

For discussion
on 2 July 2013

Legislative Council Panel on Security

Resources proposals relating to the upgrading of the Tseung Kwan O Police Division to a Police District – creation of a permanent Chief Superintendent of Police post and the construction of Kowloon East Regional Headquarters and Operational Base cum Ngau Tau Kok Divisional Police Station

PURPOSE

To tie in with the upgrading of the Tseung Kwan O Police Division (“TKODIV”) to a Police District, this paper consults the Panel on the proposals to:-

- (a) create a permanent post of Chief Superintendent of Police (“CSP”) (PPS 55 or D1 equivalent) in Kowloon East Police Region (“KE Region”) of the Hong Kong Police Force (“HKPF”) in the first quarter of 2014 as the District Commander (“DC”) of the Tseung Kwan O (“TKO”) Police District; and
- (b) construct the Kowloon East Regional Police Headquarters and Operational Base cum Ngau Tau Kok Divisional Police Station at 105 Concorde Road, Kai Tak for HKPF.

BACKGROUND

2. The law and order in TKO is currently maintained by the TKODIV under the Kwun Tong Police District of the KE Region. The TKODIV was established in 1992 when the population in the district was around 100 000. In the past two decades, TKO has seen a considerable increase in population along with significant infrastructure improvements, especially upon the commissioning of the MTR TKO Line in August 2002. Currently, the population in TKO is around 410 000. It is anticipated that the population will reach 470 000 in 2019.

3. With the significant population growth within the TKO areas, the number of reported crimes and property cases in TKODIV has risen to 2 915 and 3 466 in 2012, comparable to that of a Police District. This is

beyond the capacity which a Police Division could handle, not to mention that the existing set up of TKODIV, which is led by a Divisional Commander ranked at Superintendent of Police, is designed with a disciplined establishment of 180, and with less than 1 200 reported crimes and 2 000 property cases annually. The Police have been closely monitoring the crime situation and policing needs of TKO, and deploying sufficient police resources to maintain law and order with reference to its community development and population. Since 2002, the establishment of the TKODIV has increased from 219¹ to 295² to enhance the management of law and order situation in TKO. Nevertheless, the Police are aware of the concerns of local residents and groups over the law and order in TKO, as well as their demands of upgrading the TKODIV to a Police District.

4. Having regard to the views of the local residents and organisations, population growth and community development of TKO, the Police are studying earnestly the re-planning and redistribution of police resources in the KE Region and the ancillary facilities required. The Police plan to upgrade the TKODIV to a Police District in 2015.

PROPOSED CREATION OF A PERMANENT CHIEF SUPERINTENDENT OF POLICE POST

Justification

5. To meet the increasing policing needs arising from the massive developments and the population growth in TKO, the establishment of the existing TKODIV will be strengthened and upgraded to the standard of a Police District in 2015. The Police will make reference to the Force Manual of Manning Scales and take into account the latest workload statistics of the existing TKODIV in planning the manpower requirement for the prospective TKO Police District. The required manpower would involve the strengthening of command structure, creation of dedicated crime units and investigation teams, Police Community Relations Office, Training and Staff Relations Office, District Traffic Section and corresponding increase in civilian support. In view of the expanding scope and increased complexity of work, it is necessary to create a permanent CSP post to serve as the DC to oversee the policing commitments of the TKO Police District. The ranking of a DC at CSP level was approved by the Finance Committee ("FC") on 14 October 1981 vide EC 1981-82 Item 48.

¹ Comprise 193 disciplined and 26 civilian staff.

² Comprise 275 disciplined and 20 civilian staff.

6. The DC will be responsible for overseeing the implementation of police orders and directives in the TKO Police District, the application of policing strategies and operational plan having regard to community development and population growth to prevent and detect crime within the District, the strategic deployment of resources amid the stringent and competing resources, and internal discipline and staff management of the District. Apart from the operational roles, the DC will also have heavy commitments in local administration and community relations through District Councils, District Management Committees and District Fight Crime Committees. The scale, complexity and diversity of the wide range of issues involved demand a high level of political acumen and judgement.

7. The upgrading of TKODIV to a Police District requires considerable lead time as it involves implementation of new services, changes in mode of operation and creation of new posts. High-level steer at directorate level is instrumental in ensuring timely actions and collaboration between different parties at work. To effectively discharge the important duties as set out in the above paragraphs, it is imperative that a dedicated officer at CSP rank, who has the necessary professional knowledge, exposure and vision, is in place at this critical time to give dedicated attention to the TKO Police District to be established in 2015.

8. The job description of the proposed CSP post is at **Enclosure 1**. The organisation chart of HKPF after the proposed creation of the subject CSP post is at **Enclosure 2**.

