

# 第五章

## CHAPTER 5



煥然一新 —— 大欖懲教所重建後外貌。  
FACELIFT: The exterior of the redeveloped Tai Lam Correctional Institution

行政  
*Administration*

**行**政、人事及策劃科負責部門行政、人事管理、公共關係、財政、統計和研究，以及建設工程策劃等工作。

### 一般行政

行政組的職責是為本署總部及各院所提供行政及後勤支援，包括資源管理、環保管理、記錄管理、人事管理、電腦服務、翻譯服務、物料供應和內部核數等。

### 環保管理

有關本署年內在環保方面的工作及成績報告，載於本年報第七章。

### 內部核數

內部核數組主要負責視察各院所的財政及物料供應事宜，目的是透過抽樣檢查，確保有關人員遵從政府所定的規例及程序。年內，該組全面視察5間院所和3間中途宿舍，另就若干選定事項進行7次特別查核工作。為確保改善建議付諸實施，該組亦進行13次跟進檢查。

### 一般職系

本署有510名一般職系人員（196名留駐本署總部，314名派駐各懲教院所），為紀律人員提供重要的支援服務，以履行本署的任務。支援範圍廣泛，包括人力和財政資源管理、記錄管理、翻譯及傳譯服務、物料供應、處理囚犯信件，以及向囚犯派發小賣物品等。由於每間院所均設有小規模的總務室，平均由5至6名職員負責為院所管方提供行政支援，因此該等一般職系人員大多具備多種技能，而且需要執行多類職務。儘管如此，他們仍能克服種種困難，令院所的日常工作得以暢順進

**T**he Administration, Personnel and Planning Division oversees departmental administration, personnel services, public relations, finance, statistics and research and planning of capital projects.

### General Administration

The Administration Section provides administrative and logistical support to both the departmental headquarters and institutions in areas such as resources management, green management, records management, personnel services, computer services, translation services, stores, internal audit, etc.

### Green Management

A report on the Department's endeavours and achievements in environmental protection for the year 2001 is in Chapter 7 of this Review.

### Internal Audit

The Internal Audit Team is mainly responsible for inspecting the financial and stores functions of all institutions. The aim of the inspections is, through random checks, to ensure that government regulations and procedures are complied with. In 2001, full inspections were carried out to five institutions and three half-way houses. In addition, seven special inspections on selected subjects were made during the year. To ensure that recommended improvements were implemented, 13 follow-up visits were also conducted.

### General Grades

Some 510 General Grades staff, with 196 deployed to the departmental headquarters and 314 to penal institutions, provide vital backup services to the disciplined staff in accomplishing the mission of the Department. They contribute in wide-ranging areas such as human and financial resources management, records management, translation and interpretation services, stores and supplies, handling of prisoners' mail and issue of canteen items to prisoners. As each institution has a small general office which comprises on average five to six staff to provide administrative support to the institutional management, most of the general grades staff there are multi-skilled and need

行。年內，共有 59 名一般職系文職人員獲頒發獎項及嘉許狀，足證他們所付出的努力得到認同。

## 電腦化及資訊科技

本署致力將資訊管理系統現代化，並透過引進資訊科技，提高部門的行政和運作效率。為進一步改善服務，電腦組在四月重組，分拆為資訊科技組及電子行政組，在策劃、推動及統籌署內電腦化及資訊科技工作方面，共同擔當重要角色。資訊科技組專責行動方面資訊科技計劃及懲教資料系統的系統發展和管理工作。電子行政組則專注管理行政方面的電腦計劃。此項按專責分工的安排，有助進一步加強資訊科技系統的推行和管理，以及改善資源策劃和管理的工作。

二零零一年年底時，本署總部、各院所及外派辦公室共設有 1949 台個人電腦、133 部伺服器及 993 台打印機。

本署已透過異步傳輸形式及框轉接連結總部和各院所的局域網，在服刑資料管理系統內設立廣域網，作為電郵、內聯網和互聯網以及各種應用程式（如軟件資產管理及膳食訂購管理系統等）運作時的通訊中樞。

自實施政府辦公室自動化計劃後，本署由二零零零年八月起已有 883 個用戶與政府通訊網絡連接，可透過電郵與政府各局及其他部門聯絡。政府辦公室自動化拓展計劃於二零零三年實施後，部門內能與政府通訊網絡連接的用戶會增多 866 個。預定在二零零二年二月實施的機密郵件系

to carry out very diversified duties. Yet they are able to meet the challenge and had contributed significantly to the smooth operation of the institutional routines. The General Grades' efforts and contributions were well recognised as reflected in the awards and commendations won by 59 civilian staff in 2001.

