

Office of the Director of Public Prosecutions

Annual Report 2024-2025

Acknowledgement of Country

The Office of the Director of Public Prosecutions acknowledges the Traditional Custodians of the lands on which our offices are located and where we provide services to the people of New South Wales. We extend this acknowledgement to all our First Nations colleagues working in and with our offices. We recognise the rich cultures, songlines, languages, lores and traditions of the Traditional Owners and pay our deep respects to elders, past and present.

We also recognise the disproportionate rates of victimisation and criminalisation of First Nations people in New South Wales and in Australia more broadly. Our Office has an important obligation to learn from the systematic wrongs of past policies and practices to help achieve justice for the First Nations people of New South Wales.

Letter of Submission



Director's Chambers

31 October 2025

The Hon Michael Daly MP
Attorney General of NSW
GPO BOX 5341
SYDNEY NSW 2000

By email: office@daley.minister.nsw.gov.au

Dear Attorney General,

2024-2025 Annual Report

I am pleased to forward you the 38th Annual Report for the Office of the Director of Public Prosecutions (ODPP) for presentation to Parliament. This report encompasses the ODPP's financial statements and performance review for the financial period 2024-2025.

This report has been prepared in accordance with TPG25-10a Framework for Financial and Annual Reporting for Government Sector Finance (GSF) agencies, section 34 of the *Director of Public Prosecutions Act 1996* (NSW) and in compliance with the *Government Sector Finance Act 2018* (NSW), *Government Sector Finance Regulation 2018* (NSW) and the relevant guidelines issued by NSW Treasury.

Yours faithfully,

A handwritten signature in black ink, appearing to read "S. Dowling", written over a light blue horizontal line.

Sally Dowling SC
Director of Public Prosecutions

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Highlights of the year

A Dynamic Prosecution Service Recognised for its Excellence and Leadership

86%

Finding of guilt: plea guilty or verdict guilty in 86% of matters in the District and Supreme Courts

73%

Early resolution – 73% of matters finalised in the Local Court or committed for sentence

41%

41% of all committal matters finalised in the Local Court

4,658

Certified charges in 4,658 matters and attended more than 3,000 case conferences

5,300

5,300 Local Court committals completed

1,418

1,418 court days saved by participation in District Court Plea Resolution Callovers

1,203

1,203 District Court trials completed

1,653

1,653 District Court sentences completed

2,783

2,783 new referrals to the Witness Assistance Service

223

223 matters completed in the Court of Criminal Appeal

21

21 High Court Special Leave Applications completed

2

2 High Court Hearings completed



Report of the Director of Public Prosecutions

This was a year of momentum.

In 2023 we launched our Strategic Plan, continuing our vision to be a dynamic prosecution service recognised for its excellence and leadership. The 2024-2025 financial year cemented this vision and embedded all elements set out in our Strategic Plan.

In my fourth year as Director, the Office of the Director of Public Prosecutions (ODPP) has achieved key productivity targets, we have expanded our Witness Assistance Service, particularly for vulnerable witnesses and First Nations people, strengthened community engagement, recruited 258 new staff, invested in innovative wellbeing initiatives, and started the development of Artificial Intelligence (AI) solutions aimed at streamlining processes and reducing workloads. These initiatives help ensure the ODPP is positioned to best meet the demands of an increasingly complex criminal justice environment. The initiatives align with our current Strategic Plan that will continue to guide our work through to 2027.

Established under the *Director of Public Prosecutions Act 1986*, the ODPP is vested with the responsibility of conducting prosecutions on behalf of the people of New South Wales for indictable offences, as well as managing appeals in all jurisdictions. Our role is distinct from investigative agencies such as the NSW Police Force: while police investigate and lay charges, the ODPP is responsible for prosecuting matters before the courts.

The role of a public prosecutor is demanding. We work with traumatised individuals, manage difficult and distressing material, and operate within a complex and evolving legal framework. In the 2024-2025 financial year, the ODPP registered 17,322 matters, with 86% of matters resolved by a finding of guilt. This is consistent with the five year average of 88%. We appeared in 5,300 committals, 1,203 District Court trials, 1,653 District Court sentences, 40 Supreme Court murder trials, 223 appeals to the Court of Criminal Appeal, 21 Special Leave Applications and two appeals to the High Court of Australia.

In the last financial year, we employed 1,043 staff, comprised of around 740 legal staff. Our staff turnover rate has remained around 12% since 2022, which is below the average of 13% for the NSW Public Sector.

We are the largest prosecution agency in Australia and I am proud of the staff of the ODPP, who continue to deliver a vital public service with dedication, professionalism, and resilience.

Appointments

This year, nine ODPP staff were appointed to the Bench, a testament to their exceptional legal knowledge and expertise.

- Magistrates of the Local Court:
Marguerite Vassall, Rosheehan O'Meagher, Lisa Graham, Danielle Mansour, Jeff Tunks, Judith Sweeney and John Doohan.
- Judges of the District Court: *Deputy Director Frank Veltro SC and Deputy Senior Crown Prosecutor Guy Newton SC.*

Sexual Assault Review

Sexual assault prosecutions make up a significant proportion of our work and frequently involve complex issues of law and fact, particularly concerning issues of credibility, intoxication and proof of lack of consent.

Sexual offending is, by its nature, a crime that is often committed in private, and these prosecutions almost always involve disputed issues of witness credibility.

In March 2024, I commissioned a review of adult sexual assault prosecutions listed for trial or special hearing in the District Court between 1 April and 31 December 2024, to ensure that the NSW Prosecution Guidelines were being consistently and properly applied. The Review examined 327 matters and found a consistently high standard of legal analysis in applying the Guidelines. The percentage of matters discontinued in 2024 is consistent with the average rate of discontinuance of sexual assault matters from 2018 to 2023.



The Review identified opportunities for improvement, including:

- enhanced training and guidance for prosecutors on the law of consent and evidentiary issues
- further evidence-based research into key challenges and
- closer collaboration with the NSW Police Force to improve brief service and disclosure.

The Review's findings are publicly available on the ODPP website.

Professional Development – Role-Mapped Training Project

The increasing complexity of criminal prosecutions and the rapid change in the legal and digital environment, along with the ODPP's expanding workforce, has created challenges to ensuring that all staff receive consistent, robust, and role-specific professional development.

The Role-Mapped Training Project Team is developing structured pathways for the professional development of ODPP staff. This ongoing project provides employees with training that aligns with their role responsibilities to improve efficiency and performance.

In 2024-2025, the Role-Mapped Training Project mapped core capabilities for legal and administrative roles, identified training gaps, developed a guiding framework, and consulted with prosecution services across Australia and New Zealand.

Phase 2 will continue into the next financial year, emphasising the development, delivery, and evaluation of training programs to ensure staff receive role-specific professional development.

Prosecutor in Residence program

We have continued our Prosecutor in Residence program, a partnership between the ODPP and the University of Sydney Law School. This Program is an opportunity for senior lawyers to research a topic of interest to them and the ODPP. Over the past three years, two Solicitors and two Crown Prosecutors have studied under this program.

Innovation and Technology

Innovation remains central to our operations. The ODPP continues to invest in modern technology platforms with a particular focus on AI tools to support legal analysis and reduce administrative burdens. Our AI vision is to achieve excellence and efficiency in prosecution through the ethical and professional use of AI. The Office's AI Strategy was developed in conjunction with Deloitte and staff from all areas of the Office, with the aim to increase workplace efficiencies and decrease the emotional toll of our work, and improve efficiencies across the Office.

Child Sexual Offence Evidence Provisions

I remain committed to reforming the way child complainants and witnesses give evidence in sexual assault trials to reduce trauma and distress.

The Child Sexual Offence Evidence Provisions now operate statewide with key features including:

- Pre-recorded evidence hearings, allowing children to give evidence prior to trial, outside the presence of a jury
- use of Witness Intermediaries (WIs), who assess communication needs and assist children during evidence and
- Ground Rules Hearings, where WIs' recommendations are adopted to support children in court.

This reform has been transformative in reducing the burden on child witnesses and ensuring their voices are heard fairly and safely.

Wellbeing and Staff Engagement

Our people are at the heart of the ODPP. We continue to invest in wellbeing initiatives, including revamped vicarious trauma and compassion fatigue training, expanded support services, and stronger mechanisms for staff feedback and engagement.

First Nations Engagement

The ODPP has strengthened its engagement with First Nations staff and communities through our First Nations Strategy and First Nations Employment Strategy. Initiatives this year included creation of the First Nations Project Officer role, the Paralegal Program for First Nations law students, additional Witness Assistance Officers to work with First Nations complainants, and ongoing work with the ODPP First Nations Advisory Group. The ODPP continues to deepen its understanding of culturally responsive advocacy and First Nations cultures, and knowledge, striving to reflect these perspectives more meaningfully in our service.

Stakeholder Engagement and Law Reform

The ODPP continues to contribute to policy reform and systemic change. In 2024-2025 we responded to more than 40 consultations, making major submissions on issues including domestic and family violence, good character in sentencing, Children's Court legislation, bail compliance, Industrial Relations Amendments, justice responses to sexual violence, tendency and coincidence evidence reforms, victims' rights and supports, consent in sexual assault monitoring, the Victims Register Bill, potential amendments to the *Mental Health and Cognitive Impairment Forensic Provisions Act 2020*, and witness intermediaries, among others.

Industrial manslaughter

The offence of industrial manslaughter was introduced by assent on 24 June 2024 in the *Work Health and Safety Amendment (Industrial Manslaughter) Act 2024*, and came into force on 16 September 2024. The NSW Government asked the ODPP to create a new unit to prosecute industrial manslaughter matters, and to meet this projected workload, a New Policy Proposal resulted in the ODPP receiving an increase of recurrent expenses of \$1.9 million for 2025-2026, with a total of \$6.7 million over four years to 2028-2029.

Given the complexity of industrial prosecutions and the expected increase in case volume over time, this investment will allow for additional resources which are essential to ensuring the ODPP can effectively fulfill its prosecutorial responsibilities.

International Engagements

In recognition of the expertise and leadership of this Office in prosecutions services, I was appointed as a member of the Attorney-General of Singapore's Panel of Experts for a two-year term.

In alignment with our ongoing dedication to international collaboration and knowledge advancement, I co presented alongside the Commonwealth Director of Public Prosecutions, Raelene Sharp KC, at the International Association of Prosecutors (IAP) General Conference in Azerbaijan. Our presentation addressed the role of media within the administration of criminal justice in Australia.

I also participated in the IAP Regional Conference in Hong Kong, where I chaired a session focusing on the evolving landscape and the complexities arising from decentralisation in the technological age.

Members of the ODPP also participated in meetings with international delegates from the Supreme Prosecutor's Office (Korea), the Attorney-General's Chambers (Singapore) and members of the Japanese legal profession to discuss our approach to sexual assault prosecutions, vulnerable witnesses, and prosecutor wellbeing.

Developments to the Witness Assistance Service

The Witness Assistance Service (WAS) is designed to assist vulnerable witnesses and victims of crime. The service aims to provide emotional and practical support to individuals who may be experiencing stress or trauma related to their involvement in legal proceedings. WAS Officers are typically social workers, psychologists, or counsellors who understand both trauma and the workings of the criminal justice system.

We continue to invest in our Witness Assistance Service, with two new generalist positions created in the last financial year, and an additional nine positions in the next financial year. Our Witness Assistance Service maintains a First Nations staffing cohort of 12 positions.



Office Relocation and Facilities

In late December 2024, the Sydney office packed up its Liverpool Street premises and on 6 January 2025, the ODPP relocated to Parkline Place at 252 Pitt Street (above Gadigal Metro Station).

The move required careful planning and execution, involving 57 relocation trucks and the transfer of 3,700 crates over the holiday period. I thank the Relocation Working Group, IT team, change agents, and all staff whose efforts ensured a seamless transition.

We also invested in renovations in several regional offices, improving facilities for both staff and the communities we serve. This will continue into the next financial year.

Looking Ahead

The coming year will see the expansion and restructure of the Witness Assistance Service, rollout of the Role-Mapped Training Project, and continued investment in technology and staff wellbeing. We will also consolidate our new Sydney office and strengthen regional operations, as we sustain momentum into the new year.

I want to acknowledge and thank Robyn Gray for her years of service to the ODPP both on the ODPP Executive Board and the Audit and Risk Committee. I also acknowledge with gratitude the work of my Deputy Directors, the Solicitor for Public Prosecutions, Craig Hyland, his Deputies, the Crown Prosecutors, Solicitors, and the staff of the ODPP who embody the values of fairness, professionalism, and service to the people of New South Wales.

Sally Dowling SC
Director of Public Prosecutions

Report of the Solicitor for Public Prosecutions

This year's strong results reflect the hard work and dedication of all ODPP staff.

The NSW ODPP is Australia's largest prosecution service, employing more than 1,000 staff across 10 offices statewide.

Consistent with previous years, a high percentage of matters resolved early, being finalised in the Local Court or committed for sentence to a higher court. Most matters in the District and Supreme Courts resolved in a finding of guilt. The ODPP continued to make a significant contribution to reducing the backlog of District Court trials through participation in Plea Resolution Callovers (formerly known as Super Callovers).

The ODPP participated in policy development and practice within the criminal justice sector by providing detailed policy submissions on law reform and taking part in various consultations, interagency committees, court user groups, and working parties.

The Solicitor's Executive welcomed the appointment of Meagan Betteridge, an experienced solicitor and manager, as Deputy Solicitor (Operations) responsible for the Southern region. Also, during the year, 13 ODPP Solicitors were appointed as Crown Prosecutors, and nine Solicitors were appointed as Solicitor Advocates. I congratulate each on their appointment and look forward to their success.

Employee-focused projects

The complex and multifaceted approach to addressing wellbeing, as well as addressing the issue of managing increasingly complex workloads, remained a top priority for the Solicitor's Executive.

Several Employee Engagement Projects addressed areas identified by staff as priorities. These included a revised and renewed approach to the Director's Service Excellence Awards, including recognition of five years of service; the implementation of a quarterly staff newsletter, *Mentions*, to encourage visibility and interaction between offices; a statewide legal mentoring program; significant headway into implementing role-mapped training; and bi-annual Employee Engagement Meetings with Senior Executives in each region to provide a forum for engagement with staff to build trust, address current staff issues and create a more cohesive ODPP. The Employee Engagement projects

all promote a more collaborative work culture and encourage cohesion amongst all staff through regular and consistent information sharing across all ODPP offices.

Results

The diligence and teamwork displayed by our Crown Prosecutors, Solicitors and legal support staff have resulted in excellent outcomes this year.

A finding of guilt was recorded in 86% of District and Supreme Court matters, a total consistent with conviction rates for the previous five years. Early resolution, with matters either being finalised in the Local Court or committed for sentence to a higher court, was achieved in 73% of matters. In total, 41% of committal matters were finalised in the Local Court, with a further 32% committed for sentence to the District Court after pleas of guilty and 26% committed for trial to the District Court. The remaining 1% of matters were committed to the Supreme Court for sentence or trial.

The ODPP achieved a 93% clearance rate for committals in the Local Court. In the District Court, the clearance rate was 100% for sentences and 106% for trials. In the Supreme Court, clearance rates of 78% for sentences and 93% for trials were achieved.

Six Plea Resolution Callovers were conducted throughout the state, with the ODPP resolving 215 matters. The efficient resolution of these matters in advance of the trial date saved a total of 1,418 District Court sitting days, sparing the community the cost of running those trials and saving court resources.

The Witness Assistance Service (WAS) continued to provide outstanding support to victims and witnesses involved in ODPP prosecutions. This year there were 2,783 new referrals to WAS, of which 2,090 related to sexual assault. Just under half of these referrals were people under 18 years of age. First Nations referrals accounted for 14% of all new referrals. At the end of the year, WAS had 7,797 active referrals.

Staff turnover in 2023-2024 was 12%, consistent with previous years. There were 258 new staff recruited, including 84 Solicitors.



Achievements and initiatives

The Solicitor's Executive review of the Legal Development Program for law graduates, resulted in the successful launch of our Paralegal Program, which saw the appointment of 87 new Paralegals. The Paralegal Mentoring program pairs a paralegal with an experienced solicitor to provide structured guidance, hands-on experience, and mentorship that supports aspiring solicitors to build confidence, sharpen their skills, and thrive in criminal prosecution work. The program focused on sharing knowledge on skills development, career progression, expectations, wellbeing, networking and managing a work life balance. This program has been one of several initiatives implemented to assist the management of solicitor workload and the provision of resources and support to wellbeing across the organisation.

The ODPP continued to invest in its Regional Group, a Sydney-based group with a regional focus. This group includes circuit Solicitors, locum Solicitors and a legal support team. The Regional Group provides support to regional offices by servicing regional circuits in Bathurst, Broken Hill, Moree and Orange the Local Courts that commit to them. Circuit Solicitors have a practice and are based in the Sydney office and travel to and from regional locations. Our Locum Group, within the Regional Group, was established to provide targeted assistance to regional offices in most need (based on business analysis and manager referrals), with the ability to provide support for offices with increased workloads, solicitor vacancies and long-term leave.

This year the ODPP continued to assist child victims and witnesses to give evidence in court safely through the Child Sexual Offence Evidence Provisions. The suite of training programs and resources, delivered both internally and externally to our criminal justice partners, continue to ensure a smooth statewide implementation of the Child Sexual Offence Evidence Provisions.

Each December, we host a one-day conference in the Sydney CBD, which is a highlight of our professional development calendar and is consistently well attended by our Solicitors. We provide a diverse and stimulating program at the conference by inviting high-calibre speakers, which this year included the NSW Attorney General, and the Chief Judge of the District Court.

Acknowledgements

I thank the Director of Public Prosecutions, Sally Dowling SC, along with her Deputy Directors and the Senior Crown Prosecutor, for their exemplary leadership during another busy year; and the Solicitor's Executive, for their dedication and initiative in conducting thorough reviews of our programs and operations, which will strategically benefit the ODPP moving forward, in addition to their day to day executive oversight and management. I also thank Robyn Gray for her years of service and significant contribution to the ODPP. Robyn stepped down after nine years on the Executive Board, and seven years on the Audit and Risk Committee. Finally, I thank the Directors of Human Resources, Information Management and Technology, Finance and Facilities; the Corporate Services team; the Crown Prosecutors; and all staff of the ODPP. Their steadfast commitment to the organisation and their delivery of high-quality prosecution services to the people of New South Wales are greatly appreciated and worthy of recognition.

Craig Hyland
Solicitor for Public Prosecutions

Report of the Senior Crown Prosecutor

In the past year, the Crown Prosecutors of New South Wales have once again demonstrated deep commitment to their important responsibilities in service of the people of New South Wales. The professionalism and dedication of our Crown Prosecutors throughout another demanding year is commendable. I also extend sincere appreciation to the staff of the Office of the Director of Public Prosecutions, particularly those in the Crown Briefing Unit, whose support to Crown Chambers continues to be of significant value.

The role of Crown Prosecutors within the criminal justice system is important and demanding, requiring a careful balance between their duty to the court and the interests of the state, the community, and victims.

I extend my sincere appreciation to all Crown Prosecutors who continue to deliver an independent, fair, and just prosecution service for the people of New South Wales. I also extend my thanks to the Solicitor's Office and to the hard working and diligent Solicitors who instruct Crown Prosecutors.

I would like to express my gratitude to Brett Hatfield SC for his invaluable assistance in assuming my responsibilities during my periods of absence.

Appointments

In the past financial year, 18 new Crown Prosecutors were appointed, bringing the total number to 111. Seven Deputy Senior Crown Prosecutors (DSCP) were also appointed, bringing the number of DSCPs across the state to 17.

We also marked the following appointments from our ranks. Congratulations to:

- Guy Newton SC appointed a District Court Judge
- Jeff Tunks and Rosheehan O'Meagher appointed as Local Court Magistrates
- Brendan Campbell SC and Michelle England SC appointed Senior Counsel in October 2024.

This year, I was one of many Crown Prosecutors to serve as Acting Deputy Director of Public Prosecutions. This role provides the opportunity to gain valuable leadership experience, broaden our perspective beyond casework, and increase our skillset to include making determinations and directions involving more complex areas of law. Importantly, this practice

brings frontline prosecutorial expertise into executive decision-making, enhances staff engagement and demonstrates the ODPP's commitment to recognising and developing talent at all levels. Other Crowns to serve in this role included Deputy Senior Crown Prosecutors Brendan Campbell SC, Lee Carr SC, Cecilia Curtis, Brett Hatfield SC, Philip Hogan, Katharine Jeffreys, Nerissa Keay, Monica Millward, Kate Ratcliffe, and Christopher Taylor.

Lee Carr SC, Philip Hogan, Nerissa Keay and I also served as Acting Deputies while managing District Court Plea Resolution Callovers in Sydney and in regional NSW.

Mentoring and Legal Professional Development

In addition to upholding the high standards expected of them in court, Crown Prosecutors devoted considerable time and expertise to the professional development of ODPP Solicitors and broader stakeholders.

Crown Prosecutors delivered targeted training to the NSW Police Force, including through the Detectives' Education Program, as well as to Police Prosecutors, forensic experts, sex crime investigators, and Police Academy recruits in Goulburn.

Within the ODPP, Crown Prosecutors played a vital mentoring role across multiple programs. The First Nations Mentoring Program provided First Nations legal professionals with guidance, career development opportunities, and access to experienced mentors. Crown Prosecutors also supported Solicitors on the Trial Development List (D-List) and participated in the Junior Advocate Program, mentoring junior Solicitors appearing with them in court. Through the Paralegal Program, Crown Prosecutors invited paralegals to participate in Special Hearings, offering valuable exposure to courtroom practice.

Crown Prosecutors also hosted monthly mentoring sessions on a variety of topics, including sustainable practice management, further enriching the professional development of our Solicitors and Solicitor Advocates.



Additional presentations and training sessions delivered by Crown Prosecutors included:

- Paralegal training, mentoring discussions with Solicitors and Solicitor Advocates, and D-List training
- Hearsay Evidence: Admissions of Co-accused and s 87 Evidence Act
- Pre-trial Evidentiary Issues
- Preparing Crown briefs, instructing in trials, Crown Case Statements, and agreed facts
- Examination-in-chief in sexual assault matters
- Cryptocurrency
- Cross-examining the accused
- Participation in Cultural and Linguistic Diversity Affinity Group events.

The Crown Prosecutors' Annual Conference, held in March 2025, provided a valuable forum for knowledge-sharing and engagement with stakeholders. Notable contributions included:

- Nicolle Lowe, Aboriginal Coronial Information and Support Officer – Walking in Two Worlds
- Presentations from Judge Stephen Hanley SC, Judge Georgia Turner, and Judge Grant Brady SC
- Damian Beaufils, Crown Prosecutor, who presented alongside Judge Hanley on advocacy, judicial bullying, and coercive control
- Dr Adam Martin, forensic psychiatrist, who shared insights from his clinical experience.

Contribution to the NSW Bar

Crown Prosecutors actively participate in the life of the NSW Bar and once again, made a significant contribution this year.

- David Patch was elected to the Bar Council, the Bar Association's governing body
- Brett Hatfield SC (Co-Chair), Guy Newton SC, David Patch and Damian Beaufils served on the Criminal Law Committee
- Carl Young served on the Professional Conduct Committee
- Philip Hogan served on the Education Committee
- Damian Beaufils (Deputy Chair) served on the First Nations Committee
- Ann Bonnor served on the Bar News Committee.

The past year has once again highlighted the strength, resilience, and professionalism of the Crown Prosecutors of New South Wales. Their contributions, whether in court, in mentoring, or in leadership, continue to uphold the highest standards of justice and public service. I am proud to serve alongside such dedicated professionals and look forward to another year of excellence, collaboration, and growth.

Ken McKay SC
Senior Crown Prosecutor

Chapter 1

Overview



Aims and Objectives

The Office of the Director of Public Prosecutions (ODPP) is the independent prosecuting authority in New South Wales (NSW). It is led by the Director of Public Prosecutions, who acts independently and impartially.

The principal functions of the ODPP are to institute and conduct prosecutions for indictable offences in the Local, District and Supreme Courts, and to conduct appeals arising from those prosecutions, including as the responding party, in any court.

The ODPP advises in, institutes and conducts proceedings in the public interest in accordance with the Prosecution Guidelines, which were developed in consultation with stakeholders in the NSW criminal justice system. Decisions about criminal prosecutions are made free of inappropriate influence of political, individual or other sectional interests.

The ODPP does not investigate crime – that is the role of investigative agencies such as the NSW Police Force.

The ODPP Head Office is in Sydney. There are three Greater Western Sydney offices: Campbelltown, Parramatta and Penrith; and six regional offices: Dubbo, Gosford, Lismore, Newcastle, Wollongong and Wagga Wagga.

Solicitors appear and also instruct Crown Prosecutors in courts across NSW in a wide range of matters including:

- some summary hearings in the Local Court
- committal proceedings in the Local Court
- trials and sentences in the District Court
- trials and sentences in the Supreme Court
- appeals in the District Court, Court of Appeal, Court of Criminal Appeal and the High Court of Australia.

The ODPP also has a Witness Assistance Service (WAS) presence, including First Nations Witness Assistance Officers, in each office. WAS Officers provide information, support and assistance to victims of crime and witnesses in the matters we prosecute.

The legal and strategic direction of the ODPP is set by the Director of Public Prosecutions, who is assisted by three Deputy Directors, the Senior Crown Prosecutor, the Solicitor for Public Prosecutions, the Executive Board and the Management Committee.

Management and structure

The ODPP Executive

Sally Dowling SC BA LLB (Hons I) **Director of Public Prosecutions**

Sally Dowling SC was appointed as NSW's fourth Director of Public Prosecutions in August 2021. Admitted as a solicitor in 1995 and called to the Bar in 1997, Ms Dowling worked in private practice until her appointment as a Crown Prosecutor in 2002. During 16 years at the ODPP, Ms Dowling appeared in trials and appeals in all criminal courts in NSW and in the High Court of Australia. Ms Dowling was appointed Senior Counsel in 2013 and in 2016 was appointed a Deputy Senior Crown Prosecutor and head of the Appeals Unit. In 2017, Ms Dowling was appointed to the Racing Appeals Tribunal NSW and in 2019 acted as Senior Counsel assisting the NSW Special Commission of Inquiry into Crystal Methamphetamine. Ms Dowling has served on numerous committees of the NSW Bar Association, including the Education Committee, Silk Selection Committee, Equal Opportunity Committee and Professional Conduct Committee. As Director of Public Prosecutions, she is a member of the NSW Sentencing Council, Aboriginal Justice Transformation Board and Criminal Justice Transformation Board. Ms Dowling is also a member of the Attorney-General of Singapore's Panel of Experts and a member of the Executive Committee of the International Association of Prosecutors.

Frank Veltro SC LLB **Deputy Director of Public Prosecutions**

Frank Veltro SC was appointed as a Deputy Director of Public Prosecutions in October 2022, having served as Acting Deputy Director since May 2021. Mr Veltro was appointed as Chief Audit Executive to the ODPP Audit and Risk Committee in January 2022. Mr Veltro was employed by the ODPP as a solicitor between 1988 and 1992 before being appointed as prosecuting counsel in Hong Kong, where he appeared on behalf of the Crown in jury trials and conviction and sentence appeals. Upon his return to Australia in 1997 Mr Veltro practised at the NSW Bar and in 1998 was appointed in-house counsel with the Commonwealth DPP. Mr Veltro was appointed as a Crown Prosecutor (NSW) in 2000, Deputy Senior Crown Prosecutor in 2019 and as Senior Counsel in 2020. Prior to his appointment as Acting Deputy Director, he was the Deputy Senior Crown Prosecutor for Sydney West and head of the Court of Criminal Appeal Unit. He has been a member of the NSW Bar Association's Professional Conduct Committee and Criminal Law Committee and this year was a member of the Education Committee. Mr Veltro was appointed as a Judge of the District Court on 30 June 2025.

Helen Roberts SC LLB (Hons) BSc **Deputy Director of Public Prosecutions**

Helen Roberts SC was appointed as a Deputy Director of Public Prosecutions in October 2022. Having been Associate to Gleeson CJ in the High Court, she joined the ODPP as a solicitor in 1999. She then held positions as Solicitor Advocate with the NSW Crown Solicitor's Office, as Deputy Coroner for the Northern Territory and as Crown Prosecutor with the NT ODPP, before returning to the NSW ODPP. Ms Roberts was appointed a Crown Prosecutor in July 2010, running trials in the District Court, before specialising in appellate work in 2017. She was appointed as an Acting Deputy Senior Crown Prosecutor in February 2019, assuming joint responsibility for the Court of Criminal Appeal Unit. Ms Roberts has appeared for the Crown in numerous complex appeals in the Court of Criminal Appeal and appeared in the High Court in special leave applications on behalf of the Director. She has twice been appointed as an Acting Deputy Director of Public Prosecutions, from March to August 2020 and again in August 2022. In 2021, she was appointed Senior Counsel. Ms Roberts is an Adjunct Associate Professor at the University of NSW Law School, teaching advocacy, and has served as Co-Chair of the Criminal Law Committee of the NSW Bar Association.

Lee Carr SC**Acting Director of Public Prosecutions**

Lee Carr SC graduated from the University of Sydney in 1981 with a Bachelor of Economics and a Bachelor of Laws. Mr Carr was admitted as a solicitor in December 1982. From 1983 to 1989 Mr Carr practised as a solicitor in Newcastle. Called to the Bar in August 1989, he worked in private practice until 2002 when he was appointed a Crown Prosecutor. Between 2002 and 2025 Mr Carr practised as trial counsel, predominantly in the Supreme Court. In 2016 he was appointed Deputy Senior Crown Prosecutor (Country), a role he had acted in since 2014. He was appointed Senior Counsel in 2018. In 2023 he was appointed Acting Deputy Director of Public Prosecutions on an ad hoc basis and continues in that role at this time.

Ken McKay SC BAB**Senior Crown Prosecutor**

Ken McKay SC was appointed as Senior Crown Prosecutor of NSW in November 2022, having served as Acting Senior Crown Prosecutor since December 2021. He commenced practice as a solicitor with the ODPP in 1987, later becoming a Trial Advocate. Since his appointment as a Crown Prosecutor in 2000, Mr McKay has appeared in some of the country's most complex and high-profile jury trials in the District Court and Supreme Court. He was appointed as a Deputy Senior Crown Prosecutor in 2017, serving as a Deputy Senior Crown Prosecutor for Sydney and Sydney West. He was appointed Senior Counsel in September 2020.

Brett Hatfield SC**Acting Senior Crown Prosecutor**

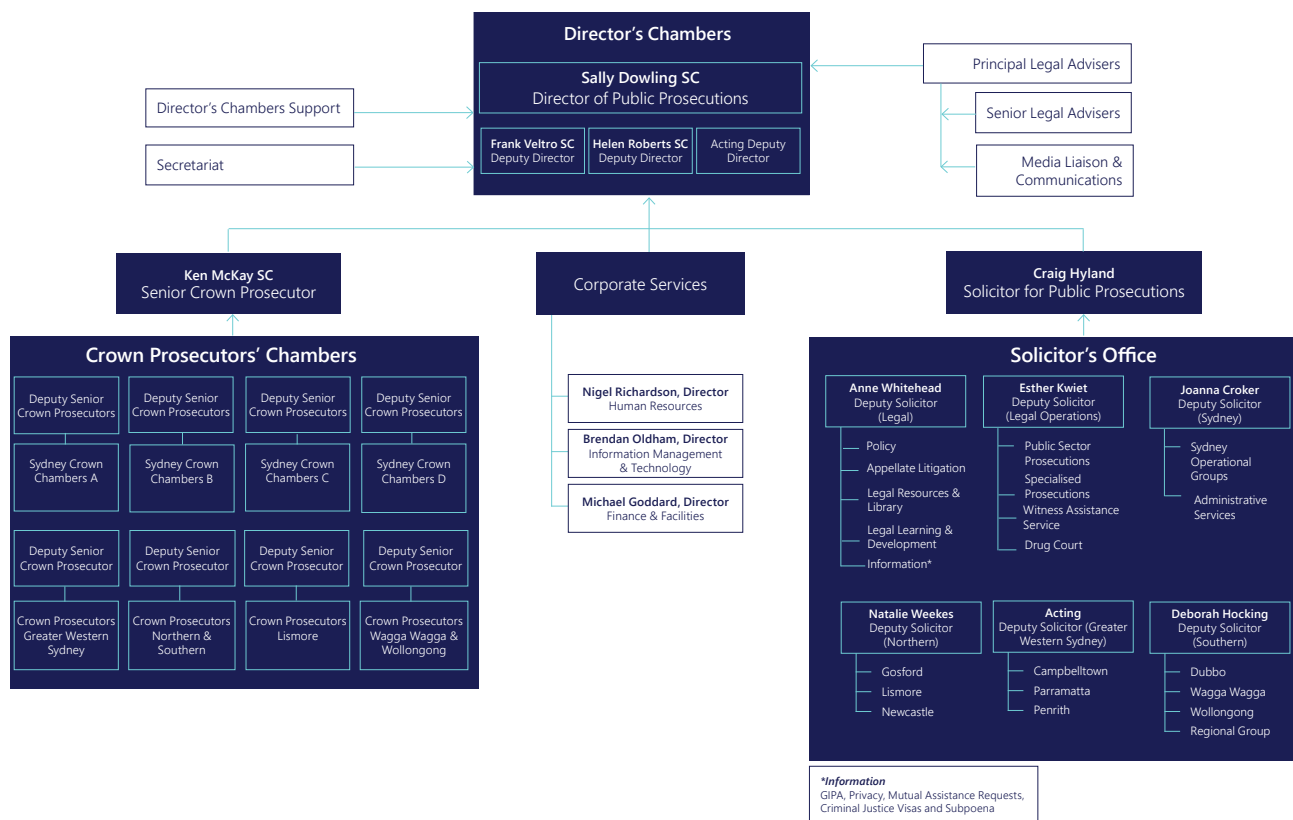
Brett Hatfield was first admitted as a solicitor in 1998 and was called to the NSW Bar in 2010. Prior to this, Mr Hatfield worked in private practice in both Australia and England. He worked as a federal prosecutor with the Commonwealth DPP, and with the financial regulatory enforcement with the Financial Services Authority. Mr Hatfield also spent a period of time seconded to the London legal department of a major US Bank. After a number of years at the NSW Bar, he was appointed as a Crown Prosecutor in 2014 and a Deputy Senior Crown Prosecutor in 2022, and took silk in 2023. Mr Hatfield's practice is mainly in appellate and Supreme Court matters.

Craig Hyland BJURIS LLB GDPA**Solicitor for Public Prosecutions**

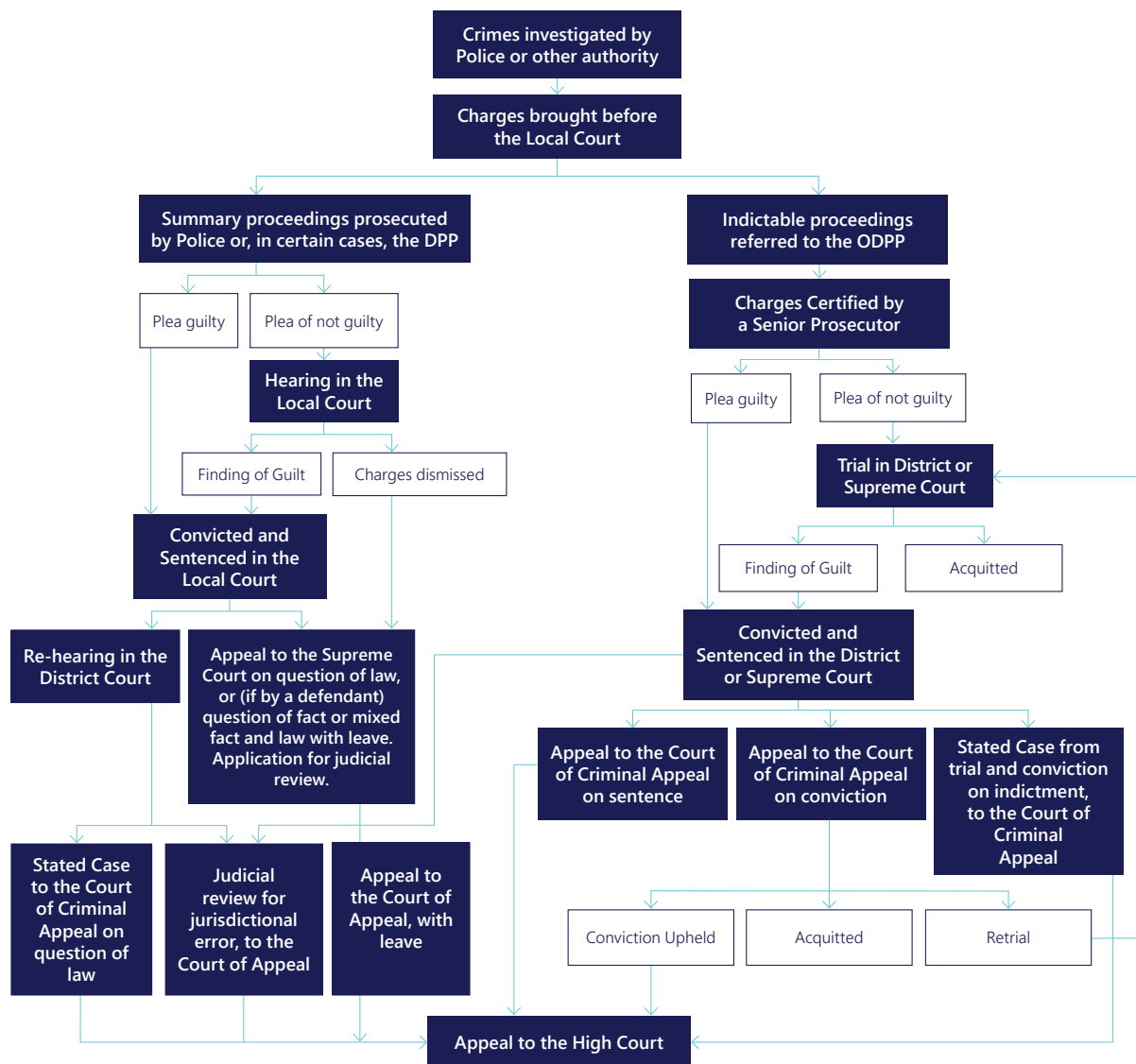
Craig Hyland was appointed as Solicitor for Public Prosecutions in February 2015. He has more than 35 years' experience in the criminal justice system and has been a solicitor, a manager and a senior executive in the NSW ODPP. Mr Hyland was appointed as Solicitor for Public Prosecutions in Victoria in 2009, holding that role until his appointment to his current position. He graduated from the University of NSW with a Bachelor of Laws and a Bachelor of Jurisprudence in 1985 and holds postgraduate qualifications in Public Administration from the University of Sydney.



