

# 懲教工業 Correctional Services Industries

## 第六章 Chapter 6 >



懲教工業總經理許德福(前排中)及其團隊。  
Mr Daniel Hui (centre in the front row), General Manager, Correctional Services Industries  
and supporting team.

我撰写这篇序文时，正是第23届亚洲及太平洋惩教首长会议的最后一天。这次的地区重要盛会由本署主办，于二零零三年十二月八日至十二日期间在香港举行。在两天前的十二月十日，我们在惩教工业伙伴计划的专门工作坊作报告时，获得海外代表和本署不少高级职员参与，我有一种很特别的感觉。

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I was writing this preamble on the last day of the 23rd Asian and Pacific Conference of Correctional Administrators held between December 8 and 12, 2003. It had been a glorious week for the Department in hosting this important event in this part of the world. I had a special feeling while delivering our presentation at the specialist workshop on Prison Industries Partnership two days earlier on December 10, during which the overseas delegates and many senior officers of the Department were present.



虽然市民和服务对象已接纳和支持我们，但我们仍须努力，适时交付产品、提升服务质素和成本效益。来年，在各政府部门削减预算的不利环境中，我们除不断寻求订单外，仍要致力提高效益，重订顾客组合，改进设备和技术，以及最重要的，是顾及职员的全面发展和有效调配。这些措施必须以顾客为本和增进内部伙伴合作的大前提下落实，以支援部门的羁管和更生工作。

#### 惩教工业总经理许德福

惩教工业负责为囚犯安排工作，让他们精神上有所寄托。囚犯把剩余精力用于有意义的用途，不但有助院所的日常管理，亦可使他们养成良好的工作习惯，学得不同行业的技能，对提升他们将来的工作适应能力极为重要。

惩教工业向公营机构提供货品和服务，十分注重成本效益。惩教工业的销售对象包

括政府部门、政府资助机构、财政独立的公共机构、非牟利机构及慈善团体。在过程中，囚犯和所员透过生产活动为政府节省公帑，借以回馈社会。年内，我们提供的产品及服务相等于总市值4.42亿元，由于通缩的影响，这数值较上一年稍低。各行业总值的分析载于附录17。

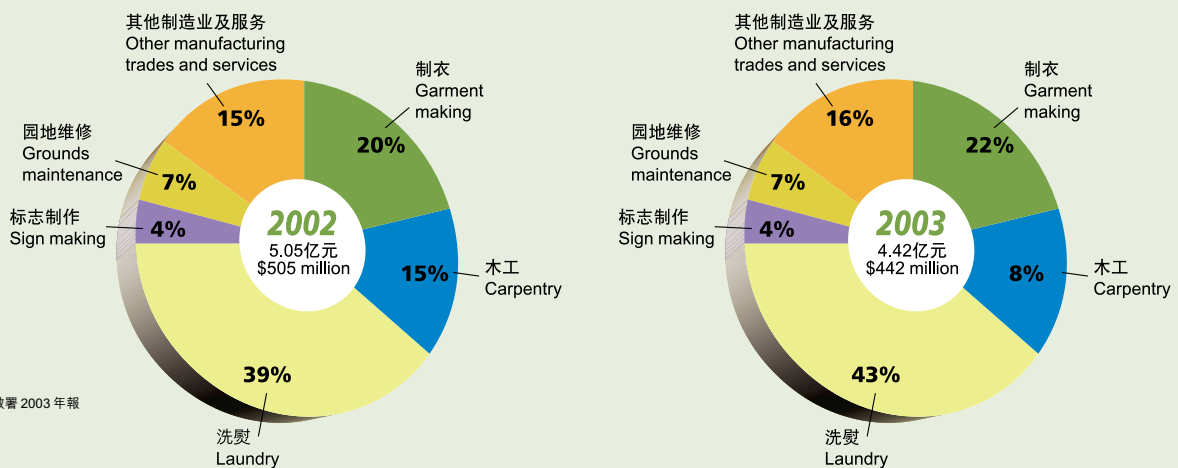
#### 在囚人士劳动力的运用

年内，每天平均有7 501名囚犯，在超过140个监狱工场从事13种类别的工业生产活动，其余囚犯则参与院所的各种杂务，以及小型维修工程等工作。

在囚人口在年内的后期有轻微增长，但为他们提供的工作仍然足够；我们取得政府物流服务署的文件套订单，适时提供合适的工作给不断增加的短刑期女囚犯。

我们的主要业务包括洗熨服务、制造家具、制衣、生产医院被服、装订书籍、制造标志和信封等。洗熨服务雇用1 500多

按主要行业划分的产品的商业价值的百分比  
Percentage Share of Commercial Value of Goods and Services Produced by Trade



