

Rebuilding the service

重建懲教服務

When ragged and scrawny civil servants raised the Union Jack at the staff quarters at Stanley Prison in August, 1945, few had thoughts for the prison alongside, which they had lived for three years and eight months of Japanese occupation. The internment camp had been run separately from the prison. British police and civil servants caught with a radio in the early days of the war had been taken inside the prison and were later beheaded. By and large, the internees living in what had been prison services staff quarters had ignored the prison, which was run as part of the occupation government.

There were exceptions. Among the civil servants held in internment were the Commissioner of Prisons, Major J.L. Wilcocks, and Acting Superintendent C.J. Norman. Both immediately went back to work, although Major Wilcocks was repatriated because of illness. The prison officers who had survived internment were an emaciated but "loyal and cheerful little band," according to the Prisons Department report of 1946-47. Many of the Indian warders had been forced to work for the Japanese. They had little choice. Most remained loyal and risked their lives to help foreign internees, including former prison service officers.

The freed staff members once again took over the management of Stanley, running it until May, 1946, under the British military administration. It was then returned to the Hong Kong government. The early days after the war had been chaotic. All prisoners had been herded into Stanley, including Japanese war criminals and collaborationists awaiting trial. Inside Stanley there were old lags and young offenders, hawkers and murderers. Women were housed there, also, because Lai Chi Kok had been gutted. The female quarters were grisly, they occupied the condemned block and execution chamber before being moved into a printing workshop, segregated from men by a walled screen.

Order was returned as soon as possible. Prisoners worked for months cleaning the filth and rubbish left by the Japanese. The rubble went to reclaim a small gully which was to turn into a hockey pitch for Indian staffers. A piggery and market garden was started.

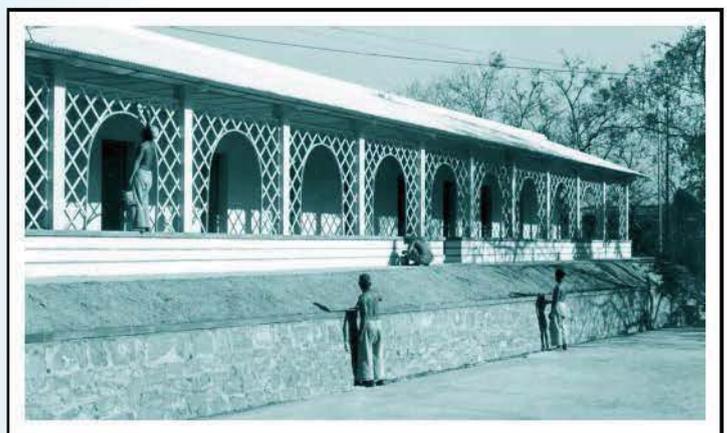
The 1960s was an era of building, not just of new institutions but of better staff quarters and facilities. The graceful facade of the women's staff quarters at Lai Chi Kok Prison for Women reflected better standards of conditions.

六十年代是懲教服務建設的年代，不單興建新的懲教機構，還不斷改善員工的宿舍及設施。荔枝角女子監獄的女子員工宿舍外觀清幽雅緻，反映環境條件已獲改善。

九四五年八月，當一群灰頭土臉、皮黃骨瘦的公務員在赤柱監獄職員宿舍升起英國國旗時，沒有幾個人想起隔壁那座監獄——他們在香港淪陷時居住了三年零八個月的地方。當時集中營和監獄是分開管理的。淪陷初期，有英國籍警察和公務員因被發現藏有無線電收音機而被關在監獄裏，後來被處斬。然而，那些曾被拘留在監獄職員宿舍的人，對這座淪陷時由日軍管理的監獄毫不在意。

當然也有些人屬於例外。曾被拘留在集中營的公務員當中，有監獄署署長韋國斯少校和署理監督樂文。兩人事後馬上返回工作崗位，可是不久韋國斯少校因病回國去了。曾被拘留在集中營內而倖存的監獄職員，雖然身體瘦弱，但根據一九四六至四七年監獄署的報告，卻是「一小群忠心而快樂的人」。許多印度裔的獄吏曾被迫為日本人工作。事實上，他們沒有甚麼選擇的餘地，但當中不少依然保持忠心耿耿，冒著生命危險幫助集中營裏的外國人，包括前監獄署的職員。

在英國軍方的管治下，重獲自由的職員再次負起管理赤柱監獄的責任，直至一九四六年五月，管治權再移交給香港政府。戰後初期的情況一片混亂，所有囚犯都被趕到赤柱監獄，其中包括了等候審訊的日本戰犯與通敵的漢奸。在赤柱監獄裏既有年老的慣犯，也有年輕的犯人、小販與殺人犯。因為當時荔枝角監獄已被摧毀，女性囚犯也被囚禁在赤柱。她們的居住情況非常惡劣，佔用了死囚住的囚室與行刑室，後來才搬到印刷室，與男性罪犯居住的地方祇隔一道薄牆。



Staff were mixed. Many of the pre-war staff had not returned from recuperation leave. Most of the Indians had been repatriated. Portuguese formed a welcome intake, but as soon as the local economy picked up they left to go back into business. There were men from the disbanded police and prisons service of Shanghai, all of whom had been interned. Many recruited into the Emergency Unit were Eurasians who could not speak English. It was a very mixed group. The tiny cadre of experienced staff, mostly European, tried to train hastily recruited recruits in the discipline and skills of the prison service. There was little time.

