

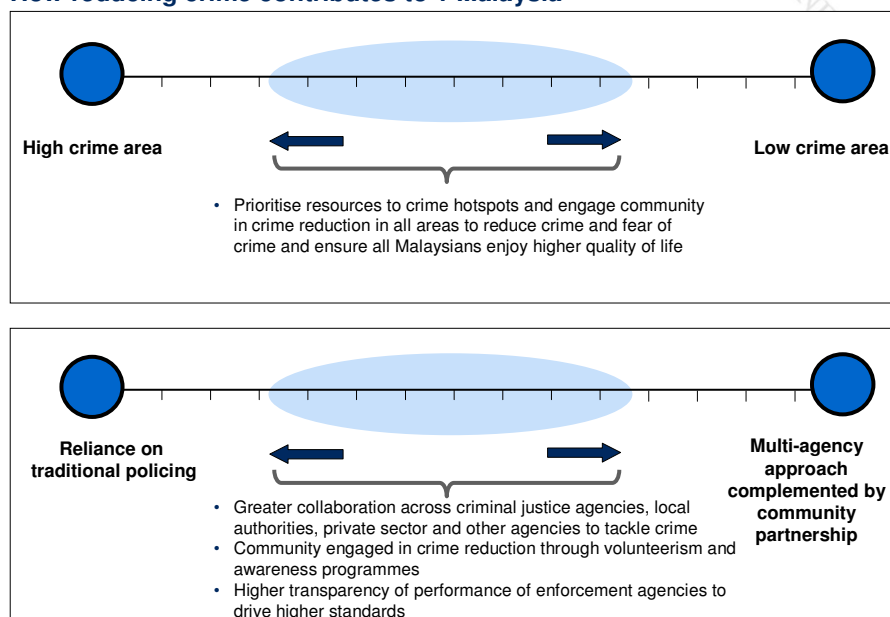
PEMANDU Lab Highlights: Crime

“Crime affects all Malaysians, irrespective of race, religion, gender or income levels. To protect our loved ones, we have set ambitious targets to reduce crime levels significantly for which I, as the Lead Minister, am accountable for delivering. Achieving these targets will require concerted efforts by all law enforcement agencies and also the help of community members. While we are actually already starting to see some positive signs on the nationwide level of street crime, we have much more to do to create a Malaysia where the fear of crime is substantially reduced. I humbly ask that all Malaysian join hands with the enforcement agencies in fighting crime at all levels such that we can all live in a safer nation.”

(Dato’ Seri Hishammuddin bin Tun Hussein, Minister of Home Affairs)



How reducing crime contributes to 1 Malaysia



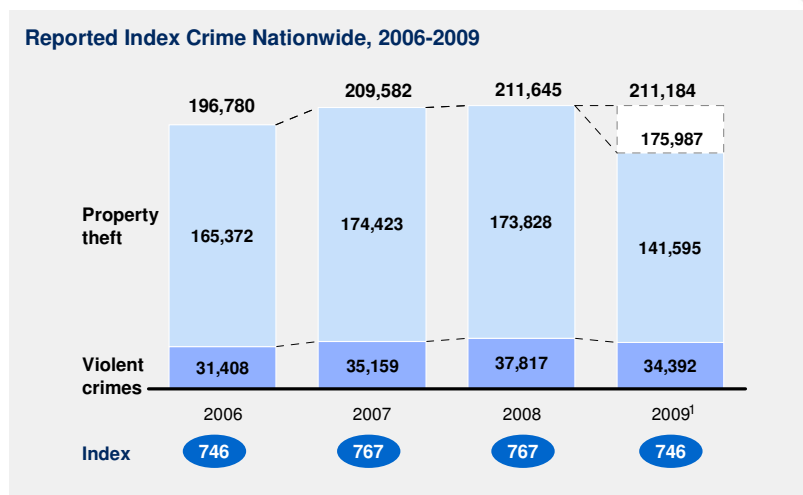
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Reducing crime is a vital part of Malaysia's plans to become a fully developed country. Crime and the fear of crime impact people's quality of life, sometimes with devastating effect. Crime also has a substantial economic cost. In the United Kingdom (UK), researchers at the Home Office estimated the cost of crime to be in excess of £60 billion per annum, which is over 5% of Gross Domestic Product (GDP).

Crime impacts all Malaysians, irrespective of race, religion, education or age. In polling, the rakyat consistently identify crime as one of the top issues that concern them.

In recent years, crime in Malaysia has been increasing (Figure 1). The overall crime rate (based on Index Crimes¹, as measured by the Royal Malaysian Police/Polis DiRaja Malaysia, PDRM) increased from 746 reported crimes per 100,000 population in 2006 to 767 in 2007. This figure remained stable in 2008, and while early projections suggest it may decline in 2009 that is yet to be confirmed.

¹ Fourteen crime types that occur with sufficient regularity and significance, such that they collectively serve as a meaningful index to the overall crime situation

Figure 1**Overall index crime has increased in recent years**

¹ 2009 Jan-Dec figures projected based on Jan-Oct 2009 data
SOURCE: PDRM

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In light of these increases, and the importance to the rakyat of reducing crime, the government selected “Reducing Crime” as one of the six NKRAs.

Reducing crime, and the fear of crime, requires us to address some of the polarities that exist in Malaysia. Crime per capita varies considerably across the country, and so too does the impact crime has on the rakyat’s quality of life. We need to address crime within our limited resources. This means we cannot rely on a traditional response to crime, where the police are solely responsible for crime reduction. While they do have an absolutely vital role to play, a new approach is needed.

We must actively involve multiple agencies across the criminal justice system, other parts of national and local Government as well as the private sector. Critically, the new approach must also be based on much more community participation through volunteerism and engagement in crime reduction. All of this needs to be underpinned by more transparency for the rakyat on the performance of enforcement agencies in the battle against crime.

Malaysia aspires to improve public safety, with visible results within the next 6-12 months

The aspiration of the Crime NKRA is to improve public safety across Malaysia over the next 2-3 years with visible results achieved within the first 6-12 months. These visible results will be achieved through targeted actions focused on delivering three outcomes:

- Achieving sustained reductions in reported index crimes, with a focus on reported street crimes, i.e., snatch theft and robberies without firearms
- Improving public perception of safety by promoting public participation and shared responsibility through multi-racial volunteerism, especially amongst the youth
- Driving operational excellence in the criminal justice system to build public confidence and strengthen professional pride across the system

Addressing crime as a whole will have the impact of increasing the sense of security felt by the *rakyat* in addition to enabling Malaysia to remain in the ranks of “safe” countries for tourism and business investments. The latter is especially crucial. A World Bank survey found that businesses in Malaysia are increasingly concerned about crime, theft and disorder. For instance, between 2002 and 2007, the proportion of service firms who indicated that the above problems were severe increased by 12% (Malaysia Economic Monitor, November 2009).

In October and November 2009, a Crime Lab was established bringing together agencies from across the criminal justice system and from the wider Government (Figure 2).

Figure 2

Crime Lab started on Oct 5 bringing together over 30 representatives from various ministries and agencies



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35 representatives from relevant ministries and agencies, including the private sector, worked together to set ambitious targets for crime reduction in Malaysia. These targets were supported by strategies focused around three key areas as described in the next section, and detailed implementation plans to achieve them.

