



誠實

Honesty

無私

Professionalism

公正

Detecting crime

Fairness

承擔責任

維護法紀

Integrity

正直

Impartiality

專業精神

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# Police Complaints System in Hong Kong

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*Complaints & Internal Investigations Branch*

*Hong Kong Police*





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# Background of HKPF

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- Established in 1844 (170 years)
- A single Force
- Commanded by the Commissioner of Police appointed by the Central Government
- Agency of first response
- Agency of last resort
- Extended and expanding responsibilities





# Background of HKPF

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- Annual budget : HK\$13.1 billion (US\$1.68 billion)
- 28,000+ regular officers  
(15% Female)
- 40 officers per 10,000 citizens (with HK total population at 7.1 million)  
(1 officer : 250 citizens)
- Supported by
  - 4,600 Civilians
  - 3,700 Auxiliary





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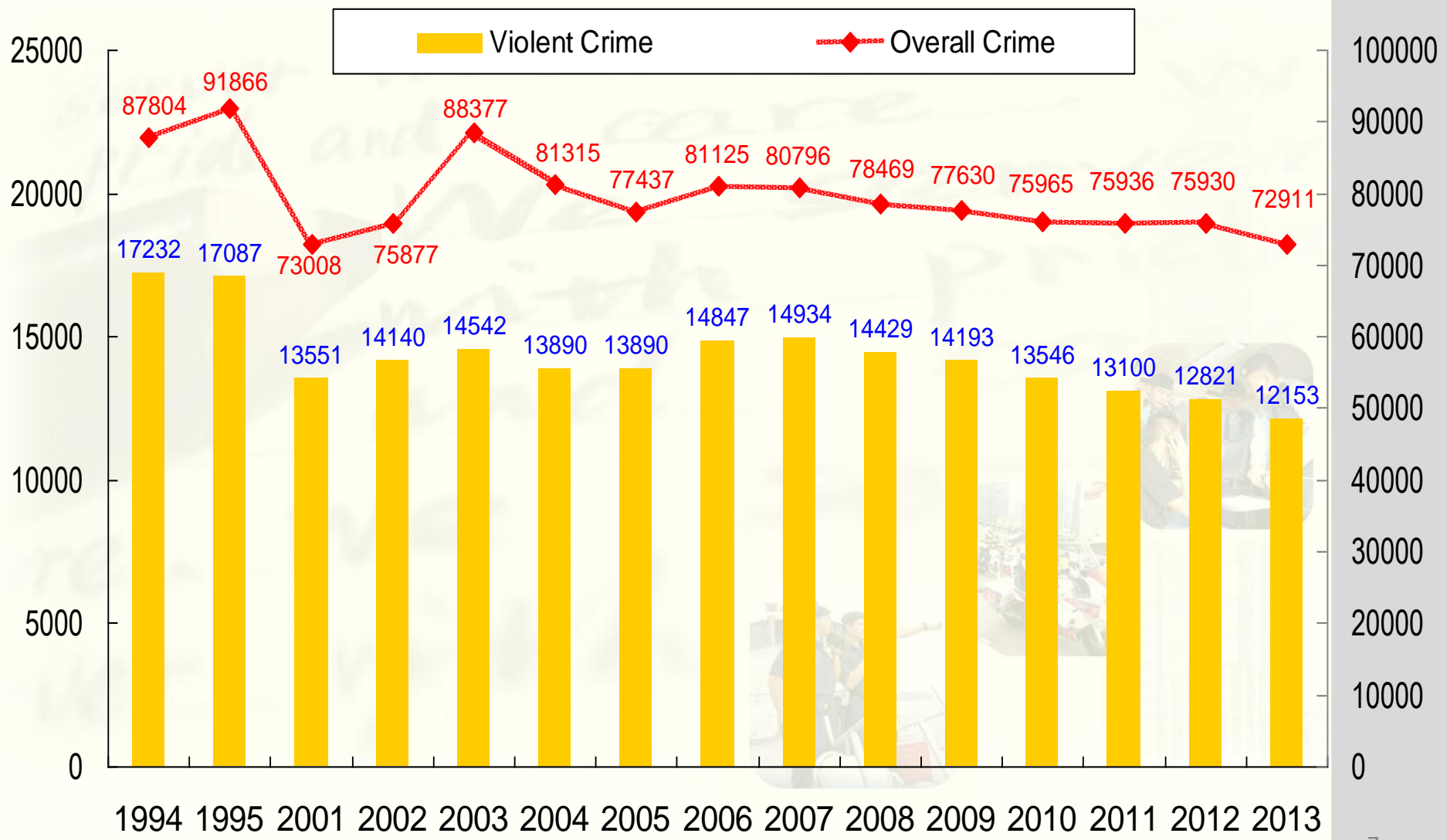
# Challenges in the 90s and Millennium





