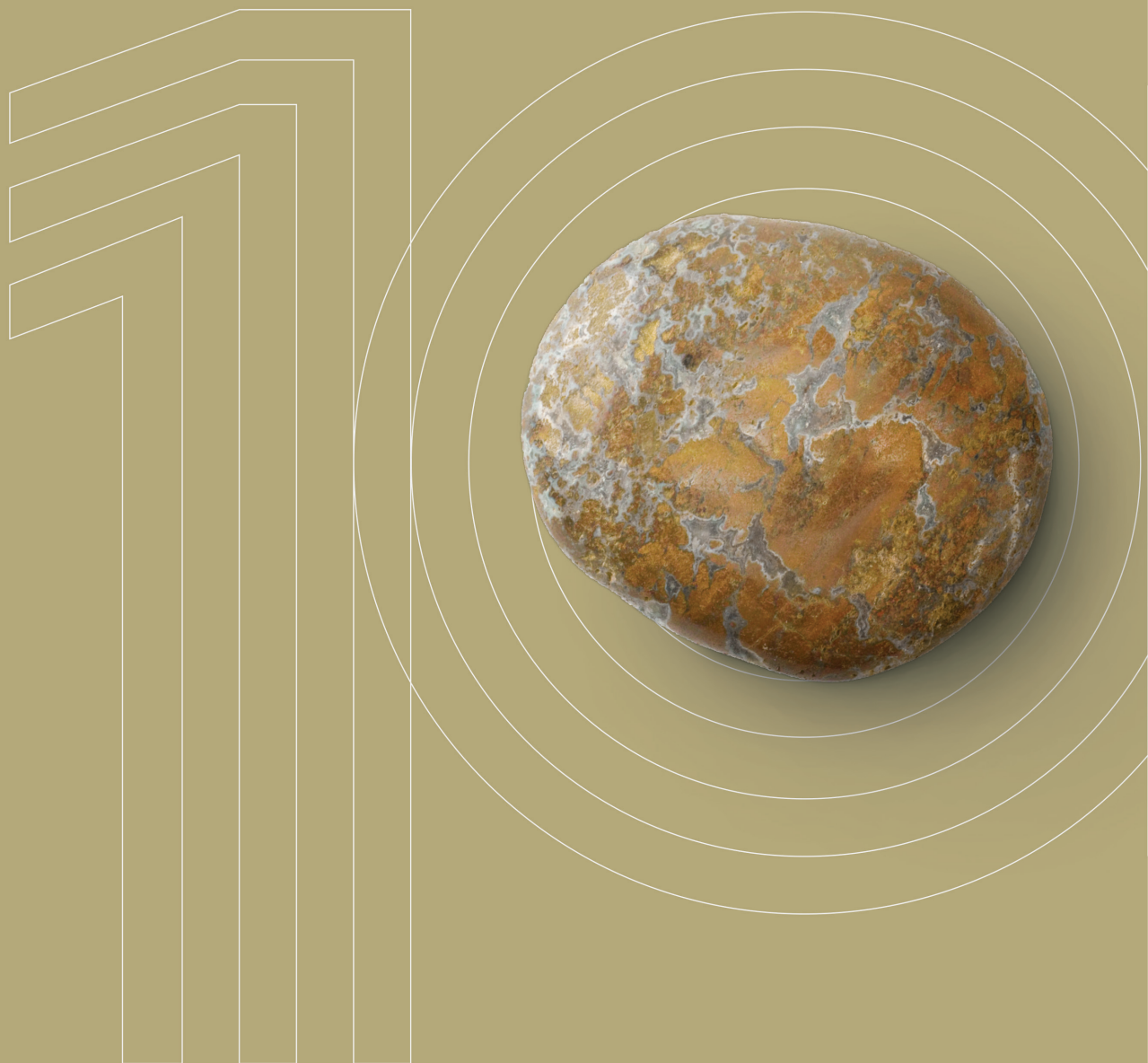


秉持使命 與時並進

IPCC Advances
with the Times



**翟紹唐資深大律師，
SBS, JP**

**Mr Jat Sew-tong,
SC, SBS, JP**

監警會主席 2008 – 2014
IPCC Chairman 2008 – 2014



監警會自從在 2009 年 6 月 1 日成為法定機構以來，一直隨著社會改變而蛻變成長。作為首任主席，我很榮幸能夠帶領監警會由一個政府運作的監管單位，升格為獨立的法定機構，並得到公眾認同。儘管我已卸任一段時間，我很高興看到監警會在滿途挑戰的日子裡，仍然堅守一直以來的抱負、使命和價值觀，在鞏固香港健全的投訴警察制度上，扮演著舉足輕重的角色。

The IPCC has been a statutory body since 1 June 2009, and has evolved alongside our ever-changing society. As the first Chairman of the IPCC, I feel greatly honoured to have led the IPCC's transformation from a government monitoring body into an independent statutory body receiving wide public respect. Although I stepped down some time ago, I am still very pleased to witness the accomplishment of the IPCC, which has strived to maintain its vision, mission and values, notwithstanding all the challenges it faces. The IPCC plays a vital role in strengthening the police complaints system in Hong Kong.

回想成立初期，監警會只是一個鮮為人知的機構。當時的民調顯示，只有僅僅三成受訪者認識監警會。故此，提升公眾對監警會的認知乃當年的首要工作之一。為了加強公眾對監警會工作的認識，委員會積極與各持份者聯繫，一方面讓市民大眾認識投訴警察制度的兩層架構，另一方面亦讓我們了解持份者對監警會的期望和意見。

完善的投訴警察制度建基於信任。監警會作為監察機構除了必須贏得公眾的信任，亦需要獲得警隊的信任。為此，我們跟投訴警察課及警隊各階層代表經常保持聯繫，亦多次到訪警隊的不同部門和單位，並參與前線警務人員的座談會。透過種種互動交流方式，委員得以更深入了解前線警務人員的職務及面對的挑戰，同時亦可以直接向前線警務人員講解監警會的工作和職能。

Looking back to the early stages, when the IPCC was first established, this statutory body was rarely known by members of the public. According to a survey conducted at the time, only 30% of the respondents knew about the IPCC. Therefore, it was of utmost importance to raise public awareness of the IPCC. In order to strengthen public awareness of our work, the Council proactively engaged with various stakeholders, aiming to introduce our two-tier police complaints system, as well as to gain a better understanding of the public's expectations and opinions regarding the IPCC.