While the public and our clients have accepted and supported us, more efforts have to be put in raising our performance level in respect of delivery, quality and cost-effectiveness. In the coming year, apart from working hard on securing sufficient orders in the adverse circumstances of government-wide budget cutting, we have to focus on efficiency initiatives, customer profile re-engineering, facilities and technology improvement, and most important of all, effective staff development and deployment. These initiatives, however, can only be adequately taken forward to support our custodial and rehabilitative processes through customer focus as well as in-house partnership.

**Mr. Daniel HUI,**  
**General Manager, Correctional Services Industries**

Correctional Services Industries (CSI) is tasked to provide industrial employment for prisoners and inmates to keep them meaningfully occupied. This arrangement not only helps the institutional management by diverting prisoners' energy to more meaningful activities but also enables the prisoners to develop good work habit and acquire some technical skills in

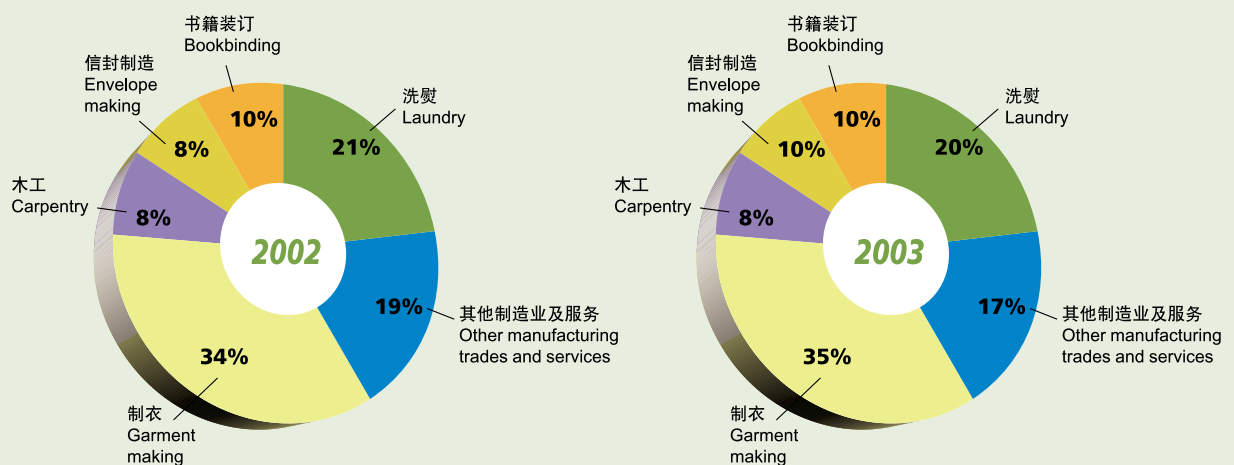
different trades. These elements are indispensable in improving their adaptability towards work in future.

We seek to provide goods/services to the public sector in a most cost-effective manner. By so doing, the prisoners and inmates are able to contribute to society through the savings achieved in public expenditure. Our market covers government departments, subvented organisations, financially autonomous public bodies and non-profit-making and charitable organisations. The total value of products and services provided by CSI in 2003 was \$442 million in commercial terms. This is lower than that in 2002 because the unit prices are also much lower as a result of deflation. A breakdown of the total value in different businesses is at Appendix 17.

### Employment of Prisoner/Inmate

During the year, a daily average of 7 501 prisoners and inmates were engaged in 13 different industrial businesses in over 140 workshops. The remainder took part in various types of domestic duties as well as minor maintenance projects.