We will focus on three key areas with five targets

Within crime there will be a focus on three key areas and a total of five targets:

Reduce overall reported index crimes, with a focus on street crimes

As described above, overall reported index crimes have risen since 2006. It is important to achieve reductions in overall crime levels because this will improve quality of life for Malaysians and reduce the economic costs of crime.

Experience from the UK, the United States of America (US) and elsewhere shows that significant reductions in crime are possible. In the UK, overall crime levels have fallen by over 30% since 1995. In major American cities such as Washington, Chicago and New York, crime rates have fallen by up to 50% since the early 1990s.

It is especially important to focus on street crimes which are defined as snatch theft and robberies without firearms. These crimes are traumatic in nature, and have a significant impact on the public's perception of safety and therefore on their lifestyles. For example, people may be reluctant to go to certain urban areas for fear of being a victim of crime. In some cases people may even be afraid to leave their homes in the evening.

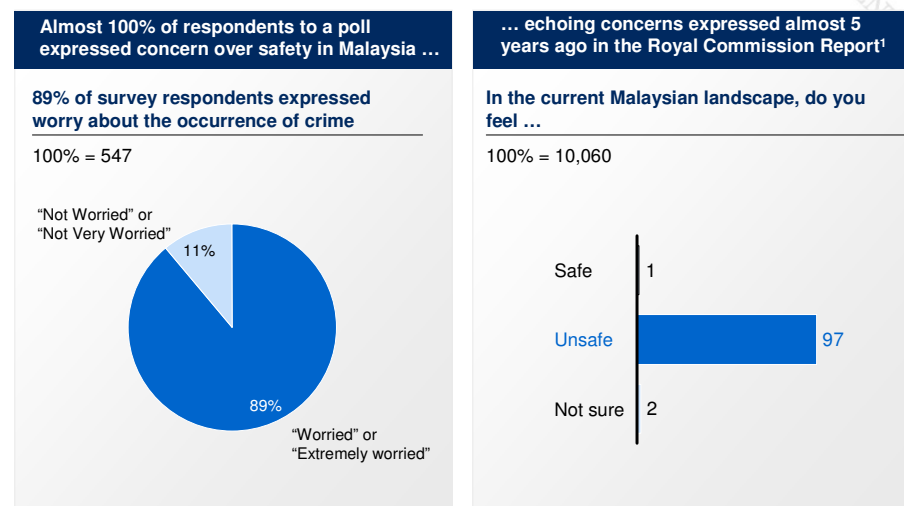
Our targets are to achieve at least a 5% reduction in overall index crime every year for the next three years, and to reduce street crime by 20% by December 2010.

Improve public perception of safety, especially through volunteerism

As mentioned earlier, the public in Malaysia is highly concerned about crime. This has been the case for some years, as the results of the survey in Figure 3 shows.

Figure 3

The Malaysian public is increasingly concerned over safety and the occurrence of crime



¹ Royal Commission to Enhance Operations and Management of PDRM
SOURCE: RCMOP, 1995¹, iKDN website, 20 July to 28 July 2009

Public perception of crime can remain unchanged, and can sometimes even worsen even if absolute crime figures are decreasing. Increasing the public's participation in crime awareness and prevention activities contributes towards increasing awareness and a general sense of security.

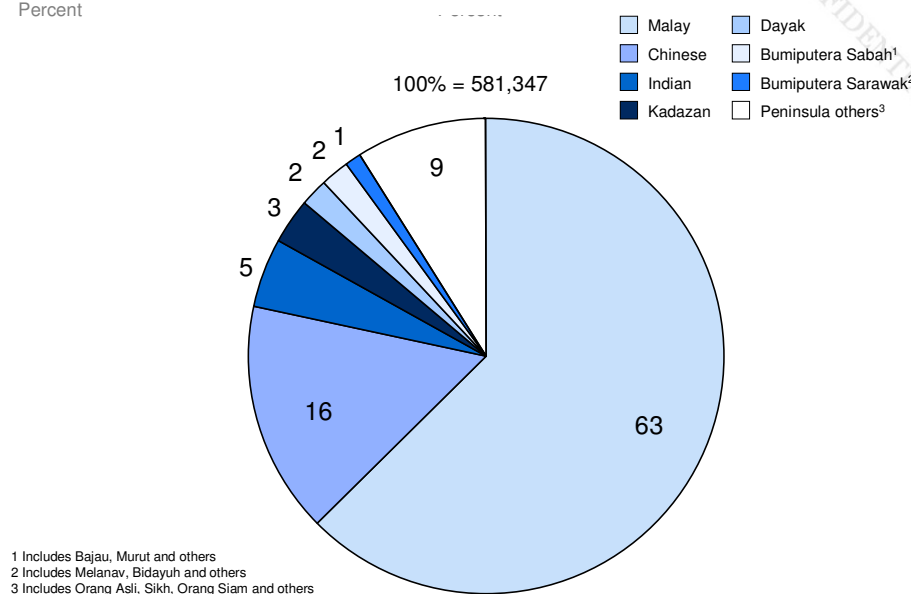
Globally, there has been a shift towards more community-based policing. This is in part because it helps reduce crime, but also because it reduces the fear of crime. Examples of this include the neighbourhood policing programme in the UK, where every neighbourhood has a dedicated team of police officers and community support officers. In the US, a number of police departments have introduced innovative ways for the general public to communicate with the police including townhall meetings and online forums. Such interactions enable the public to share their local priorities, which enables the police to respond accordingly, and keep the community updated on actions taken and progress made.

There is an opportunity to build upon Malaysia's significant tradition of volunteerism, from Rukun Tetangga schemes to organised volunteer programmes such as Jabatan Pertahanan Awam (JPAM) and Ikatan Relawan Rakyat (RELA). This would not only bolster the capacity of the police service, it would also involve more of the rakyat in crime reduction efforts.

RELA membership now stands at over 600,000 while membership of JPAM has grown from 28,000 in 2004 to over 67,000 in 2009. However it is important that these organisations reflect the diversity of the rakyat. As the analysis in Figure 4 shows, while there is already considerable ethnic mix in RELA membership, there is more to do for it to reflect Malaysia's true diversity.

Figure 4**RELA members number almost 600,000 but can improve diversity**

Percent



We will also be launching an independent survey to measure and monitor the fear of crime. Once the current levels of fear have been quantified through this survey, we will set a target to reduce the fear of crime every year for the next three years to 2012.

Improve performance across the criminal justice system

A more effective and efficient criminal justice system will ensure that offenders are charged and sentenced in timely fashion, thus deterring other would-be offenders. This is especially important for violent crimes. Our analysis shows that there is a backlog of over 5,000 violent crime cases in Malaysia and that this is increasing at the rate of almost 1,000 per year. Not all of these cases will result in a conviction – the defendant may be innocent or there may not be sufficient evidence to prove guilt beyond reasonable doubt. However, these cases should be resolved.

We will launch an initiative to get all the key criminal justice agencies working together to clear this backlog and to bring more violent crime offenders to justice. Our target is to bring an additional 3,000 violent crime offenders to justice by 2013.

At the same time, improving public satisfaction on police performance will instil a renewed sense of pride and purpose within the police force and help drive up confidence. We will be publishing league tables of Balai performance against the overall index crime rate and the change in crime rate. The highest performers will be rewarded, and the lowest performers will be provided with the support needed to improve their performance with close monitoring until their performance improves.