Non-directorate support

9. For effecting the proposal of upgrading the TKODIV to a Police District, we have already created 39 additional non-directorate posts³ in June 2013, in addition to the permanent redeployment of 295 posts from the existing TKODIV to the TKO Police District, and redeployment of manpower from other police districts as appropriate, to cater for the policing requirements for the area. The organisation chart of TKO Police District after the proposed creation of the subject CSP post is at **Enclosure 3**. We will review the policing needs in the TKO district, taking into account the crime trend, infrastructure development and population growth, and assess the requirement for additional supporting posts where necessary.

³ Comprise 38 disciplined and 1 civilian staff.

Alternatives considered

10. We have critically examined the possible redeployment of existing directorate officers in HKPF to take up the work of the proposed post. At present, there are 45 CSP posts established under the five departments of HKPF i.e. Operations, Crime and Security, Personnel and Training, Management Services, and Finance, Administration and Planning. The duties and existing work priorities of the 45 CSP posts in HKPF are at **Enclosure 4**. Since all the directorate officers are fully committed to duties in different subject areas, we consider that redeployment is operationally not feasible without adversely affecting the discharge of their schedules of duties.

Consultation

11. The proposal of upgrading TKODIV to a Police District was discussed at the Legislative Council Security Panel meeting on 4 January 2013. The proposal was also discussed at the Sai Kung District Council meetings on 14 September and 6 November 2012. Panel Members, District Councillors and the local community were supportive of the upgrading proposal.

Financial implications

12. The proposed creation of a CSP post will bring about an additional notional annual salary cost at mid-point of \$1,474,200. The full annual average staff cost, including salaries and staff on-cost, is \$2,150,000. There is sufficient provision in the 2013-14 Estimates to meet the cost of the proposal.

CONSTRUCTION OF KOWLOON EAST REGIONAL HEADQUARTERS AND OPERATIONAL BASE CUM NGAU TAU KOK DIVISIONAL POLICE STATION

13. There are five police land regions in Hong Kong, including the Hong Kong Island Region, KE Region, Kowloon West Region, New Territories North Region and New Territories South Region. The KE Region consists of four Police Districts⁴ including the Kwun Tong Police District which comprises the TKODIV and the Kwun Tong Division.

⁴ The four Police Districts in KE Region are Kwun Tong Police District, Wong Tai Sin Police District, Sau Mau Ping Police District and Railway District.

14. The Kowloon East Regional Headquarters⁵ (“KERHQ”) is responsible for the overall operations, criminal investigations, traffic management, community relations and administrative matters for KE Region and overseeing the daily local policing at Regional, District and Divisional levels. Currently, the KERHQ together with some of the Regional Crime Units and Traffic Units are located within the TKODIV Police Station at Po Lam Road North, TKO. The remaining headquarters units are scattered across several police premises at Kwun Tong, Wong Tai Sin, and Ngau Tau Kok (“NTK”) areas, and this is not conducive to the efficient coordination and deployment of police resources. A plan showing the current locations of the KERHQ and operational units is at **Enclosure 5**.

Justifications

Development at Kowloon East

15. Pursuant to the Government’s determination to transform the Kowloon East into a major commercial, tourism and recreation hub, new developments such as the Cruise Terminal cum tourism node, high grade office buildings, public infrastructures are scheduled to be completed in the next couple of years. The transient population of the district is projected to surge up to over 200 000. It is foreseeable that the incidents of crime and other problems will also increase, which necessitate a strategic and visible police presence and services. Moreover, the new development area in Kai Tak will have a planned population of 89 800 in total. The current set up and policing resources available in NTK Police Station are hardly sufficient to meet with the demands in policing services caused by the additional residential and transient populations.

16. To keep pace with the rapid future population growth and infrastructure developments at Kowloon East, it is imperative to provide a strategic and visible police presence on the spot and strengthen the Force’s capability in meeting the increasing demands for police services in the KE Region. It is also imperative that efforts are made to reduce the vulnerability of the area to crimes. High profile policing for deterrence of crime and quick response to emergencies are essential.

⁵ The KERHQ consists of the regional core administrative command and various operational units, including Emergency Unit, Police Tactical Unit, Regional Crime Units and Regional Traffic Units.

Enhance operational efficiency

17. The proposed new KERHQ will be strategically located at the existing Kai Tak Operational Base at 105 Concorde Road, Kai Tak. The location plan of the new KERHQ is at **Enclosure 6**. Co-locating various operational units of the KE Region⁶, which are currently scattered in various locations, under the new KERHQ structure will rationalise the existing fragmented command and enable the Force to improve its operational efficiency to cope with the future policing challenges brought about by the district transformation.

Upgrading of TKO Police Station

18. With a view to upgrading the TKODIV to a Police District in 2015, the Headquarter Units of KE Region have to move out of the TKO Police Station by phases to make space for the accommodation of additional manpower and redeployed resources for the upgraded TKO District Units. The development of the new KERHQ is imperative in order to re-accommodate the displaced Regional Units.

