

服務質素改善建議

Service Quality Improvement Initiatives

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監警會除了秉持一貫以證據為依歸的原則，公平、公正地處理投訴，亦認為須從投訴中汲取經驗，從中學習及作出改善，以避免類似投訴再次發生。這是提升公共服務質素的重要一環，亦是兩層架構投訴警察制度下，監警會、公眾和警方的共同目標。

為了達成這目標，監警會根據《監警會條例》第8條(1)(c)，在審核須匯報投訴調查報告時，若發現警隊常規或程序有任何缺失或不足之處，會適時向警方提出切實可行的改善建議。為進一步提升警隊的服務質素，監警會會透過「服務質素改善建議」機制及與投訴警察課舉行的季度聯席會議，監察警方實施改善建議的進度。

過去十二年，監警會透過嚴謹的審核程序、數據分析等，找出警隊服務有待改善的地方，並向警方提出累計超過180項改善建議，涵蓋範疇包括培訓、裝備更新、相關程序或指引的修訂等。在2020/21年度，會方共提出22項建議，這些建議不僅與投訴個案及提升警隊服務質素有關，更與市民的日常生活息息相關，包括：

1. 優化《交通程序手冊》指引 在車輛完成檢驗後通知車主取回車輛
2. 制訂登記冊以記錄「交通意外傷亡援助計劃」申請表格的交收
3. 制訂有關檢取被捕人士必要衣物的程序
4. 優化警方處理檢獲的財物時使用防干擾財物封套的程序
5. 制訂全面的程序以確保警方在法庭案件審結後採取適當行動

The IPCC always upholds its principles of handling all complaint cases fairly, impartially and based on evidence, and considers it necessary to learn from experience, draw lessons from complaint cases and make improvement to prevent recurrence of similar complaints. This is an integral part of improving the quality of public service and a common goal shared by the IPCC, the public and the Police under the two-tier police complaints system.

To achieve this goal, the IPCC makes timely and practical recommendations to the Police pursuant to section 8(1)(c) of the IPCCO whenever it identifies any areas of improvement in Police practices or procedures while vetting Reportable Complaint investigation reports. With a view to enhancing Police's service quality, the IPCC will monitor the implementation status of these improvement-related matters by the Police via the "Service Quality Improvement Initiatives" mechanism and quarterly Joint Meetings with CAPO.

Through the stringent case examination process and data analysis over the past 12 years, the IPCC has identified areas of improvement in Police services and made more than 180 recommendations to the Police on issues including training, upgrading equipment, and amending procedures or guidelines. In 2020/21, the Council made a total of 22 recommendations. These recommendations were not only related to the complaint cases and the enhancement of Police's service quality, but also closely linked to the daily life of members of the public, including:

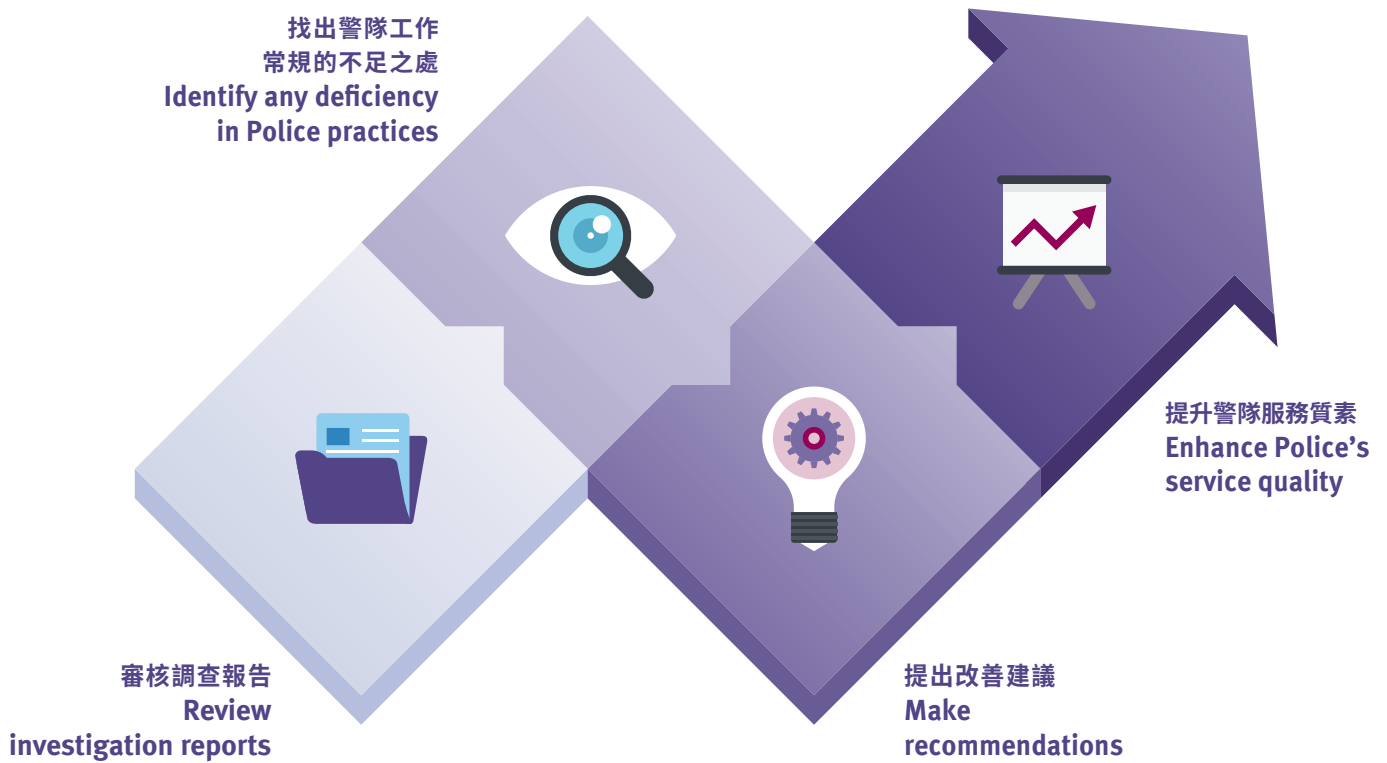
1. Enhancing Traffic Procedures Manual to advise owners to collect their vehicles after vehicle examinations
2. Devising a register to record receipt of Traffic Accident Victims Assistance Scheme (TAVAS) application forms
3. Devising procedures related to the seizure of essential clothing from arrested persons
4. Enhancing Police procedures on handling seized properties with the use of Tamper Evident Property Envelopes
5. Devising comprehensive procedures to ensure that proper actions will be taken upon conclusion of court cases

此外，在報告期內，監警會發表了有關2019年大型公眾活動的專題審視報告(報告)，就警方五大範疇的工作，提出共52項改善建議，務求從各層面協助警方提升服務質素。監警會一直密切跟進警方的落實進度，並實地觀察，加深理解前線人員在落實措施時的考慮及挑戰。

In addition, during the reporting period, the IPCC published its Thematic Study Report (Report) on the public order events in 2019 and put forward a total of 52 recommendations for improvement regarding the Police's work in five areas. These recommendations were intended to assist the Police in improving various aspects of service quality. The IPCC has been closely following up the implementation progress and conducting on-site visits so as to gain a more thorough understanding of the concerns and challenges faced by frontline officers while implementing the improvement measures.

以下是改善建議及相關投訴個案的示例。

Below are examples of improvement recommendations illustrated by related complaint cases.



1. 優化《交通程序手冊》指引在車輛完成檢驗後通知車主取回車輛

駕駛有缺陷的車輛有機會導致交通事故。因此，在道路上行駛的車輛必須毫無缺陷，方符合公眾利益。在進行交通執法行動時，警方可發出車輛檢驗通知書 (Pol. 566)，要求任何出現故障跡象的車輛按照《道路交通條例》(第374章) 接受詳細的車輛檢驗。

在一宗涉及發出 Pol. 566 的投訴個案中，投訴人在道路上騎單車時被一名警長截停。該名警長懷疑投訴人的單車不適合在道路上行駛，於是向投訴人發出 Pol. 566，並將其單車送到車輛檢驗中心／扣留中心接受檢驗。投訴人不滿警方行動及隨後的檢驗安排，遂向投訴警察課作出投訴。根據 Pol. 566 上的資料顯示，被拖走的車輛可扣留在車輛檢驗中心不多於 72 小時以作檢驗。根據警方紀錄，投訴人的單車在 72 小時內完成檢驗。投訴人不滿警方在其單車完成檢驗後，並無第一時間通知他，以致他在 76 小時後才取回單車。經投訴警察課調查，投訴人與負責的警員就警方有否妥為告知投訴人取回被扣留單車的程序說法不一，亦未能證實警方有否通知投訴人於 72 小時內取回單車，因此指控被分類為「無法證實」。

監警會在審核投訴個案時發現，根據現行常規，警方在車輛完成檢驗後，毋須通知車主／司機取回車輛。車主／司機有責任主動聯絡車輛檢驗中心的值日官以取回車輛。然而，過往並無指引說明車主取回車輛時應接觸何人及其聯絡方法。監警會認為，當警務人員執行職務拖走車輛進行檢驗時，市民一般會期望該名警務人員有責任在車輛完成檢驗後，跟進歸還車輛事宜。從預防投訴及提升服務質素的角度而言，監警會建議警方制訂程序，讓警務人員在車輛完成檢驗後，通知車主取回車輛。

1. Enhancing Traffic Procedures Manual to advise owners to collect their vehicles after vehicle examinations

Driving a defective vehicle can result in traffic accidents. Therefore, it is in the public interest that vehicles on the road are free of defects. As part of traffic enforcement, the Police may issue a Vehicle Examination Notice (Pol. 566) to require any vehicle with signs of malfunction to undergo a thorough vehicle examination in accordance with the Road Traffic Ordinance (Cap. 374).

