

行政、人事及策劃科負責監督部門行政、人事管理、公共關係、財政、數字統計和研究，以及建設工程的策劃工作。年內，由於部門架構重組及重新分配工作，計劃及發展科於七月十二日成立，由一位總監督掌管，主要負責工程及計劃、統計及研究，以及公共關係事宜；而一般行政和財務管理則由副署長直接監管。

The Administration, Personnel and Planning Division was responsible for departmental administration, personnel services, public relations, finance, statistics and research and planning of capital projects. Following a restructuring and redistribution of duties, a new Division, namely the Planning and Development Division, was formed on 12 July 2002 under the command of a Chief Superintendent. It focuses on the works and planning, statistics and research, and public relations aspects. General administration and financial management are placed under the direct supervision of the Deputy Commissioner.

### 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。

# Chapter 5 第五章

## 行政 Administration



溫故知新 — 香港懲教博物館自 2002 年 11 月開放，在首兩個月已吸引近 20 000 名訪客參觀。

SHOWCASE: The Hong Kong Correctional Services Museum attracted near 20 000 visitors in the first two months after its opening in November 2002.

## 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。為確保改善建議付諸實施，該組亦進行 5 次跟進檢查。

## 一般職系

本署有 505 名一般職系人員（194 名留駐本署總部，311 名派駐各懲教院所），為紀律人員提供重要的支援服務。支援範圍廣泛，包括行政、會議秘書、電腦化及數碼化、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。年內，共有 20 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。資訊科技組和電子行政組，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的資訊科技計劃及懲教資料系統的網絡發展和管理工作。電子行政組則專注行政管理方面的電腦計劃、部門網站和內聯網的系統維護。

年底時，本署總部、各院所及外派辦公室共設有 2 170 台個人電腦、148 部伺服器及 1 260 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。

本署自實施政府辦公室自動化計劃後，由二零零零年八月起已有 1 100 個用戶與政府通訊網絡連接，他們可進入數碼政府合



## 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 and internal audit.

## Green Management

A report on the Department's endeavours and achievements in environmental protection for the year 2002 is at Chapter 7 of this Review.

## Internal Audit

The Internal Audit Team is mainly responsible for inspecting the financial and stores functions of all institutions to ensure that relevant government regulations and procedures are complied with. In 2002, full inspections were carried out to five institutions. To ensure that the recommended improvements were implemented, five follow-up visits were conducted.

## General Grades

A total of 505 General Grades staff, 194 deployed to the departmental headquarters and 311 to penal institutions, provide vital backup services to the disciplined staff. They contribute in areas including administrative support, committee secretariat, computerisation and digitisation, 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. Their efforts and contributions were well recognised

as reflected in the awards and commendations won by 20 civilian staff in 2002.

## 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). The Information Technology Services Unit (ITSU) and the Electronic Administration (e-Admin) Unit jointly play a guiding role in planning, initiating and co-ordinating computerisation and IT activities in the Department. The ITSU is specialised in network development and management of operational IT projects and penal information systems. The e-Admin Unit focuses on the management of administrative computer projects, maintenance of the departmental web site and the Intranet. At the end of 2002, there were 2 170 PCs, 148 servers, and 1 260 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 which merges the Local Area Networks of the Headquarters and institutions through Frame Relay or Asynchronous Transfer Mode. The WAN forms the communication backbone for electronic mail, Intranet and Internet services and operation of various applications, such as Software Asset Management and Ration Orders Management System.

