

## Chapter 6

### *Reducing 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 starting to see some positive signs at the nationwide level for 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 Malaysians join hands with all the agencies involved 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



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 for example, researchers at the Home Office estimated the cost of crime to be in excess of GBP 60 billion p.a., which is over 5% of GDP.

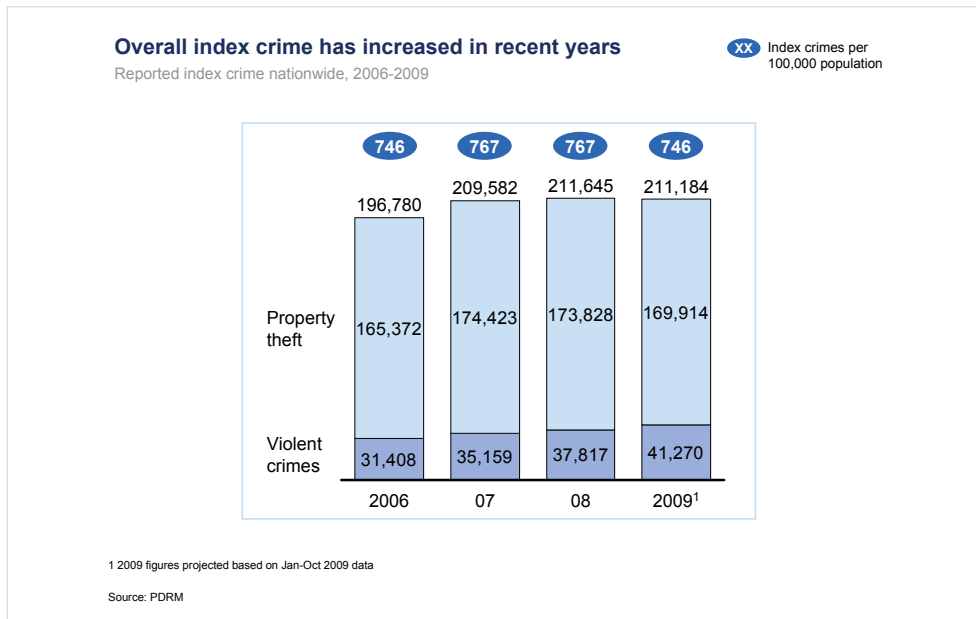
Crime impacts all Malaysians, irrespective of age, education level, gender, race, religion or wealth. In polls, the rakyat consistently identify crime as one of the top two issues that concern them.

In recent years, crime rates have been high (Figure 6.1). The overall index crime rate<sup>17</sup> increased from 746 reported crimes per 100,000 people in 2006 to 767 in 2007, a rise of nearly 3%. The incidence of index crimes remained stable in 2008, and while early projections suggest it may have declined in 2009, more can be done to bring it down further (especially violent crimes, which are increasing).

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17 Based on Index Crimes, as measured by the Royal Malaysian Police/Polis DiRaja Malaysia, PDRM

Figure 6.1

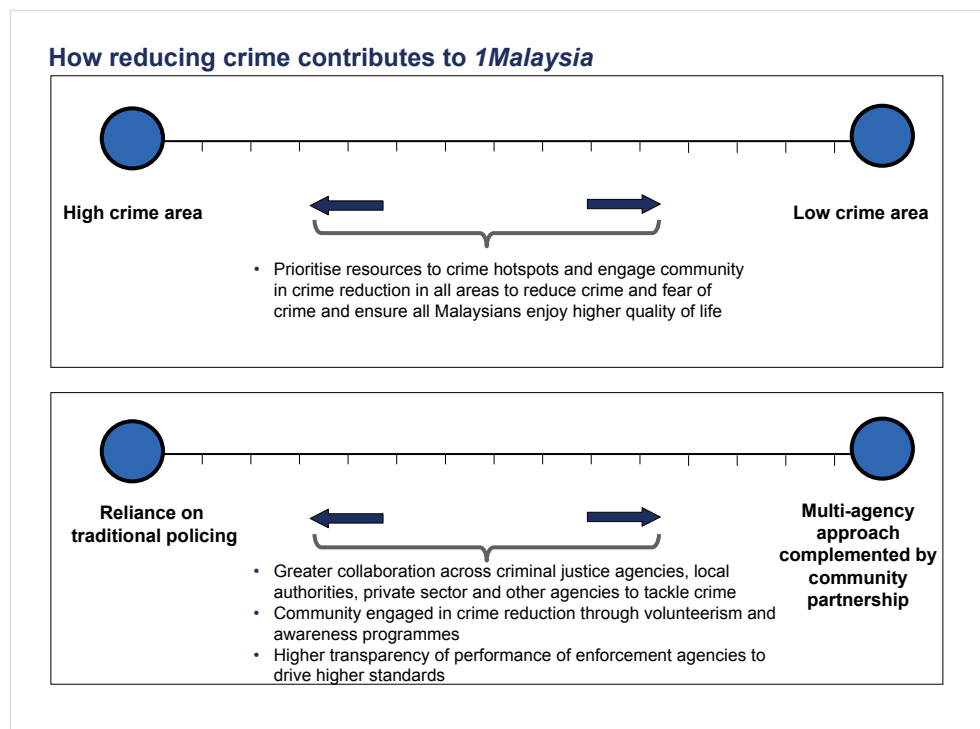


In light of the instance of crime and the importance to the rakyat of reducing crime, the Government selected this as one of the six NKRAs.

Reducing crime, and the fear of crime, requires us to address some polarities in Malaysia (Figure 6.2). Crime per capita varies considerably across the country and so too does the impact crime has on the rakyat's quality of life. Given our limited financial resources, we cannot rely on a traditional response to crime, where the police are solely responsible for crime reduction. While the police have an absolutely vital role, a new approach is needed.

We must actively involve multiple agencies across the criminal justice system and other parts of national and local government as well as the private sector. Critically, our new approach must also be based on much more community participation in crime reduction. All of this needs to be conducted transparently, so that the rakyat can witness our combined success in reducing crime.