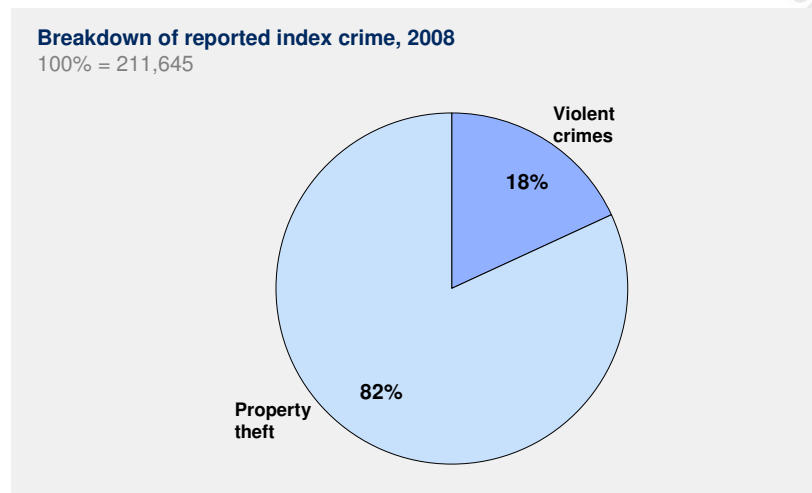
We will also commission an independent survey to measure public satisfaction with the police service, which will enable us to monitor how satisfaction improves over time. Once the baseline survey has been completed and we know what current levels of satisfaction are, we will set a target to improve satisfaction every year until 2012.

The above are important programmes to address crime in Malaysia, but they are just a start. Various supporting programmes are still needed to address root causes of the problems faced today. Hence, in the medium-to-long term, initiatives to increase operational efficiency of the police force, encourage more public participation in crime reduction and further improve the end-to-end performance of the criminal justice system will be implemented.

We have planned specific actions to achieve our targets

Reducing overall index crime

Index crime refers to 14 crime types that occur with sufficient regularity and significance such that they collectively serve as a meaningful index to the overall crime situation. Index crimes in Malaysia are divided into property theft and violent crimes, with property theft contributing 82% of all reported index crimes, as can be seen in Figure 5 below.

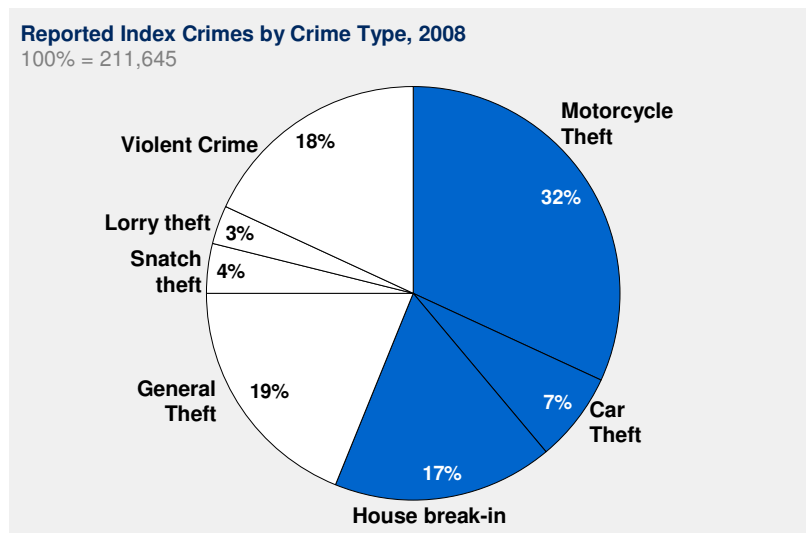
Figure 5**Tackling high volume property crime will help reduce overall index crime**

¹ 2009 data Jan-Dec figures projected based on Jan-Oct 2009 data
SOURCE: PDRM

Within this group of crimes, the focus areas are motorcycle theft, house break-ins and car thefts, which collectively contribute to ~70% of all reported property theft and 56% of all index crime (Figure 6).

Figure 6

Motorcycle theft, car theft and house break-in contribute to 56% of total reported index crimes



Targeted actions to reduce these three crime types, complemented by other cross-cutting initiatives, are expected to reduce overall index crime by at least 5% by the end of 2010. Ten initiatives have been shortlisted to contribute towards this target, and these have been integrated into the following six strands:

- **Initiatives 1, 3 & 5 – Stakeouts for motorcycle theft, car theft and house break-ins:** The objective of these stakeouts is to enable the police to catch criminals red-handed, and eventually break down the rings or syndicates that are promoting these crimes. Stakeouts have been proven successful in many countries, for example in the UK, where 57% of police forces employ similar tactics to reduce motor vehicle theft.
- **Initiatives 2, 4 & 6 – Improving security features for motorcycles, cars and homes:** These initiatives intend to promote a sense of shared responsibility among the owners, in that they too need to take the necessary actions to protect their property from being stolen. Some of the initiatives proposed include introducing special locks (U-Locks) for motorcycles, an initiative which has seen successful implementation in Japan. Other initiatives include “DNA” coding of vehicle parts, to ensure that they are traceable even when cannibalised and sold as spare parts.

- **Initiative 7 – Proportional insurance premiums:** To reward owners who invest in improved security features, insurers will be encouraged to adjust insurance premiums (and potentially sum insured) according to security features installed. This could mean lower premiums for car and motorcycle owners, and increased coverage for home owners.
- **Initiative 8 – Eliminating illegal workshops:** Local authorities will be encouraged to step-up enforcement against car and motorcycle workshops operating illegally as these are known to be a conduit for cannibalised spare parts, such as carburettors.
- **Initiative 9 – Increasing availability and usage of mobile access devices:** PDRM has invested in mobile access devices which enable police officers on patrol to check a vehicle's ownership status via a link to Jabatan Pengangkutan Jalan's (JPJ) vehicle registry. However, these devices are limited in number, thus impeding PDRM's ability to quickly detect and trace stolen vehicles. Increasing the availability of these units and ensuring that JPJ's system is operational around the clock will quickly enable PDRM to increase surveillance on vehicles.
- **Initiative 10 - Establishing a National Crime Reduction Council (NCRC):** Given that crime reduction is a serious priority for the nation, it is imperative that this initiative is given the leadership and sense of purpose it deserves. The proposed NCRC will bring together all relevant parties to work together towards reducing crime, thus ensuring a holistic approach to crime reduction. Within the context of the NKRA's, this role is being played partly by the Delivery Taskforce (DTF) and Crime NKRA Leadership Team (NLT). In the long run, to ensure continuity of initiatives and sustainability of the overall crime reduction programme, it is important for these taskforces to be formalised in a recognised entity such as the NCRC.

Reducing Street Crime

In the Malaysian context, street crimes encompass three index crime types, namely snatch theft, individual robbery without firearms and gang robbery without firearms. There are about 35,000 recorded street crimes every year, which is about 17% of total reported index crimes. Street crime is of increasing concern in Malaysia, in particular snatch theft. This has been reflected extensively in the mainstream media and by bloggers, mainly due to the traumatic impact on the victim and their families.

