



Pacific Judicial
Integrity Program

Managing and Reporting on Fraud and Corruption Cases Online Course

Via Zoom 20 & 27 July and 3 & 10 August 2023



**FEDERAL COURT
OF AUSTRALIA**



Papua New Guinea
Centre for Judicial Excellence



Session 4 - Agenda

1. Welcome & Introduction (10 minutes)
2. Presentation on Case Management Systems (50 minutes)
3. Discussion Questions (20 minutes)
4. Sharing of one key take away (15 minutes)
5. Post-Course Survey (10 minutes)
6. Course Wrap-Up (5 minutes)



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Managing and Reporting on Fraud and Corruption Cases Online Course

Session 4: Case Management Systems

Presenters: Tony Lansdell, PJIP Systems Adviser
Chief Registrar Shemi Joel, Supreme Court of Vanuatu
Ingrid Kabua, Chief Clerk of Courts, Marshall Islands Judiciary

Topics

- **Systems**
 - Overview of Systems across the Pacific
- **Data**
 - Criminal data structure
 - Data management and quality
 - Reporting and Analysis
 - Vanuatu/RMI – ensuring data quality focus
- **Documents**
 - Creating the e-file
 - Using the e-file
 - Features needed
 - Vanuatu/RMI – experience with documents
- **Active Case Management**
 - Managing cases
 - Vanuatu/RMI – experience with ACM



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Systems

Case Management System

- Without information – we know nothing
- We can't answer questions, we can't plan, we can't reflect
- CMSs serve two purposes – the case itself, and the management of 1,000s – with two audiences – the judiciary and the administration
 - Documents get the judiciary excited
 - Information gets the administration excited



Case Management System continued



- While the scope of PJIP is a subset of the totality of what a court deals with criminally, all the points/topics in this course relate to either the subset or the totality of criminal matters or ANY large matter
- Three key ingredients for judicial officers and administrators with the USE of systems:
 - Data
 - Documents
 - Active Case Management



Systems in the Pacific

Country	Systems	Documents	Judicial Usage	Criminal Alignment
Vanuatu	Established CMS	Yes	Variable	✓
FSM	CTS	Yes	Minimal	Under development
Tokelau	XLS (to be enhanced)	No	N/A	Free text (to be enhanced)
Nauru	CTS	Yes	Minimal	✓
Fiji	Moving to CMS	Unsure	Unsure	Unsure
Tonga	New CMS	Yes	Variable	✓
Samoa	CTS	Yes	Will be	✓
PNG	Various CMS	Yes	Substantial	✓
Solomon Islands	Established CMS	Unsure	Unsure	✓
Kiribati	Moving to CTS	Will be	Will be	Will be
RMI	CTS	Yes	Substantial	✓



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Data

Criminal Data Structure

- We take for granted this concept of how data is structured and managed – it is out of sight, out of mind for most
- The journey:
 - the old days – the books... fixed columns – we could see and record easily
 - then along came Excel and we got excited by columns – and WENT CRAZY, and
 - then systems – the inter-relationship between ‘bits of information’