Project scope

19. The proposed project will include –
- (a) the demolition of the existing Kai Tak Operational Base, at 105 Concorde Road, Kai Tak, Kowloon;
 - (b) the construction of an integrated complex at 105 Concorde Road, Kai Tak to house: the KERHQ; Kowloon East Operational Base; NTK Divisional Police Station; Railway District Headquarters; and an Indoor Firing Range; and the corresponding ancillary facilities such as armouries, dangerous goods storage facilities, petrol filling station, parking area; and
 - (c) the demolition of the NTK Divisional Police Station, the Kowloon East Operational Base and Indoor Firing Range, and the ex-Tsz Wan Shan Divisional Police Station upon commissioning of the new complex.

⁶ The Regional Headquarters units (Administration, Operations, Crime, Traffic), Police Tactical Unit, Emergency Unit, the Railway District Headquarters, NTK Divisional Police Station and Indoor Firing Range will be housed in the proposed new KERHQ.

Financial implications

20. The preliminary estimated project cost is about \$2.85 billion⁷ in money-of-the-day prices. A design-and-build (“D&B”) approach will be adopted so that a single contractor will be selected to undertake both the design and construction works for the building. We will consult the Public Works Subcommittee (“PWSC”) and FC on the project in mid 2014. Subject to FC’s funding approval, we expect that the design and construction works of KERHQ will commence in the third quarter of 2014 and complete in late 2017. Upon commissioning of the KERHQ, we will commence the demolition works mentioned in paragraph 19(c) for completion by late 2019. The additional annual recurrent expenditure arising from this project is estimated to be about \$22.859 million.

Public consultation

21. We informed the following District Councils of the plan to upgrade the TKODIV to a Police District during our consultation of the proposed construction project in March 2013.

<u>District Council</u>	<u>Date</u>
Kwun Tong	1 March 2013
Sai Kung	5 March 2013
Wong Tai Sin	12 March 2013
Kowloon City	14 March 2013

Members noted the timing for the upgrading of TKODIV and supported or had no objection to the proposed construction project. Some members further requested for early implementation of the project.

Environmental implications

22. The proposed KERHQ project is not a designated project under the Environmental Impact Assessment Ordinance (Cap. 499). Architectural Services Department (“ArchSD”) had commissioned an independent consultancy firm to conduct a Preliminary Environmental Review (“PER”) and had agreed the PER findings with the Director of Environmental Protection in January 2011. The PER concluded that the project would not cause long-term adverse environmental impact and the

⁷ The figure is a preliminary estimated project cost only. We will take into account the fee proposals in finalizing the cost estimate before making submission to the Public Works Subcommittee.

short-term construction impact would be minimised by mitigation measures, such as the use of silencers/mufflers, acoustic lining/shields and the building of barrier walls for noisy construction activities, as well as frequent cleaning and watering of the site, and the provision of wheel-washing facilities to prevent dust nuisances. ArchSD will incorporate the mitigation measures as recommended in the PER into the relevant contract(s) for implementation.

Heritage implications

23. This project will not affect any heritage site, i.e. all declared monuments, proposed monuments, graded historic sites/buildings, sites of archaeological interests and Government historic sites identified by the Antiquities and Monuments Office.

Land acquisition

24. This project does not require land acquisition.

WAY FORWARD

25. Subject to Members' view, we plan to submit the proposal on the creation of a permanent CSP post as the DC of TKO Police District to the Establishment Subcommittee for consideration in the fourth quarter of 2013. We will seek the approval of the FC afterwards.

26. For the proposed construction of the KERHQ, we plan to submit the proposal to the PWSC and seek funding approval from the FC in mid-2014.

Security Bureau
Hong Kong Police Force
June 2013

Job Description
District Commander, Tseung Kwan O District
Hong Kong Police Force

Rank: Chief Superintendent of Police (PPS 55)

Responsible to: Regional Commander, Kowloon East Region

Main duties and responsibilities -

- (i) To ensure a high standard of duty performance and discipline from personnel under his command.
- (ii) To devise strategies and ensure effective deployment of resources to meet policing requirements, including proactive tasking to combat crime, dangerous drugs, gambling and vice activities.
- (iii) To exercise control of personnel under his command to ensure effective prevention, investigation and detection of crime, prosecution of offences and preservation of public order.
- (iv) To be responsible for traffic control, enforcement of traffic related legislation and promotion of road safety in the District.
- (v) To establish and maintain sound police-community relations in the District in accordance with the Force directives; and to foster a close working relationship between the Police, local community and other government departments.
- (vi) To monitor developments in the District through attending meetings of the District Council, District Management Committee and District Fight Crime Committee.
- (vii) To ensure that the District can meet its commitments in an internal security situation through effective training of personnel.
- (viii) To exercise personnel management and disciplinary functions as delegated by Police Headquarters.