# HKPF in Figures

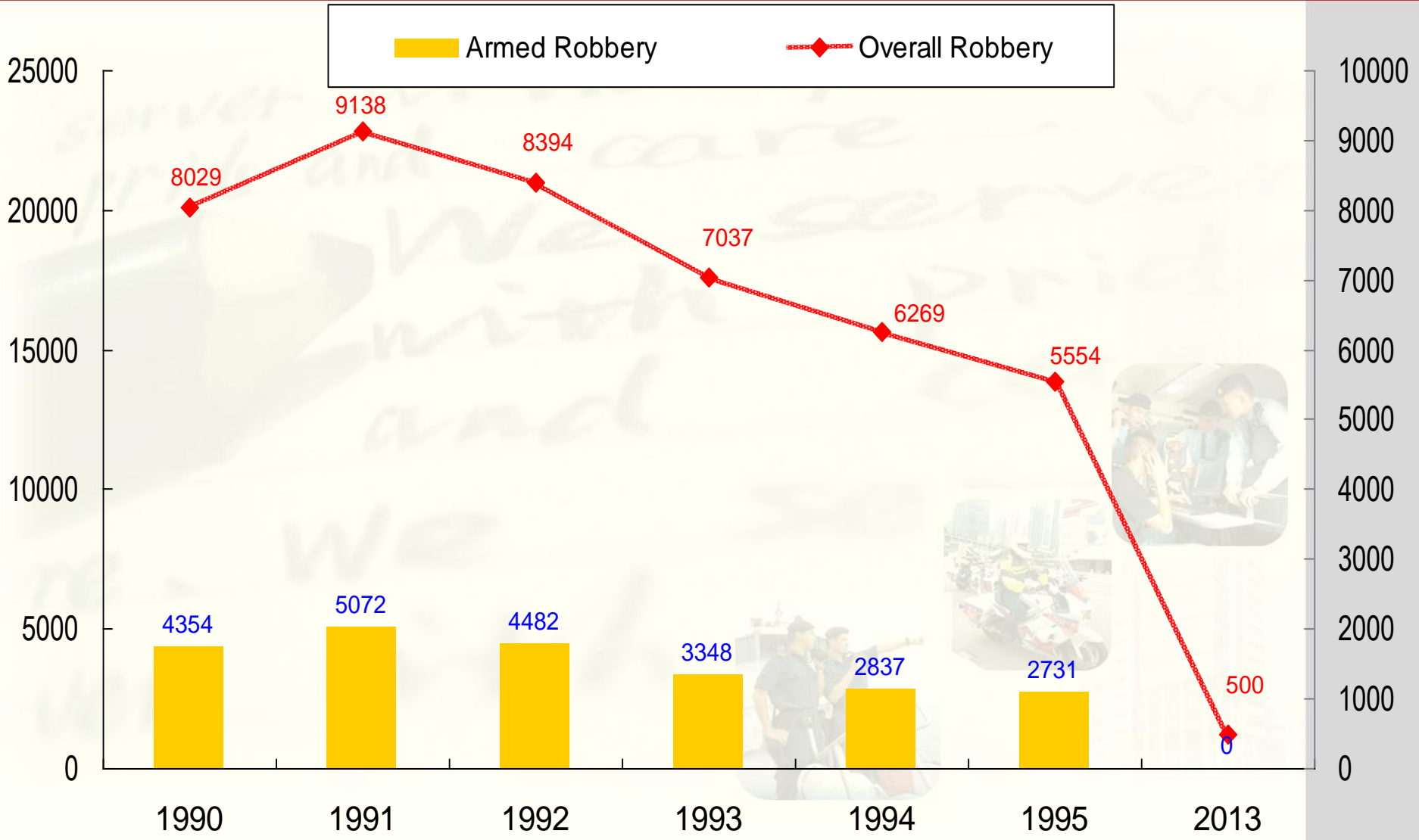
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# HKPF in Figures

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## Crime rate per 100,000 population (Compared with other major cities)

City / Year	2006	2010	2011	2012	2013
Singapore	745	653	608	584	549
<b>Hong Kong</b>	<b>1 183</b>	<b>1 081</b>	<b>1 074</b>	<b>1 061</b>	<b>1 015</b>
Tokyo	2 160	1 640	1 414	1 387	N/A
New York	2 517	2 257	2 334	2 361	N/A
Toronto	7 571	5 918	5 685	5 271	N/A
Paris	11 849	10 847	11 150	10 455	N/A
London	12 400	10 700	10 300	9 500	N/A

Source: HKP



# HKPF in Figures

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## Reliability of Police Service

“To what extent can police services be relied upon to enforce law and order?”