In a complaint case involving the issuance of a Pol. 566, the Complainant (COM) was cycling on a road when he was intercepted by a Sergeant (SGT), who suspected that COM's bicycle was unroadworthy. The SGT issued a Pol. 566 to COM, and his bicycle was then taken to a Vehicle Examination Centre (VEC)/Vehicle Pound for examination. Dissatisfied with the Police's action and the subsequent examination of his bicycle, COM lodged a complaint with CAPO. In this case, COM complained that according to the information on the Pol. 566, an impounded vehicle may be detained for examination at the VEC for not more than 72 hours. As per Police records, the examination was completed within 72 hours. However, COM complained that he did not collect his bicycle until after 76 hours as the Police had failed to immediately inform him upon completion of examination of his bicycle. CAPO's investigation revealed that it was uncertain whether the responsible officers had properly told COM about the procedures for retrieving the impounded vehicle, and whether COM was informed by the Police to collect his bicycle within 72 hours. The allegation was therefore classified as "Unsubstantiated".

In examining the complaint, the IPCC noticed that according to the current practice, the Police were not required to inform owners/drivers to collect their vehicles once examination was completed. It was the responsibility of the vehicle owners/drivers to take the initiative to contact the Duty Officer (DO) of the VEC in order to retrieve their vehicles. However, there was no guideline on whom to contact for vehicle collection and how. The IPCC was of the view that when a police officer executed his duty to tow away a vehicle for examination, one would normally expect that the police officer would have the duty to follow up regarding the return of the vehicle after the examination. From the perspectives of complaint prevention and service quality improvement, the IPCC recommended the Police to devise procedures for officers to notify vehicle owners regarding collection of vehicles upon completion of examination.

警方接納監警會的建議，修訂 Pol. 566，加入所有車輛檢驗中心的地址及電話號碼以供查詢，並記錄車主的聯絡電話，以便車輛檢驗中心的值日官可於車輛完成檢驗後，通知車主取回車輛。與此同時，《交通程序手冊》亦作出修訂，要求車輛檢驗中心的值日官於車輛完成檢驗後，在切實可行的情況下應盡快聯絡車主。經修訂的指引為前線警務人員執行職務時提供更清晰的指示，並確保車主在車輛完成檢驗後能夠適時取回車輛。監警會將繼續跟進警方的行動，以及相關程序優化後的落實情況。

The Police accepted IPCC's recommendation, and revised the Pol. 566 by including the addresses and telephone numbers of all VECs for enquiry purposes. The contact number of the vehicle owner is also recorded in the revised Pol. 566, so that the DO of the VEC can contact vehicle owners regarding collection of their vehicles after examination. Also, the Traffic Procedures Manual (TPM) was amended to require the DO of the VEC to contact vehicle owners as soon as practicable upon conclusion of vehicle examinations. The revised guidelines provide clearer instructions to frontline officers when carrying out their duties, and ensure that vehicle owners can collect their vehicles after examination in a timely manner. The IPCC will continue to follow up the actions taken by the Police and the implementation of the enhanced procedures.

2. 制訂登記冊以記錄「交通意外傷亡援助計劃」申請表格的交收

根據警方的資料¹，2020年共發生15,298宗涉及傷亡的交通意外。為向交通意外中的受害人或其家屬迅速提供經濟援助，政府根據《交通意外傷亡者(援助基金)條例》(第229章)設立「交通意外傷亡援助計劃」(計劃)，並由社會福利署(社署)負責執行。受害人涉及的交通意外必須屬於《道路交通條例》(第374章)所定義的「道路交通意外」，並須已向警方報案，方符合申請資格。在一般情況下，負責調查該宗交通意外的警務人員會盡快將該計劃告知受害人或其家屬。援助申請須於社署收到申請表格後，才被視作已正式提出。社署其後會將計劃申請表格交予警方填寫交通意外詳情，以供署方跟進。

在一宗投訴個案中，投訴人在一場交通意外中受傷，並報警求助。案件由一名高級警員負責調查。投訴人其後向計劃申請援助，並向社署遞交申請表格，該份表格隨後被轉交該名高級警員填寫意外詳情。事隔數月，由於投訴人未收到任何有關申請的消息，遂向社署查詢。社署職員告知投訴人，署方已將其申請表格轉交警方，但尚未收到所需資料以作進一步處理。投訴人隨後聯絡該名高級警員要求解釋。然而，該名高級警員否認曾收到社署發出的表格。其後，社署將投訴人的申請表格重新傳真給警方。該名高級警員確認收到了重新傳真的表格，並作跟進。投訴人不滿該名高級警員未有妥善處理其申請表格，因此作出投訴。

最初，投訴警察課將指控分類為「無法證實」，理由是沒有紀錄顯示該名高級警員一開始便收到表格卻置之不理，而且該名高級警員收到社署再次傳真的表格後，已填妥表格並交回社署處理。

監警會在審閱投訴警察課的調查後發現，該名高級警員在投訴人的申請表格上錯誤表示有關意外並不屬於《道路交通條例》所指的「道路交通意外」，因此應將指控分類為「獲證明屬實」。投訴警察課接納監警會的意見，並將調查結果重新分類為「獲證明屬實」。

2. Devising a register to record receipt of Traffic Accident Victims Assistance Scheme (TAVAS) application forms

According to Police information¹, there were 15,298 traffic accidents involving casualties in 2020. To provide speedy financial assistance to traffic accident victims or their families, the Government established the Traffic Accident Victims Assistance Scheme (TAVAS) under the Traffic Accident Victims (Assistance Fund) Ordinance (Cap. 229). The TAVAS is administered by the Social Welfare Department (SWD). In order for an accident victim to be eligible to make a claim, the accident must be a “road traffic accident” as defined in the Road Traffic Ordinance (Cap. 374) (RTO), and must have been reported to the Police. The police officer who investigates the accident will normally inform the victim or his/her family of the scheme at the earliest opportunity. Applications are considered to have been formally made only when they are received by the SWD. The SWD will then forward the TAVAS application form to the Police for completion of traffic accident details for SWD’s follow-up.

In a complaint case, the Complainant (COM), who sustained an injury in a traffic accident, made a report to the Police. The accident was investigated by a Senior Police Constable (SPC). COM later applied for assistance under TAVAS and submitted an application form to the SWD, which was then forwarded to the SPC to fill in details of the accident. As COM had not received any update regarding his application after a few months, he made an enquiry with the SWD. A member of the SWD staff told COM that while the form had been forwarded to the Police, the SWD had not received the necessary information for further processing. COM then contacted the SPC for an explanation. The SPC, however, denied having received the form from the SWD. Subsequently, the SWD re-faxed COM’s application form to the Police. This time, the SPC confirmed receipt of the re-faxed form and followed up accordingly. COM was dissatisfied that the SPC had failed to properly handle his TAVAS application form, and lodged a complaint.

Initially, CAPO classified the allegation as “Unsubstantiated” as there was no record showing that the SPC had received the application form on the first occasion but had not handled it. Moreover, the SPC had duly completed the re-faxed form and returned it to the SWD for processing.

Upon review of CAPO’s investigation, the IPCC noticed that the SPC had wrongly indicated in COM’s application form that the accident was not a “road traffic accident” under the RTO. Therefore, the allegation should be considered “Substantiated”. CAPO subscribed to the IPCC’s view and re-classified the finding as “Substantiated”.

