

上任感言

Thoughts on my appointment



梅達明秘書長
Mr Daniel Mui, Secretary-General

我正式履任監警會秘書長至今半年多，很高興得到王沛詩主席、三位副主席及各位委員的信任和肯定，以及觀察員和秘書處同事的鼎力支持，讓我得以繼續推展監警會的各项工作。

十年人事

我在2012年加入監警會。我覺得有效的投訴警察制度，其首要任務是化解投訴人的不滿，此為「治標」。監警會必須公平、公正、有效率地處理每宗投訴個案，還投訴人和被投訴人一個公道。但更重要的是，投訴機制必須從根源著手，找出引致投訴的原因，加以改善，從而減少投訴，此為「治本」。故此，監警會在審核投訴的過程中，會研究警隊可以改善的地方，適時提出改善建議，提升警隊服務質素。

改善建議

監警會一直與時並進，積極向警方提出多項「服務質素改善建議」。過去13年，監警會提出了超過200項改善建議，涵蓋範疇廣泛，而且與市民日常生活息息相關，包括處理有特別需要人士、交通執法、提升警署設備、應用資訊及通訊科技、改善常規及程序等。此外，針對2019年暴動事件，會方在翌年發表的專題審視報告向警方作出了52項建議，涉及五大範疇，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，以及加強警隊內部管理、協調和培訓。（詳情請參閱圖表一）

It has been over half a year since I officially assumed office as Secretary-General of the IPCC. It has been a privilege to receive the trust of and recognition from Council Chairman Ms Priscilla Wong Pui-sze, three Vice-Chairmen and Council Members, as well as the ardent support from Observers and all my fellow colleagues in the Secretariat. Their support has enabled me to keep making progress on various fronts at the IPCC.

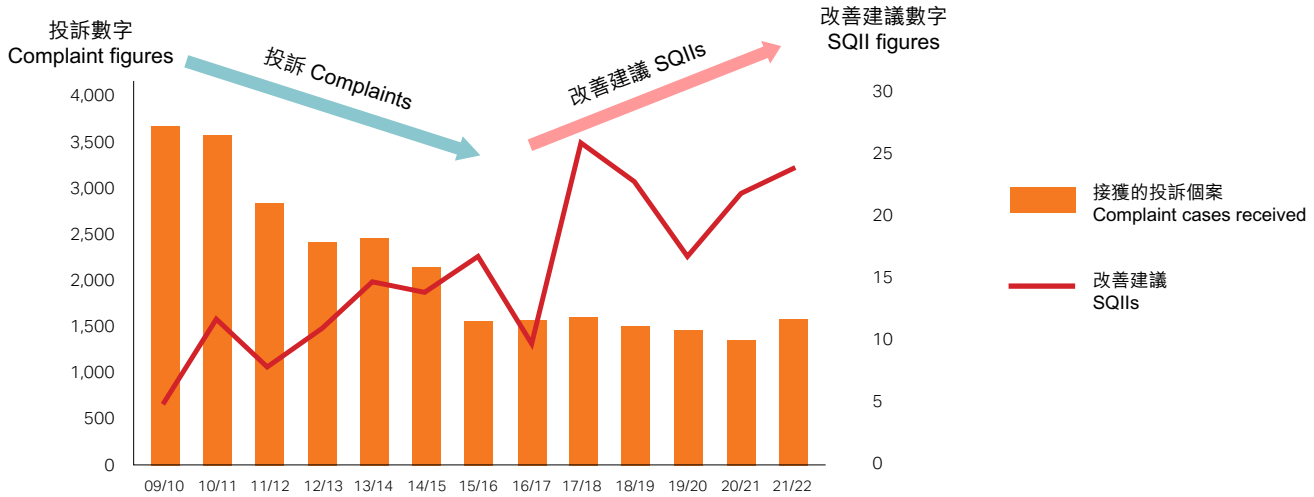
A decade of commitment

Since I joined the IPCC in 2012, I have always considered that the primary goal of an effective police complaints system is to resolve complainants' grievances. The IPCC must handle every complaint case in a fair, impartial, and effective manner to do justice to both complainants and complainees. Nevertheless, this could only attain palliative results. More importantly, our complaints system must always get to the root of the problem, find out the causes of the complaints, make improvements, and thereby reduce the number of complaints. This is our ultimate goal. Therefore, the IPCC identifies areas of improvement in the police's service during the vetting process, and makes recommendations in a timely manner to enhance service quality of the police.