“People don’t get so upset about motorbike theft ... snatch theft and robberies, these ‘traumatic crimes,’ increase the fear that they or their family could get hurt”

(Senior police officer)

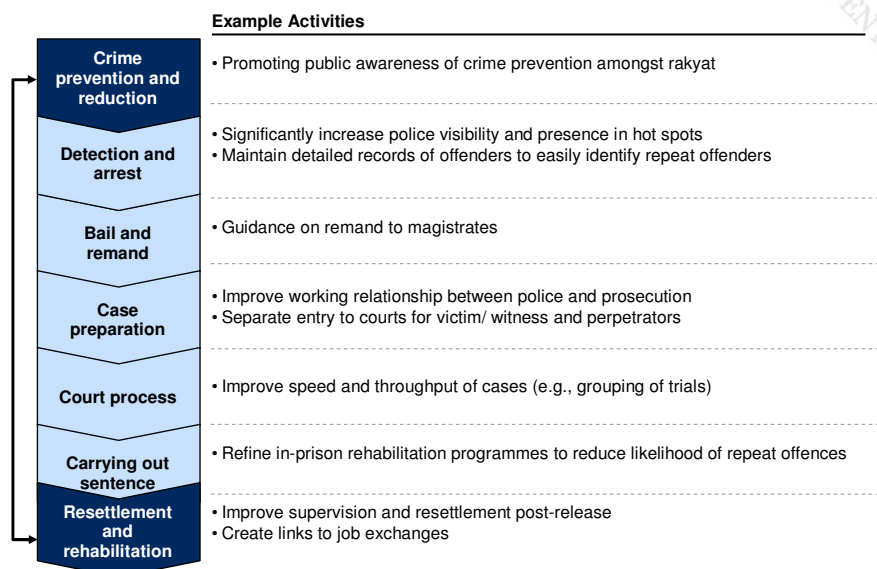
Analysis and research have revealed some key facts about street crime:

- Four states account for over 70% of street crimes. These are Kuala Lumpur, Johor, Selangor and Penang
- In 2008, almost one-third of all street crimes were snatch thefts
- Drugs play a major part with almost 50% snatch theft arrestees in 2009 found to be hardened drug addicts
- 83% of snatch thefts were committed by motorbike riders
- More than 87% of snatch theft arrestees were Malaysians – less than 13% were foreigners
- 87% of the victims are female

In August 2009, a cross-cutting initiative to reduce street crime by 20% by December 2010 was launched (Figure 7). It is focused on the 4 states where the crime is most concentrated. The initiative is designed to take action at every stage of the criminal justice system from crime prevention through to resettlement of offenders.

Figure 7

Action across all levels of the criminal justice system is needed to truly make a difference



This kind of cross-cutting approach was successfully implemented in the UK to reduce street crime. Street crime had been rising dramatically through late 2001 and early 2002. In response, then Prime Minister Tony Blair launched and led the Street Crime Initiative, involving all the criminal justice agencies - police, prosecutor, courts, prison and probation service. Many other government departments were also roped in, including education, culture and sport, transport and local government. This holistic approach was successful – it quickly reversed the rise in street crime, which fell by well over 20% by end-2003.

We are drawing some lessons from the UK experience in Malaysia, but we are also tailoring the initiative to reflect our situation and the intelligence that has been gathered. Four main initiatives have been launched in the battle to reduce street crime.

- **Police omnipresence:** The police have identified 50 hotspot areas across the four key states and are ensuring an omnipresence in these areas. We are working to strengthen the capacity of the police by introducing volunteers from RELA and JPAM who are specially selected and trained. They will be unarmed and will only patrol when accompanied by PDRM officers. We will have over 3,000 trained volunteers in place by June 2010.

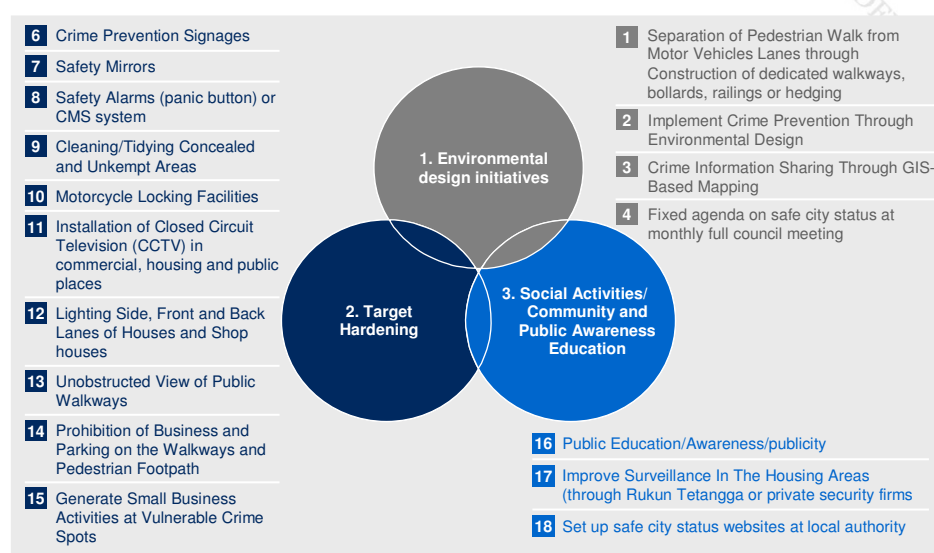
- **CCTVs:** Almost 500 CCTVs are being placed in hotspot areas to deter criminals and to enable the police to identify offenders. Many of these will be linked to Balai control rooms to enable a rapid response.
- **Case preparation:** Street crime cases are subject to new protocols between the police and the prosecutor so that they can progress to trial without undue delay.
- **Community sentences:** Minor and some first time offenders will be subject to tough community sentences that are designed to rehabilitate them as well as punish them for their crimes, so that they are less likely to reoffend.

In addition, 10 new initiatives will be launched following the Crime NKRA Lab. These are:

- **Initiative 1: Local level partnerships to reduce street crimes** will be established through the Safe Cities Programmes (SCP). The SCP will bring together PDRM, local councils (Pihak Berkuasa Tempatan, PBT), The National Anti-Drugs Agency (Agensi Anti-Dadah Kebangsaan, AADK), the Welfare Department (Jabatan Kebajikan Masyarakat, JKM) and other relevant bodies to tackle local problems with localised initiatives. Practical actions that will be taken include using railings and bollards to separate pedestrians from passing motorbikes. A full list of potential initiatives is set out in Figure 8.

Figure 8

Potential initiatives for Safe City Committees



- **Initiatives 2&3: Improve in-prison rehabilitation programmes and introduce post-release resettlement programmes** – about 25% of Malaysian prisoners in prisons across the country are recidivists, i.e., repeat offenders. This indicates that there is a need to review existing rehabilitation of prisoners and increase support to ex-prisoners as they attempt to start a new life. One of the actions to be taken is to separate first-time prisoners from hardcore or repeat convicts to reduce undue negative influences on the first-timers. In addition, job placement schemes will help ensure that ex-convicts have legal means to support themselves upon release.

- **Initiatives 4, 5 & 6: Transformation of drug treatment and rehabilitation programmes** - Drug treatment and rehabilitation is especially crucial given that more than half of street crime offenders are believed to be drug users. One of the key initiatives is to have a “Triage” rehabilitation centre (PusPEN) which will identify and separate drug users according to their type of addiction and treatment needs (Initiative 4). The triage process will be supported by focused treatment centres (Initiative 5) which will specialise in relevant treatments for different types of addiction. Lastly, NGOs will be encouraged to scale-up operations by running selected PusPEN or halfway houses (Initiative 6), enabling them to share their vast experience and relatively higher rehabilitation rates with a larger number of drug users

- **Initiative 7: Psychotropic drug supply suppression** will step up enforcement efforts to ensure that legal sources of psychotropic drugs (often combined to create illegal substances) are not abused. Specific actions include reviewing import quotas of psychotropic substances, regulating sale and consumption of precursors and increasing data surveillance and monitoring systems.