Organisational structure



Prosecution process



Charter

The Office was created in 1987 by the *Director of Public Prosecutions Act 1986* (NSW) (the Act) and is responsible for the prosecution of all serious offences committed against the laws of the state on behalf of the people of NSW. The Act confers functions on the Director and for related purposes.

For the period 1 July 2024 to 30 June 2025 there were no significant amendments made to the Act.

Section 4 Director

The Director is responsible to the Attorney General for the exercise of her functions but that does not affect or derogate from the authority of the Director in respect of the preparation, institution and conduct of any proceedings.

Section 7 Principal Functions

The principal functions of the Director are to:

- (a) institute and conduct prosecutions for indictable offences in the District Court and Supreme Court
- (b) conduct appeals in any court for any such prosecution and
- (c) conduct, as the responding party, any appeal in any court for any such prosecution: s 7(1).

The Director has the same functions as the Attorney General in relation to:

- (a) finding a bill of indictment or determining that no bill of indictment be found for an indictable offence where the person charged has been committed for trial
- (b) directing that no further proceedings be taken against a person committed for trial or sentence
- (c) finding an ex officio indictment where the person has not been committed for trial: s 7(2).

Section 8 Instituting Other Proceedings

The Director can institute and conduct committal proceedings for indictable offences, proceedings for summary offences in any court and summary proceedings for those indictable offences which can be dealt with summarily in the Local Court.

Section 11 Consents

The power to consent, authorise or sanction various prosecutions is delegated to the Director.

Section 12 Coroners

The Director can, with the Coroner's consent, assist a coroner in any inquest or inquiry.

Section 13 Guidelines to Crown Prosecutors by Director

The Director can provide written guidelines to the Deputy Directors, the Solicitor for Public Prosecutions and Crown Prosecutors concerning the prosecution of offences but guidelines may not be issued in relation to specific cases.

Section 14 Recommendations and Guidelines to Police by Director

The Director can recommend to the Commissioner of Police and certain others that proceedings be instituted in respect of an offence and can issue guidelines to the Commissioner of Police regarding the prosecution of offences, but not in relation to specific cases.

Section 15 Provisions relating to Guidelines

Guidelines issued by the Director are required to be published in the ODPP's Annual Report.

Section 15A Disclosures by Law Enforcement Officers

Police have a duty to disclose to the Director, all relevant material obtained during an investigation that might reasonably be expected to assist the prosecution or defence case.

Section 18 Request for assistance from Police by Director

The Director may request police assistance in investigating a matter that the Director may institute or take over.

Section 19 Indemnities and Undertakings

The Director may request the Attorney General to grant indemnities and give an undertaking that an answer or statement will not be used in evidence.



Section 24 Offences under Commonwealth Laws

Where an ODPP officer, with the consent of the Attorney General, holds an authority to prosecute Commonwealth offences, that officer may institute and conduct prosecutions for such offences.

Section 25 Consultation

Consultation between the Director and the Attorney General is provided for.

Section 26 Guidelines by Attorney General

The Attorney General may provide guidelines to the Director but not in relation to a specific case. Guidelines furnished are required to be published in the Government Gazette and laid before both Houses of Parliament.

Section 27 Attorney General to notify Director of bills and no bills

The Attorney General is obliged to notify the Director whenever the Attorney exercises any of the following functions:

- (a) finding a bill of indictment, or determining that no bill of indictment be found for an indictable offence where the person concerned has been committed for trial
- (b) directing that no further proceedings be taken against a person committed for trial or sentence
- (c) finding a bill of indictment for an indictable offence where the person has not been committed for trial
- (d) appealing under s 5D of the *Criminal Appeal Act 1912* to the Court of Criminal Appeal against a sentence. The Director is required to include in the Annual Report information on notifications received from the Attorney General under this section during the period to which the report relates.

Section 29 Director may make request to Attorney General

If the Director considers it desirable, in the interests of justice, that she does not exercise certain functions in relation to a particular case, the Director may request the Attorney General to exercise the Attorney General's corresponding functions.

Section 30 Attorney General's powers not affected

Nothing in this Act affects any functions of the Attorney General that the Attorney General has apart from this Act.

Section 33 Delegation

The Director may delegate to an officer, a Crown Prosecutor or a person approved by the Attorney General, the exercise of any of the Director's functions other than this power of delegation.

In the performance of its functions, the DPP and the ODPP operate within the context of the following legislation:

- *Bail Act 2013* (NSW)
- *Children (Criminal Proceedings) Act 1987* (NSW)
- *Crimes (Appeal and Review) Act 2001* (NSW)
- *Crimes (Domestic and Personal Violence) Act 2007* (NSW)
- *Crimes (Sentencing Procedure) Act 1999* (NSW)
- *Crimes Act 1900* (NSW)
- *Criminal Appeal Act 1912* (NSW)
- *Criminal Procedure Act 1986* (NSW)
- *Crown Prosecutors Act 1986* (NSW)
- *Director of Public Prosecutions Act 1986* (NSW)
- *Drug Court Act 1988* (NSW)
- *Drug Misuse and Trafficking Act 1985* (NSW)
- *Evidence Act 1995* (NSW).

Delegations

The Attorney General has delegated to the Director, by orders published in the Gazette, authority to consent to prosecutions for particular offences by virtue of s 11(2) of the *Director of Public Prosecutions Act 1986*. This notification of the giving or refusing of consent under the authorisation is made pursuant to s 11(6).

Consent was **given** for the commencement of the proceedings for the following offences:

Crimes Act 1900 (NSW)	
Section	Number
• Sexual intercourse by taking advantage of person with cognitive impairment: s 66F(3)	5
• Incest: s 78A	34

Surveillance Devices Act 2007 (NSW)	
Section	Number
• Installation, use and maintenance of listening devices: s 7	4
• Prohibition on communication or publication of private conversations or recordings of activities: s 11	3
• Possession of record of private conversation or activity: s 12	1
• Manufacture, supply and possession of listening and other devices for unlawful use: s 13	2
• Prohibition on use, communication or publication of protected information: s 40	2

Consent for the commencement of the proceedings was **declined** for the following offences:

Crimes Act 1900 (NSW)	
Section	Number
• Sexual intercourse with person with cognitive impairment by person responsible for care: s 66F(2)	1
• Reliance on s 66F(6): ◦ Aggravated sexual act: s 61KD(1)(a)	1

Surveillance Devices Act 2007 (NSW)	
Section	Number
• Installation, use and maintenance of optical surveillance devices without consent: s 8	1

Independence and accountability

No guideline under s 26 of the *Director of Public Prosecutions Act 1986* has been received from the Attorney General, nor has notice been received from him of the exercise by him of any of the functions described in s 27.

Application for extension of time

The ODPP does not require an extension of time to file its 2024-2025 Annual Report.

Chapter 2

Strategy



Strategic objectives and outcomes

The strategic objectives of the ODPP are guided by the ODPP Strategic Plan. The key priorities support the ODPP's vision to be a dynamic prosecution service recognised for its excellence and leadership.

An updated Strategic Plan was released in September 2023. Developed after a series of staff and executive consultations and workshops, the plan details the ODPP's organisational strategy. It identifies our priorities and measures of success in the following areas:

- Our Prosecution Services
- Our Place in the Criminal Justice system
- Services for Victims and Witnesses
- Digital ways of Working
- Our People.

Under the Strategic Plan, measures of success include increases in key measurements of staff productivity, engagement, wellbeing, recognition, capability and leadership; in the number of stakeholder consultations led by the ODPP; in community engagement; in the satisfaction ratings of victims and witnesses; in the diversity of our workforce; and enactment of reform for which the ODPP has advocated.

Initiatives and activities undertaken to achieve these measures of success are detailed in this Annual Report.

Vision: A dynamic prosecution service recognised for its excellence and leadership.

Our Prosecution Services

- Deliver independent, impartial and fair prosecution services.
- Strive for the timely and efficient administration of justice.
- Strengthen service excellence through stakeholder consultation.

Our Place in the Criminal Justice System

- Foster productive relationships with our criminal justice partners.
- Instil public confidence in the prosecution process.
- Increase community awareness of our work, our people and our values.
- Advocate for reform to improve the criminal justice system and outcomes for our stakeholders.

Services for Victims and Witnesses

- Provide specialised trauma informed support that meets the diverse needs of victims and witnesses.
- Consult with victims and witnesses to drive continual improvement to our service delivery.
- Proactively engage with service delivery partners to improve outcomes for victims and witnesses.
- Uphold the Charter of Victims Rights.

Digital Ways of Working

- Build the digital capabilities of our people.
- Provide and develop digital systems and tools that enable professional and efficient ways of working.
- Use digital systems and tools to collect and share information effectively with our stakeholders.
- Improve data collection and analysis to assess and monitor progress towards service excellence.

Our People

- Attract, retain and recognise an engaged and talented workforce.
- Build the capability of our people to enable successful and rewarding careers.
- Foster a safe, diverse and inclusive work environment, which values First Nation expertise.
- Strengthen collaborative ways of working across the ODPP.
- Ensure our people demonstrate our signature behaviours.
- Develop leaders that enable others to deliver excellence.

STRATEGIES

SUCCESS MEASURES

- Achievement of key productivity targets.
- Increase in the number of stakeholder consultations led by the ODPP.

- Increase in community engagement.
- Key partner initiatives delivered.
- Enactment of reform for which the ODPP has advocated.

- Number of victims and witnesses assisted by WAS.
- Number of First Nations victims and witnesses assisted by WAS.
- Increase in satisfaction ratings of victims and witnesses.

- Increase in employee capabilities and satisfaction with digital initiatives.
- Key digital initiatives delivered.
- Key data analytics initiatives delivered.

- Achievement of key recruitment and retention targets.
- Workforce diversity statistics that exceed sector standards and annual increases in First Nation representation.
- Increase in key measures of engagement, wellbeing, recognition, collaboration, capability and leadership.

SIGNATURE BEHAVIOURS

Act With Integrity | Communicate | Be Courageous | Be Accountable | Be Adaptive | Be Supportive | Keep Learning



Our Prosecution Services

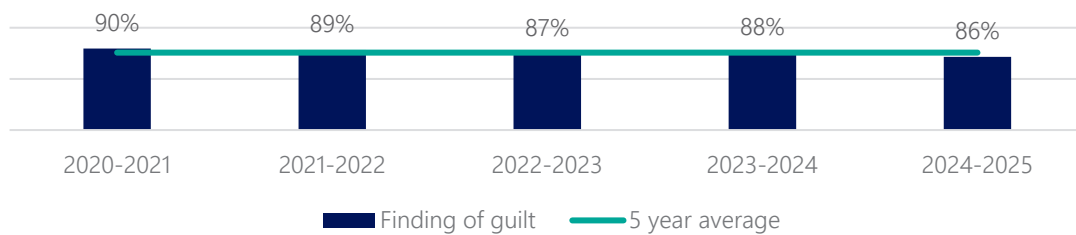
- Deliver independent, impartial and fair prosecution services
- Strive for the timely and efficient administration of justice
- Strengthen service excellence through stakeholder consultation.

Achievements

Finding of guilt

In the District and Supreme Courts this year, 86% of matters resulted in a finding of guilt, either through a guilty plea or a verdict of guilty.

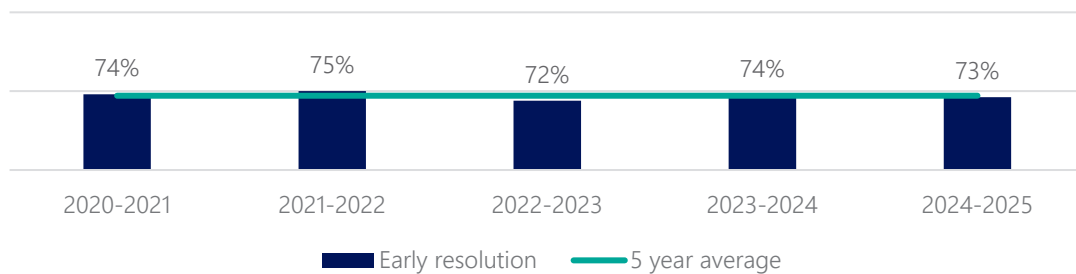
Finding of guilt - District and Supreme Courts - plea of guilty or verdict guilty



Early Resolution

This year, 73% of matters were resolved at an early stage, either being finalised in the Local Court or by being committed for sentencing to a higher court.

Early resolution – finalised in the Local Court or committed for sentence



Throughput

Court clearance rates remained high this year. The Local Court averaged a 94% clearance rate (that is, the number of matters finalised in the Local Court was equivalent to 94% of matters registered in the same period). The District Court cleared 100% of sentences and 106% of trials. The Supreme Court achieved clearance rates of 78% for sentences and 93% for trials.

Early Appropriate Guilty Plea

Background

The Early Appropriate Guilty Plea (EAGP) committal processes and statutory sentencing reform have become standard procedure following their introduction seven years ago. EAGP facilitates the entering of appropriate guilty pleas in the early stages of a prosecution through the following five elements:

- early disclosure of a simplified brief of evidence
- Charge Certification
- mandatory criminal case conferencing
- case management and continuity
- sentencing discounts.

EAGP Operations

EAGP requires the prosecution to certify charges within eight weeks of receiving the Brief of Evidence, as stated in Local Court Practice Note Comm 3. During this period, three separate reports are prepared by the Solicitor with carriage, Managing Solicitor, and a senior certifier (usually a Crown Prosecutor or Solicitor Advocate). Within the allocated eight week period, requisitions are required to be received, any new charges need to be laid, and the finalised Charge Certificate needs to be signed, served and filed. The Solicitor with carriage must also prepare a detailed Crown Case Statement, seek and document the views of the Police Officer in Charge and any victim about the matter, and consider making a proposal for achieving an appropriate resolution of the charges by way of a plea of guilty.

After the Charge Certificate is filed, the parties attend a mandatory case conference designed to facilitate negotiations and the ODPP files a Case Conference Certificate confirming the outcome of plea negotiations.

During the year, the ODPP certified charges in 4,658 matters and attended more than 3,000 case conferences. This does not take into account numerous matters which went through the certification process, requiring the preparation of reports and a Crown Case Statement, which resolved in a plea in time for the certification mention, thereby obviating the need for a Charge Certificate to be filed.

External stakeholder interaction

The ODPP plays a key role at an interagency level as a member of both the EAGP Working Group and the Steering Committee. In addition, informal discussions are regularly conducted at an executive level with the New South Wales Police Force (NSWPF), Legal Aid NSW and the Law Society of New South Wales, as well as with other stakeholders, to identify and resolve issues concerning EAGP processes. The ODPP regularly provides training to NSWPF about the preparation of briefs, disclosure and the operation of the EAGP principles.

The ODPP has ceased providing EAGP performance indicators to the Department of Communities and Justice following a decision by the EAGP Steering Committee but continues to monitor EAGP statistics internally.

Local Court workload and outcomes

During the year, the ODPP registered 730 summary prosecutions and completed 692, achieving a clearance rate of 95%. In 512 (75%) matters there was a finding of guilt; 157 (23%) matters were dismissed or withdrawn; 16 (2%) were either returned to the New South Wales Police Force (NSWPF) for prosecution or were referred to the Drug Court. Child sexual assaults accounted for 269 (39%) of the matters finalised this year. Under a Memorandum of Understanding with the NSWPF, the ODPP conducts the prosecution of sexual assault summary matters involving victims under the age of 16 years.

In the Local Court, an average rate of 94% for the clearance of summary prosecutions has been achieved over a five-year period.

This year, the NSWPF referred 4,995 matters to the ODPP to consider whether to elect to prosecute in the District Court on indictment instead of proceeding summarily in the Local Court. The determination of an election is made by Managing Solicitors applying the criteria set out in Chapter 6 of the Prosecution Guidelines and the Protocol between the NSWPF and the ODPP concerning Table 1 and Table 2 offences. The ODPP elected in 1,583 matters and took over a further 642 matters on discretionary grounds. These additional matters included the prosecution of serving police officers and serious indictable crimes committed by young persons. The defence elected on three matters during the year.

This year, 5,727 committal files were registered. A total of 5,300 committal matters were completed, achieving a clearance rate of 93%. Of significance is the manner of disposal: 2,184 matters (41%) were finalised in the Local Court, while 1,690 (32%) were committed for sentence to the District Court after the accused pleaded guilty and 1,361 (26%) were committed for trial to the District Court. A total 65 matters (1%) were committed for sentence or trial to the Supreme Court.

Over the past five years, the ODPP has achieved an average clearance rate of 95% for Local Court committal matters.

District Court workload and outcomes

Appeals from the Local Court to the District Court

The ODPP appears as the respondent in appeals against convictions and sentences imposed by the Local Court. These appeals are heard by a District Court judge.

This year, 1,010 conviction appeals were lodged and 1,039 finalised across the state, equating to a clearance rate of 103% for the year. Over the past five years, the ODPP has achieved an average 94% clearance rate for conviction appeals.

There were 5,398 appeals lodged against the severity of the sentence imposed by the Local Court, with 5,475 matters finalised during the year. The five-year average clearance rate for severity appeals is 100%.

Following a referral from the NSWPF for consideration of an appeal, the Crown lodged six appeals against the leniency of the sentence of offenders dealt with in the Local Court. During the year six matters were finalised; one appeal was successful, four were dismissed and in one matter the appeal was withdrawn.

Trials received and completed

In total, 1,136 matters were committed for trial to the District Court this year. The number of trials completed in the same period was 1,203, achieving a 106% clearance rate for District Court trials.

The ODPP has achieved an average clearance rate of 98% over the last five-year period for District Court trials.

At the end of the financial year, there were 1,731 trials pending in the District Court.

Trial outcomes

There were 1,203 matters completed in the District Court. Four hundred and eighty matters (40%) were resolved by way of guilty plea, with 529 matters (44%) proceeding to trial. A further 213 matters (18%) were discontinued or dealt with in other ways (including special verdicts, no further proceedings and prosecutions where the proceedings abated).

Sentences in the District Court

This year, 1,656 matters were committed for sentence to the District Court. In the same period, 1,653 sentences were completed, which achieved a clearance rate of 100% for the year.

Over the past five years, the ODPP has achieved an average clearance rate of 99% for District Court sentences.

Drug Court of NSW

The ODPP's Drug Court Group appears at court venues at Dubbo, Parramatta, Sydney and Toronto. The Solicitors in the Drug Court have carriage of all matters that are dealt with by way of a suspended sentence under the *Drug Court Act 1998*. An integral aspect of their role is to participate in the multi-disciplinary team, alongside the Judges, the Drug Court Registry, Community Corrections, Justice Health, Legal Aid Solicitors and Police Prosecutors. The Drug Court program is a joint justice and health intervention aimed at reducing drug dependency, reducing offending and promoting reintegration into the community.

Solicitors in the Drug Court Group also assess and advise the Drug Court on the eligibility for prisoners referred to the Drug Court for inclusion in the Compulsory Drug Treatment Correctional Centre (CDTCC). The CDTCC provides compulsory treatment and rehabilitation of male drug offenders who are housed in a separate facility at Parklea.

In late 2024 the NSW Government held a Drug Summit with community meetings in Griffith, Lismore and Sydney. These were the first meetings of this type since 1999 when the Drug Court was established. Fifty-six recommendations were put forward, including expanding the Drug Court to regional areas, prioritising the Far North Coast, the Central Coast and Wollongong. The Drug Court Group is eagerly awaiting the outcomes of the Summit and the Government's response to recommendations.

This year has seen the Sydney Drug Court increase its sitting days to four days per week after a substantial increase in the number of referrals. There were a total of 1,122 offenders referred to the Drug Court this year. This represents a significant increase on previous years and demonstrates the demand for the continued expansion of this innovative and effective sentencing option within the NSW criminal justice system.

The newest Drug Court venue at Dubbo, which opened in February 2023, has seen eight participants reach graduation and complete the program. The Toronto Drug Court had 74% of all participants receive a non custodial sentence outcome and ten CDTCC prisoners successfully completed the program and were granted parole.

During the year, 2025 a new Drug Court Database: TRACE (Therapeutic Rehabilitation and Case Ecosystem) was released. TRACE represents a major innovation for the Drug Court. The new technology streamlines processes and integrates seamlessly with NSW Forensic & Analytical Science Services and JusticeLink.

The ODPP's services within the Drug Court are completely paperless, a wonderful innovation of which the ODPP is very proud.

Walama List

The Walama List was established by way of District Court Practice Note 26 (PN 26) and commenced sitting in March 2022. The List moved in 2024 from the Downing Centre in Sydney to a permanent location at Central District Court.

The List applies an intensive case-management, therapeutic approach to sentencing eligible First Nations offenders. The focus is on understanding and addressing the underlying needs of participants and aims to reduce the risk factors that contribute to offending; increase compliance with court orders; and reduce the over-representation of First Nations people in custody.

The NSW Bureau of Crime Statistics and Research (BOCSAR), in partnership with the Aboriginal Services Unit at the NSW Department of Communities and Justice are conducting an evaluation of the impact of the Walama List on sentencing and reoffending outcomes. This evaluation will provide evidence to inform future decisions regarding the Walama List. It is anticipated this evaluation will be completed in March 2031.

Practice Note 26 was amended by the Chief Judge of the District Court of New South Wales, the Hon. Justice S Huggett, and commenced on 10 March 2025. The most significant amendment was the addition of all Life Offences to the Schedule of offences not eligible for referral to the Walama List Court.

The ODPP team responsible for conducting the Walama List comprises two full-time senior Solicitors and a legal support officer. The team works collaboratively with the legal representatives of participants, service providers and other stakeholders to ensure it meets its prosecutorial obligations, the interests of the community and the objectives of the Walama List.

In the financial year ending 30 June 2025, 72 participants were registered in the Walama List. This cohort included offenders on bail and in custody. The offence types included robbery (28%), theft (39%), assault (11%), drugs (8%) and vehicle offences (8%).

This year, 31 participants graduated from the program and were sentenced after receiving community, medical and cultural assistance from the program. Of the graduating participants, 25 were sentenced to terms of full-time imprisonment, and six were sentenced to Intensive Correction Orders.

First Sentencing Conversations were completed by 19 participants who continue to engage in Case Plan Conversations. An additional eight participants were successful in the ballot but have not yet participated in Sentencing Conversations.

The Crown brought ten exclusion applications pursuant to CI 14 of PN 26 on the grounds the participants were not suitable despite being eligible. Of these, seven were successful and three were dismissed by the Court.

There were eight discharge applications brought pursuant to CI 38 of PN 26. Three Crown applications were granted. One was brought by the Court of its own motion as a participant had been at large on a warrant for some months; and three participants discharged themselves. The Crown brought a fourth discharge application which was refused and adjourned for sentence by the Court.

Plea Resolution Callovers

The ODPP continued to effectively and successfully resolve matters at Plea Resolution Callovers (PRCs) (formerly known as Super Callovers) across NSW. PRCs offer an additional opportunity to facilitate efficient charge resolution in the District Court before the trial date. The benefits of early resolution include relieving victims and other witnesses from the burden of giving evidence, providing certainty of outcome, reducing the trial backlog, and saving the community the cost of running trials.

There were six PRCs conducted this year at Coffs Harbour, Gosford, Parramatta and Sydney District Courts and two at Newcastle District Court. The Chief Judge determines the venues for PRCs and assigns a judge to preside. The Court and ODPP liaise to determine matters that have prospects of successful resolution. Each PRC lasts three to five days, and between 30 and 145 trial matters are listed. Matters which resolve are listed for sentence expeditiously.

At each PRC, an ODPP team is established consisting of an Acting Deputy Director, Solicitors and legal support staff. This year four Crown Prosecutors Brendan Campbell SC, Lee Carr SC, Phil Hogan, and Ken McKay SC appeared at PRCs as Acting Deputy Directors. The ODPP has a PRC Senior Solicitor Coordinator and legal support officer who use their PRC experience to coordinate and guide the local team members. The PRC team review matters, consult with police and victims, and engage in discussions with defence counsel with a view to appropriately resolving trial matters.

Of the 423 matters listed for PRC this year, 215 matters resolved (51%). The resolution of matters through PRCs saved a total of 1,418 District Court sitting days, which is a significant increase from last year's saving of 980 days.



Supreme Court workload and outcomes

This year, 55 homicide prosecutions were committed to the Supreme Court, 46 for trial and 9 for sentence. During the same period, 50 matters (43 trials and 7 matters committed for sentence) were completed. Of the 43 trials completed 11 were finalised by late pleas of guilty, 19 resulted in a verdict of guilty, four in a verdict of not guilty, six under mental health provisions and three were either discontinued or abated.

The majority of trials were conducted at the Supreme Court in Sydney, with trials also conducted at Bega, Coffs Harbour, Dubbo, Grafton, Katoomba, Lismore, Newcastle, Orange, Parramatta and Wollongong.

The clearance rate in the Supreme Court this year was 93% for trials and 78% for sentences. There were 62 trials pending in the Supreme Court at the end of the year.

Over the last five-year period, the ODPP has achieved an average clearance rate of 110% for Supreme Court trials and 94% for Supreme Court sentences.

Supreme Court bail applications

Group 8, an operational team in the Sydney office, conducts bail applications before the Supreme Court. The applications, heard by a single judge, are a review of bail determinations made by the lower courts. This year, the ODPP appeared in more than 3,000 Supreme Court bail applications. Each bail application is listed in a callover to ascertain if the parties are ready to proceed prior to the bail application hearing. The ODPP was party to over 4,000 bail callovers.

Court of Criminal Appeal

The ODPP is a party to various types of appeals conducted in the NSW Court of Criminal Appeal (CCA). In the majority of appeals, the ODPP is the respondent to an appeal brought by an accused person against their conviction or sentence, or both. The remainder are Crown appeals against inadequacy of sentence or interlocutory appeals brought by either party arising from current trial proceedings. The prosecution has a significant hurdle to overcome in inadequacy appeals, noting that the primary purpose of a Crown sentence appeal is for the CCA to provide guidance to sentencing courts. That requirement

operates as a 'limiting purpose' for such appeals and contrasts with the Court's jurisdiction in sentence appeals brought by offenders, which are not so limited.

Appeals are conducted by a specialised team of Crown Prosecutors based in Sydney, who undertake appellate work in the higher courts, instructed by an ODPP Solicitor with specialised knowledge and experience in appellate work.

While the hearings in these appeals generally last less than a day, they require significant preparation, and the proceedings are closely case managed by the Court. Conviction appeals involve the filing of detailed submissions as well as lengthy documents summarising the trial in the lower court, in a particular form as specified by the relevant Practice Note. In some matters, the lower court proceedings were lengthy, as trials can extend over several weeks, if not months.

There were 223 matters completed in the CCA this financial year. The Crown was the respondent in 86% of appeals.

The Crown filed appeals against the inadequacy of sentences imposed in the lower courts in 23 matters and withdrew nine before the hearing, following the receipt and detailed review of the judgment and transcripts.

Other Appeals to the Supreme Court and the Court of Appeal

The Director regularly appeals to the Supreme Court from decisions made by the Local Court, pursuant to the *Crimes (Appeal and Review) Act 2001*, as well as applications for judicial review heard by the Supreme Court and the Court of Appeal.

In April 2025, the Director appeared in the matter of *Gamage v Riashi*, which concerned whether officers of the NSW Independent Commission Against Corruption (ICAC) have the power to institute criminal proceedings. The Court of Appeal held that the applicable legislative framework did not expressly confer such powers on the ICAC or its officers, and that the incidental powers of the ICAC extended only to prosecuting offences created by the *Independent Commission Against Corruption Act 1988*.

The Director was the respondent in the matter of *PD v Director of Public Prosecutions (NSW)*. This was an appeal against the severity of an aggregate control order imposed by the President of the Children's Court. In determining that no lesser sentence was warranted, Justice Basten of the Court of Criminal Appeal held that when the Children's Court is imposing sentence for multiple offences, it is empowered to impose an aggregate control order of no more than two years. That decision is currently the subject of an application for leave to appeal to the Court of Appeal.

High Court of Australia

This year the Director was a party to 17 applications for special leave to appeal filed in the High Court of Australia, of which 15 were made by an offender and two by the Director. Seventeen applications was a decrease on the 25 applications to which the ODPP was a party in the previous financial year. Of the 15 applications to which the ODPP responded, 13 have been determined by the Court, with nine dismissed on the papers. Special leave has been granted in the matter of *WHS v The King*, and the related matters of *Moses Obeid v The King*, *Edward Obeid v The King* and *Ian Macdonald v The King*. These matters will proceed to hearings in September and October 2025.

A further seven applications filed by offenders in the 2023-2024 financial year and responded to by the ODPP, were determined in the High Court this year. All seven of those applications were dismissed on the papers. Special leave was granted in *The King v Batak*, which was also filed in 2023-2024 financial year.

The ODPP appeared in two High Court appeal hearings in the last financial year. Those matters were *MDP v The King* [2025] HCA 24 and *The King v ZT* [2025] HCA 9. In *MDP v The King*, the Court clarified the operation of the common form appeal provisions for appeals from a conviction on indictment. The High Court unanimously held that a wrong decision on a question of law cannot result in an appeal being allowed unless the appellant can establish that the wrong decision could realistically have affected the reasoning of the jury in returning a verdict of guilty. In this matter, the appeal was allowed, and a new trial was ordered.

In *The King v ZT*, the central question was whether, in circumstances where a majority of the Court of Criminal Appeal did not review recorded evidence implicating the respondent in a murder, the CCA erred in concluding that the reasonable doubt they held as to the respondent's guilt was not capable of being resolved by the natural advantage held by the jury in having reviewed that evidence. A majority of the High Court found that where the doubt the CCA held about the respondent's guilt concerned the plausibility of his admissions in the recorded evidence, there was no rational basis for the CCA to conclude that the jury had no advantage capable of resolving that doubt without reviewing a sufficient part of the recorded evidence. The High Court also held that nothing precludes an appellate court reviewing recorded evidence if there is a real forensic purpose for doing so. The matter was remitted to the CCA to be redetermined in accordance with the reasons of the High Court.

Initiatives

Trial Development List

The Trial Development List (D-List) continues to support the development of Solicitors, providing them with opportunities to build their skills and experience by conducting short and less complex trials in the District Court.

Training sessions were held monthly and included topics such as:

- Welcome to the D-List (trial overview)
- Opening addresses
- Closing addresses
- Efficient Trial Preparation
- Evidence in Chief
- Junioring
- Directions
- Perspectives from the Bench.

The predominant charge categories briefed to D-List Solicitors were theft/robbery (45%), assault (10%) and drugs (10%). Pleas of guilty were successfully negotiated in 18 matters and six matters proceeded to verdict, allowing the D-List Solicitors who were briefed to gain invaluable experience. D-List Solicitors also gain important skills and experience, as well as access to experienced mentors, in trials that plead or do not run to verdict.

Junior Advocate Program

The Junior Advocate Program provides further development opportunities by briefing D-List Solicitors to appear as a Junior to a Crown Prosecutor in suitable District and Supreme Court trials. Introduced in October 2021, the Junior Advocate Program supports D-List Solicitors to develop their skills and advocacy experience by appearing with and observing a lead counsel and ensures the ODPP has a succession of experienced advocates.

Regional Group

In September 2024, the ODPP launched its Regional Group, a transformative initiative designed to strengthen legal service delivery across regional New South Wales. Operating from Sydney, this Group integrates circuit and locum Solicitors, supported by a dedicated legal support team.

The circuit Solicitors service four key regional circuits - Bathurst, Broken Hill, Moree and Orange along with the Local Courts that commit to them. Based in Sydney, circuit Solicitors maintain a practice and travel regularly from their Sydney base to regional locations, supported by travel allowances. Solicitors also appear regularly from Sydney via Audio Visual Link.

Locum Solicitors, previously known as the Targeted Assistance Group, provide short-term relief and targeted assistance to offices experiencing solicitor vacancies or heightened workloads. The locum role has broadened to offer a variety of career development pathways but all are highly adaptable with broad experience and expertise in criminal prosecutions. Some locum Solicitors travel regularly undertaking circuit work and advocacy, while others, thanks to improved technology, are able to provide remote practice management and report writing support. Support is tailored efficiently according to the specific requirements of each local office. In the past year, the locum Solicitors have provided 220 weeks of assistance to local offices.

By integrating circuit and locum Solicitors with dedicated support, the ODPP ensures that regional communities benefit from consistent, high-quality legal expertise, whether delivered in person or remotely.

Non-Salaried Crown Prosecutors

The ODPP regularly briefs private counsel to appear for the Crown, known as Non-Salaried Crown Prosecutors (NSCPs).

During the year, 44 private counsel were briefed to appear in 166 trial matters. Two private counsel were on retainer for the 2024-2025 financial year. The majority of the NSCPs were briefed to appear at the Sydney District Court. NSCPs also appeared at regional centres including Campbelltown, Dubbo, Lismore, Newcastle, Parramatta and Penrith and at circuit sittings at Armidale, Broken Hill, Goulburn, Moree, Nowra, Orange, Parkes, Queanbeyan and Taree.

Twenty-three private Counsel were briefed to appear in 25 appellate litigation matters in the NSW Supreme Court, Court of Appeal, Court of Criminal Appeal and High Court of Australia. In one matter the Crown Advocate was briefed to appear in a High Court Appeal.

Applications by private counsel who wish to be considered for private briefing can be made via the ODPP website.

Charter for Women and Equitable Briefing Policy

The ODPP is a signatory to the Charter for the Advancement of Women, which was relaunched in 2021 by the Law Society of New South Wales. The Charter aims to assist the profession to develop cultures which promote diversity and inclusion, prevent sexual harassment and bullying, and impact positively on all practitioners in their place of work, resulting in better outcomes for the profession and the community as a whole.

The ODPP remains committed to the principles of the Equitable Briefing Policy developed by the Law Council of Australia and formally adopted by the NSW Bar Association in 2016. Efforts continue to be made to ensure that the ODPP contributes to the goal of briefing women in at least 30% of all matters. This year, the ODPP briefed 67 private barristers, of whom 27 – or 40% – were women. The ODPP will continue to build on our equitable briefing practices.

At the ODPP, 40% of Crown Prosecutors are women, while women constitute 66% of ODPP Solicitors.

Confiscations of Proceeds of Crime

The ODPP is empowered, pursuant to the *Confiscation of Proceeds of Crime Act 1989* (NSW) (CoPoCA), to apply for the forfeiture of 'tainted' property or funds proven to be the proceeds of crime. This action follows upon the conviction and sentence of an offender in a NSW Court. Forfeiture Orders, Pecuniary Penalty Orders or Drug Proceeds Orders following conviction and sentence against an accused offender may be pursued by the ODPP.

Applications under CoPoCA must be made within six months of the sentence. In practice, the ODPP makes applications at the same time as the sentence proceedings.

The most common types of property forfeited are cash and motor vehicles. All proceeds from successful confiscation applications are paid into the Victims Support Fund for distribution to the victims of crime under the *Victims Rights and Support Act 2013*.

CoPoCA applications - number, type or order and success rate					
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Number of Orders Applied for	260	225	153	126	114
Number of Orders Granted	260	222	152	119	114
Number of Forfeiture Orders	245	200	139	108	102
Number of Pecuniary Penalty Orders	1	1	3	0	1
Number of Drug Proceeds Orders	14	10	2	9	3
Number of Forfeiture, Pecuniary Penalty and Drug Proceeds Orders	12	11	8	2	8
Percentage of matters where application was successful	100%	99%	99%	94%	100%
Total estimated value of property confiscated (millions)	\$3.8	\$5.7	\$3.4	\$3.7	\$3

Costs awarded against the prosecution

Costs may be awarded against the prosecution in circumstances provided for by various statutes, including the *Criminal Procedure Act 1986*, *Costs in Criminal Cases Act 1967* and the *Crimes (Appeal and Review) Act 2001*.

The common law line of authority from the decision in *R v Mosely* (1992) 29 NSWLR 735 also allows the court to seek an undertaking from the prosecution to pay the accused's reasonable costs "thrown away", most commonly in circumstances where the Crown seeks an adjournment of a trial.

The total value of orders made does not include values under the *Costs in Criminal Cases Act 1967* since, pursuant to that Act, the court does not make an order as to quantum. It is important to note that costs are not paid by the ODPP, but are paid by the Department of Communities and Justice (DCJ).

Matters where costs awarded against the prosecution					
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<i>Criminal Procedure Act 1986</i>	9	7	35	42	35
<i>Costs in Criminal Cases Act 1967</i>	9	20	21	67	49
Mosely Orders	8	6	8	6	10
<i>Crimes (Appeal and Review) Act 2001</i>	2	3	6	8	5
<i>Crimes (Domestic and Personal Violence) Act 2007</i>	0	0	0	0	0
Total number of orders	28	46	72	125	99
Total value of orders made	\$350,967	\$817,548	\$1,106,490	\$1,370,822	\$2,127,613.62
Number of matters registered by ODPP in period	16,382	14,901	16,794	17,004	17,322
Number of costs awarded where fault of prosecution	8	8	12	3	10
Percentage of all matters where costs orders were made due to the conduct of the prosecution	0.05%	0.05%	0.07%	0.02%	0.06%

Matters where costs were awarded on adjournment					
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Mosely Orders	8	6	8	6	10
Adjournment because full brief not served - <i>Criminal Procedure Act 1986</i>	0	0	12	13	6
<i>Criminal Procedure Act 1986</i> - other adjournments	8	3	0	4	10
Other costs orders	12	37	52	102	73
Total	28	46	72	125	99



Our place in the Criminal Justice System

- Foster productive relationships with our criminal justice partners
- Instil public confidence in the prosecution process
- Increase community awareness of our work, our people and our values
- Advocate for reform to improve the criminal justice system and outcomes for our stakeholders.