## Computerisation and Information Technology

The Department is committed to modernising its information management systems and enhancing its administrative and operational efficiency by means of information technology (IT). To further enhance its services, the Computer Services Unit was re-organised into the



參觀創新博覽會的人士對懲教院所在運作方面應用先進科技饒感興趣。  
Visitors to the Innovation Expo learn more about the application of modern technology in penal operations.

Information Technology Services Unit (ITSU) and the Electronic Administration (e-Admin) Unit in April 2001. The two units jointly play a guiding role in planning, initiating and co-ordinating computerisation and IT activities in the Department. The ITSU is specialised in system development and management of operational IT projects and penal information systems. The e-Admin Unit focuses on the management of administrative computer projects. The division of speciality helps further improve the implementation and management of IT systems and resource planning and management.

統，可提供安全保密的途徑，把列為「機密」類別的文件以電子方式傳送，以符合《保安規例》的規定。

本署會在二零零二年展開兩項大型電腦化計劃，分別為更生計劃資料管理系統及懲教工作流程電子管理系統。前者有助署方實施該系統可行性研究所提出的建



互聯網上有關本署工作的資料不時更新。  
Contents of the bilingual Internet web-site of the Department are updated regularly.

議，預計工作會在二零零四年完成；後者則是一項有關工作流程電子管理概念與科技的試驗計劃，為懲教行政程序自動化制定藍本。

自二零零零年九月起，本署已在廣域網的基礎上設立懲教署的內聯網網站，使部門內各組別能更有效地共用管理資料。目前所提供的管理和參考資料已超逾一百項。年底時，接上廣域網的用戶計有總部302名、院所及外派辦公室651名。

本署定期更新互聯網上的中英文版網頁。除有關本署工作的資料外，其他市民感興趣的資料及刊物如本署年報、環保報告、在囚人士統計數字、招標告示及招聘廣告等，均可供下載。

At the end of 2001, there were 1 949 PCs, 133 servers, and 993 printers in the departmental headquarters, institutions and out-posted offices.

The Department has established a Wide Area Network (WAN) under the Penal Information Management System (PIMS) which merges the Local Area Networks of the Headquarters and institutions through Frame Relay or Asynchronous Transfer Mode (ATM). The WAN forms the communication backbone for electronic mail, Intranet and Internet services and operation of various applications, such as Software Asset Management (SAM), Ration Orders Management System (ROMS), etc.

Under the Government Office Automation (GOA) Project, 883 users in the Department have been connected to the Government Communication Network since August 2000. They can exchange electronic mails with counterparts in other government bureaux and departments. The service will be extended to 866 additional users

under the GOA Extension Programme to be implemented in 2003. The Confidential Mail System (CMS), which is scheduled for implementation in February 2002, provides a secure means for electronic transmission of classified documents up to 'Confidential' level in compliance with the requirements of the Security Regulations.

The Department will embark on two major computerisation projects in 2002, namely the Rehabilitative Programmes Management System (RPMS) and the Penal Electronic-workflow Management System (PEMS). The RPMS will implement the recommendations of the Feasibility Study on RPMS and will be completed in 2004. The PEMS is a pilot test of the electronic workflow management concept and technology and will set the blueprint for automation of the penal administration processes.

To enable a more effective sharing of management information within the Department, a web-based CSD



## 工程及計劃

為提供額外宿位以應付近年成年囚犯不斷增加的情況，本署透過轄下的工程及計劃組與建築署共同策劃增建新的設施。年內，赤柱監獄區部分重建計劃最後一期的工程已經完成，為赤柱監獄增設了151個懲教名額。施工及計劃中的主要工程包括重建大欖懲教所和擴建荔枝角收押所，以及興建一間設有1 000個懲教名額的新監獄。

