

## Chapter Twenty-five

Planning for the future  
策劃未來的發展

Planning for the future of Hong Kong's penal system is a mixture of inspired guesswork, sophisticated computer analysis of crime trends and commitment to provide adequate accommodation for a variety of different sorts of prisoners. Getting the right balance of cells and dormitories is a complicated business. Hui Chi-wai, for several years the Civil Secretary within the Department, had to spend long hours preparing briefs explaining how future institutions were planned.

Like every administration and legislature on earth, Hong Kong officials and politicians did not put spending to build new prisons on the top of their lists of priorities. They felt other matters were more important or got more votes. One commonly asked question was why there was severe overcrowding in prisons if there were 11,000 prisoners and 11,000 cells. Hui Chi-wai and other senior staff had to patiently explain the assortment of prison needs and the varieties of inmates. You could not mix men and women, young first offenders with hardened criminals with many convictions, addicts with those who did not take drugs, or violent men with a long triad history with youths sent to medium security prisons.

A proper penal system needed a variety of institutions. Some might not be fully occupied, while others - and the women's prison at Tai Lam was a case in point - might have double the number of designated inhabitants. It was impossible to predict a prison population, Hui Chi-wai explained to Government officials who decided whether land should be earmarked for a new jail. Crime trends helped, but they were not the sole answer. Police figures might show a single crime, but five people could be convicted. And the length of court sentences also had long-term effects on the size of inmate populations. If more people were sentenced to longer terms of imprisonment, obviously, the future demand for cells would grow more swiftly.

Based on the latest penal population projection, by 1999, there could be an acute shortage of space for some categories. There was an average 15 percent overcrowding rate in penal institutions, but in some key areas, this might be greatly exceeded, with up to 40 percent overcrowding. The realities of life meant that finding land for a major new institution was difficult. It had to be accessible, for family visits as well as for staff, but could obviously not be built on prime real estate; the "Not In My Back Yard" syndrome meant that people did not want to live next door to a jail.

As the department put forward its case for additional land in reasonable locations, the swiftest way to get more cells was to develop land already in the department's possession. By 1999, a new prison named the Pak Sha Wan Correctional Institution could be erected on the football pitch next to Stanley Prison, and further blocks were planned.

在策劃懲教制度的未來發展時，署方需要考慮多方面的資料和因素，包括憑藉豐富經驗所作的預測、罪案趨勢的電腦分析，以及為各類囚犯提供充足空間的目標。單是在囚室和囚舍的數目之間取得平衡，已非易事。在懲教署任職政務秘書數年的許智威，便需要用很長時間準備摘要，解釋策劃懲教機構未來發展的構思。

跟其他地方的行政和立法機關一樣，本港的官員和政客並沒有把興建新監獄列為優先處理的事項，他們往往相信有其他更重要或有助爭取更多選票的工作。其中一個最常提出的問題，便是既然目前犯人和囚室的數目相同，為何仍出現監獄嚴重擠迫的問題。為此，許智威和其他高級職員需要耐心地解釋，讓他們了解各類監獄的功能和犯人的類別，例如根據良好監獄管理的理念，男犯與女犯、初犯與積犯、吸毒者與非吸毒者、黑社會會員與判入中度設防監獄的青少年是不應共處一室，共同接受監管的。

一個妥善的懲教制度需有各類不同的懲教機構。許智威解釋，雖然有某些監獄可能仍未告滿，但其他機構的人口卻可能已上升至原來規劃的兩倍，大欖女懲教所就曾出現這種情況。他對操掌撥地權的政府官員表示，監獄人口是無法預計的。雖然罪案趨勢可作為指標，但並非唯一的參考準則，因為每宗案件都可能有多名疑犯被定罪。此外，刑期的長短亦會對監獄人口產生長遠的影響。若有更多犯人被判處較長的刑期，囚室的需求便會大增。

根據部門最新的監獄人口推算，到了一九九九年，部分監獄仍會出現空間不足的情況，懲教機構的平均過擠率將為百分之十五，但部分機構卻可能遠遠超過這個水平達百分之四十。按照現實情況，選址興建新懲教機構並不容易。機構的地點須交通便捷，方便囚犯家屬和懲教職員來往，但同時要遠離主要的住宅區，因為市民自然地不希望與監獄為鄰。

因此，署方在尋找適當地點之餘，更設法在原有的用地上興建更多囚室，其中包括在赤柱監獄旁的足球場上興建白沙灣懲教所，這所新監獄預計於一九九九年落成啟用。懲教署亦計劃進一步興建其他囚舍。

然而，長遠的解決方法是在大嶼山北部興建一所可容納一千二百人的監獄，但這個建議亦引發其他規劃的問題，例如該處位置偏遠，署方須同時為駐守的職員建設宿舍和設





The new Tai Lam Correctional Institution, scheduled to hold 850 inmates by 2000.  
新大欖懲教所將於公元二千年落成，預計可容納八百五十人。

But long-term solutions were pinned on a planned 1,200-inmate prison on the northern shore of Lantau. Planners had other problems. If a new prison was to rise in a distant location, then decent accommodation and facilities for staff had to be erected at the same time. With fast-changing real estate demands in a cramped and land-short society, making a convincing case for acres of land for a prison was frequently a difficult task.

It was one carried out with vigour. From his office in CSD headquarters, Superintendent Lam Kam-sing of the Works and Planning Unit was one of the officers charged with looking into the future. Since his posting to the unit in 1992, he had always envisaged the time when the eternal problem of overcrowding would be eliminated.

As the 20th century drew to a close, department planners hoped a series of ambitious new projects would see purpose-built penal institutions replace older structures pressed into use as prisons and training centres over the previous half-century.

Lo Wu Correctional Institution was an army base, Tai Lam Correctional Institution was a dormitory for Water Supplies Department dam workers, Cape Collinson was a military camp and Sha Tsui was originally quarters for workers on the Shek Pik reservoir. Stanley was custom built as a jail; but although modern in 1937 and updated since then, it was not a modern penal institution for the 21st century.

At one stage, the Works and Planning Unit had more than 200 projects under active consideration or at some stage of planning, development or building. It was a busy schedule, aimed ultimately at providing accommodation for both staff and inmates. Some jobs were modest, routine assignments, to temporarily improve conditions. Others were major construction jobs of large purpose-built prisons that would be the backbone of the system for the next century. The plans were for safe and secure jails, buildings meant to last.

施。香港地少人多，房屋需求殷切，要說服大眾同意興建新的監獄往往是一項困難的任務。

林錦成是協助策劃未來懲教服務的人員之一，他自一九九二年起擔任懲教事務監督（工程及計劃）職位，一直致力改善監獄擠迫的情況。

在二十世紀末，部門胸懷抱負的策劃者均希望建設不同用途的懲教機構，以取代那些在半世紀前由其他建築物改建而成的監獄或教導所。

羅湖懲教所的前身是一個軍事基地，大欖懲教所是水務署堤壩工人的宿舍，歌連臣角懲教所曾是個軍營，而沙咀勞教中心則是由石壁水塘工人的宿舍改建而成的。赤柱監獄雖然是一所專設的監獄，但這所於一九三七年建成，在當時堪稱現代化的監獄，即使曾進行翻新工程，但經過時間的洗禮，在今天已不能滿足社會的需要。

懲教署工程及計劃組的工作量繁重，曾經同時負責二百多個在積極考慮或在策劃、發展或興建中的項目，為職員和囚犯提供居所。這些項目包括改善監獄環境的小型工程和興建安全可靠的大型監獄，為下一世紀的懲教制度奠定基礎。

工程及計劃組共有十三名策劃人員和七名從建築署借調的職員，彼此合作無間，例如有多年服務經驗的懲教署職員可向建築師解釋設計和興建懲教機構的特別要求。林錦成表示：「興建懲教機構跟醫院或學校不同，我們需要顧及獨特的保安需要。」



With 13 departmental planners and seven staff seconded from the Architectural Services Department, the core of the Unit balances solid penal experience and common sense with building and design expertise. Experienced officers in the prison service were able to explain to architects and builders the special design and construction needs of a penal institution. "It's not like building a hospital or a school," said Lam Kam-sing. "You have to build-in the very special security needs."

Once constructed, a jail also needs specialised maintenance, another aspect of Works and Planning responsibility. After its establishment with two staff members in 1980, the Unit bridged the gap between officers in charge of different institutions and Government experts from the Electrical and Mechanical Services, Water Supplies and Buildings Departments. Help and support from other Government agencies was both welcome and needed, but no matter how enthusiastic the assistance from outside was, nobody except an experienced penal service officer could fully appreciate the need for exceptional safety and security. "It's difficult for anyone except the end-users, the CSD staff, to know exactly what is needed," Mr Lam explained to Government architects.

As well as advising all institutions on routine technical work, the Unit also oversees maintenance. It liaises constantly with Government architects on planning new projects; once a mistake is built into a new structure, it is hard to correct. Keeping costs low is also a major concern; most prison maintenance and many minor construction jobs are carried out by inmates as part of their routine work programme.

An impressive roster of new institutions would see the Department move into the 21st century with planning well in hand for the future. Budgeted at \$1,277 million, the expansion programme for the correctional complexes at Stanley was the result of much long and hard negotiation with the government. The Stanley Prison Area Redevelopment was designed to be built in different phases. It included a badly needed and expanded new hospital, extra maximum-security capacity for 150 category A prisoners, a new 424-capacity medium-security prison, and extensions to the Tung Tau Annexe for another 200 inmates. The old waterworks buildings at Tai Lam Correctional Institution were scheduled to be replaced by a modern block. Final approval for yet more facilities was in the pipeline, with more projects envisaged at Yam O for medium-security inmates and the busy Lai Chi Kok reception complex going through a major expansion to hold an additional 400 inmates. Negotiations for such costly expansion called for all the persuasive skills of Hui Chi-wai and his colleagues.

Staff who lived and worked at Victoria Prison in the 90 years when it served as the strong linchpin of the penal system could never have comprehended such a building programme. Nor would they have believed the staff accommodation

工程及計劃組在一九八零年成立之初只有兩名職員，負責協調懲教人員與機電工程署、水務署及屋宇署的專家。至今，職員仍經常與其他政府部門緊密合作，讓設計和施工人員了解監獄保安的要求。林錦成向政府的建築師解釋：「懲教署職員是最終用戶，最了解懲教機構運作的需要。」

除了就日常工程向懲教機構提出建議外，工程及計劃組亦統籌保養維修的工作。職員須定期就新的項目與政府建築師聯絡，因為一旦出現失誤，便很難作出糾正。另一方面，小組更須致力保持項目的成本低廉，因此大部分監獄的保養和小型建造工程都由囚犯承擔，作為日常的勞動。

從懲教機構的未來建設看來，懲教署已為二十一世紀的懲教服務作好妥善的準備。經過長期和多番商討後，政府終於同意撥款十二億七千七百萬元擴建赤柱監獄。整個赤柱監獄區域重建工程將分階段進行，包括擴建醫院、興建可容納一百五十名甲類犯人的高度設防監獄和四百二十四人的中度設防監獄，以及擴展原有的東頭懲教所，以多容納二百名囚犯。此外，署方亦計劃把大欖懲教所內一座舊有的水務建築物改建為現代化的建築物，在陰澳興建一所中度設防的監獄，以及擴建荔枝角收押所，增加四百個犯人宿位以減輕擠迫情況。目前，許智威和其職員正就這些項目與政府部門積極商討，但仍有待政府的最後審批。

相信昔日在域多利監獄內服務和居住的職員，從沒想過日後署方會進行這樣規模龐大的興建計劃，建設新的監獄和職員宿舍。未來將有四幢共四百八十個單位的宿舍在赤柱落成，為懲教職員提供舒適的居所。

在發展職員設施方面，工程及計劃組亦肩負重要的角色。例如在一九九六年落成耗資二千八百萬元的荔枝角懲教職員會所，從獲地動土至落成剪綵之日，小組都擔任重要的策劃角色。林錦成表示：「會所是為懲教職員和家屬而興

### A constant rise 監獄人口與日俱增

Year 年份	Prison population 監獄人口	Hong Kong population 香港人口	Prisoners per 100,000 population 每10萬人口的囚犯人數
1977	7,758	4,583,700	169
1980	9,765	5,063,100	193
1987	8,160	5,580,500	146
1990	11,397	5,704,500	200
1996	12,713	6,311,000	201

The prison population generally rose steadily up to 1996. There were many reasons: Hong Kong had more people, the crime rate usually kept rising, police caught more offenders and courts ordered longer sentences for certain types of cases. 截至一九九六年，香港監獄的人口不斷上升，原因包括香港社會人口增加、罪案率上升、警方成功拘捕更多罪犯，以及法庭把若干類別案件的刑期提高。



planned for the new century. Four new blocks of staff quarters in Stanley would provide another 480 comfortable flats.

The Unit also plays an active role in staff facilities. When the \$28 million construction project for the Lai Chi Kok Staff Club was underway in 1996, the headquarters planners played an active role. It was a remarkable project; from the time the land was obtained to cutting the ribbon at the opening ceremony, Planning and Works actively master-minded the whole process. "The Club is meant for all CSD staff and their families, so we wanted a building that in design and concept presented a relaxed and stylish atmosphere," he said. "In colour, appearance and feeling, it had to have its own style." When completed in 1996, the Club building was voted one of the ten outstanding buildings in Hong Kong by the Architects Association.



The staff club at Lai Chi Kok is focal point for much recreational time.

位於荔枝角的懲教職員會所是康樂活動的集中點。

建的，所以我們希望整座大樓都能洋溢輕鬆閒適的氣氛。在顏色配搭、外觀和感覺方面，我們都力求別具一格。」荔枝角懲教職員會所落成時，榮獲香港建築師學會評選為香港十大傑出建築物之一。



## COMMISSIONER'S WEEKLY MEETING

## 每周署長級人員會議

Policies and procedures are discussed every Monday morning at the weekly directorate meeting. Subjects range widely over every aspect of departmental concern. This week, the main topic was the care needed for mentally ill and mentally retarded inmates.

Around the table in the Commissioner's office were (from left) General Manager Lee Gar-san, in charge of CSD industries; the Assistant Commissioner in charge of rehabilitation, Kelvin Pang Sung-yuen; the CSD Civil Secretary Hui Chi-wai; Bonnie Wong, in charge of Operations; Commissioner Raymond Lai Ming-kee; Deputy Commissioner Chris Cheng Chi-leung; Personnel head Kwok Leung-ming, Inspectorate and Management Services Chief Chan Kong-sang, and Carey Yeung, Deputy Departmental Secretary.

每逢周一早上，署長級人員都會在懲教署署長辦公室內舉行會議，討論各項署方關注的問題。今早的主題是為患精神病和弱智囚犯提供的照顧。

出席會議的包括(由左至右)總經理(懲教工業)李家山、助理署長(更生事務)彭詢元、政務秘書許智威、助理署長(行動)黃玉雯、署長黎明基、副署長鄭志良、助理署長(人事)郭亮明、助理署長(審核及管理策劃)陳港生及副主任秘書楊靜儀。





## Chapter Twenty-six

A helping hand for a second chance  
改過自新的機會

For centuries, the main thrust of prisons was retribution. Prisoners had to pay for their crimes. And they had to be securely confined to protect the public. The welfare of the prisoner was of little concern. Then, starting in liberal societies last century and still sweeping forward today, came the notion of reforming those who had offended against society, of giving them a second chance, of making them see the error of their ways. From this sprang what is now a worldwide trend towards rehabilitation; in no prison system on earth is this theory practised with more enthusiasm than in Hong Kong. A prime concern, of course, remains the security role, protecting the public against those who could cause harm to society. But the rehabilitation of offenders has for the past 20 years been the ultimate aim of the system.

It was only when innovative institutions such as training centres and drug addiction treatment centres were introduced in the 1950s and 1960s that rehabilitation took the fore, although this emphasis was again thwarted because of disturbances in the 1970s. But as the 1980s dawned, there was a new awakening. It was realised that crime had many causes, some of which, at least, could be eradicated through proper education and reform of the offender. This took a four-pronged approach: helping prisoners evade triad influence, teaching them social skills, treating drug habits and,

幾個世紀以來，監獄的主要作用是懲罰。囚犯必須為他們的罪行付出代價，以及被嚴密地禁閉起來，確保大眾的安全。囚犯的福利很少受到關注。但自上一個世紀發展至今的自由主義思想，認為應致力讓囚犯認識自己的錯誤，改造他們，給他們自新的機會。在這個基礎上衍生了囚犯改過自新的政策趨勢。雖然懲教署仍然把保安的角色放在首位，保護公眾免受罪犯的傷害，但在過去二十年來，部門的最終目標仍是協助罪犯重投社會。

直至五十及六十年代，一些新的懲教機構如教導所及戒毒所相繼出現，囚犯改過自新的思潮開始被引進到香港社會；但這個觀念在七十年代的監獄騷亂時期式微，至八十年代才重新冒起。研究顯示罪案的成因有許多，其中部分可以透過對罪犯適當的教育與改造，予以根除。囚犯改過自新的方式分為四個部分：協助囚犯遠離幫會的影响、教導人際關係技巧、戒除毒癮以及協助犯人重建穩固的家庭關係，最後一點是最重要的。在囚犯及其家人之間建立愛心與責任感，可令犯人致力爭取提早獲釋，而且不再犯事。



Appearing before monthly meetings of the five-member Board of Review, a resident of Pelican Half-Way House gives an account of his progress and problems. Inmates must abide by rules and regulations if they hope to gain early release. Their performance is assessed monthly by the Board, chaired by Samson Chan, the Senior Superintendent of Rehabilitation. He sits with Officer Tang Kai-cheung and Principal Officer Lee Kwok-biu from the Post-Release Supervision of Prisoners Scheme, and Chief Officer Yiu Chiu-kit from Phoenix House and Officer Luk Yiu-man from Pelican House.

百勵樓一名舍友及在一個由五人組成的覆檢委員會每月例會上，講述外出工作的進度與回獄。如果舍友希望提早獲釋，必須遵守各種規則。他們的表現由委員會每月進行評估。委員會的主席為懲教事務高級監督（更生事務）陳國強，其他成員包括來自監管釋囚計劃的懲教主任鄧威雄及高級懲教主任李國權、豐力樓總懲教主任姚耀傑和百勵樓懲教主任陸耀文。





In Bauhinia House, rehabilitation expert Senior Superintendent Samson Chan chats with After-Care Officer Lo Shuk-ching and Assistant Officer Tang Lai-yin. Staff take every opportunity to talk about half-way house residents making the sometimes difficult transition from an institution back into the outside world.

更生事務專家懲教事務高級監督陳碩聖與善後輔導主任盧淑清及懲教助理鄧麗燕在紫荊樓內交談。職員把握每個機會，討論中途宿舍的舍友如何面對從懲教機構重返社會的各種困難。

和接觸毒品。部門職員亦盡力鼓勵家人探訪，或以書信通訊，協助犯人重獲溫馨的家庭生活。

不論置於何種標準之下，香港的監獄制度在協助犯人改過自新方面，都有讓人引以為傲的成就。在某些方面，香港甚至領先全球。懲教署的專業人員不單與神職人員及社工、勞工主任、心理學家與犯罪學家緊密合作，同時也與囚犯的家人接觸，提供協助和輔導。但這些努力是否已經足夠呢？在準備迎接二十一世紀之際，懲教署署長黎明基仍經常提出這個問題，與部屬同勉。

perhaps most importantly, helping the inmate reforge strong family links. Building bonds of love and responsibility between an inmate and his or her family was a major incentive to a prisoner to seek an early release and strive to stay drug-free and out of trouble. Staff went to great lengths to encourage family visits, letter writing and anything else that would take an offender back into the embrace of family life.

By any standards, Hong Kong's prison system has a proud stance on rehabilitation, although it is of recent vintage. In some areas, it leads the world. Not only do CSD experts work closely with priests, social workers, labour officers, psychologists and criminologists, but they also reach out to the families of prisoners to offer both help and advice. But are even these efforts enough? That was a question Commissioner Lai Ming-kee constantly posed to his staff as the Department prepared for the 21st century.

The stress, naturally, has been on young offenders. Historically, it was always considered vital that treatment, advice and the opportunity to make a fresh start should be offered to young people. Organisations such as the Society for the Aid and Rehabilitation of Drug Addicts, organised many years ago, helped those who abused narcotics. The Society for Rehabilitation of Offenders tried to find work and homes for those released from jail. But was that sufficient for adult offenders? Commissioner Raymond Lai thought more could be done, and in 1997 a new, strengthened Rehabilitation Division was formed, under the command of an Assistant Commissioner. It was little use confining a man for years, officers felt, if he was dumped homeless and jobless out on the streets. If he had the slightest desire to reform, then CSD should lend him a helping hand.

Assistant Commissioner Kelvin Pang was the first officer to head the Division. It was a task to which he gave much thought. The big philosophical change in recent years towards rehabilitation was welcome, but he took up the challenge of the new position, while recognising that

囚犯自新工作的重點很自然是放在青少年犯方面，傳統的觀念亦強調給予年青人自新所需的治療、輔導和機會。志願機構如多年前成立的香港戒毒會，旨在幫助吸毒人士。善導會則致力為釋囚尋找工作及居所。但對於成年罪犯來說，這些服務是否足夠？署長黎明基認為仍可更進一步，於是在一九九七年成立一個更生事務科，由一位助理署長負責領導。懲教署認為，如果任由一個無家可歸的人在出獄後成為無業游民而不給予輔導及援手，那麼把他關起來多少年也是於事無補。但如果他稍有改過的意願，部門便應助他一臂之力。



After-Care officer Lo Shuk-ching has words of encouragement for residents of Bauhinia House. She frequently spends evenings with her young charges, on release from Chi Ma Wan Drug Addiction Treatment Centre. The aim is to help smooth over the transition from an institution back to society.

善後輔導主任盧淑清鼓勵紫荊樓的舍友。她經常在晚上探訪由芝罘灣戒毒中心獲釋的女青少年犯，目的是協助他們從懲教機構順利重返社會。

助理署長彭詢元是懲教署首位領導更生事務科的官員。這是一項富挑戰性的任務。他對近年有關讓犯人重投社會的



the basic role of a prison service was to keep dangerous people in confinement and to make sure discipline was retained behind bars.

For many years, institutions had been providing psychological treatment and welfare services for inmates, and after-care attention for prisoners who had been released under supervision. These various services increased, all aimed at making sure that when an offender was released from jail, he or she was able and prepared to cope with life outside. In 1992, there had been a review of rehabilitation services, which once again pointed out the need to broaden the thrust of rehabilitation.

Much of the focus is practical. In the fast-changing economic landscape of Hong Kong, it is difficult for untrained, unskilled and inexperienced workers to get jobs. Working closely with Prisons Industries Division, education and vocational training specialists, rehabilitation staff concentrate on helping to prepare prisoners, especially young offenders, for life in the workforce. Trades such as basic sewing and cutting are dying in Hong Kong because industry has moved across the border. So Kelvin Pang and other senior officers are seeing garment workshops transformed into computer laboratories and electronics workshops; there young offenders study meaningful trades that can lead to realistic jobs. Upgraded and revamped vocational training programmes are concrete steps towards finding work, and towards a new crime-free life.

In studies, too, rehabilitation focuses on realism. In co-operation with teachers, young offenders learn languages such as Mandarin and English. Inmates who study while serving their sentences and sit the demanding City and Guilds International examinations have their efforts rewarded; after release, vocational training institutions accept those results and the newly-released students have the first year of classes waived.

The aim of all rehabilitation programmes is to reduce the chances of an inmate returning to a life of crime once he is released. That is why supervision is so important. Typically, there may be 630 adult prisoners under the Post Release Supervision Scheme. CSD staff will carry out 3,200 interviews with them in a year, about five for every former inmate. There will also be 4,000 visits to their homes or workplaces, to



Residents at half-way houses are encouraged to read. For many, books are a novelty. At Phoenix House, a well-stocked library has reading matter from novels to encyclopaedias.