Figure 6.2



## 6.1 We plan to improve public safety and show results within the next 6–12 months

The aspiration of this NKRA is to improve public safety across Malaysia over the next two to three years and achieve visible results within the first 6 to 12 months. We plan to achieve results through targeted actions focused on delivering three outcomes:

- Achieving sustained reductions in reported index crimes, with a focus on street crimes, i.e., snatch theft, robberies without firearms and gang robberies without firearms (Section 6.2)
- Improving public perception of safety by promoting public participation and shared responsibility through volunteerism, especially amongst the youth and across races (Section 6.3)
- Driving operational excellence in the criminal justice system to build public confidence and strengthen professional pride across the system (Section 6.4)

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. The World Bank's Malaysia Investment Climate Assessment survey found that businesses are increasingly concerned about crime, theft and disorder. For instance, the proportion of service firms who indicated that the problems were severe increased by 12% between 2002 and 2007.<sup>18</sup>

In October 2009, we established a Crime Lab bringing together agencies from across the criminal justice system and from wider government (Figure 6.3).

<sup>18</sup> Malaysia Economic Monitor, November 2009

Figure 6.3



In total, over 30 representatives from relevant ministries and agencies, as well as the private sector, worked together to set ambitious targets for reducing crime in Malaysia. These targets were supported by strategies focused on the three desired outcomes, and detailed implementation plans were developed to achieve them.

## 6.2 Reducing overall reported index crimes, with a focus on street crime

As described above, reported index crimes have risen since 2006 reducing our quality of life and increasing the overall economic costs of crime.

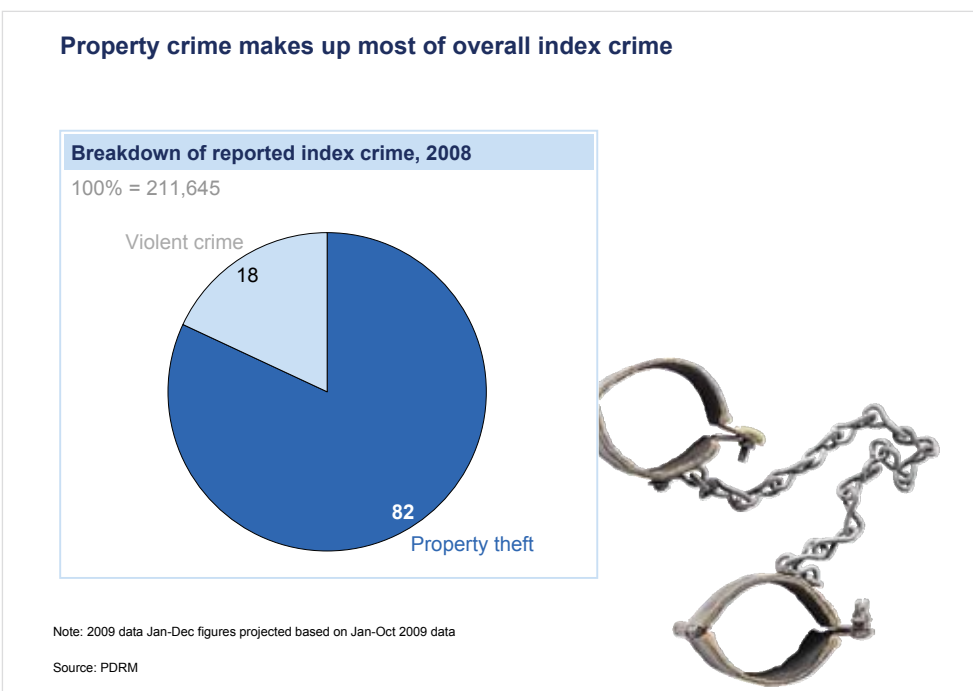
Experience from the UK, the USA and elsewhere shows that significant reductions in crime are possible. In the UK, overall crime levels have fallen by over 30% since 1995. In major American cities, such as Washington, Chicago and New York, crime rates have fallen by up to 50% since the early 1990s. It is especially important to focus on street crimes – snatch thefts, robberies without firearms and gang robberies without firearms. These crimes are traumatic in nature and have a significant impact on people's perception of safety and therefore on their lifestyles. Fear of crime may prevent people from going to certain urban areas and in some cases may make people afraid of leaving their homes in the evening.

Our target is to achieve at least a 5% reduction in overall reported index crime every year for the next three years. However, as we intend to focus on street crime, we are aiming for even faster results – a 20% reduction in reported street crimes by December 2010.

### 6.2.1 Reducing overall reported index crime

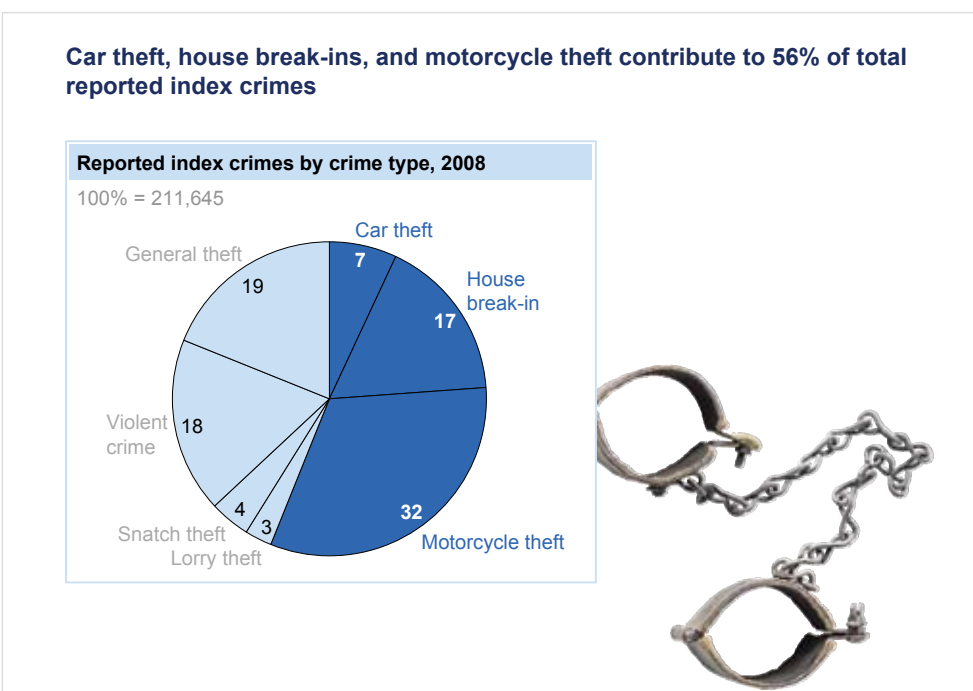
Index crime in Malaysia refers to 14 types of crime that occur with sufficient regularity and significance that they collectively serve as a meaningful index to the overall crime situation. Index crimes are divided into property theft and violent crimes, with property theft contributing 82% of all reported index crimes, as shown in Figure 6.4.