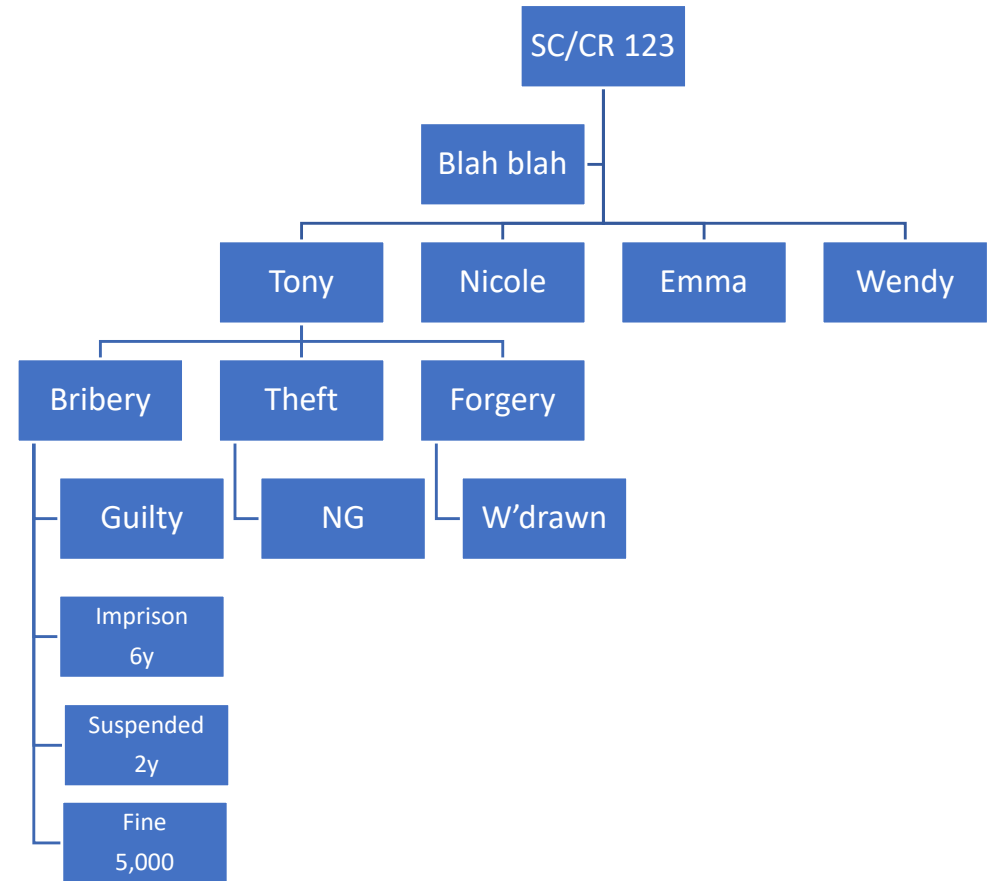
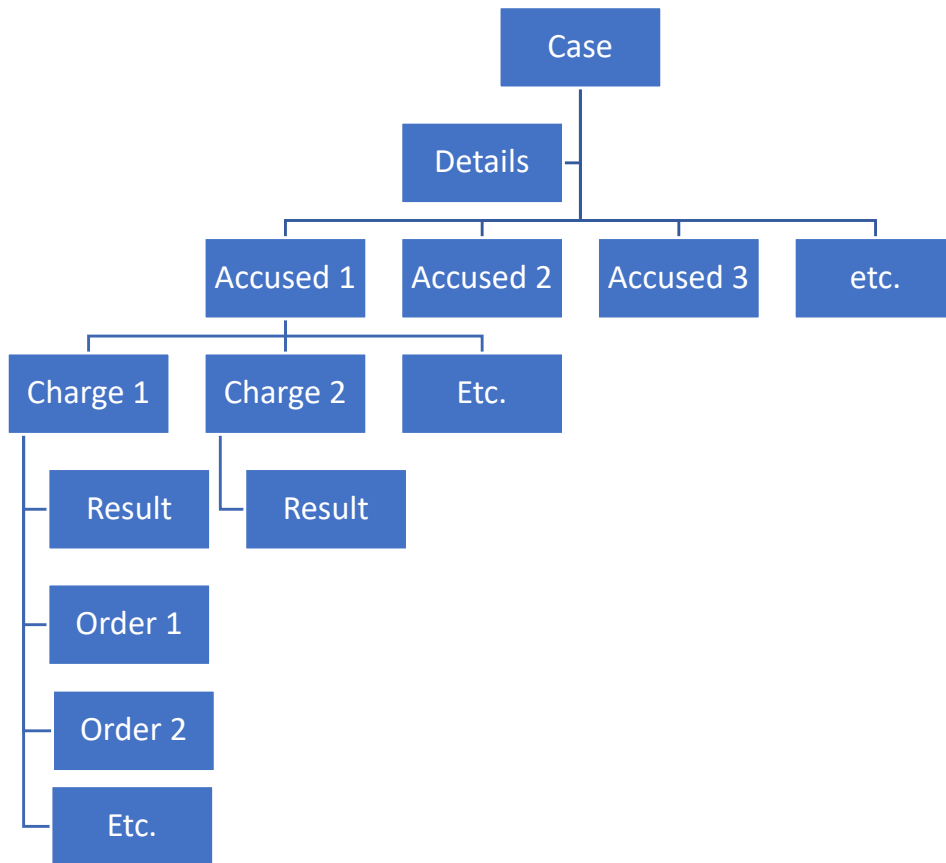


