual Report Tier 2 (Simplified Disclosures) Agency.

All photos in the ODPP Annual Report 2025-26 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).

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Executive Summary: From the Director

The Office of the Director of Public Prosecutions (ODPP) occupies a unique position within Western Australia's system of government. Acting independently and in the public interest, the ODPP prosecutes serious criminal offences, conducts appeals, and pursues the confiscation of criminally derived assets. Through these functions, the Office plays an important role in maintaining public confidence in the administration of justice and ensuring that criminal proceedings are conducted fairly, impartially and according to law.

This responsibility is carried by a remarkable group of people. Every day, our prosecutors, paralegals and support staff work with victims, witnesses and families who are often experiencing some of the most difficult circumstances of their lives. They are required to assess vast quantities of evidentiary material, confront distressing evidence and make decisions of significant consequence, all within an increasingly complex legal environment. These demands continue to grow as criminal prosecutions become more complex and digital evidence more prevalent. Throughout the year, our staff have responded with professionalism, resilience, integrity and compassion. Their commitment to justice, and to the people affected by the criminal justice system, remains the defining strength of this organisation.

The scale of the Office's work during 2025-26 reflects both the growing demands on the criminal justice system and the important role performed by the ODPP. During the year, we received 3,750 new indictable prosecutions and managed more than 2,100 indictments due for filing in the superior courts. The work of our trial teams remains at the core of the ODPP's public facing criminal prosecution function. Their ability to navigate complex legal issues, support victims and witnesses through difficult proceedings, and present cases with fairness and integrity is fundamental to maintaining public confidence in the administration of justice. A total of 445 trials proceeded before a jury or judge alone, with 99.1 per

cent establishing a case to answer and 64.0 per cent resulting in a conviction on one or more indicted charges. Of all indicted matters concluded in the financial year 85% resulted with a conviction on at least one charge (by way of plea of guilty or verdict after trial). The Appeals Team continued to manage a substantial and increasingly complex appellate workload, while the Confiscations Team continued to deprive criminals of property acquired and used as a result of criminal activity and the property of drug traffickers.

The delivery of prosecution services across regional Western Australia remains one of the ODPP's most important responsibilities. During the year, prosecutors appeared in matters throughout the State, including in Kalgoorlie, Geraldton, Karratha, South Hedland, Kununurra, Albany and Bunbury, ensuring that serious criminal matters could be prosecuted locally where appropriate. This work relies heavily on the dedication of our Trial Team regional workgroups, whose members regularly travel long distances and manage the additional demands associated with regional practice. Their willingness to serve communities across Western Australia reflects a deep commitment to public service and ensures that victims, witnesses and courts in regional areas continue to receive a prosecution service of the highest quality. I also acknowledge the valuable contribution of the private legal practitioners who accepted briefs from the ODPP during the year.

Their expertise, professionalism and willingness to support the prosecution service continue to make an important contribution to meeting the demands on the Office.

While statistics provide insight into the scope of our activities, they cannot fully capture the complexity of the work undertaken, nor the professionalism and judgement required to deliver prosecution services fairly and effectively. The prosecutor's role is not to win at all costs to secure convictions, but to ensure that juries are able to determine guilt or innocence on the basis of all relevant and admissible evidence presented fairly and firmly.

The year was marked by meaningful achievements across all areas of the organisation. The Children's Court Team continued to improve the timely resolution of matters involving young people while managing serious and complex prosecutions throughout metropolitan and regional Western Australia. The Confiscations Team achieved strong outcomes against organised crime through the strategic pursuit of confiscation proceedings, including matters involving substantial cryptocurrency assets. We strengthened our engagement with justice-sector partners and commenced important collaborative work supporting the future implementation of the Evidence Act 2025. Significant progress was also made in advancing our digital transformation agenda through the use of artificial intelligence supported transcription services, development of a new disclosure portal, procurement activities for a modern legal matter management system and the continued expansion of knowledge management capabilities. Together, these initiatives are improving the efficiency, sustainability and future readiness of the prosecution service.

One of the most rewarding aspects of leadership is witnessing the growth and development of our people. As the organisation continues to expand, we remain committed to developing prosecutors, paralegals and support staff with the skills, knowledge and confidence necessary to meet future challenges. Throughout the year, we invested heavily in capability development through graduate lawyer training, leadership programs, workforce development initiatives and structured learning pathways for legal and corporate staff. Just as importantly, it has been immensely encouraging to watch both emerging and established leaders step forward into a more prominent role in shaping the strategic vision and

culture of the organisation. Their willingness to mentor others, embrace new responsibilities, lead through change and contribute to the culture of the ODPP gives me great confidence in our future, despite the known (and no doubt unknown) challenges ahead. The continued growth of our workforce, combined with our investment in wellbeing, leadership and professional development, is ensuring that the Office remains capable of meeting increasing demand whilst maintaining the highest professional standards.

This year also highlighted the exceptional quality of the legal professionals who serve within the ODPP. We were delighted to see Lindsay Fox SC appointed as a Judge of the District Court of Western Australia, continuing the strong tradition of former ODPP prosecutors moving to judicial office. We also celebrated the appointment of Senior Consultant State Prosecutors Gemma Beggs SC and Beau Sertorio SC as Senior Counsel. These achievements recognise not only individual excellence, but also the depth of legal expertise, integrity and advocacy skill that exists within the Office. They are one source of pride for the organisation and demonstrate the important contribution the ODPP continues to make to the leadership of the legal profession and the broader administration of justice.

The challenges facing the criminal justice system are unlikely to diminish in the years ahead. Increasing volumes of digital evidence, more complex prosecutions, growing workload pressures and changing community expectations will continue to shape the environment in which we operate. During 2025-26 we commenced important work examining how the organisation is structured and how best to position ourselves for the future. Alongside continued investment in technology, workforce capability, wellbeing and service delivery, these reforms are intended to ensure that the ODPP remains a modern, sustainable and effective prosecution service capable of meeting the evolving needs of Western Australia.

It remains a privilege to lead an organisation whose work is so important to the administration of justice. I thank every member of the ODPP for their dedication, professionalism and resilience. Their efforts continue to ensure that the Office fulfils its mission of delivering an independent, fair and just prosecution service for the people of Western Australia.

Robert Owen SC
Director of Public Prosecutions

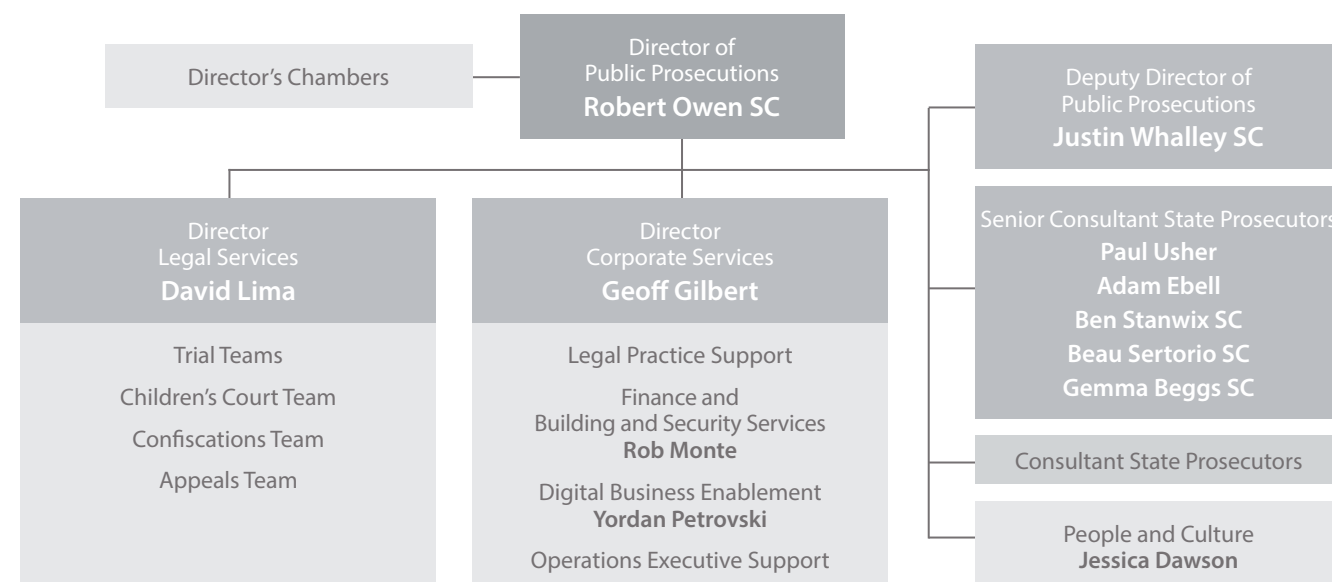
About the ODPP

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 Corrective Services; Commerce; Tertiary and International Education.



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.

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.

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](#).

Our [Strategic Plan 2024-27](#) drives our initiatives and defines our path forward.



Performance management framework

Our outcome-based management framework defined:

The ODPP contributed to the Government goal:
Building Safe and Inclusive Communities.

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. (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.

Key efficiency indicators

- **Cost per prosecution. (Target \$22,184)**
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. (Target 20%)**
Percentage of applications for a Declaration of Confiscation filed within four months of the drug trafficker declaration.

Key efficiency indicators

- **Ratio of cost to return. (Target 25%)**
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 2025-26.

Shared responsibilities with other agencies

The ODPP did not share any responsibilities with other agencies in 2025-26.

Report on operations

Actual results versus budget targets

	2026 Target ⁽¹⁾ (\$000)	2026 Actual (\$000)	Variation ⁽²⁾ (\$000)
Financial targets			
Total cost of services (expense limit) (sourced from Statement of comprehensive income)	86,243	87,434	-1,191
Net cost of services (sourced from Statement of comprehensive income)	86,193	87,277	-1,084
Total equity (sourced from Statement of financial position)	16,593	29,206	-12,613
Agreed/directed salary expense level	58,345	55,455	2,890
Agreed/directed Executive Salary Expense	1,099	1,156	-57
Agreed borrowing limit (where applicable)	NA	NA	NA

(1) As specified in the 2025-26 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](#).