Before the upgrading of Tseung Kwan O Police Division

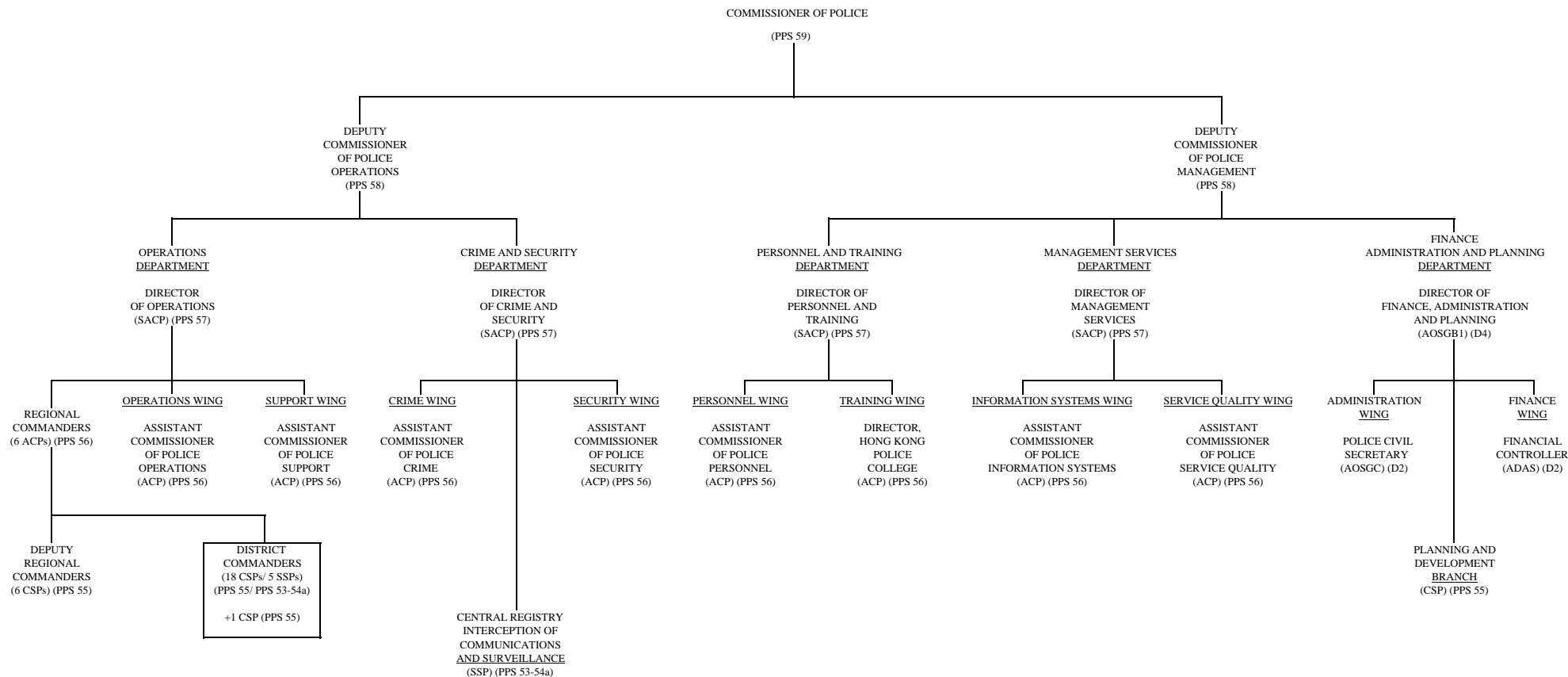
Phase 1: Between the first quarter of 2014 and the date of formal upgrading of Tseung Kwan O Police Division in 2015

- (i) To steer the planning, coordination and implementation of the upgrading of Tseung Kwan O Division to a District.
- (ii) To oversee the creation of posts for the Tseung Kwan O District.
- (iii) To ensure the necessary resources are secured for effective and efficient operation of the District when it comes into operation.
- (iv) To study the boundary realignment of Tseung Kwan O District in connection with other Districts in Kowloon East Police Region.

Phase 2: Upon the upgrading of Tseung Kwan O Police Division in 2015

- (v) To formulate the strategic policing plans for the effective enforcement of law and order and the prevention and detection of crime in the District.
- (vi) To devise and issue standing orders for the District's personnel to follow and execute.
- (vii) To start contacts with the local community of Tseung Kwan O through liaisons with the District Council, District Management Committee and District Fight Crime Committee.
- (viii) To start taking over issues with planning and policy implications relating to Tseung Kwan O District from the District Commander of Kwun Tong District.