Legislative Change and Reform

The ODPP is an important voice in criminal justice policy reform. As a key stakeholder in the criminal justice system, the ODPP has again this year contributed to a large number of consultations on policy reform at the request of the Department of Communities and Justice (DCJ), the NSW Law Reform Commission and other bodies.

These submissions involve careful consideration of complex legal and policy issues. The Director is assisted in the formulation of policy responses by a policy team comprising the Deputy Solicitor Legal, two Principal Legal Advisors in Director's Chambers and a dedicated Legal Policy Officer. The policy team relies on evidence-based analysis and consults widely when preparing a submission, to ensure that the ODPP submission benefits from the matter-specific data and depth of experience available from Crown Prosecutors, Solicitors and Witness Assistance Officers working at the ODPP.

The Director responded to more than 40 consultations this year. This included major submissions to DCJ and other bodies as set out in the following list. Where not specified, the consultation was conducted by DCJ:

July 2024 and March 2025	Good Character in Sentencing: a review by the NSW Sentencing Council of the operation of s 21A(5A) of the <i>Crimes Sentencing Procedure Act 1999</i> (NSW)
November 2024 and April 2025	Australian Law Reform Commission inquiry into Justice Responses to Sexual Violence
January 2025	Reforms to tendency and coincidence provisions in the <i>Evidence Act 1995</i> (NSW)
January 2025	Consultation concerning proposals related to sexual offending
January and February 2025	Consultation on various reforms relating to racial hatred and section 93Z of the <i>Crimes Act 1900</i> (arising from NSWLRC report)
February 2025	Consultation regarding the Claim Farming Practices Prohibition Bill 2025

March 2025	Consultation regarding proposed amendments to Part 3 of the <i>Summary Offences Act 1988</i>
March 2025	Independent Victim's Commissioner consultation and a statutory review of the <i>Victims' Rights and Support Act 2013</i> (NSW)
May 2025	Consultation on the <i>Companion Animals Act 1998</i> (NSW) by the Office of Local Government
May 2025	Consultation regarding the interpretation and application of the <i>Mental Health and Cognitive Impairment Forensic Provisions Act 2020</i> (NSW).

There was also ongoing consultation with DCJ relating to proposed inclusions in the regular Crimes (Miscellaneous Provisions) Bill.

This year numerous significant legislative reforms commenced, many of which had significant impacts on the ODPP's operations. Implementation strategies including training, development of new processes and engagement with other agencies were undertaken this year:

- A new offence of 'coercive control' commenced on 1 July 2024 which captures abusive conduct in intimate relationships which may previously have gone uncharged. At the same time, a number of bail laws were amended to require a person charged with a serious domestic violence offence to show cause why a refusal of bail was not justified, and to require courts to consider domestic abuse factors during bail applications including an expansion of the offences for which the views of the complainant may be put before the court.
- On 30 September 2024 the Child Protection (Offenders Registration) Amendment Bill 2024 received assent, which is to commence by proclamation in September 2025. A committee was established to work on the implementation of this major reform to the sentencing of affected matters, in coordination with other stakeholder agencies.



- On 11 October 2024, mandatory electronic bail monitoring by Corrective Services NSW was introduced for serious domestic violence offences. The practice of accused persons engaging private electronic monitoring companies was outlawed by legislation that commenced on 11 June 2025.
- On 20 and 21 February 2025 the NSW Parliament passed a series of Acts addressing racial and religious hatred. These Acts mainly commenced in March 2025 (one will commence later, in August 2025). They amend an existing offence in the *Crimes Act 1900* (NSW) regarding displaying Nazi symbols near Jewish locations and introduce new offences regarding the incitement of hatred or violence on racial, religious or other grounds and impeding access to places of worship. The *Crimes (Sentencing Procedure) Act 1999* (NSW) was strengthened so that it is now an aggravating feature on sentence if an offence was 'partially or wholly' motivated by hatred for or prejudice against a group of people.
- On 31 March 2025 two new offences were introduced regarding the intentional contravention of an Apprehended Domestic Violence Order (ADVO) and the contravention of ADVOs on three or more occasions. The definition of 'stalking' was expanded to include using monitoring or tracking technology. A new civil protection order scheme for Serious Domestic Abuse Prevention Orders (SDAPOs) was introduced which is set to commence in September 2025. Significant preparatory work for the commencement of these provisions has been undertaken this financial year.
- On 3 April 2025 the *Conversion Practices Ban Act 2024* (NSW) commenced. This Act introduces two new criminal offences relating to 'conversion practices'. These are practices intended to change or suppress an individual's sexual orientation or gender identity which cause substantial mental or physical harm to the individual or endanger their life.

The ODPP participated in numerous interagency committees, court user groups and working parties, with the aim of identifying areas for policy improvement, progressing the reform of criminal law and implementing new legislation.

The interagency fora included:

- Aboriginal Justice Partnership Committee
- AV Strategy and Business Links Governance Board
- Bail Act Monitoring Group
- Child Sexual Offence Evidence Provisions Reference Group
- Closing the Gap Working Groups
- Consent Monitoring and Advisory Group
- Council of Australian Directors of Public Prosecutions
- Criminal Justice Transformation Board
- Domestic Violence Review Committee
- DV Notify Working Group and Steering Committee
- Directors of Public Prosecutions Interjurisdictional Digital Reform
- Early Appropriate Guilty Plea (EAGP) Steering Committee and EAGP Working Group
- Forensic Monitoring and Evaluation Working Group
- Local Court Rules Committee
- ODPP/NSW Police Liaison Group
- ODPP/PARVAN Interagency Committee (NSW Health Prevention and Response to Violence, Abuse and Neglect Unit)
- NSW Sentencing Council
- Sexual Assault Review Committee
- Standing Interagency Advisory Committee on Court Security
- Victims Advisory Board
- Victims of Crime Interagency Group.

External engagement

The ODPP is frequently asked to deliver training to external stakeholders, in particular the NSW Police Force (NSWPF), on legal and procedural issues and new legislation. Presenters are drawn from the ranks of experienced Crown Prosecutors, Solicitor Advocates and Solicitors. These engagements require additional work outside of a lawyer's usual case load and often involve travel outside of regular office hours. The Director is committed to the Office using the significant skills and experience possessed by ODPP lawyers to assist stakeholder agencies to educate staff and improve understanding of issues which arise in criminal prosecutions.

Some of the key recurring training modules which have been delivered to NSWPF this financial year are:

- Adult Sexual Violence Investigators course
- Child Abuse Investigators course
- Child Sexual Evidence Offence Provisions
- Disclosure Issues
- Early Appropriate Guilty Plea
- Expert Evidence.

Educational presentations have also been delivered to staff working in sexual assault at NSW Health, court registry staff, university students and community legal organisations. The ODPP has accepted numerous invitations to participate in panels and committees on criminal law and related topics at various forums, including those run by the Law Society of NSW, the NSW Bar Association and NSW Courts.

Over the past year, Solicitors and Crown Prosecutors have:

- partnered with the University of Sydney Law School in the Prosecutor in Residence Program
- coordinated the inaugural First Nations Moot
- hosted the National ODPP First Nations staff gathering, and
- attended careers fairs at various universities with representatives from Human Resources.

International Engagement

The NSW ODPP's international engagement included presentations at International Association of Prosecutors (IAP) Conferences in Azerbaijan, Hong Kong and Mongolia, as well as hosting international delegates.

The ODPP welcomed two international delegations this year. This included the Supreme Prosecutors' Office of the Republic of Korea and the Attorney-General's Chambers Singapore. The delegations met with members of Director's Chambers, Deputy Senior Crown Solicitors, members of the Solicitor's Office, the Manager of our Witness Assistance Service as well as our Wellbeing and Safety Coordinator.



Services for Victims and Witnesses

- Provide specialised trauma informed support that meets the diverse needs of victims and witnesses
- Consult with victims and witnesses to drive continual improvement to our service delivery
- Proactively engage with service delivery partners to improve outcomes for victims and witnesses
- Uphold the Charter of Victims Rights.

Witness Assistance Service

The Witness Assistance Service (WAS) is an integral part of the ODPP and works closely with legal staff and Crown Prosecutors to assist victims and witnesses involved in the prosecution of criminal offences. The Service is staffed by Witness Assistance Officers based in each of the ten ODPP offices, including a central intake team in Sydney. WAS has developed a range of services to meet the broader needs of victims and witnesses. These include the provision of information about the criminal justice process and the rights of victims pursuant to the Charter of Victims Rights, as well as psychosocial assessment, crisis counselling, referral to other agencies and the development of a court support plan in consultation with complainants and families. WAS engages in the preparation of witnesses for court and works closely with ODPP legal staff, aiming to reduce re-traumatisation and working to ensure that victims and witnesses can give their best evidence.

First Nations WAS

First Nations WAS Officers are a valuable resource for the ODPP, providing specialist services to First Nations victims and witnesses and their broader communities. These staff also provide cultural expertise and enhance the cultural capability of the broader office. This year, the conference rooms across the ten offices were uplifted with First Nations décor, locally sourced art works and child friendly resources, providing an inclusive space to engage with First Nations victims of crime and their families. First Nations WAS Officers represented the ODPP at a variety of events, including the Indigenous Family Violence Conference, the Indigenous Suicide Prevention Conference, the Indigenous Legal Conference, and the Indigenous Wellbeing Conference in New Zealand. They also attend ODPP National First Nations Networking Days and community events for NAIDOC and Reconciliation Week.

WAS workload

During the year, there were 2,783 new referrals to WAS, of which 2,090 related to sexual assault. Just over half of these referrals were victims under 18 years of age. First Nations referrals accounted for 14% of all referrals this year.

The rollout of the Child Sexual Offence Evidence Provisions (CSOEP) has increased workload for WAS Officers across the state, which includes an increase in travel to regional areas to provide court support to children giving evidence from various geographical locations. A workload measurement tool has been deployed within the WAS case management system to assist in rating the complexity of WAS referrals and monitoring the workload of WAS Officers.

WAS restructure

The WAS service has grown exponentially and will be restructured at the end of 2025, which will provide increased capacity for management to ensure high quality support to victims of crime, enable stronger relationships with stakeholders and incorporate WAS representation at the executive level. The restructure will include the addition of First Nations Team Managers to ensure the growing team is provided with appropriate cultural support and leadership pathways within the Office.

The new WAS structure is also designed to attract and retain qualified staff by upgrading all roles to a more competitive salary and providing additional career development pathways for WAS Officers. New roles will provide an increased people leadership focus at each office for supervision, professional development and mentoring of staff. The restructure will include a Policy and Project Officer role which will provide additional capacity for project work, research and preparation of policy and advice.

Strategic Planning

The WAS showcased victim support globally, with the Manager of the Service last year attending the International Association of Prosecutors conference in Baku, Azerbaijan along with the Director and other delegates. This included presenting on the role of WAS in engaging stakeholders to support victims of serious crime. The Singapore Attorney General and members of the Prosecution Service also recently met with the WAS Manager to learn more about victim support in NSW, particularly in relation to CSEOP. WAS are also represented in the Pacific Justice Network for the prosecution of core international crimes and attended the first PacificJust conference in Canberra.

WAS continues to work closely with the ODPP Diversity, Equity & Inclusion Coordinator, Wellbeing and Safety Coordinator, First Nations Project Officer and the Learning and Development team to further inform Office initiatives, training and policy. WAS participated in and provided subject matter expert advice for the recent legal development suite, including Running Trials with Gender Diverse Complainants, Victims Register and CSEOP.

Easy Read literature has been published on the external ODPP website and ongoing projects include working with interpreters and organisations who provide a service to victims of crime with a hearing impairment. WAS now have an internal Cultural and Linguistic Diversity (CALD) group which provides a networking opportunity for CALD staff and informs initiatives within WAS and the broader Office to provide a better service to CALD complainants, families and witnesses. The work and expertise of WAS also continues to inform policy and legislative reform, more recently including the Australian Law Reform Commission Inquiry into Justice Response to Sexual Violence and the Commonwealth Legal Services Pilot.

Continuing engagement and relationships with external agencies and stakeholders is critical to the work of WAS. This includes representation at interagency meetings, providing training, planning and negotiating around key issues and challenges. WAS participates in several high-level interagency networks including the Sexual Assault and Domestic Violence Review Committees, the Consent Monitoring and Advisory Group, the Child Sexual Offence Implementation Committee, the Victims Register Working Group, the Victims Advisory Board and Victims of Crime Interagency Group. This year WAS provided training to the Adult Sexual Violence Investigators course and Victims and Witnesses of Crime Court Support organisation and appeared as part of a panel for a session run by Homicide Victims Support and Road Trauma Groups.

Child Sexual Offence Evidence Program

The Child Sexual Offence Evidence Program (CSOEP) began as a pilot in 2016. It operated in the Sydney and Newcastle District Courts and in three NSW Police Force Child Abuse Units, until 28 January 2024. From 29 January 2024, the CSOEP ceased to be a specialist program, instead becoming the standard way evidence is taken from child witnesses in child sexual offence matters. It was expanded statewide, to all District Courts and NSW Police Force (NSWPF) Child Abuse Units.

The Child Sexual Offence Evidence Provisions are now included in the body of the NSW *Criminal Procedure Act 1986*. All child victims and witnesses who will give evidence for the prosecution in child sexual offence matters heard by the District Court will benefit from its specialist practices and procedures, which are designed to reduce the stress and trauma of the trial process.

Child witnesses are assessed by a Witness Intermediary (WI) who prepares a report on the child's communication needs, with detailed recommendations informing the way the child's evidence is adduced at a pre-recorded evidence hearing. The use of WIs has enabled child victims and witnesses to give the best evidence they can and has reduced the stress and distress inherent in giving evidence, including when being cross-examined.

All child witnesses required to give evidence in the District Court in a child sexual offence matter are now able to have that evidence taken in a pre-recorded hearing. The child's evidence, including their cross-examination, is pre-recorded without a jury present as soon as practicable after the matter has been committed for trial. For the pre-recording, the child is in a remote witness room with the WI and a support person and will appear via CCTV in the courtroom. Their pre-recorded evidence is then played when the remainder of the trial takes place. From the time the pre-recording is made, the child is generally excused from further attendance at court, which greatly reduces the stress associated with a lengthy wait for the trial date.

This year, 377 child complainants and witnesses were referred to Victims Services by the District Court for WI allocation. All of these children have been eligible to give their evidence in a Pre Recorded Evidence Hearing (PREH). Other PREHs will also have been held for older children who did not require a WI.

The 377 children were either complainants or witnesses in 219 separate child sexual offence prosecutions.

With the expansion of the Child Sexual Offence Evidence Provisions, pre-hearings have now been held across the state in District Courts at Albury, Broken Hill, Coffs Harbour, Dubbo, Gosford, Lismore, Nowra, Orange, Penrith, Queanbeyan, Tamworth, Wagga Wagga and Wollongong including continuing at Sydney and Newcastle District Courts.



Royal Commission prosecutions

The Royal Commission into Institutional Responses to Child Sexual Abuse (the Royal Commission) commenced hearings in May 2013. There have been 77 ODPP prosecutions as a consequence of referrals from, or evidence given to, the Royal Commission.

This year four Royal Commission matters were finalised. In relation to the four matters, one offender was found guilty after trial and sentenced; one offender was tried and found not guilty; no further proceedings were directed in relation to remaining charges of one offender after being convicted in a previous trial, and the fourth offender's proceedings abated.

In the coming financial year, two accused persons are to stand trial in the District Court, including one accused who was granted a retrial following an appeal to the Court of Criminal Appeal.

Completed Royal Commission prosecutions	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Sentenced after trial	2	3	1	1	1
Sentenced after plea of guilty – District Court	3	0	2	1	0
Resentenced by the Court of Criminal Appeal	0	0	0	1	0
Returned to Police/Advice provided to Police	0	1	0	0	0
Offender Deceased	1	0	0	0	1
Dismissed/Verdict Not Guilty	0	1	0	1	1
No Further Proceedings Directed	0	0	1	0	1
Permanent Stay of Proceedings Granted	1	0	0	0	0
Total	8	5	4	4	4



Digital Ways of Working

- Build the digital capabilities of our people
- Provide and develop digital systems and tools that enable professional and efficient ways of working
- Use digital systems and tools to collect and share information effectively with our stakeholders
- Improve data collection and analysis to assess and monitor progress towards service excellence.

The ODPP embraces opportunities to support staff and enhance efficiency through technology, with the assistance of Information Management & Technology (IM&T).

Multimedia Support Unit

The Multimedia Support Unit (MSU) is a centralised service based in Sydney, providing edits, conversions and enhancements to digital material as required for prosecutions statewide. The MSU consists of three digital technicians and forms part of the Administrative Services Unit.

This financial year, the MSU logged a total of 5,517 requests, a 6% reduction compared with the previous year. As with previous years, this decrease was expected given that the impacts of COVID-19 have diminished and the team's workload has stabilised.

The team has seen a higher proportion of requests submitted for multimedia editing, conversion or enhancements (rather than for less specific tasks such as data repository and link sharing during COVID-19). This year, a total of 4,554 requests were processed in this way (82% of total volume) – an increase on last year's 4,496 (76%). This trend indicates that the Multimedia Workspace application is being utilised more efficiently, and less requests are created that are not meaningfully processed by the MSU.

The number of requests received by office closely followed established trends. The Sydney office accounted for the greatest proportion (45%) of total requests, followed by the Newcastle and Parramatta offices.

Requests by charge type followed similar trends compared to previous years. Requests pertaining to child sexual assault matters represented 35% of total requests, a slight increase on the previous year (32%). This increase can be correlated with the commencement of the Child Sexual Offence Evidence Provisions, which affect procedures pertaining to the preparation of multimedia evidence. The next highest number of requests was received in the charge categories of sexual assault and assault, which is consistent with previous years.

The MSU continues to seek ways to improve its services, whether by improving workflows and operational approaches to tasks, or through new or updated technical facilities that may assist in the unit's activities.

Digital Brief Project

The Digital Brief Project is a cornerstone of the ODPP's broader Digital Working Strategy, designed to modernise brief handling, enhance digital capabilities and improve security and efficiency across the prosecution process.

The project will deliver two integrated platforms:

1. Brief Service Portal (BSP) – replacing the Agency Portal, the BSP will streamline the submission of briefs of evidence from the New South Wales Police Force (NSWPF) with enhanced reliability, sensitivity controls, and simplified registration. This system will also allow other investigative agencies to submit briefs to the ODPP digitally.
2. Digital Evidence System (DES) – will enable secure access and management of digital brief materials, integrated with the MATTERS case management system.

The Digital Brief solutions are to go live early in the next financial year. The solutions are designed to provide efficiency gains, including a reduction in manual handling and improved navigation of digital briefs, for the ODPP and the NSWPF.

The solutions were developed through close collaboration with stakeholders and iterative feedback cycles, ensuring that user needs and operational realities shaped every phase of implementation. Training and support resources will be provided to facilitate a smooth transition, to assist staff to adapt rapidly to the new digital environment.

Data migration to consolidate legacy systems into the updated platform will commence after implementation. The solutions will continue to evolve with planned enhancements to address any immediate operational challenges and deliver a more agile, secure, and digitally enabled prosecution service.



Task Allocation and Scheduling Coordination Tool

The Task Allocation and Scheduling Coordination (TASC) tool is the developed solution for the submission, receipt, allocation and management of legal administration tasks. Prior to the development of TASC, each group or office managed their day-to-day administration tasks in various ways. These inconsistent practices resulted in limited oversight, governance, and transparency of the management of legal administration tasks. TASC is designed to introduce streamlined, consistent and structured processes across the Office by providing visibility of end to end management of legal administrative requests.

TASC was developed in collaboration with the Legal Administrative Resource and Review Project. Development commenced in December 2024 and user acceptance criteria sessions were conducted throughout delivery, along with showcase demonstrations prior to pilot release. In May 2025, TASC in pilot form was successfully delivered to Gosford and Penrith offices. Both offices played a key role by providing user feedback during the pilot which shaped the final product for future TASC users. A staggered implementation approach commenced on 30 June 2025 and roll out to all remaining offices is expected by the end of 2025.

Some of the key features of TASC includes a centralised dashboard for all requests, integration and automation of emails, visibility of request status, allocation and completion, escalation and reallocation capabilities and automated notifications.

TASC was built on the Appian platform, and future enhancements will also deliver integration with MATTERS. It is expected that integration with MATTERS will further streamline and support the core functionality for all ODPP's legal administration workflow and legal administrative request management.

Briefing Tool

In June 2025, the ODPP launched the pilot version of the Briefing Tool, a purpose-built application designed to support the allocation and oversight of advocacy across the Office. The Briefing Tool integrates seamlessly with the existing MATTERS case management system.

The tool provides a centralised interface for resource planning, including court listings such as trials and Child Sexual Offences Evidence Pre Recorded Hearings. It offers improved visibility over current and upcoming commitments and enables briefers to coordinate allocation in a more structured and consistent way considering the commitments of advocates. Functionality will continue to expand as enhancements are identified.

AI Strategy

The ODPP partnered with Deloitte to create the ODPP AI Strategy, which launched in August 2024. The ODPP's AI Vision is to achieve excellence and efficiency in prosecution through the ethical and professional use of AI. The AI Strategy aligns and supports the ODPP Strategic Plan and introduced an AI governance model that provides guidance for the establishment, implementation and the continual improvement of AI within the ODPP, whilst adhering to the NSW AI Ethics Policy and AI Assurance Framework.

An ODPP AI Steering Committee oversees strategic AI initiatives to build organisational capabilities, whilst tactically pursuing AI features incorporated into systems used by the ODPP. The ODPP will invest in AI solutions that support the core work of the ODPP. AI technology and innovation have the potential to reduce the amount of time ODPP staff spend on manual research and administrative tasks, giving them more time to focus on critical legal work and professional development. Key initiatives include:

- CCA Trial Transcript Summarisation: expedite the preparation of appellate materials by generating standardised summaries from trial transcripts, with direct citations to source material
- AI Legal Toolkit: provide technical assistance with the analysis of briefs of evidence
- Digital Brief Automation: streamline the digital management of briefs of evidence received from the NSW Police Force
- AI Knowledge Assistant: a virtual assistant prototype to enable staff to quickly access internal legal resources
- Copilot Pilot Program: evaluate Microsoft 365 Copilot for tasks such as drafting and summarising material and automatically transcribing meeting minutes.

Highlights of Our People



1,043 full-time
equivalent staff



70% of staff
are women



15% of staff work
part time



258 new starters
this year



28 years was the average
age of new starters



The ODPP had a total of
134 statutory-appointed
staff as at 30 June 2025



12 Solicitor Advocates
appointed



18 Crown Prosecutors
appointed



20 Excellence Awards
presented



Our People

- Attract, retain and recognise an engaged and talented workforce
- Build the capability of our people to enable successful and rewarding careers
- Foster a safe, diverse and inclusive work environment, which values First Nation expertise
- Strengthen collaborative ways of working across the ODPP
- Ensure our people demonstrate our signature behaviours
- Develop leaders that enable others to deliver excellence.

At the ODPP, our staff are encouraged to exhibit our six Signature Behaviours. These behaviours are to act with integrity, communicate, be courageous, be accountable, be adaptive, promote a supportive environment and to keep learning. Our commitment to continuous improvement is embodied in the signature behaviour to Keep Learning. This principle empowers our staff to expand their expertise and capabilities, reinforcing our vision to be a dynamic prosecution service known for its excellence and leadership. Our staff are widely respected for their knowledge and are regularly invited to share their insights at conferences and seminars both nationally and internationally.

Learning and development

Professional growth at the ODPP is supported through a diverse range of learning opportunities, including workshops, seminars, conferences, and presentations, which are delivered both in person and online. Staff also benefit from mentoring programs and networking initiatives that foster collaboration and knowledge exchange.

New employees begin their journey with a comprehensive induction program. This includes mandatory online modules accessed via the ODPP Learning Management System, followed by an in-person induction. The induction covers the roles and responsibilities of various ODPP sections, expected standards of workplace conduct, and First Nations Cultural Awareness training, ensuring all staff are well-equipped to contribute meaningfully from day one.

Induction

Over the past year, the Office has continued to deliver regular induction workshops to support the significant recruitment activity undertaken during this period. A total of 11 workshops were conducted throughout the year.

These workshops play a vital role in embedding behavioural expectations and promoting a cohesive, informed, and culturally aware workforce.

Professional Development

Throughout the year a comprehensive program of Continuing Professional Development events were provided to legal staff to ensure that they comply with their obligations pursuant

to the Legal Profession Uniform Continuing Professional Development (Solicitors) Rules 2015. These sessions ensure our legal staff remain informed, skilled, and compliant with evolving legal standards and practices.

The topic areas included:

- Statements of Criminal Responsibility
- *BQ v The King* and Expert Reports on Counterintuitive Behaviour
- Preparing a Crown Brief & Instructing in Trials
- *Doli Incapax* – Criminal Responsibility and Juveniles
- Myall Creek Massacre Trials
- Tendency Directions post *AR v R (2025) NSWCCA 22*
- Management of Criminal Proceedings listed in the Downing Centre and Circuit Courts; Practice Notes 29 & 30
- Gender Conversion Practices Ban
- Impacts of Institutionalisation.

The annual Professional Development Workshop series was delivered online, with more than 700 attendances across topics ranging from the Fundamentals of Sentencing, Diversionary Justice, Cryptocurrency and Criminal Law and Coercive Control and Physical or Mental Disability.

The 2024 Solicitor's Conference was held offsite on 17 December with more than 300 people attending in person. Opened by The Hon. Michael Daley, Attorney General, topics included Child Sexual Offence Evidence Provisions, Forensic Experts and Sentencing, Trauma and Memory, and an update on Disclosure.

Legal support and other administrative staff were provided opportunities to participate in professional development through the provision of learning events including MATTERS: Dashboards & Using Filters, ABC Compliance, Workplace Adjustments, Interview Skills and Unconscious Bias.

These initiatives reflect the ODPP's commitment to fostering a culture of continuous learning and professional excellence across all roles.



Management and Leadership Development Programs

Supporting staff to become confident managers and effective leaders remains a cornerstone of the ODPP's learning and development strategy. We are committed to cultivating leadership capability across all levels of the organisation, ensuring staff are equipped to lead with integrity, insight, and impact.

Staff currently in, or aspiring to, management roles were offered a range of development opportunities, including:

- acting in management positions
- leading strategic and operational projects
- mentoring and coaching colleagues.

The Emerging Manager Program is a six-month initiative designed for staff considering a transition into management. The program provides foundational knowledge of managerial responsibilities and expectations, helping participants make informed career decisions.

Manager Focus sessions concentrating on core people-management skills, including delivering performance feedback, navigating difficult conversations, and enhancing emotional intelligence were offered to managers throughout the year.

Deputy Senior Crown Prosecutors (DSCPs) participate in a Development Series which includes monthly sessions tailored for current and aspiring DSCPs, offering practical insights into leadership responsibilities and fostering a deeper understanding of team and case management.

Executive Coaching and 360-Degree Feedback was provided to senior leaders who participated in a bespoke development process involving feedback from managers, peers, and direct reports. This was complemented by ongoing support from external coaches to enhance leadership effectiveness and self-awareness.

These initiatives reflect the ODPP's commitment to building a strong leadership pipeline and fostering a culture of continuous growth and professional excellence.

Studies Assistance

The ODPP is committed to supporting and encouraging staff to develop their skills and capabilities through participating in tertiary education.

Studies Assistance is available to support the development of staff skills and capabilities through tertiary education.

Health and Wellbeing

It is important to acknowledge the role of staff and the importance of wellbeing. Staff work with traumatised individuals, manage difficult and distressing material, and operate within a complex and evolving legal framework.

The ODPP Wellbeing Check Program remains the central pillar of our mental health initiatives providing the best resource possible for staff. The program has been expanded to offer two sessions per year, delivered on a bi-annual cycle from April to June and September to November. These wellbeing sessions are offered as either in-person or virtual sessions. In the 2024-2025 financial year a total of 264 staff attended these important sessions. This represents an uptake of 16.3% of ODPP staff and a 9.5% increase on the previous year.

The Wellbeing Taskforce was reviewed and renamed Wellbeing & Peer Support Committee (WPSC) to better articulate its function and align with the Office's organisational structure. The WPSC is a peer support network for staff and the first point of contact for local colleagues to provide support and help facilitate access to support services. WPSC members attend Mental Health First Aid Training; Crisis Support and Response Training and are encouraged to attend quarterly Employee Assistance Program sessions (in addition to their regular allocation) to ensure they look after their own mental health and physical wellbeing. The members of the WPSC meet quarterly, providing input and feedback regarding our wellbeing programs, office health and wellbeing initiatives and acting as local champions for promoting mental and physical wellbeing.

Healthy Lifestyles Program

The Healthy Lifestyles program continues to attract strong participation from staff. The ODPP rolled out a flu vaccination program at all offices again this year, providing a total of 267 vaccinations.

The Fitness Passport program remains popular, with 346 staff members holding a current fitness passport membership, a 25% increase on 2024. The social aspect of the program has also increased with 550 family members (partners and dependants) participating, an 11% increase from last financial year.

Mental Health First Aid Training and Crisis Support and Response Training

Mental Health First Aid Training continues to be provided as first point training in mental health support. In addition, Crisis Support and Response Training has been introduced to new members of the ODPP's Wellbeing & Peer Support Committee, as well as to groups of managers, as part of our continuing commitment to supporting the mental health of all staff.

Workers compensation

The ODPP continues to emphasise prevention and early intervention strategies to effectively manage workers compensation claims. Nine new claims were lodged in 2024-2025, with the majority of cases involving claims for psychological injury.

The ODPP continues to help ensure that injured workers are supported to recover and return to work as soon as they are deemed medically fit to resume their pre-injury duties. As it has done in previous years, the ODPP managed all injured workers within statutory timeframes during the reporting period, maintaining its 100% record in this respect. Fortnightly and Quarterly Claim reviews with the insurer QBE ensure all staff return to work as soon as they are deemed medically fit, with practicable and safe support and treatment.

Sick leave

Average sick leave per capita for the ODPP this year was 6.43 days, which remains below the public sector average.

Director's Service Excellence Awards

The Director's Service Excellence Awards celebrate employees who exemplify the ODPP Signature Behaviours.

Excellence Awards were given to the following staff in the categories listed:

- Individual Excellence Awards: Andrea Nicou and Leah Burgoyne
- Regional Award: Nerissa Keay
- Crown Prosecutor Award: Virginia Morgan
- Legal Support Award: Rebekah Majdis
- Corporate Services Award: Kitty Boualywath
- Mentoring and Development Award: Fleur Sullivan
- Engagement and Wellbeing Award: Sophie Norman
- Service to Victims Award: Kristie ChanSau
- Innovation Award: Tom Arthur
- Management and Leadership Awards: Julia McWhirter, Marley Zelinka, Fiona Horder and Susan Woods
- Teamwork and Collaboration Awards:
 - Angela McAnelly, Taryne Jay and Brendan Campbell, for their work in the trial matter of R v Aylward
 - Emma Curran, Dion Carnell and Chris Allison, for their work in the trial matter of R v AA and R v MAM.

Appointments to the Bench

During the year, Deputy Director Frank Veltro SC and Crown Prosecutor Guy Newton SC were appointed as Judges of the District Court of NSW. Crown Prosecutors Jeffrey Tunks and Rosheehan O'Meagher, Solicitor Advocates Marguerite Vassal and Danielle Mansour, Solicitors Lisa Graham, Judith Sweeney and John Doohan were appointed as Magistrates of the Local Court of NSW.



Crown Prosecutor appointments

This year, eighteen Crown Prosecutors were appointed, thirteen of whom were promoted from within the Solicitor's Office.

Solicitor Advocate appointments

Twelve Solicitor Advocates were appointed this year, nine of whom were promoted from within the Solicitor's Office.

Secondments

The ODPP continues to actively promote, support and encourage staff to participate in secondment opportunities where available. During the year, 35 staff were involved in secondments to various agencies across the public sector. The different perspectives and experience gained on secondment not only benefit the individual staff members, but allow them to develop capabilities, skills and knowledge that can be shared more broadly on their return to the ODPP through internal training and mentoring sessions.

Recruitment

Recruitment Statistics*	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Senior Executive	0	0	0	1	0
Statutory Appointments	1	1	0	0	1
Crown Prosecutors	4	5	7	2	5
Solicitors	40	42	56	50	84
Administrative Staff	100	84	77	91	168
Total	145	132	140	144	258

* As per Workforce Profile, all new starters within the financial year (excludes internal promotions)

Staff Numbers*	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Statutory Appointments and Senior Executive	120.8	123.8	129.7	123.8	134.8
Solicitors	466.6	486.1	492.6	534.1	540.6
Administrative Staff	291.0	294.5	273.3	268.5	367.9
Total	878.4	904.4	895.6	926.4	1,043.3

* Statutory Appointments include the appointments of Crown Prosecutors

Employee Engagement projects

As part of our ongoing commitment to improving the experience of staff, in 2023 the ODPP undertook a comprehensive Employee Engagement Review in partnership with the Nous Group. Staff across the organisation were consulted about their experience of working at the ODPP, to identify ways to strengthen engagement and wellbeing and reduce the impact of workload, burnout and stress.

Collaborative workshops were held with diverse teams to generate, prioritise and design potential solutions that would be of most value to the ODPP.

Eight solutions across five focus areas were approved for project development by the ODPP Transformation Board. The Transformation Board provides strategic direction to the ODPP to achieve continual improvement and efficiency gains across the Office.

The projects align with and support the goals of the ODPP Strategic Plan in driving continual improvement for delivering prosecution services, services to victims and witnesses, and to our people.

ODPP Executives and other senior staff were assigned as project sponsors. Project Briefs were developed and approved, and project teams stood up via expressions of interest to participate. The project teams continued to hold regular meetings and liaise with colleagues across the Office working towards implementing solutions for the ODPP.

This year, the Transformation Board oversaw the commencement of one project, the closure of another, the successful implementation of three projects and the continuation of three long-term projects.

The **Mentoring** Project commenced this financial year as planned. The Transformation Board approved the implementation of an office-wide mentoring program for legal staff. The Mentoring initiative will be implemented in the next financial year with the release of program guidelines, the introduction of mentoring agreements and a suite of resources to assist mentors and mentees.

The **Legal Support Officer Task-Specific** Forum Project was closed. On review of the project rationale, it was agreed that initiatives implemented outside the project would address the provision of timely procedural advice to LSOs, such as the review and update of the comprehensive Legal Support Officer Standard Operating Procedures.

The **Employee Engagement Meetings** (EEMs) Project was successful in implementing EEMs across the Office. Following an initial pilot and evaluation after a number of meetings were held, EEMs are now held twice yearly, led by the Deputy Solicitor for each region. The EEMs promote a more collaborative work culture and encourage cohesion amongst all employees through regular and consistent information sharing across all ODPP offices.

Last financial year also saw the successful publication of *Mentions*, the ODPP's **Recognition Newsletter** which acknowledges outstanding staff contributions, achievements and initiatives across the ODPP. Issued quarterly, *Mentions* includes insights on topics impacting the legal profession. It also includes office tours, staff interviews, wellbeing initiatives and regular updates from Corporate Services, and Diversity and First Nations representatives. Importantly, *Mentions* is a place where staff acknowledge colleagues in a dedicated section called Appreciation Corner.

The **Revised ODPP Awards** project was also finalised last financial year. The ODPP awards were substantially reviewed and expanded with a streamlined nomination and the introduction of peer review. The Awards are now presented at a standalone event livestreamed to our ten Offices. Following the awards ceremony, Length of Service Awards are presented locally. Recognition is now made following five years of service.

The **Leadership and Management Development** Project continued to progress. The project retained external consultants to undertake gap analysis and to conduct executive and staff focus groups to co-design a leadership model aligned with ODPP's culture and strategic goals, to develop leaders that enable others to deliver excellence; and build the capability of our people to enable successful and rewarding careers. The project will deliver a revised leadership and management program to equip emerging and current managers and leaders for their roles.

The **Role-Mapped Training** Project commenced the development a tailored role-specific training program for legal and legal support roles. The project drafted role-maps identifying the key learning requirements and detailed program contents divided into modules and units, noting the time commitment and pathway for learning. A draft guiding framework for the program was developed. The project has conducted a gap analysis of current resources and considered options to develop additional training material. The project engaged adult education specialist consultants to review the proposed methodology and content of the role-maps. The report will be received early in the next financial year and will guide the project's next steps.

The **Legal Admin Task and Resourcing Review** Project completed a review of the prosecution lifecycle. The team consulted widely across the Office through surveys, engagement sessions and lived experience of project members to document potential opportunities for improvement. Next financial year the team will recommend solutions to address these opportunities and implement clear delineation of administrative, paralegal and legal tasks. The project also developed a task allocation tool to provide enhanced support for legal administrative processes, the Task Allocation and Scheduling Coordination (TASC) tool. TASC will be implemented across all offices by the end of 2025 supported by training and resources.