¹ https://www.police.gov.hk/ppp_en/05_traffic_matters/rs.html

監警會在研究個案時，留意到警方與社署並無機制確保雙方妥善交收經傳真傳送的申請表格。沒有適當的溝通渠道確保文件已妥為傳送及接收，可能會導致處理失當，有違向受害人或其家屬及時提供經濟援助的原意。

為確保計劃申請表格獲及時處理，同時加強日後警方與社署的溝通，監警會建議警方應制訂妥善的登記冊，或與社署設立有效的溝通渠道，確保所有以傳真交收的申請表格均得到妥善處理。警方接納監警會的建議，並與社署聯絡優化處理程序。監警會將繼續跟進警方的行動，以及相關程序優化後的落實情況。

In examining this case, the IPCC observed that there was no mechanism to ensure the proper transmission of the TAVAS application form via fax between the Police and the SWD. The absence of a proper communication channel to ensure that the documents are properly transmitted and received might lead to mishandling, and defeat the purpose of providing timely financial assistance to traffic accident victims or their families.

To ensure the timely handling of TAVAS applications and to enhance communication between the Police and the SWD in future, the IPCC recommended that the Police should maintain a proper register or an effective communication channel with the SWD to ensure all facsimile transmissions of TAVAS application forms are properly processed. The Police accepted the IPCC's recommendation, and liaised with the SWD to enhance the handling procedures. The IPCC will continue to follow up the actions taken by the Police and the implementation of the enhanced procedures.

3. 制訂有關檢取被捕人士必要衣物的程序

警務人員不時需於刑事調查期間，檢取被捕人士的衣物，包括一些必要衣物，例如上衣、褲子等，以保存作證據。雖然警方現行的指引要求警務人員應盡量向被捕人士提供替換衣物，然而，監警會觀察到目前並沒有具體的指引，說明檢取被捕人士的必要衣物後應採取的行動，亦沒有規定必須提供合適的替換衣物，這有可能會引致警務人員被投訴。

在一宗投訴個案中，投訴人的父親被發現褲袋內藏有危險藥物，因而涉嫌「管有危險藥物」被捕。在警署內，一名警署警長（同時為值日官兼該宗「管有危險藥物」案件的主管）指示檢取投訴人父親的長褲作為證物，並向投訴人父親提供一條短褲（為該名警署警長的私人物品）作為替換。翌日，投訴人為父親帶來一些衣物（包括一件外套、一件袖衫及一條牛仔褲）。但一名警務人員在未尋求警署警長指示的情況下，只接收了外套，且未有向投訴人解釋拒絕接收袖衫及牛仔褲的原因。投訴人的父親被控管有危險藥物，並被拘留至出庭應訊。在法庭上，投訴人注意到父親並沒有穿上外套。投訴人的父親其後獲法庭批准保釋，同日稍後時間，他因身體不適被送院，兩日後因肺炎離世。投訴人認為，其父親的死因有可能是在警署羈留期間未獲警方提供足夠的衣物所致。投訴人尤其不滿該名警務人員拒絕接收投訴人帶給其父親的袖衫及牛仔褲而又沒有任何解釋，亦沒有尋求案件主管的指示。

由於該名警務人員疏忽職守，沒有按照既定程序先尋求案件主管的指示，才決定是否接受投訴人向其父親提供額外衣物的要求，因此指控被分類為「獲證明屬實」。

此外，投訴警察課亦向警署警長新增一項「未經舉報但證明屬實」的指控。當投訴人父親被發現褲袋藏有危險藥物，而須檢取其長褲作為證物時，警署警長理應考慮必要的跟進安排。例如，警方是否可以提供同類的替換衣物；警方是否可以安排被捕人士的親屬為其提供同類的替換衣物；若果沒有合適的替換衣物可提供的話，是否可以為長褲拍攝照片就足夠，而毋須檢取長褲。顯然，該名警署警長在檢取投訴人父親的長褲後，只把自己的短褲給予投訴人父親替換，而沒有盡力為對方提供同類衣物，此舉並不恰當。

3. Devising procedures related to the seizure of essential clothing from arrested persons

From time to time, police officers seize clothing — including items of essential clothing such as upper garment, trousers, etc. from arrested persons, in order to preserve evidence in the course of crime investigation. Although the existing Police guidelines require police officers to make attempts to obtain replacement clothing for the arrested person, the IPCC has observed that there are neither specific guidelines on actions to be taken after seizure of the arrested person's essential clothing, nor any stipulated requirement to provide suitable replacement clothing. This could give rise to complaints against police officers.

In a complaint case, the Complainant's (COM) father was arrested for "Possession of a Dangerous Drug (PDD)" after dangerous drugs were found in a pocket of his trousers. At the Police Station, a Station Sergeant (SSGT), who was the Duty Officer and the Case Officer of the PDD case, gave instructions to seize the trousers of COM's father as an exhibit, and gave COM's father a pair of shorts (which the SSGT personally owned) to wear as a replacement. On the following day, COM brought some clothes (i.e. a jacket, a shirt and a pair of jeans) for her father, but a Police Constable (PC) only accepted the jacket without seeking instructions from the SSGT, and failed to explain why he did not accept the shirt and the pair of jeans from COM. COM's father was later charged with the same offence and detained until he was taken to the court. In the courtroom, COM noticed that her father was not wearing the jacket. COM's father was then released on court bail. Later that same day, COM's father felt sick and was admitted to hospital. Two days later, COM's father passed away due to pneumonia. COM opined that her father's death might have been caused by the Police's failure to provide adequate clothing to her father during his detention in the Police Station. In particular, COM was dissatisfied that the PC had refused to receive the shirt and the pair of jeans COM brought to her father without explanation, and did not seek advice from the Case Officer.

The allegation was classified as "Substantiated", as the PC had neglected his duty to follow the stipulated procedures to seek advice from the Case Officer before deciding whether to accept COM's request for providing extra clothing to her father.

Moreover, CAPO registered an additional count of "Substantiated Other Than Reported" against the SSGT. When seizing the trousers of COM's father as an exhibit for the DD found in the pocket of his trousers, the SSGT should also consider the necessary follow-up arrangements — for example, whether equivalent replacement clothing could be provided by the Police; whether the Police could arrange for a relative of the arrested person to provide equivalent clothing to him; or whether taking photos of the trousers would suffice instead of seizing the trousers if no appropriate replacement was available. Obviously, the SSGT provided his own shorts to COM's father after seizing the latter's trousers without making any effort to provide equivalent clothing, which was inappropriate.

監警會認為，這宗個案充分顯示有必要制訂具體指引，說明檢取被捕人士必要衣物後的跟進行動。

從預防投訴的角度出發，監警會認為警方有必要檢視現行的措施，並建議警方就以下各方面制訂指引及程序：

- (i) 當檢取被捕人士的必要衣物後，警務人員應如何處理；
- (ii) 應通知何人，及由何人負責決定檢取衣物；以及
- (iii) 為被捕人士提供合適的必要衣物以作替換時，須作何等安排。

此外，監警會要求警方考慮採取額外措施協助前線警務人員處理特殊情況，例如被捕人士沒有家人或朋友可為其提供衣物，又或者警方在售賣衣服店舖非營業時間檢取衣物，須考慮在警署存放後備衣物以應付緊急需要的可行性。警方接納監警會的建議，將檢視現行指引及程序，並作出必要的修訂。監警會將繼續跟進警方的行動，以及相關指引和程序優化後的落實情況。

The IPCC was of the view that this case amply demonstrated the need for specific guidelines on follow-up actions to be taken after seizure of an arrested person's essential clothing.

From a complaint prevention perspective, the IPCC considered that it was necessary for the Police to review the existing measures, and recommended the Police to devise guidelines and procedures to address the following issues:

- (i) What officers should do when essential clothing is seized from an arrested person;
- (ii) Who should be notified and who should be responsible for making the decision to seize clothes; and
- (iii) The arrangements to provide suitable replacement for essential clothing to the arrested person.

In addition, the IPCC asked the Police to consider additional measures to assist frontline officers when dealing with unexpected situations, such as when the arrested person has no friend or family member to bring clothing, or when the seizure takes place after commercial business hours, as well as the feasibility of keeping some spare clothing in Police Stations for exigencies. The Police accepted the IPCC's recommendation and agreed to review and make necessary amendments to the current guidelines and procedures. The IPCC will continue to follow up the actions taken by the Police and the implementation of the enhanced guidelines and procedures.