Figure 6.4



Motorcycle thefts, house break-ins and car thefts collectively contribute to approximately 70% of all reported property theft crimes and 56% of all index crime (Figure 6.5).

Figure 6.5



Targeted actions to reduce these three types of crime, complemented by other comprehensive initiatives, are expected to reduce overall index crime by at least 5% by the end of 2010. We have shortlisted five initiatives to contribute towards this target:



- Employing 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 the rings or syndicates that are benefiting from these crimes. Stakeouts have proven successful in many countries, for example in the UK, where 57% of police forces employ similar tactics to reduce motor vehicle theft.
- Improving security features for motorcycles, cars and houses: These initiatives intend to promote a sense of shared responsibility among owners so that they take the necessary actions to protect their property from theft. The initiatives include promoting special locks (U-Locks) for motorcycles, an initiative that was successfully implemented in Japan.
- Encouraging proportional insurance premiums: To reward owners who invest in improved security features, insurers will be encouraged to adjust insurance premiums (and potentially the sum insured) according to the security features installed. This could mean lower premiums for owners depending on the security features they install in their cars, motorcycles and houses.
- Eliminating illegal workshops: Local authorities will be encouraged to step up enforcement against car and motorcycle workshops operating illegally as conduits to black marketers of cannibalised spare parts, such as carburettors.
- Increasing availability and usage of mobile access devices: The PDRM has invested in mobile access devices that 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 improve the effectiveness of the PDRM.

### 6.2.2 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)

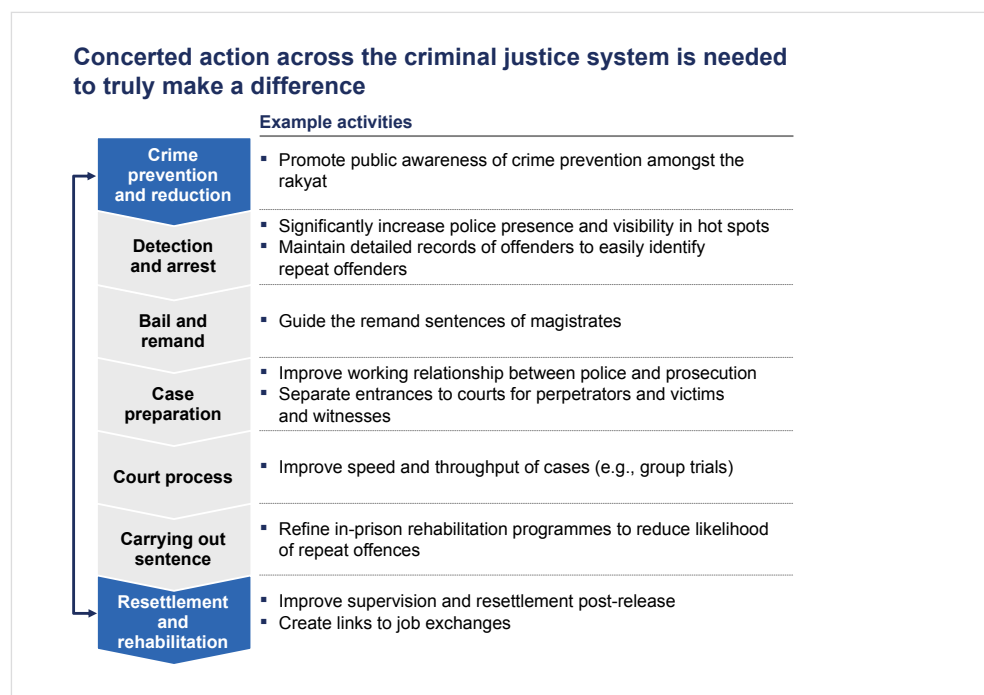
Research and analysis have revealed some key facts about street crime:

- Four states account for over 70% of street crimes: Kuala Lumpur, Johor, Selangor and Penang
- About 30% of all street crimes were snatch thefts
- Drugs played a major part; almost 50% of those arrested for snatch thefts were hardcore drug addicts
- 83% of snatch thefts were committed by motorbike riders

- More than 87% of those arrested for snatch thefts were Malaysians – less than 13% were foreigners
- 87% of the victims were female

In August 2009, we launched a comprehensive initiative to reduce street crime by 20% by December 2010 (Figure 6.6). It is focused on the four states where the crime is most concentrated. The initiative acts at every stage of the criminal justice system from crime prevention through to resettlement of offenders.

Figure 6.6



This kind of comprehensive approach to reduce street crime was successfully implemented in the UK. Street crime had risen 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, prosecutors, courts, prison and probation service. Many other government departments participated, 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 the end of 2003.

We have drawn some lessons from the UK experience, but we are tailoring the initiative to reflect Malaysia's situation and the intelligence we have gathered. We have already launched four main initiatives in our battle to reduce street crime.

- **Police omnipresence:** The police have identified 50 hot spots in the four states and are ensuring they are omnipresent in these areas. This is an initiative that received strong support from the rakyat during the Open Days. We are working to strengthen the capacity of the police by deploying volunteers from Ikatan Relawan Rakyat Malaysia (RELA) and Jabatan Pertahanan Awam (JPAM) who have been specially selected and trained. The volunteers will be unarmed and will patrol only when accompanied by PDRM officers. We will have over 3,000 trained volunteers in place by June 2010.