Focus Area	Project/s
Legal and administrative learning and development <i>Redesigning learning and development for legal and administrative staff</i>	1. Role-Mapped Training Develop tailored, role-specific training by reviewing the knowledge, skills and other attributes of all roles and existing resources. Identify and design training to address gaps. 2. Legal Support Officer Task-Specific Forum Development of a task-specific forum for Legal Support Officers (LSOs) to provide access to timely advice and support on practical questions. 3. Review of current Mentoring Programs Review existing mentoring programs and provide an enhanced program that delivers expert guidance which will increase capabilities, skills and knowledge.
Leadership and management development <i>Redesigning the leadership and management training programs to improve capability to manage workloads, resource effectively and lift team performance</i>	4. Leadership and management development program Produce a revised training program to develop current and future leaders and managers to instil confidence in staff through consistent application of managerial competency and provide an alternative career path.
Legal administration design <i>Clarifying and optimising the legal and administrative workflow for improved efficiency</i>	5. Legal Admin Task and Resourcing Review Review the prosecution lifecycle to implement clear delineation of administrative, paralegal and legal tasks. Develop a task allocation tool to provide enhanced support for legal administrative processes.
Strategic transparency and visibility <i>Improving strategic transparency and visibility to foster trust and alignment between leaders and the ODPP</i>	6. Employee Engagement Meetings Implement regular and structured meetings at each office with Senior Executives to provide a forum for engagement with staff to build trust, address current staff issues and create a more cohesive ODPP.
Employee Recognition <i>Improving formal and informal recognition practices to create a culture of appreciation</i>	7. Recognition Newsletter and 8. Revised ODPP Awards Produce an inclusive and regular ODPP-wide communication that acknowledges the outstanding efforts of staff to increase recognition, engagement and office connection. Review and expand the current Director's Service Excellence Awards to continue to acknowledge outstanding achievements. Improve the structure and consistency of the Length of Service Awards.

Diversity, Equity and inclusion

As we continue to grow and evolve as an organisation, our commitment to Diversity, Equity and Inclusion (DEI) remains a key part of who we are (our Vision) and how we work (our Signature Behaviours). The ODPP is dedicated to a diverse and inclusive workplace where all staff feel respected. It has five employee diversity and inclusion working groups, or affinity groups, which create space for connection, support, and advocacy. To enhance their impact, and to extend DEI alignment into our legal work, the ODPP announced Deputy Solicitors as Executive Sponsors for each of these areas:

- Anne Whitehead, Deputy Solicitor – Cultural and Linguistic Diversity
- Deborah Hocking, Deputy Solicitor – Disability and Neurodiversity
- Esther Kwiet, Deputy Solicitor – First Nations
- Joanna Croker, Deputy Solicitor – Pride (LGBTQ+)
- Natalie Weekes, Deputy Solicitor – Women.

These Executive Sponsors serve a crucial role in:

- providing strategic insight: offering mentorship, guidance and feedback on core group initiatives
- advocating for the groups: amplifying their voices and ensuring alignment with the ODPP's vision and
- participating actively and visibly in the group.

In this reporting year, the ODPP DEI function prioritised enhancing accessibility of information for complainants and witnesses and building internal capabilities to better support and respond to community needs.

Cultural and Linguistic Diversity

The Cultural and Linguistic Diversity (CALD) group drafted a new Strategy which set out three focus areas:

1. Foster an inclusive and supportive workplace culture
2. Equip ODPP staff to be able to effectively support CALD victims and witnesses
3. Enhance accessibility of services and resources to CALD victims and witnesses.

Staff networking opportunities

In relation to the first focus area, the CALD Group organised two networking opportunities this reporting year. The first was an internal event in August 2024 which featured an Opening Address by the Director, Sally Dowling SC and a panel discussion involving Crown Prosecutors, Solicitors and Witness Assistance Service Officers from various CALD backgrounds.

The second event involved partnering with the Crown Solicitor's Office for a 'Diversity in the Law' event. We were honoured to have NSW Local Court Magistrate Jennifer Wong as our keynote speaker. The event was an opportunity for staff to connect during Harmony Week (17-23 March) and reflect on the importance of the International Day of the Elimination of Racial Discrimination (21 March).

Engaging the expertise of external organisations

For the second focus area, the ODPP sought to partner with organisations to develop staff confidence and capability to work with people from CALD backgrounds. The ODPP has been liaising with Multicultural NSW to ensure that booking processes for interpreting services are streamlined. The ODPP also engaged Multicultural Australia to design and develop a bespoke 'cultural capability' workshop. The first pilot session will be held in August 2025.

Language accessibility

Finally, for the third focus area, the ODPP is exploring a website enhancement which would integrate a language translation feature on the ODPP website. Many government agencies and departments have language translation embedded in their websites, and this is just one step to enabling equitable access of information for linguistically diverse community members. This project is in development and due to go live in September 2025.

The ODPP also launched its 'Easy Read' materials which not only supports and empowers readers who have accessibility needs, but also non-native English readers who rely on plain language or plain English communication.

Disability and Neurodiversity

Easy Read resources for victims and witnesses

The ODPP acknowledges the complexity of legal information for victims and witnesses. To address this, we partnered with the Information Access Group to develop Easy Read resources for our Witness Assistance Service (WAS) information. Easy Read materials combine simple language with helpful images to make information clearer for people who may need assistance with literacy, who have a cognitive disability, or who speak English as an additional language. This format is a vital step toward ensuring witnesses can understand the legal process, what to expect through the prosecution process, and how WAS can support them. The resources are available as an accessible webpage on the ODPP website and in PDF format. We will continue to evaluate other ODPP information documents for potential Easy Read versions.

Equitable services

To further our commitment to equitable service delivery, the ODPP collaborated with the National Relay Service (NRS) to deliver an information session for staff. The NRS, an Australian Government initiative, supports individuals who are hearing impaired, or have speech impairments to communicate by telephone. This training was particularly targeted at Witness Assistance Service Officers and reception staff, who may engage with victims and witnesses over the phone.

The ODPP reviewed several legal templates to incorporate specific fields capturing accessibility requirements. This proactive approach allows for the early identification of individual needs, enabling ODPP teams to better accommodate victims and witnesses. For example, provisions can be made to organise Auslan interpreters for individuals with hearing impairments, thereby supporting inclusive access to services.

Australian Disability Network

The ODPP maintained its membership with the Australian Disability Network in 2024-2025. As part of our membership, the Network conducted a Dignified Access Review at the new Sydney office to assess accessibility for people with disability. Following the recommendations provided, the ODPP considered targeted improvements, focusing on signage and wayfinding, to improve accessibility for staff and visitors.

Workplace Adjustments

The ODPP Workplace Adjustment Policy is currently under review. While the Policy is being finalised, adjustments for staff continue to be implemented, such as providing headsets, completing Personal Emergency Evacuation Procedures and conducting ergonomic assessments based on recommendations from the Wellbeing and Safety Coordinator. Other organisation-wide accessibility enhancements included the installation of hearing loop technology in the Campbelltown office and introducing a workplace adjustment request management system to facilitate adjustment requests.

Raising awareness

Education continues to be provided to ODPP staff and managers through targeted information-sharing initiatives to improve understanding about accessibility in the workplace. During the International Day of People with Disability 2024 and at the statewide Managers Conference in March 2025, the DEI and Wellbeing Coordinators delivered presentations outlining workplace adjustment processes and available ergonomic equipment. In addition, the Human Resources team completed training on Neurodiversity in the Workplace, presented by the Neurodivergent Coach.

Ongoing projects

The recent appointment of a Disability and Neurodiversity Group Executive Sponsor has further strengthened our commitment to developing the Disability Inclusion Action Plan.

The ODPP is working towards achieving 'Disability Confident Recruiter' accreditation with the Australian Disability Network. This milestone will reflect our ongoing dedication to accessible and inclusive recruitment practices for people with disability.

First Nations

Onboarding of the First Nations Project Officer

This year marked a significant milestone in the ODPP's ongoing journey toward reconciliation with First Nations peoples and communities across New South Wales, with the establishment of a dedicated First Nations Project Officer role.



The introduction of this role has empowered the ODPP to advance a broad suite of strategic initiatives, including targeted First Nations employment programs, culturally informed policy development, professional development events, and the creation of tailored resources and governance frameworks. It has also enhanced access to culturally appropriate support systems within the organisation. This appointment reflects the ODPP's deepening commitment to meaningful engagement, cultural inclusion, and long-term change.

National ODPP First Nations Gathering

In August 2024, the ODPP proudly hosted the inaugural National ODPP First Nations Gathering, an historic event bringing together First Nations employees from prosecution agencies across Australia. This landmark initiative provided a dedicated platform for sharing best practices, cultural insights, and innovative approaches to justice.

Participants engaged in meaningful dialogue, reflecting on diverse experiences and expertise from their respective jurisdictions. The gathering fostered deeper understanding, professional growth, and a collective commitment to improving outcomes for First Nations communities within the justice system.

Importantly, the event also enabled participants to identify and advocate for shared challenges at a national level, while cultivating a strong network of collaboration that continues to evolve and strengthen beyond the gathering itself.

Development of our First Nations Strategy and First Nations Employment Strategy

In 2024 the ODPP launched its inaugural First Nations Strategy and First Nations Employment Strategy, each serving distinct but complementary purposes in advancing reconciliation and cultural responsiveness.

The First Nations Strategy sets a broad framework for increasing First Nations staff representation, deepening cultural understanding, promoting truth-telling, and embedding First Nations knowledge across the organisation. It reflects our commitment to self-determination, leadership, and improving the experience of First Nations peoples engaging with the ODPP and the justice system.

The First Nations Employment Strategy focuses specifically on creating equitable employment pathways, recruiting and retaining First Nations talent, and supporting career development—particularly for law students aspiring to become Solicitors.

Both strategies were visually brought to life in collaboration with Yirra Miya, a First Nations graphic design business, who incorporated Luke Penrith's custom designed First Nations artwork for the ODPP, to reflect the strength, resilience, and cultural richness of First Nations communities.

By embedding these frameworks into our core operations, the ODPP is committed to driving long-term change that honours the knowledge, culture, and contributions of First Nations people.

Supporting First Nations Employment

As part of the ODPP's First Nations Employment Strategy, targeted recruitment for First Nations positions including Paralegal, Level 1 and Level 2 solicitor roles, has proven to be a successful and impactful approach to attracting and retaining First Nations staff.

This strategy goes beyond recruitment; it reflects a commitment to meaningful career development and long-term progression. By creating targeted entry points into the organisation, particularly for First Nations law students, the ODPP is actively building pathways toward solicitor roles and other senior legal positions. The success of this approach lies in its holistic design ensuring that First Nations employees are supported, mentored, and empowered to professionally develop.

First Nations Advisory Board

The ODPP continued to meet with the First Nations Advisory Board to review and guide our First Nations projects and strategic initiatives. These meetings reinforce the importance of cultural integrity and the need to honour First Nations relationships, knowledge systems, and ways of being, doing, and knowing. The Board's expertise continues to shape the ODPP's approach to First Nations policy, engagement, and service delivery, ensuring that First Nations voices remain central to our reconciliation journey and commitment to culturally responsive advocacy for victims of crime.

First Nations mentoring program

The ODPP's First Nations Legal Mentoring Program entered its third year. Open to First Nations solicitors, barristers, and law students across NSW, the program connects mentees with experienced Crown Prosecutors to support professional development, wellbeing, career progression, and culturally specific aspects of legal practice. As part of our broader commitment to First Nations employment and professional development, the ODPP has also developed a First Nations Advocacy Workshop to be launched in the next financial year, to create a safe environment for First Nations legal professionals to learn and grow their court advocacy skills.

Stories from the Shore

As Sydney staff settle into the new Head Office, located on Dharawal Country, the ODPP was excited to learn more about the Dharawal peoples' rich cultural heritage. In February 2025, the Gujaga Foundation, presented to ODPP staff about the oral stories and perspectives from their community that highlighted the history of first contact, ongoing cultural connections to country, and the unique kinship structures and layers of identity that are central to the Dharawal people. It was an informative session for all, particularly to hear about the deep-rooted knowledge of the central business district and coastal Sydney that exists within the Dharawal culture.

First Nations Moot competition

In June 2025, in a landmark event held on Dharawal Country, the ODPP hosted the finals of its inaugural First Nations Law Student Criminal Law Moot Competition. Mooting, a rigorous exercise in advocacy and legal reasoning, offers students a unique opportunity to step into the role of counsel, sharpen their advocacy, and build courtroom confidence. The competition brought together talented students from across NSW - including representatives from the University of New South Wales, Western Sydney University, and the University of Newcastle - who presented their oral submissions before Justice Dina Yehia SC of the NSW Supreme Court, presiding over the final round. The event underscored the ODPP's dedication to creating meaningful pathways, visibility, and opportunities for First Nations people within the justice system.

Implementing First Nations Languages into the Head Office meeting rooms

During the year, First Nations staff at the ODPP led a new cultural initiative in response to the Head Office relocation, aimed at deepening connection to Dharawal Country. The ODPP engaged with the Gujaga Foundation to learn more about the Dharawal language and receive guidance on naming meeting rooms in a culturally respectful way. As a result, five meeting rooms were named after local flora in Dharawal language, creating a visible and meaningful acknowledgment of place. The next stage of this project is to build staff understanding of the cultural uses of these plants, learning how to pronounce the names in language, and recognising their Western equivalents—fostering ongoing cultural engagement and respect within the workplace.

First Nations research and policy submissions

The ODPP collaborated with the Aboriginal Legal Service (NSW/ACT) Limited and Legal Aid NSW during the year to make a joint submission to the Judicial Commission's Ngará Yura Committee, offering general recommendations to improve the court experiences of First Nations peoples. This partnership reflects a shared commitment to consolidating reflections, learnings, and expertise across agencies, and using our collective platforms to advocate for a culturally responsive criminal justice system. The submission recognises the unique position of each organisation in supporting First Nations people, whether as defendants, victims, witnesses, or legal professionals, and underscores the importance of systemic change that honours cultural identity, promotes fairness, and strengthens trust in legal processes from both sides of the bar table.

Case Summaries

The ODPP continued to develop an internal resource page to highlight and summarise significant cases that address First Nations cultural considerations, particularly in legal contexts not covered by the Bugmy Bar Book. This initiative aims to support prosecutors in deepening their understanding of how cultural factors interact with the law and can influence legal outcomes. By curating relevant case law, the page provides a practical tool for staff to engage with nuanced legal reasoning and better understand the lived experiences of First Nations peoples within the justice system. It reflects

the ODPP's commitment to culturally informed prosecution practices and reinforces the importance of respectful, equitable engagement with First Nations communities in all aspects of legal advocacy.

Myall Creek

In November 2024, the ODPP NSW hosted a panel discussion examining the historical and legal significance of the Myall Creek Massacre trials and their enduring impact on contemporary legal practices. The event brought together a distinguished panel of experts to explore the evolution of legal standards, ethical considerations, and the relevance of these landmark trials to current legal issues, particularly in the context of First Nations rights and justice. Panellists included Mark Tedeschi OAM KC, former Senior Crown Prosecutor and author of *Massacre at Myall Creek* and Counsellor Mekayla Cochrane, the first Aboriginal woman elected to Moree Plains Council and a Just Reinvest ambassador. Their insights offered a powerful reflection on justice, accountability, and the importance of truth-telling in shaping a more equitable legal system.

Development of the First Nations cultural protocol and practice document

In July 2025, the ODPP developed the Understanding First Nations Practice and Protocol resource, a foundational guide designed to support staff in building cultural awareness and respectful engagement with First Nations peoples and culture. This document serves as a starting point for staff to understand how First Nations culture, practices, and protocols shape interactions with staff and the ODPP and the justice system more broadly. It reinforces the ODPP's ongoing commitment to learning and sets clear expectations for staff to actively engage with community, deepen their knowledge, and approach their work with cultural integrity and respect.

Reconciliation Week

To mark National Reconciliation Week 2025, themed 'Bridging Now to Next', the ODPP joined in commemorating Australia's reconciliation journey by hosting a meaningful event in collaboration with the Crown Solicitor's Office. Staff attended a panel discussion facilitated by the Bugmy Bar Book Committee, featuring Dr Robyn Shields AM and Dr Andrew Ellis, who presented findings from their *Impacts of Institutionalisation Report*. The discussion explored how institutionalisation extends

beyond physical facilities to include systemic policies and cultural treatment, and its ongoing effects on First Nations peoples—particularly in the context of justice engagement.

Following the panel, staff enjoyed bush tucker-inspired catering by Kallico Catering and participated in a traditional Aboriginal weaving workshop led by Malima Weaving. This immersive experience offered a powerful opportunity for reflection, cultural connection, and deeper understanding of Dharawal history and storytelling through the art of weaving.

National Indigenous Law Conference

The ODPP proudly sponsored six First Nations staff to attend the National Indigenous Legal Conference held in Naarm (Melbourne) from 3–5 December 2024. This event brought together First Nations law students, legal professionals, and scholars from across Australia to engage in powerful dialogue around truth-telling, cultural representation, storytelling, and healing in the legal system. The conference underscored the importance of embedding First Nations culture into advocacy practices and developing culturally informed legal frameworks. ODPP staff also strengthened professional networks and deepened their commitment to driving systemic change and cultural advocacy within the legal sector.

Ngalaya Ball

In September 2024 ODPP staff proudly attended the 3rd annual Ngalaya Ball and First Nations Law Awards, held on Gadigal Country. Hosted by the Ngalaya Indigenous Corporation, the event celebrates First Nations excellence in the legal profession. The evening featured the prestigious First Nations Law Awards, recognising outstanding contributions across categories such as Lawyer of the Year, Legal Researcher of the Year, and Law Student of the Year. ODPP's attendance reflected its commitment to supporting and celebrating First Nations leadership in law, while also providing staff with a powerful opportunity to connect and network with the broader First Nations legal community.

LGBTQ+

The Office continued its membership with Pride in Diversity (PiD) and welcomed two new co-leads to the Pride Group. This year, the Group worked closely with its PiD Relationship Manager, Zac Lopez, to integrate LGBTQ+ inclusion into the

ODPP's operations and organisational culture. For example, ODPP staff had an opportunity to participate in the Australian Workplace Equality survey. This survey is the largest and only national employee survey designed to gauge the overall impact of LGBTQ+ inclusion initiatives. Following the survey, Zac Lopez facilitated a strategy session with Pride Group members which was also attended by the newly appointed Pride Group Executive Sponsor, Joanna Croker, Deputy Solicitor. The survey and the Strategy session helped to inform the Pride Group's Charter and its three key focus areas:

1. Raising awareness, understanding, literacy and visibility around issues of importance for the LGBTQ+ community
2. Providing a support network for LGBTQ+ employees to ensure a culture of inclusion and respect in the workplace
3. Equipping ODPP staff to be able to effectively support members of the LGBTQ+ community engaged with the criminal justice system.

Visible allyship

To increase visibility of LGBTQ+ support, "Welcome Here" rainbow labels were made available at all ODPP offices and Pride ally merchandise (ie postcards, stickers, pins) were distributed to staff. The Pride group also procured flag sets which display the Progress Pride flag alongside the Australian and First Nations flags. These were also made available to offices statewide to display in their reception area.

Training and resources

In reference to the Groups' goal of equipping staff to be able to effectively support members of the LGBTQ+ community engaged with the criminal justice system, the ODPP developed an internal guide for staff working with gender diverse complainants and witnesses. To complement the guide, the ODPP partnered with Pride in Diversity to deliver a professional development session that aimed to reinforce a human-centred approach in legal communication and trial proceedings, especially when engaging with people of diverse gender identities.

Legislation

The Pride group also organised a Continuing Professional Development session on the topic of the Gender Conversion Practices Ban. The *Conversion Practices Ban Act 2024* prohibits LGBTQA conversion practices in NSW and creates criminal offences for delivering or arranging conversion practices. We were honoured to be joined by Ro Allen, Victoria's Equal Opportunity and Human Rights Commissioner who shared their lived experience of being subject to harmful gender conversion practices. The speaking panel also included Kenton Miller, Principal Adviser, Projects at the VEOHR, and an ODPP Crown Prosecutor who provided an overview of the offence provision for legal staff.

Women

The Office acknowledges that approximately 70% of the ODPP workforce identifies as women. In recognition of the importance of supporting women's health and wellbeing across the organisation, the Women's Group has delivered several key initiatives over the reporting period.

To enhance understanding of significant health topics, the Women's Group partnered with TELUS Health to deliver a Perimenopause and Menopause Awareness Session in line with World Menopause Day. This session sought to reduce stigma, encourage open dialogue, and provide practical guidance to both staff and managers regarding the impact of menopause in the workplace.

As part of the Office's International Women's Day 2025 program, the Women's Group hosted Her Honour Judge Tanya Smith SC as keynote speaker, joined in conversation by Helen Roberts SC, Deputy Director. Judge Smith provided valuable insights into the evolution of the legal profession, her experiences as a woman in law, the importance of integrity and hard work, and the role of mentorship and allyship in career development.

March marked Endometriosis Awareness Month, during which the Women's Group collaborated with Endometriosis Australia to deliver an educational session on endometriosis, including its signs, symptoms, and management strategies. Endometriosis Ambassador Sophie Dillman shared her personal journey and

its impact on her professional life as an actor, followed by a panel discussion featuring staff who volunteered to share their lived experiences.

The Women's group continued its 'Women in the Spotlight' initiative, which celebrates inspiring women and the important roles they play at the ODPP. Featured in the series this year were Crown Prosecutors Jillian Kelton and Kristy Mulley and Deputy Solicitor, Natalie Weekes.

These initiatives reflect the Office's commitment to fostering a supportive, informed, and inclusive environment for all staff.

Unconscious bias workshops

The L&D team and DEI Coordinator held Unconscious Bias Workshops for staff across the state. These sessions explore intersectionality involving various aspects of diversity and identity, providing staff with opportunities to identify potential biases and discuss methods for addressing unconscious bias in the workplace and in prosecution-related tasks.

The ODPP's Workforce Diversity Report is detailed at Chapter 5 of this Annual Report.

Chapter 3

Operations and Performance 2024 – 2025

Management and activities

Director's Chambers and Secretariat

The Director's Chambers comprises a small team of experienced Solicitors and legal support staff who provide high-level advice and recommendations to the Director and her Deputies. Among the legal matters considered by the Director's Chambers are the termination of prosecutions; possible appeals against judicial rulings or sentences; approval of plea negotiations; the sanction of ex officio counts or the determination of claims for legal professional privilege; and all High Court appeals.

Crown Prosecutors' Chambers

The Crown Prosecutors' Chambers is led by the Senior Crown Prosecutor and 17 Deputy Senior Crown Prosecutors (DSCPs), who are briefed in more complex matters.

The Sydney Crown Prosecutors' Chambers has ten DSCPs. A DSCP based at Parramatta oversees Crown Prosecutors in Greater Western Sydney – Campbelltown, Parramatta and Penrith. Crown Prosecutors at Gosford and Newcastle are led by the Newcastle DSCP, while DSCPs are also based at Dubbo, Lismore, Wagga Wagga and Wollongong.

The Sydney Crown Prosecutors' Chambers incorporates a specialised team of Crown Prosecutors, including two DSCPs, who undertake exclusively appellate work in the higher courts. The Sydney Crown Prosecutors also undertake work from the Specialised Prosecutions and Public Sector Prosecutions Groups.

The Solicitor's Office

The Solicitor's Office, which is headed by the Solicitor for Public Prosecutions, is structured into four regional areas: Sydney, Greater Western Sydney, Northern and Southern. Each of those regions has a Deputy Solicitor who is responsible for the management of those offices.

The Greater Western Sydney region comprises the Campbelltown, Parramatta and Penrith offices; the Northern Region the Gosford, Lismore and Newcastle offices; and the Southern Region the offices at Dubbo, Wagga Wagga and Wollongong, as well as the Regional Assistance Group, which provides statewide assistance.

Each office has local Crown Prosecutors, Solicitor Advocates, Solicitors, legal support staff and WAS Officers. The Solicitors are responsible for the prosecution of trials, Local Court committals, sentences and District Court appeals in the courts at their office location. Solicitors also attend circuit District Courts at Albury, Armidale, Bathurst, Bega, Bourke, Broken Hill, Coffs Harbour, Coonamble, Goulburn, Grafton, Griffith, Moree, Nowra, Orange, Parkes, Port Macquarie, Queanbeyan, Tamworth and Taree. ODPP Solicitors appear at Local Courts across the state.

The Solicitor's Office also has several specialised groups located in Sydney: the Public Sector Prosecutions Unit, which prosecutes referrals from the Independent Commission Against Corruption (ICAC) and undertakes confiscation of assets arising from ICAC investigations; and the Specialised Prosecutions Unit, which prosecutes serving police officers, referrals from the Law Enforcement Conduct Commission and high-profile matters. These groups are led by the Deputy Solicitor (Legal Operations), who also oversees the Witness Assistance Service and the Drug Court Group, which is based at Parramatta and services the Drug Courts at Dubbo, Parramatta, Sydney and Toronto.

The Deputy Solicitor (Legal) leads the Appellate Litigation and Legal Resources Groups, which prosecute appeals, provide high-level legal advice to the Director and represent the Director in interlocutory and other litigation. The Legal Resources and Library team maintains the ODPP legal library and internet-based legal resources. The Deputy Solicitor (Legal) is also responsible for Policy, Legal Learning and Development, and Information.

Corporate Services

The Office is supported by a Corporate Services Division comprising three groups, each led by a Director. Those groups are Human Resources, which includes Learning & Development; Information Management & Technology; and Finance & Facilities. All Corporate Services staff are located in Head Office in Sydney.



Summary review of operations

The significant operations of the ODPP are detailed in Chapter 2, Our Prosecution Services. Productivity statistics for the ODPP are noted at Performance Information.

Significant Committees

Executive Board

The Executive Board comprises Sally Dowling SC, Director of Public Prosecutions (Chair), Frank Veltro SC, Helen Roberts SC, Deputy Directors of Public Prosecutions and an Acting Deputy Director of Public Prosecutions, together with Ken McKay SC, Senior Crown Prosecutor, Craig Hyland, Solicitor for Public Prosecutions, Michael Goddard, Director Finance & Facilities and Chief Finance Officer, Nigel Richardson, Director Human Resources, and Brendan Oldham, Director Information Management & Technology. The Board has two independent members, Mr Ian Gillespie whose term of appointment is 19 October 2023-18 October 2025 and Ms Jan McClelland AM, whose term of appointment is 15 May 2025-14 May 2027.

The Board meets bi-monthly and met seven times during the year on 20 June 2024, 15 August 2024, 17 October 2024, 12 December 2024, 20 February 2025, 17 April 2025 and 19 June 2025. Minutes of proceedings are kept.

The Board's role is to:

- advise the Director on administrative and managerial aspects to ensure that it operates in a coordinated, effective, economic, and efficient manner
- advise the Director on issues relating to strategic planning, management improvement and monitoring performance against strategic plans
- monitor the budgetary performance of the ODPP and advise the Director on improving cost effectiveness
- identify and advise the Director on initiatives for change and improvement in the criminal justice system
- provide periodic reports on its operations and report to the Attorney General upon request on any matter relating to the exercise of its functions, or, after consultation with the Attorney General, on any matters it considers appropriate.

Management Committee

The Management Committee comprises the Director of Public Prosecutions (Chair), three Deputy Directors, Senior Crown Prosecutor, Solicitor for Public Prosecutions, Director Finance & Facilities and Chief Finance Officer, Director Human Resources, Director Information Management & Technology, Manager Witness Assistance Service and six Deputy Solicitors (Operations and Legal).

The Committee meets monthly, and minutes of proceedings are kept. Its primary functions are:

- to report, discuss and resolve upon action on operational and management issues affecting the ODPP, including (but not limited to) workload and resource allocation
- to consider monthly reports from Finance & Facilities, Human Resources, Information Management & Technology, Crown Chambers and the Solicitor's Office and to initiate action where activity-related funding and resourcing issues are identified
- to discuss major policy decisions and other matters requiring referral to the ODPP Executive Board
- to serve as a forum for discussion by senior management of any matter affecting the operations of the ODPP, including the activities, challenges and initiatives of the various areas within the ODPP.

Audit and Risk Committee

The Audit and Risk Committee, in accordance with Treasury Policy TPP 20-08, Internal Audit and Risk Management Policy for the General Government Sector, comprises three independent members selected from the Prequalification Scheme, Audit and Risk Committee Independent Chairs and Members. There were some changes to the membership this year. Wayne Evans commenced his appointment in July 2024, followed by Irene Rusak in March 2025. Robyn Gray's term concluded in December 2024.

The Committee's primary objective is to provide independent assistance to the Director by monitoring, reviewing and providing advice on the ODPP's governance processes, risk management and control frameworks, and its external accountability obligations.

The Committee held six meetings during the year. Representatives of the Audit Office of NSW, the Deputy Director of Public Prosecutions in his capacity as the Chief Audit Executive, the Chief Risk Officer, a Deputy Solicitor for Public Prosecutions (Operations), the Director, Finance & Facilities, the Director, Human Resources, the Director, Information Management & Technology and the Wellbeing and Safety Coordinator attend meetings by invitation.

The Audit and Risk Committee Charter and the Internal Audit Charter have been reviewed for compliance with TPP 20-08, endorsed by the Committee and signed by the Director. In compliance with the Audit and Risk Committee Charter the Committee's review and advice includes consideration of the following areas:

- risk management, including fraud and corruption prevention
- endorsement of internal audit plans cognisant of risk identification
- implementation of internal and external audit recommendations
- financial performance and financial statements
- business continuity planning
- workplace health and safety
- information management and technology
- legislative compliance, governance frameworks, policies and procedures.

During the year, a plan was established to improve the ODPP's risk maturity in alignment with NSW Treasury guidelines. In addition, the internal audit function was assessed against global internal audit standards, with a roadmap to be developed for progressing from "partially compliant" to "fully compliant" status.

The 2021-2025 Strategic Internal Audit Plan was reviewed and amended in consultation with the Committee and signed by the Chief Audit Executive and the Director. The Committee continues to monitor the content and implementation of the Internal Audit Plan to ensure it reflects identified need. Additionally, the Committee reviews and monitors the ODPP's progress in implementing internal and external audit recommendations.

The Committee's assessment of governance and compliance frameworks included review of the Financial statements, Fraud and Corruption Control Policy, the Legislative Compliance Framework, Work Health and Safety and Wellbeing strategies, Information Management & Technology, and Cyber Security-related actions.

The Internal Audit and Risk Management Attestation for 2024-2025 for the ODPP is found at Chapter 4, Risk Management.

Information Management Technology Committee (IMTC)

The Information Management and Technology Committee (IMTC) is a sub-committee of the ODPP Management Committee and comprises the Director Information Management & Technology (Chair), Solicitor for Public Prosecutions, Director Finance & Facilities and Chief Finance Officer, Deputy Solicitor for Public Prosecutions (Legal), Deputy Solicitor for Public Prosecutions (Legal Operations), Deputy Solicitor for Public Prosecutions (Sydney), Chief Risk Officer, a nominated Crown Prosecutor representative and the IM&T Information Security Officer.

The ODPP IMTC has the overall responsibility for promoting and ensuring the effective management of information, technology and information security across the ODPP.

The Committee meets bi-annually and is the management body convened to:

- assist with the development of information technology strategies and plans to promote and ensure security and the effective use of information and technology in support of the ODPP Digital Strategy
- establish and approve information management and technology projects, support funding proposals and provide support for allocation of resources for approved projects
- provide advice and recommendations on significant IM&T issues
- approve ODPP-wide information security policies, guidelines and procedures and ensure they are adopted within the ODPP
- review and approve acceptance of information management and technology treated risks rated high or extreme (when required)
- ensure all critical operational and security issues reported through the incident reporting process are resolved in a timely manner and avoid recurrence
- provide senior management support for the development, implementation, on-going operations and continuous improvement of an operational Information Security Management System
- provide updates to the ODPP Management Committee.

Transformation Board

The ODPP Transformation Board, chaired by the Director of Public Prosecutions, sets strategic goals to drive ongoing improvements and efficiency in the ODPP. Board members are the Solicitor for Public Prosecutions, Director Finance & Facilities and Chief Finance Officer, Director Human Resources, Director Information Management & Technology, and the Senior Crown Prosecutor.

The Board complements the responsibilities and activities of the Management Committee and Executive Board. It ensures comprehensive management and coordination of strategic

initiatives and provides holistic leadership, governance and oversight functions in line with the ODPP Strategic Plan. The Board directs ODPP priorities to meet operational and business needs to support and guide the Strategic Plan and future initiatives. It ensures that initiatives commenced are viable, achievable and will meet business needs and expectations.

This year the Board provided guidance and leadership to the internal Employee Engagement projects and oversaw the Sydney office relocation.

The Board meets every two months, or as required.

Sydney Office Relocation Project Steering Committee

The Sydney Office Relocation Project Steering Committee was a sub-committee of the Transformation Board. Its final sitting was in February 2025, post the relocation of the Sydney office to 252 Pitt Street (Parkline Place).

It was chaired by the Director of Finance & Facilities (& CFO), with representatives from Director's Chambers, Crown Chambers, the Solicitor's Office, ODPP Senior Executives, and Property and Development NSW.

The Sydney Office Relocation Project Steering Committee ensured the highest possible visibility, support and decision-making over the activities within this important project, including:

- monitoring the overall progress of the project
- managing escalation of project matters, including risks and issues within the project
- reviewing and approving requests for project change and budget allocation
- reviewing and resolving key relocation issues
- resolving resource and changing management conflicts
- providing direction and guidance to the Project Working Group and project team
- reviewing and approving key project documentation and making key project decisions.

The Committee met at least monthly and more frequently, when required, and oversaw a successful office relocation.

Land Disposal

The ODPP has no information to report.

Research and development

The ODPP has no information to report.

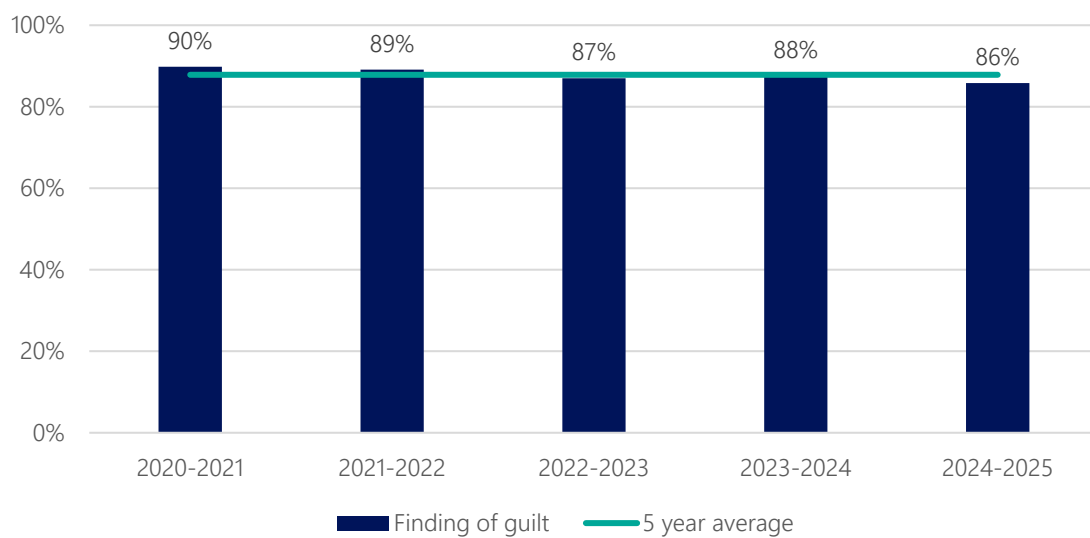
Implementation of Price Determination

The ODPP has no information to report.