按主要行业划分从事惩教工业生产的监狱囚犯/所员人数的百分比  
Percentage Share of Prisoners / Inmates Engaged in Correctional Services Industries by Trade



名囚犯和所员工作，年内共处理超过24 800吨衣物和被服，是营业额最高的行业。制服、针织及医院被服业务提供约2 900个工作岗位，是最多囚犯工作岗位的行业。各个行业的囚犯工作人数分类载于附录18。

### 产品和市场

政府财政紧绌，已直接减少部门的营运拨款和公共开支，一些政府部门已延缓订购一些非即时需要的货品。虽然情况未至于即时减少囚犯的工作机会，但我们必须加倍努力，开拓更多产品和市场，以抵销这因素带来的负面影响。

年内，政府办公室家具的需求大幅下降，为应付业务环境的转变，我们已积极扩阔产品种类，开拓图书馆、学校和政府宿舍的家具市场。

三月初，我们与医院管理局签订为期五年的服务合约，供应被服给各医院及诊所。

合约内容包括制定物料及产品的技术规格、采购物料、被服生产、品质控制、需求评估、库存调节、运送安排和拟备管理资讯报告。该合约为囚犯提供稳定的工作，特别是对一些短刑期囚犯甚为重要，他们没有足够时间学习，未能担任技术要求较高的工作。

我们亦与医院管理局续签深湾洗衣场的服务协议书，提供洗熨服务给公立医院。该三年期合约于九月起生效，为囚犯提供有意义的洗熨工作。

与香港警务处支援部经过一年的协力策办，新款警察制服的研究和改良工作终于在二零零三年完成。该款制服选用舒适和容易处理的物料，按标准尺码预先制造，取代过往个别量度订造的形式。此外，新制服的设计亦在寒暑交接时方便替换。

我们尝试利用为香港警队研制巡逻靴的经验，改善其他部门制服皮鞋的设计和舒适



惩教工业组工场的皮革制品。  
Leather items produced by Correctional Services Industries' workshops.

Although the penal population increased slightly in the latter part of 2003, the supply of work was generally sufficient to provide prisoners and inmates with stable employment throughout the year. We captured the file jacket order from the Government Logistics Department; and this was instrumental in catering to the work employment of the growing number of short-term female prisoners.

Our major industrial businesses include laundry services, furniture making, garment making, hospital linen production, bookbinding, envelope and sign making. The laundry trade employed over 1 500 prisoners and inmates. In 2003, it achieved an annual output of over 24 800 tonnes and generated the highest sales volume among all trades. Making of uniform/knitwear/hospital-linen items which provided about 2 900 work posts was the largest among all trades in terms of prisoner/inmate employment.

A breakdown of the employment of prisoners and inmates in various trades is at Appendix 18.

### Product and Market

As we all know, Government's budget deficit has direct implication on government's funding and public expenditure. Owing to this, orders from some departments for certain can-be-postponed items have reduced. Although this situation has not yet created immediate problem, we have to work doubly hard on product development and market development to forestall any possible adverse effect this may have on prisoner employment.



懲教工業組製造成衣及訂裝書籍。  
Garment and bookbinding items produced by inmates/prisoners.

During the year, the demand for office furniture of government offices has decreased quite substantially. In order to struggle for survival in the changed business environment, efforts have been made to expand our product scope and penetrate into other market sectors such as libraries, schools and government quarters.

In early March, we signed a five-year agreement with the Hospital Authority for the provision of linen articles to its hospitals and clinics. The package includes drawing up technical specifications for materials/products, sourcing/purchasing materials, linen production, quality control, demand estimation, stock control, delivery arrangements and preparation of management information reports. This agreement is very important to us in terms of prisoner employment particularly for those short-term prisoners who will not be staying long enough to acquire skills to take up more technical work assignments.

