



**Government of South Australia**

**Director of Public Prosecutions**

# Office of the Director of Public Prosecutions

## **2017-18 Annual Report**

Office of the Director of Public Prosecutions

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2017-18 ANNUAL REPORT for the Office of the Director of Public Prosecutions

To:

The Honourable Vickie Chapman MP

Deputy Premier

Attorney-General

This annual report is to be presented to Parliament to meet the statutory reporting requirements of *Director of Public Prosecutions Act 1991* and meets the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Office of the Director of Public Prosecutions by:

Adam Kimber SC

**Director of Public Prosecutions**



Signature

28/9/18

Date

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## **Section A: Reporting required under the *Public Sector Act 2009*, the *Public Sector Regulations 2010* and the *Public Finance and Audit Act 1987***

### **Agency purpose or role**

The Director of Public Prosecutions is a statutory officer, independent of the Attorney-General's Department, who initiates and conducts criminal prosecutions in the Magistrates, District and Supreme courts of South Australia. The Director of Public Prosecutions also initiates and conducts appeals in the Full Court of South Australia and the High Court of Australia.

### **Objectives**

- Provide the people of South Australia with an independent and effective criminal prosecution service that is timely, efficient and just.

### **Key strategies and their relationship to SA Government objectives**

<b>Key strategy</b>	<b>SA Government objective</b>
The Office of the Director of Public Prosecutions' (ODPP) processes incorporate the Prosecution Guidelines and applicable legislation. The ODPP applies those processes to ensure that prosecutions for indictable offences are conducted as efficiently, fairly and expeditiously as possible, and are in the public interest.	Efficient and fair justice for all South Australians.

**Agency programs and initiatives and their effectiveness and efficiency**

Program name	Indicators of performance/effectiveness/efficiency	Outcome for South Australia
<p>Prosecution Case Management System</p>	<p>The Prosecution Case Management System (PCMS) was implemented on 28 August 2017. Since that time, the system has been enhanced to accommodate arising process changes from the commencement of Major Indictable Reform.</p> <p>The PCMS is being used by staff on a daily basis and transforms previous manual, paper based business process within the ODPP through the improvement of workflows, communications and reduction of duplication and manual handling of information for major indictable matters.</p> <p>The new system also facilitates electronic record and data exchanges with other Criminal Justice Sector agencies. In May 2018, further enhancements were implemented which facilitated direct access to data from the South Australian Police (SAPOL).</p>	<p>The PCMS facilitates efficient and modern record and document management for the ODPP and contributes to the overall efficiency of the criminal justice sector.</p>
<p>Legislative Reform relating to ODPP</p>	<p>Significant legislative reform occurred in the context of a number of pieces of legislation relating to the ODPP. This included the replacement of the <i>Criminal Law (Sentencing) Act 1988</i> with the <i>Sentencing Act 2017</i> from 30 April 2018 and commencement of the <i>Criminal Procedure Act 1921</i>.</p> <p>The ODPP undertook significant training sessions for its staff, supplemented by written materials and will continue to provide training on an ongoing basis.</p>	<p>ODPP prosecutors are informed and educated in legislative changes and are able to make appropriate prosecution submissions on behalf of the Director and assisting the efficiency of the court.</p>

Program name	Indicators of performance/effectiveness/efficiency	Outcome for South Australia
Major Indictable Reform	<p>During 2017-18, through the Major Indictable Reform project, the office worked towards the implementation of the procedural changes effected by the commencement of the <i>Criminal Procedure Act 1921</i> on 5 March 2018.</p> <p>This required the office to review its business processes, ICT systems and work practices to support and satisfy the legislative requirements.</p> <p>The office worked closely with SAPOL, the Courts Administration Authority (CAA) and other sector members to deliver an holistic approach to major indictable matters under the new legislation.</p>	<p>The ODPP is prepared for Major Indictable Reform and can therefore contribute significantly to the efficiency of the court and the criminal prosecution process.</p>
Specialist legal teams	<p>Following recommendations from the independent review of the ODPP in 2016 as well as the new requirement for the assessment of preliminary briefs in the Major Indictable Reform, two specialised teams of solicitors were established in early 2018.</p> <p>The Preliminary Brief Assessment Team (also called the Brief Assessment Team (BAT)) and Vulnerable Witness Team (focusing on child sex matters) have resulted in the reduction of general solicitor teams across the office.</p>	<p>Specialisation facilitates greater efficiency in dealing with specific matters and contributes to the consistency and quality of prosecution submissions to the court.</p>
Prescribed drug offender amendments	<p>Significant amendments were made to the <i>Criminal Assets Confiscations Act 2015</i> providing for the automatic forfeiture of all property of certain drug offenders (with some exceptions) as an additional punishment for their offending.</p> <p>The ODPP's Criminal Asset Confiscation practice is preparing for the new legislation in August 2018. Preparations include, working with SAPOL and the CAA to ensure that the necessary civil procedures are in place.</p>	<p>The program contributes to the efficiency of the court in ensuring compliance with the amendments to the Act.</p>