A well-established police complaints system is based upon mutual trust. As a monitoring body, the IPCC must gain the trust from the public and the Police. Therefore, we have maintained frequent contact with the Complaints Against Police Office (CAPO) and representatives from different levels of the Force. We have made a number of visits to different Police units and formations, and participated in discussion forums with frontline officers. Through various interactive communication means, Council Members can better understand frontline officers' duties and challenges that they are facing. At the same time, they can explain our work and functions to frontline officers directly.



訪問警察交通部九龍東交通總區，了解交通警察的工作。
Visited the Traffic Kowloon East Region to better understand the duties of traffic officers.



擔任「香港的執法體制與警隊的專業化」公開講座嘉賓，闡述監警會工作。

Delivered a public speech on "Law Enforcement and Professionalism in the Hong Kong Police Force" as a guest speaker to introduce the work of the IPCC.

透明度是獲取信任的關鍵

要贏取公眾及各持份者的長期信任，保持高透明度是關鍵之一。故此，監警會主動接觸各持份者、不同關注組織以及傳媒，加強溝通及交流，例如與不同團體會面，舉行傳媒發布會，適時更新資訊。

Transparency is the key to gaining trust

Maintaining high transparency is one of the keys for gaining long-term trust from the public and its stakeholders. Therefore, the IPCC proactively reaches out to various stakeholders, concern groups and media, to strengthen communications through meeting different organisations, organising press conferences to update the media timely.