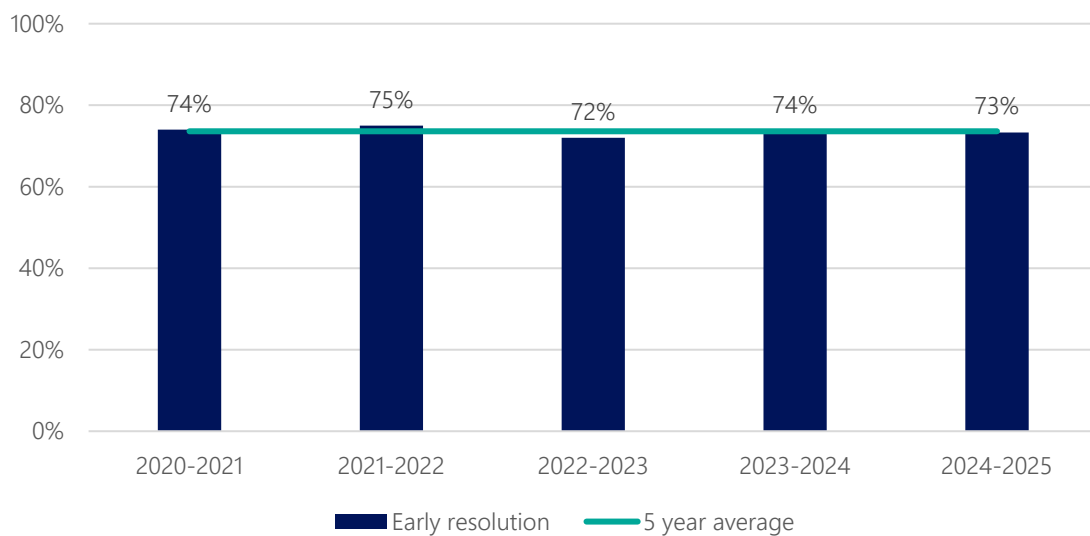
Performance Information

ODPP Productivity Statistics 2024-2025

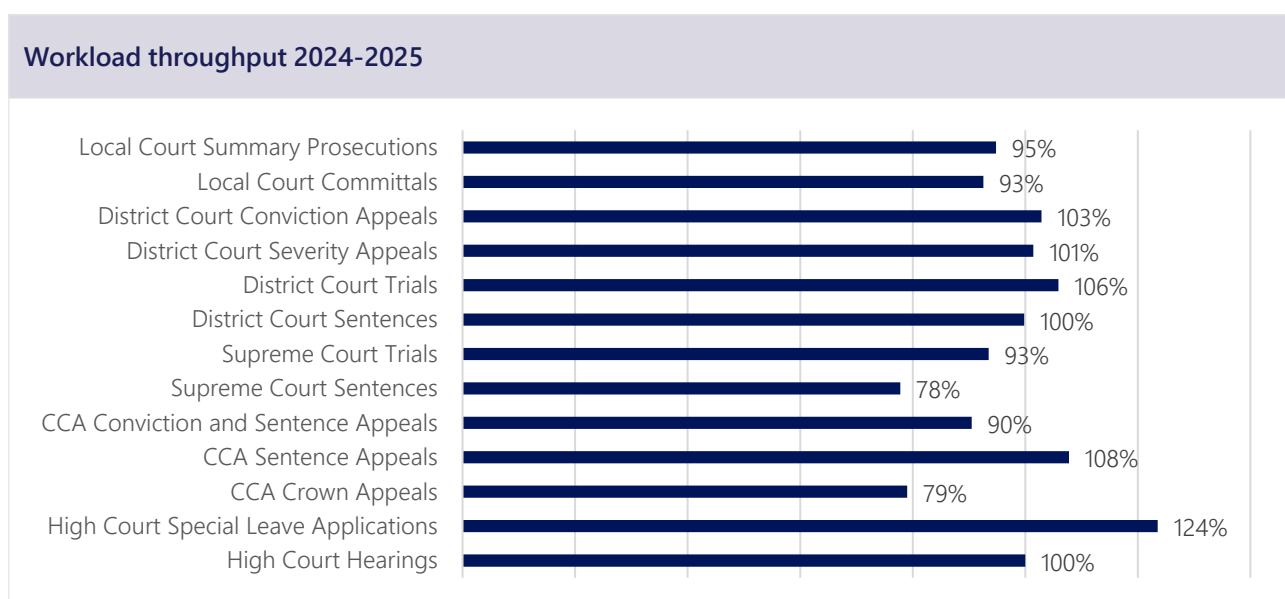
Finding of guilt - plea of guilty or verdict guilty in the District and Supreme Courts



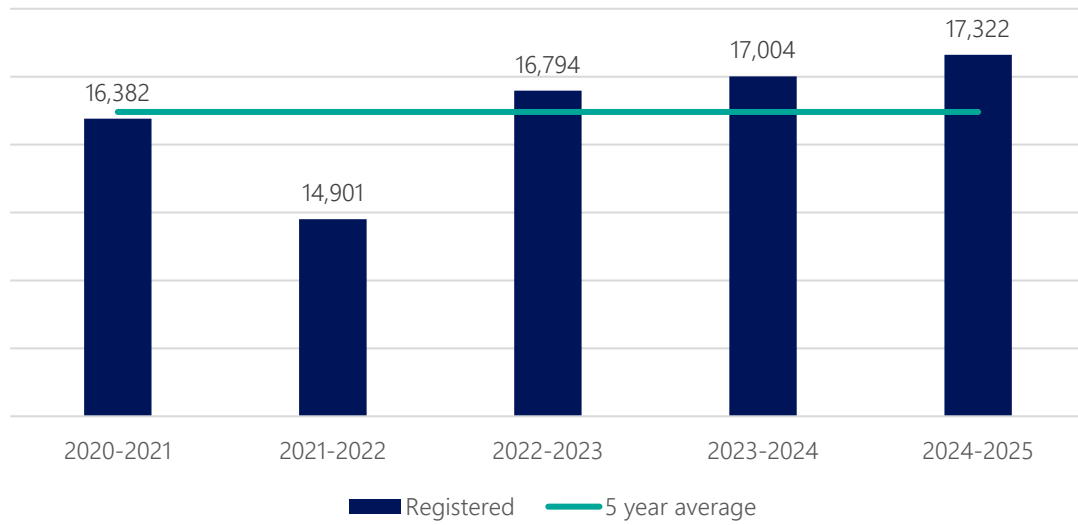
Early resolution – finalised in the Local Court or committed for sentence



Workload throughput 2024-2025	Received count	Completed count	Clearance rate
Local Court Summary Prosecutions	730	692	95%
Local Court Committals	5,727	5,300	93%
District Court Conviction Appeals	1,010	1,039	103%
District Court Severity Appeals	5,398	5,475	101%
District Court Trials	1,136	1,203	106%
District Court Sentences	1,656	1,653	100%
Supreme Court Trials	46	43	93%
Supreme Court Sentences	9	7	78%
CCA Conviction and Sentence Appeals	84	76	90%
CCA Sentence Appeals	103	111	108%
CCA Crown Appeals	29	23	79%
High Court Special Leave Applications	17	21	124%
High Court Hearings	2	2	100%

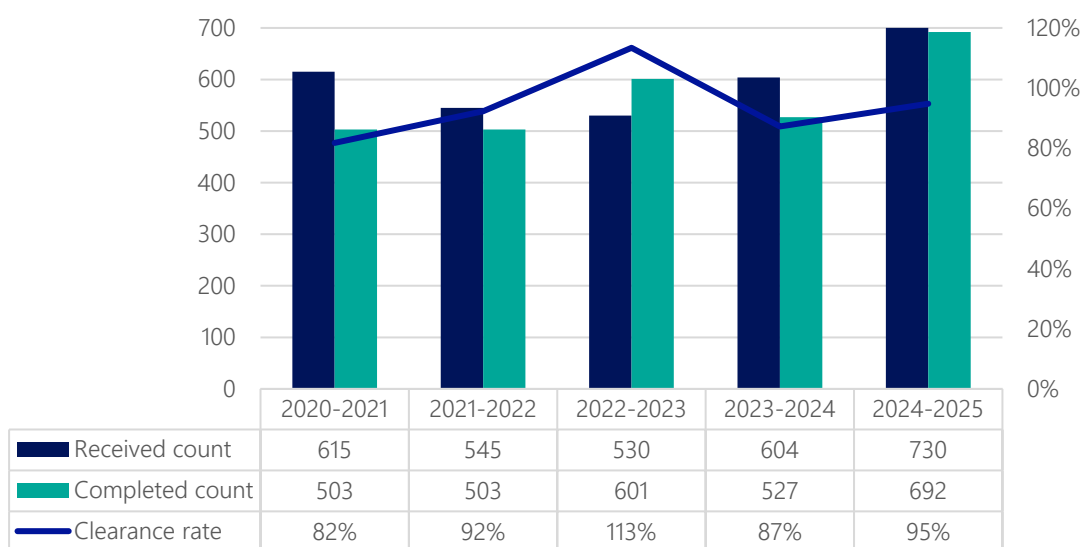


Total matters registered

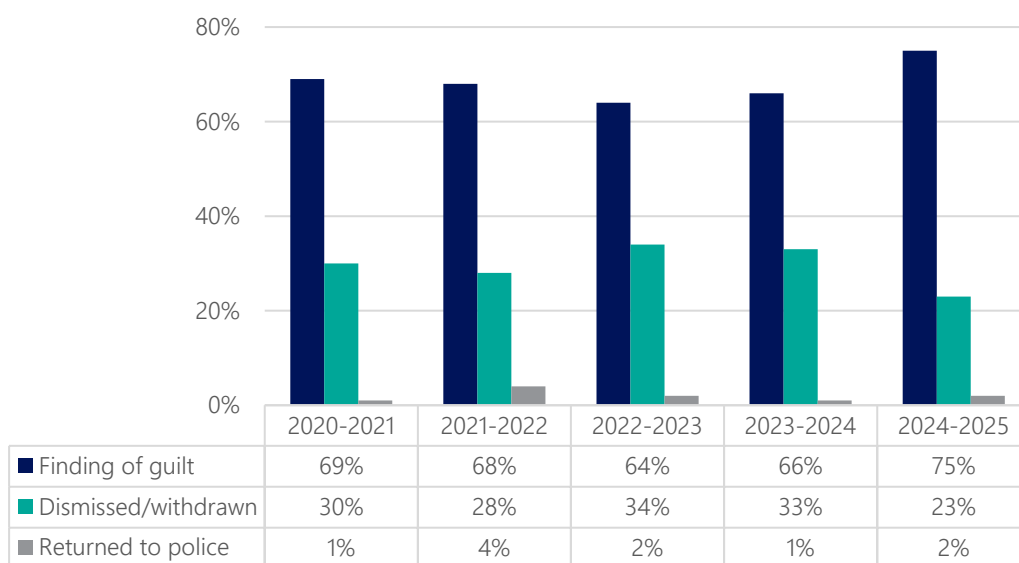


Matters in the Local Court

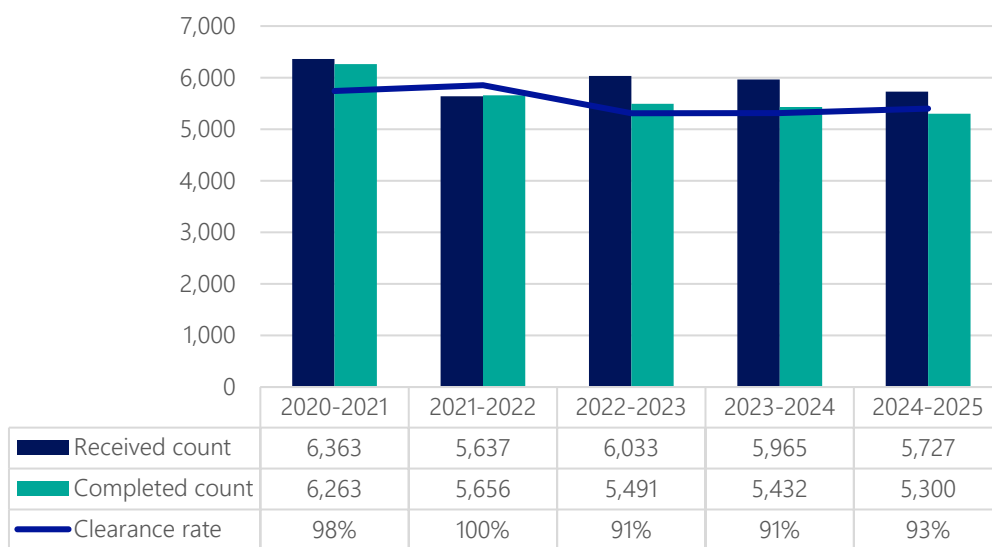
Number of Local Court summary matters received and completed



Local Court summary results



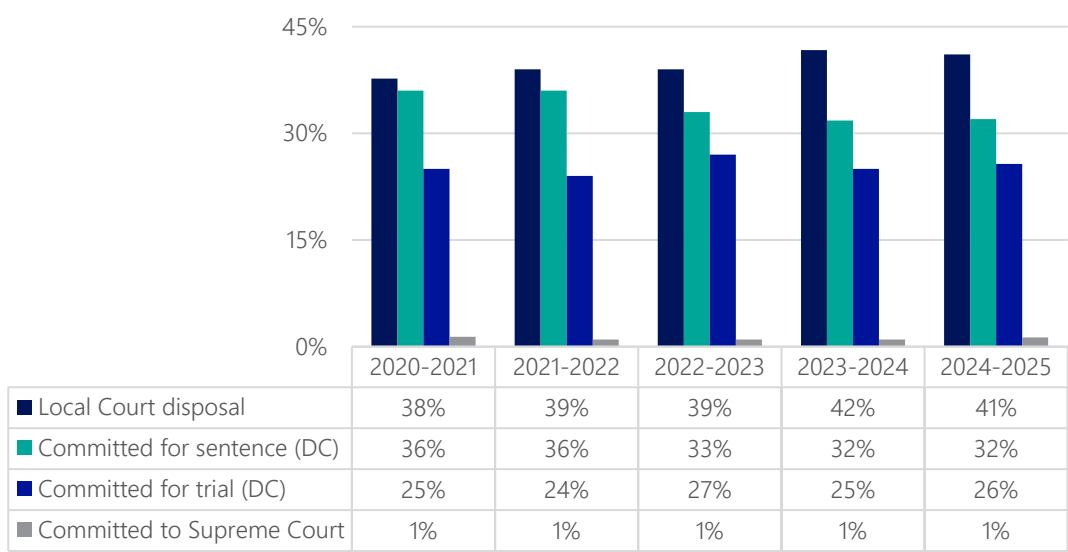
Number of Local Court committal matters received and completed



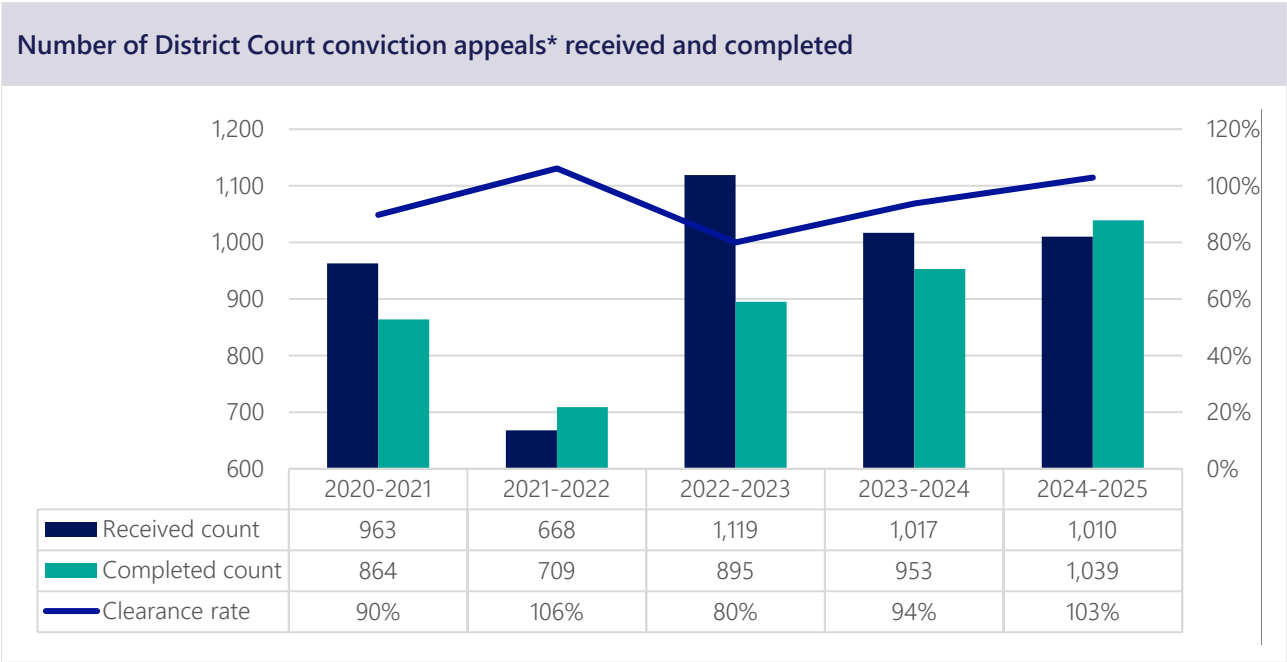
Local Court committal results 2024-2025

Local Court committal results 2024-2025		No	%
Local Court disposal	Finding of guilt	1,140	22%
	Dismissed/withdrawn	356	7%
	Returned to police	651	12%
	Referred to the Drug Court	37	1%
	Sub total	2,184	41%
Committed to the District Court	Sentence	1,690	32%
	Trial	1,361	26%
	Sub total	3,051	58%
Committed to the Supreme Court	Sentence	9	0%
	Trial	56	1%
	Sub total	65	1%
Total		5,300	100%

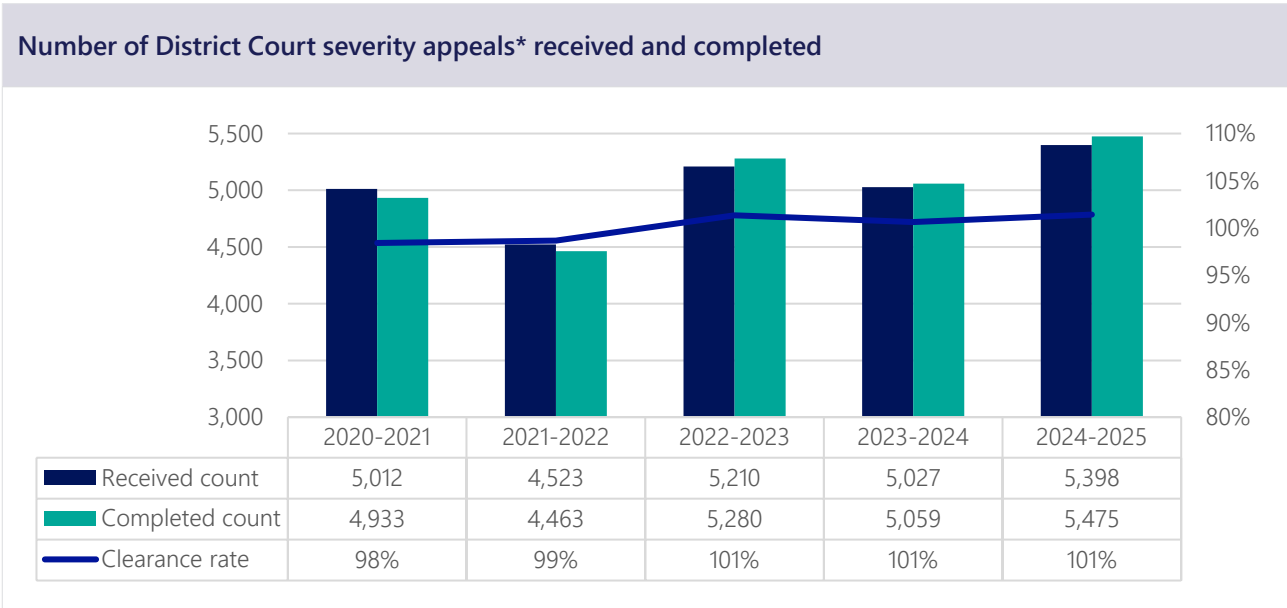
Local Court committal results



Matters in the District Court

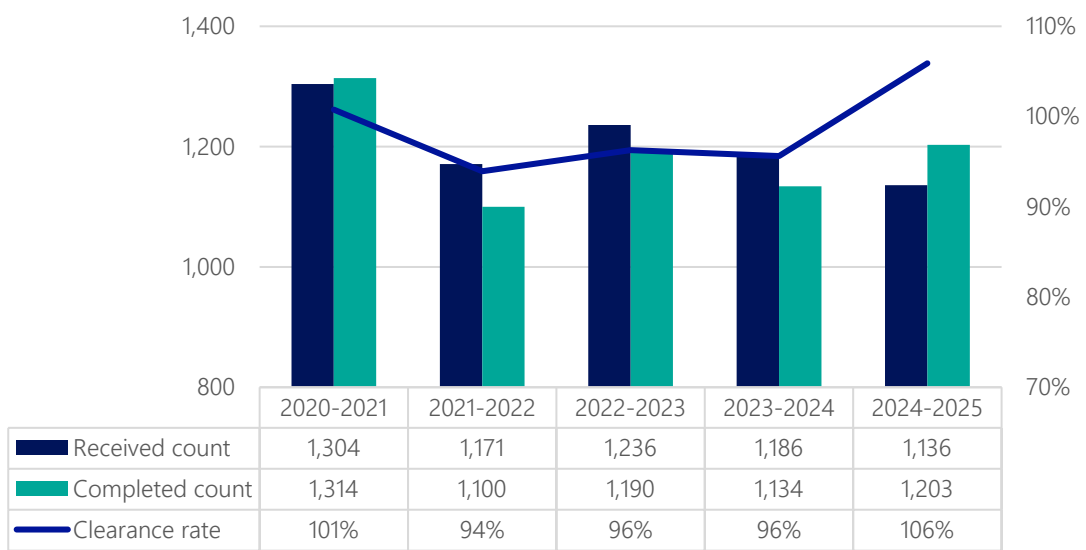


* Appeals from the Local Court

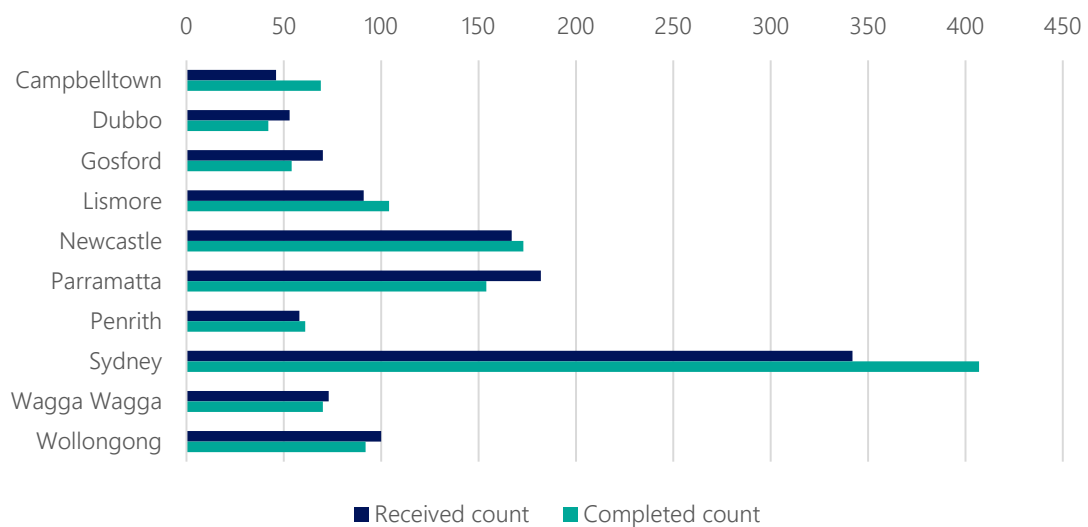


* Appeals from the Local Court

Number of District Court trials received and completed



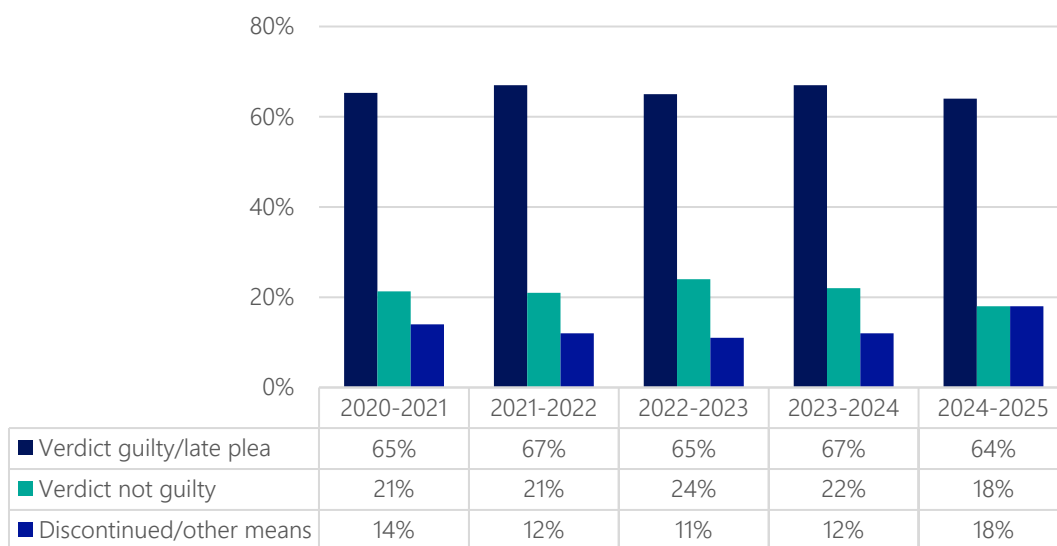
Number of District Court trials received and completed (by location) 2024-2025



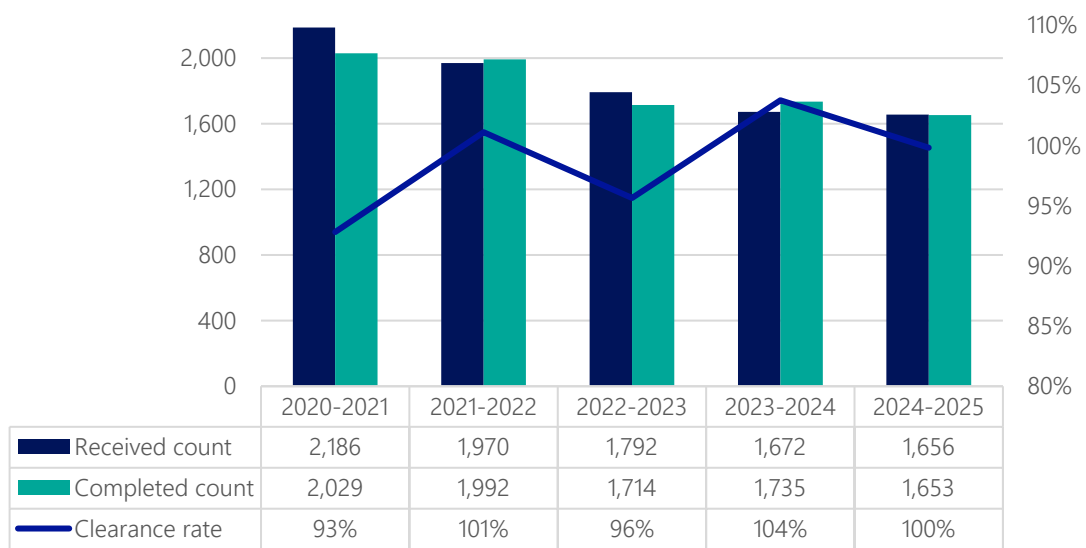
Results of District Court trials 2024-2025		No	%
Late plea		480	40%
Trial	Verdict guilty	286	24%
	Verdict not guilty	219	18%
	Verdict by direction	5	0%
Discontinued/other means*		213	18%
Total		1,203	100%

* Discontinued/other means include special verdicts, no further proceedings and prosecutions where proceedings abated

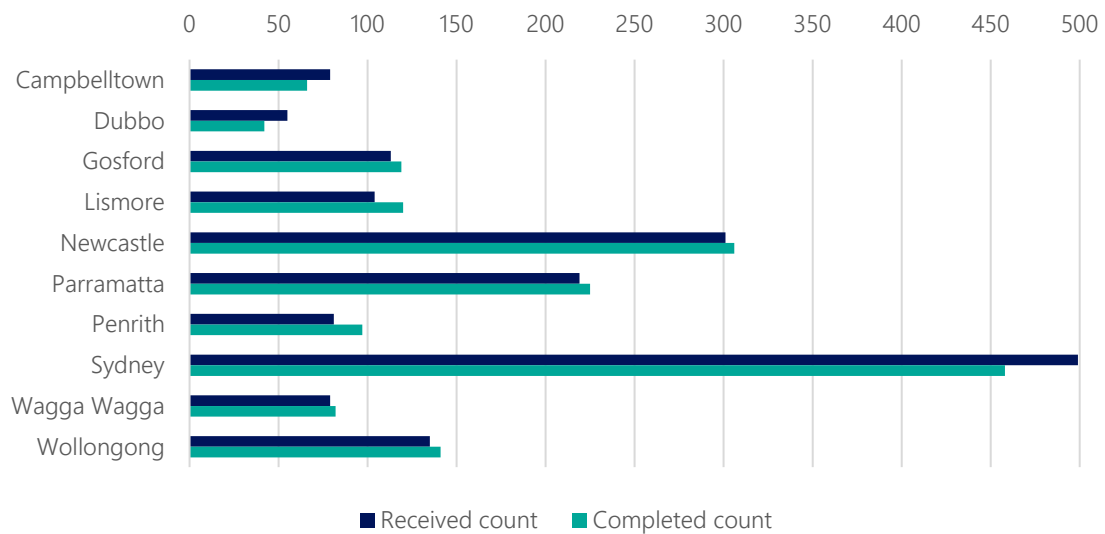
District Court trial results



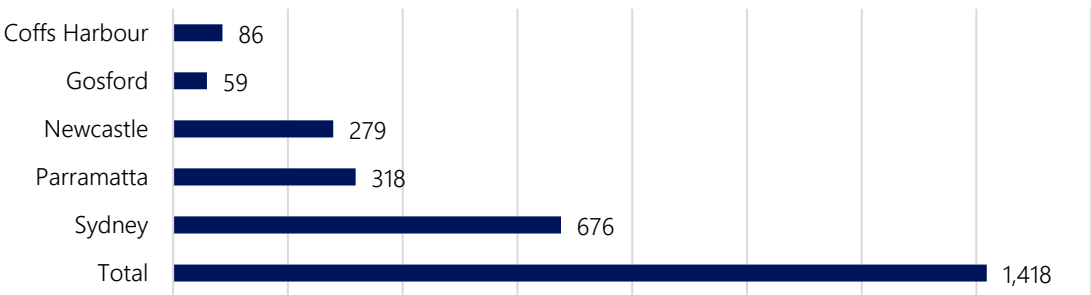
Number of District Court sentences received and completed



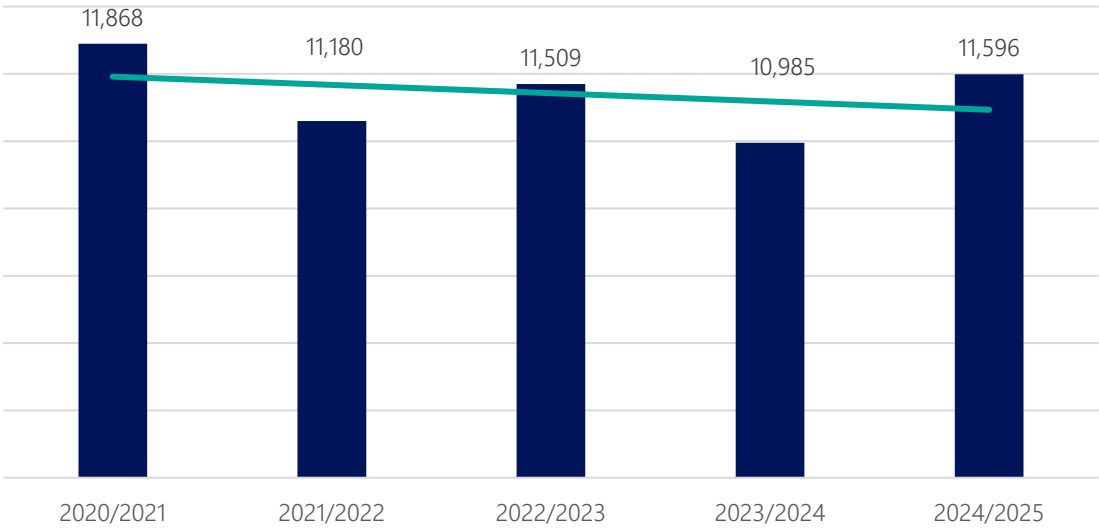
Number of District Court sentences received and completed (by location) 2024-2025



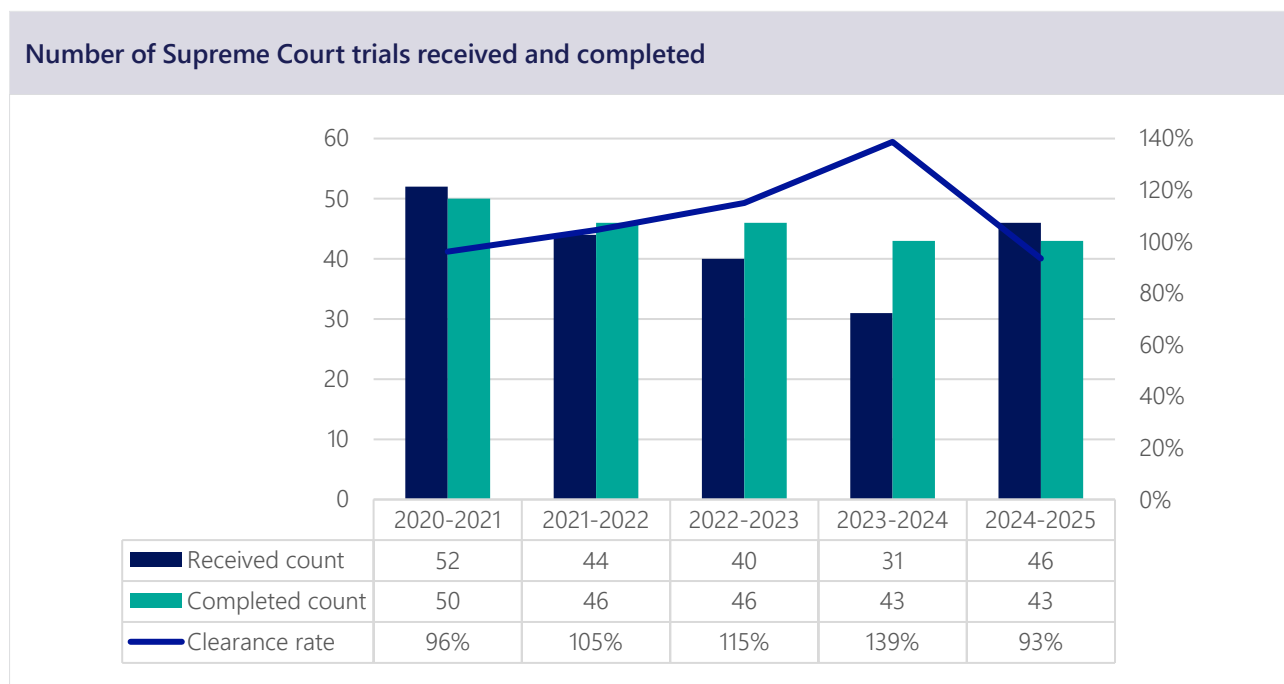
Plea Resolution Callovers – District Court sitting days saved 2024-2025



District Court sitting days (actual)



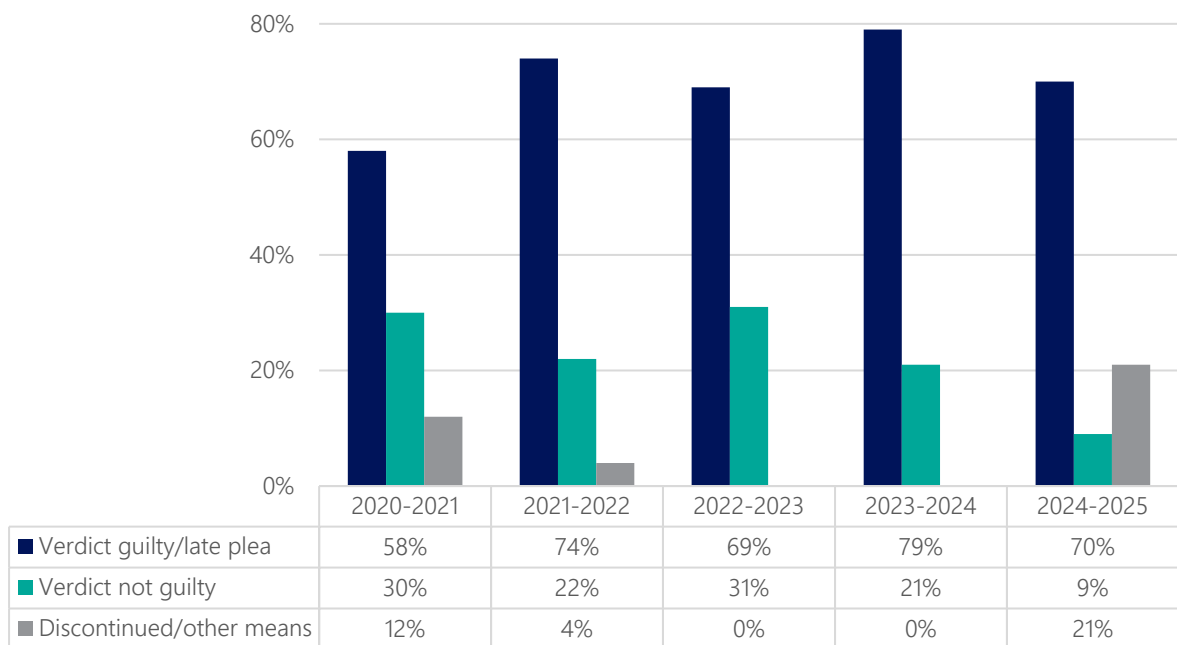
Matters in the Supreme Court



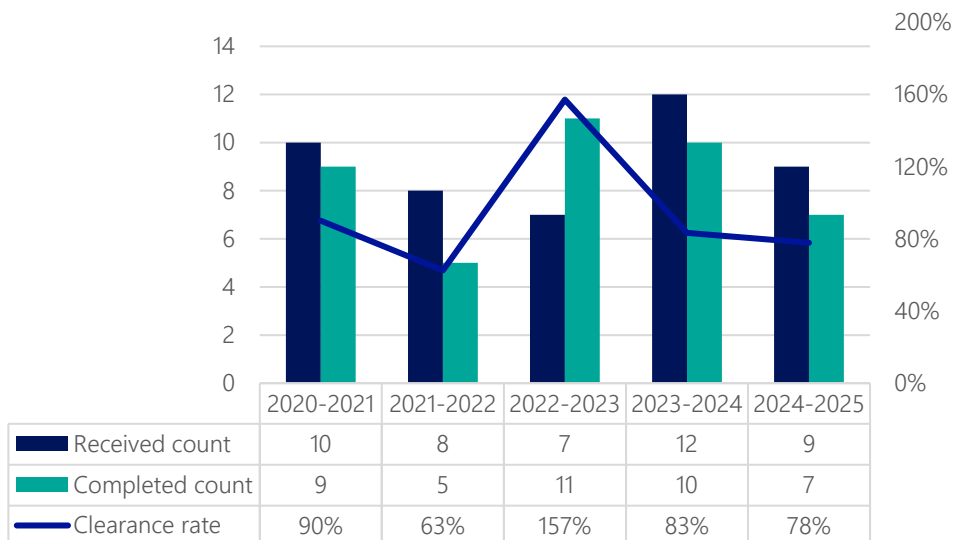
Supreme Court trial results 2024-2025		No	%
Late plea		11	26%
Trial	Verdict guilty	19	44%
	Verdict not guilty	4	9%
Discontinued/other means*		9	21%
Total		43	100%