	2026 Agreed limit ⁽¹⁾ (\$000)	2026 Target/ Actual (\$000)	Variation (\$000)
Working cash targets			
Agreed working cash limit (at Budget)	4,219	4,188	31
Agreed working cash limit (at Actuals)	4,219	4,219	0

(1) As specified in the 2025-26 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 2025-26. 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%	45.1%	-19.90%	✖
Establishing a case to answer	98%	99.1%	1.10%	✓
Convictions after trial	50%	64.0%	14.00%	✓
Application for a Declaration of Confiscations filed within four months of the Drug Trafficker Declaration	20%	63.2%	43.20%	✓
Key efficiency indicators				
Service 1: Criminal Prosecutions Cost per prosecution	\$22,184	\$21,966	-\$218	✓
Service 2: Confiscation of Assets Ratio of cost to return	25%	11.07%	-13.93%	✓

(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

Service delivery

Delivering fair, effective and timely justice outcomes requires specialist legal expertise, sound decision-making and a strong focus on service delivery. During 2025-26, the ODPP continued to manage increasing demand and complex matters across our prosecution, appeals and confiscation practices, supporting victims, witnesses, the courts and the Western Australian community.

Driving early resolution and efficient case management

The ODPP continues to refine our internal processes to improve service delivery and support timely outcomes in the justice system. Focusing on early case assessment and case management ensures the ODPP can identify matters suitable for resolution at an earlier stage and focus on delivering trauma-informed prosecution practices.

In this financial year, our dedicated early resolution trial team (Team 5) took conduct of 2,161 prosecutions and assessed 1,817 of those matters. Team 5's early assessment of a large volume of cases, often in circumstances of legal complexity, helped support timely prosecution outcomes across Western Australia. Resolving matters early in the life of a prosecution through efficient early resolution practices contributes to an effective justice system and maintains public confidence in the administration of justice.



Supporting timely and responsive outcomes for young people

Prosecutions involving young people require a careful balance of fairness, timeliness and community safety. During 2025-26, we continued to strengthen the way Children's Court matters are assessed and managed, with a focus on resolving appropriate matters as early as possible. This has helped reduce delays, allowing young people and their families to receive greater certainty sooner, while also supporting more timely outcomes for victims, witnesses and the broader justice system.

Central to this work was the continued use of early assessment processes, enabling evidence and legal issues to be considered at an earlier stage. This supported the procedures of the Children's Court and promoted earlier informed decision-making. As this way of working became more consistently embedded across the jurisdiction, fewer matters progressed to trial allocation hearings. A comparison of matters listed in January and February 2025 with the same period in 2026 showed a 60 per cent reduction in matters adjourned to this stage, indicating that earlier review and decision-making is helping to resolve appropriate matters sooner.

Building on this approach, we expanded our early disclosure assessment model to include all matters involving children under the age of 14 where disclosure orders had been made. Although the number of prosecutions involving this age group has increased but the average time taken to conclude these matters fell by around 11.5 per cent, reducing from 78 days to 69 days. This contributed to a meaningful reduction in the time many young people spent on bail while their matters progressed through the court system.

We also introduced a more centralised approach for matters involving high-volume offending by children under 14. Under this model, where appropriate, multiple prosecutions involving the same young person are managed together. A single point of oversight allows related matters to be considered in their broader context, enabling evidence and legal issues to be assessed in a more complete and coordinated way. In turn, this supports earlier informed prosecution decisions, promotes consistency throughout the process and helps ensure each young person's circumstances are considered with appropriate care.

Alongside this work, we continued to manage serious and complex Children's Court prosecutions across Western Australia. These cases included homicide, fatal road traffic incidents, serious violence and sexual offending, including matters arising in regional areas. Our work required prosecutors to travel across the State, including to Kalgoorlie, Geraldton, Karratha, South Hedland, Kununurra, Albany and Busselton, ensuring proceedings could be conducted locally where appropriate.

The team also remained responsive to urgent and complex regional and outer metropolitan matters, sometimes taking responsibility for prosecutions at very short notice. This included serious matters where trial listing decisions were required within days, or where evidence had only recently been received. In these circumstances, our ability to provide timely, careful and considered prosecution advice is essential to supporting the effective operation of the justice system.

Beyond individual prosecutions, we continued to contribute to broader improvements across the Children's Court and related areas of justice system reform. This included participation in therapeutic court working groups and contributing to the interpretation and application of legislation affecting young people and community safety.

Through this work, we support a justice system that is timely, responsive and attentive to the needs of young people, victims, families and communities across Western Australia.

Maintaining excellence in appellate advocacy

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.

Proportionately, the Appeals Team is comprised of a higher number of senior lawyers, reflecting the complexity of the work undertaken in the appellate jurisdictions.

As with previous years, 2025/2026 saw high numbers of self-represented appellants across all appellate jurisdictions. In the Supreme Court and the Court of Appeal, this tends to create an additional resourcing burden on the Appeals Team that is not otherwise present when an appellant is represented by legal counsel. 2025/2026 also saw a continued increase in the number of appeals that involved further evidence being called in the appeal. This generally requires the State to obtain responsive evidentiary material and for witnesses to be called to give evidence before the appellate court, which necessarily has resourcing implications for the ODPP.

Nonetheless, in 2025 the Appeals Team confronted these challenges with its usual commitment to legal excellence and maintained the high quality and quantity of its work.

Delivering an effective confiscation service

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 operates separately from the ODPP's prosecution service and is responsible for pursuing the confiscation of property belonging to declared drug traffickers and property connected with criminal or illegal activity, through civil recovery processes under the CPCA, predominantly in the State's superior courts.

The confiscation of property extends beyond persons that are criminally convicted because the Director 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 2025-26, the 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. This has included the team making 144 substantive applications to confiscate property which principally invoke the jurisdiction of the District and Supreme Courts.

The team increased, by 35.7 per cent, the number of civil CPCA applications to confiscate property of declared drug traffickers in 2025-2026 and significantly exceeded the key efficiency indicator in making the timely applications. This demonstrates the ODPP's continued focus on deterring the primary motivator of serious and organised crime – financial gain - through confiscating property of declared drug traffickers and

property that is criminally derived/used or otherwise illegally acquired/unexplained.

In 2025-2026, the Confiscations Team:

- continued to successfully pursue confiscation non-traditional property, including declarations of confiscation across three matters that resulted in more than \$15 million of cryptocurrency being realised.
- applied for substantive declarations of confiscation in respect of 44 real properties/ real estate.
- focussed the allocation of the team's resources to serious matters in superior courts which is highlighted by:
 - The DPP making 78 per cent of all substantive applications for confiscation in the State's superior courts.
 - The State's superior courts making 75 per cent of all confiscation declarations/orders.

The team's ability to commence cases in court and manage the litigation in an effective and efficient way has led to \$45.3 million being deposited into the externally administered Confiscation Proceeds Account in 2025-2026.



People and culture

A skilled, adaptable and confident workforce is essential to delivering fair, effective and timely prosecution services for the Western Australian community.

Building capability and leadership

During 2025-26, the ODPP continued to invest in the development of our people, strengthening capability across all levels of the agency and creating opportunities for professional growth, leadership development and career progression. This commitment ensures our workforce is equipped and confident to respond to the evolving demands of the justice system, supporting long-term workforce sustainability while maintaining high standards of service and professionalism.

Recognising the important role effective leadership plays in organisational performance, we expanded our learning and development offerings to support different levels of the organisation. For senior staff, a change leadership program was introduced to build confidence in leading through periods of transition, while emerging leaders were supported through the development of a new program, designed to strengthen practical skills in people management, communication and day-to-day leadership. A pilot executive coaching program provided personalised support for senior leaders, helping to build confidence, consistency and resilience while supporting succession planning and the development of future organisational capability. Early feedback indicates the program has supported greater leadership confidence, a more consistent approach to leading people and stronger succession planning across the organisation.

Training for early career lawyers remained an important part of our commitment to developing the next generation of prosecutors. For the fourth consecutive year, we delivered a structured training curriculum specifically designed for graduate lawyers, providing more than 30 sessions and practical development opportunities to support the transition into prosecution practice and build the knowledge, skills and confidence required for prosecution work.

Since the program commenced in 2023, 42 graduate lawyers have completed the training, with 40 continuing their careers within the agency and progressing through a range of legal roles. This strong retention rate reflects the value of investing in early-career development and building a sustainable pipeline of skilled legal professionals.

We also introduced a new approach to developing legal support staff through providing structured training and practical experience from the commencement of employment. Under this revised paralegal development model, new staff have the opportunity to build core skills and practical experience before moving into prosecution teams. This supports greater consistency, provides a clearer development pathway and helps staff make a confident contribution from the early stages of their employment.

Access to a broader range of development opportunities for corporate staff was provided through the integration of our learning management system with the Public Sector Commission's Skills Academy. This provides staff with greater access to contemporary public sector educational resources, supporting a culture of continuous learning across the organisation and helps staff build the skills needed to meet future challenges.

We also built capability from within through the rollout of our workforce development framework. This supports staff to grow their skills while encouraging meaningful development conversations, supporting career planning and providing a more structured approach to identifying and developing future leaders.

Through these initiatives, we continue to foster a culture of learning, leadership and continuous improvement, ensuring our people have the skills, confidence and support needed to serve the community effectively both now and into the future.

Investing in growth and wellbeing

The ODPP continued to strengthen our workforce during 2025-26, supporting growth in key service areas and progressing towards full operational capacity within available funding. This investment reflects the important role our people play in delivering prosecution services and supporting the administration of justice for the Western Australian community.

To support sustainable growth, we enhanced our workforce planning and forecasting capability by refining the way we analyse case-related activity and resource requirements. This has improved our ability to anticipate future demands, support workforce stability and ensure resources are aligned to areas of greatest demand.

As our workforce continues to grow in response to increasing demand for prosecution services, we have remained focused on creating a workplace that supports our people to do their best work. During 2025-26, we made significant progress on planning for additional office accommodation, securing a long-term lease and progressing design, tendering and procurement activities for a new fit-out within our main premises. This work will provide additional capacity for staff while supporting a more flexible, practical and welcoming workplace environment.

During the reporting period, we also secured ongoing funding for a number of important initiatives through the State Budget process. This included continued investment in specialist prosecution services as well as support for complex and high-demand matters. These outcomes provide greater certainty for the workforce, strengthen organisational capability and support continued delivery of services to the community.

Reflecting the ongoing importance of staff wellbeing, the ODPP secured a further two-year extension of funding for our mental health and wellbeing program. Building on existing initiatives, we expanded the program, increasing access to specialist support services and delivering a range of preventative health initiatives. Free health checks covering areas such as cardiovascular health, eye health and nutrition were made available to all staff, promoting early intervention, increasing awareness of individual wellbeing and supporting staff to make informed choices about their personal health. These initiatives form part of our ongoing commitment to providing a safe, supportive and psychologically healthy workplace.

Collectively, this work is helping to build an adaptable, healthy and future-focused workforce capable of meeting the evolving needs of the justice system. By investing in our people, strengthening workforce planning and supporting wellbeing, we are building the capacity and resilience needed to meet current demands and respond effectively to future change.