監警會另外一個積極提高運作透明度的例子，是有關時任副總理李克強於 2011 年 8 月訪港而衍生的投訴個案審查工作。會方當時發現警方的調查需時比預期長，委員會遂決定根據《監警會條例》賦予的權力，主動在 2012 年 5 月發表中期報告，並在同年 12 月發表最終報告，讓公眾了解事件的發展，以及會方對受社會關注事件的重視。其後，警方亦根據會方的建議作出多方面改善。

Another example on proactive enhancement of transparency was about the review of complaints arising from the visit by the then Vice Premier Mr Li Keqiang to Hong Kong in August 2011. As it appeared to us that the Police investigations had taken longer than expected, the Council decided to – within the purview of the IPCC Ordinance – proactively publish an interim report in May 2012, and the final report in December the same year. This would keep the public abreast of developments regarding the issue, and the fact that the IPCC has accorded great importance to incidents that aroused wide public concern. Based on the Council's recommendations, a number of improvements on various aspects were also made by the Force.

不忘初心

我在慶祝監警會成立五周年的研討會上曾經說過，香港社會必須思考監警會在平衡警權及公民權利之間發揮怎樣的角色。如今監警會踏入十周年，對香港的投訴警察制度來說是一個重要的里程碑。觀乎現時的社會環境，公眾對警隊服務的期望日高，在未來的日子，大家或許可以預視到監警會的工作將面臨重大挑戰。我殷切期望監警會繼續努力，堅守獨立、公正、誠信的價值觀，好好發揮監察角色，確保香港的投訴警察制度公平、公正、對公眾問責，並確保投訴個案能夠有效率、具透明度地處理。我深信監警會定能繼續秉持核心價值，力爭進步，協助警隊提升整體水準，為香港市民服務。10



於《監警會研討會 2014》致歡迎辭。

Delivered opening address at the IPCC Symposium 2014.

Remaining true to our original aspirations

As I said in the IPCC symposium in celebration of its 5th anniversary, Hong Kong should contemplate the IPCC's role in balancing police powers and civil rights. The IPCC has entered its 10th anniversary, which marks an important milestone for the police complaints system in Hong Kong. In the light of the current social conditions, the public has growing expectations regarding the police service, and it can be expected that the IPCC's work will face significant challenges in future. I sincerely hope the IPCC will continue adhering to the core values of independence, impartiality and integrity, as well as discharging its monitoring role, in order to ensure a fair and impartial police complaints system accountable to the public, as well as ensuring police complaints are handled in an efficient and transparent manner. I have no doubt that the IPCC will continue to uphold its core values and make further progress, to facilitate the Force to improve its overall service quality to better serve the people of Hong Kong. 10



郭琳廣先生，

SBS, JP

**Mr Larry Kwok Lam-kwong,
SBS, JP**

監警會主席 2014 – 2018

IPCC Chairman 2014 – 2018

擔任監警會主席一職，有人說是充滿刺激，但在我看來更像是坐在灼熱的火爐上，尤以我就任初期為甚。我在 2014 年 6 月上任後僅三個月，歷時七十九天的佔領事件亦揭開序幕。那時，佔領事件是監警會歷史上，衍生最多投訴的單一事件（172 宗須匯報投訴和 357 宗須知會投訴）。期間，監警會面對著巨大壓力，除了要承擔繁重的工作量，還要處理來自各個關注團體、傳媒以及委員四面八方的不同意見。正當我們以為能從佔領事件中稍為喘息過來時，2016 年初又發生了旺角騷亂事件，並再次衍生了新一輪的投訴個案。

Some may describe my tenure as IPCC Chairman as "full of excitement". It appeared to me, however, more like "sitting on a hot stove", especially in the early stages. In June 2014, just three months after I took up the post, the Occupy Movement broke out, and went on for 79 days. At the time, the Occupy Movement was the single incident that gave rise to the most complaints in the history of the IPCC (172 Reportable Complaints and 357 Notifiable Complaints). During the Occupy Movement period, IPCC was under immense pressure. Not only did we have to handle the increased workload, we also had to address queries and views from all different directions, including queries from various concern groups and media, as well as different views among Council Members. While we thought the tension would ease off after the Occupy Movement, the Mong Kok Riot occurred in early 2016, giving rise to a new round of police complaints.