- **CCTVs in hot spots:** Almost 500 closed-circuit televisions (CCTVs) are being placed in hot spots to deter criminals and to enable the police to identify offenders. Many of these will be linked to district control rooms to enable a rapid response.
- **Special courts for street crimes:** Cases of street crime are now subject to new procedures using a special code (J Code) between the police, Attorney General's Chambers and Courts so that they can progress to trial quicker.
- **Community sentences to deter reoffending:** Minor and some first-time offenders will be subjected 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, we will launch five broader efforts to create environments that are less conducive to crime, help convicted criminals reform their behaviour and focus attention on drug users and the drug supply chain:

- **Partnerships at local level to reduce street crimes** will be established through the Safe Cities Programme (SCP). The SCP will bring together the PDRM, local councils (Pihak Berkuasa Tempatan, PBT), National Anti-Drugs Agency (Agensi Anti-Dadah Kebangsaan, AADK), Welfare Department (Jabatan Kebajikan Masyarakat, JKM) and other relevant bodies to tackle local problems with localised initiatives. Practical actions will include erecting railings or bollards to separate pedestrians from passing motorbikes. A full list of potential initiatives is set out in Figure 6.7.

Figure 6.7



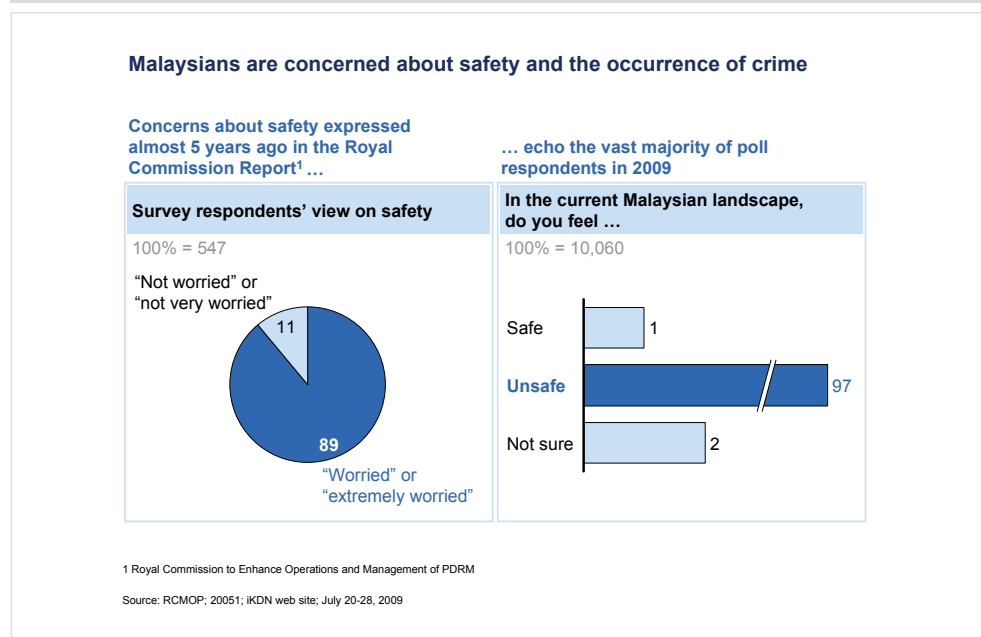
- **Improving in-prison rehabilitation programmes and introducing post-release resettlement programmes** – About 25% of Malaysian prisoners are repeat offenders. This indicates that we need to review existing rehabilitation of prisoners and increase support to ex-prisoners as they attempt to start a new life. One action will be to separate first-time offenders in prisons from hardcore or repeat convicts to reduce undue negative influences. In addition, job placement schemes will help ensure that ex-convicts have a legal way to support themselves upon release.

- **Transforming drug treatment and rehabilitation programmes** – Drug treatment and rehabilitation are especially crucial given that more than half of street crime offenders are believed to be drug users. A triage rehabilitation centre (PUSPEN) will identify and separate drug users according to their type of addiction and treatment needs. The triage process will be supported by treatment centres that 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, enabling them to apply their vast experience and relatively higher rehabilitation rates to a larger number of drug users.
- **Suppressing psychotropic drug supply** – The PDRM will step up enforcement 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<sup>19</sup> and increasing data surveillance and monitoring systems.
- **Improving monitoring of Orang Kena Pengawasan<sup>20</sup> (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 the AADK will allow for better local monitoring. Lastly, amending the Drug Dependents Act 1983 to make non-compliance a seizable offence will also reduce the time taken to arrest non-compliant OKP, as no warrant will be necessary.

### 6.3 Improving public perception of safety, especially through volunteerism

Current high levels of concern about crime have existed for some years, as the results of the surveys in 2005 and 2009 in Figure 6.8 show.

Figure 6.8



<sup>19</sup> Here, precursors are chemicals used in the manufacture of illegal substances

<sup>20</sup> Orang Kena Pengawasan are drug users under surveillance

Yet even if we can reduce crime, we must counter the public perception of the level of crime, which can remain unchanged and can sometimes even worsen while absolute crime figures are decreasing. Increasing the public's participation in crime awareness and prevention activities contributes towards increasing their general awareness and improving their sense of security.

Other countries have shifted 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 USA, a number of police departments have introduced innovative ways for the general public to communicate with the police including public meetings and online forums. Such interactions let the public share their local priorities, which enables the police to respond accordingly, and keep the community updated on the police's actions and its achievements.

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

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, e.g., recruit more non-Bumiputeras.

We will also be launching an independent survey to measure and monitor the public's perception of safety. Once the current levels have been quantified through this survey, we will set a target to improve the perception of safety every year for the next three years up to 2012.

Increasing the rakyat's sense of safety, encouraging volunteers and communicating with the rakyat on crime comprise our strategy to reduce the fear of becoming a victim of crime and improve the public's perception of safety.

#### 6.3.1 Increasing the rakyat's sense of safety




Our efforts to reduce the fears of the rakyat encompass boosting the street presence of the police, by putting senior police officers back on the beat, ensuring the police engage with the public while on the beat and deploying more enforcement personnel in crime hot spots.