Criminal Data Structure continued

- Criminal data management – way more to it than simple civil based cases/systems
- Typically:
 - a case can have one or many accused, who in turn,
 - can have one or many charges against them, and
 - for each charge/accused – each has a result (G/NG) and
 - potentially, one or many orders e.g. Imprisonment with a Suspension, or a Community Work Order with a monetary fine



Simple data structure



Charge Category and specific charges


- Follow the legislation
- Sections in essence become the Category – Public Order Offences
 - Sub-sections become the Offence e.g. Corruption and bribery of officials
- Ideally – codified e.g.
 - 1000 series = Public Order Offences
 - 1010 = Corruption and bribery of officials


Charge Category and specific charges continued




- And more ideally – these codes shared across all justice agencies!
 - Becomes even more critical for moving information around agencies – not just the data architecture aligns, so do the specific offences/codes
- Remember – the scope for F and C charges are across many pieces of legislation
 - So to be able to easily report – consider a SUB CASE TYPE of Fraud and Corruption
 - Will make reporting much simpler

Sub case type example

Editing of Case Information Complete of Case No. 2023-00003 HCT/Crim/Eby

You've successfully edited the following case information. 

Case Information
Parties/Persons/Charges
Actions
Documents
Listings
Ancillary Matters


Case Information					
Case No.	2023-00003 HCT/Crim/Eby	Jurisdiction	High Court	Case Type	Criminal
Sub-Case Type	Fraud & Corruption 	Case Title	State v Lansdell	Location	Ebeye
Case Description	Short story				
Police Ticket No.	123	Prosecutor	Richard Hickson  	Source	N/A
Influencing Factor	Financial				
Date Filed	03/15/2023	Final Outcome	N/A	Date Disposed	N/A

Sub case type searching

Search for Cases

Enter your search parameter(s) below to return case information.

Quick Search
Advanced Search

Case No. <input style="width: 90%;" type="text"/>	Case Type <input style="width: 90%;" type="text" value="Select Case Types"/>	Sub-Case Type <input style="width: 90%;" type="text" value="Fraud & Corruption"/>
Jurisdiction <input style="width: 90%;" type="text"/>	Location <input style="width: 90%;" type="text"/>	<input type="checkbox"/> Judge <input type="checkbox"/> Status <input type="checkbox"/> Stage <input type="checkbox"/> Date Disposed
Counsel <input style="width: 90%;" type="text" value="Select Counsels"/>	Prosecutor <input style="width: 90%;" type="text"/>	<input checked="" type="checkbox"/> Fraud & Corruption <input type="checkbox"/> Guardianship <input type="checkbox"/> Habeas Corpus <input type="checkbox"/> Illegal riding <input type="checkbox"/> Illegal stop or parking <input type="checkbox"/> Immigration Act 2006 <input type="checkbox"/> Immigration Offenses <input type="checkbox"/> Import Duties Act <input type="checkbox"/> Impersonation
Case Title <input style="width: 95%;" type="text"/>		
Police Ticket No. <input style="width: 90%;" type="text"/>	Date Filed <input style="width: 45%;" type="text" value="dd/mm/yyyy"/> <input type="text" value="dd/mm/yyyy"/>	
Charge Category <input style="width: 90%;" type="text"/>	Charge <input style="width: 90%;" type="text"/>	

Data Quality

- How to ensure quality?
 - Personal ownership
 - Independent 'checker'
 - Peer review
 - Automated reporting
 - OR?



Data Reporting

- Unless your system has pre-defined reports, then the production & transformation of raw data into a report typically requires MS XLS skills
- Explore options and techniques to present the data clearly
- Grouping the charges ready for analysis
 - Use of Pivot tables (e.g. Vanuatu and RMI example)



Data Analysis

- Now you have turned the data into information, now to find the gold
- And to be able to interpret, analyse and comment on the information
- Being able to ‘tell a story’ is key