4. 優化警方處理檢獲的財物時使用防干擾財物封套的程序

在刑事調查及處理報案的過程中，警務人員可能會檢取報案人／疑犯的財物作為證物。普遍做法是將檢取的證物放入防干擾財物封套內，以確保相關物品完好無缺。然而，涉及警務人員處理防干擾財物封套內財物的投訴仍有發生。因此，警方嚴格遵守一套嚴謹的財物處理程序至關重要，如此方能妥善保管相關證物。

報告期內的一宗投訴個案中，投訴人被捕後被帶往警署拘留，由一名警務人員對其進行羈留搜查。完成搜查後，該名警務人員列出投訴人的個人財物，並逐一放進獨立的防干擾財物封套內由警方保管。期間，由於投訴人要求去洗手間，以及刑偵人員須帶他到另一房間落案起訴，以致財物封存過程一再中斷。投訴人其後發現部分個人財物遺失，遂投訴涉事的警務人員。

投訴警察課調查時，發現分別負責搜查、見證及記錄的警務人員，以及值日官並無妥善記錄部分財物的數量，亦沒有核對有關紀錄，因此，投訴警察課向這四位警務人員新增共三項「未經舉報但證明屬實」的指控。此外，投訴人的財物封存過程一再中斷。監警會認為，在財物封存過程中，不應帶被羈留人士進出會面室，直至檢取、封存和記錄財物過程完成為止。財物封存過程一再中斷，有可能會導致出錯和引致投訴。

在另一宗投訴中，投訴人向警方取回兒子的遺物，包括一部本應封存在防干擾財物封套內的手提電話。然而，證物室一名助理文書主任提取防干擾財物封套前往接見投訴人途中，便已打開了防干擾財物封套。投訴人其後發現手機內所有電郵以及她與兒子互通的訊息不見了，懷疑警方刪除了手機內的部分資料，於是作出投訴。

4. Enhancing Police procedures on handling seized properties with the use of Tamper Evident Property Envelopes

It is common that in the course of criminal investigation and handling of reports, police officers may seize properties from informants/suspects as exhibits, and place them intact inside Tamper Evident Property Envelopes (TEPEs). From time to time, complaints against officers have arisen from their handling of properties kept inside TEPEs. A set of stringent property handling procedures is essential for the safekeeping of exhibits by the Police.

During the reporting period, there was a complaint case in which the Complainant (COM) was arrested and taken to a Police Station for detention, during which a Police Constable (PC) conducted a custody search on COM. After the search was completed, the PC itemised COM's personal properties and put them into separate TEPEs for Police custody. The property packing process was repeatedly interrupted when COM asked to go to the restroom. Thereafter the crime officer took COM to another room for laying the charge. COM later found that some of her personal properties were missing, and thus lodged a complaint against the handling officers.

CAPO's investigation revealed that the searching officer, witnessing officer, recording officer and the Duty Officer had failed to properly record the quantities of some properties and perform the checking. As a result, CAPO registered three counts of "Substantiated Other Than Reported" against these four officers. Moreover, the process of packing COM's properties was repeatedly interrupted. The IPCC considered that a detained person should not be taken into and out of the interview room in the course of packing process. This should only take place when the process of seizing, packing and recording property had been completed. The repeated interruptions during the process of packing COM's properties could cause errors and complaints.

In another complaint case, when COM collected the intestate properties of her deceased son from the Police, including a mobile phone which was supposedly kept in a sealed TEPE, an Assistant Clerical Officer (ACO) working in the Property Office had prematurely unsealed the TEPE before he went to the interview room to meet COM. As COM later found that all the emails and messages with her son were missing from the mobile phone, she suspected that the Police had deleted some contents from the mobile phone, and lodged a complaint against the Police.

投訴警察課調查發現，並無證據顯示警方在交還手機予投訴人之前曾干擾手機。防干擾財物封套的作用是確保物品完好無缺，因此警方一直以來的做法是在物主／申索人面前打開防干擾財物封套，將保持原狀的物品交還，避免出現任何爭拗、誤會或投訴。然而，該名助理文書主任在證物室取出防干擾財物封套後，於前往會見投訴人及交還財物之前，便已打開裝有投訴人兒子手機的防干擾財物封套。經調查之後，投訴警察課將該名助理文書主任未待投訴人在場便提早打開防干擾財物封套的指控分類為「獲證明屬實」。

監警會審核這宗投訴個案時，觀察到警方並沒有書面指引要求警務人員必須在物主／申索人面前打開防干擾財物封套。

監警會審視上述兩宗事件後，認為有必要全面檢視警方處理檢獲的財物時，使用防干擾財物封套的程序，尤其是：

- (i) 避免記錄和封存過程中途被打斷；
- (ii) 確保存放在防干擾財物封套內的財物得到妥善處理或存放在安全地點；及
- (iii) 要求警務人員在被捕人士／物主／申索人面前打開防干擾財物封套。

此外，監警會亦建議投訴警察課採取適當措施，加強前線警務人員使用防干擾財物封套處理證物的意識。投訴警察課同意監警會的建議，並已著手檢視有關使用防干擾財物封套處理證物的現行指引和程序。從預防投訴的角度出發，投訴警察課已開展外展計劃或培訓，加強前線警務人員對妥善使用防干擾財物封套的意識。監警會將繼續跟進警方的行動，以及程序優化後的落實情況。

CAPO's investigation revealed that there was no evidence showing that the Police had tampered with the mobile phone before returning it to COM. As the purpose of using the TEPE was to keep the items intact, it had been the ongoing Police practice to open the TEPE in the presence of the owner/claimant in order to preserve the items' integrity and to avoid any argument, misunderstanding or complaint. Nevertheless, the ACO had unsealed the TEPE containing the mobile phone of COM's deceased son after he collected the TEPE from the Property Office, before meeting COM in the interview room to return the property to her. After investigation, CAPO classified the allegation against the ACO for prematurely unsealing the TEPE before COM as "Substantiated".

In examining this complaint case, the IPCC observed that there was no written guideline requiring police officers to open a TEPE in the presence of the property owner/claimant.

Having reviewed the above complaints, the IPCC was of the view that it was necessary to conduct a holistic review of Police procedures regarding the handling of seized properties with the use of TEPEs, in particular:

- (i) To avoid interruption during the recording and packing process;
- (ii) To ensure properties kept in TEPEs are properly handled or stored in a secure location; and
- (iii) To require officers to unseal a TEPE in the presence of the arrested person/owner/claimant.

In addition, the IPCC recommended that CAPO should take appropriate measures to enhance frontline officers' awareness when handling seized properties by using TEPE. CAPO agreed to the IPCC's recommendations, and commenced reviewing the current guidelines and procedures regarding the handling of exhibits with the use of TEPEs. For the purpose of complaint prevention, CAPO undertook to conduct Outreach Programs or trainings for frontline officers to enhance their awareness of proper procedures for handling seized properties with the use of TEPE. The IPCC will continue to follow up the actions taken by the Police and the implementation of the enhanced procedures.

5. 制訂全面的程序以確保警方在法庭案件審結後採取適當行動

報告期內，監警會接獲多宗投訴，涉及警務人員在罪案審結後未有採取適當後續工作，結果對投訴人造成影響或不便。除了涉事警務人員疏忽外，相關警方程序亦有所不足，無法確保結案後續工作得到妥善跟進。

在一宗投訴個案中，投訴人被控「製作兒童色情物品」及「猥褻侵犯」罪名。投訴人的桌上電腦載有犯罪證據，被檢取作為案件呈堂證物。審訊期間，投訴人要求取回電腦中與案情無關的公司客戶資料。法庭同意有關要求，而當時的案件主管將該指示記錄在案。投訴人被定罪及判處監禁34個月。案件審結後，一名接手擔任案件主管的女督察未有留意法庭指示，在結案後，銷毀有關電腦。投訴人刑滿獲釋後，嘗試聯絡警方取回電腦內儲存的資料但不果。投訴人不滿警方的處理過程，遂向投訴警察課作出投訴。在調查期間，投訴警察課發現女督察忽略了法庭的指示，並銷毀了該部電腦，導致投訴人無法按法庭早前頒下的許可取回資料。因此，投訴警察課對女督察新增一項「未經舉報但證明屬實」的指控。

監警會在審閱投訴警察課的調查後留意到，除了女督察因疏忽而未有仔細檢查案件檔案外，警方並沒有具體指引，指示案件主管應採取的步驟，以確保一切待辦事項得到妥善處理後，才發出處置案件財物的指示。事實上，現行程序只是簡單地指出，在獲得有關部門（例如法庭命令）批准後，可以處置案件財物。

從預防投訴的角度出發，監警會建議警方檢視有關規定，並探討制訂詳細程序的可行性。例如較實際及有效而言，可制訂一份清單，列出在處置案件財物前應採取的相應步驟。

在另一宗投訴個案中，投訴人因「盜竊」被捕，其後獲法庭批准保釋，條件是不得離開香港。警方根據法庭指示，將投訴人列入「出入境監察名單」（「名單」）。其後，由於盜竊案的受害人拒絕擔任控方證人作證，控方決定撤銷對投訴人的控罪，投訴人獲無條件釋放。兩日後，當投訴人離港前往澳門時，被入境處人員截停及告知他被列入了「名單」禁止離港。經與警方澄清後，投訴人獲釋並被允許離開香港。就該名高級督察未有將投訴人從「名單」中移除的指控被分類為「獲證明屬實」。

5. Devising comprehensive procedures to ensure that proper actions will be taken upon conclusion of court cases

During the reporting period, a number of complaints were received concerning the failure of police officers to take necessary actions after the conclusion of crime cases. As a result, Complainants (COMs) were adversely affected or inconvenienced. Apart from the negligence of the involved officers, the associated Police procedures were also found to be insufficient for ensuring case closing action would be properly conducted.