External relationships

The ODPP works collaboratively with justice sector partners to address shared challenges and support an effective criminal justice system.

Collaborating across the justice sector

In a modern justice sector marked by increasing complexity and interconnectedness, forging strong interagency partnerships is essential. The ODPP is committed to building meaningful external relationships and contributing to tangible improvements in the criminal justice system by sector-wide collaboration and reform.

During 2025-26, the Director participated in the following interagency groups:

- Superior Courts Criminal Practice Forum, which 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.
- Justice Planning and Reform Committee, a cross-agency steering committee involving key stakeholders from the justice sector, which initiates and supports projects to better manage increases in the Western Australian prison population and other system-wide capacity pressures.
- Victims of Crime Reference Group, which includes community victim representatives and agency leaders, to provide advice to the Attorney General through the Commissioner for Victims of Crime on issues, laws and support services affecting victims of crime.

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.

In particular, we continue to work with the Western Australia Police Force on innovative and modern system solutions for disclosure of evidence, and we liaise regularly with VSS, CWS and the Office of the Commissioner for Victims of Crime to improve the experience of victims and witnesses in criminal proceedings.

We have also begun inter-agency liaison on the implementation of the *Evidence Act 2025*, which is anticipated to commence in 2027. We are committed to collaborating on training initiatives and sharing resources with other justice system participants, to support an effective transition to the new laws of evidence.

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 [DPP Policy and Guidelines for Victims of Crime 2022](#) (Guidelines) sets out the ODPP's policies concerning consultation with victims and police. The Guidelines allow for victims to seek a review of a decision made by the ODPP to discontinue a charge or prosecution, in some circumstances.

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 2025-26, the ODPP completed its seventh internal audit of compliance with policies for decision-making and consultation with victims and police as set out in the Guidelines. The internal audit involved inspection of 120 randomly selected ODPP cases by officers independent of the prosecution teams.

The audit period refers to cases that had a final outcome recorded between 1 January 2025 and 31 December 2025.

Consultation with victims about decisions

- In 88 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 (15 cases), there was a legitimate reason recorded for the lack of consultation in 11¹ cases (73 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 2 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.

¹ Including a matter in which the victim had passed away.

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 15 cases where the victim was not consulted by the ODPP, the investigating officer was consulted in at least 73 per cent of these cases (in 2 cases there were insufficient records to determine compliance).

Reviews of decisions

- In the audit period there were 119 valid requests from victims for a review of a decision. In 12 audited cases, a review was requested; in 11 of these 12 cases the original decision was endorsed upon review, in 1 case the original decision was overturned.
- This is a significant increase (approximately double) on the previous year, when there were 59 valid requests received. This may be attributable to a number of factors, including greater public awareness of victim review rights and an increased desire for transparency among those navigating the criminal justice system.
- In 72 percent of cases involving a reviewable decision, there were records of victims being provided with information about their right to request a review of the decision, in accordance with the Guidelines. Where there was no record of a victim being informed of their right to request a review, in 50 percent of cases, the victim could not be contacted or refused contact.



Information capability

The ODPP continued to strengthen its information and technology capability to support fair, timely and effective prosecution services for the Western Australian community.

Artificial intelligence and prosecution capability

The role that artificial intelligence (AI) can perform within the ODPP is necessarily limited. AI will never replace the professional judgment, ethical responsibilities and independent decision making of prosecutors. Decisions regarding the assessment of evidence, the institution and conduct of prosecutions, and the discharge of the State's prosecutorial obligations must remain the responsibility of prosecutors.

In 2025-26, the ODPP continued to examine how AI may be applied responsibly to support, rather than replace, prosecutorial work. This includes exploring opportunities to assist in the management and review of increasingly large volumes of digital evidence and case material, enabling prosecutors to more efficiently prepare for the task of legal analysis and assessment. The ODPP also considered how AI may be used to automate repetitive administrative tasks and improve operational efficiency.

A central focus of this work has been the protection of sensitive information. As an agency entrusted with highly confidential evidentiary material, victim information and prosecutorial records, the ODPP has approached the adoption of AI with a strong emphasis on data security, privacy, information governance and appropriate human oversight. This work remains directed towards practical operational improvements that support timely, consistent and effective case preparation while maintaining the integrity, security and accountability expected of a prosecuting authority.

Many prosecution matters involve complex evidentiary material, including recorded interviews, court transcripts and other audiovisual records. Preparing and reviewing this material can be resource intensive.

During the reporting period, the ODPP introduced a secure AI transcription service that enables authorised users to create, review, edit and manage transcripts within existing systems. The service produces searchable transcripts that can be reviewed, amended and linked to case records, supporting prosecutors and legal support staff in their preparation of matters.

Implementation of the service was supported by collaboration across the ODPP, WA Police and key user groups. This included coordinating transcript generation to address existing backlogs, delivering staff training, refining operational workflows, and contributing to quality assurance and governance arrangements. These activities assisted the service to be embedded into day-to-day practice in a consistent and sustainable manner.

The capability enables transcription work to be managed in-house, reducing reliance on external providers, improving turnaround times, supporting cost efficiencies and strengthening continuity of service. It also improves organisational resilience by enabling critical transcription work to continue when external services are unavailable. Transcripts produced through the service are used as working aids and remain subject to mandatory human review, ensuring AI supports, rather than replaces, professional judgement and established legal processes.

The ODPP also explored the use of AI to support more consistent and efficient analysis of court transcript material. This work assists in structuring large volumes of information so staff can identify key themes, locate relevant material and better understand evidentiary content. By improving the way existing information is searched and analysed, the initiative has the potential to reduce manual review effort, support earlier assessment of complex material and promote consistency in decision-making across prosecution matters.

Together, these initiatives demonstrate a measured and accountable approach to innovation. AI is being applied to defined operational challenges where it can provide clear value, while maintaining appropriate governance, security controls and human oversight. This work is strengthening the way information is used to support prosecution services by improving efficiency, enhancing continuity of service and making better use of existing information assets. It contributes to a more responsive, resilient and sustainable justice system, while ensuring sensitive information continues to be managed with the integrity expected by the Western Australian community.

Privacy and responsible information sharing

The majority of the privacy provisions of the [Privacy and Responsible Information Sharing Act 2024](#) (WA) (PRIS Act) commenced on 1 July 2026. In readiness for the commencement the ODPP introduced a suite of documents, including our inaugural Privacy Policy and Collection Notices, in compliance with the requirements of the PRIS Act.

Additionally, we provided training opportunities to our staff and launched a dedicated resource on our intranet to support ongoing compliance with the PRIS Act and to provide regular updates to staff. We have nominated a dedicated Privacy Officer and a Responsible Information Sharing Officer, both of whom will continue to ensure compliance with the PRIS Act as well as our Privacy Policy and any other relevant policies and procedures.

Strengthening digital systems and information management

The increasing volume and complexity of digital information continues to require investment in secure, reliable and efficient information management systems across the prosecution process. These initiatives form part of the ODPP's broader digital transformation program, which is focused on strengthening the way information is received, managed, shared and retained, while ensuring processes remain robust, transparent and responsive to the needs of the justice system.

During the reporting period, the ODPP progressed development of a new digital portal to support the secure transfer and management of evidentiary material received from police. Disclosure material

may include documents, statements, records and other evidence relevant to a prosecution. Moving this process into a structured digital environment will streamline the receipt, storage and management of disclosure material, reduce manual handling and associated risks, and strengthen recordkeeping through improved accessibility, traceability and oversight. Once implemented, the platform will support more efficient interactions with partner agencies and external stakeholders while maintaining strict legal, evidentiary and security requirements. The project is underway and is expected to be completed in early 2027.

The ODPP also progressed work on a new case management system to support the management of prosecution matters across their lifecycle. The platform is intended to provide a single integrated environment, replacing fragmented processes, improving matter visibility, strengthening reporting capability, enabling more consistent workflows and assisting staff to manage information more effectively throughout the life of a case. During 2025-26, the project advanced through market engagement and the commencement of procurement activities, with contract award expected in late 2026. This work will provide the foundation for a modern and sustainable digital platform to support prosecution services into the future.

Complementing these initiatives, the ODPP continued to strengthen its knowledge management capability through development of a system to centralise legal information and resources. By providing a single location for legal knowledge that is organised, accessible and shared, the system supports consistency, informed decision-making and the development of professional capability across the legal workforce. Over time, this capability will help preserve institutional knowledge and ensure valuable information remains available to support the delivery of justice outcomes.

Collectively, these investments are strengthening the ODPP's information capability and supporting a more connected, resilient and future-ready digital environment. By improving the way information is managed, accessed and used, the ODPP is better positioned to deliver efficient, high-quality prosecution services and respond to the evolving needs of the justice system and the Western Australian community.

Significant issues and emerging trends

The environment in which the ODPP operates continues to change. Over recent years, we have responded to sustained growth in prosecution work, increasing case complexity, expanding volumes of digital evidence and ongoing challenges in attracting experienced criminal law practitioners. These pressures are not unique or short term. They reflect broader challenges across the criminal justice system and are expected to continue in the years ahead.

The criminal justice system continues to evolve, placing greater demands on prosecution services across Western Australia. Growing workload complexity, increasing evidentiary demands and workforce pressures across the sector have highlighted the need to ensure our operating model remains fit for purpose. While the organisation has continued to adapt through targeted recruitment, capability development, process improvements and investment in digital transformation, these efforts have also reinforced the need for a more deliberate and sustainable model. The scale and nature of contemporary prosecution work has made clear that structures designed for a bygone operating environment are no longer suited to the way this work needs to be organised and supported.

Over recent years, we have responded to these challenges through a range of initiatives designed to strengthen capability, improve processes and support long-term sustainability. While incremental changes have been made over time, 2025-26 marked an important step in reviewing how our core prosecution functions are structured and resourced. The review recognised that while the current model has served the organisation well for many years, increasing workloads and evidentiary demands have made it more difficult to maintain manageable team sizes, provide consistent supervision and support, and distribute work as effectively as possible. This reinforced the need to continue evolving the operating model to meet contemporary demands and support a sustainable prosecution service into the future.

The proposed approach would move the agency towards smaller, more manageable prosecution teams. This is intended to help contain the number of matters overseen by each team, improve oversight of complex work, promote more consistent decision-making, provide stronger supervision and guidance, and create clearer pathways for development. A smaller team structure is also expected to strengthen workload management, improve continuity of service and provide a more scalable framework capable of responding to increasing workload complexity and changing demand over time. Ultimately, these changes seek to ensure resources are aligned with demand and that high-quality prosecution services can continue to be delivered to the Western Australian community.