- **Initiatives 8, 9 & 10: Improving monitoring of Orang Kena Pengawasan (OKP)** involves linking existing PDRM and AADK databases to ensure seamless data sharing and improve surveillance over OKP. In addition, clearing the backlog of OKP and assigning full responsibility for monitoring OKP to AADK will allow for better monitoring of OKP at a local level. Lastly, amending the Drug Dependents Act 1983 to make non-compliance a seizable offence will also reduce time taken to arrest non-compliant OKP

Reducing the fear of becoming a victim of crime

There are three strands to our strategy to reduce the fear of becoming a victim of crime and a total of 12 initiatives.

Strand 1: Anti-fear factor programme

- **Initiative 1: High profile policing** - This involves very senior police officers participating in patrols in commercial areas, streets and residential areas. They will be in full uniform, and participate in patrols together with their frontline personnel for 3-5 hours a week. Such presence will help reassure the rakyat about the commitment of PDRM's senior leadership to tackle crime. In addition, it will motivate frontliners who will see their superiors actively involved at the sharp end of policing. Participation in these patrols will be considered in senior officers' performance appraisal.
- **Initiative 2: "Stop and Talk"** - All 100 Mobile Police Vehicles (MPVs) and Community Police (Polis Masyarakat, POLMAS) will "stop and talk" to people on the ground for 10 -15 minutes of every hour during regular patrols. Talking to the public includes information gathering, getting feedback and providing information, e.g., sharing flyers with crime prevention tips or local police contact details. This will give the general public more opportunity to raise concerns with the police and get to know their local officers.
- **Initiative 3: Refine and expand "Feet on street" programme** - Police, supported by volunteers, will conduct patrols in hotspot areas to deter criminals and reassure the general public. A special programme will be implemented through the Police Volunteer Reserve (PVR) by absorbing RELA/JPAM members into PVR to conduct patrols on foot, thus increasing police omnipresence. The initiative could be expanded by including the auxiliary police and SUKSYS (Undergraduate Police Voluntary Corps).

Strand 2: Volunteerism

- **Initiative 4: Skim Rondaan Sukarela (SRS)** is a voluntary community activity under Rukun Tetangga with active involvement from local residents who conduct patrolling within their own neighbourhoods. Membership is open to all local male residents. Patrolling will be conducted at night from 10pm to 6am in two shifts – 10pm to 2 am, 1am to 6am. Jabatan Perpaduan Negara dan Integrasi Nasional (JPNIN) will provide allocations for vests and operational equipment as well as insurance coverage for members on duty as an incentive to increase participation.

- **Initiative 5: Expand Rakan Cop** - This is an existing scheme whereby members of the public register through Short Messaging System (SMS) to be a member of Rakan Cop and to become 'eyes and ears' for the police. The public can inform the police of criminal incidences or suspicious behaviour via SMS. This scheme will be expanded through promotions on the ground to encourage greater enrolment and educate members on types of information that is useful for the police.
- **Initiative 6.10: Crime-Free Day** - This is a new initiative involving joint effort by PDRM and Residents' Associations (RAs) to reduce crime and educate the public on the importance getting involved in crime prevention activities. It helps show the public that the police are serious about crime reduction and encourages their participation. Figure 9 illustrates what a crime-free day might involve.

Figure9

The Royal Malaysia Police in collaboration with the
Gurney Drive Residents Association
Cordially invites you to our
Inaugural event

CRIME FREE DAY

Date : Sunday, 6th December 2009
Time : 10.00 am
Venue : Gurney Drive, Georgetown, Penang

Including a Peaceful Walk At 8.00am

Starting Point: Anson Road (In Front of Wisma Persekutuan)
Finish Point: Bagan Jermal Road
Approximate length of walk: 1.5 km

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- **Initiative 7: 1 Household, 1 Volunteer** - Having 1 RELA volunteer in every household will help to reduce public's fear of becoming a victim of crime. Programmes will be conducted locally, thus increasing participant's commitment. A pilot project will be launched in January 2010 in selected places, e.g., Federal Land Development Agency (FELDA) schemes, supported by media campaigns to encourage awareness.

- **Initiative 8: Crime Awareness Team (CAT)** - This initiative seeks to harness the power of youth groups who make up ~1.5 million of Malaysia's population. Teams of young people aged 15 to 25 years will be provided with leadership skills training and encouraged to learn about community safety and policing issues in their districts.
- **Initiative 9: Rebranding RELA through Skuad Muda RELA** is an important initiative to attract more young people aged 15 to 40 years to voluntarily join RELA. The Ministry of Youth & Sports' Youth Division and RELA will collaborate to select suitable and willing candidates to undergo a basic 7-day RELA training. After training, candidates will be invited to join RELA as a member. The highest potential and interested trainees (above 18 years of age) will also be given priority to become part of RELA's PVR group.

Strand 3 Communications

- **Initiative 10: Engaging the media** involves active collaboration between PDRM and media agencies, covering radio/TV, print and online media. PDRM's Public Affairs Officers will collaborate with the Information, Communications and Culture Ministry (Kementerian Penerangan, Komunikasi dan Kebudayaan, KPKK) and media agencies to keep the public informed of on-going and special initiatives. For example, all print media will be requested to provide a special column for PDRM to share their experiences and crime prevention tips for the public. Notable successes achieved by PDRM will also be publicised, thus increasing public confidence and boosting PDRM morale.
- **Initiative 11: "Fight crime" Facebook Page** - This will be a Facebook page maintained by PDRM as a means to reach out to the public via the internet. The facebook page is an example of interactive approaches to reach out to the public. PDRM can share crime prevention tips and successes, and the public can write in with comments, complaints or suggestions.
- **Initiative 12: Fear of Crime survey** - An independent survey will be commissioned every six months to measure the fear of crime across Malaysia, starting with the baseline survey launched in mid-November 2009. Survey results will be published to encourage reactions from the public and suggestions for improvement.

Increasing the number of violent crime offenders brought to justice (i.e., convicted and sentenced)

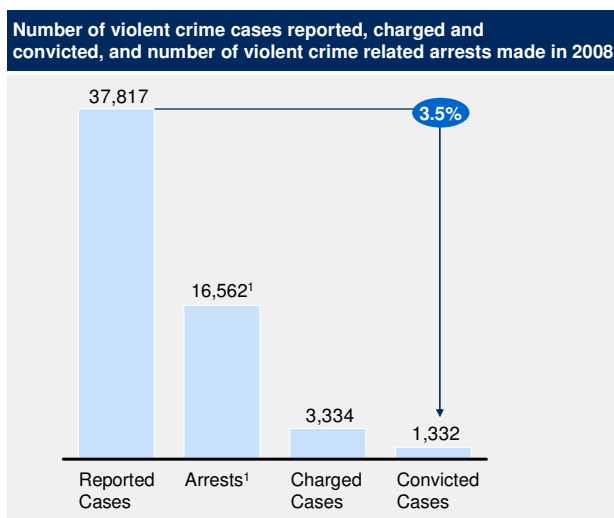
In recent years, violent crimes reported in Malaysia (comprising cases of murder, rape, armed gang robbery / robbery, unarmed gang robbery / robbery, and assault) have been increasing at an annual rate of 9%, from 31,400 violent crimes in 2006 to a projected 40,200 by the end of 2009. Robberies (individual and gang) without firearms comprise nearly 70% of such crimes.