Organization Chart of Hong Kong Police Force

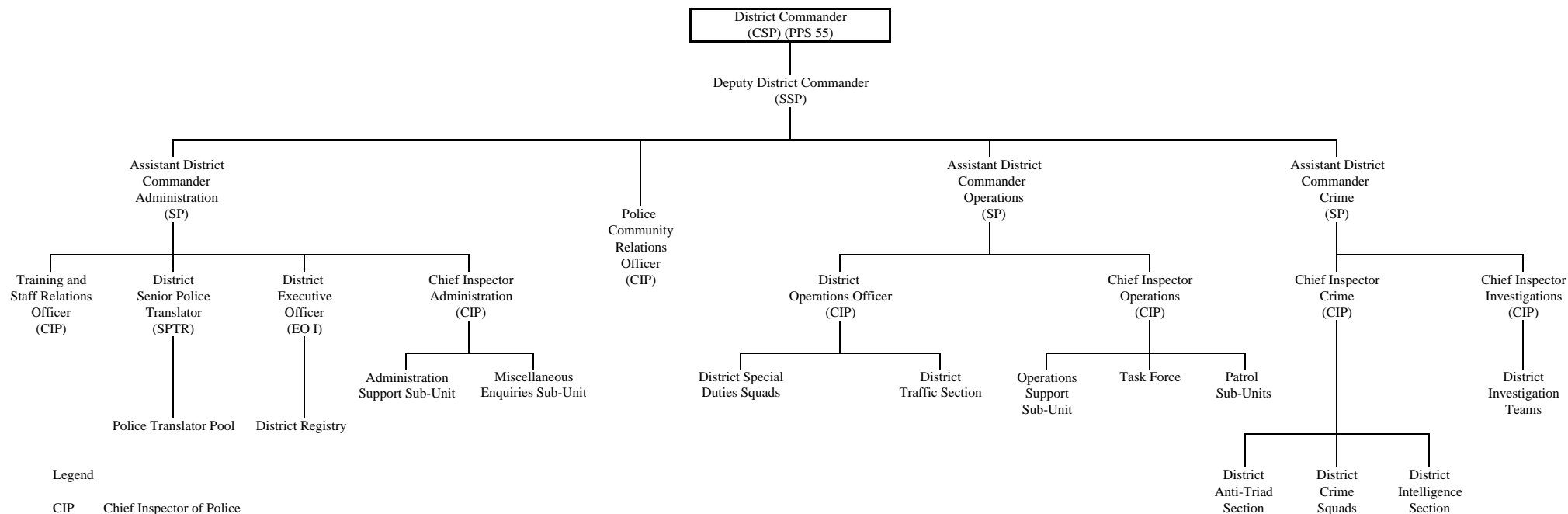


Legend

- ACP ASSISTANT COMMISSIONER OF POLICE
- ADAS ASSISTANT DIRECTOR OF ACCOUNTING SERVICES
- AOSGB1 ADMINISTRATIVE OFFICER STAFF GRADE B1
- AOSGC ADMINISTRATIVE OFFICER STAFF GRADE C
- CSP CHIEF SUPERINTENDENT OF POLICE
- PPS POLICE PAY SCALE
- SACP SENIOR ASSISTANT COMMISSIONER OF POLICE
- SSP SENIOR SUPERINTENDENT OF POLICE

One CSP post proposed to be created as District Commander of Tseung Kwan O Police District

Proposed Organization Chart of Tseung Kwan O Police District



Legend

- CIP Chief Inspector of Police
- CSP Chief Superintendent of Police
- EO I Executive Officer I
- SP Superintendent of Police
- SPTR Senior Police Translator
- SSP Senior Superintendent of Police

One CSP post proposed to be created as District Commander of Tseung Kwan O Police District

**Existing Duties and Work Priorities of
Chief Superintendent of Police Posts in Hong Kong Police Force**

At present, there are 71 permanent directorate posts of which 45 are Chief Superintendent of Police (CSP) posts established under the five departments of Hong Kong Police Force (HKPF), viz. Operations, Crime and Security, Personnel and Training, Management Services, and Finance, Administration and Planning. For day-to-day policing, the HKPF is organized into six Police Regions, viz. Hong Kong Island, Kowloon East, Kowloon West, New Territories North, New Territories South and Marine Regions under the charter of the Operations Department. The distribution and the major responsibilities of the CSP posts are as follows-

(A) Operations Department

(i) Regional Headquarters (6 CSPs)

Six CSP posts, one for each Regional Headquarters, are established as Deputy Regional Commanders to assist the Regional Commanders (RCs) at Assistant Commissioner of Police (ACP) rank in overseeing all operational, administrative and financial matters within the Region, giving policy directions and command in the Region in the absence of the RC.