署方鼓勵中途宿舍的舍友勤於閱讀，對於不少舍友來說，書籍為他們開拓新的視野。豐力樓的圖書室的藏書豐富，由小說以至百科全書，範圍廣泛。

哲學思潮深表同意，但同時意識到監獄服務的基本角色是將危險的人物囚禁起來，並確保維持鐵欄後的紀律。

多年來，懲教機構不斷為囚犯提供心理治療和福利服務，並為釋囚提供善後輔導。這些服務不斷擴展，目的都是確保罪犯自獄中獲釋後具備適當的能力和作好準備，應付獄外的生活。一九九二年一項有關犯人自新服務的評估顯示，確有需要拓展服務的範圍。

工作的重點主要從實際出發。香港的經濟環境變化急速，沒有受過訓練、沒有一技之長而又缺乏經驗的人士很難找到工作。教育專業人員與協助犯人自新的職員與部門工業組和職業訓練人員緊密合作，致力協助囚犯，尤其是年青人為投入工作行列作好準備。由於本港的工業生產北移，一些技能如縫紉及剪裁已日趨式微。彭詢元及其他高級官員便致力將製衣工場改裝為電腦室及電子工場，以助年青犯人學到有用的技能和日後找到工作。這些經改進的職業訓練課程有助他們重投工作生產，也是通向新生活的道路。



Keeping their temporary homes spotless and gleaming is a mark of pride. Newcomers take part in maintenance and renovation work such as painting and floor waxing; they do not sit and wait for work opportunities to come knocking at the door, but have to seek jobs.

所員們把這些臨時的安居之所打掃得一塵不染，並引以自豪。新入位的所員正在協助維修和裝修工作，如掃漆和打臘。所員須在院舍鍛煉積極主動的工作態度。

囚犯的學習生活亦從現實出發。在老師的指導下，年青的囚犯學習不同的語言，如普通話及英語，並接受倫敦行業教育學會的嚴格考試。他們的努力不會白費，因為這些工科科目成績均獲職業訓練局認許，釋囚更可獲當局豁免修讀第一年的課程。

協助囚犯改過自新的計劃，目的是減低他們在獲釋後重蹈覆轍的機會，因此監管是很重要的。目前約有六百三十位成年囚犯參與監管釋囚計劃。懲教署職員在一年內約進行三千二百次的面晤，大約每名釋囚面晤五次。同時，職員會到釋囚的住所或工作場所探訪，每年約四千次，以了解他們的進展。此外，職員會致電或會見釋囚的家人、朋友或同事。如果需要協助，善後輔導員會介紹他們前往社會福利署或其他政府部門和志願機構。這些服務讓釋囚在需要時

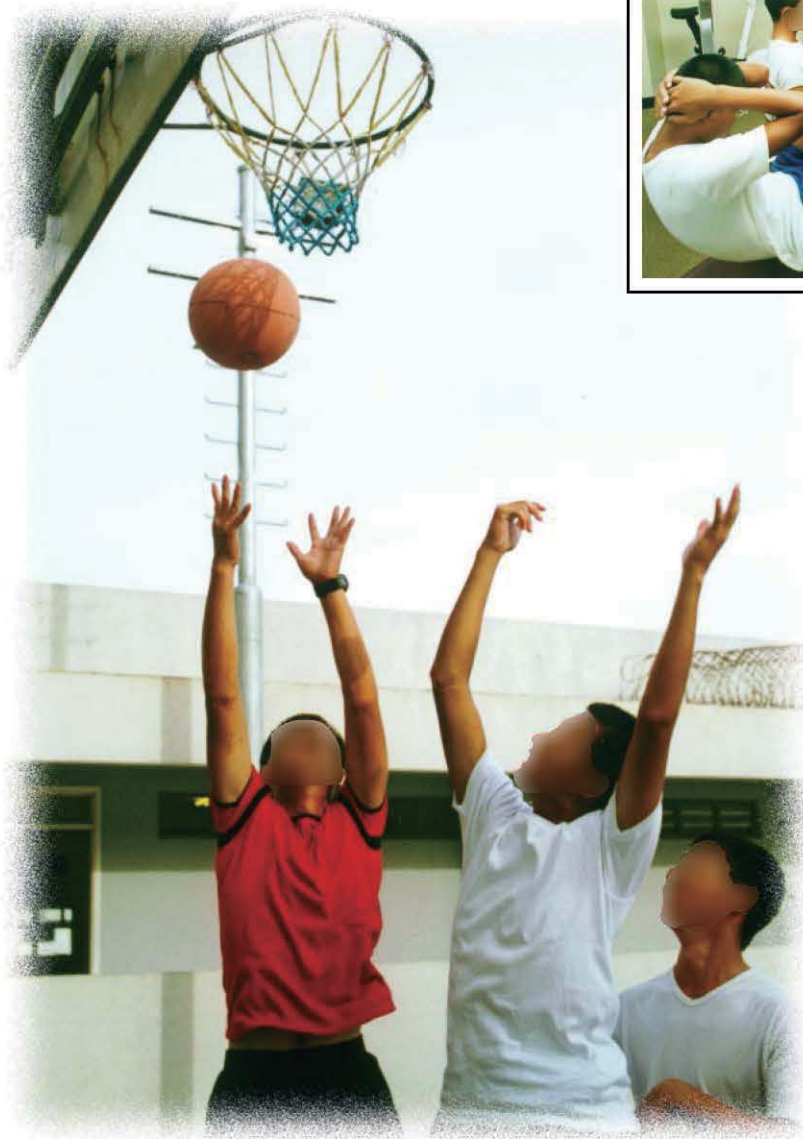


check on progress. In addition, there are phone calls or checks with family, friends or work mates. If help is needed, as often happens, then the after-care officers guide them to Social Welfare or other government departments or voluntary agencies. It is a shoulder on which to lean, a helping hand on which former prisoners can rely. And it works. In one typical year, of 629 former inmates under supervision, only six were convicted of other crimes.

"We provide all sorts of second chances," Kelvin Pang points out when he briefs social workers, government officials and politicians about such schemes. A vital aspect is family support. Is the offender welcomed back by his or her relatives and loved ones? That is a great help to staying out of trouble. And will society accept former prisoners? Can they get jobs? These are all obstacles that rehabilitation officers help to overcome. Trying to get the offender to face the world also requires special tactics, which is why inmates getting ready for release go to special classes to prepare them for life without bars or barbed wire. ✧

得到援手，而且十分奏效，在接受監察的六百二十九名釋囚中，只有六名因為再犯罪而被判刑。

彭詢元在向社工、政府官員及政客介紹這些監管計劃時指出：「我們提供各式各樣的自新機會。」改過自新最重要的一環是家庭的支持。囚犯的家人親友是否歡迎他回家？家人的支持是重大的動力，讓他們遠離不必要的麻煩。那麼社會又是否接納一名釋囚呢？他可否找到工作機會？善後輔導員致力協助釋囚克服種種障礙。對囚犯來說，要重返社會是一項挑戰，因此他們在獲釋前要參加特別的課程，為重過社會生活作好準備。 ✧



Phoenix House is equipped with a gym room. Residents have to be inside the premises at night and exercise and other healthy pursuits are encouraged. In Phoenix House, Day Orderly Officer Hui Chi-wing and Chief Officer Yau Chiu-kit share the experience of body building with a resident.

豐力樓附設健身室，以鼓勵舍友進行運動及其他有益身心的活動。他們必須遵守舍規，每晚回到宿舍。總主任姚超傑及值日主任許志榮與一名舍友分享健身之道。

A modern gym gives residents a chance for in-house relaxation and exercise. Outdoors, basketball and other games are organised. The thrust is to show young inmates on the road to freedom that there is an alternative to life on the street corners of Mongkok. 豐力樓內的健身室讓舍友有機會鬆弛身心和鍛煉體魄。此外，舍友亦可參加籃球和各項戶外運動。體能訓練可助年青的所員在社會邊緣之外另覓新生。



A convicted murderer begins his life sentence at Stanley or Shek Pik with his future stretching bleakly before him. It offers little. A life sentence in Hong Kong means, if not life, at least many years behind bars. But that life still has something to offer; special counsellors talk to lifers and other long-term prisoners and try to structure a tolerable future for them.

It is not easy. There are usually about 300 lifers or prisoners serving terms of longer than 18 years. When these inmates are admitted, officers who have received special training help them visualise a new life. Such sentence-planning schemes may focus on education, and a number of murderers sentenced to life have entered university degree courses. The idea is to establish goals, to help prisoners who have little hope of liberty for many years to find something in jail that they can strive to achieve. Language courses may be a choice. A murderer who left school after Form III may set a goal of achieving the secondary school leaving certificate i.e., HKCEE or some other educational attainment. Step by step, purpose is added to life, giving something for a prisoner to think about in addition to long years of confinement. The sentence planners and welfare officers strive to find an interest that can sustain the inmate's mind. Even those serving a mandatory life term can look forward eventually to the hope of release; the Long Term Prison Sentences Review Board examines their cases and record of behaviour every two years after they have served five years in jail.



Phoenix House is a beacon of hope to many young offenders. As the name implies, it is literally half-way between the confinement of an institution and freedom back in mainstream society.

對不少年青犯人來說，豐力樓象徵希望之光。正如豐力樓的英語名稱所指，這所院舍寓意舍友自囚禁機構返回自由社會之間的一個中途站。

一名被判終身監禁的殺人犯在赤柱或石壁開始服刑，他的前景看來一片黯淡，可說是沒什麼前途可言。在香港，終身監禁是代表犯人終生坐牢，或最少也是在鐵柵後渡過漫長的歲月。但這些囚犯的生活仍然有一線希望，特別輔導員會與被判終身或長期監禁的囚犯商討，共同為他們規劃一個可以接受的未來。

這不是一項容易的工作。監獄內經常有約三百名被判終身監禁或服刑十八年以上的囚犯。在入獄的時候，曾接受特別訓練的職員會協助囚犯構想新的生活。這些服刑計劃可以著眼於教育，有好幾名被判終身監禁的殺人犯曾修讀大學學位課程。計劃的目的是建立人生目標，讓長期失去自由的囚犯在獄中建立目標。語言課程是其中一個選擇。一名在中三便離開學校的殺人犯可以致力考取香港中學會考證書或其他學歷。這樣一步一步的重建生活的意義，在長時間監禁的牢獄歲月裏，讓囚犯可以專注思考別的事情。刑期策劃人及福利人員致力為囚犯尋求一些精神寄託。那些服強制性終身刑罰的人士最終也有獲釋的希望；因為長期監禁刑罰覆核委員會在犯人服刑滿五年後，每兩年會審查他們的個案及行為紀錄。

Getting a job is a vital part of life in a half-way house, and Assistant Officer (After-Care) Chan Wai-yiu invites relatives of residents to drop in for a chat about work prospects. Residents are keen to work as part of their rehabilitation efforts. It is common for residents to show that all are fully employed.

找尋工作是中途宿舍生活重要的一部分，懲教助理(善後輔導)陳懷睿邀請舍友的家人來訪，商量他們工作的前景。舍友都樂意以工作崗位作為重返社會的途徑。資料顯示所有人都獲得聘用。





## GETTING OUT EARLY

## 提早釋放

After a prisoner is released, he often remains closely involved with the CSD. After-care schemes are aimed not only at keeping a watchful eye on former offenders, but also to help them. It is, after all, much cheaper and more efficient to keep people out of jail than to house and watch them in prison.

The release under supervision scheme which started in 1988 has had significant success and won wide praise. Mostly serving adult prisoners, it allows inmates with good records to apply for early release. Placing them in jobs before release helps ease them back into society. It is a system with provable benefits. Only if staff and a special board agree that a man has earned a second chance, is an early release recommended. That suggestion then has to go to the very top; the final approval must come from the Chief Executive. The care taken in approving such choices is shown in the 100 percent success rate. Not one of the 186 men and women freed under the pre-release schemes re-offended during the supervision period. They repaid the trust placed in them. They showed vividly that rehabilitation really does work.



囚犯在獲釋後，會經常與懲教署保持緊密的聯絡。善後輔導計劃的目的不單是對曾經犯罪的人加以監管，同時也提供幫助。事實上，讓他們留在監獄之外，比把他們關在獄裏看管，會更便宜和有效。

一九八八年開始推行的囚犯監管試釋計劃獲得空前的成功，也贏得廣泛的讚譽。這個計劃容許紀錄良好的囚犯——大部分是服刑中的成年囚犯——申請提早釋放。在試釋之前懲教署為他們尋找工作，協助他們盡快重投社會。這個機制有不少好處。當職員及一個獨立委員會同時認為囚犯應獲自新的機會，便會推荐他提早獲釋。這項建議必須上達政府最高層，最後須由行政長官來批准。這個試釋計劃的成功率達百分之一百。一百八十六名獲釋的男女，在監守行為期間全都沒有再犯法，這不單顯示他們對別人的信任作出回饋，同時亦說明自新計劃的卓越成效。

Chief Officer Yiu Chiu-kit is in charge of four half-way houses, Pelican, Bauhinia, Phoenix and New Life House. Frequent visits allow him to maintain a close relationship with inmates on their way back to society, giving opportunities to discuss any problems.

總懲教主任姚超傑負責管理石籬樓、紫荊樓、豐力樓及新生之家這四所中途宿舍。他經常探訪舍友，在他們踏上重回社會之路時，與他們保持密切的關係，讓他們有機會把所面對的問題拿出來討論。

## REHABILITATION

## 囚犯的自新

For a century after the first prisons were built in Hong Kong, they had a simple purpose; they were meant to hold criminals. No thought was given about what such inmates were to do when they were freed. Not surprisingly, most of them returned promptly to a life of crime, but acted more prudently to avoid being sent back to the harsh jails. There was no attempt at reform.

The philosophy of rehabilitation was alive in Britain, but was not transferred with any enthusiasm to Hong Kong until after World War II. One reason for this was the population. With few exceptions, there were no Hongkongers. Most people floated in and out of the colony at will. This applied to itinerant merchants who might trade between Guangzhou or Shantou and Hong Kong. It applied equally to petty thieves, pirates and pimps. So the aim was to lock them up, teach them a lesson, let them go and hope they never came back.

Most prisoners, of course, were Chinese. Most jailers, naturally, were foreigners, either British or, later, Indians. There was a huge language gap and a yawning cultural chasm. There was little attempt to bridge either, although many Indians, especially the Hong Kong-born community, later spoke Cantonese almost as their mother tongue.

在香港建成首間監獄後一個世紀以來，監獄仍只有一個簡單的目的，就是監禁罪犯，沒有人理會這些囚犯獲釋後何去何從。難怪大部分囚犯馬上又回復從前的犯罪生涯，不過他們的行動會更為審慎，以避免再被送回生活艱苦的監獄去。在那年代，沒有人嘗試改造囚犯。

讓犯人重投社會的思潮在英國很流行，可是直至二次大戰後才在香港出現。原因之一是人口的組成。除了小部分原居民之外，當時沒有所謂的本地香港人，大部分人都只是殖民地的過客。他們包括在廣州或汕頭與香港之間來回做生意的商人，也包括了鼠竊狗偷、海盜和皮條客。因此監獄的目的是將囚犯關起來，讓他們受一點教訓後把他們放走，希望他們永不再回來。

囚犯中當然主要是華人。很自然的，大部分的獄卒都是外國人，若非英國人，便是印度人。語言不通和文化隔閡的問題極為嚴重。雖然不少印度人，尤其是那些在香港出生的一輩，能說一口跟母語般流利的廣東話，但都沒有嘗試消除與囚犯在語言及文化方面的隔膜。



## Chapter Twenty-seven

# Work behind bars 鐵柵後的勞動

When Hong Kong taxpayers receive their annual tax demands, few realise the distinctive green envelopes are printed in a workshop in Stanley Prison. As motorists drive along the six-lane expressways that snake over the New Territories, probably none imagine that those huge blue and green signs are produced in sophisticated silk-screen plants by prison inmates.

From signs telling people where to vote, to face cloths in hospitals and furniture in government offices, the Correctional Services Industries produce an astounding range of goods. After the Special Administrative Region was born in 1997, the attractive new SAR logos that adorned government offices were put into place, thanks to orders handled months earlier by the proactive industry section at Tong Fuk Centre.

Workshop products range from uniforms for many disciplined services - the policeman's shirts, for instance - to silk screening, carpentry, fibreglass, pre-cast

當

香港的納稅人收到每年一度的繳稅通知書時，很少人知道那個獨特的綠色信封是由赤柱監獄的印刷工場所製造的。當駕駛人士在新界蜿蜒的六線高速公路上面馳電掣時，大抵沒有想到，那些巨大的藍色及綠色道路標誌，是由囚犯在監獄內的絲印工場製作的。

從指示選民投票的標誌，到公立醫院的面巾和政府辦公室的傢俱，懲教署生產的用品種類之廣泛，叫人驚訝。當一九九七年特別行政區成立後，那些懸掛於政府各部門的新區徽，便是由塘福中心工業組悉心製作。

工場的產品和提供的服務繁多，從各種紀律部隊的制服如警察的恤衫及皮靴到絲印和木工製品、玻璃纖維、預製混凝土板、製衣產品、金工製品、以至皮具、信封、印刷品和書籍釘裝等。



When Hong Kong motorists seek directions, few realise the huge multi-coloured signs stretching over expressways and bridges are made in the silk-screening workshop in Stanley Prison. It is a demanding task that calls for skills, expensive equipment and a fine eye for detail. Principal Industrial Officer Chou Lian-fuk supervises production of signs that lead motorists to airports and highway exits.

當公路的駕駛者尋求方向指引時，很多都不知道橫跨高速公路和橋樑的巨型彩色路標，是赤柱監獄的絲網印刷工場所生產的。這項工作殊不容易，必須有技術、昂貴的設備和敏銳的眼睛來配合。高級工業主任周連福正在監督犯人生產為駕駛者而設的機場和高速公路出口路標。





Helping the public go to the polls, inmates at Shek Pik prepared computerised silk-screen signs pointing the way to the 1998 ballot boxes. Many of the large-character signs designed and produced at prison industry silk-screen workshops help the public in many ways. Principal Industrial Officer Leung Kam-ning points out a minor fault to a prisoner learning the technicalities of silk-screen production.

石壁的囚犯正在製造指示市民前往一九九八年投票箱的電腦絲網標誌，協助他們前往投票站。懲教工業轄下絲網印刷工場所設計和製造的大型標誌，大都用於有利公眾的用途。高級工業主任梁錦寧正向正在學習絲網印刷技術的犯人指出一個小瑕疵。

concrete, knitwear, metal fabrication, shoe making - the policeman's shoes - leatherwork, envelope-making, printing and book-binding.

Inmates cook for each other, do all staff and inmate laundry, clean the institutions and sometimes carry out beautification schemes around minimum-security institutions. There are no idle hands.

It is no accident that the Correctional Services Industries (CSI) are effective. Back in 1977, T. Collinson, an advisor on prison industrial management from London, submitted a comprehensive report on prison industries and vocational training. It was an historic report, looking at the scope and type of workshops that could be established in jails and other institutions. Ordered by the then Hong Kong Government, the report assessed what sort of industries could be safely run in prisons and the staff and investment needed.

The 1977 report established a sound basis for work behind bars. Today, industries are an integral part of the CSD system. The main thrust of the workshops is to keep inmates occupied; in most jails, prisoners work a six-day week. Adult offenders usually work an eight-hour day. For young offenders, work hours are matched by periods of study. The work discipline is learning in itself. Many criminals come from backgrounds where the work ethic is not part of their life. During their period in confinement, they acquire the work habit. They may also acquire useful skills, anything from carpentry to printing to cooking to repairing television sets, that lead them to useful and constructive careers when they are released. The work patterns are not designed merely to kill time.

The CSD workshops are also a good deal for the taxpayer. The biggest customers are other government departments. Sales for 1996-97 totalled an impressive \$425 million, with nominal profits of \$43 million. These figures do not begin to tell the full story: although metal works and garment making both had paper losses of about \$10 million each in 1996-97, production in both sectors saved the government - and taxpayers - expenditure of many millions.

The extensive prisons industry network is no haphazard affair, but a carefully co-ordinated programme that in 1999 was under the command of General Manager Lee Gar-san. With 371 staff, many of



Lee Gar-san, General Manager of Correctional Services Industries  
懲教署工業組總經理李家山

此外，囚犯還分別負責煮食，為職員及囚犯洗濯衣物，清潔監獄等。如果是低度設防機構，有時會在監獄外進行修飾美化的工程。確然，監獄內沒有游手好閒的人。

懲教署工業組的成效顯著，絕非偶然。一九七七年，香港政府委托來自倫敦的監獄署工業組顧問高連信編製一份有關監獄工業與職業訓練的詳細報告書。該份報告書對監獄及其他懲教機構的工場規模和種類進行探討，並評估哪些工業可以在監獄內安全進行，以及其所需的人手和投資等，故深具歷史意義。

這份一九七七年寫的報告書為鐵柵後的勞動建立了一個完備的基礎。今天，工業組已成為懲教署內一個不可或缺的部分。設立工場的目的是讓囚犯有工作可做；在大部分監獄裏，囚犯一星期須工作六天。成年的囚犯一般每天工作八小時，年輕的囚犯則有相等的學習時間。對不少罪犯來說，工作道德並非生活的一部分，然而工作的紀律本身也是一種學習。在服刑期間，囚犯可以培養工作的習慣，同時可以學習有用的技能，例如木工、印藝、烹飪和修理電視機等。他們獲釋後，這些技能有助他們找一份有用和富建設性的工作，因此，培養工作的習慣並非單單為了打發時間。

懲教署的工場對納稅人來說也是物有所值的。工場最大的顧客是其他政府部門。一九九六／九七年度的銷售額合共四億二千五百萬元，賬面盈利為四千三百萬元。這些數字並未說明整個情況：雖然在一九九六／九七年度金工及紡織在賬面上各損失一千萬元，但這兩項工業的產品為政府和納稅人省下了數以百萬計的開支。

監獄內的工業生產並非與之所至的活動，每一項皆經過精心策劃和統籌。一九九九年，懲教署工業組由總經理（懲教工業）李家山領導，共有三百七十一名職員，其中不少是經驗豐富的技術專才和導師。工場的產品品質必須經常保持高水準。邁向二十一世紀，懲教署工業組致力獲得國際認可的ISO9002品質保證——一項全球製造商均努力爭取的榮譽。

當懲教署工業組於一九七八年設立時，署方已訂定詳盡的指引及目標。這些目標須在賺取利潤並非首要的營運環境下達到。雖然囚犯也會獲得薪酬，他們的工作性質主要是強迫性的，不論喜歡與否，他們都得工作。這種情況比一般的工作環境更難給予他們訓練和激勵。儘管如此，監獄的工業也需與外面的公司競逐公共機構的合約，例如香港房屋委員會及兩個市政局。



them being skilled technical experts who were qualified as instructors, the quality of manufactured produce had to be consistently high. The ambition as CS Industries entered the 21st century was to achieve the international recognition of ISO 9002 quality rating, the ultimate accolade and one sought by leading world manufacturers.

When CS Industries was set up in 1978, a blueprint laid down detailed guidelines and feasible goals. These had to be achieved in an environment in which the normal profit motive was not paramount. Although inmates are paid, the key to their presence in the workshops is compulsion. They have to work, like it or not. This makes it more difficult to train and motivate workers than in a normal workplace. Despite this, industries compete with outside enterprises for contracts from financially autonomous public bodies such as the Housing Authority and the two municipal councils.