Arrest and conviction rates for these violent crimes are surprisingly low, with only 3.5% of reported cases going through to conviction in 2008. This is largely due to the sharp drop in cases as they progress through the criminal justice system, from reports lodged to arrests of suspects, charges made in court and trial of cases, as shown in Figure 10.

Figure 10

A small fraction of reported violent crime cases result in convictions

PRELIMINARY



¹ Arrests are total number of arrests made, can be >1 for some cases

² Verdict: Conviction, acquittal or DNAA

SOURCE: PDRM; AG; Courts

Some of the reasons for these low conversion rates include:

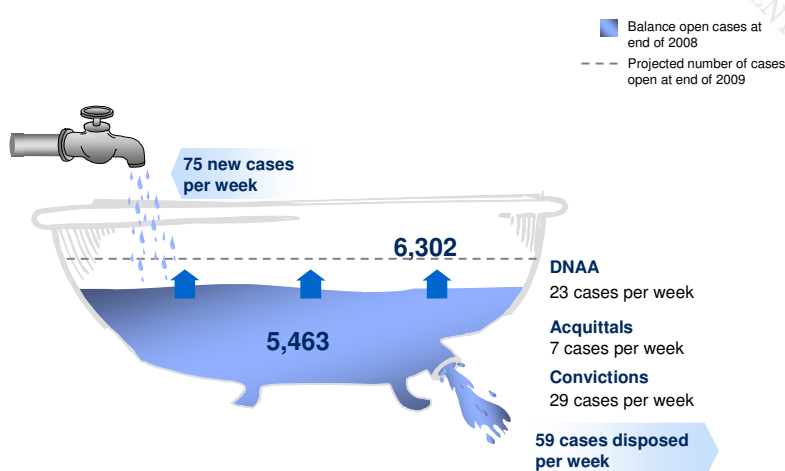
- Inability to trace the offender due to insufficient intelligence or physical evidence
- Incomplete reporting and investigation – this is largely attributed to the high ratio of cases handled by Investigating Officers (IOs)
- High case load handled by Deputy Public Prosecutors (DPPs) resulting in Investigation Papers (IPs) not being processed until it is too late to seek clarification or additional evidence
- Large backlogs in the court system, often due to cases being postponed because of poor witness management

As at 31 Dec 2008, more than 5,000 active cases were pending trial. At current registration and disposal rates, the backlog of active cases is expected to group by at least 800 cases over this year to over 6,000 cases (Figure 11). In addition, nearly a third of cases that end up in court result in DNAA (discharge not amounting to acquittal) verdicts, which is merely a “postponement” of justice and does not become a deterrent to other would-be criminals.

Figure 11

Backlog of cases in courts will increase by ~840 in 2009

Number of violent crime cases and discharged cases in Malaysian court system, 2009

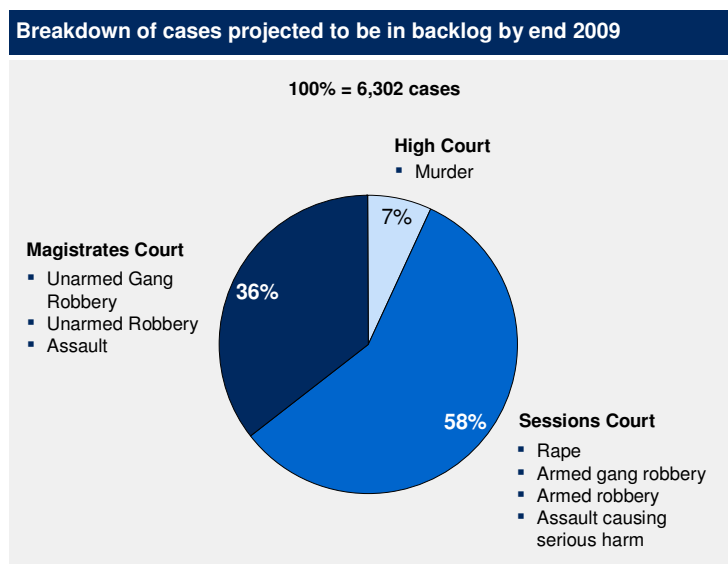


SOURCE: Courts

This issue is more acute in sessions courts which deal with rape, robberies with firearms and serious assault cases, as seen in Figure 12.

Figure 12

A majority of the cases projected to be in the backlog by end 2009 are in the Sessions Courts



SOURCE: Courts

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Ten cross-cutting initiatives have been identified to increase the number of violent criminals brought to justice. These initiatives revolve around three areas, namely upgrading detection and investigation capability, improving prosecution quality and expediting court dispositions.

- **Initiative 1: Reduce IO:IP ratio to 1:5 per month** - the current number of IOs investigating criminal cases is too high (anecdotal evidence indicates a minimum of 1:20 per month), further compounded by non-core tasks which could affect investigation quality. Increasing the number of IOs by widening the pool (e.g., bringing back retired high performing IOs) will increase the number of available IOs, thus ensuring a reduced IO: IP ratio. This will also enable greater specialisation of IOs in the long run.
- **Initiative 2: Standard Operating Manual for Violent Crime Cases** - Developing standard processes for investigating particular violent crime cases will ensure that all the necessary evidence is gathered, thus increasing chances of prosecution.
- **Initiative 3: Enhanced collaboration between PDRM and AG Chambers during investigation** will ensure that Investigating Officers (IOs) receive sufficient guidance from the DPPs as to evidence requirements to charge an offence. In addition, supervision from DPPs and senior IOs will ensure quality of investigation remains high.

- **Initiative 4: Accelerate bill on Criminal Procedure Code (CPC) amendments** - Proposed amendments to the CPC Bill include implementation of plea bargaining and tendering of witness statements, which will speed up the pace of prosecution. Accelerating this process will greatly help to reduce the backlog of violent crime cases by reducing trial time.
- **Initiative 5: Specialised DPPs for trial and clearing IPs** - DPPs today perform two major tasks: clearing IPs and handling trials. Enabling specialised DPPs to handle only trials will reduce the overall DPP workload and enable them to develop expertise in conducting specific trials, thus improving prosecution effectiveness.
- **Initiative 6: Flying Squad** - A specialist team of high-performing judges and magistrates will be flown to problematic areas with high numbers of unsettled violent crime cases. These judges will help bring the number of cases to a more manageable level by applying their experience and expertise to quickly dispose of cases.
- **Initiative 7: Additional Courts** to hear violent crime cases will help to increase the pace of processing violent crime cases, which are growing by more than 800 cases a year. Judges with the relevant expertise will enable speedier disposition of cases, increase likelihood of bringing offenders to justice and ensure that innocent accused persons do not remain in remand extensively.
- **Initiative 8: Expanding the Court Recording and Transcribing system** will improve operational efficiency of the courts as proceedings will be recorded by typists or transcribers and immediately computerised. Judges can quickly approve the trial notes which can then be distributed to the lawyers, thus saving time and expediting trial completion.
- **Initiative 9: Witness Management** - In many instances, trials are delayed or unable to proceed as witness are not traceable or do not show up. Some of the reasons for this include frequent delays in starting time, witnesses unable to claim expenses for attending trials and discomfort with public disclosure of evidence or cross-examination. Targeted initiatives to increase the level of comfort of witnesses, e.g., separate entrances to prevent intimidation by the accused, as well as dedicated units handling witnesses at PDRM will help reduce witness no-shows. These initiatives will thus help expedite case disposition as well as reduce the number of discharges not amounting to acquittal.
- **Initiative 10: End-to-end Case Tracking Tool** - An integrated system to monitor and coordinate violent crime cases from the time a report is made until it is disposed by the court will enable tracking and coordination of cases

at every level, across various departments and agencies (PDRM, Attorney General Chambers, Courts, Prisons, Chemists, Hospitals, etc). The tracking tool will enable quick identification of bottlenecks and save time, energy and cost, as data is readily available to all relevant parties. In addition, case scheduling will be expedited, reducing incidences of double-booking courts or lawyers.