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Program name	Indicators of performance/effectiveness/efficiency	Outcome for South Australia
Prosecutions in Remote Aboriginal Communities pilot	<p>The ODPP led a multi-agency project to increase engagement of Aboriginal complainants and witnesses and to improve outcomes for individuals and communities throughout the trial process.</p> <p>Recommendations were given to the Criminal Justice Sector Reform Council.</p> <p>The ODPP and South Australia Police also piloted an early intervention and case conferencing model for major indictable matters.</p>	Making the justice system more inclusive and effective.
Circuit and Country committals	<p>From 1 July 2017, the Director of Public Prosecutions assumed responsibility for the conduct of circuit and country committals.</p> <p>By utilising desktop audio-visual technology, ODPP staff now appear in regional courts from the offices in Adelaide. During 2017-18, 127 matters were committed for trial in the Northern District Circuit Court compared to 212 matters committed for trial in the 12 months preceding the commencement of the project.</p>	<p>This reform has:</p> <ul style="list-style-type: none"> <li>• improved services to victims, witnesses and the accused in regional areas</li> <li>• reduced the number of matters committed to higher courts</li> <li>• freed up SAPOL resources in country locations; and</li> <li>• created consistency in the way in which major indictable matters are handled across the State.</li> </ul>

**The Director of Public Prosecutions Annual Report Data 2017-18**

<b>Prosecution Briefs Received and Finalised</b>	Briefs received <sup>1</sup>	2,025
	Briefs finalised <sup>2</sup>	2,606
	Current briefs	1,645 <sup>3</sup>

	<b>Outcome</b>	<b>Number</b>	<b>%</b>
	<b>Prosecution Briefs Outcomes - Committal</b>	Committed for sentence	526
Committed for trial		782	29.42%
Resolved in Magistrates Court by ODPP		350	13.17%
Returned to Police		209	7.86%
No Case to Answer		8	0.30%
Tender No Evidence		758	28.52%
Other		25	0.94%
<b>Total</b>		<b>2658</b>	<b>100%</b>

	<b>Outcome</b>	<b>Adelaide</b>		<b>Circuit</b>	
		<b>Number</b>	<b>%</b>	<b>Number</b>	<b>%</b>
<b>Outcome of prosecution briefs - District and Supreme Court</b>	Convicted	453	64.16%	79	54.12%
	Not Guilty	56	7.93%	10	6.85%
	Nolle Prosequi	116	16.43%	21	14.38%
	White Paper	73	10.35%	35	23.97%
	Other	8	1.13%	1	0.68%
	<b>Total</b>	<b>706</b>	<b>100%</b>	<b>146</b>	<b>100%</b>

<sup>1</sup> The 2017-18 figures outlined indicate a substantial decrease in the number of briefs received and finalised when compared to previous years. This is due to a change in brief structure which occurred in August 2017 as a result of the implementation of the new ODPP Prosecution Case Management System. From this time, counting rules changed from "brief per accused" to "brief per matter".

<sup>2</sup> The 'Briefs Finalised' during 2017-18 do not correlate directly with the 'Briefs Received' due to the time lapse between the receipt of a prosecution brief and the finalisation of that brief in the District of Supreme Court as it can exceed 12 months.

<sup>3</sup> Historical file reviews and closures were conducted during 2017-18 resulting in significantly more briefs being closed.