Rank	Country
1	Finland
2	New Zealand
3	Qatar
4	Hong Kong
5	Singapore
...	
14	Canada
...	
24	United States
26	United Kingdom

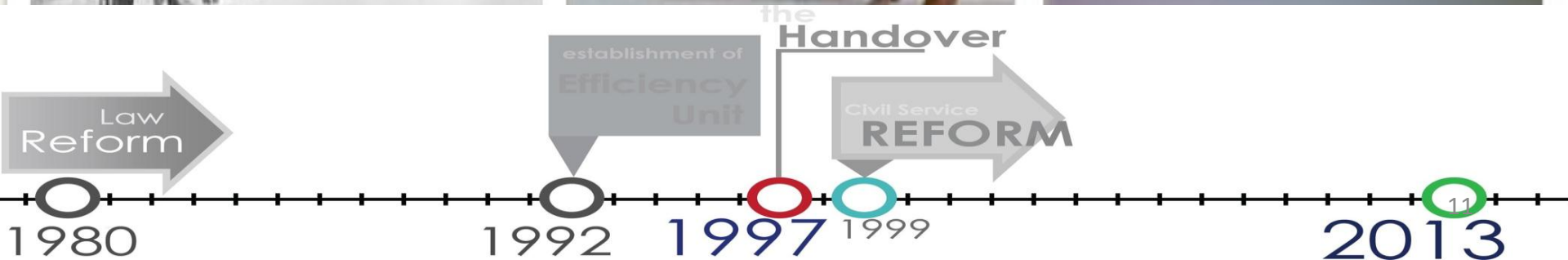


Out of 148 Countries



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# Cultural Change





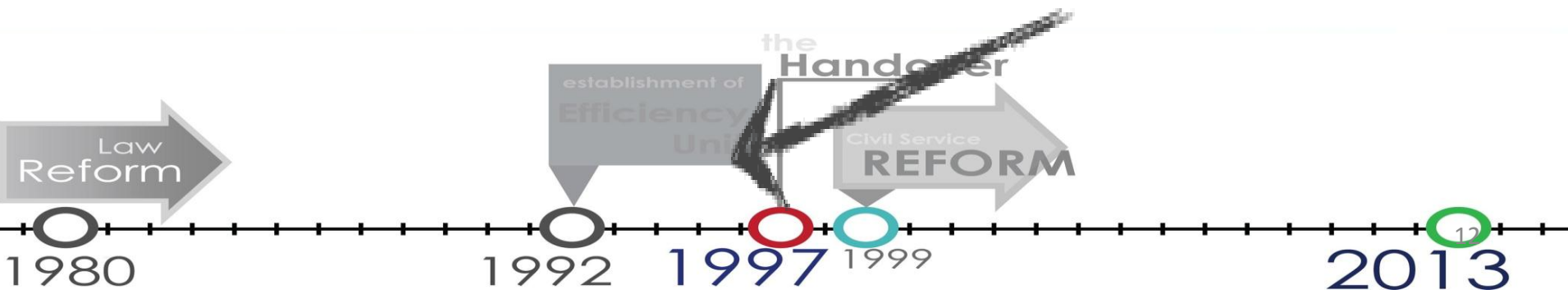
# Cultural Change

## Vision and Statement of Common Purpose and Values



### Our Values

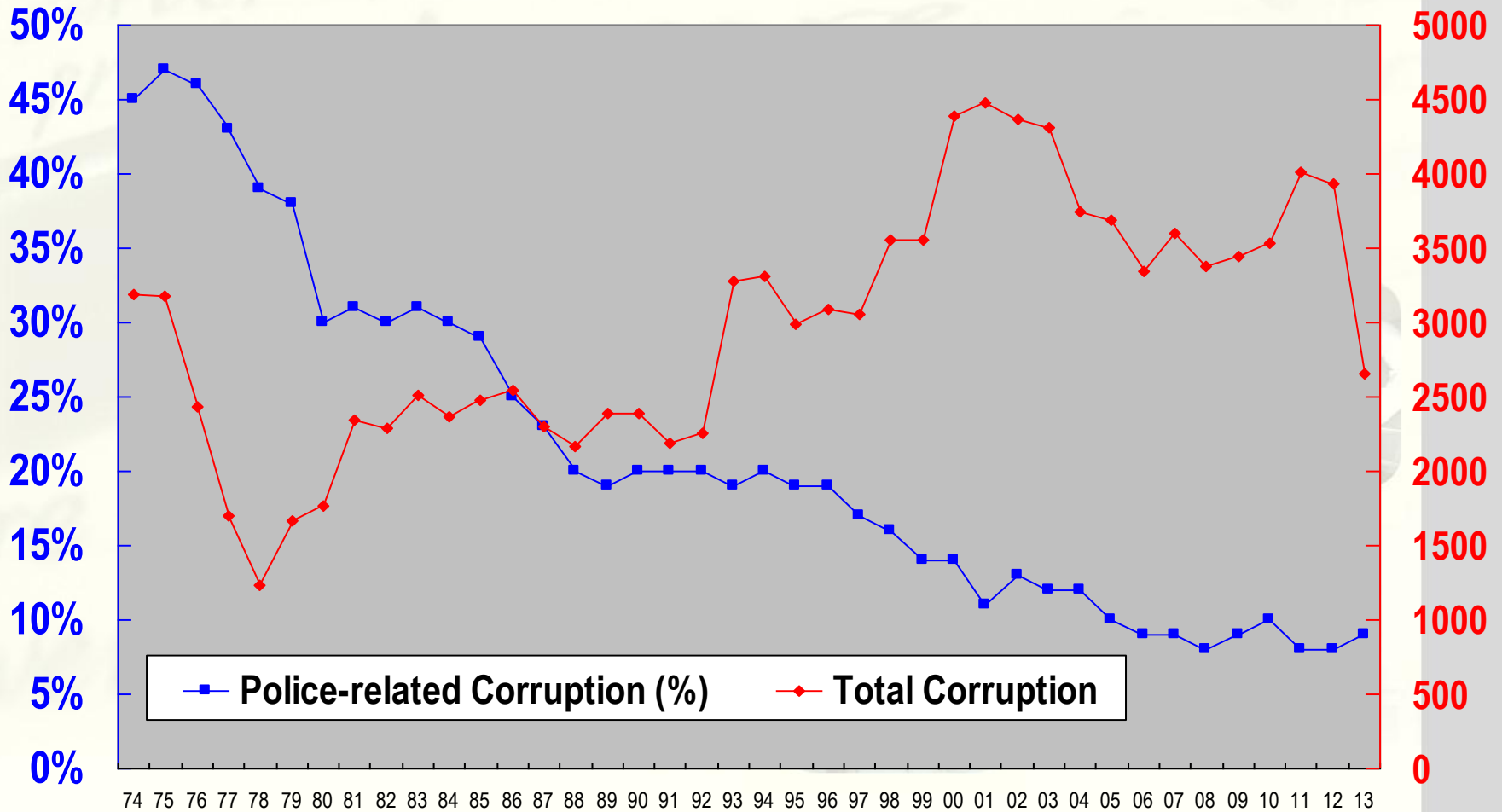
- Integrity and Honesty
- Respect for the rights of members of the public and of the Force
- Fairness, impartiality and compassion in all our dealings
- Acceptance of responsibility and accountability
- Professionalism
- Dedication to quality service and continuous improvement
- Responsiveness to change
- Effective communication both within and outwith the Force





# Cultural Change

## Corruption Reports





# History of CAPO

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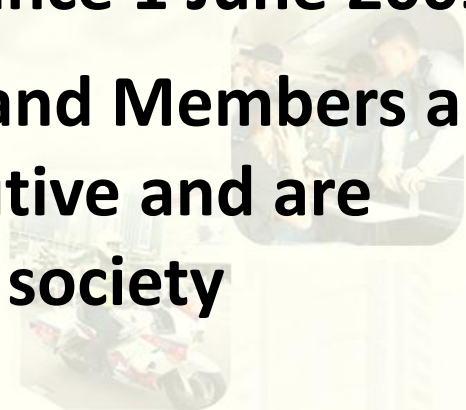
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## Complaints Against Police Office (CAPO)

- Set up in 1974
- All complaints investigated by CAPO
- In 1977, Unofficial Members of the Executive and Legislative Councils (UMELCO) Police Group set up to monitor the work of CAPO
- In 1986, restructuring of UMELCO Police Group to become independent police complaints monitoring council, renamed Police Complaints Committee (PCC)
- In 1994, PCC renamed as IPCC (Independent Police Complaints Council)
- In 2009, Independent Police Complaints Council Ordinance (IPCCO) (Cap. 604 Laws of Hong Kong) was enacted



- **An independent body established under the IPCCO**
- **IPCCO codified the two-tier complaints system**
- **IPCC became a statutory body since 1 June 2009**
- **IPCC Chairman, Vice-Chairmen and Members are all appointed by the Chief Executive and are drawn from a wide spectrum of society**





# About the IPCC

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## Functions of IPCC – s. 8 of IPCCO

- To observe, monitor and review the handling and investigation of reportable complaints by the Commissioner of Police (CP)
- To monitor actions taken or to be taken in respect of any police officer by the CP in connection with reportable complaints
- To identify any fault or deficiency in police practices or procedures that has led to or might lead to a reportable complaint
- To advise the CP and/or the Chief Executive of its opinion and/or recommendation in connection with reportable complaints
- To promote public awareness of the role of the Council