- **High profile policing** involves senior police officers (ranked Inspector and above) participating in walkabouts in commercial areas, streets and residential areas. Dressed in full uniform, they will patrol together with beat policemen for at least three hours a week. Their presence will help reassure the rakyat about the commitment of the PDRM's senior leadership to tackle crime. In addition, it will motivate regular beat policemen, who will see their superiors actively involved at the sharp end of policing. Participation in these patrols may also be considered in senior officers' performance appraisals.
- **Stop and Talk** – All 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 gathering information, 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 opportunities to raise concerns with the police and get to know their local officers. It will also build the rakyat's trust in the police, helping to address the feedback received from some of the rakyat during the Open Days that they fear and mistrust the police.
- **Refinement and expansion of Feet on Street programme** – Police, supported by volunteers, will patrol in hot spots to deter criminals and reassure the general public. A special programme will be implemented through the Police Volunteer Reserve (PVR), which will absorb members of the RELA and JPAM to participate in regular patrols, thus increasing police omnipresence. The initiative will also be expanded to include the auxiliary police and the SUKซิส (Undergraduate Police Voluntary Corps).

### 6.3.2 Encouraging volunteers

Rakyat who volunteer to help the police fight crime will naturally feel more in control of their environment. Here we plan to expand current schemes, such as Skim Rondaan Sukarela and Rakan Cop, and work with groups, such as Residents' Associations (RAs) and Rukun Tetangga, to harness the energies of their members into fighting crime.

- **Skim Rondaan Sukarela (SRS)** is a voluntary community activity under Rukun Tetangga with active involvement from local residents who patrol their own neighbourhoods. Membership is open to all local male residents. Patrolling will be conducted at night from 10 PM to 6 AM in two shifts. JPNIN will allocate vests and operational equipment as well as insure members while on duty as an incentive to increase participation.
- **Expansion of Rakan Cop**, an existing scheme where people register for membership by SMS, and then act as the eyes and ears of the police. The public can then inform the police of criminal incidents or suspicious behaviour via SMS. This scheme will be expanded through broad promotions to encourage greater enrolment and educate people on the type of information that is useful for the police.
- **Crime-Free Day** is a new initiative involving a joint effort by PDRM and RAs to reduce crime and educate the public on the importance of getting involved in crime prevention. It will help show the public that the police are serious about reducing crime and encourage their participation. In addition, there will be talks and exhibitions on preventing crime by PDRM and NGOs such as the Malaysian Crime Prevention Foundation (MCPF). Such interactions between the police and the rakyat were well received by visitors to the Crime booth during the Open Days. Figure 6.9 is an example of what a Crime-Free Day might involve.

The Royal Malaysian Police in collaboration with the  
Gurney Drive Residents' Association  
cordially invites you to our  
inaugural event

# CRIME FREE DAY

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**Date** Sunday, 6 December 2009

**Time** 10 AM

**Venue** Gurney Drive, Georgetown,  
Penang

*Including a peaceful walk at 8 AM*

**Starting Point:**  
Anson Road (In Front of Wisma Persekutuan)

**Finishing Point:**  
Bagan Jermal Road

**Length of walk:**  
1.5 km

- **1 Household, 1 Volunteer** is the idea of having one volunteer in every household to help reduce the public's fear of becoming a victim of crime. Programmes will be conducted locally to increase the number of participants. We will launch a pilot project in January 2010 in selected places, e.g., FELDA schemes, supported by media campaigns to encourage awareness.
- **Crime Awareness Team (CAT)** will harness the power of the almost 1.5 million young people who are members of youth groups. 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.
- **Rebranding of RELA through Skud Muda RELA**, which is an initiative to attract more people aged 15 to 40 years to join RELA. The Ministry of Youth & Sports' Youth Division and RELA will collaborate to select suitable willing candidates to undergo seven-day basic RELA training. After training, successful candidates will be invited to join RELA. Trainees older than 18 years with the highest potential and interest will be invited to become part of RELA's Police Volunteer Reserve (PVR).



### 6.3.3 Communicating with the rakyat on crime

Increased communication about crime prevention and crime enforcement across a variety of broadcast and interactive media will help the rakyat to reduce its fear of crime, engage with the PDRM directly and reduce its susceptibility to criminal acts. Regular surveys on fear of crime will be conducted and published.

- **Media engagement** involves active collaboration between the PDRM and media agencies, covering radio/TV, print and online media. The PDRM's Public Affairs Officers will collaborate with the Information, Communications and Culture Ministry (Kementerian Penerangan, Komunikasi dan Kebudayaan, KPKK) and media agencies to inform the public of ongoing and special initiatives. Notable successes achieved by the PDRM will be publicised, thus increasing public confidence and boosting the PDRM's morale.
- **Fear of Crime Survey** is an independent survey commissioned twice a year 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 the public's reactions and suggestions for improvement.

### 6.4 Improving performance across the criminal justice system

A more effective and efficient criminal justice system would ensure that offenders are charged and sentenced in a 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 6,000 violent crime cases 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 be insufficient evidence to prove guilt beyond reasonable doubt. However, we need to clear this backlog.

We will launch an initiative to get the key criminal justice agencies working together to clear this backlog and bring more violent crime offenders to trial. Our target is to reduce the backlog to about 1,000 cases. This will mean an additional 2,000 violent crime offenders being brought to trial by December 2010.

At the same time, improving public satisfaction of police performance will instil a renewed sense of pride and purpose within the police force and help increase confidence. We will be publishing league tables of station 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 and closely monitored until their performance improves.

In addition to these two initiatives, 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 the current levels of satisfaction are, we will set a target to improve satisfaction every year until 2012.

While the above three outcome areas are important to address crime in Malaysia, they are just a start. Other supporting programmes are still needed to address the root causes of the crime problem we face today. Hence, in the medium-to-long term, we will implement even more 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.