年內亦經常進行改善各院所設施的工程，包括翻新喜靈洲戒毒所（附屬中心）、在壁屋懲教所增建醫院大樓、更換各院所的圍網，以及裝設視像探訪系統等。

本署正進行連串改善工程，包括改善院所的污水處理設施、在工場和囚倉內裝設自動灑水系統，藉以體現本署致力環保及防火的一貫方針。

本署很多規模較小的建造、改善和維修工程均由在囚人士進行。此舉不但為在囚人士提供懲教和職業訓練的機會，更可節省大量公帑。本署的主要工程計劃一覽表載於附錄15。

為解決設施陳舊、懲教名額不足以及應付未來在囚人口增長的問題，本署需要構思一個長遠的監獄發展計劃。作為構思的一部分，本署現正考慮將現有懲教院所及新的監獄設施集中於一處。這計劃的好處在於可紓緩監獄擠迫的情況、善用人力資源、促進行動方面的成本效益，以及提高更生服務和運作的效率等。

## 財政

部門全年的總開支為26.98億元，較去年增加3.3%。開支增加主要是因為人員薪酬及部門開支增加所致。這數額並不包

Intranet web-site incorporating more than a hundred topics of management information and references has been set up on the WAN infrastructure since September 2000. At the end of 2001, there were 302 users in the Headquarters and 651 in institutions and out-posted offices connected to the WAN.

The contents of the bilingual Internet web-site of the Department are updated regularly. In addition to information about our departmental operation, other information and publications that are of interest to the public, such as Annual Reviews, Environmental Reports, penal population statistics, tender notices and recruitment advertisements are also available for downloading.

## Works and Planning

To provide additional accommodation for the increasing number of adult offenders in recent years, the Department through its Works and Planning Section has been planning for the construction of new facilities in conjunction with the Architectural Services Department. This year saw the completion of the final phase of Redevelopment of Stanley Prison Area, which provides 151 additional places for Stanley Prison. Major projects under construction or planning include the redevelopment of Tai Lam Correctional Institution, the expansion of Lai Chi Kok Reception Centre and a new prison project of 1 000 places.

Improvement to facilities in institutions is being carried out constantly. In 2001, such projects in hand included renovation works to Hei Ling Chau Addiction Treatment Centre (Annex), construction of a new hospital block for the Pik Uk Correctional Institution, replacement of perimeter fence to institutions and installation of video-visit systems.

The Department is carrying out a series of improvement projects to upgrade sewage treatment facilities and provide sprinkler systems for workshops and dormitories at institutions to demonstrate our continuing commitment to environmental protection and fire safety.

Inmate labour is used in many minor building construction works and improvement and maintenance projects. This provides opportunities for corrective and vocational training to inmates. At the same time, it also

括建設工程費用。

各項來源所得的全年總收入為5,200萬元，其中3,800萬元來自職員宿舍租金。

年內，懲教署工業組暫記帳內的訂購和收款總額分別為9,300萬元和9,600萬元。

## 內地及海外訪客

年內，不少內地及海外知名人士到訪本署，並參觀轄下院所的運作和管理情況。這些訪客計有加拿大檢察部長勞倫斯·麥考雷先生、加拿大懲教局局長露茜·莫克朗女士、中華人民共和國司法部副部長范方平先生，以及英國監獄署署長 Martin Narey 先生。參觀人士名單載於附錄 16。



司法部副部長范方平（右三）參觀大欖女懲教所時，觀看所員在廚房工作。  
Vice Minister of Justice, Mr Fan Fangping (third from right), sees inmates at work in the kitchen of the Tai Lam Centre for Women during his visit to the institution.

## 國際交流

為加強本署與加拿大懲教局之間的聯繫，並促進彼此的專業交流，雙方於二零零一年三月簽署諒解備忘錄，以便進一步加強合作和發展懲教計劃。本署的抱負是提供國際推許的優質羈押及更生服務，與

achieves considerable savings in public expenditure. A list of the Department's major works projects is at Appendix 15.

To address the problems of archaic facilities and inadequate penal places, and to meet the forecast growth in penal population, we need to develop a long-term prison development plan. As part of the process of formulating the long-term prison development plan, the Department is now considering the concept of co-locating all the existing penal institutions and new prison facilities at a single site. The co-location project will have benefits in terms of alleviation of prison overcrowding, optimisation of manpower, cost-effective operations, greater efficiency in rehabilitation activities and greater operational leverage.

## Finance

The total expenditure for calendar year 2001 was \$2,698 million. This represents an increase of 3.3% over

the previous year. The increase was mainly due to additional expenditure on Personal Emoluments and Departmental Expenses. The capital cost of building works was not included in the above expenditure.