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	Outcome	Adelaide		Circuit	
		Number	%	Number	%
<b>Outcomes of trials that proceeded - District and Supreme Courts</b>	Guilty	127	46.01%	18	50.00%
	Not Guilty	54	19.57%	10	27.78%
	Nolle Prosequi	17	6.16%	3	8.33%
	Not Guilty - Mental Incompetence	1	0.36%	0	0.00%
	Guilty Plea at/during trial	43	15.58%	3	8.33%
	Hung Jury	7	2.54%	1	2.78%
	Mistrial	21	7.61%	1	2.78%
	Other	6	2.17%	0	0.00%
	<b>Total</b>	<b>276</b>	<b>100%</b>	<b>36</b>	<b>100%</b>

	Outcome	Adelaide		Circuit	
		Number	%	Number	%
<b>Reasons for vacated trials- District and Supreme Courts</b>	DPP Application	28	5.04%	5	7.04%
	Defence Application	66	11.87%	8	11.27%
	Joint Application	19	3.42%	1	1.41%
	No Court/Judge Available	38	6.83%	12	16.90%
	Bench Warrant (on day/prior)	10	1.80%	2	2.82%
	Negotiations pending	0	0.00%	1	1.41%
	Nolle prosequi (on day/prior)	94	16.91%	8	11.27%
	Late Guilty Plea	269	48.37%	27	38.02%
	Witness Unavailable	4	0.72%	0	0.00%
	Other	28	5.04%	7	9.86%
	<b>Total</b>	<b>556</b>	<b>100%</b>	<b>71</b>	<b>100%</b>

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<b>Crown Appeals</b>	<b>Outcome</b>	<b>Against Sentence</b>	<b>Against Conviction</b>	<b>Other Grounds</b>
	Allowed	5	0	2
	Dismissed	4	2	2
	Other Outcome	1	0	0
	Withdrawn/Abandoned	1	1	0
	<b>Total</b>	<b>11</b>	<b>3</b>	<b>4</b>

<b>Defence Appeals</b>	<b>Outcome</b>	<b>Against Sentence</b>	<b>Against Conviction</b>	<b>Other Grounds</b>
	Conviction quashed	0	14	0
	Sentence reduced	24	0	1
	Appeal Dismissed	19	32	0
	Other Outcome	11	3	0
	<b>Total</b>	<b>54</b>	<b>49</b>	<b>1</b>

<b>Leave to appeal applications</b>	<b>Outcome</b>	<b>By ODPP Against Sentence</b>	<b>By Defence Against Sentence</b>	<b>By Defence Against Conviction</b>
	Abandoned / Withdrawn	0	13	12
	Dismissed	0	20	11
	To CCA	8	47	51
	Other	0	1	0
	<b>Total</b>	<b>8</b>	<b>81</b>	<b>74</b>

<b>Adjudication Outcomes</b>	<b>Outcome</b>	<b>Number</b>	<b>%</b>
	Charge Major Indictable	2083	78.63%
	Charge Minor Indictable	482	18.20%
	Charge Summary (inc charge minor)	0	0.00%
	Do not lay charges	47	1.77%
	Other	37	1.40%
	<b>Total</b>	<b>2649</b>	<b>100%</b>

## Legislation administered by the agency

*Director of Public Prosecutions Act 1991*

### Organisation of the agency

- **Executive:** The Executive Committee of the Office comprises the Director, two Acting Managing Solicitors, the Deputy Director (Counsel), and the Director, Business Services (5 FTEs). The Executive Committee meets each month and has overall responsibility for the establishment, implementation and evaluation of the strategic direction of the Office. It also has responsibility for policy and determines responses to the important legal issues affecting the ODPP.
- **Solicitors' Section:** The Solicitors' Section is the largest section of the ODPP (64.9 FTE in 2017-18 excluding the Confiscations Section) and comprises the Brief Assessment Team, the Vulnerable Witness Team, the Circuit Team and four general solicitor teams. Solicitor work includes committals in the Magistrates Court, and conduct of major indictable matters in the superior courts including pre-trial hearings and preparation of files for trial. Prosecution files include fraud, Drug Court matters, mental health orders, ICAC prosecutions and circuit court work in Mount Gambier and Port Augusta. The prosecutors within the Solicitors' Section appear in all criminal courts when submissions are made on guilty pleas, when disputed facts hearings proceed and in relation to permission to appeal and appeal arguments. Senior members of the Section also undertake appeal work in the Court of Criminal Appeal and the Chief Counsel (Appeals and Advice) is also included in this Section.

This financial year has seen the introduction of the Major Indictable Reform initiative whereby matters commenced post 5 March 2018 are subject to new committal processes, in particular the provision of a Preliminary Brief by SAPOL to the ODPP and the requirement of a charge determination by this office prior to committal proceedings commencing.