### 6.4.1 Increasing the number of violent crime offenders brought to trial

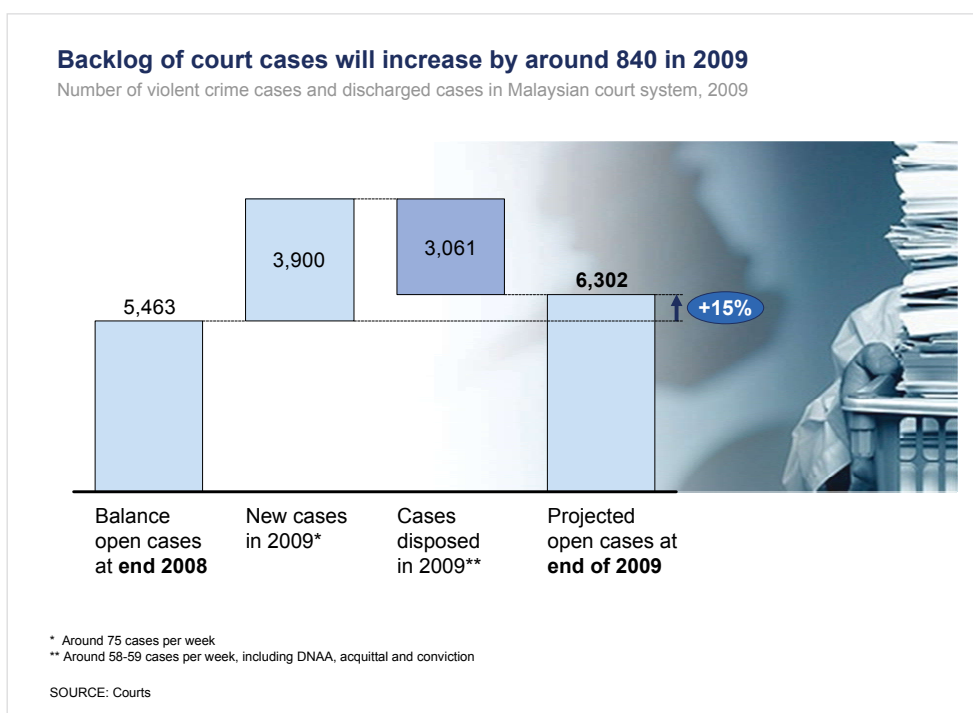
Arrests and convictions for violent crimes are surprisingly low (comprising murder, rape, robberies with and without firearms by gangs or individuals and assault). For example, only 9% of arrested offenders are eventually charged in court. This is largely due to sharp drops in the number of cases as they progress through the criminal justice system, from reports lodged to arrests of suspects, charges made in court and cases tried.

Some of the reasons for the low rate of convictions from reported cases include:

- Inability to trace the offender due to insufficient intelligence gathered or physical evidence obtained
- Incomplete reporting and investigation, largely attributed to the high ratio of cases handled by Investigating Officers (IOs)
- Investigation Papers (IPs) not being processed until it is too late to seek clarification or additional evidence, due to high case loads handled by Deputy Public Prosecutors (DPPs)
- Large backlogs in the court system, often due to cases being postponed because witnesses either disappear or become reluctant to testify, mostly due to overworked IOs, who are responsible for witness management.

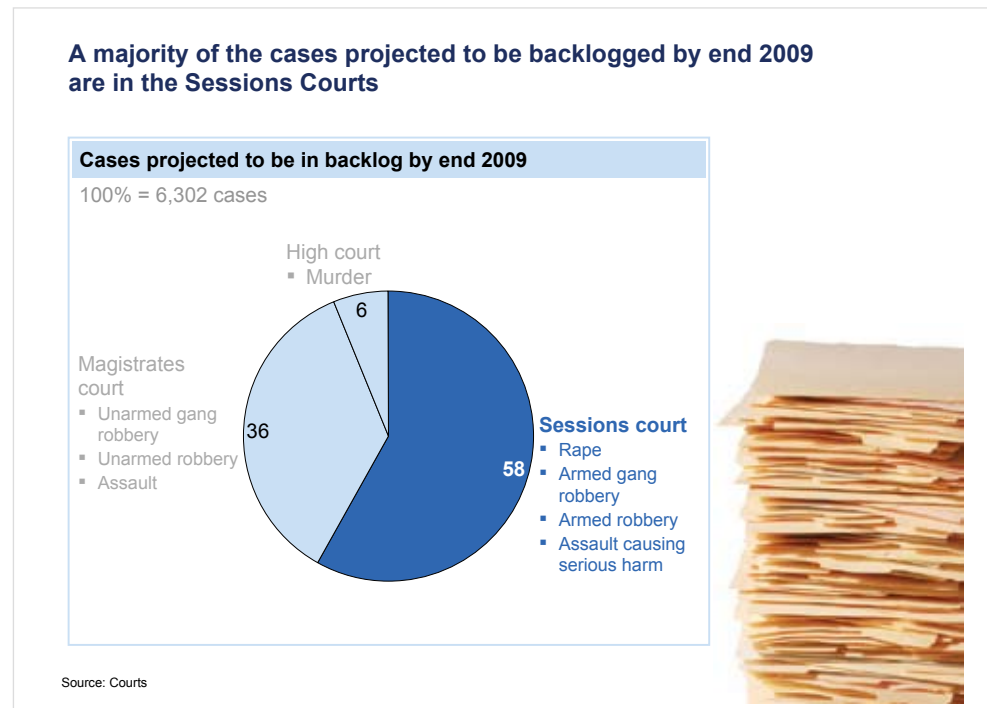
At the end of 2008, more than 5,000 active cases were pending trial. At current rates, by the end of 2009 the backlog of active cases is expected to rise by at least 800 cases to over 6,000 cases (Figure 6.10). In addition, largely due to insufficient evidence, nearly one third of cases result in a verdict of DNAA (discharge not amounting to acquittal). As this verdict means that the charge can be reinstated if new evidence arises, it is merely a postponement of justice and does not act as a deterrent.

Figure 6.10



This issue is more acute in Sessions Courts that deal with cases of rape, robberies with firearms and serious assault, as seen in Figure 6.11.

Figure 6.11



To increase the number of violent crime offenders brought to trial, we have devised comprehensive initiatives around upgrading detection and investigation capability, improving prosecution quality and expediting court dispositions.

- **Reduce ratio of investigating officers to investigation papers** to 1:5 per month – The current number of IOs investigating criminal cases is too high (interview data indicate a minimum of 1:20 per month), which is further compounded by non-core tasks that could affect investigation quality. Increasing the number of IOs by widening the pool (e.g., bringing back retired high-performing IOs) will reduce the ratio. A bigger pool will also enable greater specialisation in the long run, as IOs would have the opportunity to specialise in certain types of cases.
- **Develop standard operating procedures for violent crime cases** to ensure that IOs gather all the necessary evidence, thus increasing the chance of prosecution.
- **Enhance collaboration between the PDRM and the Attorney General's Chambers** during investigations so that IOs receive sufficient guidance from the DPPs as to the evidence required to charge for an offence. In addition, supervision from DPPs and senior IOs will ensure the quality of investigation remains high.
- **Accelerate the bill on Criminal Procedure Code (CPC) amendments**, including those to implement plea bargaining and tendering of witness statements, to speed up the pace of prosecution. Accelerating prosecution will greatly help to reduce the backlog of violent crime cases by reducing trial time.
- **Enable specialised DPPs for trial and clearing IPs** – DPPs today perform two major tasks: clearing IPs and handling trials. Enabling specialised DPPs to only handle trials will reduce the overall DPP workload and enable them to develop

expertise in conducting trials, thus improving the overall effectiveness of the prosecution.