Under the Government Office Automation (GOA) Project,



署主網站，以及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年初實施後，能與政府通訊網絡連接的用戶會增多 866 個。在二零零二年二月實施的機密郵件系統，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。

本署會繼續在二零零三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，能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 220 項。年底時，接上內聯網的用戶計有總部 312 名、院所及外派辦公室 928 名。

本署又定期更新互聯網上的中英文版網頁；由二零零二年十一月起，更提供簡體字內容。除有關本署工作的資料外，其他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，均可供瀏覽及下載。

### 工程及計劃

為提供宿位以應付近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，並重新發展現有院所。

年內，大欖懲教所重新發展計劃最後一期已經完成，增加了 260 個懲教名額。此外，勵志更生中心、勵行更生中心、芝蘭更生中心及蕙蘭更生中心 4 間院所亦已落成，而位於赤柱的香港懲教博物館重置計劃已在年內竣工。施工及計劃中的主要工程包括喜靈洲碼頭和在前荔枝角已婚職員宿舍地點興建臨時女子監獄。



more than 1 100 users in the Department have been connected to the Government Communication Network since August 2000. They can access the Central Cyber Government Office and 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 in early 2003. The Confidential Mail System established in February 2002 provides a secure means for electronic transmission of classified documents up to 'Confidential' level in compliance with the Security Regulations.

The Department will continue to embark on two major computerisation projects in 2003, namely the Rehabilitative Programmes Management System (RPMS) and the Penal Electronic-workflow Management System (PEMS). The RPMS 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 Intranet site incorporating more than 220 topics of management information and references has been set up on the WAN infrastructure since September 2000. At the end of 2002, there were 312 users in the Headquarters and 928 in institutions and out-posted offices connected to the Intranet.

The contents of the bilingual Internet web site of the Department are updated regularly. Web contents in simplified Chinese characters were added in November 2002. In addition to information about departmental operation, annual reviews, environmental reports, penal population statistics, tender notices and recruitment advertisements are available for public browsing and downloading.

## Works and Planning

To provide accommodation for the increasing number of offenders, the Department through its Works and Planning Section, has been planning for the construction of new institutions and redevelopment of existing institutions in conjunction with the Architectural Services Department. This year saw the completion of the final phase of Redevelopment of Tai Lam Correctional Institution, which provides 260



大欖懲教所重建後，訪客等候室(1)及探訪室(2)更見寬敞。  
The spacious visitors' waiting room (1) and visit room (2) inside the redeveloped Tai Lam Correctional Institution

年內亦進行改善各院所設施的工程，包括在壁屋懲教所增建醫院大樓、在大欖女懲教所加建行政樓、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和消防系統，藉以體現本署致力環保及防火安全的一貫方針。

本署很多規模較小的建造、改善和維修工程均由囚犯進行。此舉不但為囚犯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、懲教名額不足所需以及應付未來在囚人口增長等問題，有需要構思一個長遠的監獄發展計劃。本署現正考慮將港九市區現有懲教院所、還押設施及新的監獄集中於一處。這計劃的好處在於可紓緩監獄擠迫的情況、善用人力資源、

促進運作方面的成本效益，以及提高更生服務和運作的效能等。當局根據一套客觀準則在全港覓地，最後選擇喜靈洲作進一步研究，以探討在該處設置綜合懲教設施的可行性。

## 財政

本署二零零二年全年的總開支為 26.57 億元，較上一年減少 1.5%。這數額並不包括建設工程費用。開支縮減主要是因為個人薪酬及部門開支減少所致。

從各項來源所得的全年總收入為 4,900 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 1.03 億元和 1.10 億元。

## 內地及海外訪客

年內，不少內地及海外知名人士到訪本署，並實地參觀轄下院所的運作和管理情況。參觀人士名單載於附錄 16。



additional penal places; and four rehabilitation centres, namely Lai Chi Rehabilitation Centre, Lai Hang Rehabilitation Centre, Chi Lan Rehabilitation Centre and Wai Lan Rehabilitation Centre; and the re-provisioning of the Hong Kong Correctional Services Museum in Stanley. Major projects under construction or planning include the Hei Ling Chau Pier and a temporary female prison at the former Lai Chi Kok Staff Married Quarters site.

Improvements to facilities in institutions are constantly being carried out. In 2002, such projects in hand included the construction of a new hospital block for Pik Uk Correctional Institution and an additional administrative block in the Tai Lam Centre for Women, replacement of security perimeter fence in institutions and installation of video-visit systems. As its continuous commitment to environmental protection and fire safety, the Department is carrying out a series of improvement projects to upgrade sewage treatment facilities and fire services installations in its institutions.