Recognising that organisational change can create uncertainty, we have placed a strong emphasis on consultation and engagement throughout the review process. Staff feedback has already played a central role in shaping the proposed reforms, with a strong focus on preserving the strengths of the current operating model while identifying opportunities for improvement. This collaborative approach will continue as the final design is refined, implementation planning progresses and staff have further opportunities to contribute. The focus is not simply on changing structures, but on designing a way of working that better supports the people who deliver prosecution services, while minimising disruption to service delivery throughout the transition.

The review also complements our broader efforts to modernise business systems and improve internal processes. As digital evidence continues to grow in volume and complexity, our operational structures and digital capability need to work together in an integrated way. Aligning operating design with digital transformation will help reduce duplication, support more consistent file management and make better use of available resources, while maintaining the careful judgement required in criminal prosecutions. Together, these reforms are intended to strengthen organisational resilience, improve service delivery and better position the ODPP to meet future challenges, while continuing to uphold our commitment to justice, fairness and the community we serve.

These developments represent the next stage in our ongoing response to significant and emerging pressures. By continuing to adapt our operating model, strengthen capability and modernise core systems, we are working to ensure we can continue to provide independent, fair and just prosecutions for Western Australia in a sustainable way.



Climate change and sustainability

The Office of the Director of Public Prosecutions (ODPP) continued to strengthen its approach to climate resilience and sustainability during 2025-26. As a statewide prosecution service, we are committed to delivering essential services to the Western Australian community in a responsible, adaptable and increasingly sustainable way.

During the year, we continued to consider climate-related matters that may affect our operating environment, including workforce preparedness, continuity of critical services and potential changes in criminal behaviour or community needs.

Business continuity arrangements were supported by secure digital systems, mobile technology, flexible working arrangements and audiovisual services. These tools helped staff, witnesses, victims of crime and justice partners stay connected when attending in person was not possible or practical, while also reducing the need for travel where appropriate.

We made further progress in embedding sustainable practices into everyday operations. Witness travel arrangements moved to electronic workflows, taxi vouchers were replaced by online booking processes, and eligible witness supermarket gift cards are now issued electronically. These changes improved efficiency, reduced reliance on paper and physical resources, and made processes simpler for users.

Technology also supported more sustainable and accessible service delivery. Expanded digital communication reduced the need for physical materials, and retired technology assets were repurposed through a community donation program to reduce electronic waste and support digital inclusion.

The ODPP continued to expand its electric vehicle fleet through planned replacement activities, supporting a gradual reduction in transport-related emissions while balancing sustainability objectives with operational requirements.

While the ODPP's direct environmental footprint is modest, these initiatives demonstrate our commitment to responsible public sector practice and continuous improvement. We will continue to identify practical opportunities to reduce environmental impacts, strengthen organisational resilience and support the Western Australian Government's broader climate and sustainability objectives.

Other statutory information

Other financial disclosures

Pricing policies of services provided

There were no pricing policies of services provided during 2025-26.

Capital works

Capital project incomplete

The multi-year Strategic Asset Program continued to progress during 2025-26, with most deliverables scheduled for completion in the 2026-27 and 2027-28 financial years. The program comprises a series of critical investments and enhancements designed to modernise and strengthen operational systems and support the ODPP's capacity to meet evolving legislative, prosecutorial, statutory, audit and functional requirements.

The ODPP remained committed to ongoing collaboration with criminal justice sector stakeholders and other relevant agencies to advance these outcomes. During 2025-26, the ODPP progressed the Change and System Replacement Program through procurement activity for implementation of the Disclosure Portal, which is expected to deliver benefits in 2026-27. To complement this strategic project, the ODPP anticipates progressing the Legal Matter Management System in 2026-27, following substantial preliminary work undertaken during 2025-26.

In parallel, the ODPP is seeking to expand its existing accommodation through the inclusion of additional fit-for-purpose space to support workforce growth. The accommodation fit-out for the second-floor plate at 55 St Georges Terrace is scheduled for completion in October 2026.

The ODPP also continued to advance its Digital Transformation Strategy through investment in modern technology solutions and business system improvements. A Change Manager was secured to support organisational change, enhance stakeholder engagement and assist in the successful delivery of key digital transformation initiatives.

Through this comprehensive and forward-looking program of work, the ODPP continues to position itself as a modern, effective and responsive criminal prosecutorial service.

Capital projects completed

During 2025-26, the ODPP invested \$0.782 million in the laptop device upgrade program to maintain the mobility and flexibility of prosecution services.

The fit-out program for the ground floor at 55 St Georges Terrace was completed during the reporting period, with total expenditure of \$1.644 million. The project secured additional accommodation, including 11 workstations, a dedicated interview room for high-risk engagements and a tailored training facility. These facilities are expected to enhance organisational capability, support professional development and provide a practical setting for trial advocacy training.

Employment and industrial relations

Staff profile	2026	2025
Full-time		
• permanent	299	272
• fixed-term contract	37	52
Part-time		
• permanent	56.81	47.96
• fixed-term contract	1.8	4.00
On secondment	7	8.6
	401.61	384.56

Constructive industrial relations are maintained through ongoing engagement with employees, their representatives and Government Sector Labour Relations. This supports a consistent and informed approach to industrial matters, including change management consultation and the interpretation of industrial agreements in accordance with whole-of-government frameworks and obligations.

Industrial relations information and workforce updates are communicated regularly through established internal channels, including the intranet. This ensures employees are informed of relevant developments, organisational changes and their implications, and supports transparency, consistency and effective engagement across the workforce.

Staff development

Staff development at the ODPP continued to be guided by the [Strategic Plan 2024-27](#) and employee feedback through our performance and development solution. This ensures training opportunities remain relevant to organisational priorities and the unique demands of a prosecution environment. Insights from workforce surveys and engagement activities informed targeted learning initiatives, with a focus on communication, resilience, change management and leadership capability.

During 2025-26, development opportunities were delivered through a combination of online and in-person formats to support flexibility and accessibility. This helped staff meet mandatory and core training requirements and provided on-demand access to key learning resources.

We also launched interactive online continuing professional development training for state prosecutors. These courses offer greater flexibility to meet practising requirements while balancing the demands of their roles. The online offering will expand further in response to identified training needs.

The Empower Program was introduced in 2026 for emerging leaders across non-legal teams. Delivered over four months, it builds leadership capability through a blended learning model combining formal training, coaching, reflection and practical application in the workplace.

The Change Leadership Program, introduced in 2024-25 for key leaders, was successfully completed in 2025-26. Through a structured series of modules, participants further developed their leadership capability, with a focus on leading teams through change in a complex operational environment.

Both programs will be offered again in 2026-27.

Workers compensation

The ODPP is committed to meeting our obligations under the workers compensation and injury management framework, with a strong focus on early intervention, effective case management and supporting employee recovery and return to work. During the reporting period, one workers compensation claim was received, reflecting the ODPP's continued focus on maintaining a safe and healthy workplace.

Preventative strategies remain a priority and include proactive risk identification, targeted health and safety initiatives, employee education and the promotion of safe work practices. These measures are supported by consultation, training and wellbeing programs designed to minimise workplace injuries and support health and safety.

Ministerial directions

No Ministerial directives were received during the financial year.

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 no instances of inadvertent usage of a corporate card in transactions that were not for ODPP business purposes.

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

Progress on the [Disability Access and Inclusion Plan 2024-2029](#) continued during the reporting period. The plan outlines our commitment to ensuring that people with disability who engage with the agency have equitable access to services, information and facilities, consistent with the [Disability Services Act 1993](#) and Schedule 3 of the [Disability Services Regulations 2004](#).

We ensure that services delivered to the public by contractors align with the principles of the plan. Expectations are communicated through established procurement, contract management and onboarding processes, including reference to accessibility and inclusion requirements.

During 2025-26, we progressed initiatives under the plan, supported by our Diversity and Inclusion Committee. The committee has strengthened its role in advancing disability access and inclusion outcomes and promoting initiatives that support implementation of the plan.

A key focus during the reporting period was training and development. Staff had the opportunity to attend Auslan Basics Training, which also increased awareness of the International Day of Sign Languages. We also hosted Guide Dogs WA, providing valuable insight into disability awareness and community support services. Neurodiversity in the Workplace training was delivered in March 2026 to support Neurodiversity Celebration Week.

In addition to these initiatives, capability in this area is increasing. In partnership with external providers, we have developed a suite of training focused on witness and victim neurodiversity, scheduled for launch in early 2026-27. Further work is underway to assist neurodivergent staff in improving face-to-face communication in meetings, networking settings and informal workplace interactions.

Accessibility improvements were also made within our premises during the year, including increased use of braille signage in high-use areas. Additional signage has been installed to support navigation and accessibility.

We remain committed to advocating for, supporting and fostering a diverse and inclusive workplace. This reflects our values of respect, integrity, commitment and teamwork and supports ongoing progress in creating an environment that is accessible and inclusive for all.

Compliance with public sector standards and ethical codes

Meeting obligations under section 31 of the [Public Sector Management Act 1994](#) remained a key focus during the reporting period. The ODPP also demonstrated compliance with the Public Sector Code of Ethics and the ODPP Code of Conduct.

Established processes are in place to manage, investigate and determine alleged breaches of Public Sector Standards and ethical codes in accordance with legislative and regulatory requirements. Awareness of expected conduct and sound decision-making is supported through leadership training, employee education and updated compliance and governance communications that outline processes for raising concerns and reinforcing a culture of integrity.

During the reporting period, no breaches of standards were upheld by the Public Sector Commission. We also fostered a culture in which behaviours inconsistent with the Code of Conduct and integrity framework are reported and investigated, resulting in two identified breaches.

Significant actions undertaken during the year included:

- ongoing review and updating of key people management and governance policies.
- delivery of integrity, conduct and ethical decision-making guidance.
- continued emphasis on managerial accountability for ethical leadership.
- engagement between our People and Culture team and leadership to support early intervention and consistent application of standards.

We continue to embed ethical conduct, integrity and accountability across the workforce. Compliance reporting and governance arrangements are regularly reviewed to support transparency, consistency and alignment with whole-of-sector requirements.

Recordkeeping plans

The ODPP's Recordkeeping Plan is maintained on an ongoing basis and was last approved by the State Records Commission in 2023. The plan continues to be monitored and reviewed as part of our established recordkeeping framework, including periodic evaluation of systems to ensure their efficiency and effectiveness.



All 87 new staff received an overview of the Recordkeeping Plan as part of their induction process. This includes guidance on what constitutes a record, why records are kept and the consequences of unlawful destruction. Awareness is supported through established training and communication mechanisms, including induction, targeted information sessions and intranet resources. Staff feedback is used to inform the continuous improvement of training and awareness activities.