(ii) District Headquarters (18 CSPs)

18 CSP posts, one for each 18 major Police Districts, viz. Central, Eastern, Wan Chai, Western, Kwun Tong, Sau Mau Ping, Wong Tai Sin, Kowloon City, Mong Kok, Sham Shui Po, Yau Tsim, Border, Tai Po, Tuen Mun, Yuen Long, Kwai Tsing, Sha Tin and Tsuen Wan Police Districts, under the command of the respective RCs are established as District Commanders. Each District Commander, commanding between 400 to 700 staff, is responsible for the effective enforcement of law and order and the prevention and detection of crime in his District.

(iii) Support Wing (3 CSPs)

Three CSP posts are established in Support Wing under the command of ACP Support, each is responsible for the unique schedule of duties of the three branches of the

Support Wing, viz. Support Branch, Traffic Branch Headquarters and Police Public Relations Branch. The Support Branch is responsible for the efficient administration of operational support, formulating and reviewing Force-wide operational policies, procedures and strategies, and the management of the Hong Kong Auxiliary Police Force. The Traffic Branch Headquarters is responsible for strategic planning, formulating and coordinating all traffic enforcement matters and traffic-related initiatives/programmes. The Police Public Relations Branch acts as a bridge between the HKPF and the public by engaging proactively and building long-term constructive relations with the media, the stakeholders and opinion leaders of the community thereby enhancing the reputation of the HKPF, maintaining public confidence in it and leveraging public support for the policing activities.

(iv) Operations Wing (1 CSP)

One CSP post is established in the Operations Wing under the command of ACP Operations, responsible for the administration and strategic development of the Police Tactical Unit and the Special Duties Unit including the management and provision of adequate and effective training to ensure the best possible readiness for any threats to public order and internal security, emergencies, anti-crime and counter-terrorism operations.

(B) Crime and Security Department

(i) Crime Wing (7 CSPs)

Seven CSP posts, one for each of the seven formations of Crime Wing, viz. the Headquarters Office, the Commercial Crime Bureau, the Criminal Intelligence Bureau, the Narcotics Bureau, the Organized Crime and Triad Bureau, the Support Group and the Technical Services Division, are established under the command of ACP Crime. Each formation deals with specific areas of crime and supports frontline crime units.

(ii) Security Wing (1 CSP)

One CSP post is established in the Security Wing to assist ACP Security in handling a range of security-related matters including VIP Protection, counter-terrorism, security co-ordination, internal security and immediate response to any matters or incidents of security interest in accordance with the Government Intelligence Requirements.

(C) Personnel and Training Department

(i) Personnel Wing (3 CSPs)

Three CSP posts, one for each of the three branches of Personnel Wing, viz. Conditions of Service and Discipline Branch, Human Resources Branch and Personnel Services and Staff Relations Branch are established under the command of ACP Personnel and are responsible for a wide range of human resource management functions relating to recruitment, promotion, manpower and succession planning, career development, posting, performance management, discipline, conditions of service, staff relations and welfare matters involving over 28 000 disciplined staff.

(ii) Training Wing (2 CSPs)

Two CSP posts are established in the Training Wing to underpin the Director of Hong Kong Police College in providing formal structured training aimed at vocational, professional and executive development geared to the needs of officers at different stages of their career. They include basic training for recruits, firearms and tactics training for serving officers, local and mainland as well as overseas training programmes in police leadership and management, professional courses on application of information technology in policing, training on criminal investigation and intelligence management, police driving and traffic training, knowledge management, quality assurance and academic accreditation of police training courses.

(D) Management Services Department

Service Quality Wing (3 CSPs)

Three CSP posts are established in Service Quality (SQ) Wing under the command of ACP SQ, each is responsible for the unique schedule of duties of the three branches of the SQ Wing, viz. the Performance Review Branch, the Research and Inspections Branch and the Complaints and Internal Investigations Branch. The Performance Review Branch is responsible for promoting improvements in value-for-money practices and enhancing awareness and pursuance of issues related to service quality. The Research and Inspections Branch is responsible for developing inspection guidelines, and conducting due diligence inspections on frontline Districts and Policy Wing formations, as well as ad hoc thematic inspections or special audits on specific issues of Force-wide concern. The Complaints and Internal Investigation Branch includes the Complaints Against Police Office and the Internal Investigations Office, and is responsible for investigating complaints against police officers and serious disciplinary matters as well as promoting the Integrated Integrity Management Framework to reinforce the Police Force's values of integrity and honesty.