程度。本署人员已在十一月试穿一些经改良的样板，新款皮鞋将于二零零四年大量生产。

我们亦努力改良职员制服、装备和囚犯衣服，在式样、舒适程度和设计方面，尤其重视。

### 设施管理与工业技术知识

为保持竞争优势，全世界的工业家均大量投资于生产设备（硬件）和生产技术（软件）上，惩教工业亦不例外。我们面临的挑战不比竞争对手少，因此必须改良设施和引进技术来配合市场情况。我们致力于设计产品、计划生产工序、善用资源和改善生产流程。在未来数年，政府对新设施的拨款不会太多，我们必须为有限资源的分配拟定优先次序。

从政府印务局移至白沙湾惩教所的印刷机，已于三月完成装配，连同原有的印刷和制造信封设备，该印刷工场的生产能力已大幅提升。我们现时可以接受更多类别的订单，将来如有机会，或可考虑接收更多印刷器材。

位于赤柱监狱甲类犯人综合大楼的数码图像设计工场，为印刷业务的印前工作提供支援，为标志制造工场切割字样，亦为制衣业提供绘图及排纸样设计。值得一提的是透过这些图像设计工作，可让囚犯发挥设计潜能和给他们带来工作满足感，这是鼓励囚犯培养良好工作态度的好方法。

大榄惩教所的预制混凝土产品工场，于二零零三年六月完成装修工程，新的设施为囚犯提供更佳的生产设备和更好的工作环境。赤柱监狱的印刷、鞋类制造、木工和部份制衣工场的装修工程亦相继完成，标志制造工场的工程在十一月展开，预计在二零零四年年初完成，届时工场的效率可进一步提高。



制衣工场导师从旁为囚犯作技术指导以确保产品的质素。  
An instructor supervising inmates at the garment workshop to ensure product quality.

We have renewed the Service Level Agreement of Shum Wan Laundry with the Hospital Authority for the provision of laundry service. The three-year agreement took effect in September and will give our prisoners very meaningful laundry work.

After going through a year-long preparation with the Support Wing of Hong Kong Police Force, product development work for the new-style Police uniform was finally completed in 2003. The new uniform is made of comfortable and easy-care materials and manufactured on stock-size basis to replace the conventional made-to-measure tight-fit uniform. It also allows more flexibility in the change of uniform between summer and winter seasons.

We tried to make use of our experience in developing the patrol shoes for Hong Kong Police Force to improve the design and comfort of the uniform shoes we are selling to other departments. Sample of the new shoes was tried out by our staff in November, and mass production will commence in 2004.

We also made an effort to enhance the uniform/accoutrements of our staff and prisoners' clothing particularly in the areas of features, comfort and design.

### **Facility Management and Technological Knowhow**

To maintain the competitive edge, industrialists worldwide are investing handsomely in their production facility (hardware) as well as production technology (software). We are no

exception. Our challenge ahead is no less intense than that of our competitors. We have to improve our facilities and acquire necessary technological knowhow to cope with the new market situation. We have to invest in product design, improve process planning, maximize resource utilization and streamline production workflow. As funding approval for new facilities in the years ahead will be limited, we need to prioritize our resources allocation.

The surplus A-1 size printing machine obtained from the then Printing Department was set up in Pak Sha Wan Correctional Institution in March. This together with our existing printing and envelope-making facilities has substantially upgraded our production capability and capacity. We are now able to take on more orders. Transfer of more machinery will be explored should such opportunity arise.

The Graphic Media Workshop of Cat-A Prisoner Workshop Complex at Stanley Prison has not only provided support for the pre-press work for the printing trade, but also for the sign making and garment trades in letter-cutting, graphic drawing and marker pattern preparation. It is worth mentioning that such kind of graphic design work brings out the potential of talented prisoners and gives them job satisfaction. This is another way to provide prisoners with motivation or incentive for good working attitude.

The renovation of the precast concrete workshop at Tai Lam Correctional Institution was completed in June. The new set-up thereat offers better production facilities and working



本署的大型洗衣工场均采用香港品质保证局  
的品质管理模式。  
Four commercial laundry workshops adopt  
the HKQAA quality management standard.