To further strengthen capability across the agency, work is underway to implement an online Recordkeeping Awareness training package through our learning management system. Once introduced, this will form part of annual mandatory training requirements, with completion monitored through the system to support evaluation of recordkeeping practice across the agency.

We are also reviewing and updating our Functional Disposal Authority for prosecution-related records to ensure it remains current with legislative requirements and continues to meet our retention needs.

Government policy requirements

Consultant expenditure

The ODPP did not make payments to consultants that met the definition of this disclosure.

WA Multicultural Policy Framework

Inclusion, cultural awareness and equitable access to services remained a focus during 2025-26. The ODPP continued to implement our *Multicultural Plan 2024-27* and support the goals of the [Strategic Plan 2024-27](#) through a range of initiatives.

During the year, we supported **harmonious and inclusive communities** through activities celebrating cultural diversity across the office. These included an International Mother Language Day lunch and the launch of a quarterly Diversity and Inclusion Committee newsletter. Inclusive spaces were further strengthened through Acknowledgement of Country signage and a Western Australian 'Welcome Map'.

Access and inclusion were supported through **culturally responsive policies, programs and services**, including language services and established interpreter and translator processes. Staff also attended an Original Australian communication program, providing meaningful community input to inform more inclusive service delivery.

We also strengthened **economic, social, cultural, civic and political participation** by creating opportunities for staff from culturally and linguistically diverse backgrounds to contribute to workplace initiatives and decision-making. Participation on the Diversity and Inclusion Committee ensured diverse perspectives were reflected in its work, while staff also contributed to the revitalisation of the reflection room, supporting a more inclusive workplace environment.

In the final year of the *Multicultural Plan 2024-27*, we remain committed to supporting the diverse community we serve and will continue to reflect on progress and engage with staff and the community to strengthen an inclusive workplace culture.

Workforce inclusiveness requirements

An inclusive workplace where diversity is respected and valued is central to the ODPP. Our values reflect this commitment and embrace diverse backgrounds, identities, beliefs, abilities, experiences and perspectives.

Our Diversity and Inclusion Committee provides staff with a central point of contact to raise ideas and initiatives that support a more inclusive culture. The committee plays an important role in ensuring staff feel heard, valued and supported.

During 2025-26, we recognised and celebrated the diverse backgrounds of our staff through a range of initiatives. During Harmony Week, a Western Australian 'Welcome Map' was installed in a central staff area, highlighting the many ways people welcome one another in their first languages and serving as a visible reminder of the diversity within the ODPP.

We marked International Mother Language Day with a multicultural lunch, bringing staff together to share food, experiences and conversation. The event encouraged connection, learning and mutual respect across the organisation.

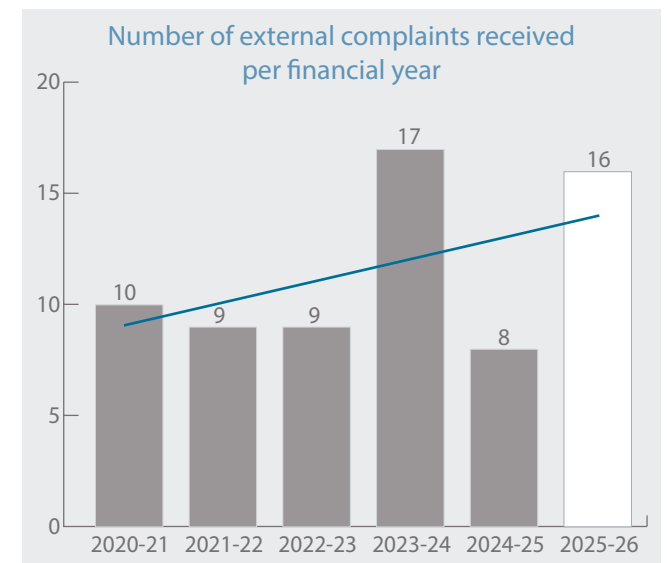
Staff feedback and participation in these activities indicated a positive view of workplace inclusivity and showed that inclusion is not only reflected in workforce data, but evident in a culture where staff feel respected, welcomed and able to contribute.

External complaints handling

The ODPP's commitment to the community is demonstrated by the importance 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 essential to the delivery of an independent, fair and just criminal prosecution service to the community of Western Australia.

Every interaction with the community, including the processing of complaints, furthers our objective in upholding the highest standards of service. We acknowledge all feedback, regardless of its content, plays a critical role in shaping our practices and guiding our continuous improvement.

During the 2025-26 financial year, the ODPP received feedback and complaints from a wide cross-section of the community. Consistent with the last several years, most complaints received were not directly related to our statutory functions, staff conduct or the cases we prosecuted. The ODPP has no power to intervene in the case of such submissions which reference matters outside of our jurisdiction.



However, we did receive and process sixteen external complaints that were related to matters handled by our office. Whilst this is double the number received in the 2024-25 financial year it is comparable to the number received in the 2023-24 financial year. This trend is demonstrable of the ODPP's resolute commitment to ensuring that all feedback is considered and responded to in a meaningful way, with the escalation of complaints as appropriate to ensure comprehensive and impartial examination. This approach reflects the integrity of the ODPP in handling concerns and ensures the public can have confidence in our processes.



Work health and safety and injury management

A safe, healthy and supportive workplace underpins how the ODPP approaches work health and safety (WHS) and injury management. Executive commitment is demonstrated through active leadership, governance oversight and clear accountability, including endorsing our WHS framework and regularly reviewing WHS and injury management performance.

This is supported by consultation and governance arrangements that give employees a meaningful voice in WHS matters and help embed safe ways of working across the organisation. Health and Safety Representatives participate in structured consultation processes, while the WHS Committee brings together employee representatives and leadership to review incidents, discuss emerging risks and guide continuous improvement. The committee met quarterly during the year, providing oversight of performance and risk, and supporting a coordinated approach to WHS.

Measures	Results			Targets	Comments about outcome
	2023-24 base year	2024-25 prior year	2025-26 current reporting year		
Number of fatalities	0	0	0	0	
Incidence of work-related injury or illness	2.82	2.46	2.46	Reduce by 2% per year and 15% by 2033 compared with 2023	Represents 1 claim each year.
Incidence rate of serious claims with one or more weeks' lost time	0	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023	
Incidence rate of claims resulting in permanent impairment	0	0	0	Reduce by 2% per year and 15% by 2033 compared with 2023	
Incidence rate of work-related respiratory disease	0	0	0	Reduce by 2.5% per year and 20% by 2033 compared with 2023	
Managers and supervisors trained in:	60%	67%	55%	Greater than or equal to 80% of cohort trained within last two (2) years	Training for non-managers focussed on more this year. New options introducing for next year which will bring numbers back up.
1. work health and safety as relevant to the PCBU's risk profile; and					
2. injury management	0	0	0	Greater than or equal to 80% of cohort trained within last five (5) years	New Training being introduced in new financial year.
Percentage of workers returned to work on full duties and hours (i) within 13 weeks	0	100	0	No target	
Percentage of workers returned to work on full duties and hours (ii) within 26 weeks	0	100	0	Greater than or equal to 70% returned to work within 26 weeks	
Agency has a WHS management system that has been independently assessed in last five years	No	No	No	Yes	

These arrangements are further supported by communication channels and formal consultation processes that guide the development and review of WHS policies and procedures.

We also remain committed to meeting our obligations under the [Workers Compensation and Injury Management Act 2023](#) and supporting employees through a well-defined injury management framework. It focuses on early intervention, effective case management and clear communication. Where appropriate, individual return to work plans support employees to return as soon as medically appropriate. In this way, injury management is not only a compliance requirement, but an important part of supporting employee recovery, wellbeing and return to work.

This ongoing focus was reflected in the year's incident profile. Seven minor incidents were recorded, primarily involving low-level trip hazards. No serious incidents or injuries were reported, and there were no lost time injuries or disease trends. Each incident was reviewed to identify contributing factors and improvement opportunities, supported by targeted training and awareness activities.

Alongside this, a range of initiatives supported workforce health, safety and wellbeing. These included a structured wellness program, new mental health service providers and additional training. Together, these initiatives strengthened organisational capability, fostered a positive workplace culture and supported employee wellbeing.



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 Local Government, Industry Regulation and Safety, as per the annual requirement.

Consultative systems	Results			Comments about outcome
	2023-24 base year	2024-25 prior year	2025-26 current reporting year	
Number of health and safety representatives				
1. in total;	4	6	6	The commitment to WHS is demonstrated by the increase in HSRs and the stability in numbers.
2. who have attended HSR training;	4	6	6	HSR Training records are monitored to ensure compliance.
3. shown as a percentage of workers;	1.0%	1.4%	1.4%	
4. shown as a ratio to the number of workplaces occupied by the Agency.	1.33	2	2	
Name/s of health and safety committees and sub-committees	WHS Committee	WHS Committee	WHS Committee	There are no sub committees under the WHS Charter.

Financial statements

For the year ended 30 June 2026

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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 2026

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 2026 and the financial position as at 30 June 2026.

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 2026

Robert Owen SC
Accountable Authority
27 August 2026

OFFICIAL

**Auditor General****INDEPENDENT AUDITOR'S REPORT****2026****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 2026, 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 2026 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.

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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 2026, and the controls were implemented as designed as at 30 June 2026.

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.

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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 2026 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 2026 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 2026.

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.

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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 Office'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 2026, 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.

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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 for the year ended 30 June 2026 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 Office to confirm the information contained in the website version.