Driving change

The IPCC actively puts forward "Service Quality Improvement Initiatives" (SQIIs) to the police. Over the past 13 years, the IPCC has made over 200 recommendations covering a wide range of areas closely linked to the daily lives of members of the public, including the handling of persons with special needs, traffic enforcement, the upgrade of police station facilities, the application of information and communication technology, and the enhancement of police's practices and procedures. In response to the social unrest in 2019, the IPCC published a Thematic Study Report in the following year, and put forward 52 recommendations to the police covering five areas, including enhancement of release of public information and review of media relations, review of guidelines on the use of force, improvement of arrangements for temporary holding areas, enhancement of police operational deployment and strategies, as well as the strengthening of police's internal management, coordination and training. (For details refers to Figure 1)

圖表一 過去13年的投訴個案及改善建議數字
Figure 1 Complaint and SQII figures in the past 13 years



隨著監警會的建議數字遞增，警隊的服務質素不斷提升，市民的投訴數字亦呈下降趨勢，由2009/10年度接獲近四千宗投訴個案，下降至近年每年接獲一千多宗，當中，性質嚴重的指控亦持續下跌。以2021/22年度為例，性質嚴重的指控共有267項，佔指控總數不足10%，比監警會在2009年成為法定獨立機構的1,366項大幅減少八成。這個趨勢令我們對監警會未來的發展方向更加明確——確保投訴機制發揮效用，並持續提升警隊服務質素，定能鞏固市民、監警會和警隊三方之間的互信，以至各界對兩層架構投訴警察制度的信心。

Whilst the IPCC makes more recommendations, service quality of the police improves and the number of complaints received decreases – from nearly 4,000 cases in 2009/10 to around 1,000 cases annually in recent years. In particular, the number of serious allegations has declined. In 2021/22, there were 267 serious allegations, accounting for less than 10% of the total number of allegations, and representing a significant decrease of 80% in comparison with 1,366 counts in 2009 when the IPCC became an independent statutory body. This has reaffirmed our direction for future development – by ensuring effective operation of the complaints system and continuously enhancing service quality of the police, we can certainly reinforce mutual trust among members of the public, the IPCC and the police, as well as public confidence in the two-tier police complaints system.

善用資源

多年來，監警會一方面主動向警隊提出各項改善建議，另一方面亦不時檢視投訴機制本身的成效。其中，會方注意到近年投訴個案涉及的指控，大部分均為性質相對輕微的指控，例如「行為不當/ 態度欠佳/ 粗言穢語」和「疏忽職守」。(詳情請參閱圖表二)

Resource optimisation

On the one hand, the IPCC has been proactively putting forward various recommendations to the police. On the other hand, we have been reviewing the effectiveness of the complaints system. It came to our attention that the majority of the complaints in recent years involved relatively minor allegations, such as “Misconduct / Improper Manner / Offensive Language” and “Neglect of Duty”. (For details refers to Figure 2)

圖表二
Figure 2

年度 Year	指控總數 Total number of allegations	輕微指控 (佔指控總數的百分比) Minor allegations (Percentage of total number of allegations)
2017/18	2,872	2,495 (86.9%)
2018/19	2,466	2,171 (88.0%)
2019/20	2,209	1,913 (86.6%)
2020/21	2,311	1,979 (85.6%)
2021/22	2,747	2,476 (90.1%)

會方認為，將資源集中投放在需要深入調查的投訴個案，跟進「服務質素改善建議」的落實進度，並監察改善建議的成效，才是更符合公眾利益的做法。至於性質相對輕微的指控，則

The IPCC deems that it is in the public interest to focus resources on complaint cases that require thorough investigation, and on following up the progress of police’s implementation of SQIIs as well as monitoring the effectiveness of these recommendations. As for complaints involving relatively minor allegations, they can be handled