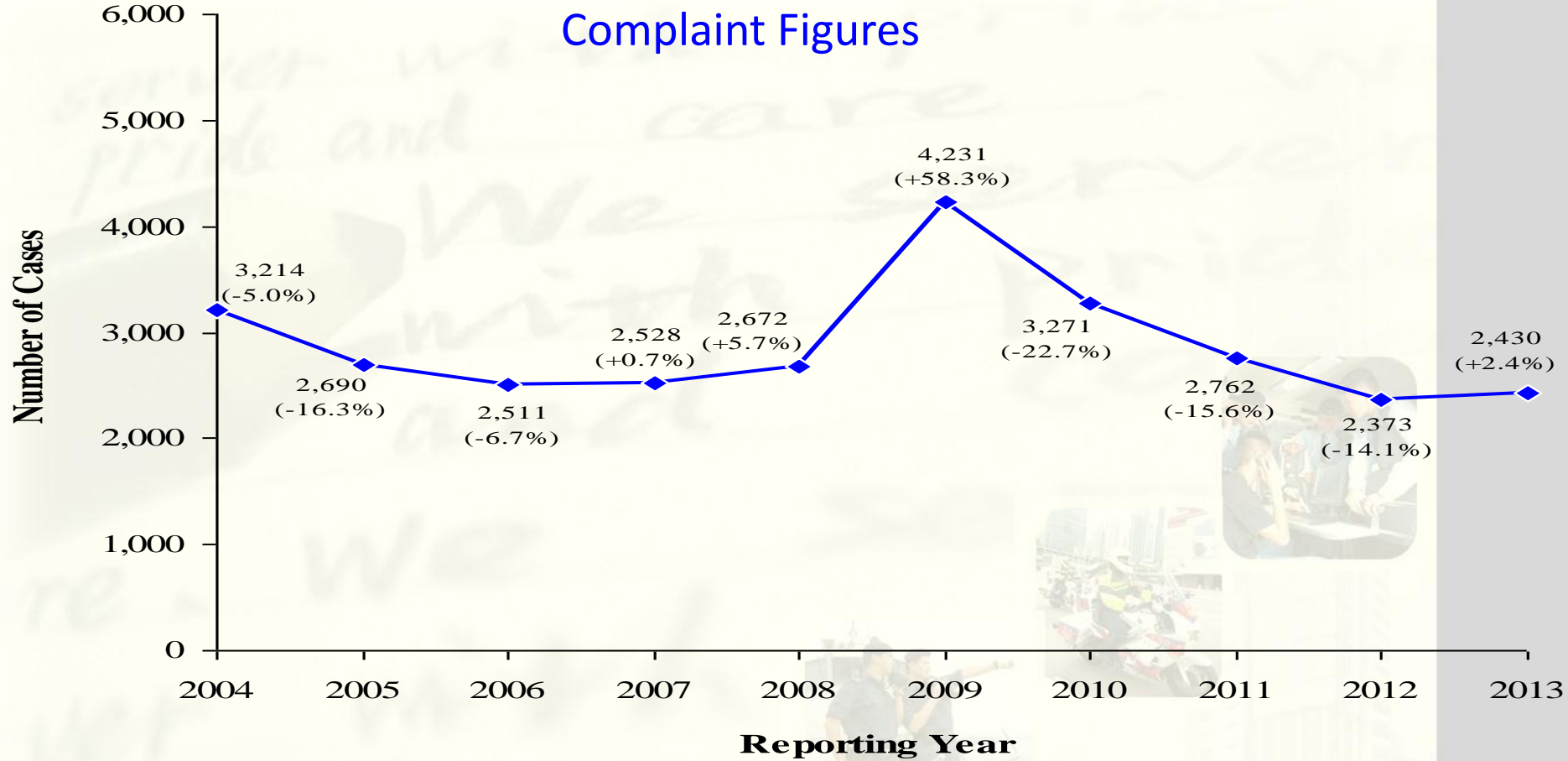






# Complaint Trend

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1. Figures in brackets denote yearly percentage (%) change.
2. Figures slightly differ from CAPO Annual Review 2012 due to the cancellation of duplicate cases.