- **Create a Flying Squad** – A specialist team of high-performing judges and magistrates will be sent to areas with many unsettled cases of violent crime. These judges will help reduce the backlog to a manageable level by applying their experience and expertise to dispose of cases quickly.
- **Add more courts to hear violent crime cases** to further increase the pace of processing violent crime cases. Judges with relevant expertise will enable speedier disposition of cases, increase the likelihood of bringing offenders to justice and ensure that innocent accused persons are not remanded needlessly.
- **Expand the court recording and transcribing system** to improve operational efficiency of the courts as proceedings will be recorded by typists or transcribers and immediately digitised. Judges can quickly approve the trial notes, which can then be distributed to the lawyers, saving time and expediting trial completion.
- **Improve witness management** – In many instances, trials are delayed or unable to proceed as witnesses are not traceable or do not attend court. Some of the reasons for this include frequent delays in trial schedules, witnesses unable to claim expenses for attending trials and discomfort with publicly disclosing evidence or undergoing 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 in the PDRM will help reduce the frequency of witness no-shows. These initiatives will thus help expedite case disposition as well as reduce the number of DNAA verdicts.

#### 6.4.2 Improving public satisfaction with the police

Interactions with individual police officers greatly influence the public's perception of PDRM as a whole. Public opinion is also formed through other types of exposure, e.g., word of mouth and mass media. There is currently no comprehensive assessment of public satisfaction with the police or of customer service, such as treatment received at police stations and timeliness of response to distress calls. We therefore launched an independent survey to gauge current public satisfaction with the police force. This survey will be repeated every six months to monitor changes in public satisfaction as our improvement initiatives get underway.

A review of the first survey results and five other studies<sup>21</sup> revealed that public satisfaction with the police is largely driven by three elements:

- Response time to a distress call
- Ease of making a police report
- Effectiveness in addressing crime

Based on these elements, we devised initiatives to help increase the public's 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 motivate the police to improve overall performance by ensuring their well-being and offering performance-linked incentives.

- **Implement first response via motorbike** so that police can arrive quickly at crime scenes. This initiative builds on existing efforts that are seeing early

<sup>21</sup> 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)

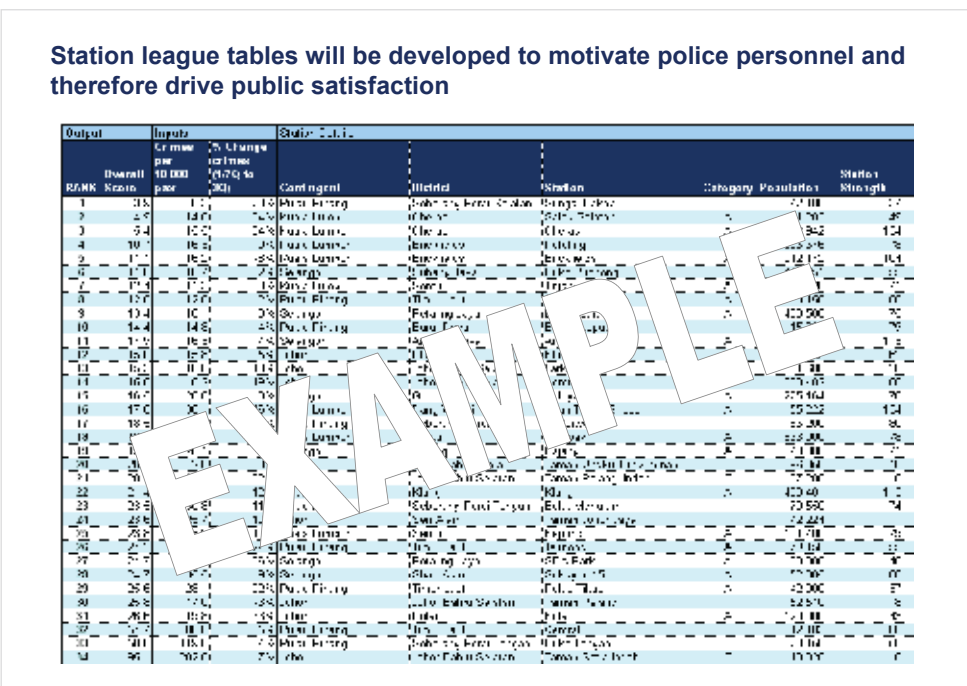
positive results in some major property developments (e.g., Ara Damansara by Sime Darby), where police patrols use motorbikes in secluded areas and back lanes, which are often susceptible to crimes.

- **Provide triage and counselling services at police stations** to enable urgent and immediate attention to be given to traumatised people upon arrival. Staffed by plain-clothes personnel (to provide assurance and not intimidate victims), these personnel will determine the nature of the crime being reported. Priority will be given to traumatic cases (e.g., victims of rape, assault and snatch thefts) with the necessary follow-up counselling.
- **Let the public report crimes to policemen on patrol** to make it easier for the public, by reintroducing the POL55, which allows uniformed personnel to take police reports manually. Steps will be taken to ensure that these reports are recorded into the Police Reporting System (PRS) immediately and are not misplaced or lost. Besides increasing convenience, it is hoped that this will help police gather more intelligence as people can more easily approach a policeman on regular patrol than go to the police station.
- **Fast-track the 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 reporting accidents at police stations. We have recently begun to merge these two systems, and expect that by April 2010, all police stations will be linked to the CARS.
- **Form CID teams at selected stations** – Currently, Criminal Investigation Department (CID) teams are located at district police headquarters (IPD). As a result, victims often have a long wait before an IO is available to meet with them, discuss their case and begin investigations. One way to mitigate this delay is to establish specialised CID teams at stations where many crimes are reported (tentatively all A Grade stations, starting with 42 hot spots). These locally situated CID teams will be able to respond quickly to victims and dispose of cases reported at a station.
- **Accelerate civilianisation of the police force** – In line with the concept of focusing police on policing, the civilianisation of PDRM is critical. As far back as March 2005, the Royal Commission on the Operations and Management of the Police Force suggested that up to 30% of jobs in the police force could be handled by civilians, thus freeing up trained personnel to prevent and reduce crime. Initiatives to increase the number of civilians in the police force are underway, but need to be accelerated. Hence this initiative will track the processes necessary to ensure that the civilianisation happens on or ahead of schedule and to help address issues that may delay it.