### 品质管理

惩教工业一直致力改善产品及服务质素，这是建立信誉和取信于客户的最有效方法。我们安排囚犯参与品质控制工作，尝试唤起他们注重品质。这种品管意识和工作态度，对他们将来获释后就业甚有帮助。

各院所的品质控制委员会不断寻求改进，定期查核品质保证系统的成效；除工业组的内部品质检查外，我们亦聘请独立检验人员按照规格测试物料和检查制成品。

二零零三年十月，白沙湾惩教所洗衣工场成功通过香港品质保证局的系统审核，并获颁发ISO 9001:2000 品管证书。我们有四个大型洗衣工场和两个标志制造工场，均已采用这个品质管理模式。通过国际品质标准的认证，可给予医院管理局这类较倾向商业化运作的顾客一个更有力的品质保证。

惩教工业在二零零二年十月获国际惩教及狱政专业协会(ICPA)颁发会长荣誉大奖，我们年内仍继续参加该协会举办的比赛，与世界各地的惩教及专业人员分享品质管理的经验。

### 资讯科技的应用

我们支持政府的电子政府策略，尽量利用资讯科技，改善工业组运作的效率和表现。我们希望采用资讯科技，特别是在订单处理程序及生产计划调度方面，提高总部及工场的效率。

我们从一九九四年起，采用生产管理及控制系统(MMCS)作为主要资讯科技系统，虽然该系统曾在一九九九年改良提升，配合不断转变的业务环境，但它仍落后于最新版本。我们须提升这个系统至更佳的平台，使系统改善工作得以实施。有关工作包括在接受订单时直接与主要客户（例如医院管理局）作电子数据联通(EDI)。首阶段的系统改善工作于二零零四年进行，将集中于发出货单及物料交收单的精简工作，以及拟备一些更切合实际需要的生产控制管理资讯报告。

除生产管理及控制系统外，我们也开发了电脑辅助的生产管理系统(CAPM)，控制主要大型洗衣工场的运作。另外，被服生产

environment for prisoners. On the Hong Kong Island side, the renovation of the printing, shoe-making, carpentry and some garment workshops at Stanley Prison was completed. The work at the sign-making workshop just commenced in November. It is expected that the project will be completed in early 2004. Efficiency of the workshop facility will be further improved by then.

### Quality Management

We are committed to delivering quality products/services because we know that it is the only way to build up our credibility and gain the confidence of our customers in using our products/services. We try to awaken quality consciousness of the prisoners through involving them in the quality management process. Such awareness and work attitude will be very helpful to their future employment after discharge.

The Quality Control Committees at institutions regularly review the effectiveness of their quality assurance system and seek continual improvement. In addition to in-house quality inspections, independent quality surveyors were hired to conduct material testing and product inspection.

In October, the commercial laundry at Pak Sha Wan Correctional Institution successfully passed the system audit by HKQAA and was awarded the ISO 9001:2000 certificate. Altogether, we have six workshops including four commercial laundries and two sign-making workshops which have adopted this quality management standard. The benchmarking with

international quality standards offers better quality credentials to our customers such as the Hospital Authority which are somewhat more commercial in nature.

Following the receipt of the President's Award in October 2002, CSI continued its participation in the Awards Programme of the International Corrections and Prisons Association (ICPA) in 2003. We would like to share our experience in quality management with the professionals and counterparts worldwide.

### Application of Information Technology

We subscribe to Government's E-government Strategy to take full advantage of information technology to improve the efficiency and performance of our operation. We seek to improve the efficiency at headquarters/workshops particularly in the areas of job processing and job scheduling through application of information technology.

The Manufacturing Management and Control System (MMCS) has been adopted as our core information technology system since 1994 and was last upgraded in 1999. The MMCS needs

本署在惩教服务展览日中展示惩教工业组的制品。  
Industrial products on display at Correctional  
Services Exhibition Day.