2015年與監警會委員現場觀察遊行。

Conducted on-site observation of the procession with the IPCC Members in 2015.

說實話，在巨大壓力下，人們的自然心理會為了減少爭拗和避免成為眾矢之的，而難免會在言語和行為上有意無意地傾向投他人所好，博取掌聲。但作為一個法定監管機構，我們必須保持冷靜和頭腦清晰。最重要的是，我們要堅決維護監警會的核心價值和投訴制度的可信性，在任何情況下都絕不能作出任何妥協。有賴各委員和秘書處同事盡忠職守和堅持專業精神，我們得以秉持獨立、公正和誠信的原則來審核所有由佔領和旺角騷亂事件衍生出的投訴個案，包括一些具爭議性的個案，例如涉及一位警司毆打的投訴案件。

Truth be told, people under immense pressure would, as natural with innate psychology, try to avoid disputes and criticism. Hence, people consciously or sub-consciously might say what others want to hear and behave in the way others like to see, thereby bringing in applause. However, as a statutory oversight body, the IPCC must stay calm and clear-minded. Most importantly, we should vigilantly uphold our core values and safeguard the integrity of the complaint system unswervingly. Such core values and integrity of the complaint system can never be compromised under whatever circumstances. Thanks to the dedication and professionalism of the Council Members and Secretariat colleagues, we were able to uphold independence, impartiality and integrity when reviewing all complaint cases arising from the Occupy Movement and the Mong Kok Riot, including some controversial cases, such as, an assault complaint case against a police superintendent.

加強管治和效率

儘管外在環境的挑戰接踵而來，監警會仍竭盡所能，全面強化機構內部管治，致力提升兩層投訴警察制度的工作效率和效益。我們推行了多項奏效的行政措施，當中包括檢討委員會和專責委員會的議事規則（以便提升管治和管理效率）、聘請顧問檢視人力資源管理並落實顧問報告的建議（以便加強人才的質素和培養）、增設研究組（以便提升監警會的專業能力），以及引入個案資料電子管理系統（以便管理及分析投訴個案的數據和資訊）。

Enhancing governance and efficiency

Despite the many external challenges, the Council was determined to strengthen its internal governance on all fronts, and strived to enhance the efficiency and effectiveness of the two-tier police complaints system. A number of administrative initiatives were implemented, including revision of the Council and Committee rules (for enhancing governance and management efficiency), conduct of a Human Resources Management Review by consultant and implementation of the resulting recommendations (for strengthening the capability and development of the Secretariat staff), establishment of the Research Team (for building capacity and capability of the IPCC), as well as introduction of an electronic database system (for managing and analysing the information and data of complaint cases).



在觀察員的2016的年度大會上致歡迎辭，感謝觀察員協助會方加強監察警方處理投訴的工作。
Delivered a welcome speech to extend his gratitude to Observers for rendering assistance to the Council in monitoring complaints handled by the Police at the IPCC Observers annual meeting in 2016.



與監警會委員一同參觀元朗八鄉少年警訊永久活動中心暨青少年綜合訓練營。
Visited the Junior Police Call Permanent Activity Centre and Integrated Youth Training Camp at Pat Heung, Yuen Long with IPCC Members.