Deciding what products to make is often not an easy choice. The question of security in a prison obviously is an overall imperative; nothing can be done that threatens the safety of the institution, its staff and its inmates. Profit is not the primary motive in picking what lines to manufacture, says Lee Gar-san. Business Unit Managers have to consider the feasibility of a production line, the labour intensive nature of the work, and market forces. The first objective is to provide jobs for unskilled prisoners. Supplying low-cost and reliable quality products to clients is the secondary consideration.

要決定製造甚麼產品，往往並不容易。對監獄工業來說，保安毫無疑問是最重要的，任何對監獄、職員及囚犯的安全構成威脅的活動都不能做。李家山表示：選擇生產線時，利潤不是首要的條件。個別業務經理必須考慮的是生產線的可行性、勞工密集的工種及市場的取向。首要的目標是為沒有任何技術的囚犯提供工作。其次要考慮的是為顧客提供廉價和品質可靠的產品。

正如香港的整體工業發展一樣，鐵柵後的製造業正朝著高檔及高科技的方向前進。囚犯不再從事簡單的手工業如製造掃帚與郵袋。懲教署工業組的新面貌在為醫院管理局服務的現代洗衣工場可見一斑。每天，有一百六十二名工人分三班從東頭懲教所前往深灣的特設洗衣工場。在那裡，港島大部分公立醫院需要洗濯的衣物，在專人監督下，由曾受訓的囚犯用最先進的機器來清洗。新界屯門也設立了類似的洗衣場，囚犯從大欖懲教所坐囚犯巴士前往工作。在一九九七年，醫院管理局是洗衣場最大的顧客，營業額為一億六千八百萬元。



The huge laundry at Pik Uk Prison saves the government \$45 million a year on washing bills. Built in 1980, the facility has two shifts working a total of 12 hours a day, using some of the most complicated and effective laundry equipment in Hong Kong. Every day, it handles 20,000 kilograms of washing, most of it from the Hospital Authority. A sophisticated work flow pattern has loads of laundry arriving, being checked, sorted, washed, ironed, or steam pressed and then returned in a steady flow. Superintendent Tai Kin-man and Chief Industrial Officer Tung Lung-sang talk about the operation of the impressive facility.

壁屋監獄內的大型洗衣場每年為政府節省四千五百萬元的洗衣費。洗衣場建於一九八零年，每天分兩班共十二小時工作，使用的是香港最複雜和最有效率的洗衣設備。洗衣工場每天處理二萬公斤的衣物，大部分來自醫院管理局。精密的工作流程，讓大量的衣物從挑選、接受檢查、分類、清洗、熨平及送回時皆井井有條。監督戴健民與總工業主任董龍生在討論這個龐大設施的運作。

In a mirror image of Hong Kong industry as a whole, manufacturing behind bars is going up-market and hi-tech. Primitive industries such as making brooms and mail bags no longer exist. The new face of CS Industries can be seen at the modern laundry establishments that serve the Hospital Authority. Every day, 162 workers go in three shifts from Tung Tau Correctional Institution to a complex purpose-built laundry at Shum Wan. There, the entire laundry for all public hospitals on Hong Kong island is done by trained inmates under expert supervision, using the most modern machinery. A similar laundry operates in Tuen Mun, with inmates from Tai Lam Correctional Institution being bussed to work everyday. Little wonder the Hospital Authority is the biggest client, with sales in 1997 of \$168 million.

懲教署不單為政府供應產品。在生產力有餘時，產品會供應給政府資助或非牟利機構，如香港童軍總會。

當懲教署的工業組漸趨成熟，產品亦變得精良時，對於品質保證的要求也日益重要。懲教署在一九九五年設立了品質保證經理的職位，現由總工業主任吳錦釗擔任。他們訂立了品質指引，整個生產系統須接受檢測，製成品在出廠前必須接受嚴格檢查。外界的品質檢查員亦受聘提供中立、專業和客觀的品質檢驗。



Not all products are destined for government departments. With spare production capacity, the output can be sold to subvented organisations such as the Scout Association and other welfare organisations.

As CS Industries matured and products became more sophisticated, the need for guaranteed quality became obvious. In 1995, the quality assurance unit was founded, with Chief Industrial Officer Ng Kam-chiu in charge. They set up quality guidelines that had to be met. Entire production systems were checked. Finished goods were closely scrutinised before delivery. Regular quality committee meetings were instituted with on-site technical officers, stressing the vital importance of reliable products. Outside quality surveyors were called in to perform neutral, professional and objective quality checking.

It was a drive to bring CS Industries into the top ranks of manufacturers. It also led to competitive feelings among the officers and technical instructors in different prisons, where great pride was taken in the range and quality of goods produced.

More than 6,300 inmates report for work daily in 150 workshops run by CS Industries, making the network one of the largest manufacturing establishments in Hong Kong. It also makes the



Book binding of hardcover books for public libraries gives the volumes a five-year life span, says Assistant Officer Lo Mei-ken.

懲教助理盧美乾表示：為公共圖書館釘裝的硬裝書籍一般可耐用五年。

Department the largest single supplier of goods and services to the government. Every year, 2.5 million items such as uniforms and policemen's revolver holsters and baton holders are made. The bulk of government desks, computer tables and other simple furniture come from prison carpentry workshops. Laundries annually handle 41.7 million items, including uniforms and hospital linen.

The list is comprehensive; fibre-glass post boxes and concrete paving kerbs, litter bins and traffic light posts, traffic signs and government namecards, briefcases for all civil servants and hard-back covers for public library books. It's no exaggeration to say that the output from CS Industries somehow touches every member of the Hong Kong public.

Just as ordinary businesses seek extra work to keep employees busy, so do CS Industry planners aggressively look for future long-term contracts. One key to this is customer satisfaction and confidence that the workshops can meet regular manufacturers' disciplines; will orders be met on time and of the promised quality? The answers to this question is an unqualified "yes". Since its inception, professionalism and pride in the end product have made goods from CS Industries workshops reliable, safe and cost-effective. ✦



Senior Superintendent Tai Wing-kin and Principal Industrial Officer Li Kam-tim in charge of Ma Po Ping's effective prisons industries, display one of the emblems of the Special Administrative Region made in the jail's fibre-glass workshop. The large logos are displayed in such places as government offices. They also are attached to the wall of magistracies above court benches from where justice is dispensed.

懲教事務高級監督戴永堅與負責管理新埔押監獄工業生產的高級工業主任李錦添，展示由玻璃纖維工場製造的特別行政區玻璃纖維徽號。這種大型徽號懸掛於政府辦事處等地方，亦掛在裁判法院法官席的牆壁上。

在懲教署工業組致力成為最優秀的製造商之際，各監獄內的工業主任和工藝導師之間亦互相競爭，為自己廣泛的產品種類和優質產品而感到自豪。

每天，在懲教署工業組管理的一百五十個工場內，有超過六千三百名囚犯在工作，可說是全香港最大規模的製造機構，也使這個部門成為為政府提供產品與服務、規模最大的單一供應商。懲教署每年製造的產品包括二百五十萬件制服和用品，如警察的左輪手槍皮套及警棍套等。此外，大量的政府辦公桌、電腦桌及其他簡單的傢俱均來自監獄的木工工場。洗衣場則每年處理四千一百七十萬件制服及醫院的床單和被服。

懲教署的產品種類廣泛，林林總總，包括玻璃纖維郵筒、用混凝土造的路邊石、垃圾箱、交通燈柱，交通標誌和政府官員名片，供公務員使用的公事包和公共圖書館藏書的硬皮書面等。如果說懲教署的工業產品接觸到香港每一個人，實在一點也不誇大。

懲教署工業組的策劃人員一如在商界的公司一樣不斷拓展生意，積極尋找長期合約，讓員工不會投閒置散。要做到這點，最重要的是讓顧客滿意及建立他們的信心。工場是否能夠符合一般製造商的水準？能否準時交貨和給予品質的保證？這些問題的答案都是毫無疑問的。自懲教署工業組成立以來，各人員憑藉專業的技術和敬業樂業的精神，為市民生產可靠、安全和價廉物美工業製品。 ✦



## A galaxy of industries



Superintendent Wong Man-chiu and Assistant Officer Chong Yee-fun talk about work progress in a Chi Ma Wan Drug Addiction Treatment Centre tailoring workshop. 懲教事務監督黃萬朝與懲教助理莊綺芬在芝罘灣戒毒所的縫紉工場內討論工作進度。

Technical instructor Tsang Hon-chi advises an inmate on the finer points of needlework at a tailoring workshop in Shek Pik.

工藝導師曾國熾在一個縫紉工場裏，指導犯人如何做好細緻的縫工。



Most rank-and-file uniforms for many government departments are tailored in prison workshops. With 170 inmates and 12 staff, this tailoring workshop in Stanley is one of the largest. Officer Sin Tim-hing studies the logo on a shirt that will be worn by one of Hong Kong's hard-working postmen.

大部分政府部門初級職員的制服均在監獄工場剪裁縫紉。赤柱製衣工場有一百七十名犯人和十二位職員，是最大型的製衣工場之一。懲教主任洗添慶正在檢查縫在香港郵差所穿的恤衫上的徽章。

Almost every government office has quality cupboards and other furniture made in the four-storey carpentry workshop at Pik Uk. Superintendent Tai Kin-man and Principal Industrial Officer Chan Po-keung chat about the output from the factory, where 200 prisoners work daily.

差不多所有政府辦公室都有一些優質的櫥櫃和傢具。這些都是來自壁屋監獄內樓高四層的木工工場。監督戴健民與高級工業主任陳寶強在每天有二百名囚犯工作的工場內，討論生產情況。



Curtains line the windows at a cheerful tailoring workshop at Chi Ma Wan Correctional Institution, where Chief Officer So Chung talks to an inmate from mainland China. 芝罘灣懲教所的縫紉工場內掛上了窗簾的裝飾，氣氛愉快。總懲教主任蘇仲興與一名來自內地的所員交談。



At a rate of 200 pairs a day, smart leather uniform shoes come off the lasts at the Stanley cobbler shop. The standard of leatherware is gleamingly high; these shoes, briefcases, Sam Browne belts, revolver holsters and other quality ware are meant for senior officers in the disciplined services. CSI workshops are run strictly under Hong Kong's stringent labour and work safety regulations.

赤柱皮革工場每日平均生產二百對漂亮的皮革制服鞋。這些色澤光亮的皮革產品，包括皮鞋、公事包、皮腰帶、手槍皮套和其他優質製品是特別為紀律部隊的人員而製。懲教機構內的工場乃根據香港嚴格的勞工及工業安全規則來經營。





## 多元化的懲教工業



The largest kerbstone factory in Hong Kong provides paving stones for new roads; without the daily flow of 1,000 weighty kerbing stones from Tai Lam Correctional Institution - enough to line a kilometre

of road - the Highways Department would find it hard to maintain the pace of development. More than 75 prisoners work in the facility, where Principal Industrial Officer Chan Ka-cheong oversees quality control of cement, stone and water going into the moulds. It is a sizeable industrial enterprise.

這是香港最大的預製混凝土工場，設於大鵬懲教所內專門生產鋪路石。每日製造的一千件沉重的預製混凝土石塊，足夠圍築起一公里路，使路政署得以維持各個工程項目的進度。這個工場規模龐大，有超過七十五名犯人工作，高級工業主任陳嘉喜正在進行將水泥、石頭和水裝模的品質控制。



Coils of razor tape, a scientifically improved version of barbed wire, are attached to the 15ft steel poles that provide the major security fence at Tung Tau Correctional Institution. The work is done under close supervision.

一卷卷經過科技改良的不銹鋼刀網，裝在十五呎高的鋼杆上，肩負起保障東頭懲教所的主要責任。工程在嚴密監視下進行。



Metal racks for precast concrete workshop are made in the tinsmith factory at Tai Lam Correctional Institution. Technical Instructor Wong Chi-wing sees a steady flow of output. Inmates learn skills such as welding and metalworking.

預製混凝土工場使用的金屬架是由大鵬懲教所的金屬工場所製造的。工藝導師黃熾榮表示工場的產量穩定。所員學習焊接和金工技巧。

Metal fabrication is an important industry at Lo Wu Correctional Institution, and Technical Instructor Fung Chi-leung checks to see that road safety railings are properly welded.

金工是羅湖懲教所一項重要的工業。工藝導師馮志良正在檢查道路安全圍欄是否焊接妥善。



Roads and footpaths throughout Hong Kong are lined with stout steel fences aimed at separating pedestrians and vehicles. Technical Instructor Yue Wai-lun explains that the quality of goods made in the extensive tinsmith factory have to be reliable. The 70 inmates who work in the metal fabricating facility also make steel traffic light poles and railings for the Highways Department. The commercial value of the annual production of Tai Lam prison industries is \$12,000,000.

香港的道路和行人路上堅實的鋼造欄杆，將行人與汽車分隔。工藝導師余偉麟表示，這所大型的金工工場製造可靠和優質的產品。金工工場內有七十名所員工作，他們亦為路政署製造鋼質交通燈桿和道路欄杆。大鵬懲教工業每年總產量的商業價值為一千二百萬元。



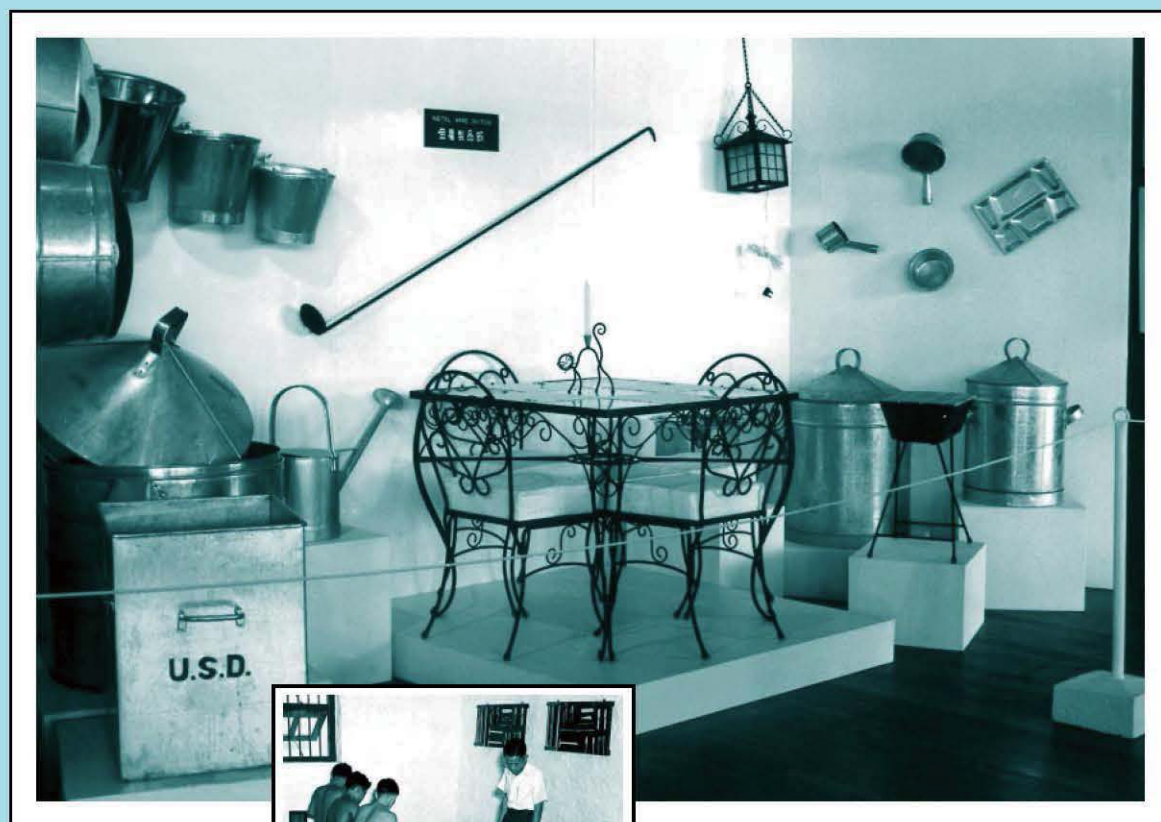
## Value flows from workshops 各機構工業生產的商業價值

Institution 機 構	Commercial Value 1996/97 (\$ million) 一九九六至九七年度之 商業價值 (百萬元)	Institution 機 構	Commercial Value 1996/97 (\$ million) 一九九六至九七年度之 商業價值 (百萬元)
Cape Collinson Correctional Institution 歌連臣角懲教所	3.46	Pik Uk Prison 壁屋監獄	66.28
Chi Ma Wan Drug Addiction Treatment Centre 芝罘灣戒毒所	0.45	Stanley Prison 赤柱監獄	113.82
Chi Ma Wan Correctional Institution 芝罘灣懲教所	8.18	Siu Lam Psychiatric Centre 小樓精神病治療中心	2.43
Hei Ling Correctional Institution 喜靈洲懲教所	22.88	Shek Pik Prison 石壁監獄	13.42
Hei Ling Chau Addiction Treatment Centre 喜靈洲戒毒所	15.31	Sha Tsui Detention Centre 沙咀勞教中心	5.09
Lai Chi Kok Reception Centre 荔枝角收押所	11.26	Tai Tam Gap Correctional Institution 大潭峽懲教所	5.64
Lai King Training Centre 勵敬教導所	4.42	Tai Lam Correctional Institution 大樓懲教所	44.16
Lai Sun Correctional Institution 勵新懲教所	3.64	Tai Lam Centre for Women 大樓女懲教所	21.16
Ma Hang Prison 馬坑監獄	6.36	Tung Tau Correctional Institution 東頭懲教所	34.23
Ma Po Ping Prison/Tong Fuk Centre 嘔埔坪監獄/塘福中心	33.83	Victoria Prison 域多利監獄	3.93
Pik Uk Correctional Institution 壁屋懲教所	5.05		
		<b>Total (合共)</b>	<b>425.00</b>

## Staff strength and inmate population 職員人數及犯人人數

Financial Year 財政年度	Staff Strength 職員人數	Average Daily Population 平均每日人口	Financial Year 財政年度	Staff Strength 職員人數	Average Daily Population 平均每日人口
1947	359	1,476	1973	1,968	6,383
1948	359	2,405	1974	2,712	7,425
1949	412	3,361	1975	2,849	8,647
1950	446	2,832	1976	3,086	8,475
1951	455	3,156	1977	3,680	7,758
1952	479	3,431	1978	3,990	6,652
1953	514	3,527	1979	4,186	6,129
1954	550	3,636	1980	4,189	6,582
1955	549	2,766	1981	4,294	7,111
1956	558	2,851	1982	5,572	7,608
1957	641	3,617	1983	5,983	8,107
1958	671	3,699	1984	6,300	8,127
1959	795	4,377	1985	6,278	8,209
1960	878	5,428	1986	6,170	8,285
1961	938	5,678	1987	6,141	8,488
1962	1,004	5,435	1988	6,209	9,280
1963	1,031	5,665	1989	6,578	11,260
1964	1,042	5,612	1990	6,760	11,963
1965	1,077	5,927	1991	7,221	11,622
1966	1,184	6,075	1992	7,070	11,076
1967	1,278	6,051	1993	7,060	10,935
1968	1,326	5,852	1994	7,207	11,541
1969	1,621	6,030	1995	7,186	12,878
1970	1,340	5,453	1996	7,290	13,280
1971	1,313	5,428	1997	7,082	11,975
1972	1,433	5,733	1998	6,987	11,396





Keeping prisoners at work may have been the early focus of turnkeys, but after World War II, this changed rapidly. By 1950, workshops had blossomed at Stanley. Teaching a prisoner to produce quality items was the theme.

While mass production of simple items was easy, the stress was on quality. The newly appointed trade instructors had launched workshops which would be recognised today; tailoring, carpentry, cobbling, mailbag manufacture, painting and cabinet making workshops were all busy, turning out goods worth \$6,247. Traditional farming to help feed inmates continued in the 1950s, with a vegetable garden, piggery and chicken farm.

In 1952, a scheme to pay prisoners for their labour was introduced. Payments were meagre, but it was an immediate success.



讓囚犯忙於勞動可能是早期獄官的目標，但在第二次世界大戰後，這個觀念已急劇改變。到了一九五零年，赤柱監獄開設了工場，目的是教導囚

犯製造工業產品。由於大量製造簡單物品的工序簡易，品質便成為主要的重點。這些由當時新聘的工業教導員開辦的工業包括裁縫、木工、造鞋、郵袋製造、油漆及木櫃製作。產品總值六千二百四十七元。在五十年代，監獄仍設有菜園、豬場與雞場，為囚犯提供食品的來源。

部門在一九五二年引進了向囚犯付酬的計劃。雖然薪酬微薄，但計劃卻非常成功。



## Chapter Twenty-eight

# Shining a ray of light 燃點生命之光

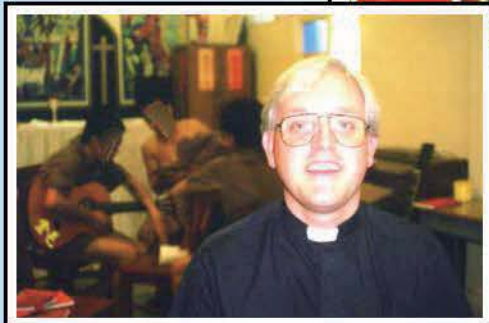
A prison is a lonely place. Although prisons are filled with many people in a confined place, inmates can still feel a sense of isolation. To help combat that, to give them a sense of contact with the outside world and for humanitarian reasons, visits are encouraged. But what about those from abroad, those without families or prisoners whose past life has cut off their links with family and former friends? Don't they, too, feel lonely behind prison walls?

To try to maintain the of links between inmates and the world, members of more than 10 different associations give up time to visit institutions. It is a noble calling, a selfless devotion. It means nobody is ever left totally hopeless, helpless and alone. Even persons convicted of the most dreadful and despicable of crimes can count on a friendly face behind the glass of the visitors' room of a maximum-security prison.

Support comes from religious groups and from others who simply feel sympathy for those behind bars. The largest is the Hong Kong Christian Kun Sun Association. It has 13 full-time staff and a 200-strong team of experienced volunteers. Over the past two decades, members have contacted more than 45,000 "clients" inside training centres, prisons and drug addiction centres.

Established in 1978, Kun Sun means rehabilitation. The independent Protestant group cares for the spiritual, psychological and physical needs of prisoners. Religious education is one basis for their help, but inmates do not have to be Christians to receive a helping hand. Most volunteers are church members compelled to do good works by their own personal convictions.

Members started visiting young offenders at Tong Fuk Youth Detention Centre, and as years passed found that word of their commitment had spread to other institutions. The early years of the group were difficult, with a lack of funds and volunteers. The objectives of Kun Sun Association is to bring a ray of light into the lives of prisoners. Ambitions expanded over the years, with services including personal visits to institutions, holding religious services and organising hobby



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囚犯來說，雖然周圍都是與自己處境相同的人，但監獄仍是一個使人感到寂寞的地方。署方為了給予囚犯接觸外界的機會及基於人道理由，鼓勵親友到獄中探訪。但來自外地、無親無故或與親人斷絕關係的犯人，仍然感到鐵窗生活寂寞孤單。

為了讓犯人與外界社會保持連繫，十多個團體的志願人員樂意付出時間和精力探訪各懲教機構。這種崇高的感召和無私的貢獻，讓犯人感到不至於完全孤寂絕望和無助。即使最殘暴冷血的犯人，也可指望在最高度設防的監獄探訪室裏，隔著玻璃與友善的訪客交談。

宗教團體和其他志願組織為囚犯帶來希望和支持，其中規模最大的是香港基督教更新會。這個團體現有十三名全職員工和二百名經驗豐富的志願人士。過去二十年來，更新會曾與教導所、監獄和戒毒所四萬五千多名囚犯接觸。



Reverend Jan Joutstra takes his message to inmates with song. In the small but well-decorated Chapel at Stanley, prisoners strum guitars and sing in praise of God. It is a heavy workload for the Dutch-born Australian Anglican minister; he regularly tends a flock of about 2,600 prisoners in Stanley and Tung Tau institutions.