* Discontinued/other means include special verdicts, no further proceedings and prosecutions where proceedings abated

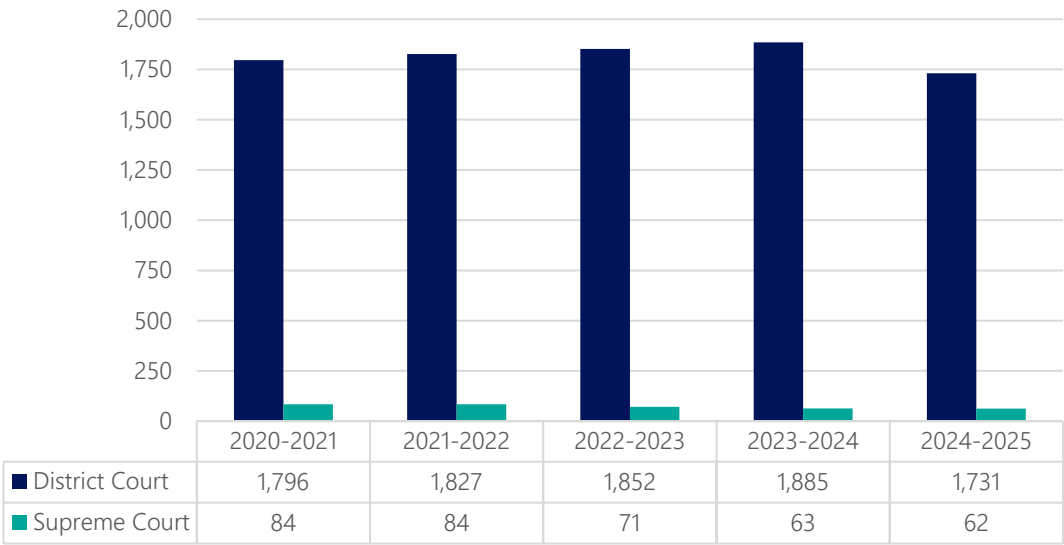
Supreme Court trial results



Number of Supreme Court sentences received and completed



Trials on hand at the end of the year



Matters in the Court of Criminal Appeal

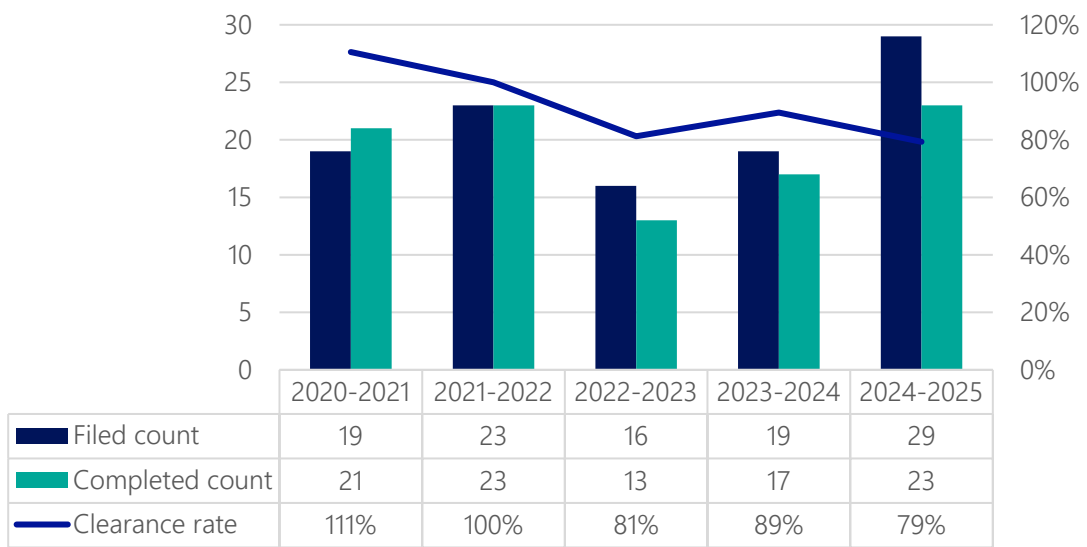
Completed Court of Criminal Appeal matters 2024-2025		No
Crown interlocutory appeals		7
Defence interlocutory appeals		6
Crown appeals: inadequacy of sentence		23
Defence conviction (including conviction and sentence) appeals		76
Defence sentence-only appeals		111
Total		223

Results of Crown interlocutory appeals 2024-2025	No	%
Allowed	4	57%
Dismissed	2	29%
Abandoned	1	14%
Total	7	100%

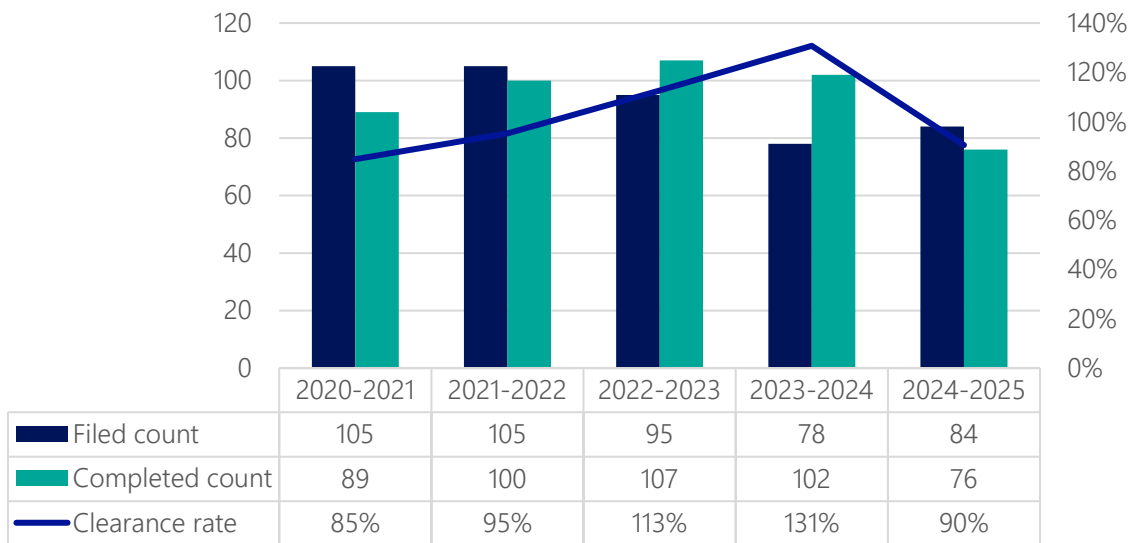
Results of Defence interlocutory appeals 2024-2025	No	%
Allowed	3	50%
Dismissed	2	33%
Abandoned	1	17%
Total	6	100%

Results of Crown appeals 2024-2025		No	%
Inadequacy appeals	Allowed	8	35%
	Dismissed	6	26%
	Abandoned	9	39%
Total		23	100%

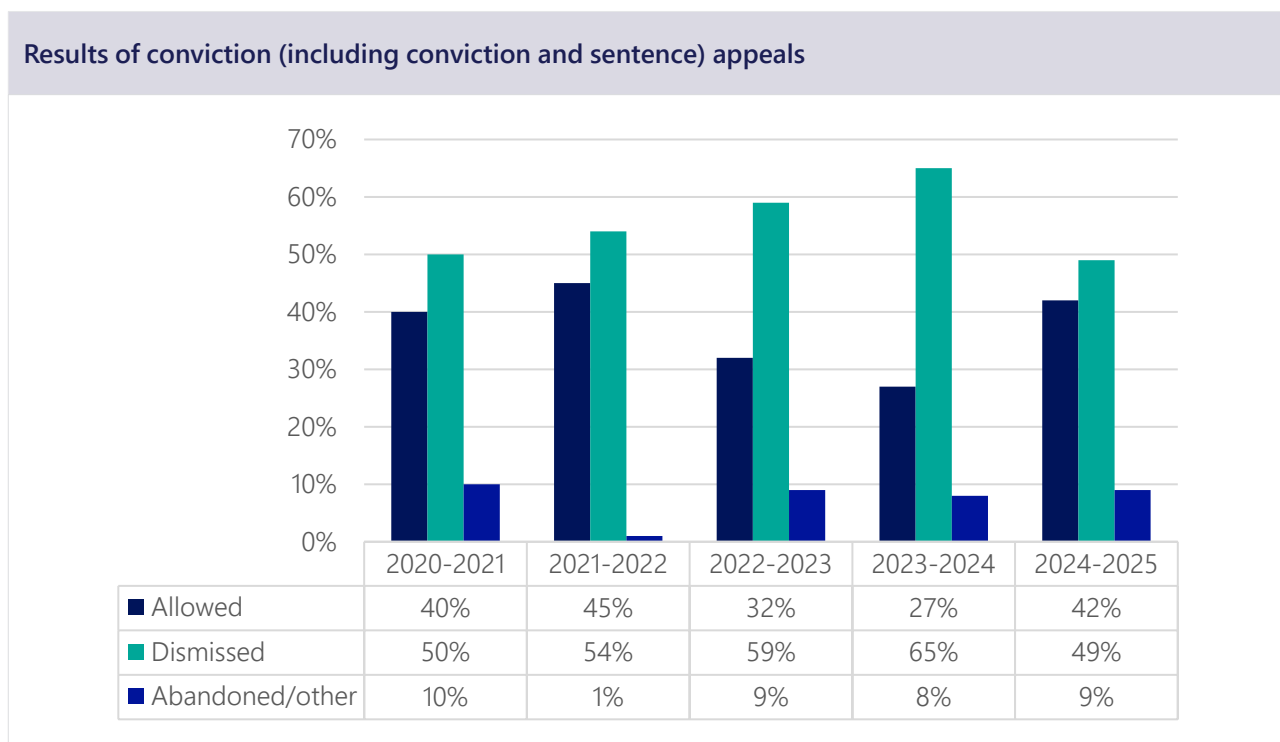
Court of Criminal Appeal
Number of Crown appeals against inadequacy of sentence filed and completed



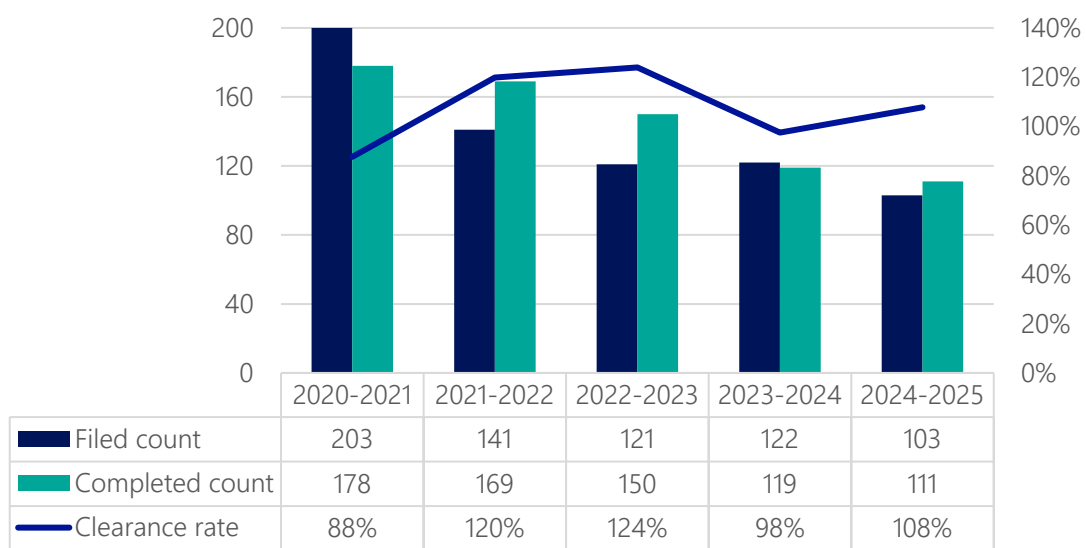
Court of Criminal Appeal
Number of conviction (including conviction and sentence) appeals filed and completed



Results of conviction (including conviction and sentence) appeals 2024-2025		Number	%
Allowed	Retrial	19	25%
	Acquittal	4	5%
	Allowed in part	2	3%
	Sentence varied only	1	1%
	Remitted to the District Court	6	8%
Abandoned/withdrawn		7	9%
Dismissed		37	49%
Total		76	100%

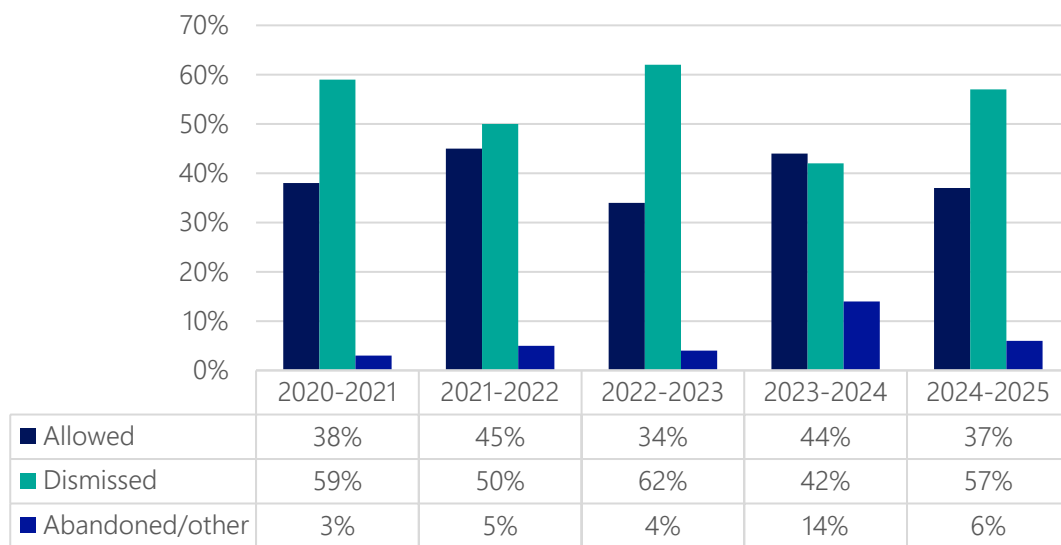


NSW Court of Criminal Appeal Number of sentence appeals filed and completed



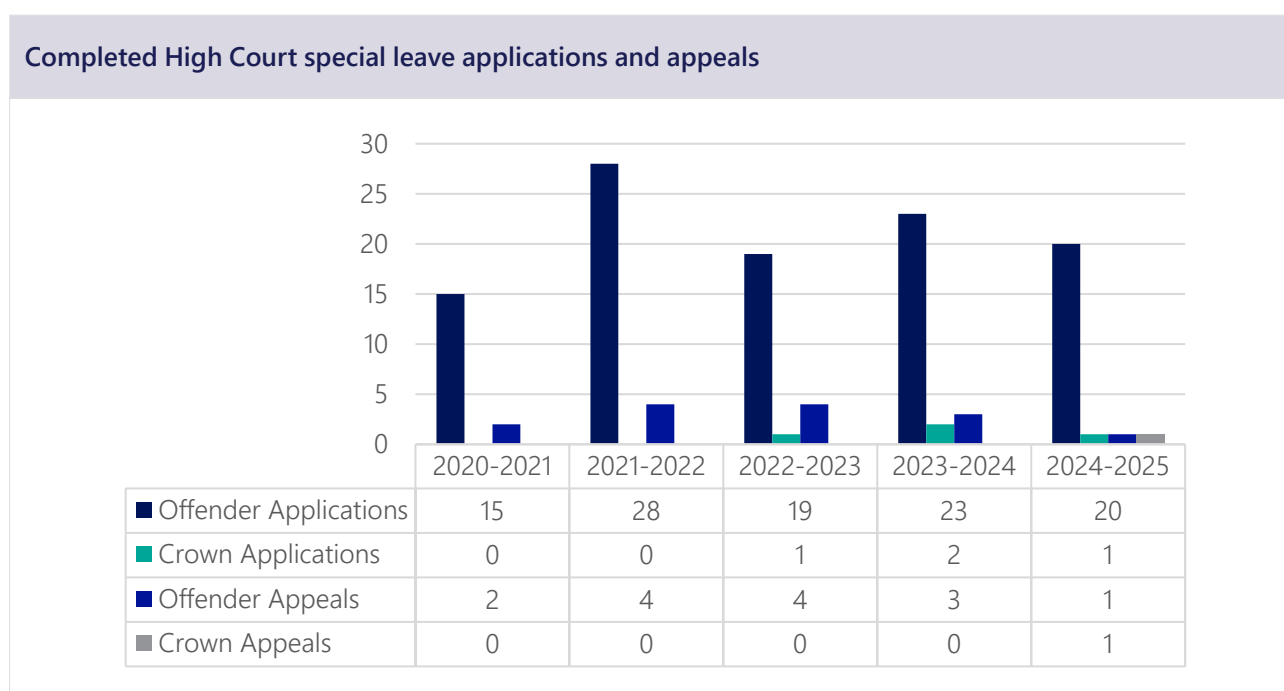
Results of sentence appeals 2024-2025	No	%
Allowed	41	37%
Dismissed	63	57%
Abandoned/other	7	6%
Total	111	100%

Results of sentence appeals

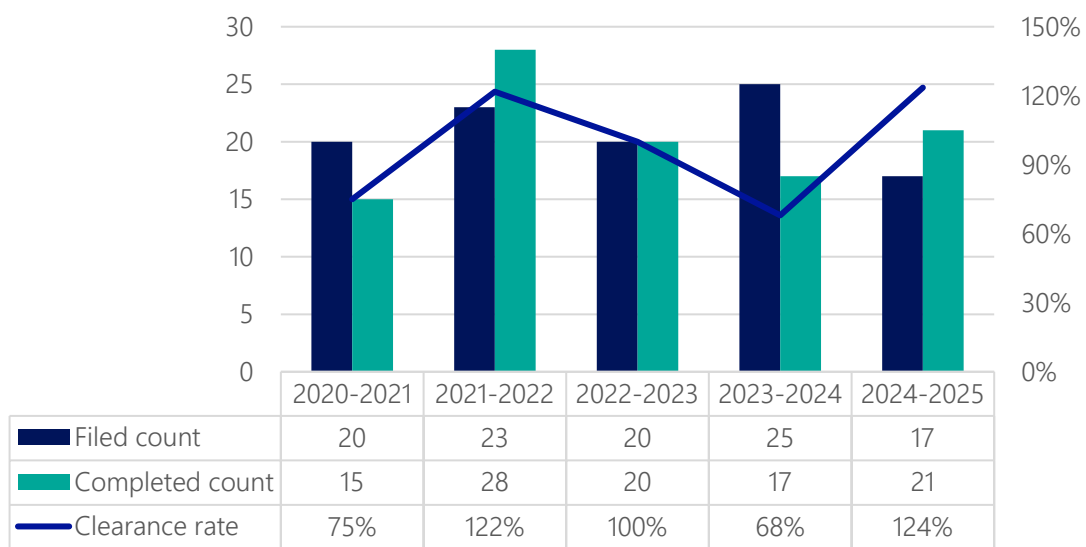


Matters in the High Court of Australia

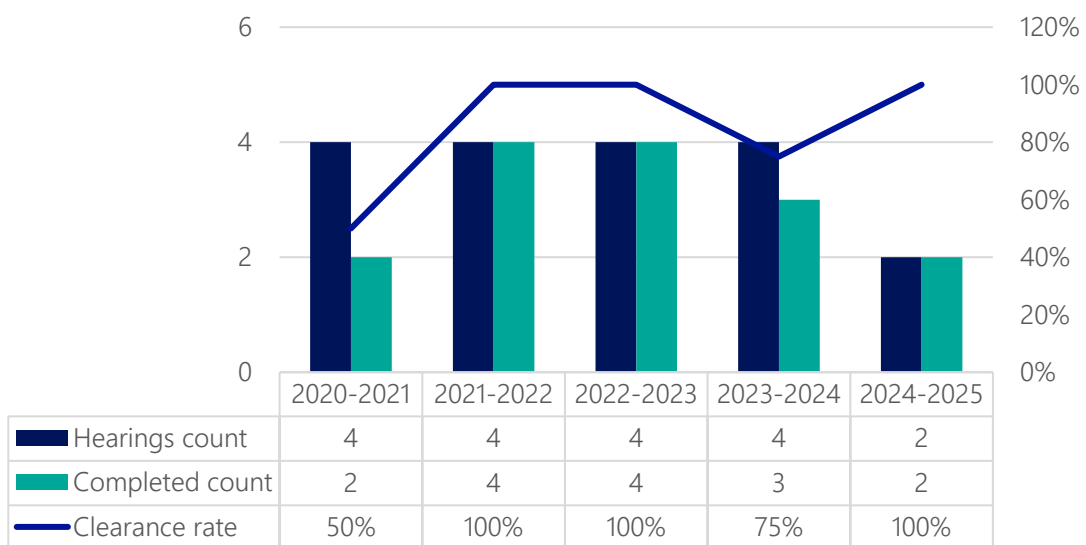
High Court special leave applications and appeals					
	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Completed applications for special leave to appeal					
Applications by the offender	15	28	19	23	20
Applications by the Crown	0	0	1	2	1
Hearings conducted after grant of special leave					
Appeals by the offender	2	4	4	3	1
Appeals by the Crown	0	0	0	0	1



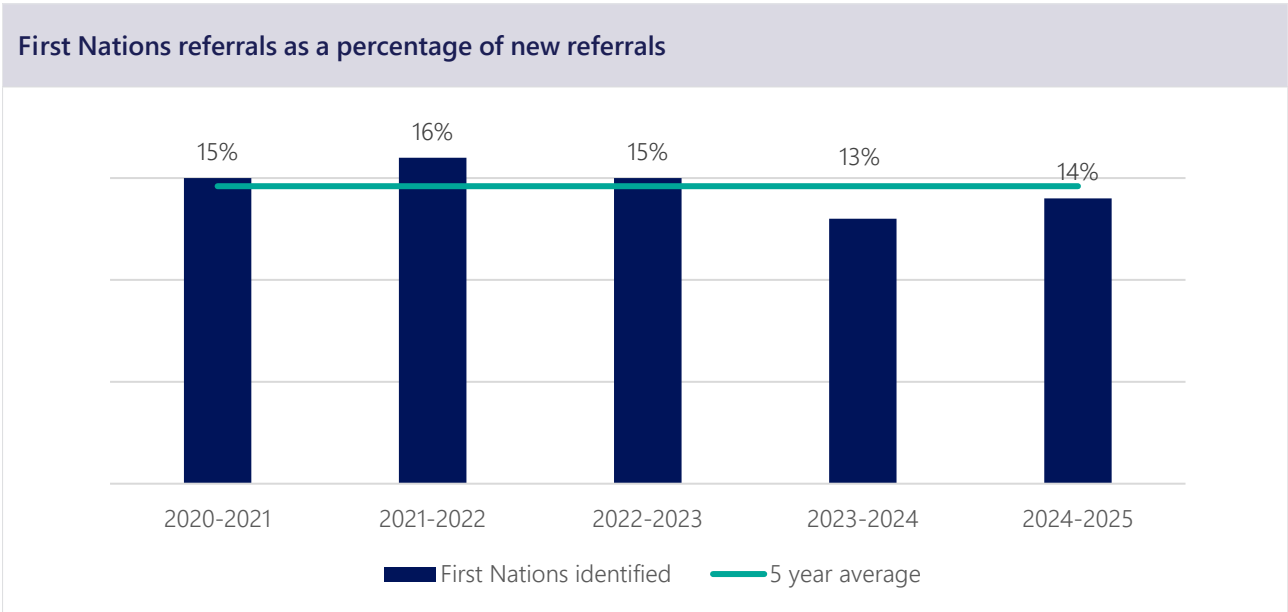
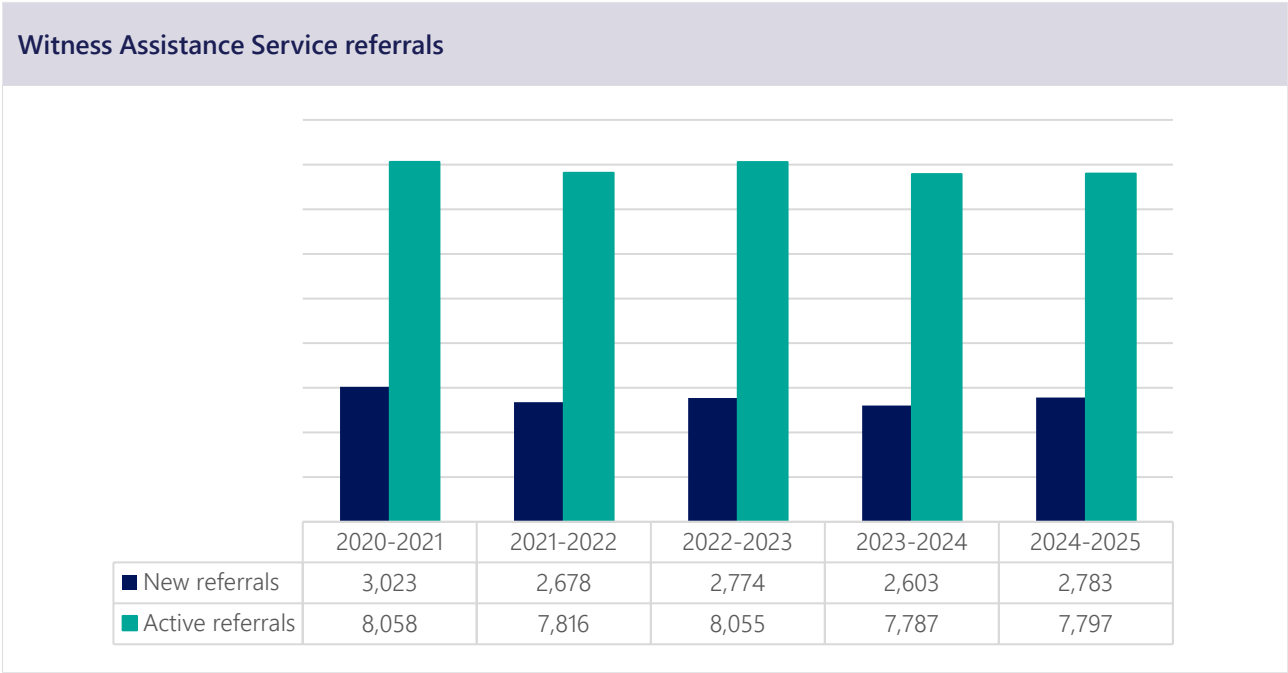
Number of High Court special leave applications filed and completed



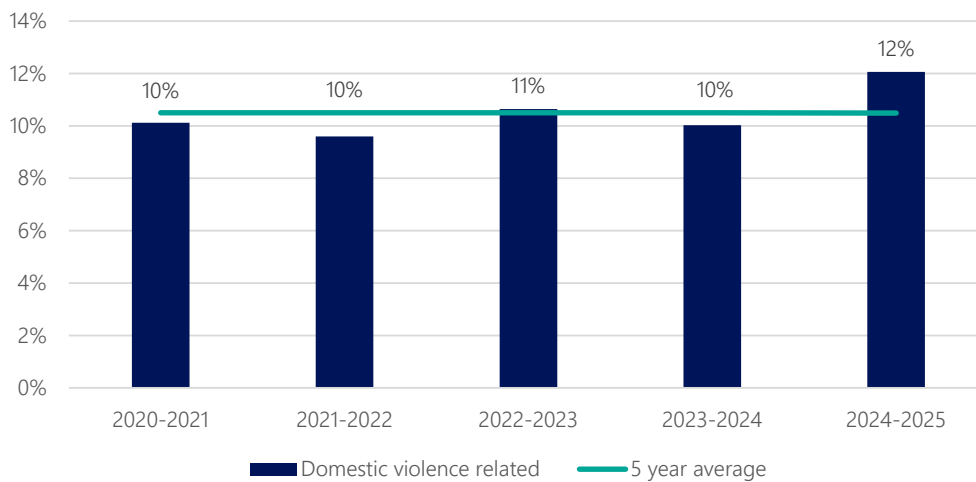
Number of High Court Court hearings completed



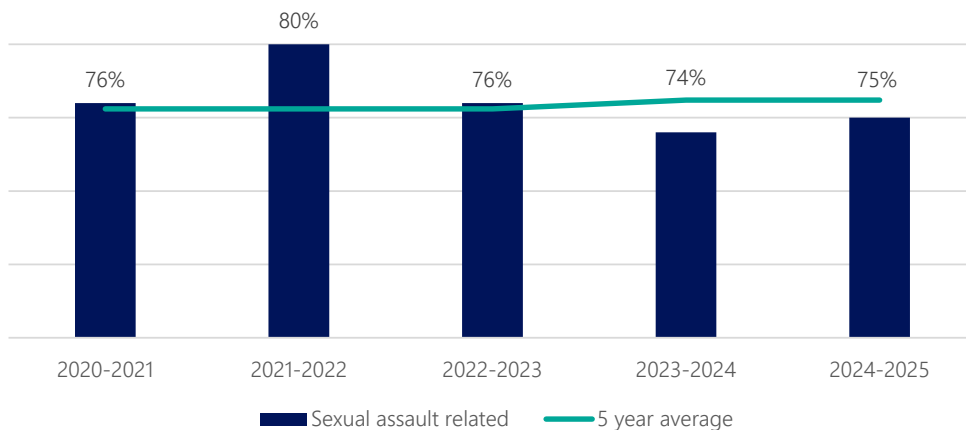
ODPP Witness Assistance Service



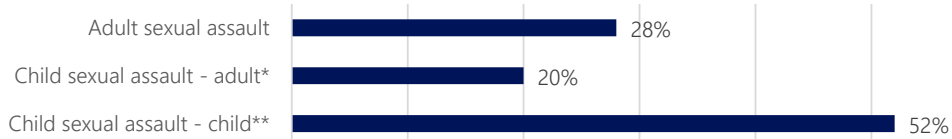
Percentage of new referrals relating to domestic violence



Percentage of new referrals relating to sexual assault



Sexual assault referrals by type



* victim over the age of 18 years at time of referral

** victim under the age of 18 years at time of referral

Chapter 4

Management and Accountability

Number and remuneration of Senior Executives

SES Band	30 June 2024				% of total employee related expenditure	30 June 2025				
	Total number	Male	Female	Average remuneration		Total number	Male	Female	Average remuneration	% of total employee related expenditure
Band 1	15	7	8	240,247	2.36	16	7	9	250,924	2.33
Band 2	-	-	-	-	-	-	-	-	-	-
Band 3	-	-	-	-	-	-	-	-	-	-
Band 4	-	-	-	-	-	-	-	-	-	-

In addition to the Senior Executive roles shown in the above table, the ODPP also has the Director of Public Prosecutions, three Deputy Directors of Public Prosecutions and the Solicitor for Public Prosecutions who are statutory appointees, appointed under the *Director of Public Prosecutions Act 1986*.

Human Resources

Staff numbers	30 June 2021	30 June 2022	30 June 2023	30 June 2024	30 June 2025
Statutory Appointed and Senior Executive	120.8	123.8	129.7	123.8	134.80
Solicitors	466.6	486.1	492.6	534.1	540.57
Administrative staff	291.0	294.5	273.3	268.5	367.96
Total	878.4	904.4	895.6	926.4	1,043.33

Consultants

Consultancy work is distinguished from other professional services by

- the advisory nature of the work
- the output reflects the independent view or findings of the consultant
- the consultant's performance of the work is not, or mostly not, under the client's direct supervision and direction
- the consultancy being the sole or majority element of the contract in terms of relative value or importance.

During the financial year, the ODPP engaged consultants, where the engagement was greater than \$50,000, for three projects as follows:

- Quay Consulting was engaged to provide project and change management services and during the Sydney office relocation. The total cost of the management service was \$525,127.
- Quay Consulting was engaged to provide IT project management expertise during the Sydney office relocation. The total cost of the management service was \$135,000.
- GRA Cosway was engaged for issues management services. The total cost of the management service was \$65,700.

Seven further consultancy engagements, each less than \$50,000, were engaged by the ODPP at a total cost of \$112,282.

International Travel

During the financial year, the following international travel was undertaken:

- the Director of Public Prosecutions, the Deputy Solicitor Legal (Operations), the Acting Senior Crown Prosecutor and Manager Witness Assistance Service attended the International Association of Prosecutors Conference in Azerbaijan
- the Director of Public Prosecutions and an Acting Deputy Senior Crown Prosecutor attended the International Association of Prosecutors Conference in Hong Kong
- an Acting Deputy Senior Crown Prosecutor attended the International Association of Prosecutors Conference in Mongolia
- three Witness Assistance Officers attended the Indigenous Wellbeing Conference in New Zealand
- a Deputy Director of Public Prosecutions attended the Head of Prosecuting Agencies Conference in Kenya.

Requirements arising from employment arrangements

The ODPP has no employment arrangements to report.

Legal Change

Legal changes affecting the operations of the ODPP are noted in Chapter 2, Legislative Change and Reform.

Economic or other factors

There are no factors affecting achievement of operational objectives to report.

Events arising after the end of the annual reporting period

There are no events that have arisen at the end of the reporting period that require reporting.

Risk Management and Insurance Activities

Risk Management

The Office's Audit and Risk Committee Charter and the Internal Audit Charter were reviewed and endorsed by the ODPP's Audit and Risk Committee and signed by the Director. The Audit and Risk Committee provides independent assistance to the Director by monitoring, reviewing and providing advice on the ODPP's governance processes, risk management and control frameworks, and its external accountability obligations. The Audit and Risk Committee and Internal Audit Charters comply with the Internal Audit and Risk Management Policy for the General Government Sector TPP 20-08.

The Office's Internal Audit and Risk Attestation for the period is following.

Insurance activities

Motor vehicles

The ODPP's 2024-2025 motor vehicle claims totalled 14, the total cost of which was \$40,880. This represents an average damage/loss net cost payment of \$2,920 per claim. The number of claims has increased by two, and the average net damage/loss per claim has decreased by \$192 compared to the previous financial year.

Property

There were no property claims lodged by the ODPP in 2024-2025, there was zero property claims in the previous financial year.

Miscellaneous

The ODPP had no miscellaneous claims for the 2024-2025 financial year. There were also no miscellaneous claims in the previous financial year.

Internal audit and risk management policy attestation

Internal audit and risk management policy attestation for the 2024-2025 financial year for the Office of the Director of Public Prosecutions

I, Sally Dowling SC, am of the opinion that the Office of the Director of Public Prosecutions complies with majority of the seven core requirements set out in the Internal Audit and Risk Management Policy for the General Government Sector, with six assessed as “compliant” and one assessed as “partially compliant”, specifically:

Core Requirements	Compliance
Risk Management Framework	Compliant
1.1 The Agency Head is ultimately responsible for and accountable for risk management in the agency	
1.2 A risk management framework that is appropriate to the agency has been established and maintained and the framework is consistent with AS ISO 31000:2018	Compliant
Internal Audit Function	
2.1 An internal audit function has been established and maintained that is fit for purpose	Compliant
2.2 The operation of the internal audit function is consistent with the International Standards for the Professional Practice of Internal Auditing	Partially Compliant
2.3 The agency has an Internal Audit Charter that is consistent with the content of the ‘model charter’	Compliant
Audit and Risk Committee	
3.1 The Agency Head has established and maintains efficient and effective arrangements for the independent Audit and Risk Committee oversight to provide advice and guidance on the agency’s governance processes, risk managements and control frameworks, and its external accountability obligations	Compliant
3.2 The Audit and Risk Committee has a Charter that is consistent with the content of the ‘model charter’	Compliant

Membership

The Chair and members of the Audit and Risk Committee are:

- Jan McClelland, Independent Chairperson, 8 October 2024-7 October 2026;
Independent member 1 September 2021-31 August 2024
- Robyn Gray, Independent member, 1 February 2018-5 December 2024
- Irene Rusak, Independent member, 1 March 202 -29 February 2028
- Wayne Evans, Independent member, 1 July 2024-30 June 2027.



Sally Dowling SC

Director of Public Prosecutions

Date: 16 June 2025



Frank Veltro SC

Deputy Director of Public Prosecutions

Chief Audit Executive

Date: 16 June 2025

Compliance

Privacy and Personal Information

In 2024-2025 the ODPP did not receive any privacy internal reviews under s 53 of the *Privacy and Personal Information Protection Act 1998* (NSW) (PIIP Act).

All ODPP staff who attended induction were trained in the practical application of the PIIP Act to the prosecution process.

Government Information (Public Access) Act 2009 (NSW)

Agency Name

Office of the Director of Public Prosecutions

Principal Department

Solicitor's Executive

Reporting Period

2024-2025

Obligations under the GIPA Act and clause 8 of the GIPA Regulation 2018

Review of proactive release program – Clause 8(a)

Under s 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months. It was conducted by the ODPP's Right to Information Officer on 19 November 2024.

The ODPP's program for the proactive release of information involves the review of material published on the ODPP website. Some policies on the website were added and others replaced with new versions. An Agency Information Guide on the ODPP website details ODPP publications that are available upon request.

Number of access applications received – Clause 8(b)

During the reporting period, the ODPP received one formal access application (which includes withdrawn applications but not invalid applications). The one application was only partially valid.

Number of refused applications for Schedule 1 information – Clause 8(c)

During the reporting period, the ODPP refused 53 access applications either wholly or in part because the information requested was referred to in Schedule 1 to the GIPA Act (information where there is a conclusive presumption of an overriding public interest against disclosure).

Statistical information about access applications – Clause 8(d) and Schedule 2

During the reporting period, the ODPP received 53 applications. Of these, 52 were found to be invalid due to the request being for 'excluded information' of the agency applying Schedule 2 clause 1, and one was found to be partially invalid for that reason.

Of the 53 requests, 50 were from members of the public which can be categorised as follows: 40 were made by a legal representative on behalf of that person, and 10 were made by the individual. Of the remaining three requests, two were from a not for profit organisation, and one was from a media organisation.

All applications were decided within the statutory timeframe of 20 days plus any extension.