為了加強對觀察員的支援，會方提升電子預約系統，方便觀察員出席警方就須匯報投訴進行的會面及觀察證據收集工作。由於觀察員計劃在兩層投訴警察制度中擔任制衡警方調查權的重要角色，因此會方定期舉辦工作坊，讓各觀察員就計劃相互交流和提出改善建議。

另一方面，我們明白如果審核投訴過程有所延誤，投訴人和被投訴人均可能會質疑監察制度的公平性。因此，在任內4年裡，監警會持續提升審核投訴個案的效率，致力加快速度，將審核投訴個案的時間大大縮短了三份之一，即縮短超過6星期，令積存多年的複雜個案幾乎全部得以妥善處理；同時亦增加監警會和投訴警察課工作層面會議的次數，以便更及時地處理投訴個案。

To boost the effectiveness of the Observers Scheme, the IPCC upgraded the electronic booking system to facilitate the Observers' attendance at interviews and evidence collection work conducted by the Police for Reportable Complaints. Since the Observers Scheme plays a vital part in check and balance for the Police's investigative power in the two-tier police complaints system, the IPCC has also organised regular workshops for Observers to exchange views and make recommendations on ways to improve the Scheme.

The IPCC understands that if there are any delays in the vetting process, both Complainants and Complainees might have doubts over the fairness of the monitoring system. Hence, during the 4 years of my term, the IPCC stepped up its efforts to improve efficiency, reducing the vetting time of complaint cases significantly by 1/3, i.e. over 6 weeks. We were pleased to see that almost all long-pending and complicated cases were cleared. At the same time, the number of working level meetings between IPCC and CAPO was also increased, in order that the complaint cases could be processed in a more timely manner.

與青年互動

監警會面對的另一個挑戰是，隨著社會日趨分化，人們可能根據自己的陣營立場而不是基於事實去作出判斷。特別是在當今社交媒體盛行的年代，信息往往未經查證就廣傳開去。因此，監警會必須建立更直接和透明的溝通渠道，加強與公眾的互動。有見及此，監警會在我任內推行了「校園計劃」，旨在鼓勵年輕人從多個角度去分析與投訴警察有關的時事，並增進他們對監警會角色和職能的認識。

Engaging with youth

Another challenge posed to IPCC as society became increasingly divided was that some people might judge certain issues according to their own stances on the issues, instead of basing on facts. In the age of social media, a message could easily go viral even before being fact-checked. It is therefore important for the IPCC to build a more direct and transparent communication channel to strengthen its interactions with the public. As such, the IPCC launched its School Programme during my term, aiming to encourage young people to analyse current affairs relating to police complaints from multiple perspectives, and to enhance their understanding of the IPCC's roles and functions.

展望未來 挑戰常在

展望未來，社會和政治環境不斷變化，新挑戰既是無可避免，亦難以預測。監警會極有可能會面對更多嚴峻的挑戰。每當在艱難時期或遇到巨大考驗時，監警會在決策時要從心底出發去維護體制，秉持核心價值，堅持恪守投訴警察制度的誠信，而不是為求方便，簡便了事。同時，監警會必須要時刻保持警覺，不時進行檢討，與政府和社會一起尋找共同的新路向，以符合社會對監警會的期望。我深信，我們都珍惜香港，我們共同的家。在各方共同努力下，監警會未來會繼續秉承其核心價值，並守護香港的兩層架構投訴警察制度。

Constant challenge facing the IPCC

Looking ahead, new challenges are inevitable and unpredictable in the ever-changing social and political climate. The IPCC would likely face more severe challenges in the future. At the end of the day, in particular in testing times when confronted with difficult situations, the Council has to follow its heart to safeguard the institution, uphold its core values and the integrity of the police complaint system, and not to choose the easy way out. At the same time, in conjunction with the Government and the community, the IPCC has to remain vigilant in carrying out reviews and in search of new directions from time to time in order to meet the expectations of the society. I am confident that with the joint efforts of all parties who love Hong Kong, our home, the IPCC will continue upholding its core values and strengthening Hong Kong's two-tier police complaints system in the years to come.