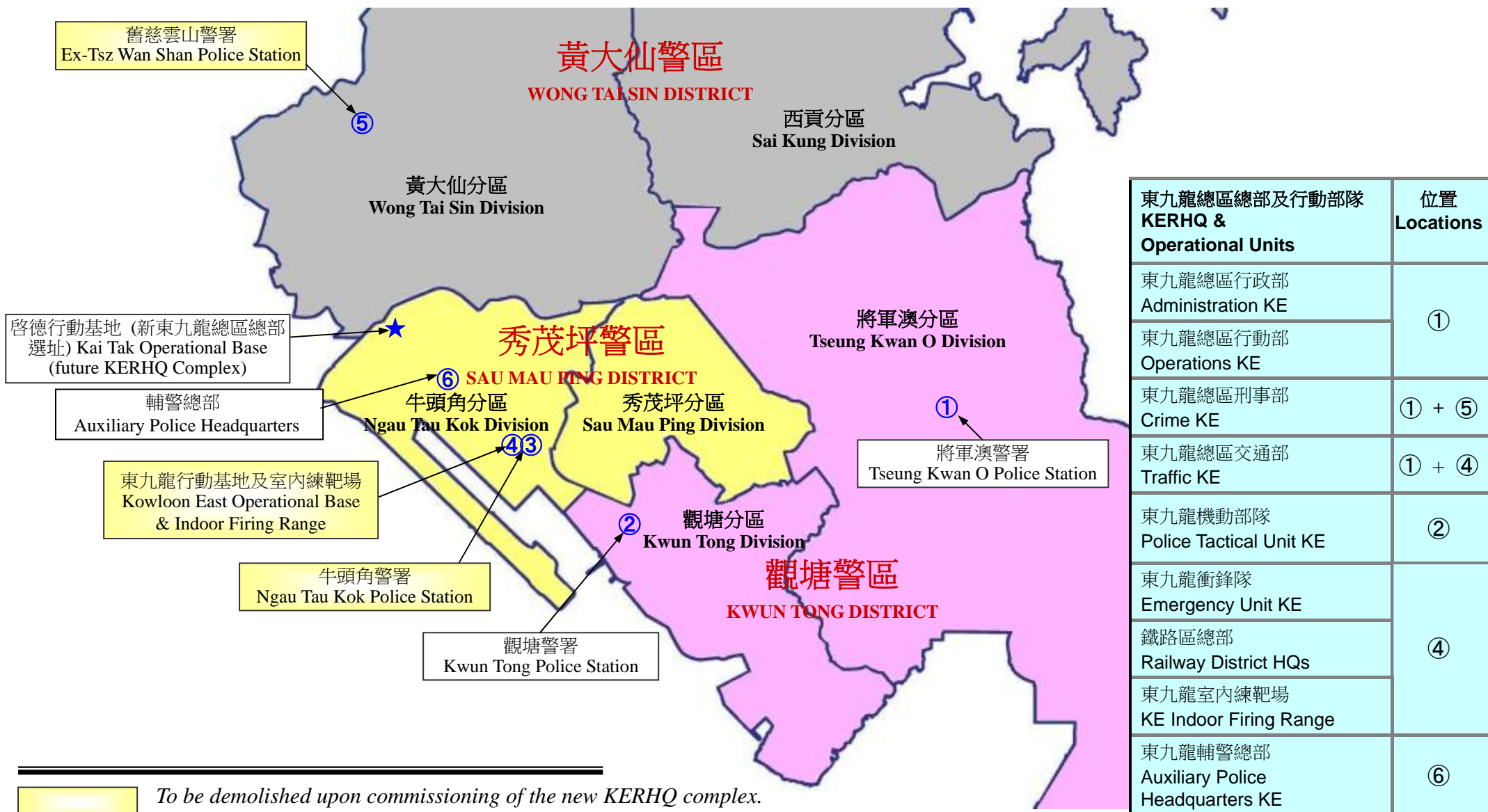
(E) Finance, Administration and Planning Department

The Planning and Development Branch (1 CSP)

One CSP post is established in the Planning and Development Branch of the Finance, Administration and Planning Department. He is responsible for initiating strategic planning and development of police facilities and capital works projects in support of the Department's Strategic Action Plan and Commissioner's Operational Priorities, formulating policy on matters relating to the department's properties to meet new policing requirements and operational needs.