The Confiscations Section is part of the Solicitors' Section and comprises 3.7 legal FTE in 2017-18. The *Criminal Assets Confiscation Act 2005* gives the Director of Public Prosecutions the power to seek to confiscate proceeds and instruments of crime. The staff of the Confiscations Section undertake the necessary work in order to effect outcomes under the Act such as:

- Making application to the court for restraining orders over property to ensure that it is not disposed of during the course of criminal proceedings;
  - Making application to the court for forfeiture orders in which property which is the proceeds of an offence, or was used in connection with the commission of an offence, can be forfeited; and
  - Making application for pecuniary penalty orders in which a monetary sum is paid to the Victims of Crime Fund based on the value of benefits received from the commission of an offence or the value of property used in connection with the commission of an offence.
- **Trial Counsel Section:** The Counsel Section comprises 25.8 legal FTE in 2017-18 (including the Chief Crown Prosecutor) and undertakes the prosecution of the most serious criminal pleas and trials within the District and Supreme Courts. In addition to the Director, two Acting Managing Solicitors and Deputy Director (Counsel), senior

members of the Counsel Section may also undertake appeal work in the Court of Criminal Appeal and in the High Court of Australia.

- **Business Services Section** The Business Services Section of the ODPP is managed by the Director, Business Services. The section comprises a number of administrative teams including the Witness Assistance Service (WAS), law clerks, secretaries, and administrative staff. Overall, the Section is responsible for human resource management, financial services, information management, work health and safety, administrative policy and procedures, procurement, records management, risk management and a range of other specific legal support functions such as data entry, secretarial, reception and rounds delivery.

There are currently 24.4 FTE law clerks within the ODPP, managed by a Law Clerk Manager and one team leader. The clerks support the Trial Counsel and Solicitor Sections. General administrative staff within the Business Services Section comprise 14.9 FTE.

Secretarial staff number 2.8 FTE and are supervised by the Law Clerk Manager. The majority of typing requirements involve complex court documents and general typing.

The WAS provides a state-wide information, education, support and referral service to victims of crime, witnesses for the prosecution, and their immediate family members in matters dealt with by the ODPP. These people may be especially vulnerable due to the type and nature of the criminal offences involving them and/or as a result of their personal circumstances.

The service continued to assist the Director to:

- meet his obligations to victims of crime under the *Victims of Crime Act 2001*;
- inform victims and witnesses of their roles, rights and responsibilities in dealing with the ODPP and the criminal justice system;
- help manage the requests, needs and expectations of victims and witnesses when dealing with the ODPP and criminal justice system; and
- provide victims and witnesses with information, support and referral resources.

In 2017-18 there were 10.6 FTE in the WAS team comprising the Manager and senior social work professionals (Witness Assistance Officers). That staffing complement included 3.6 FTE designated child officer roles funded from the ODPP of the Commissioner for Victims' Rights.

## Organisational Chart:

<https://www.dpp.sa.gov.au/about-us/our-organisation/>

**Other agencies related to this agency (within the Minister's area/s of responsibility)**

Nil to report

**General Compliance**

Reporting on the following aspects of the ODPP is contained within the AGD 2017-18 Annual Report:

- Employment Opportunity programs
- Agency performance management and development systems
- Work health, safety and return to work programs of the agency and their effectiveness
- Work health and safety and return to work performance
- Fraud detected in the agency
- Strategies implemented to control and prevent fraud
- Whistle-blowers' disclosure
- Executive employment in the agency
- Consultants
- Contractors
- Financial performance of the agency

**Other financial information**

In relation to Criminal Assets Confiscations, the following data is provided:

Criminal Asset Confiscations	2017-18	2016-17	2015-16	2014-15	2013-14
Briefs received	283	435	371	271	283
Briefs finalised	425	232	246	236	269
Deposited to Victims of Crime Fund	\$2,094,612	\$1,105,780	\$1,579,042	\$1,161,617	1,697,319

In relation to briefing out of trials to the private bar by the ODPP, the following financial data is provided:

Briefing out of trials to private bar	2017-18	2016-17	2015-16	2014-15	2013-14
Number of matters	120	131	140	185	76
Total Cost	\$888,126	\$794,772	\$953,890	\$730,850	\$375,731

**Other information requested by the Minister(s) or other significant issues affecting the agency or reporting pertaining to independent functions**

## Director's Overview

Over the last 12 months, the fundamental responsibilities of my Office have remained unchanged. Nonetheless, there has been much change. Aspects of that change have been driven by legislative reform. Other aspects are the result of my Office's obligation to seek continuous improvement.