控制系统(LPCS)亦已设立，以规划生产及供应被服给医管局医院的工作。

我们向顾客提供「政府与政府」的服务，顾客可透过数码政府合署网站订制名片及办公室家具。此外，电子订制信封的程序，预期可在二零零四年年初落实。如有需要，「政府与政府」服务会扩展至其他产品行业。

我们利用部门内联网，在产品规格、物料规格、物料预算、工序、工作流程和指引等方面与所有工业组人员分享有关数据和参考资料。

### 职员培训及发展

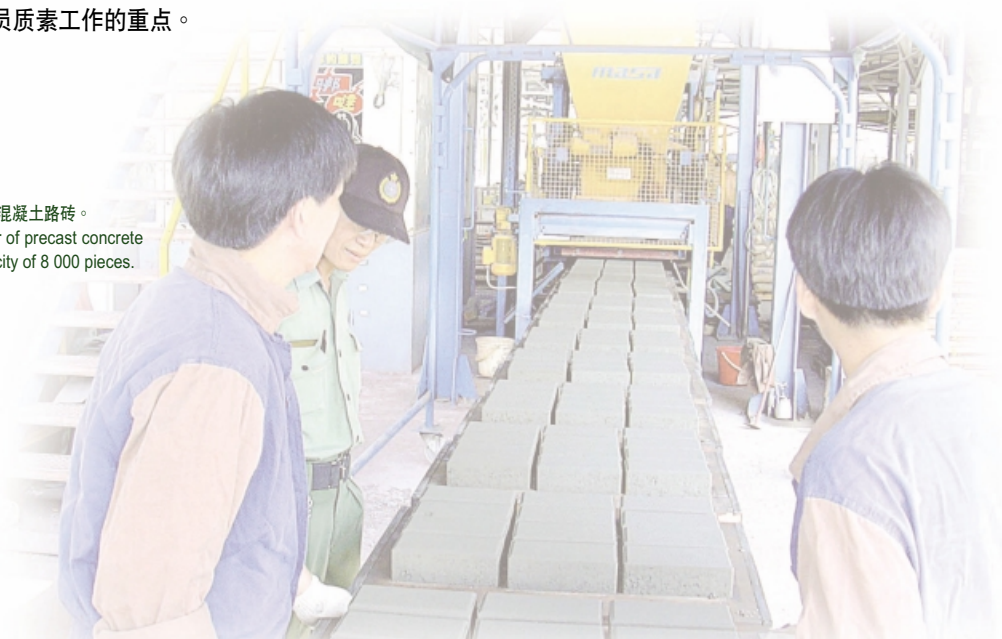
政府在人力资源方面的限制渐趋紧迫，但我们顾客的期望却不断提高。为完成工作目标，我们需要善用资源和改善效率，透过提高职员的专业知识和技术，确保他们胜任工作。另一方面，进行精简工序和改变官僚作风，亦有助他们专注于较有效益的工作。专业精神和责任感是我们提升职员素质工作的重点。

除了每月例会后为院所工业经理举办的管理事务研讨会外，我们亦定期为员工举办有关品质管理实务、技术、软件应用和职业安全课程。三月，两名工业主任参加为期五天的「ISO9001:2000 QMS 认证/主核查员训练课程」；十一月，两名工业主任参加由香港生产力促进局主办为期三天的品质管理课程「六标准差绿带工作坊」。十一月和十二月，五名工业主任参加为期三天的「ISO9001:2000 QMS 内部品质核查员训练课程」。十二月，15名工业主任参加由香港理工大学为本署人员开办为期八个半天的品质管理课程，该课程将于二零零四年二月完成。

十月，五名工业主任参加一个函授课程，获取美国国家织品管理协会颁发的「认可洗熨织品管理人员」资格。

十一月，三名工业主任往台北参加一个标志制造技术训练课程，他们亦顺道参观当地一些工厂，学习最新的标志制造技术。

惩教工业组每天可生产 8 000 枚混凝土路砖。  
Our workshop is also a supplier of precast concrete paving blocks with a daily capacity of 8 000 pieces.



to be enhanced and upgraded to cope with the changing business environment. Despite the upgrading in 1999, the MMCS is now several versions behind the latest version. We need to upgrade it in order that it can provide the necessary platform to support the enhancement work. The work includes enabling Electronic Data Interface (EDI) with our major customers (such as Hospital Authority) up front at the customer order in-take stage. The first phase of the enhancement will take place in 2004. It will focus primarily on streamlining the issue of material transaction voucher/product delivery voucher and the preparation of more customized management information reports on production control.