荷蘭裔澳洲籍的聖公會牧師游恩義以歌謠向囚犯傳揚訊息。在赤柱監獄一個精心佈置的小教堂裏，犯人一邊彈奏結他，一邊高歌讚美上主。游恩義牧師定期探訪赤柱監獄和東頭懲教所的二十六百名囚犯。



classes. They also visit the families of inmates, acting as a link between home and jail. Aftercare services are provided for released prisoners, and they publish their own newsletter for members and inmates. Some members, such as Kun Sun Association secretary Alan Cheung, are former missionaries. He used to counsel college students, but feels that trying to help prisoners, 70 percent of whom come from families with serious problems, is both more challenging and more worthwhile. "At least 90 percent of successful rehabilitation comes when a released inmate is backed by family support," he says.



A Baptist missionary in her homeland, Lorna Gabinera has spent many hours talking to long-term inmates. As she chats in English with a Chinese prisoner serving a life term in Stanley, she relaxes and talks about family matters. The meeting is friendly. Then the pair bow their heads in prayer, under the watchful eye of a surveillance camera.

嘉美莉曾在菲律賓任浸信會傳教士。她經常探訪長期徒刑的囚犯。在閉路電視的監視下，她在赤柱監獄與一名終身監禁的囚犯以英語交談，友善和輕鬆地訴說家庭瑣事，並一起低頭祈禱。



Very active in all institutions, especially where inmates are serving long sentences, the Prisoners' Friend Association includes people from all walks of life and many nationalities. The volunteers may spend many hours of their weekends travelling to prisons such as Shek Pik, simply to talk to a prisoner serving a long sentence for a crime of violence. They believe their effort is worthwhile. "We try to alleviate the sadness, depression and emotional problems," explains Filipina Lorna Gabinera, who was a missionary in her homeland.

Followers of all religions are welcome to apply to visit prisoners. Catholic, Protestant, Buddhist and Islamic groups are among regular callers. The Hong Kong Buddha's Light Association shows videos on television as part of its educational movement among inmates. It also helps those who have trouble expressing themselves on paper with writing letters; the old era of illiteracy among prisoners is long gone, but some older prisoners still have problems writing letters.

First established in 1992, Friends of Buddha Light was renamed Lotus Branch in 1996. Members visit prisoners without family or friends, hold classes and meetings and distribute books on Buddhist teachings. The 15 Lotus Branch visitors to institutions have a simple philosophy: they try to explain to inmates how their actions have hurt others. Made up of clerks, architects, drivers, students and retired people, the tireless Lotus Branch visitors have their own educational video and a small audio-visual library. ✨

Buddha's Light Movement volunteer Wong Yuk-fai makes a point about life and hope as he speaks to a long-term prisoner. With his colleague, Ms Chan Yuk-lin, he is among a large number of Buddhists who devote much of their leisure time visiting prisoners. "We try to help them get back on the right track," Wong explains. "We try to help them realise the wrong ways they took in the past."

香港佛光協會成員黃毓輝與一名長期徒刑囚犯分享對生命與希望的看法。他與同伴陳玉蓮都是眾多利用閒暇服務犯人的熱心佛教徒。黃氏說：「我們的目標是協助犯人反省過去的錯誤」。



香港基督教更新會在一九七八年成立，顧名思義，其目的是協助囚犯改過自新。這個獨立的基督教團體關注囚犯的精神健康和身心需要。不論囚犯是否基督徒，工作人員均樂意伸出友誼之手，大部分的義工都是本著個人的信仰而實踐善行。

香港基督教更新會最初探訪塘福中心的年青犯人，其後發覺他們的訊息已擴展至其他懲教機構，為犯人的生命帶來希望。由於缺乏資金和志願人士的協助，更新會在早年面對不少困難。目前該會的服務已擴展至探訪其他懲教機構的犯人、舉辦宗教活動和興趣班。他們也會探訪犯人的家屬，成為家庭與監獄的橋樑；並為釋囚提供善後輔導服務，為會員和囚犯出版通訊，保持聯繫。更新會幹事張錦堂過去是一位傳教士，專責輔導學生，但後來發現協助犯人的工作更富意義和挑戰性。他們當中有百分之七十來自破碎家庭。張錦堂表示：「若釋囚獲得家人的支持，有百分之九十的機會能成功改過自新。」

友愛會的會員來自社會不同的階層和種族，在香港的懲教機構非常活躍，特別是囚禁長期徒刑犯人的機構。志願人士在周末長途跋涉前往石壁，與犯人交談。菲籍傳教士嘉美莉解釋探訪工作的意義：「我們盡力分享犯人的憂慮，協助他們克服抑鬱和其他情緒問題。」

署方歡迎任何宗教團體申請探訪囚犯，包括天主教、基督教、佛教和回教團體等。香港佛光協會通過播放錄影帶教育囚犯，有需要時亦會協助犯人寫信。雖然文言時代在香港已成過去，但一些年老的犯人在寫信方面仍有困難。

佛光之友於一九九二年創立，後來於一九九六年易名為蓮華分會。會員到懲教機構探訪沒有家庭和朋友的犯人，並舉辦佛學班、佛學聚會和派發佛教書籍。蓮華分會的十五位會員來自不同背景，有文員、建築師、司機、學生和退休人士等，他們都秉持一個簡單的信念，致力協助囚犯頓悟昔日的行為如何損害他人的利益。蓮華分會製作教育錄影帶和設有小型視聽圖書館，以助推廣訊息。 ✨



In an historic religious ceremony, 105 prisoners in Shek Pik high-security prison take part in a pray-and-regret session. Inspired by the Buddha's Light Association and held with the enthusiastic co-operation of jail staff, the moving event highlights the importance of religion in rehabilitation. "It strengthens self-confidence and directs inmates to the right track," explains Senior Superintendent Wong Tack-shing. The chairman of the Foundation, Davie Lam Yiu-ming, contends the programme causes inmates to contemplate their situation, and resolve not to make the same mistakes again.

Senior Superintendent Wong Tack-shing and the chairman of the Buddha's Light Association Davie Lam Yiu-ming.

懲教事務高級監督黃德誠及香港佛光協會督導林耀明。



Security is ever-vigilant, even during religious observances. Three different categories of prisoners, including the most potentially violent, took part in the ceremony, an unusual occurrence. Religious practice is seen as a major positive contribution to good order, and to eventual rehabilitation.

懲教機構內守衛深嚴，舉行宗教活動時亦不例外。三類不同的犯人，包括有強烈暴力傾向的犯人均有機會參加這項活動。署方相信宗教活動可助犯人靜思己過，覓尋新生。



The two-hour ceremony encourages prisoners to put their worries, anger and sadness behind them. With eyes closed, praying for a better tomorrow, they follow the ancient procedures of the faith.

這個兩小時的儀式鼓勵犯人把煩惱、憤怒和憂傷拋諸腦後。他們閉上雙目，誠心禱告，祈求一個更美好的明天。



在香港佛光協會的感召和懲教職員的熱心協助下，高度設防的石壁監獄舉行了首次的大悲懺祈福法會，共有一百零五名囚犯積極參與。這個歷史性的宗教儀式正好顯示信仰在犯人改過

自新過程中所發揮的重要作用。懲教事務高級監督黃德誠表示：「宗教可使犯人增強自信，並引導他們重返正軌。」協會督導林耀明認為，宗教活動可助囚犯反思己過，決志不再犯錯。







With 48 volunteers taking part in the first pray-and-regret ceremony held in a Hong Kong prison, overseas representatives came from Macau, Taiwan and Malaysia. They say better fortune, hope and relief springs from inmate participation.

在石壁監獄裏舉行的首次大悲懺祈福法會上，共有四十八名志願人士和來自澳門、台灣和馬來西亞的代表參加。他們深信囚犯參與法會會得到好運、希望和解脫。

## SAFEGUARDING INMATE RIGHTS

## 維護犯人的權益

When colonial administrators laid down official rules in 1853, the central government kept very tight control of what went on in jails. Justices of the Peace made weekly visits. The jail visitation book had to be shown to the Governor weekly. These were far in advance of any prison scrutiny in Britain, which was not to see similar enlightenment for three decades.

The office of Justice of the Peace can be traced back to England, when the Crown appointed respected members of the community, generally wealthy yeomen or sturdy business leaders, to fill what was largely an honorary role. Occasionally, JPs sat on local magistracy benches, dispensing justice in routine cases.

In Hong Kong, the Chief Executive appoints JPs. Following tradition and common sense, they are generally people of "integrity and social standing" who are willing to carry out duties on a regular basis.

The main duty of Justices of the Peace is to visit prisons and other institutions. Inmates are free to approach the visiting Justices and to talk to them privately. This right is displayed prominently on notice boards in every cellblock, workshop and dining area in every institution; prisoners are well aware of these rights and exercise them frequently.

The object is to give the public a view of what goes on inside institutions: the JPs are the eyes and ears of the people. If a prisoner considers that he or she has been unfairly treated, they have the right to bring this to the attention of a JP. Visits are regular; pairs of Justices of the Peace go to every institution at least once every two weeks. If a prisoner makes a complaint, the JPs must investigate the claims. They also inspect diets and examine buildings and accommodation. The visits take place without notice on days decided by the Justices.

當殖民地官員於一八五三年制訂正式的規定時，中央政府對監獄的情況保持嚴密的監察。太平紳士須每星期巡獄一次，巡獄名冊須每星期呈交香港總督查閱。這個監察制度遠較英國開明。英國在三十年後才實施類似的管理措施。

其實太平紳士職位的設立源於英國的政治制度。英皇委任受社會尊重的富裕人士或商人擔當這項名譽性質的工作。偶爾，太平紳士會充當地方法官，負責審判一般訴訟。

在今日的香港，太平紳士由特區行政長官委任。為秉承一貫的傳統，獲委任者均是為人正直誠實、具社會地位和願意定期履行職責的人士。

太平紳士的主要職責是巡視監獄和懲教機構。犯人可自由接觸他們，並進行私人談話。懲教機構內每所囚倉、工場和飯堂的告示板和當眼處，均張貼了有關這項權利的通告。犯人都清楚和經常行使他們的權利。

太平紳士巡獄的目的在於讓外界了解獄中的情況，正好代表市民的耳目。若犯人覺得遭受不公平的對待，有權向太平紳士投訴。所有懲教機構每兩星期均須有太平紳士巡視最少一次，每次一行二人。太平紳士若接到投訴，必會進行調查。他們亦會視察獄中膳食、巡視機構的建築和住宿設施。巡視的時間毋須在事前知會署方。



## Chapter Twenty-nine

Women behind bars  
鐵柵後的女子

Into Tai Tam Gap Correctional Institution file a group of girls. They are pale, distressed and withdrawn. Dressed in the shabby finery of Mongkok after dark, these recently arrested inmates are sentenced to an indeterminate term of between six months and three years under the Training Centres Ordinance. They are a sad sight, in sharp contrast to the CSD staff in their neat blue and white tailored uniforms. Inside the grey steel gates, the girls are received by staff. Experienced eyes can tell swiftly which are drug addicts starting the agony of withdrawal. First stop is the hospital ward, where a doctor examines all new arrivals. The addicts are led to a ward where they will undergo withdrawal, under constant supervision. They shiver, although it is summer. About a third of the girls have fallen or been forced into prostitution. One cries. Her head falls into her hands. She is 14 years old. She looks younger.



They arrive wan, depressed and dependant on narcotics, and when young addicts are admitted to Tai Tam Gap, the first section they visit is the hospital unit. They are inspected for signs of addiction, given a general health check, and held under observation for several days until doctors and registered staff nurses, such as Heidi Li Fung-sim, think they have overcome their painful withdrawal symptoms.

滿面倦容、神情沮喪、染上毒癮的青少年犯來到大潭峽時，第一個前往的地方就是所內的醫院。醫生替她們檢查毒癮的痕跡、一般健康狀況及性病。不少女孩曾被迫賣淫，並留院觀察數天，直到醫生及駐院註冊護士如李鳳輝等助她們克服戒毒的痛苦痕跡，才可離開。

Superintendent Angela Li Lai-har and her staff deal with such intakes daily. Psychologists, doctors, nurses, physical education experts, schoolteachers and dieticians, all are united; they aim to educate as well as rehabilitate and reform the 162 girls and young women in their care.

From the earliest era of prisons in Hong Kong, women played a part on both sides of the bars. A small, separate section for women was included when Victoria Gaol was first built. Today, a large percentage of inmates at the old institution in Old Bailey Street are females, almost all of them detained or imprisoned for immigration breaches.

Female prisoners obviously called for women guards. In his first report, the Chief Magistrate, then in charge of police, prisons and the judiciary, mentioned the provision of a woman to guard females. Since then, the role of women within the prisons service has expanded, especially in the past 20 years. No longer confined to work in institutions designated to house women, they can serve in any branch of the service. Their career paths are equal to their male colleagues.

群女孩正列隊進入大潭峽懲教所。她們樣子蒼白，一副神情苦惱、心不在焉的樣子。這些剛被捕的囚犯身穿襤褸的旺角流鶯服飾，與懲教署職員整齊稱身、顏色鮮明的藍白制服相比下，她們看來神色慘淡。職員在灰色的鋼柵後面負責接收她們。有經驗的人一眼便能看出哪些是剛開始痛苦脫癮的吸毒者。新來的所員首先到醫院接受醫生的檢查。吸毒者會被帶到另一病房內，在嚴格監管下接受戒毒的過程。雖然時為夏季，她們還是渾身發抖。約有三分之一的女孩曾被誘或被迫賣淫。有個女孩把頭埋在手裏，哭了起來。她只有十四歲，可是看來年紀更小一點。

懲教事務監督李麗霞與屬下的職員每天都負責接收這樣的囚犯。心理學家、醫生、護士、體育教師、學校教師與營養師緊密配合，在他們的悉心照顧下，共同教育與改造一百六十二名女孩，讓她們身心得到康復。

從早期開始，鐵柵內外的女性在香港的監獄制度佔有一定的位置。當域多利監獄剛落成時，就已為婦女設立一個小型的組別。今天，在奧卑利街的古老監獄內，婦女囚犯仍然佔很大的比例，她們幾乎全都因為違反入境法例而被拘留或監禁。

婦女囚犯自然需要女性守衛。當時負責警務、監獄及司法的大法官，在他的首份報告書內，提及為女囚犯提供女性守衛。自此，婦女在監獄服務方面的角色日漸吃重，特別是在過去二十年。她們不再局限於在囚禁婦女的監獄內工作，而是可以在懲教服務內擔當任何一個範疇的工作，她們與男同事共享平等的事業發展機會。

十九世紀四十年代，域多利監獄由一位護士長負責監管女囚犯。她是一位令人敬畏的人物，對囚犯恩威並施。從職銜上看來，她也負責醫療方面的事宜，工作範圍包括照顧患病的男性囚犯，他們的數目遠比女囚犯多。

護士長負責日常的例行公事。在最早期的監獄建築規劃內，有一房間是留給她專用的。條例規定她每晚都要在那裏留宿，如果她要在外面度宿，必須得到監獄長的許可。無論是訪客或守衛，如果沒有護士長的陪同，所有男性不能前往監禁婦女的囚倉。這是為了保護女性囚犯，同時也是為了避免發生任何醜聞。這項規矩在執行方面非常嚴格。護士長每天必須親自接見每一名女囚犯，同時也要親自搜查每位進來的女犯。



In the 1840s, a Matron was in charge of women inmates in Victoria Prison. She was an awesome personage, a mixture of authority and care. She had a medical responsibility, as her title suggests, and part of her job was also to look after the ill members of the much larger male prison population.

Matron was responsible for daily routine duties. In the earliest building plans for the gaol, there was a room designated for her use. Rules stated she was to spend every night there; if she absented herself, she had to get permission from the Governor of the jail. No male, visitor or guard, could approach the locked women's section without being escorted by the matron. This was to protect the women inmates, but also designed to avoid any hint of scandal. Rules were strict. The matron had to personally see every prisoner once a day and had to personally search every female offender on admission.

It was a heavy load to carry. She performed a vital role. In 1859, the Colonial Secretary, W.T. Mercer, published a government notification ruling that the matron could only delegate her duties to the wife of a jail officer, or some other married woman of good character. She was a vital and major cog in the entire prison service system.

The first institution for women was built in 1932 when Lai Chi Kok was completed. This relieved pressure on crowded Victoria; Stanley Prison was not to be opened for another five years. In that era, Lai Chi Kok was beyond the built-up suburbs of Kowloon, almost in the countryside. It was felt the women's institution would serve the community for many years, a spacious maximum-security institution with 24 cells for violent or long term prisoners and dormitory accommodation for 240. There was also a separate ward containing 22 maternity beds.

Because of the remote location, staff were offered simple but comfortable and clean accommodation. For 37 years, the institution at Lai Chi Kok served the community and department well. But in 1969, it was time to move, and the bulk of female inmates were transferred to Tai Lam Centre for Women.

In modern times, there are four institutions for women. Tai Lam Centre for Women is both a remand centre and prison for adult women, with accommodation for 278. On Lantau, Chi Ma Wan Correctional Institution houses 364 adult females in medium security. Adjacent to it is Chi Ma Wan Drug Addiction Treatment Centre with a capacity of 218 mainly for female drug addicts. Tai Tam Gap Correctional Institution accommodates girls and young women aged between 14 and under 21. It has separate sections for training centre inmates, young prisoners and girls on remand. There is a strong educational and vocational training element aimed at helping girls get worthwhile jobs when they are released. Women sentenced under the Mental Health Ordinance are held in a special unit at Siu Lam Psychiatric Centre.

The increasing number of women in uniform illustrates the growth of career opportunities within the department. In the 1840s, the matron was usually assisted by one helper. Women staff had one major role: to look after female prisoners. Both the scope and numbers have expanded significantly. By 1998, there were 876 females among the 6,312 uniformed staff. Trends show applicants have constantly rising educational qualifications, with many social workers, therapists and other university graduates seeking jobs that offer security and interesting career opportunities. ✦

這是一個沉重的負擔。她扮演的角色十分重要。一八五九年，布政司麥斯齊發表政府公告，規定護士長只能將她的職責委派給監獄官員的妻子或其他品行良好的已婚婦女。她是整個監獄服務系統內一個十分重要的部分。

當荔枝角監獄於一九三二年落成後，香港便擁有首間為婦女而設的監獄。這間監獄可舒緩過分擠迫的域多利監獄；當時赤柱監獄尚有五年才落成。在那個時期，荔枝角位處九龍市郊，幾乎接近鄉間。這是一所寬敞的高度設防監獄，內有二十四間囚室，專為有暴力傾向或長期監禁的囚犯而設的，還有可容納二百四十人的囚倉和一個可容納二十二張病床的婦產科病房。當時的構想是這所監獄將為社會服務一段頗長的時間。

由於地點偏僻，監獄為職員提供簡單但舒適整潔的宿舍。荔枝角監獄為社會及署方服務了三十七年。但在一九六九年，監獄必須搬遷，於是大量的婦女囚犯被轉往大欖女懲教所。

今天，香港共有四所女性懲教機構。大欖女懲教所既是還押羈留中心，同時也是一所為成年婦女而設的監獄，可容納二百七十八人。位於大嶼山的芝罘灣懲教所是一所中度設防監獄，可容納三百六十四名成年婦女。毗鄰的芝罘灣戒毒所則提供二百一十八個收容額，主要收納女性吸毒者。大潭峽懲教所收容十四歲至二十歲的少女，提供獨立的設施分隔教導所所員、青少年囚犯及還押的女童；所內強調教育及職業培訓，以便她們在獲釋後能夠找到工作。芝罘灣同時也設有一所戒毒中心。根據《精神健康條例》判監的婦女則在小欖精神病治療中心的特別組內服刑。

軍裝女職員人數不斷增加，顯示懲教署內婦女就業的機會有所增長。在十九世紀四十年代，護士長通常有一位助理，協助日常工作。女性職員只有一個主要任務，就是照顧女性囚犯。時至今日，女性職員的工作範圍和人數已有重大增長。到了一九九八年，在六千三百一十二位軍裝職員，有八百七十六位是女性。目前的社會趨勢顯示，申請人教育程度不斷提高，不少社工、治療師及其他科系的大學畢業生在尋找一份穩定和富趣味的專業工作。 ✦

Instructor Wong Kit-ling (left) advises inmates on the finer points of needlework. Items being made at Tai Tam Gap will go on sale at the CSD's popular Autumn Fair at Stanley, a long departmental tradition that helps explain the role of the prison system in society.

工藝教導員黃潔玲(左)指導所員做細緻的縫紉工藝。在大潭峽製作的物品將於赤柱監獄秋季賣物會內展銷，這是一年一度的傳統盛事，深受各界人士歡迎，有助公眾人士了解監獄系統在社會所扮演的角色。





Bonnie Wong, Assistant Commissioner in charge of Operations, is the highest-ranking woman in the history of the prisons service in Hong Kong. Recruited in 1970, she was the first woman to reach the rank of Senior Superintendent, when she held the position of Senior Superintendent (Personnel) in Headquarters.

"When we are on duty, we face the same problems as men," Ms Wong contends. Today, women are largely on an even footing with men and face equal opportunities and challenges. That was not always the case, Bonnie Wong smiles. She recalls being in charge of a group of men who felt women couldn't handle senior command roles. "They were suspicious about the ability and power of a woman commander," she says. "Time proved them wrong."

Women had to work hard to prove themselves, while trying to show men that females could do a demanding and stressful job equally as well as their male colleagues. Attitudes and perceptions about women as penal officers were old fashioned and had to change. It was a considerable effort, she recalls. Today, women stand shoulder to shoulder with their males colleagues. "The important thing is to keep an open mind," Wong says.

Statistics show the most common offences that cause women to be imprisoned are linked to immigration. Two of the largest groups in women's jails are Chinese from the mainland, and Filipinos who break the laws relating to staying and working in Hong Kong. The offences are minor and sentences are usually short, but society has ruled and the courts have upheld that to protect Hong Kong from being swamped by a tidal wave of unwanted new settlers, all immigration procedures must be rigorously upheld. That is why in September 1998, of a total of 1,268 women prisoners, about 536 were being held for offences linked somehow to immigration.

As society gets more sophisticated, so do female offenders, contends Bonnie Wong. Two decades ago, many people were poorly educated and came from backgrounds where there was little self-esteem. They were easy victims for gangsters, who led them into a life of drugs, theft and prostitution. That option often seemed a life of glamour compared to long, dull shifts working in a factory. Today, narcotics and prostitution still tempt too many women and girls, but the nature of much crime has changed. Some women take the initiative in crimes of violence and robbery, volunteering to act with their boyfriends. "There is no doubt that social wealth and freedom place a greater stress on materialism," she explains. "Together, they degrade our moral standards."