Improving public satisfaction with the police

Interactions with the police greatly influence the public's perception of PDRM. At the same time, general opinion is also formed through other types of exposure, e.g., word of mouth and mass media. In Malaysia to date, there is no comprehensive assessment of public satisfaction with the police, more so on "customer service" elements such as treatment received at police station and timeliness of response to distress calls. Hence, an independent survey has recently been launched to gauge current public satisfaction with the police force. This survey will be repeated on a six-monthly basis to monitor changes in public satisfaction as improvement initiatives get underway.

A review of six surveys and studies² revealed that public satisfaction with the police is largely driven by three elements:

- Response time when a distress call is made
- Ease of making a police report
- Effectiveness in addressing crime

Based on these key drivers, 13 initiatives have been defined to help increase public satisfaction with the police. These initiatives are a combination of measures to ease public interactions with the police, enable the police to help the public more effectively and motivating the police to improve overall performance by ensuring their well-being and introducing performance-linked incentives.

- **Initiative 1: Institute 999 Caller Tracking** to enable emergency services to track the location of a caller immediately, without spending too much time getting details over the telephone. This will enable an immediate despatch of

² Royal Commission on Police (March 2005); Public Complaints Bureau Data 2006-09; UKM Survey (2007); MCPF Survey (October 2007); PDRM feedback forms (2007-09); MAMPU Star Rating (November 2008)

emergency services, including the police. Currently, PDRM has a target response time of 15 minutes from the time a call is received. Once the 999 caller tracking system is in place and response times start to be tracked, it is anticipated that the 15 minute response time will be reduced significantly.

- **Initiative 2: Implement first response via motorbike** to expand current responses by the police to include motorcycle despatches to quickly arrive at crime scenes. This initiative builds on existing efforts that are seeing early results in some major property developments (e.g., Ara Damansara by Sime Darby), enabling the police to patrol secluded areas and back lanes which are often susceptible to crimes.
- **Initiative 3: Provide triage and counselling services at police stations** to enable urgent and immediate attention to be given to traumatic cases upon first entry to the police station. Manned by plain-clothes personnel (to provide assurance and not intimidate victims), these “first stop” desks determine the nature of the report to be made. Priority will be given to traumatic cases (e.g., snatch thefts, assault, rape victims) with the necessary assurances and follow-up counselling.
- **Initiative 4: Enable the lodging of police reports to policemen on patrol** – to make it easier for the public to lodge police reports, the POL55, which allows a uniformed personnel to take police reports manually (e.g., while on patrol) will be reintroduced. Supporting parameters will be defined to ensure that reports get recorded into the Police Reporting System (PRS) immediately, and will not get misplaced or lost. In addition to making it more convenient to the public, it is hoped that this initiative will help the police gather intelligence as people can easily approach a policeman on regular beat patrols to submit their report.
- **Initiative 5: Institute 1 Reporting** - enabling the public to make police reports via e-mail, SMS or telephone has been practiced in Singapore and in the United Kingdom for some time. Introducing such a service in Malaysia, including the relevant controls to limit prank reports, will allow members of the public to report certain crimes quickly to the police, thus enabling better law enforcement.
- **Initiative 6: Fast track integration of the PRS and CARS** - It is a little known fact that the current Police Reporting System (PRS) for crime and general reporting is not linked to the Car Accident Reporting System (CARS), thereby preventing the public from making accident and traffic reports at any police station. The initiative to merge these two systems has recently begun, and it is expected that by April 2010, all police stations across the country will be linked to the CARS, enabling seamless reporting at any police station.

- **Initiative 7: Form CID team at selected balai** - Currently, Criminal Investigation Department (CID) teams are located at district police headquarters (IPD). As a result, victims often have a long wait before an Investigating Officer is available to meet them, discuss their case and take the necessary actions. One way to mitigate this delay is to establish specialised CID teams at selected balai that see a high volume of crimes reports (tentatively all “A Grade” balai, starting with the 42 hotspot balai). These CID teams will enable quick response to and disposal of cases reported at the balai level.
- **Initiative 8: Increase proportion of trained personnel working in CID** - only ~9% (8, 600 personnel) of the current police force is dedicated towards criminal investigation, while over 6,000 experienced CID personnel are deployed in various parts of the police force. Immediate action is needed to redeploy the high performers among these personnel back to the CID, with the appropriate assurances of seniority and promotional opportunities not being affected by such a move.
- **Initiative 9: Accelerate civilianisation of the police force** - In line with the concept of focusing the police on their ‘core business,’ civilianisation of PDRM is critical. The Royal Commission on the Operations and Management of the Police Force (March 2005) suggested that up to 30% of jobs in the police force could be handled by civilians, thus freeing up trained personnel towards crime prevention and reduction. Initiatives to increase the number of civilians in the police force are underway, but need to be accelerated. Hence this initiative will keep track of the processes necessary to ensure that the civilianisation happens on or ahead of schedule, and help address issues that may cause delays.
- **Initiative 10: Supplement existing workforce with Auxiliary Police (AP)** - some tasks currently performed by the police could be taken over by semi-skilled personnel, e.g., escorting VIPs, beat patrols and taking first instance reports. Government-linked Companies (GLCs) that currently hire and manage their own AP forces have volunteered their support to quickly increase the numbers of personnel able to perform such tasks, thus freeing up trained police personnel for other duties.
- **Initiative 11: Increasing the well-being of police personnel** - The demands made of the police force in reducing crime and ensuring public satisfaction must be supported by initiatives that enable them to live comfortable lives and perform their duties without fear of favour. An important way to achieve this is by improving their overall well-being. Some of the methods being considered include adequate housing and supporting allowances (geography-

based), availability of counselling services and potentially, offering insurance policies to ensure support and protection for their families.