Other than MMCS, we have also developed a Computer-aided Production Management (CAPM) system to control the activities of the commercial laundries. The Linen Production Control System (LPCS) was also developed to plan the supply of linen items to hospitals of the Hospital Authority.

Government-to-Government (G2G) service is being provided to our customers for name cards and office furniture through the Central Cyber Government Office (CCGO) portal. Preparation for taking up envelope order electronically is under way. It will be rolled out in early 2004. The G2G service will be extended to other business lines whenever necessary.

We ride on the departmental portal facility of the Intranet to share data and reference information with all industrial staff on product specifications, material specifications, material estimations, work procedures, process flowcharts, work instructions, etc.

## Staff Training and Staff Development

The constraint in human resources in the public sector is imminent in the years ahead. However, the expectation of our customers is forever rising. In order to accomplish our task under such constraint, we need to upgrade the capability and efficiency of our limited resources. This is to be achieved through enhancing the technical expertise and professional knowledge of our staff so that they are competent to carry out their duties. On the other hand, streamlining the work procedure and changing the bureaucratic mindset will channel their efforts into more productive result areas. Professionalism and the sense of responsibility are the main emphasis of our staff development programme.

Apart from the monthly training seminar conducted for our Industrial Managers on management matters, courses on quality management practices, technical knowhow, software applications and safety issues were also regularly provided for our staff. In March, two officers attended a five-day "ISO 9001:2000 QMS Accreditation/Lead Auditor Training Course". In November, two officers attended a three-day "Six Sigma Green Belt Workshop" organised by Hong Kong Productivity Council on quality management methodology. In November/December, five officers attended a three-day "ISO 9001:2000 QMS Internal Quality Auditor Training Course". In December, 15 officers attended an eight half-day sessions quality management course which was tailor-made by the Hong Kong Polytechnic University for our officers. The course will be completed in February 2004.

为使前线员工多认识业界的技术发展，我们亦安排了一系列外访活动，让他们参观内地的家具、印刷、制衣和鞋类制造厂，积极鼓励员工灵活运用知识和技术，改善工场的生产运作，推行学以致用用的自我提升文化。

十月，我们与深圳司法部和财政部进行交流，获得良好的分享经验机会，让我们的高层管理人员可以了解内地的监狱管理发展路向。

### 职业安全与健康

我们致力职业安全与健康的工作，以保障员工和囚犯的安全及健康。作为政府机构，我们以身作则，在这方面树立榜样，确保工场遵从所有有关条例及实务守则。

工业组在部门职业安全健康策导委员会扮演积极角色，该委员负责协调本署所有职业安全及健康的事项。五月，我们在大榄惩教所首次进行安全查核，有关经验可为各工场制定有效的安全管理系统，以及一个有系统的安全查核程序。类似的安全查核将会定期在各院所举行。

十一月，我们参加了政府「全城清洁策划小组」举办的「职业卫生证书嘉许」评估。所有12间参与的院所皆通过评估而获得嘉许。

### 与顾客的伙伴关系

二零零三年对香港是充满挑战的一年。在三月「沙士」爆发期间，公众对用完即弃的保护袍突然需求甚殷，我们应政府物流服



书借装订工场去年提供价值逾七百万的服务。  
The Book-binding Section yielded \$7 million in 2003.

In October, five officers attended a correspondence course leading to the award of the qualification as "Certified Laundry Linen Manager" by the National Association of Institutional Linen Management.

In November, three officers took part in a training programme on sign technology in Taipei. They also visited some factories in Taiwan to gain exposure to up-to-date sign manufacturing technology.

A series of visits to furniture, printing, garment and footwear manufacturing facilities in the Mainland were arranged for our staff to widen their exposure to the technical development in the commercial world. Staff are encouraged to make use of what they have learnt from their visits to improve the practices in their workplace, thus, creating a learning-for-improvement work culture.

The professional exchange with the Ministry of Justice and Ministry of Finance of Shenzhen in October offers a good experience — sharing opportunity and allows our senior officers to learn more about the development of prison management in the Mainland.