Kellie Tonich
Senior Director Financial Audit
Delegate of the Auditor General for Western Australia
Perth, Western Australia
31 August 2026

Statement of comprehensive income

For the year ended 30 June 2026

	Notes	2026 (\$000)	2025 (\$000)
Cost of Services			
Expenses			
Employee benefits expense	2.1 (a)	64,669	57,720
Supplies and services	2.2	11,132	9,290
Depreciation and amortisation expense	4.1, 4.2, 4.3	1,316	863
Accommodation expenses	2.2	6,258	5,812
Other expenses	2.2	4,059	4,015
Total cost of services		87,434	77,700
Income			
Other income	3.2	157	128
		157	128
Net cost of services		87,277	77,572
Income from State Government			
Service appropriation	3.1	73,435	67,138
Income from other public sector entities	3.1	17,118	11,869
Resources received	3.1	512	408
Total income from State Government		91,065	79,415
Surplus for the period		3,788	1,843
Total comprehensive income for the period		3,788	1,843

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



Statement of financial position

As at 30 June 2026

	Notes	2026 (\$'000)	2025 (\$'000)
Assets			
Current Assets			
Cash and cash equivalents	6.3	3,625	5,413
Restricted cash and cash equivalents	6.3	15,017	9,814
Receivables	5.1	10,905	6,113
Amounts receivable for services	5.2	558	558
Other current assets	5.3	2,343	2,217
Total Current Assets		32,448	24,115
Non-Current Assets			
Receivables	5.1	1,881	1,583
Amounts receivable for services	5.2	9,365	8,662
Plant and equipment	4.1	4,240	3,845
Right-of-use assets	4.2	563	544
Intangible assets	4.3	897	262
Other non-current assets	5.3	78	15
Total Non-Current Assets		17,024	14,911
Total Assets		49,472	39,026
Liabilities			
Current Liabilities			
Payables	5.4	3,946	3,309
Lease liabilities	6.1	211	193
Employee related provisions	2.1 (b)	12,509	11,484
Total Current Liabilities		16,666	14,986
Non-Current Liabilities			
Lease liabilities	6.1	387	378
Employee related provisions	2.1 (b)	3,213	2,932
Total Non-Current Liabilities		3,600	3,310
Total Liabilities		20,266	18,296
Net Assets		29,206	20,730
Equity			
Contributed equity		20,476	15,788
Accumulated surplus		8,730	4,942
Total Equity		29,206	20,730

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 2026

	Contributed equity (\$'000)	Accumulated surplus (\$'000)	Total equity (\$'000)
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
Balance at 1 July 2025	15,788	4,942	20,730
Surplus	-	3,788	3,788
Other comprehensive income	-	-	-
Total comprehensive income for the period:	-	3,788	3,788
<i>Transactions with owners in their capacity as owners:</i>			
Capital contributions	1,750	-	1,750
Capital appropriation - Digital Capability Fund	2,938	-	2,938
Total	4,688	-	4,688
Balance at 30 June 2026	20,476	8,730	29,206

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 2026

	Note	2026 (\$'000)	2025 (\$'000)
Cash flows from the State Government			
Service appropriation		72,193	65,973
Capital appropriations		4,688	1,223
Contributions from Confiscation Proceeds Account		12,369	8,807
Holding account drawdown		539	539
Net cash provided by State Government		89,789	76,542
<i>Utilised as follows:</i>			
Cash flows used in operating activities			
Payments			
Employee benefits		(61,575)	(54,519)
Supplies and services		(22,576)	(19,688)
GST payments on purchases		(2,269)	(2,059)
Receipts			
Receipts from services		157	128
GST receipts on sales		15	10
GST receipts from taxation authority		1,802	1,646
Net cash used in operating activities		(84,446)	(74,482)
Cash flows used in investing activities			
Payments			
Purchase of non-current assets		(1,141)	(1,990)
Net cash used in investing activities		(1,141)	(1,990)
Cash flows used in financing activities			
Payments			
Principal elements of lease payments		(489)	(371)
Payment to accrued salaries account		(298)	(317)
Net cash used in financing activities		(787)	(688)
Net increase/(decrease) in cash and cash equivalents		3,415	(618)
Cash and cash equivalents at the beginning of the period		15,227	15,845
Cash and cash equivalents at the end of the period	6.3	18,642	15,227

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 2026.

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

	2026 (\$000)	2025 (\$000)
Employee benefits	57,915	52,138
Termination benefits	189	-
Superannuation – defined contribution plans	6,565	5,582
Employee benefits expenses	64,669	57,720
Add: AASB 16 Non-monetary benefits (not included in employee benefits expense)	253	193
Less: Employee contributions (per note 3.2 Other income)	(145)	(104)
Total employee benefits provided	64,777	57,809

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* (AASB 16) (such as medical care, housing, cars and free or subsidised goods or services) for employees.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Office is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

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

AASB 16 non-monetary benefits are non-monetary employee benefits, predominantly relating to the provision of vehicles recognised under AASB 16 and are 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

	2026 (\$000)	2025 (\$000)
Current		
Employee benefits provisions		
Annual leave	5,074	4,839
Long service leave	7,276	6,522
Deferred salary scheme	139	104
	12,489	11,465
Other provisions		
Employment on-costs	20	19
Total current employee related provisions	12,509	11,484
Non-current		
Employee benefits provisions		
Long service leave	3,208	2,928
Other provisions		
Employment on-costs	5	4
Total non-current employee related provisions	3,213	2,932
Total employee related provisions	15,722	14,416

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 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 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 expenditure, [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'.

	2026 (\$000)
Employment on-costs provision	
Carrying amount at start of period	23
Additional provisions recognised	11
Payments/other sacrifices of economic benefits	(9)
Unwinding of the discount	-
Carrying amount at end of the period	25

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

	2026 (\$000)	2025 (\$000)
Supplies and services		
Communications	255	254
Operational support and professional services	8,495	6,880
Consumables	1,015	995
Travel	558	452
Other supplies and services expenses	809	709
Total supplies and services expenses	11,132	9,290
Accommodation expenses		
Office rental	6,258	5,812
Total accommodation expenses	6,258	5,812
Other expenses		
Repairs and maintenance	385	315
Witness expenses	969	876
Vehicle maintenance	154	121
Litigation costs	483	349
External brief out expense	1,957	2,260
Impairment losses	-	6
Other expenses ^(a)	111	88
Total other expenses	4,059	4,015
Total other expenditure	21,449	19,117

(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 Housing and Works 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

	2026 (\$000)	2025 (\$000)
Appropriation received during the period:		
- Service appropriations	73,435	67,138
Total service appropriation	73,435	67,138
Income received from other public sector entities during the period:		
- Contributions from Confiscation Proceeds Account	17,118	11,869
Total income from other public sector entities	17,118	11,869
Services received free of charge from other public sector entities during the period:		
• Department of Justice	80	78
• State Solicitors Office	130	28
• Department of Housing and Works	208	208
• Landgate	94	94
Total resources received	512	408
Total income from State Government	91,065	79,415

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 the Department of Treasury and Finance.

The Confiscations 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 2026

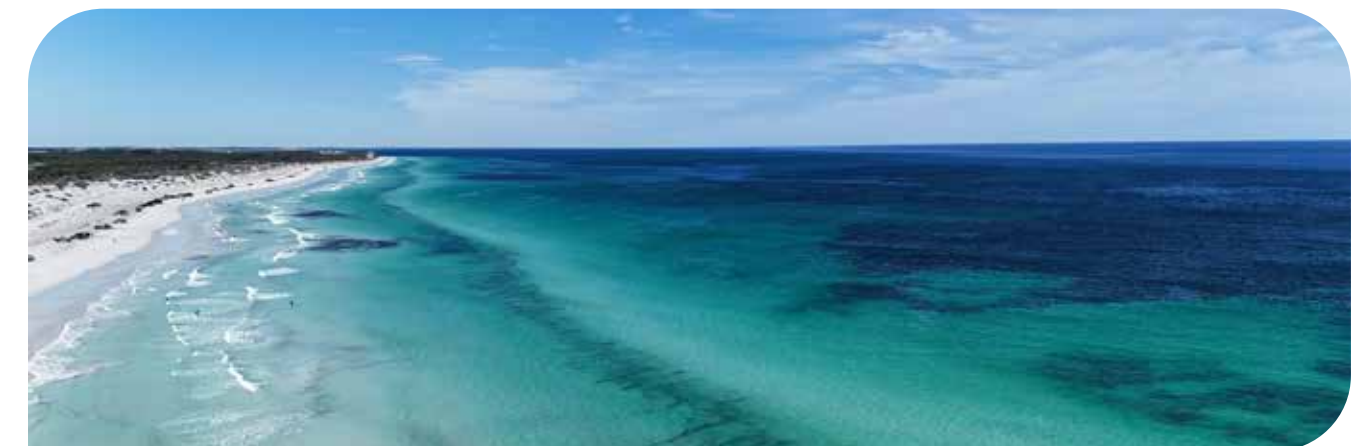
	2026 Budget (\$000)	2026 Section 25 transfers (\$000)	2026 Additional funding* (\$000)	2026 Revised budget (\$000)	2026 Actual** (\$000)	2026 Variance (\$000)
Delivery of Services						
Item 73 Net amount appropriated to deliver services	65,150	-	1,235	66,385	66,385	-
Amount Authorised by Other Statutes						
- Salaries and Allowances Act 1975	6,523	-	-	6,523	6,523	-
Total appropriations provided to deliver services	71,673	-	1,235	72,908	72,908	-
Capital						
Item 144 Capital Appropriation	1,677	-	73	1,750	1,750	-
Total consolidated account appropriations	73,350	-	1,308	74,658	74,658	-

* Additional funding includes supplementary funding and new funding authorised under section 27 of the [Financial Management Act 2006](#) and amendments to standing appropriations. This includes \$1,215,000 for cost and demand pressures, \$94,000 for interest and depreciation adjustment for State fleet vehicles, and \$73,000 capital adjustment for the State fleet vehicles.

** 2025-26 service appropriations include \$527,000 from the National Redress Scheme, which is not provided under the above mentioned item numbers.