Inmate labour is used in many minor building work, improvement and maintenance projects. This not only provides opportunities for inmates to receive corrective and vocational training, but also 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, there is a need to develop a long-term prison development plan. The Department is now considering co-locating all the penal facilities on Hong Kong Island and Urban Kowloon, existing remand facilities 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. A territory-wide site search was conducted based on a set of objective criteria and Hei Ling Chau has been selected for further investigation into its feasibility for building the co-located prison complex.

## Finance

The total expenditure for calendar year 2002 was \$2,657 million, excluding the capital cost of building works. This represents a 1.5% decrease over the previous year. The decrease was mainly due to reduced expenditure on Personal Emoluments and Departmental Expenses.

Total revenue collected from various sources during the year amounted to \$49 million, including \$38 million in rent for staff quarters.

For 2002, the total amounts of purchases and recoveries under the Correctional Services Industries Suspense Account were \$103 million and \$110 million respectively.

## Mainland/Overseas Visitors

During the year, many distinguished visitors from the Mainland



## 國際交流

本署多年來一直在國際懲教組織如亞洲及太平洋懲教首長會議、國際懲教及獄政專業協會等擔當積極角色。二零零二年九月，署長亦率領代表團訪問司法部及在中央司法警官學院發表演說。

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制定懲教程序。本署的抱負是成為國際推崇的懲教機構，與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。年內，雙方亦進行員工交換計劃，並開展囚犯風險和需要評估的聯合顧問研究。

二零零零年五月，本署與新加坡監獄署成功以電子通訊方式舉行懲教事務研討會。年內，兩地繼續透過這個工作平台，就雙方同感興趣的課題交換資訊和分享經驗。二零零二年七月，本署與加

拿大懲教局亦進行類似交流。

## 公共關係及新聞發放

公共關係組負責向傳媒發放有關本署各項計劃、發展和工作的詳情，藉此令市民更了解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約 16 600 宗新聞界及市民的查詢，發出了 102 份新聞稿及安排傳媒訪問本署人員 92 次。該組亦安排傳媒參觀懲教院所，並安排部門人員主持新聞簡報會和記者招待會。

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。



and overseas countries were shown around the Department's institutions for a first-hand look at how they were operated and managed. A list of visitors is at Appendix 16.

## International Exchange

The Department continued to take an active role in international penal organisations such as the Asian and Pacific Conference of Correctional Administrators and the International Corrections and Prisons Association. The Commissioner also led a delegation to visit the Ministry of Justice and spoke at its Central Institute for Correctional Police in September 2002.

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 become an internationally acclaimed correctional service. A staff exchange programme between the two sides took place during the year and a joint study of risks and needs of inmates also started.

Following the successful launch of the Prison Services Forum, an electronic communication link with the Singapore Prison Service in May 2000, the two jurisdictions continued to make use of this working platform during the year to exchange information and share experiences on topics of common interest. A similar link was established with the CSC in July 2002.

## Public Relations and Information

The Public Relations Section is responsible for disseminating information about the Department's plans, services and activities to the media. By keeping the media fully informed, the Section helps enhance public awareness of the latest developments in custodial and rehabilitative services of the Department.

In 2002, the Section handled about 16 600 press and public enquiries, issued 102 press releases and arranged 92 interviews between the media and CSD officers. Media visits to penal institutions and press briefings and conferences hosted by departmental officers were also arranged.

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*.

1 傳媒工作者參觀大樓女懲教所。

A press tour to the Tai Lam Centre for Women

2 人員出席電視節目介紹本署的工作。

Officers appear in a TV programme to talk about the work of the Department.

3 前任署長伍靜國 (右三) 率領代表團前往新疆訪問當地監獄。

Former Commissioner, Mr Ng Ching-kwok (third from right), leads a delegation to visit a prison in Xinjiang.