### Occupational Safety and Health

We place great emphasis on ensuring occupational safety and health in our workplace to protect our staff and our workers. We believe that as a member of the Government we should

take the lead by setting a good example in this respect. We ensure that all relevant ordinances and codes of practices whether binding on us or otherwise will be complied with dutifully in all our workshops.

We take an active role in the Departmental Occupational Safety and Health Steering Committee which co-ordinates all activities relating to occupational safety and health in the Department. In May, we conducted the first safety review at Tai Lam Correctional Institution. We seek to make use of the experience to develop the framework of an effective safety management system for workshops as well as a systematic way to carry out the safety review. Such review will be carried out at various institutions regularly in future.

In November, we took part in the "Workplace Hygiene Recognition" assessment which was part of the "Team Clean" campaign of the Government. Twelve institutions had taken part and all of them passed the assessment and obtained the recognition.



工业组去年生产皮革制品总值一千八百六十万元包括展示的有防水功能的皮鞋。  
The leather product workshops turned out produces valued at \$18.6 million last year including the water-proof shoes on display.

务署和卫生署的要求，在四月开始投产。我们迅速设立六条生产线，在二个星期内便开始付运产品。这项工作不但显示我们对顾客需要的反应快捷，亦为囚犯提供一个回馈社会和服务市民的好机会。

在该段期间，我们的洗衣工场如常为医院提供了稳定的服务，本署职员实施完善和周详的预防及控制措施，防止疫病通过医院的污衣传入院所。我们完全明白「沙士」在我们的院所爆发会带来灾难性后果，虽然如此，我们在这危急处境下，亦未有舍弃顾客对我们的信任。

除上述的危机情况外，我们一贯以来与顾客保持密切接触，培养持久的伙伴合作关

系。我们投放资源于新产品设计和发展，以配合顾客要求，例如，我们设计了一种大型狗粪收集箱和改良了纤维垃圾桶，两者均赢得食物环境卫生署赞誉。

我们定期进行问卷和其他调查，借以了解顾客对惩教工业产品和服务的满意程度。他们的意见和建议很珍贵，可作为持续改善产品和服务的指南针。我们明白为囚犯提供有意义工作，有赖于顾客对惩教工业的产品和服务的接纳和支持。我们深信必能克服未来的挑战，为他们提供物有所值的产品和服务，在节省公帑方面也为社会作出贡献。

在囚人士在狱中亦能为社会作出贡献，他们为各政府部门制造的玻璃纤维垃圾桶有助清洁香港。  
Inmates and prisoners contribute their bid in keeping Hong Kong clean and tidy by producing fibreglass garbage bins for various government departments and our Correctional Services Industries is a major supplier.



## Partnership with Our Customer

2003 was a challenging year for Hong Kong. During the outbreak of SARS in March, the demand for disposable protective gowns suddenly shot up and the supply situation was rather critical. On request of the Government Logistics Department and the Department of Health, we took up production in April. Six production lines were immediately set up; and delivery commenced just within two weeks' time. This project not only showed our prompt response to our customers' need but also gave our prisoners an opportunity to contribute to society and serve the public good.

During that period, our commercial laundries maintained their steady services to the hospitals. At the same time, our staff instituted comprehensive and meticulous preventive/control measures to safeguard the spread of the disease into our institutions through our laundries. We fully understand the catastrophic consequences should there be a SARS outbreak in our penal institutions. Nevertheless, we cannot let our customers down under such crisis situation.

Apart from the crisis situation as mentioned above, we in fact maintain very close touch with our customers and strive to foster a sustainable long-term partnership relationship. We

invest resources in product design and product development to match the need of our customers. For example, the development of the large-size dog excreta collection bin and the improvement on the fibreglass litter container have won appreciation from our customers.

Questionnaire and survey were regularly conducted to track and measure our customers' satisfaction level and their feedback on our products and services. We value their views/suggestions and use that as our compass for continuous improvement. We know that providing meaningful employment to our prisoners hinges on the acceptance of our products/services by our customers. We are confident that we will be able to rise to the challenges ahead and make contributions to saving public expenditure by offering our customers value-for-money products/services.