On 5 March 2018 the new *Criminal Procedure Act* commenced. An initiative of the former Government, that Act introduced significant changes to the process by which the major indictable offences for which my Office is responsible are handled. It has resulted in a delay in work coming into my Office, a trend that has begun to reverse.

One of the most significant changes brought by the new Act is the introduction of a "pre-brief assessment" process. In the past, regardless of the state of the investigation, my Office would become responsible for a matter almost immediately after the arrest. In contrast, the new process enables my Office to decline to assume responsibility for a matter until the police investigation has advanced to a point that enables a proper assessment of whether the charge suggested by police is appropriate and whether there might be a reasonable prospect of conviction. In some instances, this assessment requires the evaluation of expert evidence. By way of just some examples: drug analysis, DNA testing and the examination of electronic devices. At the first appearance in court it is now the responsibility of police to advise the court of the time it needs to provide sufficient evidence to my Office.

To accommodate the reform a specialist team was created within my Office. That team provides detailed advice to SAPol at two stages. First, immediately after arrest when the charges preferred by police are reviewed and advice is provided as to what might be necessary for the preliminary brief. Second, once that preliminary brief is received, that brief is reviewed and a decision made as to whether sufficient evidence has been provided to enable the relevant assessment to be made.

On the introduction of the reform there were a number of matters in which the period of time sought by police to assemble this preliminary brief was lengthy. In some instances, the time being sought was unnecessary. Putting those matters aside, the delays should not have come as a surprise. Matters often take too long to progress and that delay is not in the interests of victims or accused. However, I doubt any piece of legislation can ensure that adequate briefs of evidence are prepared more quickly. That is impacted by a number of different things, all beyond my Office. Consistent with this, the goal of this aspect of the reform was not to decrease the time police might require to assemble an adequate brief of evidence. It was to avoid resources being wasted by repeated appearances in court which achieved little to advance the matter while an adequate brief was being prepared by police.

Nonetheless, as a consequence of the time sought in some matters being, in my view, inappropriate, I provided additional support to SAPol to assist it to discharge its new responsibilities. In particular, my Office diverted resources so that much more detailed advice than was ever anticipated would be necessary, could be provided. This will continue. As is always the case, my Office will continue to work closely with police to ensure that both agencies discharge their responsibilities appropriately.

Another significant change brought by the new Act is the creation of an obligation upon both the prosecution and defence to file "case statements" if the matter is not resolved and might be listed for trial. Although the provision of the statements will be burdensome, I support this

change. It has the potential to narrow the issues at trial and save resources for the court, police and other witnesses. For such benefits to be realised, defendants, and those representing them, will have to engage. The first of the prosecution case statements will be filed with the court later this year, but it will be at least 12 months or so before we know whether this aspect of the reform might be successful.

Another reform has been the introduction of the new *Sentencing Act, 2017*. Also an initiative of the former Government, it aimed to make some significant changes to the sentencing process. As with any new Act, the court has looked to prosecutors to assist it with the new provisions. This has required significant education of staff and I am pleased that members of the court have thanked my staff for the level of assistance they have provided.

There has not only been legislative change. My Office has continued to examine its structure. In the past year a specialist vulnerable witness team has been created. This team of solicitors deals almost exclusively with some of the more vulnerable victims, including children. This work requires particular skills because of the subject matter, and the way in which the evidence of victims can be presented in court. This team will assist not just the victims, but also the trial counsel who conduct these very difficult trials so well. A project has been directed to the earlier allocation of trial counsel to the longer trials. This has been very well received. How this has been embraced is a credit to trial counsel.

There have been other important changes. For the foreseeable future, Sandi McDonald SC will be the sole Deputy Director and Carmen Matteo and Robyn Richardson have joined the Office's Executive as Managing Solicitors. I thank them, and Maddie Turner, Director, Business Services, for the considerable support they provide to me. In addition, in recognition of the growing complexity of some of the work, particularly on appeal, I have created a new role of Chief Counsel, Appeals and Advice. Ian Press SC fills this role.