There was one application for review under Part 5 of the Act. Following the internal review the decision was upheld.

Other Information

In the 2024-2025 financial year the ODPP incurred \$1,160.50 in printing costs for the production of its Annual Report for the previous financial year.

The ODPP's Annual Reports can be accessed from its website at www.odpp.nsw.gov.au.

Exemptions

The ODPP has no Annual Reporting exemptions to report.

Chapter 5

Sustainability

Disability Inclusion Action Plan

In conjunction with the Australian Network on Disability, the ODPP will continue work on an Disability Inclusion Action Plan.

Modern Slavery Act 2018 reporting

The ODPP has an obligation to take reasonable steps to ensure that goods and services procured by and for the ODPP are not the product of modern slavery.

No concerns were raised by the NSW Anti-slavery Commissioner during the 2024-2025 financial year regarding the ODPP's operations, nor were any contentious issues raised by the Commissioner.

Since the inception of the *Modern Slavery Act 2018* (Cth), the ODPP has ensured that goods and services procured for and by the ODPP are compliant. These steps include:

- development of a Modern Slavery Policy which is in the final stages of internal approval. The Modern Slavery Policy is in alignment with the NSW Anti-Slavery Commissioner's Guidance on Reasonable Steps (GRS)
- promoting awareness to the ODPP procurement team of the GRS to manage modern slavery risks in operations and supply chains
- predominantly procuring goods and services through NSW Government schemes and contracts which include the GRS model tender clauses if a procurement is assessed as high-risk, requiring heightened modern slavery due diligence, or lower risk requiring light, minimal or standard modern slavery due diligence
- procuring goods and services by utilising standard NSW Government contracts, which have been updated to include the GRS model contract clauses when required, consistent with the above.

Work Health and Safety

The ODPP was not required to report any incident under the *Work Health and Safety Act 2011*. There were three workers compensation claims lodged during the year. Further information on the ODPP's Health and Wellbeing initiatives are detailed in Chapter 2.

Workforce Diversity

Portfolio	Reporting Entity
Communities and Justice	Office of the Director of Public Prosecutions

1. Size of agency (headcount)	2023	2024	2025
Non-casual Headcount as Census Date	956	970	1,089
Non-casual Headcount as Census Date (year on year %)	2.0%	1.5%	12.3%
Headcount as Census Date	956	970	1,089
Census Head Count (year on year %)	2.0%	1.5%	12.3%

The percentage change is set to display as '*' if a percentage change cannot be calculated. This occurs in cases where the previous year's value is 0 and the current year is a different number. Where percentage change is * the actual values should be reviewed in the relevant years.

2. Workforce Diversity Survey Response Rate (non casual)	2023	2024	2025
Non-casual Headcount as Census Date	956	970	1,089
Non-casual Workforce Diversity Survey Respondents at Census Date	869	852	945
Response Rate	90.9%	87.8%	86.83%

Note: Survey Respondents are employees who have provided an answer for any of the Workforce Diversity questions, whether they have chosen to withdraw their response or not. In other words, a respondent is an employee with at least one non-missing value for the set of Workforce Diversity questions.

3. Workforce Diversity Actual Staff Numbers (non-casual Headcount at Census Date)					
Remuneration level of substantive position	Total Staff (Men, Women and unspecified)	Respondents	Men	Women	Unspecified gender
\$0.00 - <\$55,979.00	1	0	0	1	0
\$55,979.00 - <\$73,522.00	13	8	1	12	0
\$73,522.00 - <\$82,193.00	99	84	19	80	0
\$82,193.00 - <\$104,011.00	277	243	73	204	0
\$104,011.00 - <\$134,504.00	242	214	50	192	0
\$134,504.00 - <\$168,130.00	291	251	94	197	0
>\$168,130.00 >Non SES	149	130	85	64	0
>\$168,130.00 >SES	13	13	6	7	0
Total	1,085	943	328	757	0

Remuneration level of substantive position	Total Staff (Men, women and unspecified)	Aboriginal and/or Torres Strait Islander People	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
\$0.00 - <\$55,979.00	1	0	0	0	0	0
\$55,979.00 - <\$73,522.00	13	1	0	1	1	0
\$73,522.00 - <\$82,193.00	99	3	18	20	5	1
\$82,193.00 - <\$104,011.00	277	12	52	26	11	2
\$104,011.00 - <\$134,504.00	242	12	43	33	5	1
\$134,504.00 - <\$168,130.00	291	2	37	39	10	1
>\$168,130.00 >Non SES	149	1	15	10	4	2
>\$168,130.00 >SES	13	0	2	2	1	0
Total	1,085	31	167	131	37	7

Note: "Unspecified Gender" incorporates unknown, withdrawn and indeterminate/intersex values.



4. Workforce Diversity Actual and Estimated Staff Numbers (Non-casual Headcount at Census Date)					
Remuneration level of substantive position	Total Staff (Men, Women and unspecified)	Respondents	Estimated (Diversity Metrics only)		
			Men	Women	Unspecified gender
\$0.00 - <\$55,979.00	1	0	0	1	0
\$55,979.00 - <\$73,522.00	13	8	1	12	0
\$73,522.00 - <\$82,193.00	99	84	19	80	0
\$82,193.00 - <\$104,011.00	277	243	73	204	0
\$104,011.00 - <\$134,504.00	242	214	50	192	0
\$134,504.00 - <\$168,130.00	291	251	94	197	0
>\$168,130.00 >Non SES	149	130	85	64	0
>\$168,130.00 >SES	13	13	6	7	0
Total	1,085	943	328	757	0

Remuneration level of substantive position	Total Staff (Men, Women and unspecified)	Aboriginal and/or Torres Strait Islander People	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
\$0.00 - <\$55,979.00	1	0	0	0	0	0
\$55,979.00 - <\$73,522.00	13	2	0	2	2	0
\$73,522.00 - <\$82,193.00	99	4	21	24	6	1
\$82,193.00 - <\$104,011.00	277	14	59	30	13	2
\$104,011.00 - <\$134,504.00	242	14	49	37	6	1
\$134,504.00 - <\$168,130.00	291	2	43	45	12	1
>\$168,130.00 >Non SES	149	1	17	11	5	2
>\$168,130.00 >SES	13	0	2	2	1	0
Total	1,085					

Note 1: Estimated figures are only provided for agencies with a response rate greater than 65%. For agencies with a response rate less than 65%, actual figures are reported in all instances.

Note 2: Estimated figures are calculated for each salary band by taking the number of employees who have responded "yes" to the Workforce Diversity question as a proportion of the total number of employees who have responded to the Workforce Diversity survey, multiplied by the total number of staff, and rounded to zero decimal places. Eg, Estimated number of People with a Disability in Salary Band 1 = (Actual number of People with a Disability in Salary Band 1/Total number of Survey Respondents in Salary Band 1) * Total number of Staff in Salary Band 1, and rounded to zero decimal places.

4a. Workforce Diversity Actual and Estimated Staff Numbers (Non-casual Headcount at Census Date) as Percentages				Estimated (Diversity Metrics only)	
Remuneration level of substantive position	Total Staff (Men, Women and unspecified)	Respondents	Men	Women	Unspecified gender
\$0.00 - <\$55,979.00	1	0.0%	0.0%	100.0%	0.0%
\$55,979.00 - <\$73,522.00	13	61.5%	7.7%	92.3%	0.0%
\$73,522.00 - <\$82,193.00	99	84.8%	19.2%	80.8%	0.0%
\$82,193.00 - <\$104,011.00	277	87.7%	26.4%	73.6%	0.0%
\$104,011.00 - <\$134,504.00	242	88.4%	20.7%	79.3%	0.0%
\$134,504.00 - <\$168,130.00	291	86.3%	32.3%	67.7%	0.0%
>\$168,130.00 >Non SES	149	87.2%	57.0%	43.0%	0.0%
>\$168,130.00 >SES	13	100.0%	46.2%	53.8%	0.0%
Total	1,085				

Remuneration level of substantive position	Total Staff (Men, Women and unspecified)	Aboriginal and/or Torres Strait Islander People	People from racial, ethnic, ethno-religious minority groups	People whose language first spoken as a child was not English	People with a disability	People with a disability requiring work-related adjustment
\$0 - \$55,979	1	0.0%	0.0%	0.0%	0.0%	0.0%
\$55,979 - \$73,522	13	12.5%	0.0%	12.5%	12.5%	0.0%
\$73,522 - \$82,193	99	3.6%	21.4%	23.8%	6.0%	1.2%
\$82,193 - \$104,011	277	4.9%	21.4%	10.7%	4.5%	0.8%
\$104,011 - \$134,504	242	5.6%	20.1%	15.4%	2.3%	0.5%
\$134,504 - \$168,130	291	0.8%	14.7%	15.5%	4.0%	0.4%
>\$168,130.00 >Non SES	149	0.8%	11.5%	7.7%	3.1%	1.5%
>\$168,130.00 >SES	13	0.0%	15.4%	15.4%	7.7%	0.0%
Total	1,085					

Note: Table 4a presents the figures in Table 4 as percentages. Eg, Estimated % of People with a Disability in Salary Band 1 = (Estimated number of People with a Disability in Salary Band 1/Total number of Staff in Salary Band 1) * 100. Estimated figures are only provided for agencies with a response rate greater than 65%. For agencies with a response rate less than 65%, actual figures are reported in all instances.



5a. Trends in the Representation of Workforce Diversity Groups				
Workforce Diversity Group	Benchmark	2023	2024	2025
Women	50%	67.5%	69.4%	69.8%
Aboriginal and/or Torres Strait Islander People	3.3%	1.8%	1.8%	3.3%
People whose language first spoken as a child was not English	23.2%	13.7%	13.7%	13.9%
People with a disability	5.6%	4.2%	4.1%	4.0%
People with a disability requiring work related adjustment	N/A	1.2%	0.8%	0.7%

Note 1: The benchmark of 50% for representation of women across the sector is intended to reflect the gender composition of the NSW community.

Note 2: The NSW Public Sector Aboriginal Employment Strategy 2019-2025 takes a career pathway approach in that it sets an ambitious target of 3% Aboriginal employment at each non-executive grade of the public sector by 2025

Note 3: A benchmark from the Australian Bureau of Statistics (ABS) Census of Population and Housing has been included for People whose First Language Spoken as a Child was not English. The ABS Census does not provide information about first language, but does provide information about country of birth. The benchmark of 23.2% is the percentage of the NSW general population born in a country where English is not the predominant language.

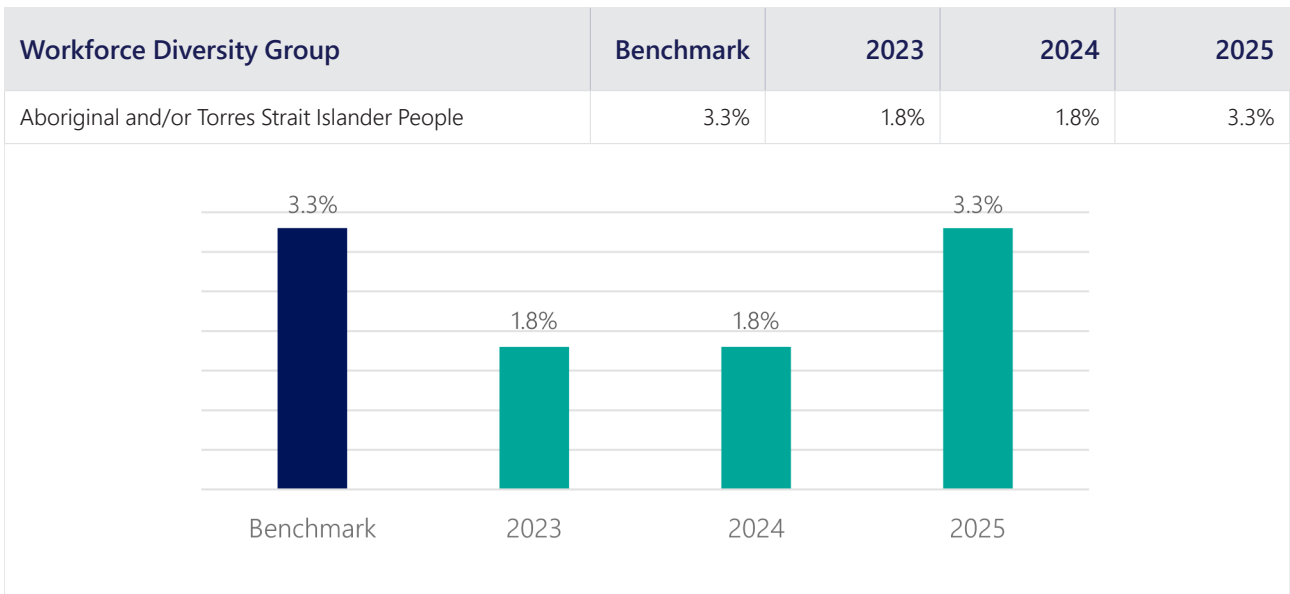
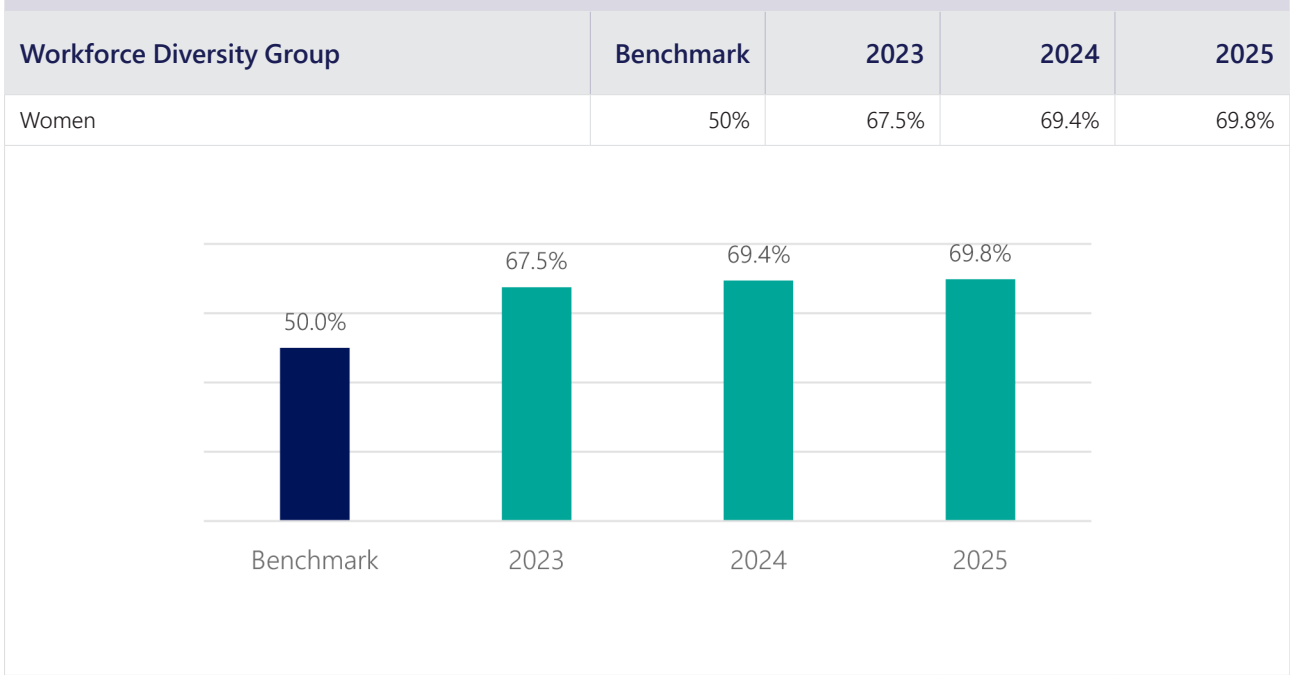
Note 4: In December 2017 the NSW Government announced the target of doubling the representation of people with disability in the NSW public sector from an estimated 2.7% to 5.6% by 2027. More information can be found at: Jobs for People with Disability: A plan for the NSW public sector. The benchmark for 'People with Disability Requiring Work-Related Adjustment' was not updated.

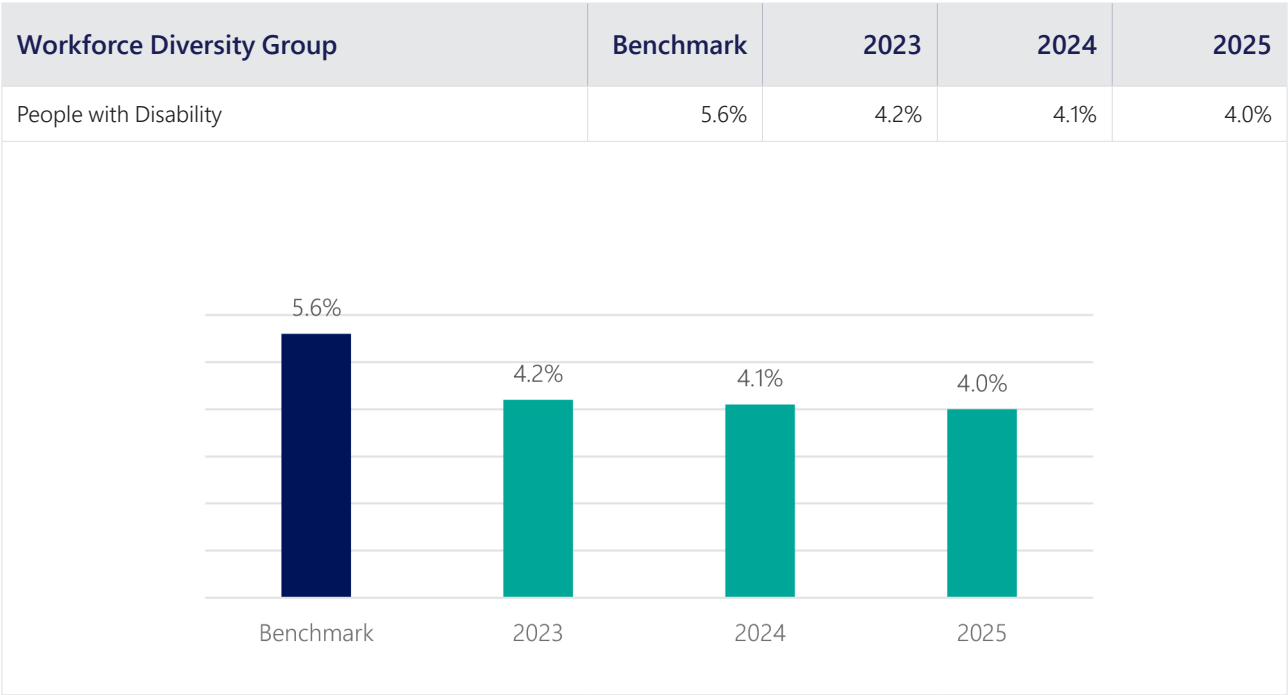
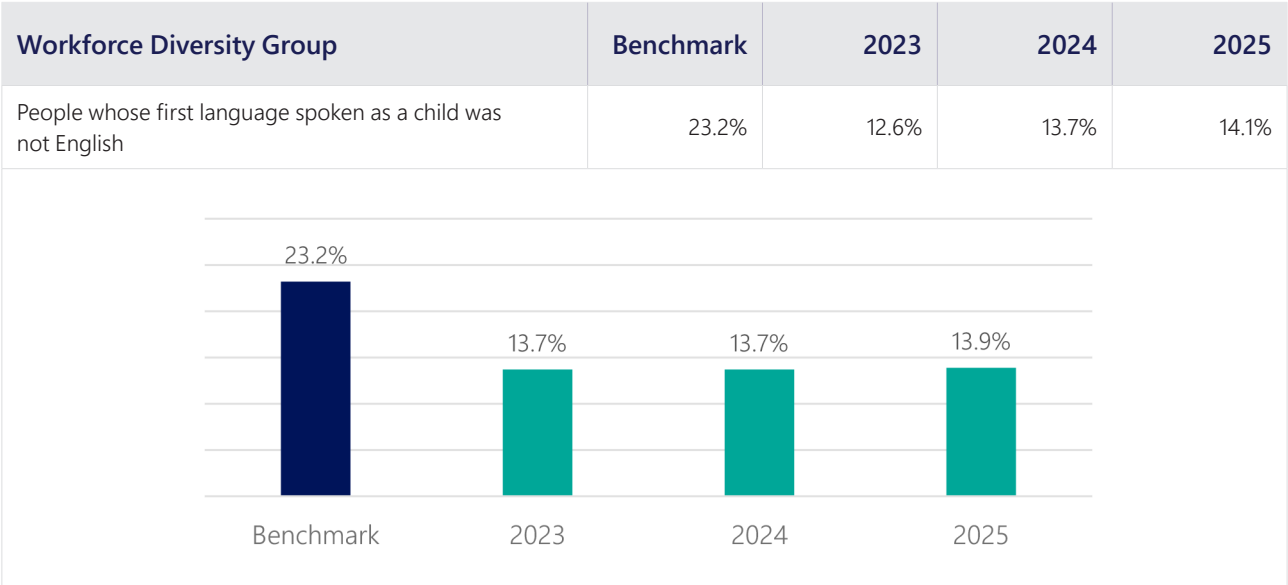
5b. Trends in the Distribution Index for Workforce Diversity Groups				
Workforce Diversity Groups	Benchmark	2023	2024	2025
Women	100	89	88	89
Aboriginal and/or Torres Strait Islander People	100	N/A	N/A	86
People whose language first spoken as a child was not English	100	93	96	96
People with a disability	100	100	96	95
People with a disability requiring work related adjustment	100	N/A	N/A	N/A

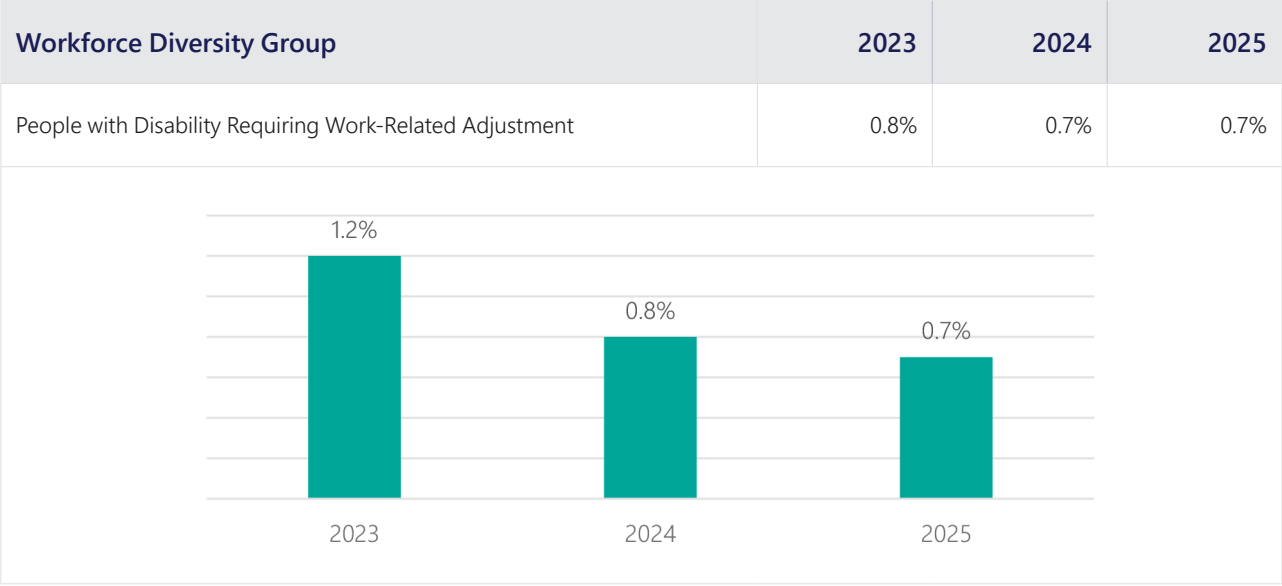
Note 1: A Distribution Index score of 100 indicates that the distribution of members of the Workforce Diversity group across salary bands is equivalent to that of the rest of the workforce. A score less than 100 means that members of the Workforce Diversity group tend to be more concentrated at lower salary bands than is the case for other staff. The more pronounced this tendency is, the lower the score will be. In some cases, the index may be more than 100, indicating that members of the Workforce Diversity group tend to be more concentrated at higher salary bands than is the case for other staff.

Note 2: The Distribution Index is not calculated when the number of employees in the Workforce Diversity group is less than 20 or when the number of other employees is less than 20.

6. Representation of Workforce Diversity Groups - Graphs







Chapter 6

Financial Performance

Financial Performance

The ODPP is reporting a deficit of \$7.2 million in the year to June 2025. This deficit reflects timing differences between the drawdown of cash for payments and the recognition of financial liabilities. The \$7.2 million deficit broadly reflects higher provisions made in 2024-2025 for: staff annual leave, legal officers flexible working hours leave, supplier payments yet to be made and fortnightly payroll payments also yet to be made. These can be seen as the increase of net liabilities in the balance sheet in June 2025 of \$17.1 million as compared to those at June 2024 of \$9.9 million.

Total expenses and losses of \$238.4 million were \$9.6 million below budget of \$248.0 million. This underspend was due mostly to staffing recruitment delays and lower revaluation of long service leave liabilities (the liability itself held by Treasury, but with the valuation impact shown in the ODPP results) in the year, plus slightly lower other expenses such as witness payments and depreciation.

Financial Performance			
	Budget	Actual	Actual
	2025	2025	2024
	\$m	\$m	\$m
Total expenses & losses	248.0	238.4	210.3
Total revenue	247.3	231.2	204.9
Net result	(0.7)	(7.2)	(5.4)

Financial Position

As the ODPP is a NSW General Government Sector agency its financial position reflects cash held in its day to day bank account (which is targeted to be maintained at around \$5 million at all times so not too much cash is held outside of the NSW Treasury funding structures). Also, receivables from prepaid contracts (such as IT maintenance contracts and insurance) and non-current assets such as equipment and office fit outs. These assets are offset by liabilities such as staff leave provisions and office restoration provisions.

Overall at June 2025 the ODPP is showing net liabilities of \$17.1 million (reflecting an increase of \$7.2 million from the June 2024 total of \$9.9 million). These net liabilities are due to the historical growth in mostly staffing liabilities over the years, for which offsetting cash has not needed to be drawn down to be paid to staff and creditors as yet. When the payments are needed to be made, the cash will be requested from the consolidated funds accordingly.

Financial Position			
	Budget	Actual	Actual
	2025	2025	2024
	\$m	\$m	\$m
Assets			
Cash and cash equivalents	5.9	5.6	5.4
Receivables	3.7	4.6	5.4
Total current assets	9.6	10.2	10.8
Total non-current assets	10.8	11.6	9.9
Total assets	20.4	21.8	20.8
Total Liabilities	28.5	39.0	30.3
Net Liabilities	(8.1)	(17.1)	(9.9)



Infrastructure program - major works in progress

During the 2024-2025 financial year there were two major works in progress.

Major project 1: Internal office fit-out building works to part of level 2 and part of level 3 at 45 Johnstone Street, Wagga Wagga. The total cost of this project during the financial year was \$1.328 million (excl. GST). The construction is due for completion in July 2025 and there were no significant delays or amendments to the project.

Major project 2: Internal office fit-out works to levels 5–8 of 252 Pitt Street, Sydney (Parkline Place). The budget for this project was \$38.20 million (excl. GST). The construction was funded by lease incentives and therefore was paid for by the Landlord and managed by Property & Development NSW. The project was completed and handed over to the ODPP on 14 December 2024. There was a delay of around three months to the original handover date due to external factors outside of the construction contract.

Audited Financial Statements

Office of the Director of Public Prosecutions

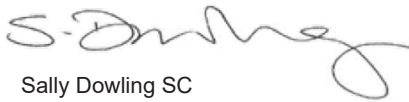
**Financial Statements
for the year ended 30 June 2025**



**Office of the Director of Public Prosecutions
Statement by Director for the year ended 30 June 2025**

Pursuant to Section 7.6(4) of the *Government Sector Finance Act 2024* ('the GSF Act'), I state that these financial statements:

- have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the GSF Act, the *Government Sector Finance Regulation 2024* and Treasurer's Directions issued under the GSF Act and
- present fairly the Office of the Director of Public Prosecutions' financial position, financial performance, and cash flows.



Sally Dowling SC
Director of Public Prosecutions

Sydney
18 September 2025

Office of the Director of Public Prosecutions
Statement of Comprehensive Income for the year ended 30 June 2025

	Notes	Budget 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000
Expenses excluding losses				
Employee-related expenses	2(a)	193,421	186,273	167,166
Operating expenses	2(b)	46,378	45,201	35,812
Depreciation and amortisation	2(c)	3,295	2,774	2,932
Finance costs		6	15	9
Other expenses	2(d)	4,890	4,176	4,330
Total expenses excluding losses		247,990	238,439	210,249
Revenue				
Appropriation	3(a)	237,732	225,209	198,165
Sale of goods and services		100	-	-
Grants and other contributions		-	-	100
Acceptance by the Crown of employee benefits and other liabilities	3(b)	9,374	5,098	6,215
Other income	3(c)	43	884	405
Total revenue		247,249	231,191	204,885
Operating result		(741)	(7,248)	(5,364)
Gains / (losses) on disposal		5	(12)	(3)
Net result for the year		(736)	(7,260)	(5,367)
TOTAL COMPREHENSIVE INCOME / (DEFICIT)		(736)	(7,260)	(5,367)

The accompanying notes form part of these financial statements.

Office of the Director of Public Prosecutions
Statement of Financial Position as at 30 June 2025

	Notes	Budget 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000
ASSETS				
Current assets				
Cash and cash equivalents	4	5,913	5,628	5,452
Receivables	5	<u>3,723</u>	<u>4,619</u>	<u>5,385</u>
Total current assets		<u>9,636</u>	<u>10,247</u>	<u>10,837</u>
Non-current assets				
Plant and equipment	6	9,146	10,600	8,690
Right-of-use assets		334	343	243
Intangible assets	7	<u>1,306</u>	<u>648</u>	<u>983</u>
Total non-current assets		<u>10,786</u>	<u>11,591</u>	<u>9,916</u>
Total assets		<u>20,422</u>	<u>21,838</u>	<u>20,753</u>
LIABILITIES				
Current liabilities				
Payables	8	5,526	9,044	6,130
Borrowings		98	181	147
Provisions	9	17,836	25,618	21,112
Other current liabilities		<u>220</u>	<u>90</u>	<u>275</u>
Total current liabilities		<u>23,680</u>	<u>34,933</u>	<u>27,664</u>
Non-current liabilities				
Borrowings		251	157	91
Provisions	9	2,947	3,864	2,457
Other non-current liabilities		<u>1,638</u>	<u>19</u>	<u>416</u>
Total non-current liabilities		<u>4,836</u>	<u>4,040</u>	<u>2,964</u>
Total liabilities		<u>28,516</u>	<u>38,973</u>	<u>30,628</u>
Net liabilities	1(b)	<u>(8,094)</u>	<u>(17,135)</u>	<u>(9,875)</u>
EQUITY				
Accumulated deficits		<u>(8,094)</u>	<u>(17,135)</u>	<u>(9,875)</u>
Total equity		<u>(8,094)</u>	<u>(17,135)</u>	<u>(9,875)</u>

The accompanying notes form part of these financial statements.

**Office of the Director of Public Prosecutions
Statement of Changes in Equity for the year ended 30 June 2025**

	Accumulated Funds	Total
	\$'000	\$'000
Balance at 1 July 2024	(9,875)	(9,875)
Net result for the year	<u>(7,260)</u>	<u>(7,260)</u>
Total comprehensive deficit for the year	<u>(7,260)</u>	<u>(7,260)</u>
Balance at 30 June 2025	<u>(17,135)</u>	<u>(17,135)</u>

	Accumulated Funds	Total
	\$'000	\$'000
Balance at 1 July 2023	(4,508)	(4,508)
Net result for the year	<u>(5,367)</u>	<u>(5,367)</u>
Total comprehensive deficit for the year	<u>(5,367)</u>	<u>(5,367)</u>
Balance at 30 June 2024	<u>(9,875)</u>	<u>(9,875)</u>

Office of the Director of Public Prosecutions
Statement of Cash Flows for the year ended 30 June 2025

	Budget 2025 \$'000	Actual 2025 \$'000	Actual 2024 \$'000
Notes			
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	(184,280)	(175,579)	(157,270)
Suppliers for goods and services	(50,414)	(51,503)	(45,071)
Finance costs	(6)	(15)	(9)
Total payments	(234,700)	(227,097)	(202,350)
Receipts			
Appropriations (excluding equity appropriations)	237,732	225,209	198,165
Sale of goods and services	100	-	-
Grants and other contributions	-	-	100
Other	1,271	5,775	3,846
Total receipts	239,103	230,984	202,111
NET CASH FLOWS FROM OPERATING ACTIVITIES	4,403	3,887	(239)
13			
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of plant and equipment	5	-	-
Purchase of plant and equipment	(3,578)	(3,359)	(2,308)
Purchase of intangible assets	(569)	(120)	(338)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(4,142)	(3,479)	(2,646)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payment of principal portion of lease liabilities	(250)	(232)	(205)
NET CASH FLOWS FROM FINANCING ACTIVITIES	(250)	(232)	(205)
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS			
	11	176	(3,090)
Opening cash and cash equivalents	5,902	5,452	8,542
CLOSING CASH AND CASH EQUIVALENTS	5,913	5,628	5,452
4			

The accompanying notes form part of these financial statements.

Office of the Director of Public Prosecutions Notes to the Financial Statements

1 Statement of material accounting policy information

(a) Reporting entity

The Office of the Director of Public Prosecutions (the Office) is a NSW government entity and is controlled by the State of New South Wales, which is the ultimate parent. The Office is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units.

These financial statements for the year ended 30 June 2025 have been authorised for issue by the Director on 18 September 2025.

(b) Basis of preparation

The Office's financial statements are general purpose financial statements which have been prepared on an accruals basis and in accordance with:

- applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations);
- the requirements of the *Government Sector Finance Act 2024* (GSF Act); and
- Treasurer's Directions issued under the GSF Act.

Although the Office has negative net assets at the reporting date, the financial statements have been prepared on a going-concern basis. This decision is based on legislated and anticipated future funding from government appropriations. The NSW Treasury has confirmed appropriations of \$267m for 2025-26. Cash flow forecasts indicate that with the expected funding from the NSW Government, the Office will have sufficient funds to meet its debts as they become due for at least the next 12 months.

Plant and equipment are measured using the fair value basis. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

Judgements, key assumptions, and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the Office's presentation and functional currency.

(c) Statement of compliance

The financial statements and notes comply with AAS, which include Australian Accounting Interpretations.

(d) Accounting for the Goods and Services Tax

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

- 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
- 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 Australian Taxation Office are classified as operating cash flows.

(e) Comparative information

Except when an AAS permits or requires otherwise, comparative information is presented in respect of the previous period for all amounts reported in the financial statements. The comparative figures in Note 2 (b) have been reclassified to ensure alignment with the current year presentation. The comparative figures in Note 3 (a) have been restated to ensure compliance with the *Appropriations Act 2024*.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

1 Statement of material accounting policy information (cont'd)

(f) Changes in accounting policy, including new or revised AAS

(i) Effective for the first time in 2024-25

The accounting policies applied in 2024-25 are consistent with those of the previous financial year. Amendments and interpretations apply for the first time in 2024-25, however have been assessed by ODPP and do not have a material impact on the financial statements.

(ii) Issued but not yet effective

NSW public sector entities are not permitted to early adopt new AAS, unless Treasury determines otherwise.

The following new AAS have not been applied and are not yet effective as per NSW Treasury Policy and Guidelines (TPG) 25-02 *Mandates of options and major policy decisions under AAS*:

- *AASB 17 Insurance Contracts*
- *AASB 18 Presentation and Disclosure in Financial Statements*
- *AASB 2014-10 Amendments to Australian Accounting Standards - Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
- *AASB 2022-9 Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector*
- *AASB 2023-5 Amendments to Australian Accounting Standards – Lack of Exchangeability*
- *AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments*
- *AASB 2024-3 Amendments to Australian Accounting Standards - Annual Improvements Volume 11*
- *AASB 2024-4b Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]*

The potential impact of these Standards during the initial application year was considered, and it was assessed that there likely will be no material impact on the Statement of Comprehensive Income and Statement of Financial Position.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

2 Expenses excluding losses

(a) Employee related expenses

	2025 \$'000	2024 \$'000
Salaries and wages (including leave)*	151,596	135,466
Superannuation - defined benefit plans	372	431
Superannuation - defined contribution plans	15,949	13,852
Long service leave	4,789	6,033
Workers' compensation insurance	914	643
Payroll tax and fringe benefit tax	9,113	8,189
On-cost on long service leave	679	669
Temporary staff	2,861	1,883
	<u>186,273</u>	<u>167,166</u>

* Employee related costs of \$0.183 million (2024: \$0.385 million) have been capitalised in fixed assets, and therefore excluded from the above.

(b) Operating expenses include the following:

	2025 \$'000	2024 \$'000
Property costs - occupancy agreements with Property and Development NSW	11,011	10,120
Software support costs*	7,809	6,167
Fees for professional services	5,445	3,619
Fees - private barristers	3,452	1,960
Travel	3,014	2,960
Property outgoings	2,680	1,692
Operating expenses	2,585	2,256
Insurance	2,572	2,069
Books and publications	1,160	694
Telephone	1,004	912
Postage and stationary	921	811
Cleaning	909	635
Consultants	838	467
Training	818	569
Fees - practising certificates	630	595
Motor vehicle expenses	272	200
Auditor's remuneration - audit of the financial statements	81	86
	<u>45,201</u>	<u>35,812</u>

*** Reconciliation - total software support costs**

Software support costs - contracted labour and other (non-employee related), as above

Employee related software support costs included in Note 2(a)

Total software support costs included in Note 2(a) + 2(b)

	2025 \$'000	2024 \$'000
	7,809	6,167
	<u>1,095</u>	<u>776</u>
	<u>8,904</u>	<u>6,943</u>

The Office has made reclassifications within operating expenses lines to enhance the presentation in 2024-25, which has resulted in a corresponding realignment of the comparative figures.