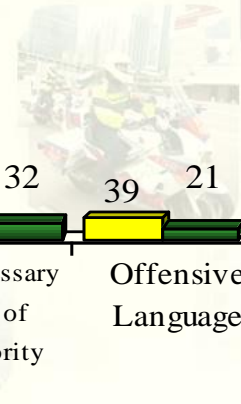
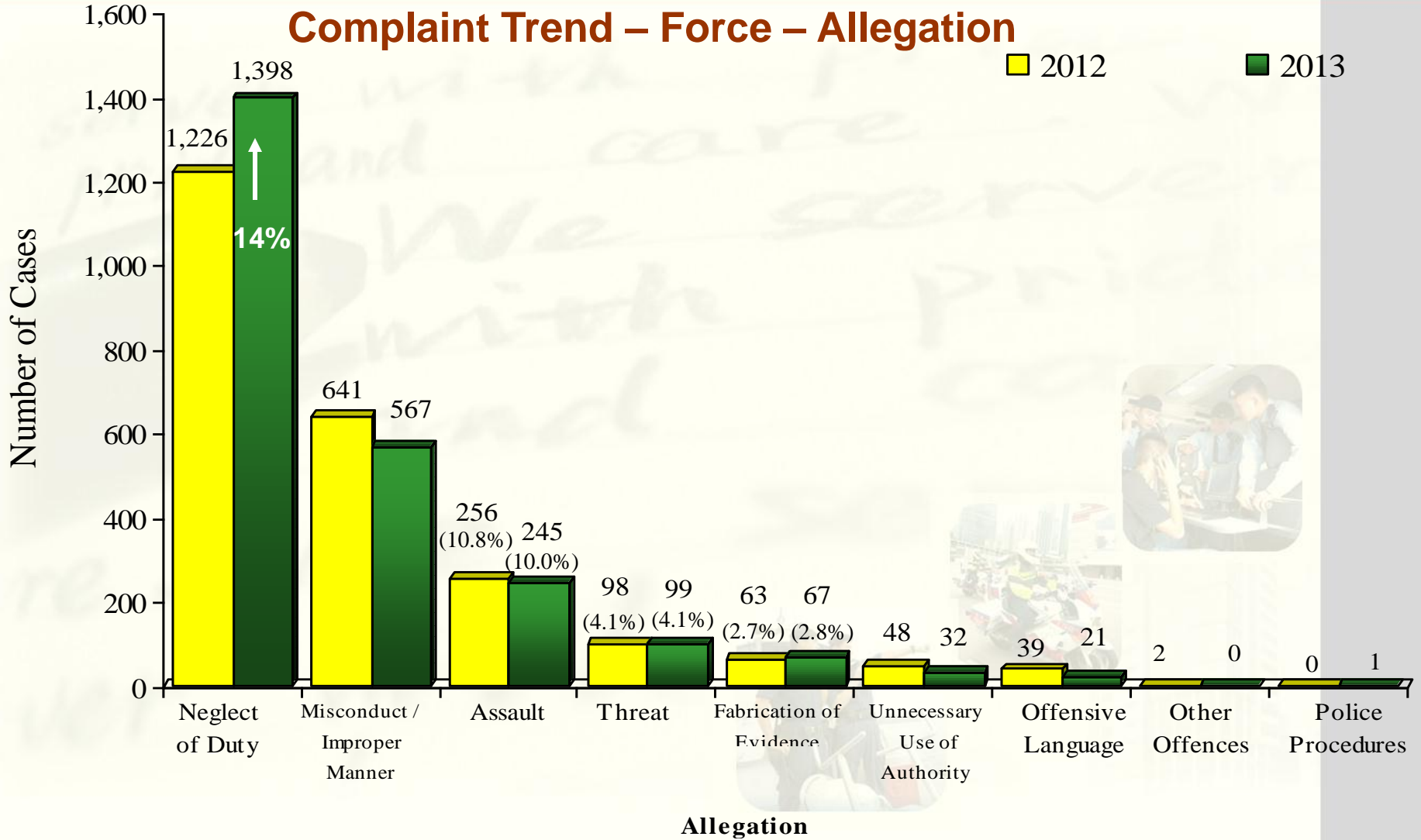
# Comparison of Police Complaints

	Hong Kong	England & Wales	Canada
<b>Number of Police Officers</b>	<b>28,000</b>	<b>31,000 (Met Police)</b>	<b>24,500 (Ontario only)</b>
<b>Number of Complaints</b>	<b>2,430 complaints (2013)</b>	<b>6,610 complaints (2011-12)</b>	<b>3,316 complaints (2012-13)</b>
<b>Complaints per 1,000 officers</b>	<b>86</b>	<b>213</b>	<b>135</b>
<b>Complaint System</b>	<b>Two-tier (investigated by Police and oversee by IPCC)</b>	<b>Two-tier (investigated by Police/IPCC and oversee by IPCC)</b>	<b>Two-tier (investigated by Police/OIPRD and oversee by OIPRD)</b>
<b>Oversight Body</b>	<b>Independent Police Complaints Council (IPCC)</b>	<b>Independent Police Complaints Commission (IPCC)</b>	<b>Office of the Independent Police Review Director (OIPRD)</b>