主管行動科的助理署長黃玉雯，是香港監獄服務的歷史上，官階最高的女性。她於一九七零年加入該署，當她在一九八五年擔任人事科高級監督時，是首位晉升為高級監督的女性。

「當我們執勤時，與男同事面對同樣的問題。」黃女士肯定的表示。今天，女性與男性的地位大致上平等，擁有同等的機會，也面對相同的挑戰。然而，這種情況也不是絕對的。黃女士微笑地回憶，她曾經負責領導一組男職員，他們認為女性不能擔任高級指揮官的角色。她說：「當時男性對女性指揮官的能力和權威表示懷疑，可是時間證明他們的想法是錯的。」



Bonnie Wong, Assistant Commissioner in charge of Operations.  
黃玉雯，主管行動科的助理署長。

女性若要向男同事證明她們跟男性同樣能應付一份壓力大和要求高的工作，就必須努力工作來證明自己的能力。過去，社會對女懲教官的態度與觀念十分保守，這已有所改變。黃女士說，她們付出了相當大的努力。今時今日，女性可以與男性同事平起平坐。她說：「最重要的是保持開放的心態。」

統計數字顯示，婦女入獄最普遍的原因與入境及居留問題有關。中國內地的婦女與違反本港居留及工作法例的菲律賓婦女是監獄內兩個最大的族羣。她們所犯的事輕微，刑期通常很短，但社會認為，要避免香港湧入大量不受歡迎的非法移民，法庭必須嚴格執行所有入境程序。因此在一九九八年九月，在一

千二百六十八名婦女囚犯中，有五百三十六名是因為違反入境法例而被監禁的。

黃玉雯表示，社會日趨進步，女性犯人也相應改變。二十年前，很多女犯都沒有受過什麼教育，她們來自一個並不重視自尊的背景，故此很容易成為歹徒引誘的對象，終日不離毒品、偷竊及賣淫。這種生活與工廠內長時間輪班的工作相比，看來彷彿多姿多彩。今天，毒品與賣淫依然引誘大量的女性，但不少罪行的本質卻已改變了。有些婦女在暴力與搶劫的罪案中採取主動，自願與她們的男朋友共同進退。黃玉雯表示：「毫無疑問，富裕及自由的社會風氣更強調物質主義，這些因素使我們社會的道德標準下降。」



Tam Choi-ping, a Physical Education Instructor and convenor of the staff female basketball team, is one of the many CSD members who play a prominent role in Hong Kong's sporting life.

Sport has always been an important part of prison social life. Women's competitive drive was reflected in 1997 when the female basketball team was founded. The convenor, Tam Choi-ping, who is the physical training instructor at the Staff Training Institute, guides a 14-strong squad from the Institute, Tai Lam and Chi Ma Wan.

The team took part in the International Law Enforcement Games in Dubai, just a few months after they were formed. It was the first time women's basketball was introduced at the global sporting event for law enforcement professionals.

Tam was the first woman to pass the PE Instructor Course, switching jobs after four years in front-line operations. Women staff enjoy a versatile athletic selection, including bowling, swimming, volleyball, dragon boat racing, football and long-distance running.

The first female basketball team.  
署內第一支由女子組成的籃球隊伍。



Tam Choi-ping 譚彩萍

譚彩萍是職員訓練院的體育導師和女職員籃球隊的召集人，也是在香港體壇上擔當重要角色的多位懲教署職員之一。

體育向來在懲教人員社交生活中佔了一個重要的位置。一九九

七年懲教署女子籃球隊首次成立，反映了女性的競爭能力。譚彩萍負責領導和協助訓練一支來自大欖及芝罘灣等機構的十四人勁旅。

這支球隊成立一年多，便參加在杜拜舉行的國際執法人員運動會。女子籃球在該屆首次成為該全球性運動會的比賽項目之一。

譚彩萍是署內首位考取體育導師資格的女性，她經過四年在懲教機構前線工作後申請改變職務。現時，女性職員可以選擇多姿多采的運動項目，包括保齡球、游泳、排球、龍舟競賽、足球及長跑等。

## Chi Ma Wan Drug Addiction Treatment Centre

## 芝罘灣戒毒所



When inmates arrive at the Drug Addiction Treatment Centre at Chi Ma Wan, detained by order of a court after they have appeared on criminal charges, they are usually pasty-faced, weak, skinny, sick and depressed. A month later, they are often a portrait of health; hard physical work in flower nurseries, clearing shrubs along the roads or picking rubbish off beaches combined with medical supervision, a balanced diet and plenty of sleep has rid them of the first physical impact of narcotics. Counseling and advice hopefully do the rest. There is a comparatively high success rate, 77% do not re-offend or take drugs within a year of release.

In the 20 single-storey buildings are separate accommodation for young drug addicts aged between 14 and under 21, adult addicts and prisoners who have overflowed from Chi Ma Wan Correctional Institution up the hill. The 126 staff supervise 250 inmates and prisoners.

當囚犯因為刑事罪案應訊，被法庭下令送往芝罘灣戒毒所時，通常面色蒼白、身體瘦弱、患病而且神情沮喪。一個月後，她們變為健康勤勞的體力勞動者，在花卉苗圃內工作，清理道路旁邊的小樹叢或在海灘上拾垃圾，再加上完善的醫療照顧、均衡的飲食及充足的睡眠，她們克服了毒品對身體的影響。輔導服務則在其他方面提供幫助。成功戒毒的比率相當高，有百分之七十七的人在獲釋後一年內沒有再吸毒及犯法。

二十幢單層的平房提供獨立的設施，收納十四至二十歲的青少年吸毒者、成年吸毒者及芝罘灣懲教所容納不下的成年囚犯。現共有一百二十六位職員監管二百五十名戒毒者及囚犯。



## Chi Ma Wan Correctional Institution 芝蔴灣懲教所



Originally a collection of construction workers huts later used as a convalescent home, the institution was used as a male prison from 1956. Isolated by land, the road and many of the buildings that stand today were built by inmates. The entire inmate population was moved one night in 1978 when the prison was suddenly needed to accommodate many hundreds of Vietnamese illegal immigrants. It later became a closed camp for refugees. When the Vietnamese tide began to ebb in 1994, the institution was re-opened as a correctional institute for women.

Dormitory accommodation for 364 prisoners in seven two-storey buildings is in a garden setting, a theme encouraged by the 177 staff. Most inmates are serving terms of two years or less, many of them Chinese illegal immigrants or foreigners in breach of immigration laws. Work duties include beautification of the institute grounds, including maintenance of the thousands of trees, flowers and shrubs that give the institution a special ambience.



芝蔴灣懲教所原本是給建築工人住的簡陋宿舍，後來改為康復中心，至一九五六年改為一所男性監獄。由於位置偏僻，道路及不少現存的建築物都是由囚犯所建造的。一九七八年，所有的囚犯在一夜之間被遷出，以容納數百名越南非法入境者。監獄後來改為禁閉式難民營。當越南難民潮於一九九四年開始退卻時，監獄重開，成為一所女性懲教所。

這所容納了三百六十四名囚犯的機構由七幢兩層高的四舍組成，四周圍築有圍牆，是所內一百七十七位職員協力營造的環境。大部分囚犯的刑期為兩年或以下，不少是內地非法入境者或違反入境法例的外國人。囚犯的工作包括美化所內環境，保養數以千計的樹木、花卉及灌木，這些植物為懲教所提供優雅和清逸的氣氛。

A healthy meal is prepared at Chi Ma Wan under the supervision of Instructor Chan Man-ye. Hygiene in the kitchens is a matter of importance, and equipment is scoured and scrubbed after every use.

在工務教導員陳敏兒的監督下，芝蔴灣懲教所的所員正在準備一頓健康的膳食。廚房內的衛生十分重要，廚具每次用完後都擦洗得一乾二淨。

## Tai Tam Gap Correctional Institution 大潭峽懲教所



### PENAL LESSONS IN BEAUTY

Most penal institutions do not have a beauty parlour or a chic restaurant. Both exist at the institution for women built on a steep mountainside overlooking Chaiwan. But they are not meant to make inmates look beautiful or to provide a la carte dining; each is a practical workshop for honing skills that can help former inmates find worthwhile jobs when they are released.

Previously functioned as a male training centre, Tai Tam Gap Correctional Institution was redesignated as a female institution in 1980 to accommodate 160 young offenders in eight four-room dormitories, the Tai



### 懲教所內的美容課程

大多數的懲教機構都沒有美容院和時髦的餐廳，但這所俯瞰柴灣，建於陡斜山坡上的女子懲教所內，卻擁有這些設施。這兩間店舖並非為了供囚犯打扮或吃頓豐富的晚餐，而是實習工場，讓囚犯學得一技之長，以便日後獲釋時能找到正當的工作。

大潭峽懲教所前身是一間男教導所，在一九八零年改作女子懲教機構，可容納一百六十名青少年犯。懲教所同時擔任多個不同的角色，包括收納被判監的青年刑事犯、教導

Chief Officer Elana Chan and Assistant Officer Lam Sau-ling chat about work duties as prisoners perform routine work, making swabs for use in Hong Kong hospitals. The dining room doubles as library and work shop in Tai Tam Gap.

所員正在進行每天的例行工作，為香港的醫院製造棉花球，而總懲教主任陳綺年與懲教助理林秀玲正在討論工作情況。大潭峽懲教所的飯堂同時也用作圖書館和工場。



Tam Gap Correctional Institution serves several roles. It holds young prisoners, girls sentenced to training centre, drug addicts pending transfer to addiction treatment centre, and defendants awaiting trial. All groups are segregated from each other.

Moral and civil education is stressed; sadly, many of the girls at Tai Tam Gap have fallen victim to pimps and triads. Superintendent Li Lai-har, who was in charge of the Institution and its 105 staff in the late 1990s, concentrated on showing the girls under her care that there was a good life waiting for them after release - if they worked and studied. There was opportunity to do both, learning in computer classrooms and in the beauty salon as well as studying languages and regular lessons in the classrooms. But for a large percentage of inmates on short sentences, there was not enough time for meaningful rehabilitation. Instead, staff tried to show them that a decent job and attitude was the way to a better life.



Many young offenders find themselves in cell blocks before they should have left the classroom, high school drop-outs who fell out of the educational system and into a life of petty crime and trouble. A major thrust of CSD youth programmes is to educate as well as rehabilitate. Putting teenagers back into the classrooms for training with modern office computer software prepares them for work in the outside world. In a Tai Tam Gap classroom, school mistress Chan Kwai-lan explains an intricate programme. They are adept students; on a notice board outside the classroom are pinned an array of first class certificates from various educational institutions.

不少少年犯還在就學年齡，就已經身繫囹圄，中學還沒唸完便失學，繼而不斷惹上輕微的官非。懲教署青少年懲教工作的最重要目標，是教育他們，讓他們重返課堂，接受使用現代辦公室電腦软件的訓練，以助他們日後尋找工作，重投社會。在大潭峽的一個課堂裏，教師陳桂蘭正在講解一項課程。這些少年犯都是用功的好學生，課堂外面的佈告板上，張貼了一系列不同教育機構所頒發的一級證書。

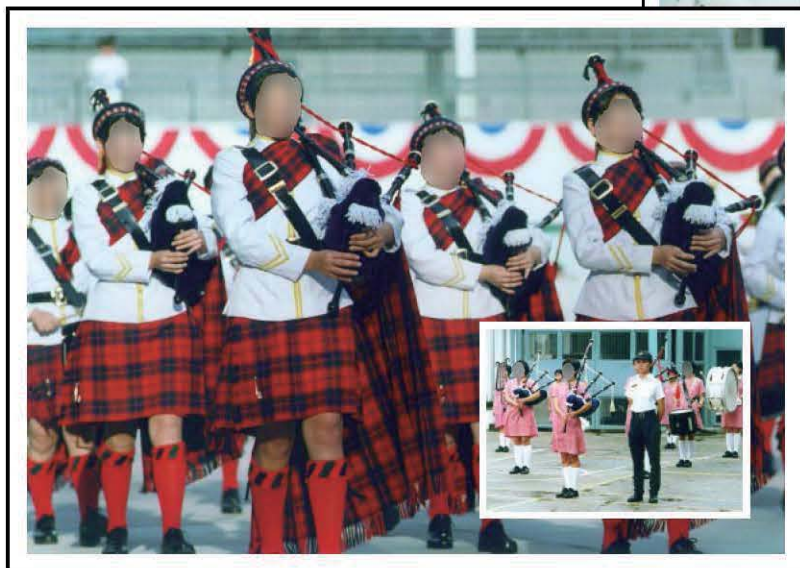


所的女學童、等待轉送戒毒所的少年女犯及等候審訊的被告等。不同類別的所員被分隔囚禁。

大潭峽懲教所強調道德及公民教育。遺憾的是，所內不少女孩曾為皮條客和三合會所利用。在九十年代末，監督李麗霞領導一百零五名下屬管理這間懲教所。在她的管理下，女孩知道如果她們肯努力工作和學習，獲釋後將可追求美好的未來。所內提供學習與工作的機會，包括電腦、美容、語言及一般的課程。然而，在被判短刑期的所員中，很多沒有充份的時間參與有意義的自新計劃。為了補救這點不足，職員嘗試讓她們了解，一份正當的工作與良好的態度可以帶來更好的生活。

Job skills are as vital as educational qualifications. When young inmates leave institutions, it is vital that they find meaningful jobs. The cosmetic and beauty care industry is a major employer. The beauty salon in Tai Tam Gap Correctional Institution is not meant for amusement or to make girls look pretty. Instead, it is a practical classroom where expert tuition and detailed courses in hairdressing and basic cosmetic care lay the groundwork for jobs after release, says Assistant Officer Lau Mei-chu, supervising a hairdressing session.

職業技能與教育文憑同樣重要。青少年囚犯離開監獄後，找到有意義的工作對他們來說是很重要的。化妝及美容業是最大的雇主。大潭峽懲教所的美容院並非讓女孩消閒或打扮漂亮的地方。這是一個實習教室，正在指導髮型課的懲教助理劉美珠表示，這裏在髮型設計與基本美容方面提供專業的指導與詳盡的課程，協助所員獲釋後尋找工作。



The girls pipes, drums and percussion band helps teach discipline, cooperation & teamwork and also acts as a prime public relations tool for the department. Assistant Officer Liu Tsui-man presides over a practice drill on the Tai Tam Gap basketball court.

女子風笛／敲擊樂隊的訓練有助學習紀律和合作，同時也是部門主要的公開媒介。懲教助理廖翠雯在大潭峽懲教所的籃球場上指導學員練習。





A baby chuckles with delight as he clutches a red plastic tortoise. His mother beams with pride. A woman officer looks on with approval. In the cheerfully decorated creche at Tai Lam Centre for Women, inmates can for a short while forget they are convicts and revert to the role of mother. Babies either born inside prison or who as infants accompany their mothers into the institution remain until they are aged three. Then other arrangements have to be made. Usually they go to relatives. If the prisoners are foreigners, then adoption or being put into a social welfare home are options. Whatever the course, CSD staff and social workers hold the best interests of the children as their main concern. Half-day visits see children aged up to six spending several hours with their mothers in the creche and playroom, which was opened in 1995.

Although blocks are named after flowers (Peony for the tightest security block, Rose, Lily, Violet and Balsam are others) there is no forgetting that this is Hong Kong's maximum-security institution for women. The blocks are painted a light beige, picked out in blue and set around courtyards and gardens. A large percentage of inmates are on remand, some of them waiting to face serious charges.



嬰孩一手拿著紅色的塑膠烏龜玩具，一邊咯咯地笑，他的母親看在眼里，滿心歡喜。女懲教人員的臉上亦流露欣慰之情。大欖女懲教所洋溢著溫馨的氣氛，女犯可在這暫時忘卻囚犯的身分，回復母親的角色。這裏的嬰孩在監獄裏誕生，或由母親攜同進來，直至年滿三歲時，由懲教署職員和社會工作者協助為孩子作出妥善的安排。一般交由小孩的親友照料，倘屬外籍人士，則會為小孩安排領養或送往兒童福利機構，以確保他們能健康和順利地成長。托兒所和遊樂室在一九五九年啟用，讓那些六歲或以下前來探望被囚母親的小孩可與母親共享半日的天倫之樂。

儘管大欖女懲教所的囚倉以花卉命名——牡丹花為最高度設防的囚倉，其他囚倉則冠以玫瑰花、百合花、紫羅蘭和鳳仙花等動聽的名字——但總不會使人遺忘這是一所高度設防的女子懲教所。囚倉的牆身塗上淡淡的米黃色，外圍是一片青翠綠的圍欄，映襯著藍天白雲，份外奪目。懲教所的所員很多是還押羈留的犯人，有些更要面對嚴重罪行的檢控。

A happy smile from an inmate's baby as mother and child play in the creche. Born just before his mother was sentenced to prison for receiving stolen goods, the baby lives with her in a special unit in the same block. The number of babies in care fluctuates. Many are born to foreigners or Chinese illegal immigrants, a chapter of tragedy that sees staff trying to give a baby an early upbringing as close as possible to normal.

一位母親正在托兒所與孩子玩耍，孩子流露出天真開漫的笑容。女犯人在因接贖罪而被判入獄前誕下嬰兒，現與孩子同住於一個特別的囚室。大欖女懲教所照顧的嬰兒，不少為外籍人士或內地非法入境者所生，懲教人員會盡力為嬰兒作出妥善的安排，讓他們在正常的環境下成長。



The busy laundry not only handles domestic prison garb, but also works on contract to clean and press ambulance crew uniforms and Hospital Authority sheets. Assistant Officer Chung Lai-kuen is in charge of a daily work crew of 89 inmates.

洗衣工場非常繁忙，不單清洗囚犯的制服，還接受外界機構的訂單，例如洗脫救護車人員的制服和醫院管理局的床單。懲教助理鍾麗嫻負責監督八十九名所員的日常洗滌工作。

As drenching summer rain falls over the New Territories, Assistant Officer Chung Mei-ling is on gate duty. No matter the weather, discipline is never relaxed, and gate procedures are never varied.

儘管下著滂沱大雨，懲教助理鍾美玲仍堅守崗位，看管懲教所的開門。無論天氣如何惡劣，懲教所的保安措施絕不鬆懈。





New inmates who are starting prison terms listen attentively as Assistant Officer Kwok So-fun conducts an induction class in Tai Lam's chapel. They are learning the first rules of life behind bars. Obey the rules, and their sentences will pass faster.

在大嶺女懲教所的教堂裏，新犯人正在細心聆聽懲教助理郭素芬主持的啟導課程，學習須遵守的基本規則。若犯人嚴守規則，便可按既定的刑期或提早出獄。



New prisoners file out of the chapel after an induction class. Their rights and obligations have been explained to them, basics for following the rules of life behind bars.

新犯人在啟導課程結束後離開教堂。她們在課程中認識監獄生活的權利、義務和基本守則。



The afternoon lock-up shift reports for duty, and is briefed in the vehicle entry port by Principal Officer Leung Sau-kwan. The day's events and anything out of the normal routine are noted. "Post" cards describing their duties for the shift are distributed. Superintendent Poon King-lai and Daily Orderly Officer Li On-ni inspect officers going on duty; the CSD reputation for smart appearance is maintained in every institution as part of basic discipline.

高級懲教主任梁秀群在停車場向下午值班的同事訓示當日的任務和必須注意的事項，並派發當值事項說明咭。懲教事務監督潘景濤和值日主管李安妮視察當值的職員。整潔的儀表是懲教署職員嚴守的基本紀律之一。





## Chapter Thirty

# Transport - Mobile cellblocks

## 運輸——流動囚倉

In a crowded city with the world's most varied public transportation system, transporting people from one place to another poses special problems for the penal system. Obviously, suspects and convicted prisoners cannot be taken from jail to court by tram, bus or taxi. There are special needs for CSD transport, and to meet those needs, the department has a very special fleet of vehicles and vessels.

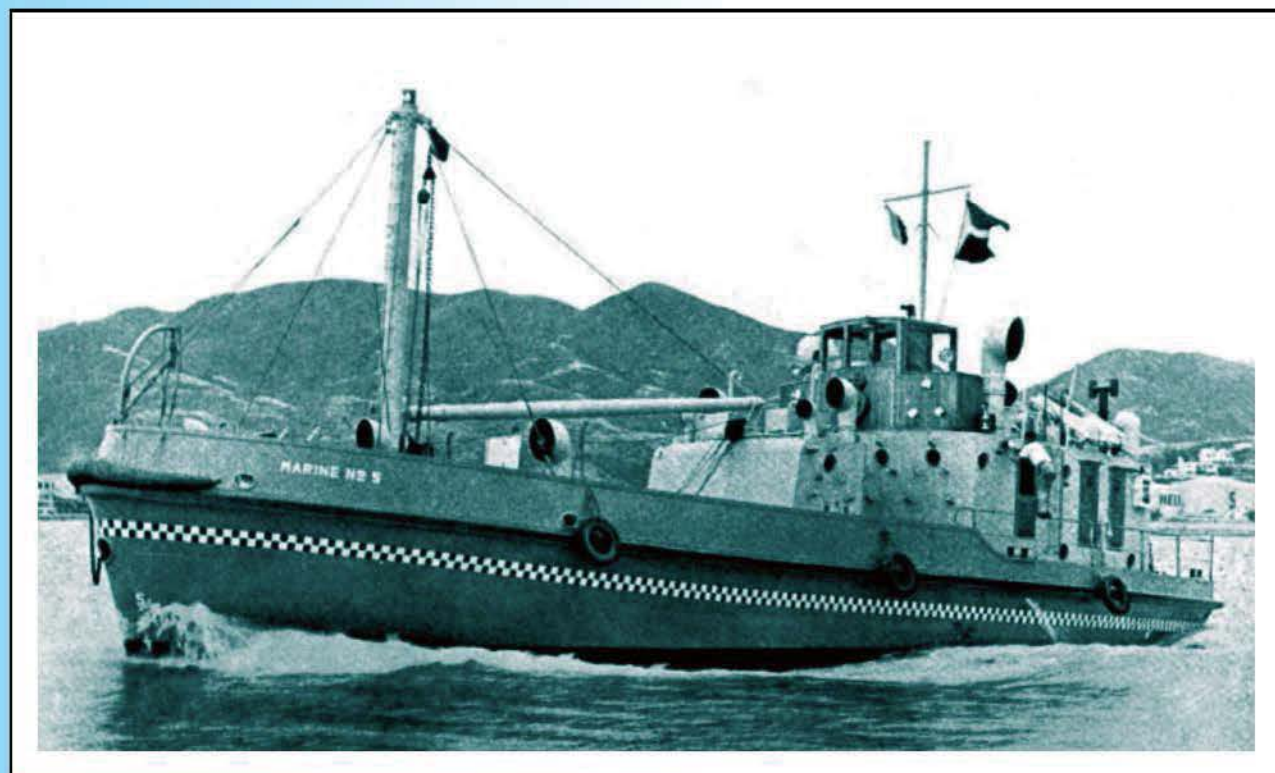
Some of these are mobile cellblocks, designed to hold prisoners safely as they are transported through the city. There are differing standards of security, depending on the classification of the passengers. There are extensive transport needs, too, for staff. Going on duty at remote locations at awkward hours puts a strain on resources. So does the need for constant in-service training and education; getting a staff member posted at Shek Pik to Stanley to go to a course at the Staff Training Institute is no easy matter.

All these demands go to the transport pool, commanded by Lee Cheuk-hung. He runs the departmental vehicle services for staff, guests and prisoners; the 138 staff care for 116 vehicles. These range from standard cars to 50-seater buses. Needs vary. Open lorries are used for the delivery of bulky industrial products to prison

**本**港人口稠密，公共交通工具種類繁多，堪稱全球之冠。但對懲教服務來說，要在市內縱橫穿梭，卻需要面對特別的問題。懲教署雖然不能以電車、巴士，甚至計程車等公共交通工具接載還押犯及定罪者往返監獄和法庭。因此，署方設有各種經過特別設計的汽車和船隻，以配合工作上的需要。

懲教署備有不同設防度的囚車，以便職員妥善運送不同類別的犯人。此外，職員面對各種交通的需要，例如在夜深時分到偏遠地區上班執勤，以及接載職員出席在職訓練和教育課程等。畢竟，要駐守石壁監獄的職員到赤柱職員訓練院上課，殊非易事。

有見及此，懲教署設有運輸組，以配合部門內的各項交通需要。目前，部門運輸組由李卓洪率領，旗下共有一百三十八名職員和一百一十六輛汽車，從標準房車以至五十座位的巴士，式式俱備，為懲教職員、嘉賓及犯人提供各類交通服務。開敞式貨車負責運送體積龐大的工業產品往監獄工





factories. The Category-A bus, with six in-built individual cells, is used for transferring the most dangerous prisoners. There are specialised dog vans and laundry vehicles. Buses for staff are obviously different from buses used to transport defendants from court to the reception centre at Lai Chi Kok.

