



署長序言

Commissioner's Foreword

—— 零零二年，懲教署工作非常忙碌。年內，監獄擠迫問題仍是我們面對的挑戰，對部門人手、設施及其他資源造成沉重負擔。不過，藉着提高效率及靈活調配資源，各項羈押及更生服務均能有效推行。

截至二零零二年年底，本署各懲教院所的平均收容率高達113%，較上一年增加兩個百分點，在收納及釋放被定罪人士的人次方面更創了歷年的紀錄。二零零一年的收納人次為 20 859，二零零二年為 24 366，上升達17%；釋放的人次則由二零零一年的20 942增至23 714，升幅達13%。收納及釋放人次的增加，對前線人員構成極大壓力。

監獄擠迫的情況仍以女子院所最為嚴重。二零零二年五月，我們收納的女犯達破紀錄的2 840人，收容率升至189%以上。本署已採取多項臨時措施，包括將部分男性院所改作收容女犯。

不過，要長遠解決監獄擠迫及設施不足問題，以及應付預計的在囚人口增長，實有賴早日落實綜合懲教設施計劃。我們希望盡快取得撥款，進行在喜靈洲興建容納7 220名犯人的中型綜合懲教設施的可行性研究。

雖然面對許多限制，但我們仍在不少地方取得卓越成績。更生中心計劃如期於七月推行，而視像探訪計劃不單擴展至更多偏遠院所，由十二月開始，更試行視像法律探訪。

我們的更生計劃能否成功，極取決於社會是否接納更生人士，我們繼續與18區撲滅罪行委員會、各社區團體、非政府機構及其他參與人士合作，並首次舉辦「非一般才藝薈萃」綜合晚會，向各界展示更生人士的才華

與潛質。希望透過這些社區教育活動，令更多市民了解、接納和支持更生人士，從而減低再犯率。

年內，我們的抱負、任務及價值觀聲明亦稍作修訂，務求令本署成為國際推崇的懲教機構。根據二零零一年三月雙方簽署的諒解備忘錄，我們開展與加拿大懲教局的職員交換計劃，並攜手進行一項評估罪犯在囚及重犯風險和更生需要的研究。此外，亦與國內的司法及監獄管理當局商議進一步合作和專業交流。

十月，本署獲得國際懲教及獄政專業協會頒發首個會長榮譽大獎，表揚「引入ISO 9001標準，在推行懲教計劃時讓有關人士增值的良好經驗」。是項措施對監獄管理、合伙協作、職員發展及囚犯更生方面，均起增值作用。

社會瞬息萬變，公眾的期望日高，但我相信本署職員會不斷增值，發揮重大作用，為社會提供增值服務。年內，我們設立「網上學習平台」，提供省時、方便、高效益的學習模式，以作傳統訓練課程的輔助。我們會繼續研究，更廣泛應用資訊科技，以提高運作和管理效率。

本人在二零零三年一月一日獲委任為懲教署署長，感到非常高興，在此感謝上任懲教署署長伍靜國先生。過去數年，本署已在人力資源管理、羈押及更生服務、本地及國際社區參與方面邁出大步。來年定必充滿挑戰，但我深信懲教署人員會發揚專業精神，盡忠職守，致力投入工作，共同為香港的安穩太平而努力。

懲教署署長彭詢元



The year 2002 was a hectic one for the Correctional Services Department. Overcrowding remained a challenge, exerting considerable pressure and demand on staff, facilities and other resources. However, all our custodial and rehabilitative programmes were implemented effectively through improved efficiency and flexible deployment of resources.

At the end of the year, the average occupancy rate of Hong Kong's penal institutions stood at 113%, representing a 2-percentage point increase over 2001. The number of admissions and discharges of convicted persons was the highest in years. Admissions jumped by 17% from 20 859 in 2001 to 24 366 in 2002, while discharges rose 13% from 20 942 to 23 714 in the same period. These increases have put a heavy burden on frontline staff.

The pressure point continued to be the female institutions. A record high of 2 840 women inmates in May caused the occupancy rate in the female institutions to rise to over 189%. As an interim measure, some sections of the male institutions have been used to house female inmates.

The long-term solution to overcrowding, inadequate facilities and projected growth in the penal population lies in the early implementation of the co-location project. It is our hope that we will obtain funding soon to carry out a feasibility study on building a medium-sized 7 220-place co-location facility on Hei Ling Chau.

Notwithstanding the various limitations, we achieved a number of impressive results. The Rehabilitation Centre Programme was implemented in July as planned. The Video Visit Scheme has been extended to include more institutions in remote areas and from December a Video Legal Visit Scheme has also been put on trial.

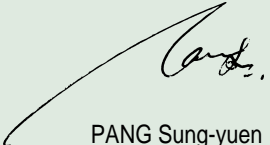
Much of the success of our rehabilitative programmes hinges on community acceptance of rehabilitated offenders. We continued our partnership with the 18 District Fight Crime Committees, community groups, non-government organisations and other stakeholders. *An Unparalleled Show*, featuring an evening of performances by inmates, was organised by the Department for the first time. It allowed the inmates to display their talent and potential to the public. We hope these community education activities will help bring down recidivism rates as more members of the public understand, accept and support rehabilitated offenders.

During the year we fine-tuned our Vision, Mission and Values statement to include an emphasis on making the Department an internationally acclaimed correctional service. We began the staff exchange programme with the Correctional Service of Canada under a Memorandum of Understanding signed between the two jurisdictions in March 2001. The two sides also embarked on a joint Consultancy on Risks and Needs Evaluation and Management of Offenders. Discussions were also under way on further co-operation and professional exchanges with judicial and prison management authorities on the Mainland.

In October, we received the inaugural President's Award of the International Corrections and Prisons Association for our initiative – *The leveraging experience of adding values to people in corrections through ISO 9001 practices*. The initiative adds value to people and practices in prison management, co-operation with partners, staff development and prisoner rehabilitation.

At the same time, we believe self-enhancement by staff plays a pivotal role in providing a value-added service to the public in a rapidly changing community with rising aspirations. During 2002, we launched the 'e-Learning' portal to provide a time-saving, convenient and cost-effective mode of learning to complement conventional training. We will continue to explore the wider use of information technology to improve operational and management efficiency.

I am delighted to have been appointed Commissioner from January 1, 2003; and I would like to pay tribute to my predecessor, Mr Ng Ching-kwok. The Department has made great strides in human resource management, custodial and rehabilitative services and community involvement both locally and internationally in the past few years. The year ahead will no doubt be full of challenges. Nevertheless, I am confident that all members of the Department will continue to tackle these challenges with professionalism, dedication and enthusiasm. It is an important role they play in helping to safeguard the stability of Hong Kong.



PANG Sung-yuen
Commissioner of Correctional Services