Categorising the charges

Charge	PJIP	CATEGORY
Aggravated Arson	Not in PJIP Scope	Bribery
Aggravated Assault	Not in PJIP Scope	S/extortion
Aggravated Assault (old)	Not in PJIP Scope	Blackmail
Aiding and Abetting Trafficking	Not in PJIP Scope	Misuse of power
Aiding and Abetting Work Permit by Fraud	Fraud	Fraud
Arson	Not in PJIP Scope	Money-laundering
Assault	Not in PJIP Scope	Forgery
Assault (in a fight by mutual consent)	Not in PJIP Scope	Providing confidential information
Assault (old)	Not in PJIP Scope	False accounting
Assault and Battery (old)	Not in PJIP Scope	Other
Assault and Battery with a Dangerous Weapon (old)	Not in PJIP Scope	Not in PJIP scope
Assault with a Deadly Weapon	Not in PJIP Scope	
Bad Checks	Fraud	
Bar or Store Selling Alcoholic Beverages to Person Under the Age of 21	Not in PJIP Scope	
Bicycle w/o lights	Not in PJIP Scope	
Bribery in Official Matters	Bribery	
Bribery of Public Officials and Government Employees (old)	Bribery	
Burglary	Not in PJIP Scope	



Easily seeing the results

Row Labels	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 (blank)	Grand Total
☒					1								1
☒ Bribery	2			61	1	2	1	6	21	52	28	17	191
Bribery in Official Matters				61	1							3	65
Obstruction Driver's View or Driving Mechanism						2	1	6	21	52	28	14	124
Bribery of Public Officials and Government Employees (old)	2												2
☒ Forgery			1	2	2	3		14	2	2	1	6	33
Following too Closely									2	2	1	2	7
Knowingly Making a False Statement to an Immigration Officer								1					1
Pigpens (No septic tank)												1	1
Forgery (2nd Deg. Fel.: money, coins, etc.)			1	2	1	2		13				3	22
Forgery (Misd.)					1								1
Forgery (3rd Deg. Fel.: drug prescription, will, etc.)						1							1
☒ Fraud		1		1	1		3	2	12	21	12	8	61
Aiding and Abetting Work Permit by Fraud												1	1
Bad Checks												1	1
Duties of Drivers in Accidents Resulting in Injury							1		3	1		1	6
Embezzlement, Misappropriation and Diversion by Public Servants										2	1		3
Kidnapping		1			1		1	1	1	1			6
Overcrowding Pickup and Illegal Riding							1		8	15	6	2	32
Unlawfully Remaining in the Republic				1				1		2	5	3	12
☒ Misuse of power	2			24	6	4	3	12	1	6	1	6	65
Manslaughter	2			2	4	2	2	1	1	1	1		16
Misapplication of Entrusted Property and Property of Government or Financial Institution						1				1			2
Misconduct in Public Office (acts knowingly)				22	2	1		11		4		5	45
Possession or Removal of Government Property							1						1
Offence to Offer Bribery												1	1
☒ Money-laundering	35												35
Misconduct in Public Office (old)	35												35
☒ Not in PJIP Scope	602	157	78	244	212	162	308	354	1328	2178	2218	2238	10079

Key Indicators to measure

- How many - cases and/or offences
- How long - for the case itself
- What outcomes - guilty/not guilty
- What orders - imprisonment, fine
- How old - days pending
- How complex - proxy is attendance/continuance rate
- What other factors do we want to measure?



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Data capture

- All case details, parties, listings and chargers are entered into the system.
- Using standard naming convention for case description and must have date of registration
- Identify case type, case stage and assigning a judicial officer
- Scanning documents and uploading it into the system



Charge analysis



Row Labels	2019	2020	2021	Grand Total
⊕ Island Court			6	6
⊖ Magistrates Court	74	78	89	241
⊖ Criminal	34	13	11	58
⊖ Blackmail	1			1
Demanding money with menaces	1			1
⊖ Forgery			1	1
Uttering forged document			1	1
⊖ Fraud	33	13	10	56
False pretences	8	5	1	14
Misappropriation	2	1	6	9
Obtaining money by deception	12	4	2	18
Obtaining money etc by false or misleading statements	3	1		4
Receiving property dishonestly obtained	8	2	1	11
⊕ Preliminary Investigation	40	65	78	183
⊖ Supreme Court	37	45	141	223
⊖ Criminal	37	45	141	223
⊖ Bribery		7		7
Corruption and bribery of officials		7		7
⊖ Forgery	4	18	10	32
Counterfeit currency	2			2
Forgery	2	18	9	29
Uttering forged document			1	1
⊖ Fraud	33	20	129	182
False accounting			1	1
False pretences			1	1
Misappropriation	8	11	60	79
Obtaining money by deception	19	9	61	89
Obtaining money etc by false or misleading statements	4		3	7
Possession of property suspected of being proceeds of crime			3	3
Receiving property dishonestly obtained	2			2
⊖ Money-laundering			2	2
Money laundering			2	2