Recognition and measurement

Software support costs

Day-to-day servicing costs or software support costs are charged as expenses as incurred, except where they relate to the replacement or an enhancement of a part or component of an asset, in which case the costs are capitalised and depreciated.



**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

2 Expenses excluding losses (cont'd)

(b) Operating expenses include the following: (cont'd)

Insurance

The Office's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self-insurance for Government entities. The expense (premium) is determined by the Fund Manager based on past claims experience.

Property Costs - occupancy agreements with Property and Development NSW

The Office has established occupancy agreements with Property and Development NSW to provide government office accommodation. The accommodation charges are recognised as expenses when incurred.

(c) Depreciation and amortisation expense

	2025 \$'000	2024 \$'000
Depreciation		
Plant and equipment	1,395	1,700
Plant and equipment - right-of-use assets	232	199
Computer equipment	681	575
Library collection	10	13
	<u>2,318</u>	<u>2,487</u>
Amortisation		
Intangible assets	456	445
	<u>2,774</u>	<u>2,932</u>

Refer to Notes 6 and 7 for recognition and measurement policies on depreciation and amortisation.

The residual values, useful lives, and methods of depreciation of plant and equipment are reviewed at each financial year end.

(d) Other expenses

	2025 \$'000	2024 \$'000
Allowances to witnesses	4,150	4,329
Living expenses of defendant non-Australian citizens	26	1
	<u>4,176</u>	<u>4,330</u>

Witness expenses are paid to witnesses who attend conferences with the Office and courts to give evidence for the prosecution. Witness expenses are designed to minimise financial hardship and are paid towards lost income and direct out of pocket expenses such as travel expenses incurred in attending courts. The Office reimburses the Department of Communities and Justice for part of the witness expenses incurred during the courts process.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

3 Revenue

(a) Appropriations and transfers to the Crown

The *Appropriation Act 2024 (Appropriations Act)* (and the subsequent variations, if applicable) appropriates the sum of \$237.7 million to the Attorney General out of the Consolidated Fund for the services of the Office of the Director of Public Prosecutions (the ODPP) for the year 2024–25.

The lead Minister for the ODPP, being the Attorney General, is taken to have been given an appropriation out of the Consolidated Fund under the authority of section 4.7 of the GSF Act, at the time the ODPP receives or recovers any deemed appropriation money, for an amount equivalent to the money that is received or recovered by the ODPP. These deemed appropriations are taken to have been given for the services of the ODPP.

The spending authority of the Attorney General for the services of the ODPP, from the Appropriation and deemed appropriation money, has been delegated/sub-delegated to the officers of the ODPP.

The summary of compliance has been prepared by aggregating the spending authorities for the services of the ODPP. It reflects the status at the point in time this disclosure statement is being made.

Summary of compliance

	2025 \$'000	2024 \$'000
Amount Appropriated per Appropriation Act	237,732	211,001
Total spending authority from parliamentary appropriations, other than deemed appropriations	237,732	211,001
Add:		
The spending authority from deemed appropriations during the current year	5,775	3,946
The unutilised spending authority from deemed appropriations in prior years	<u>14,958</u>	<u>11,012</u>
Total	258,465	225,959
Less: total expenditure out of Consolidated Fund	(230,808)	(205,201)
Variance	<u>27,657</u>	<u>20,758</u>
Less:		
The spending authority from appropriations lapsed at 30 June	(6,924)	(5,800)
Deemed appropriations balance carried forward to following years	<u>20,733</u>	<u>14,958</u>

Notes:

- The summary of compliance includes deemed appropriations. It is based on the assumption that annual appropriations monies are spent first (except where otherwise identified or prescribed).
- 'Expenditure' refers to cash payments. The term 'expenditure' has been used for payments for consistency with AASB 1058 *Income of Not-for-Profit Entities*.
- Deemed appropriation is a legal concept under the GSF Act, that does not have a corresponding financial statement line item. Instead, deemed appropriations may come from various sources, such as sale of goods and services, and the corresponding revenue is disclosed in the relevant section of these items in the financial statements.

The Office has restated the 2024 comparatives to ensure compliance with the *Appropriations Act 2024*.



**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

3 Revenue (cont'd)

(a) Appropriations and transfers to the Crown (cont'd)

Recognition and measurement

Parliamentary appropriations other than deemed appropriations

Income from appropriations, other than deemed appropriations (for which the accounting treatment is based on the underlying transaction), does not contain enforceable and sufficiently specific performance obligations as defined by AASB 15. Therefore, appropriations (other than deemed appropriations) are recognised as income when the Office obtains control over the assets comprising the appropriations. Control over appropriations is normally obtained upon the receipt of cash.

(b) Acceptance by the Crown Entity of employee benefits and other liabilities

The following liabilities and / or expenses have been assumed by the Crown or other government entities:

	2025 \$'000	2024 \$'000
Superannuation - defined benefit	372	431
Long service leave provision	4,706	5,759
Payroll tax	20	25
	<u>5,098</u>	<u>6,215</u>

(c) Other income

	2025 \$'000	2024 \$'000
Workers compensation insurance recoveries	583	401
Legal publications reimbursement	250	-
Miscellaneous revenue	51	4
	<u>884</u>	<u>405</u>

4 Current assets - cash and cash equivalents

	2025 \$'000	2024 \$'000
Cash at bank and on hand	5,628	5,452
	<u>5,628</u>	<u>5,452</u>

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash at bank and cash on hand.

Cash and cash equivalent assets recognised are the same in both the Statement of Financial Position and the Statement of Cash Flows.

Refer to Note 14 for details regarding credit risk and market risk arising from financial instruments. The Office has a business credit card facility of \$0.2m (2023-24: \$0.2m) with Citibank, which is the total of the credit limit for all issued credit cards. The balance in this facility is cleared monthly.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

5 Current assets - receivables

	2025 \$'000	2024 \$'000
Current receivables		
Prepayments	3,823	3,962
Goods and Services Tax recoverable from the ATO	667	675
Travel advances	93	126
Other receivables	36	622
	<u>4,619</u>	<u>5,385</u>

Recognition and measurement

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Other receivables that do not contain a significant financing component are measured at the transaction price.

Subsequent measurement

The Office holds receivables with the objective to collect the contractual cash flows and therefore measures them at amortised cost using the effective interest method, less any impairment. Changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

Impairment

The Office does not generate income; as a result, there are no trade receivables and no anticipated significant credit loss on its trade receivables. The nature of the Office's receivables is considered to be risk free, and expected credit loss calculations are typically required for financial assets that pose a significant credit risk throughout their lifespan. However, since the Office does not engage in income generating activities, it does not have receivables classified as financial assets. The remaining receivables are of a short-term nature and the Office's past experience is that there is a low default rate for receivables of a short-term nature.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

6 Non-current assets - plant and equipment

Plant and equipment held and used by the Office

	Plant and equipment \$'000
At 1 July 2023 - fair value	
Gross carrying amount	33,782
Accumulated depreciation	<u>(25,262)</u>
Net carrying amount	<u>8,520</u>
 Year ended 30 June 2024	
Net carrying amount at beginning of year	8,520
Purchases of assets	2,308
Disposals	(3)
Depreciation expense	(2,288)
Acquisition of Make Good Assets	<u>153</u>
Net carrying amount at end of year	<u>8,690</u>
 At 1 July 2024 - fair value	
Gross carrying amount	34,732
Accumulated depreciation	<u>(26,042)</u>
Net carrying amount	<u>8,690</u>
 Year ended 30 June 2025	
Net carrying amount at beginning of year	8,690
Purchase of assets	3,358
Disposals	(12)
Depreciation expense	(2,086)
Acquisition of Make Good Assets	<u>650</u>
Net carrying amount	<u>10,600</u>
 At 30 June 2025 - fair value	
Gross carrying amount	23,342
Accumulated depreciation	<u>(12,742)</u>
Net carrying amount at end of year	<u>10,600</u>

Recognition and measurement

Acquisition of plant and equipment

Plant and equipment are initially measured at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the requirements of other AAS.

Fair value is the price that would be received from sale of an asset in an orderly transaction between market participants at measurement date.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

6 Non-current assets - plant and equipment (cont'd)

Capitalisation thresholds

Plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

Restoration costs

The present value of the expected cost for the restoration or cost of dismantling an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Depreciation of plant and equipment

Depreciation is provided for on a straight-line basis to write off the depreciable amount of each asset as it is consumed over its useful life to the Office.

All material identifiable components of assets are depreciated separately over their useful lives.

	2025	2024
Computer laptops	4 years	4 years
Computer servers	4 years	4 years
Computer equipment	4 years	4 years
Office equipment	5 years	5 years
Multifunction devices	5 years	5 years
	10 years or underlying lease period for the occupancy, whichever is shorter	10 years or underlying lease period for the occupancy, whichever is shorter
Office furniture and fittings		
Library books	15 years	15 years
Motor vehicles right-of-use assets	Lease period	Lease period

Revaluation of plant and equipment

Physical non-current assets are valued in accordance with Treasury Policy Paper (TPP) 21-09 *Valuation of Physical Non-Current Assets at Fair Value Policy and Guidelines Paper* and Treasurer's Direction, (TD) 21-05 *Valuation of Physical Non-Current Assets at Fair Value*. These policies adopt fair value in accordance with AASB 13 *Fair Value Measurement*, AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

Plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Non-specialised assets with short useful lives are measured at depreciated historical cost, which for these assets approximates fair value. The Office has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

Impairment of plant and equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 *Impairment of Assets* is unlikely to arise. Since plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in rare circumstances such as where the costs of disposal are material. Costs of disposal are regarded as immaterial.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

6 Non-current assets - plant and equipment (cont'd)

The Office assesses at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Office estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. The Office's assets are not impaired as at the reporting date.

As a not-for-profit entity, an impairment loss is recognised in the net result to the extent the impairment loss exceeds the amount in the revaluation surplus for the class of asset.

7 Non-current assets - intangible assets

	Total \$'000
At 1 July 2023	
Cost (gross carrying amount)	6,687
Accumulated amortisation	<u>(5,597)</u>
Net carrying amount	<u>1,090</u>
Year ended 30 June 2024	
Net carrying amount at beginning of year	1,090
Additions	338
Amortisation (Note 2(c))	<u>(445)</u>
Net carrying amount at end of year	<u>983</u>
 At 1 July 2024	
Cost (gross carrying amount)	6,917
Accumulated amortisation	<u>(5,934)</u>
Net carrying amount	<u>983</u>
Year ended 30 June 2025	
Net carrying amount at beginning of year	983
Additions	121
Amortisation (Note 2(c))	<u>(456)</u>
Net carrying amount at end of year	<u>648</u>
 At 30 June 2025	
Cost (gross carrying amount)	7,038
Accumulated amortisation	<u>(6,390)</u>
Net carrying amount	<u>648</u>
Recognition and measurement	

The Office recognises intangible assets only if it is probable that future economic benefits will flow to the Office and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no or nominal cost, the cost is its fair value as at the date of acquisition. Following initial recognition, intangible assets are subsequently measured at fair value only if there is an active market. If there is no active market for the Office's intangible assets, the assets are carried at cost less any accumulated amortisation and impairment losses.

Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite. The Office's intangible assets are amortised using the straight-line method over a period of four years. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

8 Current liabilities - payables

	2025 \$'000	2024 \$'000
Payables		
Accrued salaries, wages and on-costs	4,378	3,440
Accruals	4,279	2,304
Creditors	<u>387</u>	<u>386</u>
	<u>9,044</u>	<u>6,130</u>

Details regarding liquidity risk including a maturity analysis of the above payables, are disclosed in Note 14.

Recognition and measurement

Payables represent liabilities for goods and services provided to the Office and other amounts. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Payables are financial liabilities at amortised cost, initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the net result when the liabilities are derecognised as well as through the amortisation process.

9 Current / non-current liabilities - provisions

	2025 \$'000	2024 \$'000
Current		
Employee benefits and related on-costs		
Annual leave*	12,553	10,808
On-costs on employee leave	6,238	5,541
Legal Officers' flexible working hours leave**	4,128	2,038
Payroll tax on-cost for long service leave	1,798	1,760
Parental leave	883	801
Fringe benefits tax	<u>18</u>	<u>16</u>
	<u>25,618</u>	<u>20,964</u>

* Of the annual leave \$0.89 million is expected to be taken after 12 months (2024: \$0.64 million).

** In January 2024 the NSW Industrial Relations Commission published the Crown Employees (Office of the Director of Public Prosecutions, Flexible Working Hours) Legal Officers Award 2023. The award resulted in a provision being required for all Legal Officers' unused Flexible Working Hours Credits (FWHC) at the balance sheet date. The valuation of the provision reflects the Office's expected staff utilisation of these credits in the coming year. According to the Award Provisions, the obligation to pay out excess flexible working hours credits qualifies as a short-term employee benefit and would be considered an accumulating and vesting obligation.

	2025 \$'000	2024 \$'000
Other provisions		
Restoration costs	<u>-</u>	<u>148</u>
Total provisions - current	<u>25,618</u>	<u>21,112</u>

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

9 Current / non-current liabilities - provisions (cont'd)

	2025 \$'000	2024 \$'000
Non-current		
Employee benefits and related on-costs		
On-cost on long service leave	385	377
Payroll tax on-cost for long service leave	<u>200</u>	<u>196</u>
	<u>585</u>	<u>573</u>
Other provisions		
Restoration costs	<u>3,279</u>	<u>1,884</u>
Total provisions - non-current	<u>3,864</u>	<u>2,457</u>
 Aggregate employee benefits and related on-costs		
Provisions - current	25,618	20,964
Provisions - non-current	585	573
Accrued salaries, wages and on-costs (Note 8)	<u>4,378</u>	<u>3,440</u>
	<u>30,581</u>	<u>24,977</u>

Movements in provisions (other than employee benefits)

Movements in each class of provision during the financial period, other than employee benefits are set out below:

	Restoration costs \$'000
2025	
Carrying amount at 1 July 2024	2,032
Additional provisions recognised	650
Unwinding / change in the discount rate	<u>597</u>
Carrying amount at end of financial year	<u>3,279</u>

Restoration costs refer to the present value of estimated cost of make good obligations (in accordance with AASB 137) that will arise when existing office accommodation leases expire. The provision is adjusted annually for unwinding changes in discount rates. Any cost variations in make good expenses at the time of implementation will be recognised in the Statement of Comprehensive Income.

Recognition and measurement

Employee benefits and related on-costs

Salaries and wages, annual leave and sick leave

Salaries and wages (including non-monetary benefits) and paid sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the service are recognised and measured at the undiscounted amounts of the benefits.

Annual leave is not expected to be wholly settled before 12 months after the end of the annual reporting period in which the employees render the related service. As such, it is required to be measured at present value in accordance with AASB 119 *Employee Benefits* (although short-cut methods are permitted).

Actuarial advice obtained by Treasury has confirmed that using the nominal annual leave balance plus the annual leave entitlements accrued while taking annual leave (calculated using 8.4% of the nominal value of annual leave) can be used to approximate the present value of the annual leave liability. The Office has assessed the actuarial advice based on the Office's circumstances and has determined that the effect of discounting is immaterial to annual leave. All annual leave is classified as a current liability even where the Office does not expect to settle the liability within 12 months as the Office does not have an unconditional right to defer settlement.

Office of the Director of Public Prosecutions Notes to the Financial Statements

9 Current / non-current liabilities - provisions (cont'd)

According to the Crown Employees (Office of the Director of Public Prosecutions Flexible Working Hours) Legal Officers Award 2023, the unused FWHC of Legal Officers at the time of separation from the Office, and any flexible working hours credits in excess of 50 hours at the end of a six week settlement period, give rise to an Office liability to pay out these credits at an overtime rate equivalent to 1.5 of legal officer's hourly rate, see clauses 9.1 and 13.4 of the Award.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

Long service leave and superannuation

The Office's liabilities for long service leave and defined benefit superannuation are assumed by the Crown. The Office accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown of employee benefits and other liabilities'.

Long service leave is measured at the present value of expected future payments to be made in respect of services provided up to the reporting date. Consideration is given to certain factors based on actuarial review, including expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using the Commonwealth government bond rate at the reporting date.

The superannuation expense for the financial period is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

Consequential on-costs

Consequential costs to employment are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised. This includes outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax.

Other provisions

Provisions are recognised when the Office has a present legal or constructive obligation as a result of a past event; it is probable that an outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. When the Office expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented net of any reimbursement in the Statement of Comprehensive Income.

Any provisions for restructuring are recognised only when an Office has a detailed formal plan, and the Office has raised a valid expectation in those affected by the restructuring that the Office will carry out the restructuring by starting to implement the plan or announcing its main features to those affected.

If the effect of time value of money is material, provisions are discounted at 2.74% (2023-24: 3.41%), which is a pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the liability. When discounting is used, the increase in the provision is due to the passage of time (i.e. unwinding of discount rate) is recognised as a finance cost.

Other provisions include restoration costs on office premises through occupancy agreements with Property and Development NSW. Restoration costs represent estimated costs that the Office is obliged to incur to restore premises to an acceptable condition as agreed with the owners of the premises and Property and Development NSW, upon expiry of the occupancy arrangements. The amount and timing of each estimate is reassessed annually. In the majority of cases, the rates are not explicitly mentioned in the occupancy agreement and hence the provision is calculated by using a standard restoration rate per square metre, which is then discounted to present value using the appropriate government bond rate. The provisions are established by individual lease and amortised over the term of the occupancy agreement. The amortised value of the obligation is recorded as an asset.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

10 Commitments

	2025 \$'000	2024 \$'000
Capital commitments		
Aggregate capital expenditure contracted for at the balance date and not provided for:		
Within one year	<u>209</u>	<u>74</u>
Total (including GST)	<u>209</u>	<u>74</u>

Input tax credit of \$19,000 (2024: \$6,750) recoverable from the Australian Taxation Office, is included above.

11 Contingent liabilities and contingent assets

The Office was not aware of any contingent assets or liabilities as at 30 June 2025 (2024: \$nil) that may materially affect the future results of the Office.

12 Budget review

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget are not reflected in the budgeted amounts. Major variances between the original budgeted amounts and the actual amounts disclosed in the financial statements are explained below.

Net result

The actual net result is lower than budget by \$6.5 million mainly due to the following factors:

a) Total expenses excluding losses - \$9.6 million favourable to budget:

Employee-related expenses are \$7.1 million lower than budget due to:

- \$2.8 million arising from recruitment delays as a consequence of labour market conditions plus
- \$4.3 million lower than budgeted long service leave from favourable staff leave actuarial adjustments.

Operating expenses are \$1.2 million lower than budget due to:

- \$3.8 million underspend of private barrister's fees from an increase in in-house briefing,
- \$3.2 million in lower accommodation cost due to delays in relocating to the new Sydney office and also some rent abatements,
- Offset by higher costs across several areas, including:
 - \$2.0 million in software and other assets maintenance mainly related to the enhancement of the new case management system and higher software users licence costs;
 - \$1.4 million in Software as a Service expenses;
 - \$0.7 million in shared services costs;
 - \$0.5 million in publication costs;
 - \$0.5 million in relocation costs; and
 - \$0.7 million across other miscellaneous categories.

Depreciation is \$0.5 million below budget due to delays in assets acquisition.

Other expenses are lower than budget by \$0.7 million due to slightly lower witness expenses payments made in the year.

b) Total revenue - \$16 million unfavourable to budget:

Appropriation revenue is lower than budget by \$12.5 million, which is aligned with the lower than budgeted cash expenses discussed above.

Acceptance by the Crown of employee benefits and other liabilities is lower than budget by \$4.3 million due to a favourable actuarial valuation of long service leave obligations of \$4.0 million, plus favourable defined benefits superannuation and payroll tax expenses of \$0.3 million.

Other Income (including sale of services from contracts with customers) is higher than budget by \$0.8 million reflecting higher Workers Compensation recoveries and a payment from the Department of Communities and Justice to mitigate higher publication contract costs

Office of the Director of Public Prosecutions Notes to the Financial Statements

12 Budget review (cont'd)

Assets and liabilities

Total current assets are \$0.6 million higher than budget due to a \$0.9 million increase in current receivables from an increase in prepayments of information technology contractual obligations, offset by a \$0.3 million decrease in cash and cash equivalents due to tighter day to day cash management practices.

Total non-current assets are \$0.8 million higher than budget due to a \$1.5 million increase in plant and equipment, which reflects higher spending on information and technology infrastructure projects to support technological changes and relocation of the Sydney office, and higher property costs due to office fitout of additional space in the Wagga Wagga office, offset by \$0.7 million under budget intangible assets due to small In-house system development delays.

Total current liabilities are \$11.3 million higher than budget due to a provision of \$2.9 million for Legal Officers' flex and overtime, \$5.1 million higher payroll and other expense accruals, \$0.9 million for staff parental leave obligations, plus \$2.4 million of other staff leave impacts.

Total non-current liabilities are \$0.8 million lower than budget due to \$1.6 million expensing of property lease incentives in full, which were previously spread across the life of the leases, \$0.1 million for right-of-use motor vehicle lease liability, offset by end of year make good net present value adjustments of \$0.9 million.

Cash flows

Net cash flows from activities are \$0.5 million lower than budget mainly due to:

- Total Payments are \$7.6 million lower than budget mainly due to less staff employed during the year than budget, slightly offset by higher software and other asset maintenance costs.
- Total Receipts are \$8.1 million lower than budget reflecting lower cash drawdowns required due to lower in-year operating expenditure.
- Net cash flows generated from investing activities are higher than budget by \$0.7 million due to lower cash additions for intangible and plant and equipment.

13 Reconciliation of net cash flows from operating activities to net result for the year

Reconciliation of cash flows from operating activities to the net result from continuing operations as reported in the Statement of Comprehensive Income as follows:

	2025 \$'000	2024 \$'000
Net cash flow from operating activities	3,887	(239)
Depreciation and amortisation expense	(2,774)	(2,932)
Decrease / (increase) in provisions	(5,910)	(4,056)
Increase / (decrease) in prepayments and other assets	(17)	1,034
Decrease / (increase) in payables	(2,914)	1,114
Decrease/ (increase) in other liabilities	480	(285)
Net gain / loss) on disposed assets	(12)	(3)
Net result for the year	(7,260)	(5,367)



**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

14 Financial instruments

The Office's principal financial instruments arise directly from the Office's operations or are required to finance the Office's operations. The Office does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

The Director has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Compliance with policies is reviewed by the Office on a continuous basis.

(a) Financial instrument categories

Class:	Note	Category	2025 Carrying Amount \$'000	2024 Carrying Amount \$'000
Financial Assets				
Cash and cash equivalents	4	Amortised cost	5,628	5,452
Receivables ¹	5	Amortised cost	129	748
Financial Liabilities				
Payables ²	8, 9	Financial liabilities measured at amortised cost	12,323	8,162
Borrowings		Financial liabilities measured at amortised cost	338	238

Notes

¹ Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).

² Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

The Office determines the classification of its financial assets and liabilities after initial recognition and, when allowed and appropriate, re-evaluates this at each financial year end.

(b) Financial risks

(i) Credit Risk

Credit risk arises when there is the possibility that the counterparty will default on their contractual obligations, resulting in a financial loss to the Office. Credit risk arises from the Office's financial assets, including cash and receivables. The Office holds no collateral and has no financial guarantees.

Credit risk associated with the Office's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards.

The Office considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Office may also consider a financial asset to be in default when internal or external information indicates that the Office is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Office.

Cash and cash equivalents

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System.

Accounting policy for impairment of trade debtors and other financial assets

Receivables

Collectability of receivables is reviewed on an ongoing basis. The Office applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all receivables.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

14 Financial instruments (cont'd)

(b) Financial risks (cont'd)

(i) Credit Risk (cont'd)

Receivables are written off when there is no reasonable expectation of recovery.

The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information.

The Office's debtors are primarily other NSW Government entities and credit risk is very low. The Office is not materially exposed to concentrations of credit risk to a single debtor or group of debtors and has not recognised a loss allowance for receivables as at 30 June 2025 and 30 June 2024.

(ii) Liquidity risk

Liquidity risk is the risk that the Office will be unable to meet its payment obligations when they fall due. The Office manages risk through monitoring future cash flows planning to ensure adequate holding of high quality liquid assets. The Office's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

During the current and prior year, there were no defaults of borrowings. No assets were pledged as collateral.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in TPG25-04 *NSW Government Faster Payment Terms Policy*. For small business suppliers, where terms are not specified, payment is made not later than 5 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Office may automatically pay the supplier simple interest. No interest was paid during the period 2024-25 (2023-24: \$nil).

A credit card facility of \$0.2 million spend limit (2023-24: \$0.2 million) is held with the Government's credit card provider Citibank for all issued credit and purchase cards. The total of credit card undrawn amount as at 30 June 2025 was \$0.05 million. In 2022-23, NSW Treasury has made changes to the NSW State Banking Agreement with Citibank and transitioned to an aggregate facility borrowing for all GSF agencies and established spend limit for each agency to support administrative efficiencies.

The table below summarises the maturity profile of the Office's financial liabilities based on contractual undiscounted payments, together with the interest rate exposure.

**Office of the Director of Public Prosecutions
Notes to the Financial Statements**

14 Financial instruments (cont'd)

(b) Financial risks (cont'd)

(ii) Liquidity risk (cont'd)

		\$'000					
		Interest Rate Exposure		Maturity Dates			
	Weighted Average Effective Int. Rate	Nominal Amount ¹	Fixed Interest Rate	Non- interest bearing	< 1 yr	1-5 yrs	> 5 yrs
2025							
Payables ²	-	12,323	-	12,323	12,323	-	-
Lease liabilities	4.35	338	338	-	181	157	-
		<u>12,661</u>	<u>338</u>	<u>12,323</u>	<u>12,504</u>	<u>157</u>	<u>-</u>

		\$'000					
		Interest Rate Exposure		Maturity Dates			
	Weighted Average Effective Int. Rate	Nominal Amount	Fixed Interest Rate	Non- interest bearing	< 1 yr	1-5 yrs	> 5 yrs
2024							
Payables	-	8,162	-	8,162	8,162	-	-
Lease liabilities	3.78	238	238	-	147	91	-
		<u>8,400</u>	<u>238</u>	<u>8,162</u>	<u>8,309</u>	<u>91</u>	<u>-</u>

Notes

¹ The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. The tables include both interest and principal cash flows and therefore will not reconcile to the amounts in the Statement of Financial Position.

² The amounts disclosed here exclude statutory payables and unearned revenue (not within scope of AASB 7).

(iii) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Office has no exposure to interest rate risk, other price risks, foreign currency risk and does not enter into commodity contracts.

(e) Fair value measurement

(i) Fair value compared to carrying amount

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place in the principal market for the asset or liability or in the most advantageous market for the asset or liability.

Financial instruments are generally recognised at cost and the carrying amount is a reasonable approximation of fair value due to the short term nature of the financial instruments.

(ii) Fair value recognised in the Statement of Financial Position

The Office assessed that cash and cash equivalents, receivables, payables and other current liabilities approximate their fair values, largely due to the short-term maturities of these instruments.

Office of the Director of Public Prosecutions Notes to the Financial Statements

15 Related party disclosures

The Office has determined that for the purposes of AASB 124 *Related Parties Disclosures*, Key Management Personnel (KMP) comprise:

- Director of Public Prosecutions
- Senior Crown Prosecutor
- Three Deputy Directors of Public Prosecutions
- Solicitor for Public Prosecutions
- Three Directors Corporate Services

The Office's Key Management Personnel compensation is as follows:

	2025 \$'000	2024 \$'000
Short-term employee benefits	3,403	2,963
Post-employment benefits	323	280
Other long-term benefits	<u>241</u>	<u>118</u>
Total remuneration	<u>3,967</u>	<u>3,361</u>

The Office did not enter into any transactions including transactions on arm's length terms and conditions with any Key Management Personnel, their close family members and controlled or jointly controlled entities thereof.

The Office entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. These transactions in aggregate are a significant portion of the Office's revenue/sale of goods/rendering of services/receiving of services.

These transactions include:

- Long service leave and defined benefit superannuation assumed by the Crown,
- Appropriations (and subsequent adjustments to appropriations),
- Transactions with the Treasury Banking System,
- Employer contribution paid to defined benefit superannuation funds,
- Payments into the Treasury Managed Fund for workers' compensation insurance and other insurances,
- Payments to Department of Communities and Justice for maintenance of Enterprise Resource Planning (ERP) system and reimbursement of witness expenses,
- Payments from Department of Communities and Justice for reimbursement of legal publication costs,
- Payments to NSW Police for security service and reimbursement of witness expenses,
- Payments to Property and Development NSW for property costs and outgoings.

16 Events after the reporting period

The Office is not aware of any circumstances that occurred after balance sheet date which would materially affect the financial statements.

End of audited financial statements





INDEPENDENT AUDITOR'S REPORT

Office of the Director of Public Prosecutions

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of the Office of the Director of Public Prosecutions (the Office), which comprise the Statement by the Director, the Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, and notes to the financial statements, including a Statement of Material Accounting Policy Information, and other explanatory information.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2024* (GSF Regulation) and the Treasurer's Directions
- presents fairly the Office's financial position, financial performance and cash flows.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Office in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

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

The Director's Responsibilities for the Financial Statements

The Director is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation and Treasurer's Directions. The Director's responsibility also includes such internal control as the Director determines is

necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Director is responsible for assessing the Office's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

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

The scope of my audit does not include, nor provide assurance:

- that the Office carried out its activities effectively, efficiently and economically
- about the assumptions used in formulating the budget figures disclosed in the financial statements
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Joan Rey Uyanguren
A/Director, Financial Audit

Delegate of the Auditor-General for New South Wales

22 September 2025
SYDNEY

Compliance index

Heading	Compliance requirement	Basis for, or source of, requirement	Completed	Page reference
Acknowledgement of country	Acknowledgement of country	TPG25-10a	Yes	II
Letter of submission	Letter of submission	TPG25-10a Government Sector Finance Act 2018 Division 7.3	Yes	III
Overview	ODPP Overview	TPG25-10a Clause 23 Government Sector Finance Regulation	Yes	17
Strategy	ODPP Strategy	TPG25-10a Clause 23 Government Sector Finance Regulation	Yes	29
Strategy	Number of FTE employees by classification compared to previous year	TPG25-10a	Yes	62
Operations and Performance	ODPP Operations and Performance report	TPG25-10a Clause 23 Government Sector Finance Regulation	Yes	73
Operations and Performance	Infrastructure program – major works in progress	TPG25-10a	Yes	130
Operations and Performance	<i>Independent Pricing and Regulatory Tribunal Act 1992 (IPART Act)</i>	<i>Section 18(4) of the IPART Act</i>	N/A	
Management and accountability	Report on ODPP management and accountability	TPG25-10a Clause 23 Government Sector Finance Regulation	Yes	105
Management and accountability	Number and remuneration of senior executives	TPG25-10a Public Service Commission Circular 2014-09	Yes	107
Management and Accountability	Consultants	TPG25-10a	Yes	108

Management and Accountability	International travel	TPG25-10a	Yes	108
Management and Accountability	Requirements arising from employment arrangements	TPG25-10a	N/A	
Management and Accountability	<i>Privacy and Personal Information Protection Act 1988</i>	TPG25-10a	Yes	112
Management and Accountability	<i>Government Information (Public Access) Act 2009</i> (GIPA Act)	Section 125(4), (6) of the GIPA Act; clause 8, Schedule 2 and clause 13, Schedule 3 of the GIPA Regulation	Yes	112
Management and Accountability	Internal audit and risk management policy attestation	TPP20-08	Yes	110
Sustainability	Report on ODPP sustainability	TPG25-10a Clause 23 Government Sector Finance Regulation	Yes	115
Sustainability	Number of employees in headcount by classification compared to previous year	TPG25-10a	Yes	118
Sustainability	Climate-related financial disclosures	TPG25-10a TPG24-33	N/A	
Sustainability	Disability inclusion action plan	<i>Disability Inclusion Act 2014</i>	Yes	117
Sustainability	<i>Modern Slavery Act 2018</i> reporting	<i>Modern Slavery Act 2018</i>	Yes	117
Sustainability	Work health and safety	TPG25-10a	Yes	117
Sustainability	Workforce diversity statistics	Public Service Commission Circular 2014-09	Yes	118
Sustainability	Workforce diversity achievements	Public Service Commission Circular 2014-09	Yes	66

Financial Performance	Report on ODPP financial performance	TPG25-10a Clause 23 Government Sector Finance Regulation	Yes	127
Financial Performance	Financial statements	Section 7.11(1) <i>Government Sector Finance Act 2018</i>	Yes	131
Financial Performance	Financial statements audit report	Section 7.11(1) <i>Government Sector Finance Act 2018</i>	Yes	156
Financial Performance	Costs and benefits associated with machinery of government changes	TPG25-10a	N/A	

Glossary

Accused	A person charged with a crime; may also be referred to as the defendant or offender
Appeal	A challenge made to a court's decision, taken to a higher court
Bail	The release of the accused while criminal proceedings are taking place on condition that the accused will attend court and comply with any other condition imposed
Barrister	A lawyer whose main role is to present the evidence and make legal arguments in court on behalf of their client
Brief (of Evidence)	A collection of statements from witnesses, expert reports, photographs and other material obtained by an investigative agency and given to the ODPP
Case Conference	A conference between a prosecutor and the accused's legal representative
CCA	Court of Criminal Appeal; the court in NSW that deals with conviction, sentence and other appeals from the District and Supreme Courts
Charge	The allegation that a person has committed a specific crime
Charge Certificate	A document that specifies the offences that are to be the subject of proceedings against the accused person
Committal	When a case is referred from the Local Court of the Children's Court to be dealt with in the District or Supreme Court
Confiscation	Action taken by the government to take money and assets used in or obtained through crime
Conviction	A finding that the accused is guilty of a crime
CoPoCA	<i>Confiscation of Proceeds of Crime Act 1989</i>
Counsel	Another word for barrister
Crime	A breach of criminal laws as set down in legislation or by the courts
Crown Prosecutor	Counsel that conduct and prosecute the more serious matters on behalf of the Crown
CSOEP	Child Sexual Offence Evidence Provisions
Defence	Used to refer to the accused's legal response to the prosecution; a lawful excuse for doing something; or the accused's legal team
Deputy Director	A Deputy Director of Public Prosecutions (NSW)
District Court	The court that deals with most of the serious criminal cases in NSW
D-List	Trial Development List
Drug Court	A court of record that deals with criminal matters involving accused persons who are addicted to illicit drugs
EAGP	Early Appropriate Guilty Plea
EAGP Brief	A simplified brief of evidence



Election	NSW laws allow for less serious matters to be dealt with summarily in the Local Court. An election is a decision as to whether a Table offence is to be dealt with on indictment in the District Court
Evidence	Material presented in court to prove or disprove a fact; it may be what a witness says or an exhibit
HCA	High Court of Australia
ICAC	Independent Commission Against Corruption
Indictable offence	An offence that may be dealt with on indictment in the District or Supreme Court also known as Strictly Indictable
Indictment	A document filed in the District or Supreme Court that lists the charges against the accused
Investigative agency	A government agency that investigates crime, such as the NSW Police Force
Judge	A person who hears cases in the District or Supreme Court
KC	King's Counsel
Legal support officer	Provide high-level administrative support to ODPP legal staff and Crown Prosecutors
Local Court	A lower court which hears less serious matters
Magistrate	A judicial officer who hears cases in the Local Court or the Children's Court
NSWPF	New South Wales Police Force
NFP	No further proceedings; a direction to end a prosecution
No further proceedings	A direction to end the prosecution
ODPP	Office of the Director of Public Prosecutions (NSW)
Offender	A person who has been found guilty of a crime
Plea	The accused's answer to the charge: guilty or not guilty
Prosecution	The criminal case, or the party running the criminal case (also currently referred to as the Crown)
Prosecutor	An ODPP solicitor or a Crown Prosecutor, including a solicitor acting for the DPP and private counsel briefed by the DPP
SC	Senior Counsel
Sentence	The penalty imposed by a Judge or Magistrate on an offender
Solicitor Advocate	Appear as advocates in less complex District Court trials and more difficult Local Court prosecutions
Solicitor with carriage	The ODPP solicitor who is responsible for a particular case
Summary hearing	Similar to a trial but heard before a magistrate in the Local Court or the Children's Court

Summary offence	An offence that cannot be dealt with on indictment
Supreme Court	The court in NSW where the most serious criminal cases are heard, eg murder
Table offence	An indictable offence listed in Table 1 and 2 in Schedule 1 of the <i>Criminal Procedure Act 1986</i> (NSW) that is capable of being dealt with either summarily in the Local Court or on indictment in the District or Supreme Court
Trial	A hearing in a court where evidence is presented and a decision is made
Verdict	The decision of whether the accused is guilty or not guilty after a trial or hearing
Victim	A person who has suffered harm as a direct result of an act committed by another person in the course of a criminal offence
Walama List	Sentencing Court only for eligible adult Aboriginal and Torres Strait Islander offenders before the NSW District Court
WAS	Witness Assistance Service; a specialist service within the ODPP that provides assistance and support to victims and vulnerable witnesses in the criminal justice process
Witness	A person who attends court to give evidence
Trial	A hearing in a court where evidence is presented and a decision is made
Verdict	The decision of whether the accused is guilty or not guilty after a trial or hearing
Victim	A person who has suffered harm as a direct result of an act committed by another person in the course of a criminal offence
Walama List	Sentencing Court for eligible adult First Nations offenders before the NSW District Court
WAS	Witness Assistance Service; a specialist service within the ODPP that provides assistance and support to victims and vulnerable witnesses in the criminal justice process
Witness	A person who attends court to give evidence

Office Locations

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