- **Initiative 12: Compiling Balai League Tables** - One of the ways in which to motivate the police force into performing well is by publishing league tables that rank each balai on the three broad dimensions against which public satisfaction will be measured (response time, ease of making a report and effectiveness in reducing crime). These league tables (example in Figure 13) will be published quarterly, with results used to facilitate discussions with each balai on their performance levels, and support needed to improve their performance. Incentives and consequences for performance will also be introduced at balai level to motivate good performers

Figure 13

Balai League Tables will be developed to motivate the frontline and drive public satisfaction

Output		Inputs		Station Details					
RANK	Overall Score	Crimes per 10,000 pax	% Change crimes (t/2Q to 3Q)	Contingent	District	Station	Category	Population	Station Strength
1	3.9	8.3	-20%	Pulau Pinang	Seberang Perai Selatan	Sungai Bakap		42,100	37
2	4.9	14.0	-24%	Kuala Lumpur	Cheras	Salak Selatan	A	161,203	49
3	5.4	15.5	-24%	Kuala Lumpur	Cheras	Cheras	A	412,942	134
4	10.7	16.3	-9%	Kuala Lumpur	Brickfields	Petaling	A	326,676	78
5	11.1	16.2	-8%	Kuala Lumpur	Brickfields	Brickfields	A	212,172	104
6	11.8	10.7	2%	Selangor	Subang Jaya	Bukit Puchong		440,351	55
7	12.4	11.3	3%	Kuala Lumpur	Sentul	Jinjang	A	538,000	71
8	12.8	12.6	2%	Pulau Pinang	Timur Laut	Jalan Petani	A	123,158	86
9	13.4	10.1	8%	Selangor	Petaling Jaya	Damansara	A	400,500	75
10	14.4	14.8	4%	Pulau Pinang	Barat Daya	Bayan Lepas		115,000	79
11	14.9	16.3	4%	Selangor	Ampang Jaya	Ampang	A	408,260	113
12	15.0	15.8	5%	Johor	Kluang	Kluang		123,133	62
13	15.3	10.0	13%	Johor	Johor Bahru Selatan	Larkin	B	131,600	20
14	15.6	6.2	19%	Johor	Johor Bahru Selatan	Central	A	653,482	66
15	16.5	20.6	3%	Selangor	Gombak	Selayang	A	275,164	76
16	17.0	36.1	-16%	Kuala Lumpur	Dang Wangi	Jalan Tun H S. Lee	A	155,222	134
17	18.5	20.8	9%	Pulau Pinang	Seberang Perai Utara	Butterworth		86,200	80
18	18.6	12.9	20%	Kuala Lumpur	Sentul	Setapak	A	363,000	78
19	19.1	26.1	2%	Selangor	Kajang	Kajang	A	240,000	71
20	20.1	2.6	38%	Johor	Johor Bahru Utara	Taman Ungku Tun Aminah	E	896,050	18
21	20.7	16.2	22%	Johor	Johor Bahru Selatan	Taman Pelangi Indah	E	87,200	18
22	21.4	25.5	12%	Selangor	Klang	Klang	A	408,401	113
23	23.5	30.8	11%	Pulau Pinang	Seberang Perai Tengah	Bukit Mertajam		79,550	74
24	23.6	25.7	19%	Johor	Seri Alam	Taman Johor Jaya		142,224	
25	23.8	25.9	19%	Kuala Lumpur	Sentul	Kepong	A	191,400	79
26	24.2	22.7	24%	Pulau Pinang	Timur Laut	Jelutong	A	79,150	55
27	24.7	14.8	36%	Selangor	Petaling Jaya	SEA Park	A	150,000	48
28	24.7	35.5	9%	Selangor	Shah Alam	Seksyen 15	A	152,305	68
29	25.6	28.1	22%	Pulau Pinang	Timur Laut	Pulau Tikus	A	42,000	37
30	25.8	47.0	-3%	Johor	Johor Bahru Selatan	Taman Pelangi		52,540	8
31	26.6	19.8	36%	Johor	Kulai	Kulai	A	120,000	43
32	54.7	86.8	35%	Pulau Pinang	Timur Laut	Central		12,103	66
33	58.6	119.0	4%	Pulau Pinang	Seberang Perai Tengah	Bukit Tengah		28,150	50
34	95.1	202.6	7%	Johor	Johor Bahru Selatan	Taman Setia Indah	E	10,020	18

- **Initiative 13: Conduct independent survey to track public satisfaction** - as discussed earlier, an independent survey will be conducted every six monthly to gauge public satisfaction with the police force based on actual interactions.

The Government commits to the following NKPI targets to reduce crime

The initiatives and outcomes expected over the next 3 years are described in the table below

Focus area	KPI	Current	2010
Reducing overall reported index crime with a focus on street crime	• Reduce Overall reported index crimes	• 767.1 (indexed)	• 5% reduction
	• Reduce reported street crimes	• 9,157 per quarter	• 20% reduction
Improve public perception of safety, especially through volunteerism	• Reduce percentage of people who fear becoming a victim of crime	• <i>Tbc – pending baseline</i>	• <i>?%</i>
Improve performance across the criminal justice system	• <i>Increasing violent crime offenders brought to justice</i>	• <i>1,489</i>	• <i>1,949</i>
	• Public satisfaction with the police on customer service elements	• <i>Tbc – pending baseline</i>	• <i>?%</i>

Early signs of progress seen on Crime

The Street Crime initiative was launched at the beginning of August. A lot has already been achieved across the four Big Win areas:

1. Increased “feet on street” (Omnipresence)

- 50 hotspots identified in KL, Selangor, Penang & Johor
- 1,100 Pasukan Gerakan Awam (PGA) mobilised in KL and Selangor until end-2009
- Almost 400 RELA/JPAM personnel trained and deployed in KL and Selangor (Aug-Sept); ~280 trained and pending deployment in Penang and Johor (Oct-Nov)
- Federal Reserve Unit (FRU), K9 and auxiliary police engaged
- 24 Balai Polis Bergerak assigned to selected hotspots daily
- Additional Balai Police Bergerak and motorcycles being provided for hotspots

2. Expanding CCTVs in hotspot areas

- 496 CCTVs approved in principle for installation across Malaysia – 288 in Johor, Selangor and Penang by April 2010

- DBKL to install 123 CCTVs in 2009 and 2010 - 23 installed to date.
- In KL, 59 existing CCTVs and 23 newly installed ones all linked to PDRM; 100 more to be installed by June 2010

3. Special courts for Street Crimes

- Agreement from AG's Chamber and Courts to implement special code for street crimes (J Code)
- Federal Court gazetted use of J Code in circular dated 19 Aug 2009 until end of Sept 2009,
- Street crime cases slowly being classified under J Code – of 50 arrests in Aug 2009, 15 cases were filed under J Code across the the four hotspot states

4. Community sentences to deter reoffending

- Prisons Department drafting SOPs to use Compulsory Attendance Act 1954 for street crime offenders. CAA allows sentences such as community and vocational works outside prisons, with supervision by Prisons Department for less serious and some first time offenders

We will expand successful programmes and refine others

The initiatives described represent a very ambitious programme. Not all of them will show quick success, and we will need to adapt them and introduce new ones as implementation progresses. We will also want to expand and accelerate some of the more successful ones.

The immediate priority is to get these initiatives successfully launched. We are working intensively to make that happen by creating a number of new teams based in KDN to drive implementation.

Implementation will require great efforts from all the criminal justice agencies at national, state, district and neighbourhood level. It will also require the successful engagement of the rakyat. Only then will we achieve our aspiration to improve public safety across Malaysia for all Malaysians.

The rakyat can get involved in the fight against crime

There are many ways for the rakyat to get involved in reducing crime. Individuals can join Rakan Cop simply by sending an SMS. Alternatively, joining a voluntary group such as RELA, JPAM or SUKSES will increase the number of volunteers available to support the police in patrolling and other duties. Lastly, being part of your neighbourhood Residents' Association or Rukun Tetangga programmes will build closer relationships among neighbours and help you to look out for each other's property and personal safety. Reducing crime is a collective responsibility – let us all play our part in any way that we can.