Data Quality

- Secretaries must update and upload relevant documents
- Update charge outcomes and orders
- Putting a finalized dated
- The CR then checks and makes sure the case is updated and completes the case file in the system



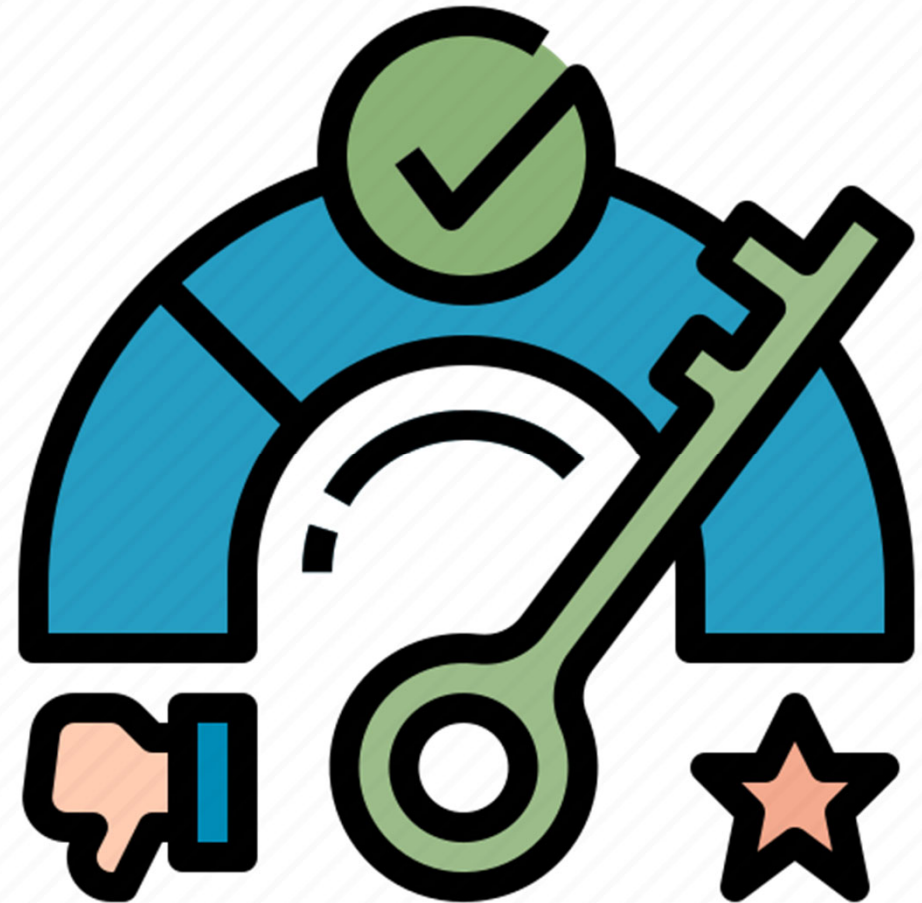
Fraud and Corruption performance



Row Labels	#	2019		2020		2021		Total #	Total Average DAYS
		Average DAYS#	Average DAYS#	Average DAYS#	Average DAYS#				
Magistrates Court		124	379	119	576	63	252	306	430
Criminal		32	347	50	1021	7	546	89	741
Blackmail				2	894			2	894
Demanding money with menaces				2	894			2	894
Forgery						1	102	1	102
Uttering forged document						1	102	1	102
Fraud		32	347	48	1027	6	620	86	745
Conspiracy to defeat justice		5	429	1	714			6	477
False pretences		6	133	4	341			10	216
Misappropriation		1	953	9	1084	3	650	13	974
Obtaining credit by fraud				14	1834			14	1834
Obtaining money by deception		13	364	7	1022	2	798	22	613
Obtaining money etc by false or misleading statements		4	238	4	238			8	238
Receiving property dishonestly obtained		3	503	9	407	1	175	13	411
Juvenile		2	573					2	573
Fraud		2	573					2	573
Receiving property dishonestly obtained		2	573					2	573
Preliminary Investigation		90	386	69	253	56	216	215	299
Blackmail		8	331	1	354			9	334
Demanding money with menaces		8	331	1	354			9	334
Bribery				7	202			7	202
Corruption and bribery of officials				7	202			7	202
Forgery		6	723	2	132	9	476	17	523
Counterfeit currency		2	126					2	126
Forgery		4	1021	1	132	7	583	12	691
Uttering forged document				1	132	2	101	3	111
Fraud		34	650	52	256	46	168	132	327
Deceiving witnesses		3	1021					3	1021
False accounting		1	2401			1	174	2	1288