- **Supplement existing workforce with auxiliary police (AP)** so that some tasks currently performed by police can be taken over by semi-skilled personnel, e.g., escorting VIPs, beat patrols and taking initial reports from victims and witnesses. Government-linked companies (GLCs) that currently hire and manage their own AP forces have volunteered their support so that the PDRM can free up fully trained police personnel for other duties
- **Increase the well-being of the police** – The demands made on police personnel to reduce crime and ensure public satisfaction must be supported by initiatives that enable them to live comfortable lives and perform their duties without fear or favour. An important way to achieve this is by improving their overall well-being. Some of the methods being considered include providing adequate housing and allowances (geography-based), counselling services and potentially insurance policies to support and protect their families (e.g., life and disability insurance).
- **Publish station league tables** – One of the ways to motivate the police into improving performance is by publishing data that rank each station on the three broad dimensions of public satisfaction – response time, ease of making a report and effectiveness in reducing crime. This was another initiative that proved to be very popular with visitors to the Crime booth at the Open Days. The league tables (example in Figure 6.12) will be published quarterly, with results used to facilitate discussions with each station on its performance levels and give the support needed to improve its performance. Incentives and consequences for performance will also be introduced at the station level to motivate good performers.

Figure 6.12



- **Conduct independent survey to track public satisfaction** – We will commission an independent survey every six months to gauge public satisfaction with the police force based on their interactions with police on the street and in the stations and as passers by, witnesses and victims of crime.

## 6.5 We commit to the following NKPI targets to reduce crime

The initiatives and outcomes expected in 2010 are described in Table 6.1.

Table 6.1: NKPIs and targets for Crime		
Focus area	KPI	2010
<b>Reduce overall reported index crime with a focus on street crime</b>	<ul style="list-style-type: none"> <li>• Reduce overall reported index crimes</li> <li>• Reduce reported snatch thefts and robberies</li> </ul>	<ul style="list-style-type: none"> <li>• 5% reduction from 2009</li> <li>• 20% reduction from 2009</li> </ul>
<b>Improve performance across the criminal justice system</b>	<ul style="list-style-type: none"> <li>• Increase number of violent crime offenders successfully brought to trial</li> </ul>	<ul style="list-style-type: none"> <li>• 2,000 increase from 2009</li> </ul>

Besides the above KPIs, we also aim to improve the public's perception of safety and increase public satisfaction with the police on customer service elements. Baseline surveys are being conducted to help determine targets for these measures, which will be announced in Q1 2010.

## 6.6 We report early progress on initiatives to reduce street crime

Our initiative on street crime launched at the beginning of August 2009 has already achieved a lot:

### 1. Police omnipresence

- 50 hot spots were identified in Kuala Lumpur, Selangor, Penang and Johor
- 1,100 Pasukan Gerakan Awam (PGA) personnel were mobilised in Kuala Lumpur and Selangor until the end of 2009
- Almost 400 RELA/JPAM personnel were trained and deployed in Kuala Lumpur and Selangor in August and September 2009; about 280 personnel were trained and were deployed in Penang and Johor in October and November 2009
- Federal Reserve Unit (FRU), K9 and auxiliary police were also deployed to patrols
- 24 Balai Polis Bergerak were assigned to selected hot spots daily

### 2. CCTVs in hot spots

- 496 CCTVs were approved in principle for installation across Malaysia, of which 288 will be installed in Johor, Selangor and Penang by April 2010
- DBKL agreed to install 123 CCTVs in 2009 and 2010, of which 23 were installed



- 59 existing CCTVs and 23 newly installed ones were linked to the PDRM in Kuala Lumpur; 100 more are to be installed and linked by June 2010

### **3. Special courts for street crimes**

- Attorney General's Chambers and the courts agreed to implement a special code for street crimes (J Code)
- Federal Court gazetted the use of J Code in circular dated 19 August 2009
- Street crime cases were gradually classified under J Code; of 50 arrests in August 2009 across the four hot spot states, 15 cases were filed under J Code.

### **4. Community sentences to deter reoffending**

- The Prisons Department began drafting standard operating procedures to use the Compulsory Attendance Act 1954 for street crime offenders, which allows sentences such as community and vocational works outside prisons, under the supervision of the Prisons Department, for less serious and some first-time offenders.

## **6.7 We will expand successful programmes and refine the others**

The initiatives described in Section 6.3 and our targets in Section 6.4 represent a very ambitious programme, in line with the methodology employed for the overarching Government Transformation Programme. Not all of them will show success quickly, and we will need to adapt them and introduce new ones as implementation progresses. Successful initiatives will warrant expansion and acceleration.

Our immediate priority is to successfully launch these initiatives. We are working hard to make that happen by creating a number of new teams based in KDN to drive the implementation.

Implementation will require great, concerted efforts from all levels of the criminal justice agencies: national, state, district and neighbourhood. 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.

## **6.8 The rakyat's involvement in fighting crime is critical**

There are many ways for the rakyat to get involved in reducing crime. Individuals can join Rakan Cop by sending it an SMS (send "RC<your state> DAFTAR<your name>" to 32728). Alternatively, they can join a voluntary group such as RELA, JPAM or SUKSES to increase the number of volunteers available to support the police in patrolling and other duties. Lastly, being an active member of a neighbourhood Residents' Association or Rukun Tetangga will help the rakyat to build closer relationships with their neighbours so that they can look out for each other's property and personal safety. Reducing crime is a collective responsibility – let us all play our part.