Total revenue collected from various sources during the year amounted to \$52 million, including \$38 million in rent for staff quarters.

For 2001, the total amounts of purchases and recoveries under the Correctional Services Industries Suspense Account were \$93 million and \$96 million respectively.

## Mainland/Overseas Visitors

During the year, many distinguished visitors from the Mainland and overseas countries were shown around the

加拿大懲教局作專業交流後，本署在實踐上述抱負方面向前邁進重要的一步。

二零零零年五月，本署與新加坡監獄部門成功以電子通訊方式舉行懲教事務研討會。年內，兩地繼續透過這個視像會議系統，就雙方共同關注的課題交換資訊和分享經驗。本署繼續積極參與亞洲及太平洋懲教首長會議的事務，且與新加坡當局由二零零一年十月起共同為該組織提供秘書處服務。

## 公共關係及新聞發放

年內，公共關係組發揮橋樑作用，負責部門與傳媒之間的聯繫，讓傳媒得知本



壁屋區探訪室人員向傳媒展示核對探訪者資料的電子手帳簿。  
An officer at the visit room in Pik Uk Region shows the media the Personal Data Assistant used to verify visitors' personal particulars.

署各項計劃、發展和工作的詳情，藉此令市民更清楚本署所提供的羈押及更生服務的最新情況。

該組在年內共答覆了16 000餘宗新聞界及市民的查詢，並就部門提供的服務及最新發展，向本地及海外傳媒發出113份新聞稿。

Department's institutions for a first-hand look at how these were operated and managed. Among them were the Solicitor General of Canada, The Honourable Lawrence MacAulay; the Commissioner of Correctional Service of Canada, Ms Lucie McClung; the Vice Minister of Justice of the People's Republic of China, Mr FAN Fangping; and the Director General of Her Majesty's Prison Service of the United Kingdom, Mr Martin Narey. A list of visitors is at Appendix 16.

## International Exchange

To strengthen ties and professional exchanges between the Department and the Correctional Service of Canada (CSC), the two jurisdictions signed a Memorandum of Understanding in March 2001 to further enhance co-operation and the development of correctional programmes. The professional exchanges with the CSC served as a vital step forward in achieving the Department's vision to deliver custodial and rehabilitative services recognised internationally for excellence.

Following the successful launch of the Prison Services Forum, an electronic communication link with the Singapore Prison Service, in May 2000, the two correctional services continued to make use of this video-conferencing system to exchange information and share experiences on topics of common interest during the year. The Department also continued with our active participation in the Asian and

Pacific Conference of Correctional Administrators and, since October 2001, has co-served with Singapore as Secretariat to the organisation.

## Public Relations and Information

The Public Relations Section acts as a link between the Department and the media. By keeping the media fully informed of the Department's plans, developments and





本署不時籌辦展覽，加深市民對懲教工作的認識。  
Exhibitions are frequently mounted to enable the public to know more about the work of the Department.

該組也曾多次安排傳媒參觀各間懲教院所，並安排部門人員主持新聞發布會和記者招待會。年內，該組曾81次就市民感興趣的事項安排負責人員會見記者，講解有關情況。

該組在年內也協助製作多種宣傳品，並就製作事宜提供意見。有關宣傳品包括單張、小冊子、海報、展板，以及電視和電台的政府宣傳短片及聲帶。此外，該組亦負責本署《愛群》月刊的編輯工作。

activities, the Sections helps enhance public awareness of our latest custodial and rehabilitative services.

The Section handled more than 16 000 press and public enquiries in 2001. A total of 113 press releases on the Department's services and latest developments were issued to the local and overseas media.

It also arranged a number of media visits to penal institutions and press briefings and conferences hosted by departmental officers. During the year, 81 press interviews were conducted by responsible officers

to speak on issues which were of interest to the public.

In the year, the Section also assisted and advised on the production of a number of publicity items, including pamphlets, booklets, posters, exhibition panels and TV and radio announcements of public interest. It also provides editorial service to the Department's monthly newsletter – *The Guardian*.



一名小孩在懲教服務展覽日中對展出的步槍愛不釋手。  
A young visitor to the Correctional Services Exhibition Day samples the Ruger Mini-14 rifle.