In a complaint case, COM was charged with “Making Child Pornography” and “Indecent Assault”. COM’s desktop computer, which contained evidence of the offences, was seized and tendered as a case exhibit in court. During the trial, COM requested to retrieve the client information of his company, which was unrelated to the crime case, from the computer. The court agreed, and the then Case Officer recorded this instruction on file. COM was convicted and sentenced to 34 months’ imprisonment. Upon the conclusion of the court case, the succeeding Case Officer, who was a Woman Inspector, was unaware of the court instruction, and disposed of the computer during case closing. After release from prison, COM tried to contact the Police to retrieve the information from the computer, but was unable to reach the responsible officer. Dissatisfied with the handling process, COM lodged a complaint with CAPO. During CAPO’s investigation, CAPO found that the Woman Inspector had overlooked the court instruction and destroyed the computer. Hence, COM was unable to retrieve the information as previously allowed by the court. As a result, CAPO registered one count of “Substantiated Other Than Reported” against the Woman Inspector.

Having reviewed CAPO’s investigation, the IPCC noted that apart from the negligence of the Woman Inspector in failing to thoroughly check the case file, the Police do not have specific guidelines on the steps a Case Officer should take to ensure that all outstanding actions have been properly taken before giving instructions on the disposal of case properties. In fact, the existing procedure only briefly indicates that the disposal of case properties can take place when approval from the appropriate authority (such as a court order) has been obtained.

From a complaint prevention perspective, the IPCC recommended the Police to review related requirements and explore the feasibility of introducing more detailed procedures. For example, it may be practical and effective to compile a checklist of necessary actions to be taken prior to the disposal of case properties.

In another complaint case, COM was arrested for “Theft” and was granted court bail on the condition that he could not leave Hong Kong. As instructed by the court, the Police put COM on the “Watch List”. Subsequently, the Prosecution decided to withdraw the charge against COM as the victim of the “Theft” case refused to testify as a prosecution witness. As a result, COM was released unconditionally. Two days later, when COM was leaving Hong Kong for Macau, he was intercepted by Immigration Officers and was told that he was not allowed to leave Hong Kong as he was on the “Watch List”. After clarification with the Police, COM was released and allowed to leave Hong Kong. The allegation against the Senior Inspector for failing to remove COM from the “Watch List” was classified as “Substantiated”.

監警會在審核投訴個案時觀察到，雖然警方有指引要求案件主管應根據法庭指示，將有關人士從「名單」中移除，但沒有具體程序確保案件主管及時通知相關警察單位將有關人士從「名單」中緊急移除。監警會認為警方有需要檢視指引，確保案件主管會採取迅速及適當行動更新「名單」。

從預防投訴的角度出發，監警會建議警方設立監察機制，督導案件主管在法庭發出指示後立即採取行動，將有關人士從「名單」中移除，以免有關人士遭到不合理的攔截。

在上述兩宗投訴個案中，警方接納監警會的建議，並同意檢視及優化有關程序。此外，警隊預防投訴警察委員會將向前線警務人員分享從投訴個案中汲取的經驗，而投訴警察課亦透過外展活動及電子通訊向前線警務人員分享投訴個案，提醒他們保持警覺，避免日後再有類似投訴發生。監警會將繼續跟進警方的行動，以及程序優化後的落實情況。

In examining the complaint, the IPCC observed that although there are Police guidelines requiring a Case Officer to remove a subject from the “Watch List” on instructions made by the court, there is no specific procedure to ensure that the Case Officer would promptly inform relevant police unit regarding urgent removal of Subjects from the “Watch List”. The IPCC considered that it is necessary to review the Police guidelines to the effect that a Case Officer would take prompt and proper action to update the “Watch List”.

From a complaint prevention perspective, the IPCC recommended the Police to devise a check-and-balance mechanism to ensure that the Case Officer would take immediate action to remove a subject from the “Watch List” after an instruction has been given by the court, thereby avoiding unwarranted interception of subjects.

In the above two complaints, the Police accepted the IPCC’s recommendations and agreed to review and enhance the relevant procedures. In addition, the Force Committee on Complaints Prevention will disseminate lessons learned from these complaints to frontline officers. CAPO will also share the complaint cases through its Outreach Programme and e-Newsletter to remind frontline officers to stay alert and avoid recurrence of similar complaints. The IPCC will continue to follow up the actions taken by the Police and the implementation of the enhanced procedures.

監警會跟進52項改善建議的落實進度

The IPCC's Follow-up on Implementation Progress of 52 Recommendations

就2019年6月起《逃犯條例》修訂草案引發的大型公眾活動及相關的警方行動，監警會於2020年5月15日發表專題審視報告，就警隊處理相關活動的常規及程序提出52項改善建議。

專題審視報告中的建議由保安局局長督導的專責小組跟進。52項建議涵蓋五大範疇，包括：

- 加強公眾訊息發放和檢討與傳媒關係
- 檢討武力使用指引
- 改善臨時羈留處的安排
- 優化警方行動部署和策略
- 加強警隊內部管理、協調和培訓

專責小組責成警隊設立五個工作小組，分別聚焦並跟進以上範疇的工作，每個工作小組均由一位高級助理警務處長或助理警務處長領導。監警會一直緊密關注專責小組的工作，並透過與警方聯席會議的公開部分，讓公眾知悉改善建議的落實進度。

專責小組每季度會向行政長官提交進度報告，匯報工作進展。警方繼而於聯席會議向監警會作出匯報。截至2021年6月的聯席會議，警方合共完成32項建議的跟進行動，並有六項建議取得重大進展，實施了62項改善措施，涵蓋四大範疇：

On 15 May 2020, the IPCC published its Thematic Study Report on the Public Order Events (POEs) arising from the Fugitive Offenders Bill since June 2019 and the Police Actions in Response, and put forward 52 recommendations for improvement regarding the Police's practices and procedures in relation to POEs.

A Task Force steered by the Secretary for Security has been following up the recommendations put forward in the Thematic Study Report. The 52 recommendations cover five areas:

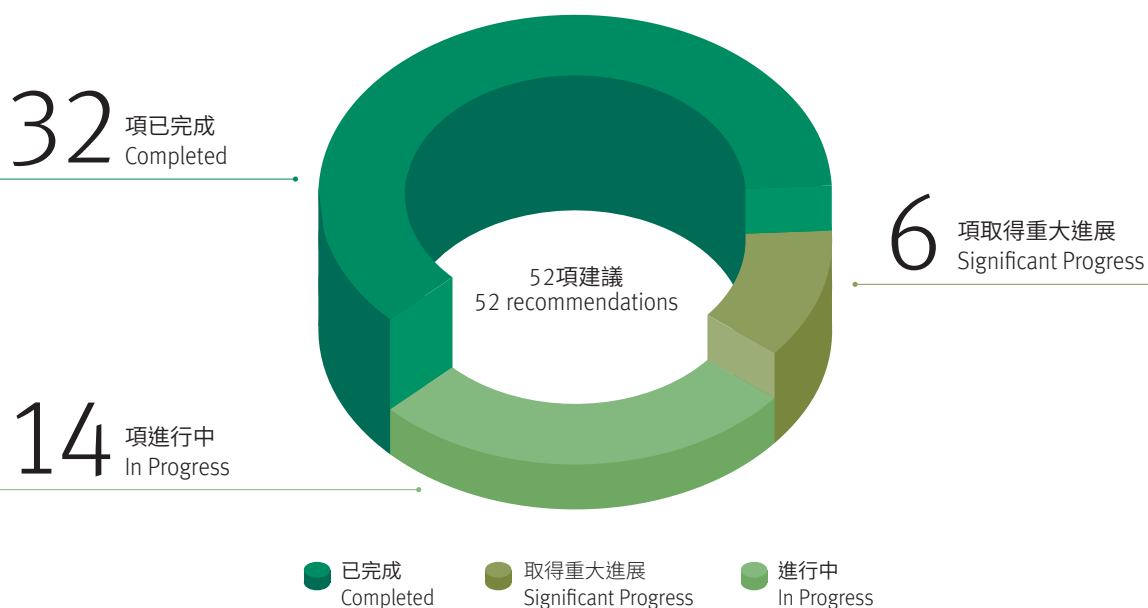
- Enhancing dissemination of public information and review of media relations
- Review of guidelines on the use of force
- Improvement of arrangements for Temporary Holding Areas (THAs)
- Enhancement of Police operational deployment and strategies
- Strengthening of the Police's internal management, coordination and training

The Task Force directed the Police to set up five sub-groups, each led by a Senior Assistant Commissioner of Police or Assistant Commissioner of Police, to focus on and to follow up these five areas of work respectively. The IPCC has been paying close attention to the work of the Task Force, and keeping the public informed about the implementation progress of these recommendations through the open part of Joint Meetings with the Police.