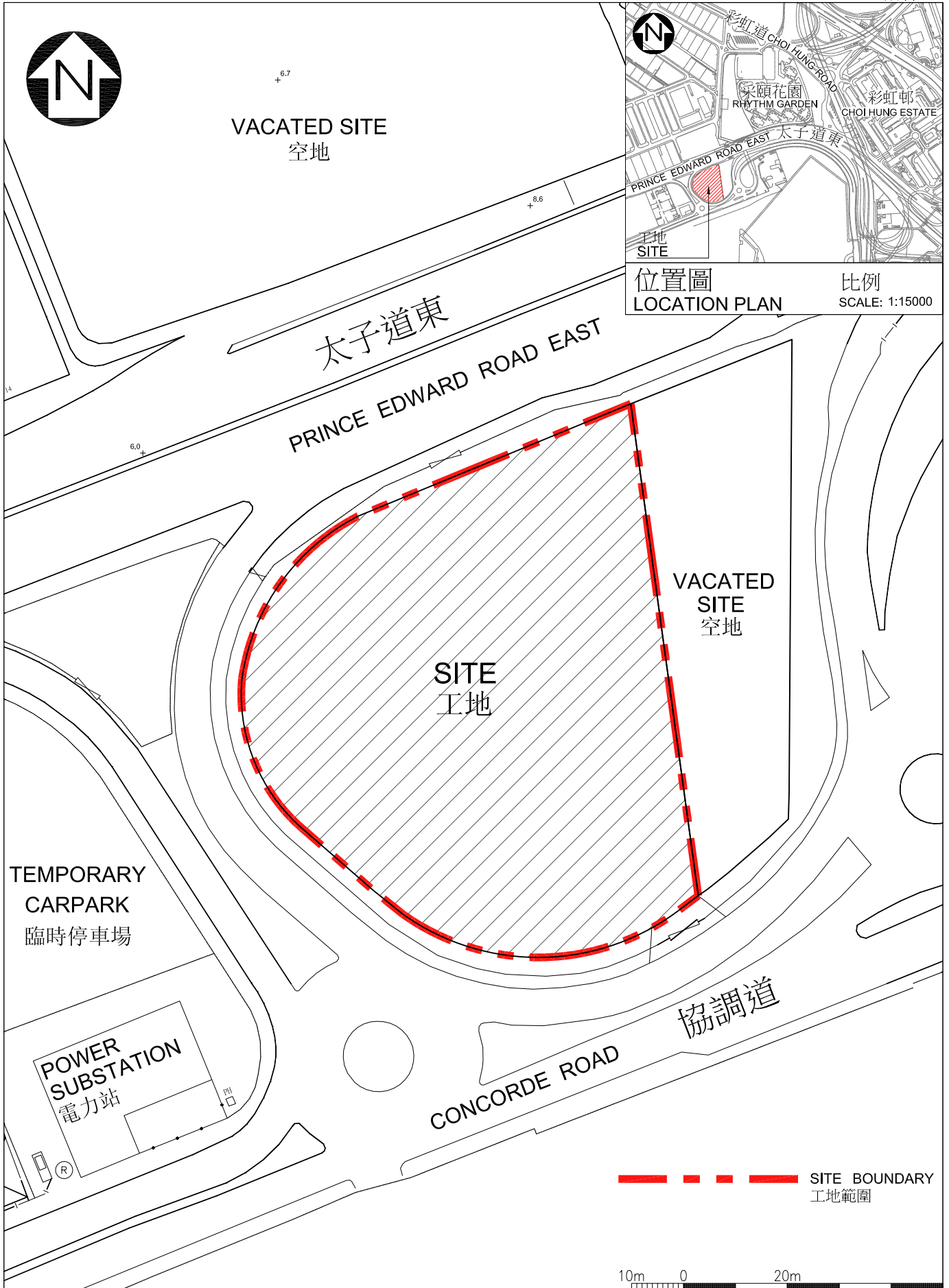
東九龍總區總部及其行動部隊現處位置

Current locations of the Kowloon East Regional Headquarters and Operational Units



東九龍總區總部及行動部隊 KERHQ & Operational Units	位置 Locations
東九龍總區行政部 Administration KE	①
東九龍總區行動部 Operations KE	
東九龍總區刑事部 Crime KE	① + ⑤
東九龍總區交通部 Traffic KE	① + ④
東九龍機動部隊 Police Tactical Unit KE	②
東九龍衝鋒隊 Emergency Unit KE	④
鐵路區總部 Railway District HQs	
東九龍室內練靶場 KE Indoor Firing Range	⑥
東九龍輔警總部 Auxiliary Police Headquarters KE	

To be demolished upon commissioning of the new KERHQ complex.
 在新東九龍總區總部落成後拆卸



位置圖
LOCATION PLAN
比例
SCALE: 1:15000

— — — — — SITE BOUNDARY
工地範圍



PWP NO. 237LP KOWLOON EAST REGIONAL HEADQUARTERS AND OPERATIONAL BASE CUM NGAU TAU KOK DIVISION POLICE STATION 東九龍總區總部及行動基地 暨牛頭角分區警署 SITE PLAN 工地平面圖	drawn by 繪圖 K.C. LEUNG	date 日期 06/2013	drawing no. 圖則編號 6132/SP001	scale 比例 1:1000
	approved 覆核 DAVID CHAK	date 日期 06/2013	 ARCHITECTURAL SERVICES DEPARTMENT 建築署	
	office 辦事處 PROJECT MANAGEMENT BRANCH 工程策劃管理處			