The last 12 months has been an interesting time for the Office's budget. In the mid-year budget review at the end of 2017, the former Government allocated my Office an additional \$1.2m to assist with the workload. This amount was ultimately not received, as shortly thereafter, the former Government demanded significant savings be found by the Attorney-General's Department ("the Department") of which my Office is a part. Faced with what was no doubt the very difficult task of delivering the savings demanded, the former Chief Executive of the Department allocated a saving of \$970,000 to my Office. In effect, the \$1.2m avoided any cut to what was the Office's budget before that allocation. In the first budget of the new Government, one-off funding of \$750,000 was provided to resource some of the Office's largest prosecutions this financial year. In addition, there was no further cut to my Office's budget. This stands in contrast to other areas of the Department. My Office enjoys other support. I am very grateful for these things. As with the former Government, the budget will be the subject of ongoing discussion. I look forward to continuing to engage in a constructive fashion about what is needed for a prosecution office to do all that is expected, to the standard expected.

Looking forward, it has long been my view that my Office should be responsible for more prosecutions than it is currently obliged to conduct. There are many prosecutions in the Magistrates Court which are handled by police prosecutors which involve very serious offending and complex issues. If resources could be found, such prosecutions should be the responsibility of my Office which can draw upon the skills of some of the most experienced criminal lawyers in the State. The Magistrates Court and the police would benefit. In some



matters, there will be quicker, and more appropriate, resolutions. This would also benefit accused and victims. To have confidence about these things, we need look no further than the improvements which have come from my Office being involved in committal proceedings in regional areas. Merely to give proper consideration to such a change is a considerable step in itself. It is to the credit of SAPol that in the last few months it has taken the first step of discussing the issue with me. I hope such discussions continue. If there is to be change, it will not come quickly and there would need to be substantial support from Government.

I conclude by thanking my staff. Consistent with what is set out above, the last 12 months has been a period of significant change. The work is difficult. It is performed with enormous dedication. The community should be proud of the way staff discharge their responsibilities.



**Adam Kimber SC**

Director of Public Prosecutions

## Section B: Reporting required under any other act or regulation

<p><b>Name and date of act or regulation</b> <i>Director of Public Prosecutions Act 1991</i></p>
<p>9 (2) The Attorney-General may, after consultation with the Director, give directions and furnish guidelines to the Director in relation to the carrying out of his or her functions</p> <p>11 (1) The Director may give directions or furnish guidelines to the Commissioner of Police or other persons investigating, or prosecuting, offences on behalf of the Crown.</p> <p>11(2) Any such directions or guidelines must be published in the Director's annual report.</p>
<p>There were no directions or guidelines given by the Attorney-General to the Director of Public Prosecutions pursuant to section 9 of the <i>Director of Public Prosecutions Act 1991</i> during the 2017-18 financial year.</p> <p>There were no directions issued to the Commissioner of Police by the Director of Public Prosecutions pursuant to section 11 of the <i>Director of Public Prosecutions Act 1991</i> during the 2017-18 financial year.</p>

### **Reporting required under the *Carers' Recognition Act 2005***

The *Carers' Recognition Act* is deemed applicable for the following: Department of Human Services, Department for Education, Department for Health and Wellbeing, Department of State Development, Department of Planning, Transport and Infrastructure, South Australia Police and TAFE SA.

*Section 7: Compliance or non-compliance with section 6 of the Carers Recognition Act 2005 and (b) if a person or body provides relevant services under a contract with the organisation (other than a contract of employment), that person's or body's compliance or non-compliance with section 6.*

Reporting required under the *Carers' Recognition Act 2015* is contained within the AGD Annual Report 2017-18.

## Section C: Reporting of public complaints as requested by the Ombudsman

### Summary of complaints by subject

<b>Public complaints received by the Office of the Director of Public Prosecutions</b>	
<b>Category of complaints by subject</b>	<b>Number of instances</b>
Professional Behaviour - Staff Attitude	4
Professional Behaviour - Staff Competency	10
Service Quality - Service Responsiveness	1
<b>Total</b>	<b>15</b>

### Complaint outcomes

<b>Public complaints received by the Office of the Director of Public Prosecutions</b>	
<b>Nature of complaint or suggestion</b>	<b>Services improved or changes as a result of complaints or consumer suggestions</b>
Professional Behaviour - Staff Attitude	Receipt of complaint acknowledged, complaint reviewed by the Director and actioned appropriately in consultation with the complainant.
Professional Behaviour - Staff Competency	
Service Quality - Service Responsiveness	