由衷感謝

如前所述，我在監警會的日子可謂充滿曲折，但所有的經歷都是珍貴難忘的。我很高興能成為監警會的一份子，與所有盡忠職守的委員和秘書處同事共事。🙏

Expressing gratitude

Although my time in the IPCC was full of twists and turns, the experiences and memories were invaluable. It was a privilege to be a member of the IPCC family, with all the dedicated Members and Secretariat staff. 🙏



梁定邦博士，

QC, SC, JP

Dr Anthony Francis NEOH,

QC, SC, JP

監警會主席 2018 – 現在

IPCC Chairman 2018 – Present

監警會自 2009 年成為獨立法定機構以來，積累了十年的寶貴經驗。十周年這一里程碑固然值得慶祝，亦正是時候讓我們反思過去，從而更好地裝備自己，迎接未來的種種挑戰。在會方準備此特刊時，大型公眾活動席捲全城，示威的規模、持續時間和暴力程度均是香港開埠 170 多年來前所未見。這些事件導致本港社會分化，頻密的衝突亦衍生大量投訴警察個案。

The IPCC has accumulated 10 years of invaluable experience since becoming an independent statutory body in 2009. While we are commemorating the 10th anniversary milestone, it also provides us an opportune moment to reflect on the past and to better equip ourselves for the challenges ahead. At the time of preparing this brochure, our society was engulfed in a wave of Public Order Events (POEs), unprecedented in scale, duration, and violence in its 170 years of history as a city. These events have polarised our society and led to frequent confrontations which created a large number of complaints against the Police.



在聯席會議上與警方討論投訴警察的相關事宜。

Discussed with the Police the matters related to complaints against the Police at the joint meeting.

要應付如此大量的投訴個案，有幸會方在兩位前任主席，包括翟紹唐資深大律師及郭琳廣先生的英明領導下，於過去十年間奠定了堅實基礎。這些基礎均建基於監警會的核心價值－「獨立、公正、誠信」。兩位前任主席以及眾多前任委員一直堅守這些核心價值，讓監警會得以克服過去的重重困難，履行兩層投訴警察制度的法定職能。

當本港社會越見分化及警民衝突頻生之際，社會上有不少的聲音提問：「現行的投訴警察制度是否與時並進？」事實上，監警會成立之初，世界各地包括英國在內的慣常做法亦是由警隊內部完成投訴調查的工作。而英國和某些司法管轄區更引入當時相對創新的監察制度，使之能在原有系統之上由第三方確保調查得以公平公正地進行。然而，時移勢易，部份海外地區的民眾對當地制度的期望日漸提升，為進一步鞏固監察工作，由最初引入第三方監察警方，提升至第三方機構獲賦權直接調查特定的案件，尤其是與貪污相關的投訴，或涉及嚴重傷亡事件的警方行動。

In having to respond to such a large volume of complaints, the IPCC is fortunate to have the solid foundations laid in the past ten years, under the able leadership of my predecessors Mr Jat Sew Tong, SC and Mr Larry Kwok. These foundations have been based on IPCC's core values of independence, impartiality and integrity which have been steadfastly followed by my predecessors and our past members, enabling the IPCC to manage the difficulties of the past and deliver the statutory functions under the two-tier police complaints system.

As Hong Kong become more polarised and more confrontations arose, a question is being asked by certain sectors of the community, not small in number, whether the present system of dealing with complaints against the police has kept up with the times. At the time when the IPCC was set up, it was the norm around the world, including the United Kingdom, that the Police Forces undertake their own investigations of complaints against their numbers. And it was a relative innovation among some jurisdictions at that time, including the United Kingdom, that there was overlaid upon such a system, a system of external supervision, to ensure that the investigation was done fairly and impartially. But over time, community expectations have grown in a number of overseas jurisdictions and the initial overlay of supervision has been reinforced by powers of direct investigations by the external police conduct oversight authority in certain special circumstances, particularly in relation to corruption complaints or cases where there were serious injuries or death in a police operation.