Data Analysis

- Export data from System & analyse raw data to identify the quality of the data e.g. missing case stage, missing charges, following the 3 C's rule (Correct, Consistent and Completed)
- Meetings with the secretaries are held when the need arises with the quality of the data entered
- Run a regular refresher training and remind court secretaries the importance of data consistency of offences and the charge orders and outcome





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Documents

Document Capabilities

- Complex cases require advanced document capabilities:
 - Searching (often referred to as Full Text Searching)
 - Annotating (making notes electronically)
 - Tagging (like the ‘stickers’ we use)
- Many systems have basic capabilities, but consideration should be given to linking to specialist document facilities if not readily available



Document Capabilities

- Preparation of material from the parties:
 - Encouraging Prosecution (or demanding) them to use such tools as e-Brief
 - Brief of Evidence generated from system
- Examples include CTS, eBrief, Synergy and Lexis Nexis





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Managing Documents

- All documents are scanned after registration and added to the case file
- Accept documents via email can be dragged and dropped into the case file



Managing Documents

- We are trying to ensure that all physical documents match up with electronic scanned documents but judicial officers not interacting with the electronic file and still prefer the physical files
 - Need full text searching capability
 - Need alert to inform Judge of new documents





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Active Case Management

Active Case Management

- Tracking or Management systems to provide:
 - Judicial officers' easy way to see/track their 'favourite' cases
 - Allow for managing case by stage, or by task – with alerts
 - Easy navigation to documents
 - Advanced documents facility where required
 - Cases can be assigned to one or more judicial officers including registrars



Active case management

- Tracking or Management systems to provide:
 - Tracking ‘applications’ within a case e.g. Bail or Pre-Trial Challenges
 - Tracking related cases
 - Tasking/actions on a case
 - Ability to find applicable cases easily either by specific charge or sub-case type




Judicial interface for Active Case Management




Case No. ↑↓	Case Title ↑↓	Date Filed ↑↓	Stage ↑↓	Stage Date ↑↓	Status ↑↓	↑↓
<input type="text" value="Filter"/>	<input type="text" value="Filter"/>	<input type="text" value="Filter"/>	<input type="text" value="Filter"/>	<input type="text" value="Filter"/>	<input type="text" value="Filter"/>	
2023-00395 HCT/FPS/Maj	In Re: Confirmation of Customary Adoption of Nanci Naji Bujen By: Gabrino Kiotak	03/07/2023	Listed for Hearing on Petition	03/17/2023	6 days until due	
2023-00392 HCT/FPS/Maj	In Re: Confirmation of the Customary Adoption of Elaisha Lolin By: Mejinere Smith and Tom Smith, Elaisha Lolin	03/07/2023	Listed for Hearing on Petition	03/17/2023	6 days until due	
2023-00311 HCT/Prob/Maj	In Re: Matter of the Estate of Phillip Richard Marshall by: James A. Mclean	02/23/2023	Pending Opposition	05/08/2023	70 days until due	
2023-00295 HCT/FPS/Maj	In Re: Matter of the Guardianship of Takanodi Martin Malolo by Malolo Malolo	02/21/2023	Pending Request for Hearing Date	03/10/2023	8 days delayed OVERDUE	
2023-00187 HCT/FPS/Maj	In Re: The Application for Citizenship By Registration of Tokataake	02/01/2023	Listed for Hearing on Petition	04/06/2023	78 days until due	

Additional applications on a case

Editing of Case Information Complete of Case No. 2023-00003 HCT/Crim/Eby


You've successfully edited the following case information. 