The need to keep cost under constant review sees vehicles bought by public tender through the Government Land Transport Agency, with modifications carried out by the Electrical and Mechanical Services Department. As with other CSD expenditure, public money is safeguarded.

The rapid infrastructure changes in Hong Kong have seen a change in emphasis. When the new airport at Chek Lap Kok meant the opening of a series of spectacular bridges between Lantau and Tsing Yi, demand for land transport increased. The tried and trusted boats that for so long had been the only supply lifeline for the series of institutions on Lantau remained in service. ✧

場；甲類巴士內設六個獨立間隔，負責運送高度危險的犯人；另外還有運送警衛犬和供洗衣服務專用的車輛等。至於供懲教職員使用的巴士，在設計上亦與接載被告人往返法庭和荔枝角收押所的巴士截然不同。

為控制成本，懲教署的車輛均由政府車輛管理處以公開競投方式購買，然後經機電工程署改裝。懲教署在各項開支上均能善用公帑，而在車輛購置方面亦不例外。

本港的基礎建設正不斷發展和轉變。隨著赤埗角新機場的落成，政府興建了一系列連接大嶼山和青衣的橋樑，令陸上交通的需求大增。過往一直作為懲教署的唯一海路交通渠道——兩艘用以連繫大嶼山與本港其他離島懲教機構的船隻，至今仍然緊守崗位。 ✧



All CSD vehicles in the New Territories is stationed at the maintenance yard at Tai Lam, where Lau Wah-sing, Assistant Officer, with extensive experience in the motor industry, is in charge of 30 vehicles. These range from large vans designed to transport prisoners to cars for officials. 所有在新界區行走的懲教署汽車，都停泊在大嶼山懲教所的車房裏。運輸組懲教助理劉華成富有汽車業經驗，負責管理三十輛汽車，包括大型囚車和供職員使用的汽車。

A 50-seater bus arrives at Lai Chi Kok Reception Centre. 一輛五十座位的囚犯巴士抵達荔枝角收押所。



A special fleet of 18 vehicles is used to convey prisoners. Heavy-duty vans are adapted for different categories of inmates. At the gates of Lai Chi Kok Reception Centre, Chief Officer Lau Yun-lung stands by a sturdy van designed to transport the highest security classifications from courts and to shuttle them between prisons. There are six separate cells inside the vehicle, as well as space for escorting officers from the Emergency Support Group. 由十八輛囚車組成的車隊，專門用來運送犯人。重型貨車經過改裝，用以運送不同類型的犯人。在荔枝角收押所的大門旁，總懲教主任劉潤龍站在堅固的囚車旁。這輛囚車肩負起接載高度危險的犯人往返法院與懲教機構之間的重任。囚車內有六個獨立間隔，另有空間供負責押送的應急支援組職員廁身。





Specially designed to carry inmates between institutions on different islands, the 79-ft Sea Ward has the capacity to carry 60 prisoners. Built in 1993, the powerful vessel is a familiar sight at piers at Shek Pik and Chi Ma Wan, but most prisoners are unloaded at Mui Wo Pier. (Insert: The CSD's first boat of was named Phoenix).

善衛長七十九呎，經過特別設計，用以接載離島懲教機構的犯人，可容納六十名囚犯。這艘船於一九九三年建造，經常停泊在石壁與芒嘢灣的碼頭，但大部分的囚犯都在梅窩碼頭下船。（附圖：署方第一艘船隻名為鳳凰。）



Dangerous prisoners are shackled and heavily guarded as they walk from the Sea Ward to the gates of maximum-security Shek Pik Prison.

危險重犯由離開善衛到抵達高度設防的石壁監獄大門時，會戴上整副鐵鐐，沿途防衛嚴密。



Women inmates board the Sea Ward for a journey to Chi Ma Wan.

女犯登上善衛，起程前往芒嘢灣。

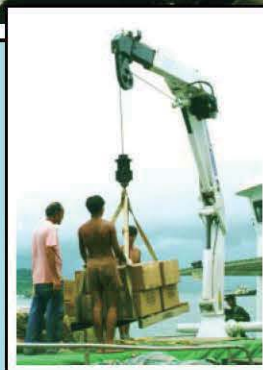


Bars and heavy steel grilles guarantee security at sea. There are six special cells for high-risk or dangerous prisoners being escorted to Shek Pik to begin long sentences. 水路押解的保安有極鋼鐵造的柵欄。六個獨立間隔用以押送高度危險的犯人前往石壁服長期徒刑。



Built in 1995, the sturdy motor vessel Sea Way is an impressive 25 metres long with a beam of 6.5 metres. It provides a reliable link for transporting food and material to institutions on outlying islands. It also has two spacious cells, each capable of holding 16 inmates. On daily runs to Mui Wo and Chi Ma Wan on Lantau and to Hei Ling Chau, crew supervise cargoes of everything from vegetables to medical supplies.

善美這艘堅固雄偉的機動船隻於一九九五年建造，全長二十五米，闊六點五米，負責運送物資到各離島懲教機構，風雨無間。船內有兩個寬敞的艙房，各可容納十六名囚犯。善美每天均會啟程前往大嶼山的梅窩和芝麻灣以及喜靈洲，而各船員則負責監察，確保犯人妥善運送各項物資，包括蔬菜以至醫療用品等。



Prisoners from Ma Po Ping unload cargo at Mui Wo Pier. Resources are then delivered separately to Shek Pik and Tong Fuk Centre by departmental trucks. Assistant Officers Wong Yuk-yung and Kong Wing-keung say inmates work hard and efficiently, appreciating the chance to do outside work.

剛捕房監獄的犯人正從停泊於梅窩碼頭的善美卸下物資。其後，部門貨車會將物資分別運送至石壁監獄和塘福中心。懲教助理黃玉容和江永強表示，犯人很重視外出工作的機會，勤奮認真，效率極高。

Sea Way is equipped with a lifter for bulk loading, helping to move heavy cargo with ease. 善美配備大型的貨物起卸機，以便搬運較重的物資。



# Chapter Thirty-one

## Staying healthy 健康之道

A balanced, scientifically prepared diet, tasty, nourishing but basic, is the important foundation for feeding and health in Hong Kong institutions. Good food prepared in hygienic conditions under the supervision of experienced industrial caterers is the start of good health. Combined with exercise, work and rest, all in measured quantities, it keeps prisoners healthy.

The basic Asian diet is modified for Muslims. The religious and personal beliefs of others are catered for by vegetarian diets. The modern Asian Muslim diet is typical of the carefully constructed meals planned for inmates.

為

使犯人獲得良好的膳食和維持身體的健康，懲教署致力為他們提供均衡營養、美味可口和以科學方法編訂的餐膳。犯人的膳食均在專業人員的指導和衛生的環境下準備，加上適量的運動、工作和休息，以達到維持犯人身體健康的目標。

稍作修改的亞洲餐是專為回教徒而設的，而信奉其他宗教和有個人信仰的囚犯，則可選擇素食。現代亞洲回教餐則是署方為囚犯精心設計的典型餐膳。

**Menu For Prisoners (Scale I) 犯人的餐譜 (第一類餐)**  
**Effective from 1 October 1997 由一九九七年十月一日起生效**

	Morning 早餐	Midday 午餐	Evening 晚餐	Snack 宵夜
Monday 周一	Fish, Vegetable, Rice, Tea, Fruit 魚、時菜、白飯、清茶、生果	Sweet congee, Bread with Jam 甜粥、果占方飽	Beef, Vegetable, Soya bean, Rice, Tea, Boiled egg 牛肉、時菜、黃豆、白飯、清茶、烩蛋	Milk, Bread with margarine 奶水、牛油方飽
Tuesday 周二	Fish, Vegetable, Cooked Peanut, Rice, Tea, Fruit 魚、時菜、花生、白飯、清茶、生果	Rice congee with dried bean-curd sheets, Raisin bread 腐竹白粥、提子飽	Chicken wing Vegetable, Rice, Tea, 雞翼、時菜、白飯、清茶	Milk, Bread with margarine 奶水、牛油方飽
Wednesday 周三	Fish, Vegetable, Rice, Tea, Fruit 魚、時菜、白飯、清茶、生果	Sweet congee, Bread with Margarine 甜粥、牛油方飽	Beef, Vegetable, pea, Rice, Tea, Soy sauce egg 牛肉、時菜、青豆、白飯、清茶、豉汁蛋	Milk, Raisin bread 奶水、提子飽
Thursday 周四	Fish, Vegetable, Rice, Tea, Fruit 魚、時菜、白飯、清茶、生果	Salty congee, Raisin bread 鹹粥、提子飽	Pork, (*Pork replaced by beef) Vegetable, Rice, Tea, Fried egg 豬肉(*豬肉以牛肉代替)、 時菜、白飯、清茶、生果、煎蛋	Milk, Bread with margarine 奶水、牛油方飽
Friday 周五	Fish, Vegetable, Cooked Peanut, Rice, Tea, Fruit 魚、時菜、花生、白飯、清茶、生果	Rice congee, Bread with Margarine 米粥、牛油方飽	Chicken wing, Vegetable, Rice, Tea 雞翼、時菜、白飯、清茶	Milk, Raisin bread 奶水、提子飽
Saturday 周六	Fish, Vegetable, Rice, Tea, Fruit 魚、時菜、白飯、清茶、生果	Sweet congee Bread with Jam 甜粥、果占方飽	Beef ball, Vegetable, Rice, Tea, Fried egg 牛肉丸、時菜、白飯、清茶、烩蛋	Milk, Bread with Jam 奶水、果占方飽
Sunday 周日	Fish, Vegetable, Rice, Tea, Fruit 魚、時菜、白飯、清茶、生果	Salty congee, Bread with Margarine 鹹粥、牛油方飽	Pork, (*Pork replaced by beef), Vegetable, Rice, Tea, Boiled egg 豬肉(*豬肉以牛肉代替)、 時菜、白飯、清茶、烩蛋	Milk, Bread with margarine 奶水、牛油方飽

Except for the substitutes marked with an asterisk, all menus for Muslim prisoners are the same as those for Asian prisoners.  
除\*號所標示的代替食物外，回教徒囚犯與亞洲囚犯享用相同的餐膳。



**Menu For Prisoners (Scale II) 犯人的餐譜 (第二類餐)**  
**Effective from 1 October 1997 由一九九七年十月一日起生效**

	Morning 早餐	Midday 午餐	Evening 晚餐
Monday 周一	Jam, Margarine, Bread, Milk tea, Fruit 牛油、果占、麵包、奶茶、生果	Curry soya bean, Vegetable, Chapatti, Boiled egg, Milk tea 咖喱豆、時菜、薄餅、烩蛋、奶茶	Curry vegetable, Mutton, Fried rice with onion, Milk tea 咖喱時菜、羊肉、洋响炒飯、奶茶
Tuesday 周二	Jam, Margarine, Bread, Milk tea, Fruit 牛油、果占、麵包、奶茶、生果	Curry soya bean, Vegetable, Chapatti, Boiled egg, Milk tea 咖喱豆、時菜、薄餅、烩蛋、奶茶	Curry vegetable, Chicken wing, Chapatti, Milk tea 咖喱時菜、雞翼、薄餅、奶茶
Wednesday 周三	Jam, Margarine, Bread, Milk tea, Fruit 牛油、果占、麵包、奶茶、生果	Curry red bean, Vegetable, Chapatti, Fried egg, Milk tea 咖喱紅豆、時菜、薄餅、煎蛋、奶茶	Curry vegetable, Mutton, Pea, Fried rice with onion, Milk tea 咖喱時菜、羊肉、青豆、洋响炒飯、奶茶
Thursday 周四	Jam, Margarine, Bread, Milk tea, Fruit 牛油、果占、麵包、奶茶、生果	Curry black eye bean, Fish, Vegetable, Chapatti, Milk tea 咖喱豇豆、魚、時菜、薄餅、奶茶	Curry vegetable, Chicken wing, Chapatti, Milk tea 咖喱時菜、雞翼、薄餅、奶茶
Friday 周五	Jam, Margarine, Bread, Milk tea, Fruit 牛油、果占、麵包、奶茶、生果	Curry green bean, Mutton, Vegetable, Chapatti, Fried egg, Milk tea 咖喱青豆、羊肉、時菜、薄餅、煎蛋、奶茶	Curry vegetable, Fish, Fried rice with onion, Milk tea 咖喱時菜、魚、洋响炒飯、奶茶
Saturday 周六	Jam, Margarine, Bread, Milk tea, Fruit 牛油、果占、麵包、奶茶、生果	Curry green bean, Vegetable, Chapatti, Fried egg, Milk tea 咖喱青豆、時菜、薄餅、煎蛋、奶茶	Curry vegetable, Mutton, Chapatti, Milk tea 咖喱時菜、羊肉、薄餅、奶茶
Sunday 周日	Jam, Margarine, Bread, Milk tea, Fruit 牛油、果占、麵包、奶茶、生果	Curry red bean, Vegetable, Chapatti, Boiled egg, Milk tea 咖喱紅豆、時菜、薄餅、烩蛋、奶茶	Curry vegetable, Chicken wing, Chapatti, Milk tea 咖喱時菜、雞翼、薄餅、奶茶

## COOKING FOR THE MASSES

## 以犯人溫飽為己任

Throughout the first half-century of the Hong Kong Prisons Service, there were constant shrill complaints from politicians and the press that prisoners had found a plush safe haven in Victoria Prison. The common theme of these arguments was along the lines that inmates laid about the jail, taking things easy and being served excellent meals. The fact that these lurid stories were simply untrue did nothing to make them less popular; the myth of jail as a place where convicted felons were pampered and well fed became a part of public belief.

It was not true, of course. Early budgets were tight and provision of food was not lavish. What did happen was that strict regulations laid down minimum diets, with the amount of meat and fish, vegetables, oils and rice detailed in administrative orders. There were separate diets for Chinese, Indian and European prisoners.

There were wild gyrations in the local economy. When a downturn meant that honest labourers were unemployed, a business leader or member of the legislature was sure to get immediate public support when he complained that humble family men could not fill their rice bowls, while prisoners ate well. Early records show that the basic amount and composition of food given to prisoners in the 1880s was almost identical to that served in

在本港懲教服務史的最初五十年，政界人士和傳媒經常尖銳地批評監獄的情況，指囚犯在域多利監獄過著豐衣足食的生活。據說犯人在監獄裏只需做一些簡單的工作，便可享用美饌佳餚。儘管這些渲染的說法純屬訛傳訛說，但一般市民卻相信，監獄是重犯們飽食終日和安享逸樂之所。

但事實並非如此。早期香港政府的財政預算緊絀，而監獄提供的食物亦非如傳說般奢華豐足。獄中設有嚴格的規則，訂定最基本的膳食供應，細列魚、肉、蔬菜、油和米糧的分量，不過亦有為華籍、印度籍和歐洲籍犯人制訂不同的餐譜。

其後香港經濟出現困頓的情況，胼手胝足的工人紛紛失業，商界領袖或立法機構議員便提出指責——身負家庭重擔的守法之士不能得到溫飽，而囚犯卻在獄中獲得豐富的招待。這種說法往往得到市民廣泛的支持。然而，早期的紀錄顯示，在十九世紀八十年代，



institutions a century later. But the modern version of dishes served as the 21st century approached were based on the modern medical and dietary advice; energy intake and cholesterol levels were carefully monitored.

The diet of the 1990s still reflected differing ethnic origins, religious beliefs and tastes; Chinese, European, Indian and vegetarian meals were on the menu. All of them complied with standards for prison diets laid down by the United Nations, with strict CSD standards and with government regulations.

For all prisoners, there was a carefully planned programme to provide a well-balanced and healthy daily diet. In every institution, senior officers inspect kitchens daily, paying particular attention to hygiene. The kitchens must gleam. A total of 54 instructors direct inmates who are assigned to staff kitchens and prepare food. Many of the instructors have worked in professional catering organisations, some of them in restaurants.

A typical range of weekly meals in Shek Pik Prison in the 1990s was impressive. Vegetarians, Asian Muslim and special health diets were catered for, in addition to the basic meals served to Chinese, Indian and European prisoners.

The composition of every meal and the amount of vegetables and fish, meat and eggs, was approved by the Director of Health. The standard had to be roughly uniform across the system; breakfast in Stanley was the same as breakfast in Shek Pik, and what was served in Ma Po Ping was the same congee and rice as prisoners received at Pik Uk.

The food is tasty, adequate and basic. "We are not a profit-making catering company," says Chief Officer Tam Siu-hung. "There is no luxury food or special orders. Everyone is

An inmate cleans and fillets a small mountain of fresh fish as Day Orderly Officer Li On-ni and Assistant Officer Tse Choi-ha discuss kitchen routine.

一名所員把新鮮的魚清洗和切片，而值日主管李安妮和懲教助理謝彩霞正在討論日常的廚房事務。



囚犯所享用的食物分量和成分與百年後獄中的餐膳幾乎無異。到了今天，懲教署所採用的餐膳乃根據現代醫學和飲食健康的原則，並經小心計算適合攝取的能量和膽固醇含量而編定的。

二十世紀九十年代的犯人餐譜設有中式、歐洲式、印度式和素食，反映他們不同的種族、宗教信仰和口味，並完全符合聯合國、懲教署和政府對監獄餐膳所制訂的嚴格規則和標準。

這些精心策劃的餐膳都是為保障犯人獲得均衡的營養和良好的健康而設的。在所有懲教機構裏，高級職員每天均會巡查廚房，檢查衛生情況，確保環境衛生整潔。目前共有五十四名導師指導囚犯預備膳食和在廚房當值。大部分導師曾在專業的飲食機構任職，有些曾在餐廳工作，而且經驗豐富。

在九十年代，監獄提供的餐膳種類廣泛。除為華籍、印度籍和歐洲籍囚犯而設的基本餐膳外，更供應亞洲回教餐、特色健康餐和素食。

每份餐膳的成分和所包含的蔬菜、魚類、肉類和雞蛋等分量，均獲衛生署署長批准。各懲教機構的餐膳水準亦須一致，例如赤柱監獄與石壁監獄所提供的早餐相同，而在哪埔坪監獄供應的粥飯亦須與石壁監獄囚犯所得的無異。

獄中的膳食美味可口、分量充足和符合人體的基本所需。總懲教主任（膳食）譚兆鴻表示：「我們不是一間牟利的餐膳公司。這裏並沒有奢華或特別的菜式，每個人都獲得平等的對待。」廚師們要根據部門預算的支出編配餐譜。在一九九八年，每名犯人的每天食物支出約十三元四角七分，此外，署方亦須負擔勞工成本、燃料和運送的費用。

每天負責一萬一千名囚犯膳食的譚兆鴻，於八十年代在美國獲得營養學學士學位後，開始發展個人事業。多年來豐富的工作經驗，加深了他的專業知識和技巧。按照基本的人權，所有囚犯都享有根據衛生署指引而制訂、營養均衡的餐膳。過去為懲罰犯人而設的「水飯刑罰」已於一九八一年廢除，只以麵包或白飯和清水充飢的獨囚年代也不合時宜。譚兆鴻和其他負責餐膳及廚房工作的人員亦非常注重食物衛生，嚴防發生食物中毒事件。近年發生的瘋牛症、紅潮污染海產與毒菜事件，促使本港懲教機構作出嚴密的預防措施。譚兆鴻表示：「我們檢查每一項食物和用具，以防止食物受到污染。」



In Shek Pik kitchens, Assistant Officer Wong Man-fu and Officer Ngo Shu-sun inspect a huge industrial kettle in which prisoners' congee lunch is brewing. 在石壁的廚房裏，懲教助理王文虎與懲教主任教樹新正在視察巨型的工業用鍋，鍋中正煮著犯人的午餐粥。



Dietary regulations are strict, with special ingredients and condiments listed for different ethnic groups. The kitchens at Stanley are vast and modern, with industrial-quality steamers, woks and ovens. They are needed, says Principal Officer Ho Chung-kit, who presides over 15 staff and 57 inmates who daily prepare 7,600 full meals and snacks. Regulations proclaim specific rations and meals for Chinese, European, Indian and vegetarian diets. The meals and kitchens are regularly examined by outside inspectors.

餐膳的規則非常嚴格，且為不同種族的犯人提供特別的材料和調味料。赤柱廚房寬裕而現代化，設有用工業質素的蒸爐、鑊和燉爐。負責監督十五位職員和五十七名犯人的高級懲教主任何重傑表示：這是他們需要的。他們每日要準備七千六百份全餐和小吃。規則訂明中菜、歐洲菜、印度菜及素食特定的分量。餐膳和廚房均由外來檢驗員作定期巡查，保證食物可助維持體能，保持健康並對身體有益。



treated impartially." Chefs have to stay within budget. In 1998, there was about \$13.47 allocated daily to buy raw foods for every prisoner. Labour costs, power to heat the giant woks and delivery costs pushed up the bill to feed prisoners.

Tam Siu-hung, who was in overall charge of feeding 11,000 inmates every day, did a nutrition degree in the United States when he began his career in the 1980s. Hands-on experience has honed his skills and knowledge. As a basic human right, all inmates are entitled to a balanced, reliable diet, under Department of Health guidelines. The old regime of rice and water as a punishment was scrapped in 1981. The age of solitary confinement with bread and water for survival was long outmoded. Tam and other dietary and kitchen staff are concerned greatly about the health threats that may enter prisons with food. Mad cow disease caused consternation in Hong Kong's penal system, just as there have been worries about red tide pollution among fish and excess pesticides in vegetables. "We check everything," says Tam. "We certainly can't take risks with tainted food".



Dinner time at Tong Fuk, and inmates read newspapers as they eat a meal that has been designed by dietitians. As in all institutions, furniture is lightweight plastic that is both easy to move and not suitable for use as weapons.

晚餐時間，擔攝監獄的所員一邊品嚐由營養師設計的餐膳，一邊閱讀報章。在全部的懲教機構裏，傢具均以輕量的塑料製造，容易搬運，同時不適合作為武器。

## FIGHTING THE SILENT BATTLE

In the closed and close environment of a prison, a contagious disease can spread faster than a prairie fire. Inmates inevitably eat, work, relax and sleep in a proximity to each other unknown in the outside world. Medical teams must take enormous care to see that any health problem is dealt with swiftly and effectively. Even influenza can pose a major threat to the overall health of the penal system; staff are as exposed to disease as the inmates.

Any prisoner with a suspected medical problem can see a doctor the same day, usually within hours. In institutions without resident doctors, medical officers are invariably nearby and rostered for duty; they can reach the jail or training centre within minutes. Special attention is paid to youthful inmates. On admission, every new arrival into the penal system is carefully scrutinised for narcotics use and given a thorough medical examination, including an X-ray. At Siu Lam Psychiatric Centre, elderly prisoners are seen by a specialist in geriatrics and at Ma Hang Prison, venerable old inmates, some serving their 20th term for minor drug offences, do light work in the open, under medical supervision.

It adds up to a sophisticated, efficient and comprehensive medical and health programme that keeps inmates not only free of disease, but also in a state of good health.