而在其他地區，專責監察警員操守機構的架構組織亦隨著社會環境演化，與政治保持距離；在部分地方，監察機構衍變成近乎司法機構的組織，由現任或前任法官領導，並賦權舉辦公聽會；亦有監察機構由專業人員負責進行調查個案及監管，並由毫無政治聯繫的決策層負責監督。也許香港是時候研究其他司法管轄區的監管機構歷年來的衍變，從中借鏡，藉以應對本港社會的變化，考慮是否需要檢討監警會的角色和職能。在 2019 年的監警會研討會上，多位知名講者曾就海外的投訴警察制度作出闡述。然而，監警會並無法定權力檢討其職能範圍。一如其他牽涉公共政策和相關法例修訂的事項，該等檢討屬政府權限範疇。不過，作為一個起步點，我們不妨檢視一下監警會在過去十年是否有效履行其法定職能，以及符合公眾期望。

此特刊總結了監警會過去十年的工作。

The structure of police conduct authorities has also evolved in other societies, where such bodies were distanced from politics. In some cases, conduct authorities have turned into quasi-judicial bodies staffed by current or former judges with powers of holding public hearings and in other cases, investigations and oversight are exercised by professional staff with oversight by a small board of directors with no political connections. It may be time to study and learn how police conduct oversight authorities in other jurisdictions have evolved over time, in order to cope with the ever-changing community and consider whether the role and functions of the IPCC should be reviewed. In the 2019 IPCC Symposium, overseas systems have been described by renowned speakers. But it is not within the statutory remit of the IPCC to conduct a review of the scope of its functions. Such a review lies in the domain of the Government, as any changes require a change of public policy and potential legislative amendments. A useful starting point, however, is a review of how effectively the IPCC has performed its present statutory functions and met public expectations in the past ten years.

In this volume, the IPCC summarises how it has performed its work in the past ten years.



於《監警會研討會 2019》致歡迎辭。

Delivered opening address at the IPCC Symposium 2019.



於香港警察學院結業典禮擔任主禮檢閱官。
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提升研究能力 優化警隊服務

任何一宗投訴都有其特定的情況，或許與警方的工作流程、指引、資源分配和策略運用，或社會環境和期望的變化有所關聯。身處大數據時代，我們會研究每宗投訴個案的特徵，並從中汲取經驗，建議改善措施，避免同類投訴再次發生，並提升警隊的服務質素。除了審核投訴個案報告的主要職能外，監警會秘書處在近年增設的研究組，加強委員會分析投訴趨勢和性質的能力，利用多年累積的數據和資料，確定投訴相關的成因，再根據投訴個案的審核結果，深入研究警方的有關守則和常規，以提出改善建議，從而防止同類投訴再次發生。這些建議包括程序上的改善、人員培訓、裝備更新、相關程序或指引的修訂等，會方至今已提出超過 140 項建議。十年過去，雖不敢說碩果纍纍，但相信已為完善警隊常規和程序奠下穩固基礎，由根本提升其服務質素。

Enhancing research capacity and improving service quality of the Police

Complaint cases all have their own specific circumstances which might be related to Police's workflow, guidelines, resource allocation and application of tactics, or stemming from changes in the community's atmosphere and expectations. In the age of big data, we would study the specifics of each complaint cases and make better use of them to draw lessons and devise improvement measures to avoid recurrence and enhance service quality of the police. In addition to the primary function of vetting cases, a research team has been set up recently in the Secretariat with an aim to enhance the Council's capacity to analyse the trend and nature of complaint cases, and to identify the causes of issues through utilising data and information gathered over the years. Based on the findings of complaint cases, we look into all relevant guidelines and practices of the Police to make recommendations for improvements, with a view to preventing the recurrence of similar complaints. To date, the Council has made more than 140 recommendations, ranging from procedure enhancements, personnel training and equipment upgrades, to modification of related procedures or guidelines. After ten years, while we have enjoyed some fruitful results, we have also laid foundations for enhancing police guidelines and procedures to improve the quality of services, through analysing the root causes of issues.



與監警會委員現場觀察七一遊行。

Conducted on-site observation during the 1 July Procession with the IPCC Members.