Case Information | Parties/Persons/Charges | Actions | Documents | Listings | **Ancillary Matters** | 

Ancillary Matters

1 A/Matter Type	Bail Application	Start Date	15/03/2023	End Date	15/03/2023
Outcome	Disallowed	Assigned User	Carl B. Ingram	Party(ies)	Tony Lansdell
Length of Programme	N/A	Date to be Completed	N/A	Notes	N/A

Event 1: Hearing **Date:** 03/15/2023

 Edit this Case

Related Cases

Editing of Case Information Complete of Case No. 2023-00003 HCT/Crim/Eby

You've successfully edited the following case information.



Case Information

Parties/Persons/Charges

Actions

Documents

Listings

Ancillary Matters




Case Information


Case No.	2023-00003 HCT/Crim/Eby	Jurisdiction	High Court	Case Type	Criminal
Sub-Case Type	Fraud & Corruption	Case Title	State v Lansdell	Location	Ebeye
Case Description	Short story				
Rel Case No. From	2022-00003 HCT/Civ/Eby	Jurisdiction	High Court	Case Type	Civil
				Outcome	N/A
Police Ticket No.	123	Prosecutor	Richard Hickson	Source	N/A




Tasking or Actions on a case

Editing of Case Information Complete of Case No. 2023-00003 HCT/Crim/Eby

You've successfully edited the following case information. 

Case Information | Parties/Persons/Charges | **Actions** | Documents | Listings | Ancillary Matters | 

Actions					
1 Action	Complete Discovery	Due Date	24/03/2023	Assigned User(s)	James Reimers
Date Entered	15/03/2023	End Date	N/A	Result	N/A
Party(ies)	N/A	Comments	N/A		

 Edit this Case



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Vanuatu - Active Case Management

- Still something we are working on but we do have a Judge using the system to manage their future listings
- Produce Monthly Tracker Report

Supreme Court	Number of cases under carriage from previous Month	New Cases Allocated this Month	Number of Cases Closed THIS Month	Pending to Disposal Ratio (PDR) - against LAST 12 MONTHS disposals	Average Attend Rate per Pending case load	Number of open cases currently with Judicial Officer	Number of Cases Closed LAST Year	Number of Cases Closed in LAST 12 MONTHS	Number of Cases Closed THIS Year TO DATE	Number of current Cases under Carriage back 3 years and more	Overall % Listed - Directions, Conference s, Trials etc.	Overall % NOT LISTED - but with REASONS	Overall % NOT LISTED - but SHOULD or COULD BE
											1	2	3
	109	22	6	2.8	8.0	125	103	44	31	51	38%	14%	46%
	28	-8	0	0.1	4.5	20	256	149	88	12	0%	85%	10%
	124	33	10	1.8	7.4	147	107	84	61	30	65%	22%	9%
	46	-1	1	1.3	8.5	44	36	35	21	26	5%	45%	25%
	151	24	12	1.1	7.4	163	181	147	90	24	72%	22%	4%
	91	21	28	1.2	3.1	84	2	66	65	0	46%	46%	4%

This is an example of a Monthly Judicial Tracking report submitted to the Judges. It shows % of their pending workload – future listed or not



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Summary



- Getting the data right, and able to analyse it
- Managing the documents and using the documents
- Managing the case – active case management

Questions



Group 1: Data Gathering Questions



- Do your systems capture the level of detail required?
- How do you ensure data quality of the information captured?
- How well are you able to report on the information required to understand the workload and performance of Fraud and Corruption cases?



Group 2: Document Handling Questions



- How well placed might your jurisdiction be to having an electronic court file?
- What challenges are there in creating such?
- How well placed are your prosecution and other major offices to prepare/submit documents electronically?
- Would the judiciary embrace such a concept?



Group 3: Active Case Management Questions



- How well placed are your systems to enable judges to actively case manage their cases?
- What challenges are there in having judges use the system to manage their cases?



Action Planning

- Throughout the duration of the Online Course we have been discussing ideas and suggestions that may be of interest to your Court.
- Please spend some time with your colleagues to consider any key actions that you may wish to consider implementing in your Court.
 - What needs actioning
 - By when, and with what milestones
 - With what resources
 - Who needs to be involved





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Thank you