# Complaint Trend

## Complaint Trend – Force – Allegation





# Two-tier Complaints System

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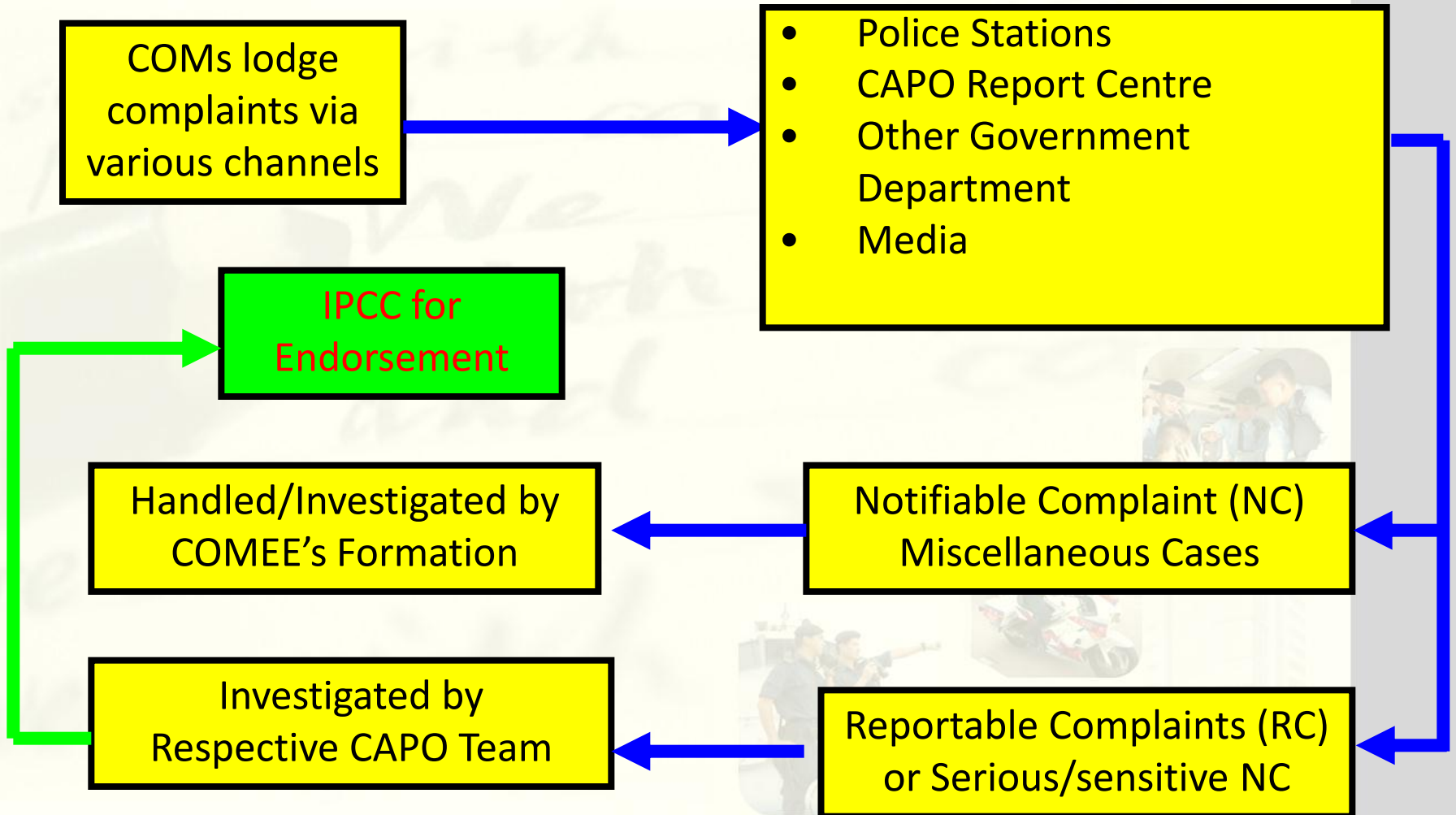
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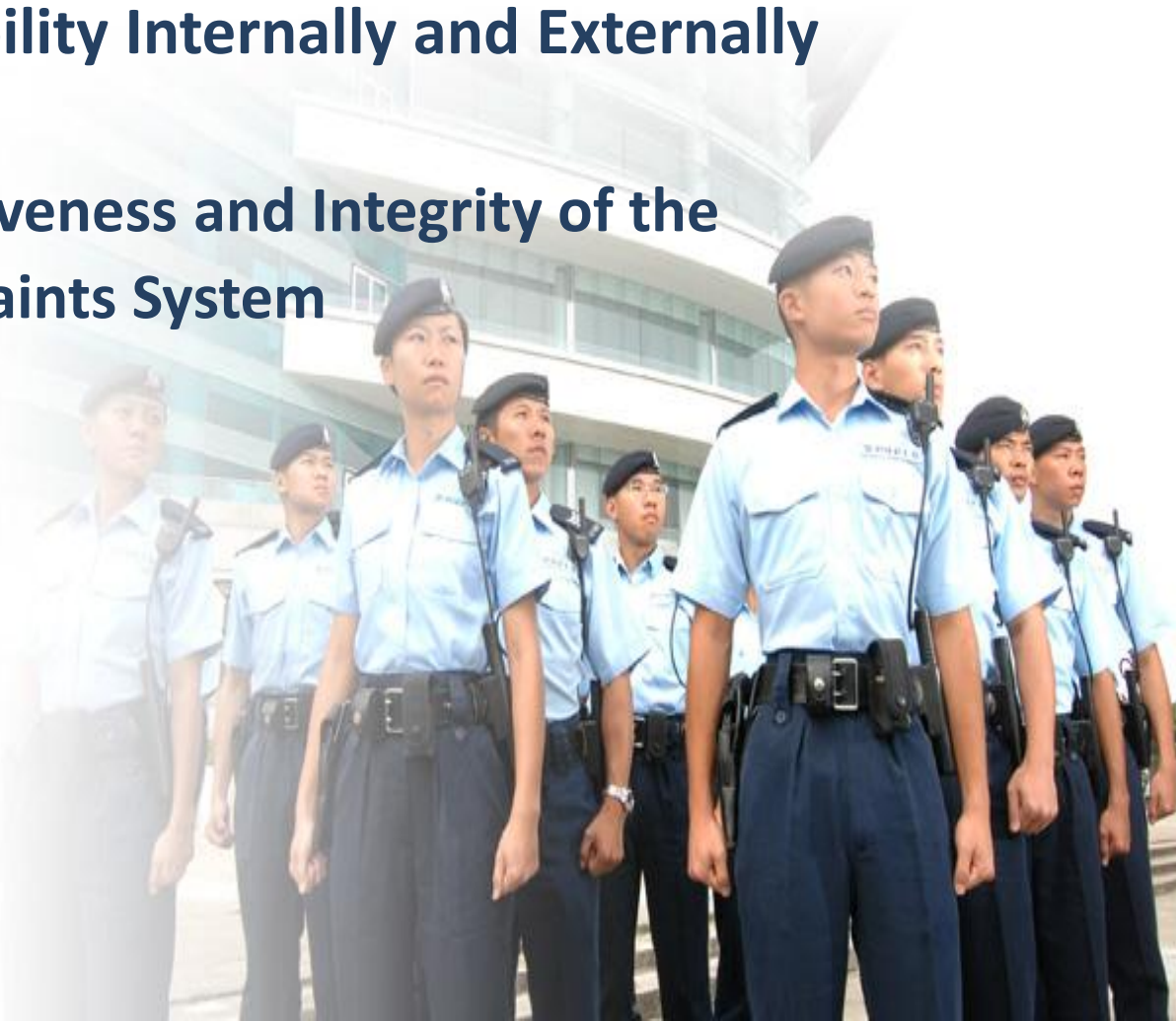
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# CAPO's Vision