The Task Force submits progress reports to the Chief Executive on a quarterly basis. Thereafter, the Police report to the IPCC at the Joint Meetings. As at the Joint Meeting in June 2021, the Police have completed follow-up actions on 32 recommendations, and made significant progress in other six recommendations. The Police have rolled out a total of 62 improvement measures covering four major areas:

監警會跟進52項改善建議的落實進度 Implementation Progress of 52 Recommendations

(截至2021年6月)
(as at June 2021)



(i) 就「公眾訊息發放和與傳媒關係」方面，措施包括：

- 警察公共關係科已與政府新聞處檢討召開跨部門或機構聯合新聞發布會的啟動制度，以更快捷及有效地澄清假新聞及謠言，並加強公眾對政府的聯合行動的理解。
- 警察公共關係科成立新分課，購置「社群聆聽服務」，有助在互聯網中分析了解社群情緒，及對於社交媒體中具誤導性或不實言論，作出適時澄清、反駁或其他恰當的回應，並就公眾關注的議題製作影片，為公眾傳遞即時及真實訊息；成立社交媒體直播小隊，在混亂的公眾活動中，直播現場實況和警隊行動；亦增加「警隊傳媒聯絡隊」人手協調傳媒採訪。同時增加使用社交媒體，擴充現有網絡覆蓋不同組別。
- 於大型行動中設立警察公共關係科指揮中心，以加強與前線單位和公眾的溝通，直播警方的最新行動和現場實況，提升警隊工作透明度，並可防範虛假指控。
- 警察公共關係科與一家公關顧問公司為高級警務人員制定一套發言人訓練課程，加強他們與傳媒的溝通能力，以及更有效地發放重要資訊；同時定期舉辦前線記者與前線警務人員交流會，促進雙方的聯繫和了解。

(i) Regarding “Public Information Dissemination and Media Relations”, the improvement measures include:

- The Police Public Relations Branch (PPRB) in collaboration with the Information Services Department reviewed the protocol to institute joint press conferences with other departments or organisations, so as to clarify fake news and dispel rumours more efficiently and effectively, and enhance public understanding of government actions involving multiple stakeholders.
- The PPRB set up a new division and procured a “Social Listening Service” to help analyse social sentiments on the internet for timely rebuttal or clarification on misleading or untrue messages on social media platforms; and produced thematic videos on issues of public concern to disseminate instant and accurate messages to the public. The Social Media Live Teams were established to conduct live broadcast of on-site situation and the Police actions during chaotic POEs. The manpower of the Force Media Liaison Cadre was increased to better engage the media on the ground. The Police enhanced the usage of social media platforms and expanded the existing network to engage wider community sectors.
- A PPRB command post would be set up in major operations to enhance communication with frontline units and the public. The latest Police actions at the scenes would be broadcast live to enhance the transparency of Police work and prevent false allegations.
- Collaborating with a public relations consultancy firm, the PPRB formulated a spokesperson training programme tailor-made for senior police officers, so as to enhance their communication capability with the media, and disseminate important information more effectively. The Police also organised sharing sessions regularly between reporters and frontline Police officers to facilitate liaison and mutual understanding.

警方已完成 (共8項改善建議事項)**Completed by the Police (8 recommendations in total)**

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| 1. 檢討警隊的傳媒關係策略，以確保及時向新聞界提供事件的準確訊息，並為臨時簡報會上接受訪問的人員提供培訓，以樹立關心公共安全和秉公執法的形象，包括檢討及強化培訓高級警務人員在事發現場、臨時簡報會、新聞採訪和新聞發布會上與傳媒的應對。 | 1. Review Force Media Relations Strategy to ensure timely and accurate information for the press on incidents and staff taking stand-up interviews should be trained to project an image of care for public safety and impartiality in law enforcement, including reviewing and enhancing the training for senior officers in answering media questions at the scene, giving stand-up briefings, attending press interviews and press conferences. |
| 2. 就互聯網被廣泛利用散播警方行動不當行為的指控，藉以煽動仇恨激起更多示威活動，檢討警隊的公共和社區關係策略。 | 2. Review Force Public and Community Relations Strategy in the light of the widespread use of the internet to turn Police action into allegations of misconduct in order to stir up resentment to drive further protest. |
| 3. 制定渠道加強與公眾溝通，通知市民警方將會使用武力及相關預防措施。 | 3. Devise means to enhance communications with the public on the intention to use force and related precautionary measures. |
| 4. 制定方案，就警方經已採取或正在採取的執法行動加強與公眾的溝通，並提升警隊工作的透明度，以防範不必要的無根據或惡意的揣測和傳言。在這方面，應加強宣傳和公眾教育，讓公眾認識處理失蹤者及死者的程序。 | 4. Devise means to enhance communications with the public about enforcement action that the Police have taken or is taking to increase transparency of Police work and to prevent unnecessary, unfounded or malicious speculations and rumours. In this regard, there should be more publicity and public education on Police procedures and practices for dealing with missing persons and death in Hong Kong. |
| 5. 因應公眾使用社交媒體的情況日益普遍，應提升警方相關團隊監察社交媒體的能力，制定程序和制度以迅速及有效地處理公眾的關注和不實的惡意消息，並通過相同的媒體作出反駁。 | 5. Given the increase in the use and popularity of social media, enhance the ability of the responsible teams in the Police to monitor the social media and devise procedures and protocols to deal with public concerns and untrue or malicious messages promptly and effectively by using the same media to propagate rebuttal. |
| 6. 檢討在大型行動中如何為記者提供協助而不會對警方的執法行動造成阻礙。 | 6. Review how to facilitate the work of reporters in a major operation without causing undue hindrance to Police enforcement action. |
| 7. 檢討警方向公眾發放資訊的機制，以提高透明度，例如警察公共關係科可適時向公眾交代和更新太子站事件的情況，以減輕公眾的憂慮和消除揣測或傳言。 | 7. Review the mechanism for the Police to disseminate information to the public to enhance transparency, for instance, Police Public Relations Branch to make timely announcement and update to the public on the situation inside Prince Edward Station to ease public concern and quash speculations or rumours. |
| 8. 檢討主動與其他部門或機構召開新聞發布會的制度。 | 8. Review the protocols for taking the lead to organise press conferences with other departments or institutions. |

(ii)就「臨時羈留處的安排」方面，措施包括：

- 警方已完成檢視各臨時羈留處的選址，確定五個陸路總區各指定的兩間警署為大型公眾活動中用作處理及羈押被捕人士。
- 增加人手、改善流程、制定具審核追蹤功能的中央電腦系統及於臨時羈留處配置閉路電視裝置，保障被羈留人士的權利及福利，確保適時及準確記錄被羈留人士的活動及去向。
- 警隊已制定有關臨時羈留處運作的內部指引，協助用作臨時羈留處的警署編寫相關訓令和訓練。

(ii) Regarding “Arrangements for Temporary Holding Areas (THAs)”, the improvement measures include:

- Upon reviewing various sites, the Police identified two suitable police stations as designated THAs in each of the five Land Regions for handling and detaining arrestees during POEs.
- The Police deployed additional manpower, streamlined workflow, enhanced computer system with audit trail functions, and installed CCTV cameras at THAs to better safeguard detainees’ rights and welfare and ensure timely and accurate record of information about detainees.
- The Police promulgated a set of internal guidelines on THA operations to facilitate the police stations designated as THAs in formulating relevant command and training.