3.2 Other income

	2026 (\$000)	2025 (\$000)
Contributions to the motor vehicle scheme	145	104
Workers' compensation	-	2
Other income	12	22
Total other income	157	128



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
Intangible assets	4.3

4.1 Plant and equipment

	Leasehold improvements (\$000)	Computer hardware (\$000)	Office equipment (\$000)	Total (\$000)
Year Ended 30 June 2026				
1 July 2025				
Gross carrying amount	3,750	2,174	712	6,636
Accumulated depreciation	(445)	(1,636)	(544)	(2,625)
Accumulated Impairment Loss	(5)	(147)	(14)	(166)
Carrying amount at start of period	3,300	391	154	3,845
Additions	1,694	705	184	2,583
Works in progress	(1,330)	77	(25)	(1,278)
Impairment losses	-	-	-	-
Depreciation	(509)	(323)	(78)	(910)
Carrying amount at 30 June 2026	3,155	850	235	4,240
Gross carrying amount	4,114	2,956	871	7,941
Accumulated depreciation	(954)	(1,959)	(622)	(3,535)
Accumulated Impairment losses	(5)	(147)	(14)	(166)

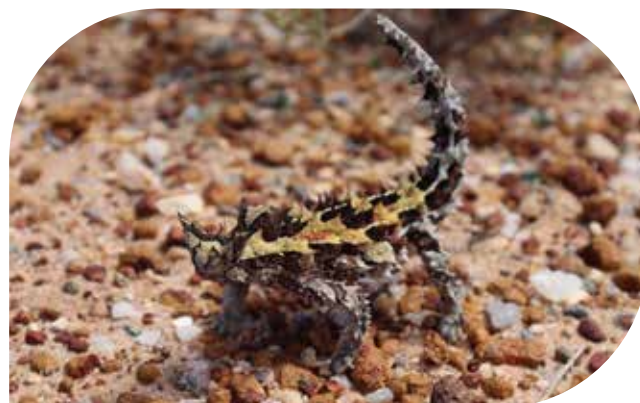
Initial recognition

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	6 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

	Vehicles (\$000)	Total (\$000)
Year ended 30 June 2026		
Carry amount at beginning of period	544	544
Additions	256	256
Depreciation	(237)	(237)
Net carrying amount at end of period	563	563

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 Housing and Works for the leasing of office accommodation. These are not recognised under AASB 16 because of substitution rights held by the Department of Housing and Works 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 2026	Licences (\$000)	Computer Software (\$000)	Total (\$000)
1 July 2025			
Gross carrying amount	414	549	963
Accumulated amortisation	(192)	(509)	(701)
Carrying amount at start of period	222	40	262
Additions	308	-	308
Works in progress	-	496	496
Impairment losses	-	-	-
Impairment losses reversed	-	-	-
Amortisation expense	(169)	-	(169)
Carrying amount at end of period	361	536	897

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:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale,
- an intention to complete the intangible asset, and use or sell it,
- the ability to use or sell the intangible asset,
- the intangible asset will generate probable future economic benefit,
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset, and
- 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 2026 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

	2026 (\$000)	2025 (\$000)
Current		
Receivables ^(a)	10,905	6,113
Total current	10,905	6,113
Non-current		
Accrued salaries account ^(b)	1,881	1,583
Total non-current	1,881	1,583
Total receivables	12,786	7,696

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

(b) Funds transferred to Department of Treasury and Finance 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)

	2026 (\$000)	2025 (\$000)
Current	558	558
Non-Current	9,365	8,662
Total Amounts receivable for services at end of period	9,923	9,220

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

	2026 (\$000)	2025 (\$000)
Prepayments		
Current	2,343	2,217
Non-Current	78	15
Total other assets at end of period	2,421	2,232

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

	2026 (\$000)	2025 (\$000)
Current		
Trade payables	579	327
Accrued expenses	1,224	1,005
Accrued capital	308	557
Accrued salaries	1,831	1,420
Other current liabilities	4	-
Total current	3,946	3,309

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 capital costs incurred but not yet invoiced at the reporting date in relation to the Office's digital transformation, information technology and accommodation improvement initiatives.

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

	2026 (\$000)	2025 (\$000)
Not later than one year	211	193
Later than one year and not later than five years	381	370
Later than five years	6	8
	598	571
Current	211	193
Non-Current	387	378
	598	571

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 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

	2026 (\$000)	2025 (\$000)
Interest expense		
Interest expense on lease interest liabilities ^(a)	51	38
Total finance costs expensed	51	38

(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

	2026 (\$000)	2025 (\$000)
Cash advances	1	1
Cash and cash equivalents	3,624	5,412
Restricted cash and cash equivalents	15,017	9,814
Balance at end of period	18,642	15,227

	2026 (\$000)	2025 (\$000)
Restricted cash and cash equivalents		
Current		
• Mental health and wellbeing account ^(a)	538	2,081
• Asset investment plan account ^(b)	6,803	5,426
• Confiscations proceeds holding account ^(c)	7,676	2,307
Balance at end of period	15,017	9,814

(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 fit out 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

	2026 (\$000)	2025 (\$000)
Capital expenditure commitments, being contracted capital expenditure additional to the amounts reported in the financial statements, are payable as follows:		
Within 1 year	696	935
Later than 1 year and not later than 5 years	-	-
Later than 5 years	-	-
	696	935

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:

	2026 (\$000)	2025 (\$000)
Financial assets		
Cash and cash equivalents	3,625	5,413
Restricted cash and cash equivalents	15,017	9,814
Financial assets at amortised cost ^(a)	22,074	16,249
Total financial assets	40,716	31,476
Financial liabilities		
Financial liabilities at amortised cost ^(b)	3,946	3,309
Total financial liability	3,946	3,309

(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 2026.



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 (\$)	2026	2025
150,001 - 200,000	-	1
200,001 - 250,000	3	1
250,001 - 300,000	2	-
300,001 - 350,000	3	2
350,001 - 400,000	4	5
400,001 - 450,000	4	2
450,001 - 500,000	2	2
500,001 - 550,000	-	1
550,001 - 600,000	1	1
600,001 - 650,000	-	1
650,001 - 700,000	1	-

	2026 (\$000)	2025 (\$000)
Total compensation of senior officers	7,611	6,413

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:

	2026 (\$000)	2025 (\$000)
Auditing the accounts, financial statements, controls, and key performance indicators	47	46

8.7 Supplementary financial information

(a) Write-offs

During the reporting period, \$1,236 (2025: \$nil) was written off the Office's book under the authority of:

	2026 (\$000)	2025 (\$000)
The accountable authority	1	-
The Minister	-	-
The Treasurer	-	-
	1	-

(b) Losses through theft, defaults and other causes

	2026 (\$000)	2025 (\$000)
Losses of public money, other money and public and other property through theft or default	-	-

(c) Forgiveness of debts

	2026 (\$000)	2025 (\$000)
Forgiveness (or waiver) of debts by the Office	-	-

(d) Gift of public property

	2026 (\$000)	2025 (\$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 2026, and between the actual results for 2026 and 2025 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 \$86,243,000, and
- Total Assets of the annual estimates for the [Statement of financial position](#), i.e., 1% of \$33,282,000.

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 \$77,700,000, and
- Total Assets of the previous year for the [Statement of financial position](#), i.e., 1% of \$39,026,000.



9.1.1 Statement of comprehensive income variances

	Variance Notes	Estimate ⁽¹⁾ 2026 (\$000)	Actual 2026 (\$000)	Actual 2025 (\$000)	Variance between actual and estimate (\$000)	actual results 2026 and 2025 (\$000)
Expenses						
Employee benefits expense	2.1	67,031	64,669	57,720	(2,362)	6,949
Supplies and services	1.1, 2.2	8,203	11,132	9,290	2,929	1,842
Depreciation and amortisation expense		1,242	1,316	863	74	453
Accommodation expenses		6,257	6,258	5,812	1	446
Finance and interest costs		32	51	38	19	13
Other expenses		3,478	4,008	3,977	530	31
Total cost of services		86,243	87,434	77,700	1,191	9,734
Income						
Other Income		50	157	128	107	29
Total income other than income from State Government		50	157	128	107	29
Net cost of services		86,193	87,277	77,572	1,084	9,705
Income from State Government						
Service Appropriation		72,200	73,435	67,138	1,235	6,297
Contribution from Confiscation Proceeds Account	1.2, 2.3	6,889	17,118	11,869	10,229	5,249
Resources received		793	512	408	(281)	104
Total income from State Government		79,882	91,065	79,415	11,183	11,650
Surplus/ (deficit) for the period		(6,311)	3,788	1,843	10,098	1,944
Other comprehensive income						
Total comprehensive (loss) income for the period		(6,311)	3,788	1,843	10,098	1,944

(1) These are annual estimates published for the financial year ended 30 June 2026.

Major estimate and actual (2026) variance narratives:

- 1.1 Increase is due to the costs of increasing caseloads and operational pressures and consequential workforce expansion activities including system and consumption-based service costs.
- 1.2 Increase due to amounts received under the Confiscations Proceeds Account Funding Agreement.

Major actual (2026) and comparative (2025) variance narratives:

- 2.1 Increased primarily due to growth in staffing levels associated with workforce expansion initiatives, increased recruitment activity, and the continuation of approved funded programs to support operational service delivery.
- 2.2 Increase is due to the costs of increasing caseloads and operational pressures and consequential workforce expansion activities including system and consumption-based service costs.
- 2.3 Increase due to amounts received under the Confiscations Proceeds Account Funding Agreement.

9.1.2 Statement of financial position variances

	Variance Notes	Estimate ⁽¹⁾ 2026 (\$000)	Actual 2026 (\$000)	Actual 2025 (\$000)	Variance between actual and estimate (\$000)	actual results 2026 and 2025 (\$000)
Assets						
Current Assets						
Cash and cash equivalents	2.1	3,971	3,625	5,413	(346)	(1,788)
Restricted cash and cash equivalents	1.1, 2.2	1,885	15,017	9,814	13,132	5,203
Receivables	1.2, 2.3	2,737	10,905	6,113	8,168	4,792
Amounts receivable for services		439	558	558	119	-
Other current assets	1.3	1,532	2,343	2,217	811	126
Total Current Assets		10,564	32,448	24,115	21,884	8,333
Non-Current Assets						
Receivables		1,266	1,881	1,583	615	298
Amounts receivable for services		9,557	9,365	8,662	(192)	703
Plant and equipment	1.4	6,266	4,240	3,845	(2,026)	395
Right-of-use assets		573	563	544	(10)	19
Intangible assets	1.5, 2.4	5,033	897	262	(4,136)	635
Other non-current assets		23	78	15	55	63
Total Non-Current Assets		22,718	17,024	14,911	(5,694)	2,113
Total Assets		33,282	49,472	39,026	16,190	10,446
Liabilities						
Current Liabilities						
Payables		648	3,946	3,309	3,298	637
Lease Liabilities		167	211	193	44	18
Employee related provisions		11,693	12,509	11,484	816	1,025
Other Provisions	1.6	518	-	-	(518)	-
Total Current Liabilities		13,026	16,666	14,986	3,640	1,680
Non-Current Liabilities						
Lease Liabilities		205	387	378	182	9
Provisions		3,458	3,213	2,932	(245)	281
Net Assets		16,593	29,206	20,730	12,613	8,476
Equity						
Contributed Equity		22,963	20,476	15,788	(2,487)	4,688
Accumulated surplus/(deficit)		(6,361)	8,730	4,942	15,091	3,788
Other		(9)	-	-	9	-
Total Equity		16,593	29,206	20,730	12,613	8,476

(1) These are annual estimates published for the financial year ended 30 June 2026.

Major estimate and actual (2026) variance narratives:

- 1.1 Increase in current restricted cash balances following central government advice regarding confiscation receipts collections, and the drawdowns of digital capability fund receipts.
- 1.2 Increase due to amounts received under the Confiscations Proceeds Account Funding Agreement.
- 1.3 Increase due to timing and cost of prepaid ICT expenses. Volume of these expenses also increased consistent with workforce growth.
- 1.4 Decrease due to timing of major milestones associated with the Asset Investment Program.
- 1.5 Decrease due to timing of major milestones associated with the Asset Investment Program and associated system replacement programs.
- 1.6 Relates to an underlying account in the budget module used for whole of government reporting.