The 325-strong nursing and health team has a many-pronged approach. The foundation is an insistence on hygiene throughout the system. Germs love squalor and dirt; cellblocks, dormitories, dining halls, workshops and, particularly, toilets, are kept spotless. Constant sweeping and mopping with disinfectant banishes bugs. One cornerstone of the medical staff is a constant alertness for drugs; every nurse, orderly and doctor knows the signals of drug use and abuse and any prisoner suspected of taking drugs is subject to search and a urine test. A small percentage of inmates have psychological problems; they are monitored



在監獄的禁閉環境，傳染病比燎原之火更能迅速擴散。囚犯的起居、飲食和作息都須與其他陌生的犯人一同進行，因此醫護人員必須竭盡所能，快速和有效地克服任何對衛生構成的威脅，即使小病如流行性感，亦可能影響懲教服務，而職員亦同樣有機會如囚犯般被傳染。

任何犯人如感到不適，可於當天（通常於數小時內）獲得醫護人員的照顧。在沒有駐診醫生的懲教機構，醫護人員會在機構輪流當值，他們在數分鐘內便可抵達監獄或教導所應診。年青的所員更獲得特別的照顧。在收納新犯人時，醫護人員會仔細查察他們是否染有毒癮，並替他們進行詳細的健康檢查，包括X光檢驗。小欖精神病治療中心的年老犯人獲老人科醫生的診治，而馬坑監獄亦設有醫護人員，照顧那些擔任輕量工作的年老犯人，其中有些因輕微販毒罪行而被法庭第二十次判刑。

此外，署方實行一項完善和有效的醫療保健計劃，不單防止犯人染病，更有助他們保持健康。

The solidly constructed three-ward hospital was part of Stanley Prison which was opened in 1937. In 1998, it was replaced by a modern 80-bed facility, built where the condemned cells and execution chamber once stood. Dr Chan Kheng-bee does daily rounds of his patients, many of them aged men with debilitating diseases. Tragically, some elderly patients in Stanley hospital are crippled beggars who entered Hong Kong illegally to use their terrible handicaps to beg on the streets. When arrested for begging and found to be illegal immigrants, they are sentenced to prison, where they normally spend much of their sentences occupying hospital beds.

赤柱監獄在一九三七年落成啟用時，設有一所三個病房的醫院。在一九九八年，當局將曾是死囚室和處決室的地方改建為可容納八十張床的現代化醫院。高級醫生陳慶美正在巡視病人，當中很多是患上令人身體虛弱的疾病。不幸的是，在赤柱醫院裏，一些年邁的病入是非法入境者，利用身體殘缺在街上行乞。當他們因行乞被捕和被揭發是非法入境者時，便被定罪入獄，並在監獄醫院的病床上渡過大部分刑期。





Health and dental care are a right of all inmates. Every prison has its own medical unit and staff. If a doctor is not on duty, there is always medical assistance on call. Specialists make regular visits to prison hospitals. The dentist's chair at Shek Pik is in a unit that has modern facilities for the visiting dentists. Principal Officer Leung Hing-fai and Chief Officer Lo Yee-kin discuss dental procedures as an inmate patient awaits treatment.

所有囚犯均有權享用保健和牙齒護理。每間監獄都有自己的醫療隊伍和職員。若醫生不在當值，定有其他醫護人員候召。專科醫生定期前往監獄醫院。在石壁牙科中心，有為客席牙醫提供的先進儀器和設施。高級懲教主任梁慶輝與總懲教主任盧貽堅正在討論牙齒護理程序，而一位囚犯正等待治療。

by nursing staff in addition to regular scheduled interviews with clinical psychologists. Such mental illness can flare up suddenly, so psychiatric cases receive constant attention.

The range of medical problems, physical and mental, is as complex as in the rest of society, but in a penal institution, these challenges are a lot more concentrated. Nurses provide a strong presence on the staff roster, with 3.4 percent of all CSD staff having a medical background. Many join as assistant officers, continue their studies, and when they become Registered Nurses, they move up into officer ranks - another example of career opportunities in the department.

In-service training ensures there is a strong core of well-trained staff in every institution who have passed demanding first aid and basic home nursing courses. Care in case of accidents or injury is always on hand.

"We're a silent team," says Superintendent Paul Chung Hing-wah, the officer in charge of Nursing & Health Services. "We're the silent service." What he means is that the supportive and advisory medical structure in the penal system is always present, but seldom obtrusive. It is there if it is needed.

From the thorough examination on admission to the outpatient clinics in every institution, the medical teams provide quality care. Specialists make regular visits and are on call if needed. A somewhat unusual medical service is the need to prepare psychiatric and stability reports to legal officers to serve as evidence. Court work does not stop there; staff with medical experience are sometimes needed in the magistracies and higher courts when offenders faint under the strain of hearing their sentence pronounced.

Some patients are not easy to handle. Some do not want treatment. Some are reluctant, even hostile, when it comes to talking to nurses and doctors. Others pretend to be sick to evade work. Every case has to be treated with care, every symptom checked, every medicine taken under close supervision. Emergency cases have to be treated with grave scrutiny; a prisoner may be pretending to be ill, hoping for a chance to escape while under escort to the closely guarded custodial wards at Queen Mary and Queen Elizabeth Hospitals, which are reserved for CSD cases. It is a matter of medical and professional penal judgement when to send a dangerous prisoner for outside treatment. Often, the doctor comes to the patient; medical facilities in large institutions are equipped to an impressive level and checks for most diseases can be competently handled there. But for major operations, a hospital visit is needed. Methods must be flexible, based on experience.



懲教署的醫護和保健人員共有三百二十五人，負責推行多元化的措施。最基本是保持環境的清潔和衛生。細菌愛在骯髒污垢之所滋長，所以囚倉、飯堂、工場和洗手間都要經常用消毒劑洗刷，以保持潔淨，杜絕細菌。醫護人員的基本責任，是時刻對犯人使用或濫用藥物的情況保持警覺，一旦發現可疑之處，便會進行搜查，並為疑犯進行尿液測試。署方安排有心理問題的囚犯與臨床心理學家會面，更設有護理人員負責監視，以照顧隨時發病的精神病犯人。

犯人跟普通市民一樣，在身心健康方面具有不同的需要，懲教署在處理這些問題時面對相當大的挑戰。懲教人員中，有百分之三點四，即二百三十六名有醫護的資歷。進修醫護課程為懲教署人員提供專業發展的機會，不少人員最初任職懲教助理，經進修成為註冊護士後，再晉升為懲教主任。

署方為職員提供在職訓練，以確保每所懲教機構均駐有足夠和訓練有素的人員，掌握急救和基本護理的知識，遇到意外或有人受傷時，可立刻提供援助。

負責護理及衛生服務的懲教事務監督鍾慶華表示：「我們是一支靜默的服務隊伍。」意指護理及衛生服務在本港的懲教制度存在已久，時刻候命，為犯人和職員提供醫療支援和指導。

懲教機構的醫護人員為犯人提供優良的服務，由收納犯人時的全面檢查以至為他們提供門診等服務。專科人員會定期到懲教機構提供服務，需要時會奉召到診。有時，他們亦需擬備犯人的心理和精神狀況報告，提交司法人員，作為證供。有關法庭的工作不僅於此。有醫護經驗的職員有時需前往裁判法院和高等法院，照顧在聽到宣判時因刺激過度而昏厥的犯人。

事實上，獄中病人並不容易處理：有些根本不希望獲得治療；有些則對醫護人員採取抗拒甚至敵視的態度；有些佯作生病，逃避工作。醫護人員對於每宗稱病的事件均要小心處理，檢查每個症狀，監視服用的每種藥物。醫護人員對急症的處理更需特別小心，囚犯可能假裝生病，企圖在被押到瑪

Discipline is tough in Pik Uk Correctional Institution. Great care is taken that new inmates are sufficiently fit for the rigours of drill and other disciplines. In the compact hospital, Dr Myint Thein and Officer Leung Kam-wing, a registered nurse, carefully monitor the heart rate and other vital signs of a newly admitted teenager as he walks on a treadmill. This gives medical staff a reliable way of checking that the boy is fit.

壁屋懲教所內的紀律十分嚴格。新來的囚犯受到全面照顧，讓他們有足夠的體力應付嚴格的操練及遵守其他紀律。在附屬醫院裏，楊中福醫生與懲教主任，亦是註冊護士的梁錦榮小心監察一位新來的少年犯人的心跳和身體狀況。男孩在踏步機上步行，為醫護人員提供可靠的方法檢查體格。



Every institution is equipped with a small hospital. By the end of 1998, there were a total of 739 beds, not including the custodial wards in government hospitals. The largest is in Lai Chi Kok Reception Centre, where the 94-bed capacity is still constantly overcrowded by 10 percent, mostly by recovering drug addicts going through severe withdrawal. Hospital Authority consultants regularly visit the institutions to provide patients with specialist treatment. The complaints, and the treatment, mirror the flow of patients to a large public hospital.

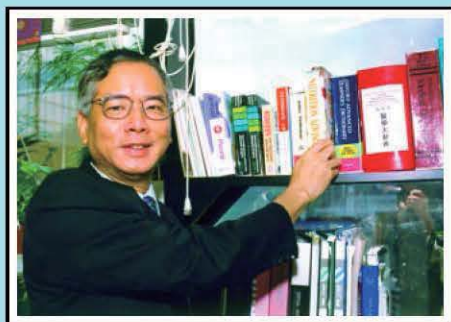
The day-to-day medical care of an average 10,000 inmates is a matter of careful, well-practised routine. Training is constant for an emergency. As Vietnamese illegal immigrants flocked to Hong Kong, there were constant fears of plague, dengue fever, yellow fever and other contagious diseases among the badly fed people crammed for weeks onto tiny boats. CSD took up the challenge. Fortunately, various non-government voluntary agencies and foreign volunteer doctors lent eager hands to help in the crisis. There was a high caution about possible epidemics in their crowded camps and many of the rural folk who arrived in the throng had little concept of hygiene. Chung remembers it as a difficult time, trying to provide care and attention for patients who were often openly hostile.

In the early 1990s, an unseen ghost began to stalk Hong Kong prisons. AIDS was spreading through some overseas penal systems like a medieval plague, decimating prisoner populations. In Hong Kong, where strict discipline eliminates most drugs use and where homosexuality is culturally rare, the two most common causes of the deadly virus were not present; shared needles and cellblock sex are the prime reasons that AIDS spreads in jails.

But prevention is better than cure. Chung Hing-wah foresaw the threat of AIDS and started a detailed education drive to inform staff. With help from the Department of Health, he produced a bilingual handbook on the disease, explaining what it was and how it was spread. "We had to be in the front line of education to safeguard both staff and inmates," he explains. The booklet dispelled many of the myths about AIDS, explaining in simple terms precisely how it spread and advising staff how to handle infected inmates. There were also lectures during induction classes to inform inmates, and group counselling sessions and pre-release programmes for the few prisoners found to have symptoms.

The medical arm of the CSD also cares for 7,000 staff and their families, providing extensive medical care. Nine clinics attached to the largest institutions treat both physical and psychological complaints.

Like so many aspects of CSD work, constant training is used to upgrade staff service quality. Almost 100 staff are engaged in full-time study, ranging from one-year to three-year courses. These include such fields as maternity care, for women officers. Equipment is also upgraded; expensive such as like defibrillators are now common issue in prisons, to resuscitate patients who may be struck with heart attacks.



Superintendent Paul Chung Hing-wah agrees that the strong responsibility and disciplined working environment induce high job satisfaction.

懲教事務監督鍾慶華認為，肩負責任和紀律嚴明的工作環境能提高工作的滿足感。

麗醫院或伊利沙伯醫院羈留病房途中逃走，這些守衛森嚴的病房是特別為囚犯而設的。何時決定把危險的犯人送往醫院治理，是一項醫療和專業判斷。醫生通常會前往診治患病的犯人。現時大型懲教機構裏的醫療設備齊全，可有效地診斷主要疾病，但若需進行大型手術，則會轉往公立醫院。是否轉送病人前往醫院就醫，必須按專業經驗靈活處理。

每間懲教機構均設有小型醫院。一九九八年底，共有七百三十九張病床，這並未計算公立醫院的羈留病房。最大的一間位於荔枝角收押所，這裏的九十四張病床經常全部有病人使用，且還多收百分之十的病人，他們通常是正在戒除毒癮的犯人。醫院管理局的顧問醫生定期到訪懲教機構，為患病的囚犯作專科診症。囚犯求診的病症和所獲的治療，儼如在大醫院一樣。

懲教署人員的日常工作之一，是為約一萬名囚犯提供醫護服務。署方時常提供在職訓練，以應付緊急事故。例如當越南船民湧入香港之際，他們在擠迫細小的船隻上度過數星期，不單缺乏糧食，更可能染上疫症、登革熱、黃熱病和其他傳染病。懲教署毅然面對這個挑戰，並得到非政府志願機構和外籍志願醫生的協助，處理危機。由於不少來自農村的船民缺乏衛生常識，加上船民營環境擠迫，署方遂採取嚴密的措施，防止流行病傳染。鍾慶華表示，照顧這些抱敵視態度的病人，殊非易事。

愛滋病就像是中古世紀的疫症，在海外的懲教機構肆虐，不少犯人因而喪命，到了九十年代初，這個如鬼魅般的疫症，亦開始威脅香港監獄。香港的懲教機構嚴防犯人接觸毒品，而同性戀在中國文化中亦較少出現，因而減低了愛滋病出現的機會。愛滋病在外國監獄蔓延的主要因素是共用針筒和性行為。

然而，預防勝於治療。鍾慶華預見愛滋病對監獄的威脅，於是在數年前開展員工的教育運動，在衛生署的協助下，他編製了雙語的愛滋病手冊。他解釋說：「我們必須為保障員工和犯人而站在教育的前線。」這本小冊子簡述愛滋病的傳染途徑，澄清有關愛滋病的訛傳，並指導員工如何處理受感染的犯人。此外，犯人啟導課程亦包括愛滋病的講座，署方並為有染病症狀的少數犯人進行小組輔導和釋前輔導計劃。

懲教署的醫護人員亦在附設於大型懲教機構內的九間職員及家屬診所，為七千名職員及其家屬提供廣泛的醫療服務，保障他們的身心健康。

與懲教署其他工作一樣，持續的培訓有助提高員工的服務質素。目前約有一百名護理及衛生組員工修讀一年至三年不等的全職課程，包括女職員進修的產科護理。同時，懲教機構醫療設備的質素亦不斷提升，例如現時監獄已設置如去纖顫器等昂貴設備，以搶救心臟病發的犯人。



## Chapter Thirty-two

Into the 21st century  
邁進二十一世紀

As the Correctional Services Department enters the 21st century, it is a prison service of which the community can be proud. In terms of education, training, qualifications, skills and equipment, it is the match of any service on Earth. In terms of morale, pay and conditions, it is superior to most. As can be seen at any passing out parade, it marches with pride.

One measure of the effectiveness of a prisons service is how well it guards those placed in its charge. By that measure, the CSD has an excellent record. In the chaotic days of 1946, 22 prisoners escaped from inside prisons and four disappeared from working parties. By the following year, when conditions were still far from normal and the prison population was soaring, only two escapes were made, both from outside working parties. In 1955, there were no escape attempts, which was to become the norm. Like every penal system, however, life was not smooth. Even the most dedicated and professional management cannot control the pent-up tensions and strains inevitable when large numbers of men are confined in a jail. In 1998, there was an ugly clash between local inmates and prisoners from other parts of China in Ma Po Ping Prison, an incident that grabbed headlines when staff had to use force to restore order. But such incident was unusual. It shows that by any international standards, Hong Kong's prisons were a model for a modern penal system, where the security and safety of inmates were balanced by care for their physical well-being and the protection of the community.



Commissioner Raymond Lai Ming-kee talks to the press after a passing out parade.  
懲教署署長黎明基出席一個畢業典禮。

This situation was not the result of sheer luck. As he prepared for his own retirement after 30 years as a penal officer, Commissioner Raymond Lai Ming-kee looked back and surveyed a period of constant progress. Like many contemplative men and women who joined the Hong Kong civil service in the late 1960s, Lai Ming-kee was propelled by a vision of a better society. He first donned his uniform before the 1973 riots in Stanley Prison, in an era when being a warder or officer had considerably less stature in public eyes. During his career, there were vast changes, most of them caused by a desire for improvement within the department.

He credits most of those dramatic changes to the vision and steadfast determination of Thomas Garner, who joined the department in 1947 and who was Commissioner of Prisons from 1972 to 1985. Tom Garner was a former non-commissioned officer in the British military; he was as honest as he was tough, and as demanding of his men

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向二十一世紀，懲教署在教育、培訓、職員資歷、技能和機構設備方面均達致世界水平；論員工士氣、薪酬及工作環境，比許多國家更優越，足令港人引以為傲。如同在畢業步操典禮上所見，學員們精神抖擻，昂首闊步，以身為懲教署一分子為榮。

要衡量懲教服務的成效，其中一個準則是羈押犯人的逃走率。就此而言，懲教署的紀錄驕人。一九四六年時的社會情況混亂不堪，有二十二名犯人越獄，四名在戶外工作時失蹤。翌年，社會情況雖未見改善，犯人數目急升，但只有兩名犯人在戶外工作時逃走。一九五五年，更沒有企圖越獄事件發生。往後的日子，沒有囚犯逃走已成為正常的事。然而，如所有懲教制度一樣，牢獄生涯並不好過。大批犯人被囚禁獄內，環境擠迫，即使是最專業的管理人員，也不能抑制犯人的緊張情緒和精神壓力。一九九八年，哪埔坪監獄發生本地犯人與來自中國內地的囚犯的毆鬥事件，職員需要使用武力來恢復秩序，結果成為當時的報章頭條。然而，這些只是偶發事件。本港監獄成功保障囚犯的人身安全，妥善照顧他們的生活，同時又能嚴密看守犯人，維護市民大眾的安全，無論按哪個國際標準衡量，都足以成為現代懲教制度的模範。

懲教署的成功並非運氣使然。將於不久退休的懲教署署長黎明基服務懲教署三十載，見證了部門的發展歷程。跟許多在六十年代後期加入公僕行列的人一樣，黎明基胸懷抱負，以改善社會為理想，故毅然加入紀律部隊工作。當時尚未發生一九七三年的赤柱監獄騷亂，在一般人眼中，擔任獄吏或監獄職員並非高尚的職業。三十年來，部門內部不斷進行改革，黎明基在其事業生涯中亦目睹多番轉變。

黎明基認為署方銳意改革，有賴簡能的遠見和決心。簡能原為英軍非憲委級人員，於一九四七年加入監獄署工作，在一九七二年至一九八五年期間出任監獄署署長。他為人誠實正直、堅毅不屈，律人律己皆甚嚴，並矢志提升監獄署的社會角色和服務水平。

簡能獲得當時的港督麥理浩爵士全力支持。當簡能接任署長時，署內漫延著殖民地懶散的風氣，職員的工作態度和方法跟二次大戰之前並沒兩樣。只要囚犯不越獄、不生事，政府內外均無人特別留意這個部門。改造囚犯、協助犯人改過自新是當時監獄署工作的一部分，但不是基本的服務宗旨，而監獄裏的犯人亦好像被社會大眾所遺忘。



as he was of himself. He was utterly determined to elevate the role and standards of the penal service, a task he set out to achieve with his typical single-mindedness.

In this, Tom Garner received full backing from the Governor of the time, Sir Murray MacLehose. When Garner took over as Commissioner, the penal service was a rather sleepy colonial relic. Things were done pretty much as they had been done before World War II. As long as prisoners did not escape and there was no trouble in the jails, nobody in or out of Government took much notice of the department. Reformation and rehabilitation were formally part of the programme, but not the core of penal philosophy. Out of sight, inmates in Hong Kong institutions were out of the public mind.

Garner was to change that. The short, sharp shock of the teenage detention centre at Sha Tsui reverberated through the community; it was overwhelmingly approved by the public and was soon a feared sentence among young offenders. It was largely credited with helping to cut a worrying rash of crimes of violence. The disturbances in Stanley in 1973 gave Garner the tools he needed to root out the entrenched corruption, sleaze and bad management in the prisons system. He argued with Government planners to get land for new prisons at Shek Pik and Pik Uk; he cajoled additional money from the Treasury for pay increases, and he insisted on better educated recruits and a higher standard of training once they were in uniform. The Garner reforms laid a strong basis on which future Commissioners could build.

Raising the stature of the profession was as necessary as building new jails. Although pay had improved, there was still lack of recognition of penology as a career. In 1980, the first Asian and Pacific Conference of Correctional Administrators was held in Hong Kong. This drew widespread attention, not only among the profession internationally, but also within Hong Kong. It was noted that when the heads of prison services from throughout the region held a meeting, it was to Hong Kong that they came. In 1985, the first British Commonwealth conference of penal heads was held in Hong Kong.

Despite advances in every aspect of the science and practice of penology, CSD staff never lost sight of their basic responsibility of protecting the public. Jails were made safer, for both inmates and staff. New equipment and security devices ensured that men and women who had proved themselves to be menaces to society would remain in custody. While many international improvements were adopted enthusiastically by the Hong Kong penal system, some overseas trends were rejected. One of these was the privatisation of prisons, a direction that many felt was not only wrong, but morally repugnant. To turn the custody of society's outcasts over to a private company was felt to be an abandonment of responsibility. It is a notion that has been rejected totally both by the Hong Kong Government and CSD officers.

A new prison for a new century. Extensions and renovations to Stanley Prison will change both the scope and character of the main institution in the Hong Kong correctional system. Architects' impressions of how the complex will look at the start of the new era show a sophisticated maximum-security complex with the most modern of facilities.

高度設防的赤柱監獄將成為新紀元的監獄。它的擴建和翻新工程標誌着香港懲教服務範圍將會擴展。本圖顯示建築師對二十一世紀初這所設備先進的大型監獄的構思。



簡能決心改變這種情況。沙咀勞役中心的「3S」（刑期短、紀律嚴和阻嚇力大）訓練課程，在社會產生了極大的迴響，更得到廣泛市民的認同，認為有助打擊暴力罪行，對青少年起阻嚇作用。一九七三年，赤柱監獄發生騷亂，簡能趁機清除監獄內根深蒂固的貪污陋習，徹底改善骯髒的環境和流弊叢生的管理方式。他向政府的規畫部門爭取在石壁和壁屋興建新監獄；要求政府庫房增加撥款，以提高懲教職員的薪酬；堅持聘用學歷較高的人才，並須在入職後立刻接受高水準的訓練。簡能提出的種種改革，成為日後香港懲教制度發展的基石。

雖然懲教職員的薪酬有所改善，但他們的專業仍未獲社會的認同。提昇懲教專業與興建新監獄同樣重要。一九八零年，第一屆亞洲及太平洋懲教首長會議在香港舉行，區內各懲教首長聚首一堂，引起本港和海外人士的廣泛關注。一九八五年，本港亦舉辦了首屆英聯邦懲教首長會議。

儘管科技發展和監獄管理的方法日新月異，監獄的設備和保安系統推陳出新，懲教職員並沒有因此而鬆懈，繼續履行維護公眾安全、保護市民的基本責任。雖然香港積極參考海外國家的經驗來改善本身的懲教制度，但卻非盲目地模仿，監獄私有化便是其中一例。本港大部分人士均認為，監獄私有化是推卸責任的錯誤做法，亦不合乎道德標準。香港政府和懲教職員亦全面反對這種做法。

邁向二十一世紀，本港懲教機構的運作基本上仍然保留中國傳統的特色。部門致力協助犯人改過自新、重獲新生，同時強調犯人在懲教機構內必須保持良好的秩序，培養嚴守紀律的精神和積極的工作態度。有些國家採用以囚犯協助職員管理懲教機構的方式，但本港無意效法，因為此舉只會引起紛擾和混亂。

到了一九九四年，懲教署再度面對重大的挑戰。部門職員的薪酬及工作條件在過去多年雖有調高，但時至今日，已非優差厚祿。看管數以萬計越南船民的工作為職員帶來沉重的工作負擔和精神壓力。當時船民的狀況受到國際傳媒



Similarly, as the CSD develops into the 21st century, Hong Kong prisons and institutions will continue to be basically run under the umbrella of Chinese custom. Every effort will be made to stress rehabilitation, but inside jails, good order, discipline, work and attention to rules will be maintained. There will be no bending to practices now used in some countries, where inmates run the institutions; that way lie chaos and confusion.