警方已完成 (共 3 項改善建議事項)

Completed by the Police (3 recommendations in total)

<p>1. 在臨時羈留處的警力編配方面，安排更多人手資源、完善設備，以確保警方能夠有效率地在同一時間內處理大量被捕人士涉及的行政工作。</p>	<p>1. As to manning a THA, allocate more manpower resources to ensure the effective and efficient discharge of the Police administrative work in handling a large number of arrested persons (APs) at the same time.</p>
<p>2. 盡快在所有警署實施改善措施，例如足夠空間及設備，配置有審核追蹤功能的中央電腦系統。若果將來需在警署以外的地方設置臨時羈留處，有關臨時羈留處亦應設有與警署同等的設施。</p>	<p>2. Implement enhancements such as sufficient space and facilities with computerised audit trail functions soonest possible in all police stations. If a place outside a police station is used as a THA in future, then such THA should have equivalent facilities as those in police stations.</p>
<p>3. 若果將來有需要使用臨時羈留處，應考慮選擇不太偏僻的地點，挑選位置時亦應考慮合理距離之內是否有醫院及救護站。</p>	<p>3. Consider identifying less remote sites as THAs in case such need arises in future. The location should also take into account the availability of hospitals and ambulance depots within reasonable distance.</p>

(iii) 就「行動部署和策略」方面，措施包括：

- 警方已添置約2,200個水馬，並在超過60個地點使用，有效減低相關處所被衝擊的情況；警方會繼續按實際行動需要，適時靈活運用水馬，以加強警方防線。
- 為前線人員購置防護裝備，並提供相應培訓，加強對人員的保護；另購置新的低殺傷力武器，使人員面對不同情況而須使用武力時有更多選項。
- 在大型公眾活動期間，警察公共關係科社交媒體傳訊組會經社交媒體適時向公眾發放行動消息；同時，警隊會於「不反對通知書」內要求主辦單位提供一個指定聯絡人士，並委派指定警察聯絡人員到現場確保雙方保持密切溝通；加強訓練警察機動部隊於可能使用催淚煙的情況下給予群眾清晰的逃避路線指示。
- 優化999控制中心的措施，加強人手調配和應變能力；運用新科技產品，以及進行模擬事件演習和引入標準指揮架構，以提升通訊、調動和編配人手處理數個同時進行的大型公眾活動，及加強不同單位人員的協同執法能力。
- 為有可能持續發生衝突的高風險地點制定應變計劃、指引和人員訓練，以減低與示威者發生衝突的機會和保護公共建築物。立法會綜合大樓和政府總部已按警方建議完成加固工程。
- 為了加強應對在港鐵站內可能發生的事故，警隊鐵路警區與港鐵公司及香港消防處已建立工作平台，促進各方合作和溝通，並在港鐵站內進行模擬事件演習；又於常規应急管理訓練課程加入「內部保安」元素，進一步加強跨部門在應對公眾秩序受到擾亂時的溝通和協調。

(iii) Regarding “Operation planning and strategy”, the improvement measures include:

- The Police procured about 2,200 water-filled barriers and deployed them at over 60 locations, to effectively minimise possible clashes at these premises. The Police would continue to utilise water-filled barriers in a timely manner to meet the operational needs and reinforce Police cordon lines.
- Various protective equipment was procured and corresponding training was provided to reinforce protection for frontline officers. New less-lethal weapons were also procured so that officers could have more options in the use of force under different circumstances.
- The Social Media Communication Section of the PPRB would disseminate timely information in relation to Police actions during POEs on social media platforms. Organisers of the POEs would be required under the “Letter of No Objection” to provide a contact person and the Police would deploy liaison officers to the site to ensure effective communication with the organisers. The Police strengthened training for the Police Tactical Unit on providing the public with clear guidance regarding escape routes for situations where tear gas might be used.
- The setup of 999 Console was improved to enhance manpower deployment and the ability in dealing with unexpected circumstances. By adopting advanced technology, scenario-based practical training, and the introduction of standard command structure, the Police enhanced the ability in communication, manpower deployment and cooperation between Police units when dealing with several POEs simultaneously.
- Contingency plan, guidelines and trainings to police officers were devised to reduce possible prolonged conflicts with protesters and protect public infrastructures in high risk areas. Upon Police advice, structural protection of the LegCo Complex and the Central Government Offices was strengthened.
- A working platform was established to facilitate the cooperation and communication among the Police Railway District, Mass Transit Railway Corporation and Fire Services Department for better handling of incidents that might happen inside MTR stations. Scenario-based exercises would be conducted inside MTR stations. The element of “Internal Security” was added to the regular contingency management training programme to enhance interdepartmental communication and coordination to handle public disorder.

- 為提高處理公眾活動情報的能力，清楚界定前線人員收集、分析及應用情報的角色和職責；制定風險評估與行動調配的考慮因素清單，以加強現行情報系統。
- 重新審視不同的風險緩解措施，並就高風險目標制定保安計劃。
- 檢討在大型拘捕行動中所使用的策略和戰術，包括警力部署、警察傳媒聯絡隊的調配、在必須的情況下增加使用新引入的低殺傷力武器及適時準備解犯巴士。
- 於相關訓練課程加強人員對大型拘捕行動中所使用的最新策略和戰術的認知。
- Clearly defined the roles and duties of frontline officers in the areas of collecting, analysing and applying intelligence to enhance their intelligence handling ability pertinent to POEs. A list of factors to be taken into account in risk assessment and operational deployment was devised with a view to enhancing the capability of the existing intelligence system.
- Various risk mitigation measures were reviewed and a security plan was put in place to protect high-risk targets.
- The strategies and tactics to be adopted in large-scale arrests were reviewed in the context of manpower planning, the deployment of the Force Media Liaison Cadre, the use of newly introduced less-lethal weapons when absolutely necessary, and the timely arrangement of vehicles for arrested persons.
- The relevant training programmes were strengthened to enhance officers' understanding of the latest strategies and tactics to be adopted in large-scale arrests.

警方已完成 (共 21 項改善建議事項)

Completed by the Police (21 recommendations in total)

<p>1. 在一個已獲警方發出不反對通知書的集會進行期間，若警方認為有必要終止集會，應先與集會主辦單位商討。警方應給予足夠時間和指示，讓集會主辦單位及參與人士終止集會，並沿可行的逃走路線離開現場。</p>	<p>1. When there is an ongoing assembly with Letter of No Objection, liaise with the assembly organiser to curtail the assembly when necessary. The Police should give sufficient time and instructions to the assembly organiser and participants to curtail the assembly and leave the assembly location via a viable escape route.</p>
<p>2. 部署聯絡人員在集會現場附近，以便即時與集會主辦單位溝通。</p>	<p>2. Deploy liaison officer(s) close to the assembly site to facilitate instant communication with the assembly organiser.</p>
<p>3. 檢視自6月9日起所獲有關有大量暴力取態的示威者於6月12日清晨湧現的情報，檢討其收集、評估和運用該些情報的能力，以作參考和加強將來收集、評估和運用情報的能力。</p>	<p>3. Review the ability to collect, assess and apply the intelligence received since 9 June on the early and large turnout of protesters as well as their violent approach, and draw reference to enhance the ability to collect, assess and apply intelligence in the future.</p>
<p>4. 檢討6月12日事件，考慮當日的準備工作以及其後保護政府總部及立法會綜合大樓的行動策略能否作出調整，以減少與示威者之間衝突，並應檢討將來採取行動保護公共建築物(例如立法會綜合大樓)時，是否可採取低對抗性策略，例如事前採取遏制行動。</p>	<p>4. Review the events of 12 June and consider whether the preparation and subsequent action for defending Central Government Complex and Legislative Council (LegCo) Complex could have been adjusted to minimise confrontation with protesters and should review whether less confrontational strategies such as prior containment could be adopted in future operations for protecting public property such as LegCo Complex.</p>

警方已完成 (共 21 項改善建議事項)	Completed by the Police (21 recommendations in total)
5. 檢討在大型公眾活動期間，同時處理在不同地點的多宗衝突時的人手動員和調配能力。	5. Review the ability to mobilise and allocate manpower to deal with multiple clashes at different spots in a large-scale POE.
6. 更有效地運用水馬(約兩米高)。水馬較鐵馬更高、更堅固，可加強警方防線，減少前線警務人員與暴力示威者之間的衝突。	6. Better utilise water-filled barriers (about 2 metres high) which are higher and stronger than mills barriers to reinforce police cordon lines and minimise clashes between frontline police officers and violent protesters.
7. 檢討警方在調動及編配人手以同時處理數個大型公眾活動的能力。	7. Review the Police ability to mobilise and allocate manpower to deal with several major POEs simultaneously.
8. 檢討警方在暴力示威有可能升級時，及時作出評估的能力(包括收集情報的能力)，以及識別出可能會面臨風險的目標地點的能力，包括對香港特別行政區具象徵或策略意義的地標。	8. Review the Police ability for timely assessment (including ability to collect intelligence) and identification of potentially risky targets including those of symbolic or strategic importance to the HKSAR in the light of possible escalation of violent protests.
9. 檢討警方評估風險的能力(包括識別及評估潛在弱點)，並識別如何就有可能成為主要攻擊目標的部分減低風險。	9. Review the Police ability to assess risk (including identification and evaluation of potential vulnerability) and identify risk mitigation of each major potential target.
10. 為每個面臨風險的目標制定減低風險的措施，並因應情況轉變而定期作出檢討。	10. Review risk mitigation measures identified for each target at risk and regularly review in the light of changing circumstances.
11. 檢討在立法會綜合大樓內部而非外圍設置防線的策略成效。	11. Review the strategic effectiveness of setting up cordon lines inside the LegCo Complex as opposed to outside the Complex.
12. 對高風險目標加以保護，並檢討制定通用策略以減少衝突。	12. Review the general tactics to lessen confrontation, where protection of targets at risk are concerned.
13. 檢討警方同時進行兩項或以上的重大行動時的相關程序、策略及警力部署，尤其要及時收集和整理情報(包括監察社交媒體及其他媒體)，向各級別指揮通報，作出更好的溝通和協調，以更有效分配資源應對現場情況。	13. Review Police procedures, strategy and manpower deployment when having to handle two or more major operations at the same time, particularly in the collection and collation of timely intelligence (including the monitoring of social and other media) for sharing and for better communications and coordination at all levels of the Force command structure for more effective allocation of resources on the ground in such situations.
14. 檢討7月21日晚及7月22日凌晨的策略和警力部署並汲取教訓。	14. Review the strategy and manpower deployment on the night of 21 July and in the early hours of 22 July for lessons to be learnt.