此外，會方亦主動研究可能引致投訴的範疇，譬如警務人員配備隨身攝錄機，警方部署俗稱「水炮車」的人群管理特別用途車，以及在警車安裝閉路電視所衍生的相關事宜。通過研究其他地區的相關法例及做法，會方積極尋求與警方就這些裝備或武器的潛在優點、風險及公眾期望進行交流，並向他們提供意見。同時，我們亦多行一步，參考其他地區監管機構的做法和經驗，以協助制定及審視有關的警務指引、培訓及與公眾的溝通，以減少及防止投訴發生。

監警會留意到近年大型公眾活動的數字有上升趨勢，會方已經向警方提供了一些有關大型公眾活動的規劃及現場處理的改善建議。在撰寫本文時，監警會正積極就由 2019 年 6 月 9 日起發生的大型公眾活動，展開一項專題審視工作，旨在還原事件全貌，以協助審閱相關投訴個案，並就警務工作及程序向警方提供改善建議。

The Council also proactively looks into areas that might lead to complaints against the police. Examples include the use of Body Worn Video Cameras by police officers, the deployment of Specialised Crowd Management Vehicles ("SCMVs") – commonly known as "water cannons" – and the installation of CCTV in police vehicles. Through research of related laws and practices in other countries, the Council proactively sought to exchange with and offer views to the police on the potential merit, risk and public expectations on use of these equipment or weapons to facilitate police operations. The Council also goes one step further and refers to the measures and experiences of overseas counterparts to facilitate the development and review of the relevant police guidelines, training and public communication with an aim to reduce / prevent complaints.

We also noticed that there is a rising trend of POEs in recent years and the IPCC had offered some improvement recommendations to the police regarding planning and on-site handling of POEs. At the time of writing, the IPCC is working hard on a Thematic Study arising from the POEs from 9 June 2019 onwards, with the aim of restoring the big picture of the POEs, assisting the Council in reviewing related reportable complaints and providing suggestions to the Police on improvements to its work and procedures.

恪守核心價值 鞏固監警制度

如前主席翟紹唐資深大律師提到，監警會成立之初，公眾認知度只有三成。十年過去，根據監警會委托香港大學民意研究計劃於 2019 年進行的最新意見調查顯示，監警會的認知度有 74%。我很高興看到公眾對監警會不再陌生，這亦引證會方多年來的宣傳和教育工作取得一定成果。

成功並非朝夕可得，公信力亦從來易毀難建。我很榮幸能夠擔任監警會主席一職，與各委員及秘書處共同參與和見證監警會的發展。我們的前路充滿挑戰，當前觸發的連串大型公眾活動造成巨大的社會影響，削弱了公眾對兩層架構投訴警察制度的信心。儘管在這艱難的氛圍下，我相信只要監警會繼續恪守其獨立、公正和誠信的核心價值，保持開放和透明的態度，我們有信心，監警會會繼續有效履行其法定職能，以鞏固兩層架構投訴警察制度。 10

Upholding core values and strengthening the oversight system

As former Chairman Jat noted, the public awareness of IPCC was merely 30% at its inception. A decade later, the latest opinion survey on IPCC, conducted by the Public Opinion Programme of the University of Hong Kong in 2019, revealed that the public awareness of IPCC has risen to 74%. I am glad to see that IPCC is no longer barely known by the general public, which also attests to the fact the Council has made certain achievements in its promotion and education work over the years.

Success cannot be obtained overnight, and it is always easier to destroy than to build credibility. While I am honoured to serve as IPCC Chairman, to participate in and witness the development of IPCC together with our Members and Secretariat, I am also well aware that our road ahead will be filled with challenges, as the series of POEs have caused great social impact, which in turn weakened the public's trust in the two-tier police complaints system. Despite the hard times and no matter how thorny a problem is, as long as the IPCC continues to uphold its core values of independence, impartiality and integrity, and maintaining an open and transparent attitude, we are confident that IPCC will continue to effectively discharge its statutory functions to uphold the two-tier police complaint system. 10