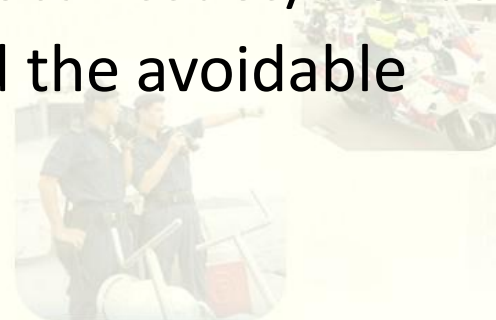
- Enhance Credibility Internally and Externally
- Maintain Effectiveness and Integrity of the Two-Tier Complaints System





# Internal Efforts

- **Corporate Buy-in & Complaints Prevention**
- FCCP supported by RCPCs in cascading down complaints prevention initiatives
- Re-packaged Outreach programme
- Conducted 287 Outreach visits in 2013
- All-level engagement  
[DC / SSP Crime / DVC Conferences / Training Days]
- Client oriented & focus on local issues/trends
- Early intervention and avoid the avoidable





# Internal Efforts

- **Identify Inadequacies in Procedures and Orders**
  - Over 50 Service Quality Improvement studies by CAPO & policyholders since 2010, many were raised by IPCC
  
- **Supporting the Frontline by Raising Professionalism**
  - Tips for Smart Cops
  - Complaints Prevention E-Newsletter
  - Project Lighthouse (to deal with confrontational situations)
  - Project Peace (to deal with land dispute)
  - Project Change (to deal with traffic complaints)





# External Efforts - Stakeholders

- **Integrity of the Two-Tier Complaints System**

- ISO 10002:2004 “Customer Satisfaction”
- Telephone Recording System
- Demonstrate joint effort to improve procedures and Orders in open part of joint meetings

- **Engaging the Community**

- Thematic presentations in open part of joint meetings (on initiatives on Service Quality & Complaints Prevention)
- Publication of re-packaged CAPO Annual Review
- Educational & complaints prevention videos for Report Rooms / Public Page / Police YouTube







# Summary

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## HKP Complaints System

- Two-Tier Complaints System
- Working Hand-in-Hand with IPCC to Maintain the Integrity of the System
- Continuous Improvement to Enhance Service Quality





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Thank You