警方已完成 (共 21 項改善建議事項)	Completed by the Police (21 recommendations in total)
15. 檢討及糾正警方 999 控制台應對超負荷時的不足之處，例如 7 月 21 日晚的情況，探討補救措施。	15. Review and rectify the deficiency in the Police 999 Console to cope with extreme stress such as that encountered on the night of 21 July to see what remedial measures are required.
16. 檢討可能發生與元朗事件類同的風險地點，並擬定相關應變計劃處理衝突。警方應緊記在元朗事件的經歷，從中汲取的教訓以及上述的建議。	16. Review localities likely to have continuing risks of confrontation such as those encountered in Yuen Long and prepare contingency plans for dealing with such confrontation, bearing in mind the issues encountered in Yuen Long on 21 July, the lessons learnt, and the recommendations above.
17. 檢視在應對破壞社會安寧、有示威者作出暴力行為的大型公眾活動時的相關行動計劃，尤其是警務人員平息動亂時所採取的策略、裝備及武器。	17. Review the operational plans for occasion of POEs involving breach of peace and violent acts of protesters, in particular the strategies, gear and weapons for officers to quell disorder.
18. 檢討警方使用武力拘捕大量示威者的執法行動策略。	18. Review Police strategy on taking enforcement action that involves making a large number of individual arrests with the use of force.
19. 檢討警方在港鐵站內或人多擠迫的場所採取執法行動的策略。	19. Review Police strategy on taking enforcement action inside MTR stations or premises crowded with people.
20. 檢討警方內部及與其他部門在大型行動中的協調工作，特別是涉及關閉場所入口，並制定程序和指揮架構，以便有效溝通和協調工作。	20. Review the coordination among Police themselves and with other departments in major operations, especially where closure of entrances to premises is involved, and devise procedures and clarify the chain of command to facilitate efficient communication and coordination work.
21. 檢視控制暴動所需的警力部署，以加強處理大型公眾活動被捕人士的後勤安排和人手部署。檢討工作應考慮目前的指引清晰程度是否足夠，以確保達致兩大目標：(1) 維持法治，以及 (2) 在尊重被捕人士的權利之餘，把犯案者繩之於法。此外，應考慮是否有需要加強培訓、人手編配及科技設備。	21. Review riot control manpower requirements with a view to strengthening the logistical and manpower deployments to deal with arrested persons (APs) during large-scale POEs. This review should consider whether current guidance is sufficiently clear to ensure the attainment of the dual objectives of maintaining law and order and bringing offenders to justice while respecting their rights. This review should also consider whether the Police Force need augmentation in training, manpower and technology.
已取得重大進展 (共 1 項改善建議事項)	With significant progress (1 recommendation in total)
1. 檢討在中信大廈使用催淚彈的事件，包括催淚彈使用前和持續使用期間的評估、警察總部指揮及控制中心與前線警務人員之間的協調、警方與集會主辦單位及參與人士之間的溝通、逃走路線是否暢通，以及將來行動部署採取替代策略的可能性。	1. Review the use of tear gas during the CITIC Tower Incident, including assessment before and during its continuing use, the coordination among Headquarters Command and Control Centre and with frontline officers, the communication between the Police and the assembly organiser and participants, the accessibility of an escape route and the possibility of alternative tactics for future deployment.

(iv)就「內部管理、協調和培訓」方面，措施包括：

- 制定訓練課程，加強警務人員在進行驅散行動時使用催淚劑裝置和低殺傷力武器的判斷力，以及改善不同隊伍之間的協調；也為機動部隊提供「模擬互動多媒體系統」培訓，以評估和強化行動指揮官作出部署和運用策略的能力。
- 制定一系列以實踐和情境為本的演習，模擬不同程度的公眾騷亂情況，包括加入多個場景如市區、港鐵站和室內範圍，以強化人員適當使用武力及戰術，和提升人員在武力使用及戰術運用上對環境因素的考量。
- 於總區應變大隊實地演習日，加入跨大隊演練，以加強各部隊之間及其武力使用的協調。

(iv) Regarding “Internal Management, Coordination and Training”, the improvement measures include:

- Training programmes were formulated to enhance coordination among teams and help officers make sound judgment on the use of irritant agent devices and less-lethal weapons during dispersal actions. A “Simulated Interactive Multi-media System” training was developed for the Police Tactical Unit to assess and strengthen the commanders’ ability in the deployment and application of tactics.
- A series of scenario-based exercises simulating different situations of public disorder were devised, in particular, trainings simulating urban settings, MTR stations, and indoor areas were added to strengthen officers’ capability to evaluate environmental factors while using force and applying tactics.
- During the Regional Response Contingents Field Day exercise, cross-contingent training was introduced so as to strengthen their coordination and their use of force.

已取得重大進展 (共 5 項改善建議事項)

With significant progress (5 recommendations in total)

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| 1. 檢討如何能有效確保警務人員在武力使用時嚴格遵守相關指引，包括修訂培訓模式，以處理類似近期的情況。 | 1. Review how best to ensure individual officers strictly follow the guidelines on the use of force, including revising the training regime for meeting situations similar to recent events. |
| 2. 倘若警方認為有必要在參與人數眾多的集會上使用催淚劑裝置和低殺傷力武器，為了減低驅散行動期間可能帶來的風險，則應檢討如何加強各隊警務人員之間的協調。 | 2. To minimise the possible risk during dispersal action, review how to enhance coordination among different teams if the Police consider it necessary to use irritant agent devices and less-lethal weapons when and where an assembly is ongoing with a large number of participants. |
| 3. 制定為警務人員而設有關催淚彈、胡椒彈發射器和其他警隊武器應用的情境為本培訓，包括定期就警務人員處理示威活動的武力使用進行考核。 | 3. Devise scenario-based practical training for officers on the use of tear gas, pepper ball launchers and other police weapons, including periodic accreditation of officers on the use of force in handling protests. |
| 4. 制定情境為本的培訓，訓練警務人員在不同的市區環境中，處理大型公眾活動時應採取的策略，尤其是在港鐵站內及人煙稠密的室內範圍。 | 4. Devise scenario-based exercises in the training of officers on tactics to be used in handling POEs in different urban settings, in particular MTR stations and enclosed-areas with many people. |
| 5. 加強並完善相關規例、指引和培訓手冊，讓警務人員和公眾人士得到更清晰的指示。 | 5. Strengthen and refine the relevant protocols, guidelines and training manuals for clearer advice to officers and the public. |

為監察臨時羈留處的相關改善建議落實進度，監警會時任主席和委員在2021年2月4日到訪紅磡警署臨時羈留處進行實地視察，以詳細了解優化工作成果。另一方面，監警會主席和委員亦於2021年6月17日參觀港島總區指揮及控制中心，視察999控制台因應專題審視報告的建議實施改善措施後的最新運作情況。

至於其他關於武力使用的建議，因涉及的相關考慮複雜及整體行動考慮，警方需時研究，會繼續積極跟進。警方在進行檢討和研究時，會參考海外做法及經驗，分析可行的方案和其是否適用於本地情況。

監警會將繼續透過現行機制，向警方跟進其餘建議的落實進度及最新情況。

In monitoring the implementation progress of the improvement recommendations in relation to THA, the then IPCC Chairman and Members conducted a site visit to the THA at Hung Hom Police Station to understand the improvement measures on 4 February 2021. IPCC Chairman and Members also visited the Regional Command and Control Centre (Hong Kong Island Regional Headquarters) on 17 June 2021 and was briefed on the latest operation of 999 Console after improvement measures had been put in place in response to the recommendations put forward in the Thematic Study Report.

Due to the complexity of the issues involved and the need to adopt a holistic approach to operation, the Police require more time and further study regarding the recommendations on the use of force. The Police will actively follow up the recommendations, and will draw reference from international practices and experience in the course of conducting review and study to analyse feasible plans and determine whether they are applicable to local situations.

The IPCC will continue to follow up with the Police on the implementation progress of the remaining recommendations and the latest development through the prevailing mechanism.