可視乎投訴人的意願及指控內容，靈活運用各種途徑加以處理。其中一個途徑是「透過簡便方式解決」，由總督察或以上職級的人員擔任調解人員，分別向投訴人和被投訴人了解事件，透過雙向、直接的溝通，排遣投訴人的不滿並解決問題。長遠而言，我們必須更靈活地調配資源，以較快速和便捷的方法處理性質相對輕微的個案，以便提升處理投訴的整體效率，更好地為市民服務。監警會將繼續致力審視不同的投訴處理方式，以確保資源用得其所，讓投訴機制更有效運作。

共建互信

除了恆常的審核工作外，監警會亦積極推展宣傳工作，透過多元化活動和平台，與不同的持份者互動交流。青少年是我們社會的未來、希望以及推動香港長遠發展的棟樑。因此，會方自2016/17年度透過「校園計劃」，積極向本地大專院校、中學和小學的師生介紹監警會的法定職能和角色，加強青少年對本港兩層架構投訴警察制度的認識。會方在來年將更著力透過講座、展覽、工作坊等不同形式，與青少年緊密接觸，主動聆聽年輕一代的聲音。我們也會繼續深入社區，與傳媒、地區組織，以及專業團體通力合作，宣傳監警會的最新發展。同時，會方將繼續透過各種渠道發放最新資訊，包括報章、電視、電台、《監警會通訊》，以及社交媒體，例如監警會YouTube頻道等，以加強公眾了解會方的工作。

會方留意到近年涉及「無法追查」的指控為數不少，平均每年有超過700項，佔指控總數超過三成，當中不少源於投訴人在作出投訴後拒絕提供所需資料或聯絡方法，以致無法繼續追查個案。故此，我們亦會加強向各界持份者闡釋投訴人的權與責，確保投訴制度得以有效發揮職能，並防止濫用情況出現。

展望未來，監警會雖然仍會面對各種挑戰，但我堅信在各委員和秘書處每位同事的努力下，秉持初心，砥礪奮進，團隊齊心協力迎接各項考驗，監警會的發展必定會開拓嶄新里程。

梅達明秘書長

in alternative ways, subject to the complainants' preferences and the nature of the allegations. One of these alternative ways is "Informal Resolution", with a police officer at the rank of Chief Inspector or above acting as Conciliating Officer and making enquiries into the matter with both complainant and complainees, with a view to resolving the matter and the complainant's grievances through two-way communications. In the long run, we must deploy resources more flexibly and handle relatively minor complaints more expeditiously, thereby enhancing the overall effectiveness of complaints handling to better serve our community. The IPCC will continue to review various methods of complaints handling to ensure optimal use of resources and effective operation of the police complaints system.

Building mutual trust

Apart from examining complaint cases, the IPCC also strengthens its publicity initiatives to engage with different stakeholders through various activities and platforms. The younger generation are the hope and future pillars of the long term development of our society. To enhance the youth's understanding of the IPCC's statutory functions and the two-tier police complaints system, the IPCC has been reaching out to teachers and students from local tertiary institutions as well as secondary and primary schools through our School Programme since 2016/17. In the coming years, we will strengthen our engagement with young people by organising talks, exhibitions and workshops to listen to their views. We will also strengthen our ties with the community, and collaborate with the media, local community groups and professional bodies to promote the latest work of the IPCC. In addition, we will continue to disseminate the latest information through various channels, including newspapers, television, radio, *IPCC Newsletters*, and social media platform such as our official IPCC YouTube channel, so as to enhance public understanding of our work.

The IPCC notes that in recent years, quite a number of allegations have been classified as "Not Pursuable", with an average of 700 counts per year, accounting for over 30% of the total number of allegations. In most cases, the complainants refused to provide the necessary information or contact method after lodging complaints, and therefore their cases could not be pursued. We will make extra efforts in explaining to various stakeholders the rights and responsibilities of complainants, so as to ensure the effective operation of the complaints system and prevent the mechanism from being misused.

Though the future will remain challenging for the IPCC, with the firm commitment of our Council Members and my fellow colleagues in the Secretariat, I am confident that any challenges can be overcome. Together, we will surely achieve new milestones in the development of the IPCC.

Mr Daniel Mui, Secretary-General