Major actual (2026) and comparative (2025) variance narratives:

- 2.1 Decreased due to the utilisation of cash reserves to support operating activities and capital investment projects, including expenditure associated with the Asset Investment Program.
- 2.2 Increased due to funds held for specific purposes, including the Asset Investment Program and amounts received under the Confiscations Proceeds Account Funding Agreement.
- 2.3 Increased due to higher prepaid expenditure relating to software licensing, system support and maintenance agreements, together with other receivable balances recognised at year end.
- 2.4 Increased primarily reflecting investment in digital and system enhancement initiatives, including software development and implementation activities undertaken as part of the ODPP's Asset Investment Program.

**9.1.3 Statement of cash flows variances**

	Variance Notes	Estimate ⁽¹⁾ 2026 (\$000)	Actual 2026 (\$000)	Actual 2025 (\$000)	Variance between actual and estimate (\$000)	
Cash flows from State Government						
Service appropriations		70,958	72,193	65,973	1,235	6,220
Contributions from Confiscation Proceeds Account	1.1 , 2.1	6,889	12,369	8,807	5,480	3,562
Holding account drawdowns		539	539	539	-	-
Capital appropriation	1.2 , 2.2	7,104	4,688	1,223	(2,416)	3,465
Net cash provided by State Government		85,490	89,789	76,542	4,299	13,247
Utilised as follows:						
Cash flows from Operating Activities						
Payments						
Employee benefits	2.3	(67,031)	(61,575)	(54,519)	5,456	(7,055)
Supplies and services	1.3 , 2.4	(17,171)	(22,576)	(19,688)	(5,405)	(2,888)
GST payments on purchases	1.4	(840)	(2,269)	(2,059)	(1,429)	(210)
Receipts						
Receipts from services		50	157	128	107	29
GST receipts on sales		-	15	10	15	5
GST receipts from taxation authority	1.4	834	1,802	1,646	968	156
Net cash provided by/(used in) operating activities		(84,158)	(84,446)	(74,482)	(288)	(9,963)
Cash flows from Investing Activities						
Payments						
Purchase of non-current physical assets	1.5 , 2.5	(8,892)	(1,141)	(1,990)	7,751	849
Net cash provided by/(used in) investing activities		(8,892)	(1,141)	(1,990)	7,751	849
Cash flows from Financing Activities						
Payments						
Repayment of borrowings and leases		(170)	(489)	(371)	(319)	(118)
Payment to accrued salaries account		-	(298)	(317)	(298)	19
Net cash provided by/(used in) financing activities		(170)	(787)	(688)	(617)	(99)
Net increase/(decrease) in cash and cash equivalents						
Cash and cash equivalents at the beginning of the period		13,586	15,227	15,845	1,641	(618)
Cash and cash equivalents at the end of the period		5,856	18,642	15,227	12,786	3,415

(1) These are annual estimates published for the financial year ended 30 June 2026.

Major estimate and actual (2026) variance narratives:

- 1.1 Increase due to amounts received under the Confiscations Proceeds Account Funding Agreement.
- 1.2 Decrease due to the timing and nature of projects within the Asset Investment Program resulting in capital rollovers during budget processes throughout the financial year.
- 1.3 Increases due to growth in staffing levels associated with workforce expansion initiatives, increased recruitment activity, and the continuation of approved funded programs to support operational service delivery.
- 1.4 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.
- 1.5 Decrease due to timing of major milestones associated with the Asset Investment Program and associated system replacement programs.



Major actual (2026) and comparative (2025) variance narratives:

- 2.1 Although higher collections were received for the financial year, a greater portion relate to accrued revenue rather than cash receipts between periods.
- 2.2 Decrease due to the timing and nature of projects within the Asset Investment Plan resulting in capital rollovers.
- 2.3 Increased primarily due to growth in staffing levels associated with workforce expansion initiatives, increased recruitment activity, and the continuation of approved funded programs to support operational service delivery.
- 2.4 Increased due to higher operating costs associated with workforce expansion, including increased recruitment activity, software licensing, and ICT support and maintenance costs required to support additional personnel and service delivery requirements.
- 2.5 Greater accommodation fitout programs completed in the prior year relative to the current period.

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 2026.

Robert Owen SC
Accountable Authority
27 August 2026

Rob Monte CPA
Chief Finance Officer
27 August 2026

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
Building Safe and Inclusive Communities	To deliver an independent, fair and just criminal prosecution service to the community of Western Australia.	1. Criminal Prosecutions 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 \$22,184)	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 25%)	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 2025-26

In 2025-26, there were 2,625 committals to the Supreme or District Court. Following case reviews, 453 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 2025-26 reporting period, indictments are due for the remaining 2,172 committals. A total of 979 (or 45.1%) were filed with the court within three months of the date of committal.

KPI Target 2025-26	KPI Result 2025-26
65.0%	45.1%

Performance trends are illustrated in the following table:

PERFORMANCE TRENDS	2022-23	2023-24	2024-25	2025-26
Indictment filed within three months of committal	47.4%	49.5%	41.4%	45.1%
Indictments due	2,123	2,449	2,246	2,172
Average days to file Indictment	98	97	107	104

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 2025-26 reduced by 74 to 2,172 compared to the 2024-25 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 increasing volume of digital evidence requiring assessment, delays in receiving critical evidence, and a higher proportion of family and domestic violence and sexual violence matters requiring more intensive victim engagement. This however, reflects a deliberate focus on improved quality and victim centred prosecution practice in sexual violence matters, including more thorough case preparation and resolution discussions that can delay indictment filing but support better justice outcomes.



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 2025-26

There were four Judge Directed Acquittals in 2025-26 from the 445 trials which proceeded, resulting in 441 (or 99.1%) of trials proceeding with a case to answer.

KPI Target 2025-26	KPI Result 2025-26
98.0%	99.1%

Performance trends are illustrated in the following table:

PERFORMANCE TRENDS	2022-23	2023-24	2024-25	2025-26
Establishing Case to Answer	99.4%	99.2%	99.3%	99.1%

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 2025-26

In 2025-26, 445 trials proceeded before a jury, or a judge alone trial, in the District and Supreme Court. Of these, 24 (or 5.4%) resulted in a hung jury and 27 (or 6.1%) resulted in a mistrial.

The remaining 394 trials delivered either a conviction or acquittal. Of these, 252 (or 64.0%) resulted in a conviction being recorded against the accused for one or more of the charges listed in the indictment.

KPI Target 2025-26	KPI Result 2025-26
50.0%	64.0%

Performance trends are illustrated in the following table:

PERFORMANCE TRENDS	2022-23	2023-24	2024-25	2025-26
Convictions After Trial	55.0%	63.7%	63.4%	64.0%

Explanation between the target and actual performance

The 2025-26 result reflects the thorough and consistent approach of the ODPP in properly assessing and preparing matters in the specialist trial teams. This has been complemented by the early resolution strategic initiative that resolves 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 of cases that 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 2025-26

In 2025-26, 76 declarations for confiscations were filed. Of these, 48 (or 63.2%) were filed within four (4) months of the drug trafficker declaration.

KPI Target 2025-26	KPI Result 2025-26
20.0%	63.2%

Performance trends are illustrated in the following table:

PERFORMANCE TRENDS	2022-23	2023-24	2024-25	2025-26
Number of Declarations Filed	16	14	56	76
Number of Declarations filed within four (4) months	2	5	25	48
Percentage Applications filed within four (4) months	12.5%	35.7%	44.6%	63.2%

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 2025-26 results exceed comparative periods as the Office continues to effectively apply to confiscate property of declared drug traffickers. Applications to confiscate property that is owned, effectively controlled, or given away by declared drug traffickers require the commencement of court proceedings with multiple supporting affidavits and the subsequent management of civil litigation.

This requires the Office to work effectively and efficiently with the support of its key stakeholders across the justice system, including the Proceeds of Crime Squad of the WA Police Force, to achieve timely making of applications.

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 2025-26

The ODPP's total cost of service for criminal prosecutions in 2025-26 was \$82.371 million. A total of 3,750 new indictable prosecution cases were received by the ODPP during the reporting year, which remains comparable to the prior year.

The average cost per criminal prosecution in 2025-26 was \$21,966.

KPI Target 2025-26	KPI Result 2025-26
\$22,184	\$21,966

Performance trends over time are illustrated in the following table:

PERFORMANCE TRENDS	2022-23	2023-24	2024-25	2025-26
Cost Per Prosecution	\$20,217	\$20,507	\$19,275	\$21,966
Indictable Prosecutions	2,893	3,152	3,754	3,750

Explanation between the target and actual performance

The ODPP's result for 2025-26 is consistent with the stated target, and increases relative to comparative actual periods. 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.

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. 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 case matters, 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 2025-26

In 2025-26, deposits made to the Confiscation Proceeds Account totalised \$45.726 million. The total cost of service for the confiscations function in the reporting year was \$5.062 million. The ratio of cost to return was therefore 11.07%.

KPI Target 2025-26	KPI Result 2025-26
25.00%	11.07%

Performance trends are illustrated in the following table:

PERFORMANCE TRENDS	2022-23 (\$'000)	2023-24 (\$'000)	2024-25 (\$'000)	2025-26 (\$'000)
Delivered Payments to Confiscations Proceeds Account	28,489	19,691	29,897	45,726
Total Cost of Services for the Confiscations Function	4,017	4,064	5,340	5,062
Cost as a Percentage of Return	14.10%	20.64%	17.86%	11.07%

Explanation between the target and actual performance

The Confiscations Practice is primarily focused on disrupting serious and organised crime through [Criminal Property Confiscations Act 2000](#) litigation, and the value of confiscated funds or property is an outcome of that work rather than a controllable output. The primary focus of the Confiscations Practice is disrupting serious and organised crime by accelerating restraint and forfeiture outcomes. It is difficult to predict or estimate what will be deposited to the Confiscation Proceeds Account arising from the civil litigation under confiscation legislation and subsequent recovery processes.

The 2025 26 results were favourable relative to comparative periods due to deposits to the Confiscation Proceeds Account being higher than the Office's initial estimates. As a consequence, the indicators were exceeded in 2025-26 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. The decrease in cost relative to prior years correlates to a number of vacancies within the Confiscations Practice, along with the implementation of targeted process efficiencies across matter triage, affidavit preparation and court filing, enabling consistent throughput and the delivery of all current performance targets, despite increasing case complexity.