By 1994, the department was once again under strain. Advances of previous years in salaries and terms of conditions had largely been eroded. The mental and physical strain of suddenly having to care for tens of thousands of Vietnamese had taken a toll. There had been constant carping attention by the international press about the Vietnamese, whom Hong Kong had so generously allowed to land and whom the community had supported. Instead of gratitude, the community received opprobrium. And it was the CSD staff, at the forefront of running the camps, who received the lion's share of abuse and criticism when riots broke out. The victims - the CSD staff trying to keep the lid on an explosive situation - were the subject of vilification. Inevitably, morale slumped.

In 1990, the Governor, Sir David Wilson, looked for a strong candidate to succeed Chan Wa-shek as Commissioner. To the dismay of some, he went outside the department and named a Senior Assistant Commissioner of Police, Eric McCosh, as Commissioner of CSD. There was considerable talk and press speculation; was this a slur on staff, and did it cast a shadow on the increasing pace of localisation?

There may have been some initial misgivings, but the competence, managerial style and obvious skills of the new Commissioner soon won him many admirers and friends. Years later, as Raymond Lai Ming-kee was preparing to retire as Commissioner, he looked back appreciatively on the contributions made by the former police officer. "Eric McCosh changed the culture of the CSD," Mr Lai was to say. "He improved staff conditions and welfare. In one incident when CSD and police came under fire from politicians and protesting activists over a wild, bloody riot at a Vietnamese camp, McCosh refused to let his staff take the blame. He accepted personal responsibility. It was a typical action of leadership, McCosh-style, and one greatly appreciated by the men and women whom he led."

The quietly spoken and charismatic Scot inspired many officers to excel. He cared a great deal about staff and their families; he led senior officers in long jogging runs to help raise the \$8 million needed for the building of the staff club at Lai Chi Kok. Lai credits McCosh with helping the department to look forward to the future with confidence, to look outside the narrow confines of the CSD and to see how the service could better serve the community.

These were traits carried forward by Raymond Lai when he took over as Commissioner in 1995. His vision of the CSD for the 21st century was a proud one. He looked back over the very significant changes in his career and predicted even more sweeping modifications in the dawning 21st century. Broadly, these would further advance the trend of breaking the social circle of crime, and of striving to reform those who had broken the codes of the community and ended up in an institution. Many of the men and women behind prison walls or in drug treatment centres were life's losers, Raymond Lai believed. They were being punished by confinement; while there, every effort should be made to educate them, to reform their outlook, to help guide them back into society and to reunite them with their families, to train them while in prison in skills and work habits that would allow them to get a worthwhile job and to survive in the outside world. "We must help prisoners, especially younger prisoners, to stay

的廣泛關注，每當船民營發生騷亂，前線的懲教職員必定首當其衝，不單承受船民積壓的怨憤，更受到輿論的批評和指責，成為眾矢之的。部門的士氣因而受到影響。

一九九零年，陳樺碩署長離任，港督衛奕信爵士著手物色稱職的繼任人選。結果，他委任警務處高級助理處長麥啟舒為懲教署署長。此舉卻引起公眾和新聞界的揣測，爭相探討事件會否打擊懲教職員的士氣，會否使加速政府官員本地化的進程蒙上陰影。

麥啟舒的任命在初期曾受到質疑，但這位新任署長的卓越才幹和管理風格旋即獲得眾人的支持。時至今日，黎明基署長回顧麥啟舒的貢獻時表示：「麥啟舒署長改變了懲教署的文化，改善了懲教職員的工作環境和福利。」在一次越南船民營的嚴重騷亂事件中，署方職員和警務人員受到政客和關注該問題的人士的嚴厲批評。麥啟舒個人承擔了對這次事件的責任，沒有將它推卸到部屬身上。這是他的領導方式和管理風格，使他深受部屬愛戴。」

來自英國蘇格蘭的麥啟舒說話時語調溫和，具有領導者的風采和魅力。他對職員及家屬關懷備至，他帶領高級職員以長跑方式籌款，共得款項八百萬元作興建荔枝角懲教職員會所之用。黎明基署長贊許麥啟舒領導部門建立信心，踏出本身的框框，放眼四周及展望未來，致力為社會提供更優良的服務。



Raymond Lai with Mr. Du Zhongxing, Director General of the Prison Administration Bureau, Ministry of Justice, People's Republic of China at the 18th Asian and Pacific Conference of Correctional Administrators in Vancouver, Canada.

署長黎明基與中華人民共和國司法部監獄管理局局長杜忠興攝於加拿大溫哥華舉行的第十八屆亞洲及太平洋懲教首長會議。

黎明基在一九九五年接任署長時，秉承了麥啟舒的領導精神，為懲教署確立邁進二十一世紀的服務宗旨。他回顧事業過程中的幾番巨變，並預期隨著新紀元的來臨，懲教署將會繼續推行改革，致力協助犯人改過自新。黎明基明白到那些在獄中和戒毒所羈留的人士可說是人生的失敗者，署方應盡力教導和引領他們，讓他們重投社會，與家庭重聚，同時學習適當的技能和良好工作習慣，幫助他們自力更生。黎明基常常對新職員說：「我們必須協助犯人，特別是年輕犯人，以免他們重蹈覆轍。」

單靠懲罰性的囚禁無法有效地幫助犯人改過自新，現代懲教工作的宗旨是教育和輔導他們。因此，黎明基十分強調外展工作的重要。懲教署推行不少具創意的活動，例如安



out of the judicial system," Raymond Lai was to say to new recruits.

There was little use in merely locking up a wrongdoer, making him serve his term, and then releasing him to offend again. The aim was to educate prisoners, in the widest sense. Outreach was the message, Raymond Lai stressed. In fresh initiatives, zestful youths whose high spirits had got them into brushes with school authorities were escorted into such institutions as the Pik Uk Correctional Institution. Here, teenagers and their teachers sat and chatted to other teenagers, inmates serving lengthy terms. The lesson was stark; if you persist in your foolishness and mix with bad elements, you could end up spending years in an institution instead of at university. That lesson struck home.

Such initiatives outside prison walls are reinforced in the institutions. Penal officers see families as a powerful tool in rehabilitation, so drives to keep family links alive will be a growing emphasis in future. Counselling, psychological help and after-care will also grow in importance. Senior department officers are convinced the most effective way of reducing crime is to break the vicious circle of crime, jail and repeated offences. To show a man or woman that there is an alternative, to help them on their way to lead a decent life, will be the broad path of the future. To help offenders break from the grim relay of crime, arrest, conviction and imprisonment is the ultimate ambition.

To achieve this in the 21st century requires staff who are not only more educated and with better qualifications than in the past, but also men and women who share a vision. They will work in a continually changing social environment, as the Special Administrative Region of Hong Kong develops as an autonomous region of China. There have been vast economic, social and political changes in the past two decades. There will be significant changes in the years ahead. The penal service will remain independent, the Commissioner will attend international conferences as a delegate from Hong Kong China. Public expectations of the Civil Service as a whole will change; it must become more transparent, accountable and productive. This will also apply to the penal service; the old attitude of secrecy has gone, never to return.



排那些精力充沛和喜愛挑戰學校制度的青少年參觀壁屋懲教所等機構。在老師的指導下，青少年有機會跟正在服刑的青年犯人交談，知道他們的經歷。這樣的教訓非常深刻：如果青少年仍未能潔身自愛，繼續與壞分子同流合污，最終只會把青春葬送於懲教機構，而大學之門將遙不可及。

署方亦在懲教所內推行更生計劃。懲教職員認為家庭是協助囚犯改過自新的最佳力量，所以很重視協助犯人與家庭重建聯繫。心理輔導和善後輔導工作亦日益受到重視。懲教署的管理高層深信，有效減少罪案的方法是打破犯罪入獄的惡性循環。日後，懲教職員將繼續協助犯人，引領他們邁向新生，脫離犯罪、被捕、定罪然後入獄的惡運。

要在下一世紀達致這些目標，懲教人員不僅要學歷和經驗俱佳，更須胸懷抱負，向共同的目標邁進。隨著香港特別行政區的成立，懲教職員將繼續面對不斷變遷的環境和挑戰。過去二十年，香港在經濟、社會和政治方面都經歷重大的變革。在未來歲月，這些改變仍會持續。不過懲教制度的獨立性將會始終如一。現時懲教署署長以中國香港特別行政區代表的身分出席國際會議。市民對整體政府服務的期望在不斷提高，要求政府部門增加透明度、責任感和工作效率，懲教服務亦然。九十年代末，懲教署昔日那份神秘色彩已逐漸消退，代之而起的是一個充滿幹勁的鮮明形象。



Hong Kong casts a wide shadow on the world stage of international penology. Senior CSD staff actively attend regional and worldwide conferences and seminars on the future of the profession. A founding force of the Asian and Pacific Conference of Correctional Administrators that stress co-operation between prison services in Asia and the Pacific, CSD remains convinced of the need for liaison across borders. Hong Kong and Chinese delegates had plenty to talk about at the 18th Asian and Pacific Conference of Correctional Administrators, held in Vancouver in 1998.

香港在國際監獄管理有極廣泛的影響。高級職員積極出席地區和國際的會議及研討會，探討懲教專業的未來發展。作為亞洲及太平洋懲教首長會議的創立要員，懲教署強調亞太地區監獄服務機構必須緊密合作，並深信跨越國界合作的重要性。一九九八年在加拿大溫哥華舉行的第十八屆亞洲及太平洋懲教首長會議期間，香港與國內代表探討懲教各方面的問題，交流心得。





## Heads of Department

Title 職 銜	Name 姓 名	Date of Appointment 上任日期
<b>Chief Magistrate ( In Charge of Gaol )</b> 首席大法官 (主管域多利監獄)	CAPTAIN WILLIAM CAINE 威廉堅恩隊長	30.4.1841
<b>Governor of the Gaol</b> 監獄長(域多利監獄)	JOSEPH SCOTT 薛高	25.8.1858
<b>Superintendent of Victoria Gaol</b> 監督(域多利監獄)	FRANCIS DOUGLAS 杜格倫	4.8.1863
	ALFRED LISTER 李斯達	28.6.1874
	MALCOLM STRUAN TONNOCHY 杜老誌	10.2.1875
	ALEXANDER HERMAN ADAM GORDON 高頓	28.3.1885
	HENRY BRIDGMAN HENDERSON LETHBRIDGE 李明志	1892
	FRANCIS HENRY MAY, CMG 梅含理	30.3.1897
	FRANCIS JOSEPH BADELEY 白德理	23.4.1902
	CHARLES MCLLVAIN MESSER, OBE 麥西	19.4.1913
<b>Superintendent of Prisons</b> 監獄長	JOHN WILLIAM FRANKS, OBE 范克倫	31.12.1920



Mr. Francis Henry May, CMG  
梅含理先生



Mr. C.J. Norman  
樂文先生



## 歷任懲教署署長

Title 職銜	Name 姓名	Date of Appointment 上任日期
Commissioner of Prisons 監獄署署長	MAJOR JAMES LUGARD WILLCOCKS, DSO, MC	17.6.1938
	韋國斯	
	WILLIAM SHILLINGFORD	22.5.1947
	施靈福	
	JOHN TUNSTALL BURDETT	28.5.1951
	柏特	
	CUTHBERT JAMES NORMAN, CBE	26.2.1953
Commissioner of Correctional Services 懲教署署長	樂文	
	GILBERT ROY PICKETT, ISO	26.2.1968
	白傑德	
	THOMAS GERALD GARNER, CBE	27.1.1972
	簡能	



Mr. Lai Ming-kee  
黎明基先生



Mr. F.S. McCOSH  
麥啟紓先生



Mr. T.G. Garner  
簡能先生



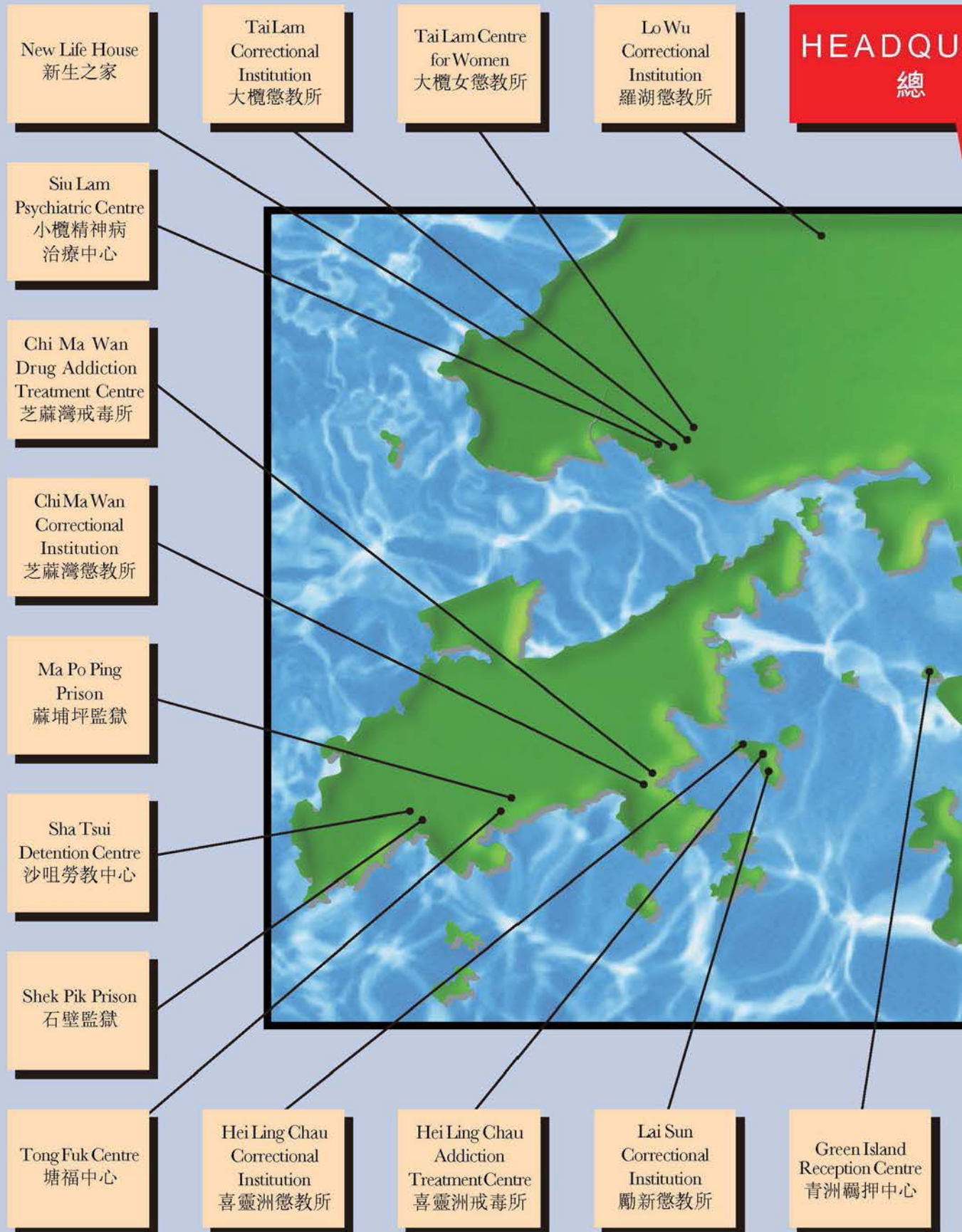
Mr. G.R. Pickett  
白傑德先生



Mr. Chan Wa-shek  
陳樺碩先生

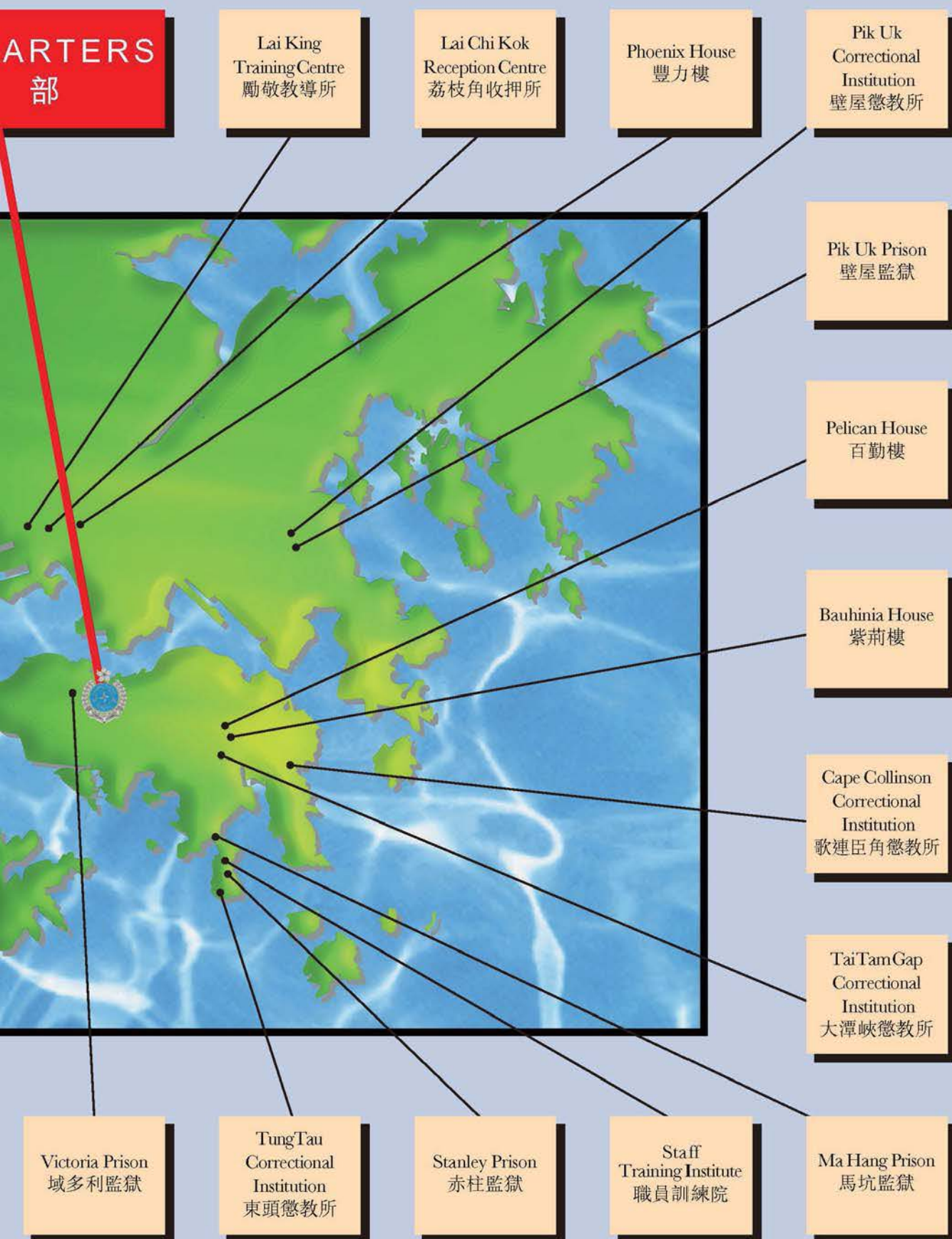


# LOCATION OF HEADQUARTERS AND INSTITUTIONS, 1999





# 一九九九年懲教署總部及各機構位置圖





# Acknowledgement

## 誠懇的致謝

Writing a book is a team effort. That applies particularly to a volume that, like SOCIETY'S GUARDIANS, seeks to tell the authoritative but unofficial history of an organisation that normally is not open to the public gaze. By the very nature of its work, the penal system operates largely behind closed gates. Not that there is anything to hide. In Hong Kong's open society, prison administration is open to scrutiny by politicians, press and public.

Still, comparatively little is known of this branch of the law enforcement community. That is why we were so dependant, totally reliant, on help from CSD staff in the preparation of this book. Inspiration and advice came, first of all, from the Commissioner, Raymond Lai Ming-kee. He was an endless source of aid. Senior Superintendent Samson Chan, whose history of the first century of the prison service is an example of fine scholarship. Senior Chinese Language Officer Natalie Chan was of immense assistance in tirelessly checking Chinese translations. The CSD Civil Secretary, William Hui Chi-wai, and Chief Officer (Research), Chan Kin-chung carefully scanned the text for facts. Leonel Rodrigues and the staff of the department's Public Relations Section answered thousands of questions; thanks are due both for their energy and their enthusiasm. Fred Ho Ying-lin, Chan Pak-Cheong, Wong Wai-hung and Lai Kam-wah dug deep into records and photo files to provide us with basic information. Poon King-lai, who recorded the post-war history of the Department in a thesis, kindly let us make use of his material.

In every prison, detention centre and training centre, in women's institutions and drug treatment centres and at offices throughout the headquarters complex in Wanchai, staff of all ranks cheerfully spent time answering our queries and digging up records. They are too numerous to name individually; thank you all. A special note of gratitude is owed to Gracia Wong, librarian at the *South China Morning Post*, whose customary cheerful service was invaluable. Similarly, our friends at the Government Information Services news room were a major asset.

Thanks to you all.....

Kevin Sinclair Prudence Lui Lai-kuen  
February 1999

撰寫書籍可說是一項團隊工作，特別是《香港懲教 任重道遠》一書。本書的目的是提供具權威性但非官方的資料，講述一個內情鮮為人知的機構——懲教署的歷史。基於懲教制度的獨特性質，該署的工作大多在鐵柵 進行，故此一切皆來得低調，而非為了刻意隱藏。香港是一個開放和高透明度的社會，監獄管理工作同樣公開接受從政者、傳媒和市民大眾的監察。

儘管如此，市民仍對這個執法部門認識不多。因此在撰寫本書的過程中，我們需要完全倚賴懲教署人員的協助。首先，懲教署署長黎明基就此書的構思給予我們寶貴的靈感，並在籌備過程中不斷提供意見和協助，我們實在非常感謝。懲教事務高級監督陳碩聖就香港監獄首百年歷史所撰寫的論文具重要的學術價值，為本書提供重要的資料，同時亦有賴懲教署高級中文主任陳吳逸仙女士、政務秘書許智威及研究組總懲教主任陳建中協助審閱文本，核正事實及譯本，謹此致謝。羅狄基與何應年、陳伯昌、黃偉雄及黎錦華等公共關係組職員不厭其煩回答我們的問題，謹對他們的幹勁和熱誠致以衷心感謝。潘景翔的論文記錄了部門的戰後歷史，亦為我們提供寶貴的參考資料。

在籌備本書的過程中，各監獄、勞教中心、教導所、女性懲教機構、戒毒所及灣仔的總部大樓職員，均樂意抽空解答我們的查詢和協助翻查紀錄，芳名多不勝數，恕不贅述，在此謹向他們表達深厚的謝意。同時，我們亦非常感謝南華早報圖書管理員黃揚真和政府新聞處新聞組各友好們的鼎力支持和協助。

冼樂嘉 呂麗娟  
一九九九年二月



## ***Record of services***

# 服務紀錄

Name of officer 職員姓名：

[illegible]





Uniforms over the decades 過去數十年的制服款式





Full view of Stanley Prison, 1937 興建於一九三七年的赤柱監獄全景



Hong Kong harbour in the 1890s 維多利亞港於十九世紀九十年代的繁忙景象