When the Japanese invaded in 1941, the population of Hong Kong was about 1.6 million. When the Rising Sun drooped in surrender, there were about 600,000 people. Most of the missing million people had trekked back into China, settling in areas outside direct Japanese control. In 1945, that huge human tidal wave rolled back down the Pearl estuary. Every day, steamers and junks dropped thousands of optimists back at piers or ferry terminals. Hong Kong as a city had been destroyed. The economy was at a standstill. There was insufficient food. Inevitably crime soared and so did the prison population. In the year to March, 1947, the busy courts sent 10,098 people to jail, including 639 women. Stanley held an average of 1,300 and Victoria Prison, which had been badly damaged by Japanese shelling during the invasion and was not opened until July, 1946, held 150 prisoners awaiting court appearances and sentencing.

The medical staff, like the guards inside Stanley, were overwhelmed. Many of the inmates who had returned from China had spent desperate war years. Hundreds of newly convicted prisoners were sent straight to hospital. Scores had chronic tuberculosis, well over 1,000 suffered from chronic opium poisoning, and an equal number had severe scabies. Malaria, serious eye disease, malnutrition and other illnesses added to the doctors' workload.

Could things get worse? Easily. In his annual report covering the period up to the spring of 1948, the Commissioner, W. Shillingford, produced a blunt document. The department was inadequate to cope with the rapidly rising prisoner population. There was not enough room, classification of prisoners was impossible, prison industries were faltering, eight out of 10 staff were untrained and half of these were not worth training. The only thing the department achieved was the temporary protection of society as long as prisoners were locked up. Going to jail had no deterrent effect and did not reform criminals. The cost of the department could not be justified.

Seldom has a senior civil servant formally so expressed his despair. Staff were a major problem. Untrained Chinese got coolie pay rates. A batch of more than 100 Indians returned after post-war recuperation in India, but many were so sick they were promptly sent home again. Pay rates were revised, bringing them up to police scales. By 1948, staff rosters were looking a little healthier, with 56 Europeans (including the Commissioner and his deputies) and 96 trained Indians. There were 58 Portuguese and 128 Chinese in "temporary" staff jobs. Female staff totalled 30; Lai Chi Kok was back in use with accommodation for 274 women inmates. Overall, it was not a happy picture.

When Acting Commissioner J.T. Burdett presented his annual report in 1950, there had been a dramatic change. Over-crowding was as serious as ever, with almost 50% more prisoners than available accommodation. Finances were as tight as ever; a proposed medium-security institution in the New Territories had been postponed for the normal reason: the government had better things on which to spend its money.

監獄內的秩序必須盡快恢復。囚犯們花了整個月的時間來清理日軍留下來的穢物和垃圾。從監獄清理出來的瓦礫用作填滿一條小溝，後來成為印度職員的曲棍球球場。此外，囚犯亦開闢一個豬欄和菜園。

新職員則來自五湖四海。許多戰前的職員並沒有在戰後復員，大部分的印籍職員都回國去了，葡籍職員變得受歡迎起來，可是當經濟好轉後，他們又馬上離職從商。也有職員來自解散了的上海警隊與監獄部，他們全都進過集中營。不少不能說英語的歐亞混血兒被招募加入緊急服務團，組成一支十分混雜的隊伍。一小部分資深的職員——大多是歐洲人，嘗試訓練那些匆匆招募來的職員，讓他們熟習管理監獄的規例和技巧，但訓練的時間不足。

當日軍於一九四一年侵佔香港時，香港的人口約為一百六十萬。但到了日軍除下太陽旗投降的時候，香港的人口只餘約六十萬。其他的一百萬人中，大部分都選擇長途跋涉返回中國大陸，逃往不受日軍直接控制的地區。一九四五年，這個龐大的人潮回流到珠江口，每天都有數以千計抱啜希望的人乘輪船和木船到來。香港城市受到戰爭的破壞，經濟停滯不前，也沒有足夠的糧食。罪案無可避免地急劇上升，監獄的人口亦隨之增加。到一九四七年三月為止，忙碌的法庭把一萬零九十八人送進監獄，其中包括六百三十九名婦女。當時赤柱監獄每日平均有一千三百名囚犯；在戰時飽受轟炸而遭嚴重破壞，到一九四六年七月才重新啟用的域多利監獄，住了一百五十名等待上庭和宣判的犯人。

醫務人員與赤柱監獄職員同樣感到氣餒。不少從中國回來的囚犯經歷艱苦流離的戰時歲月，數以百計新判刑的囚犯被直接送往醫院。記錄顯示有些患長期肺病，超過一千人有鴉片煙毒，另有一千人患上嚴重的疥瘡。此外，瘧疾、嚴重眼疾、營養不良與其他各種疾病，令醫生的負擔百上加斤。

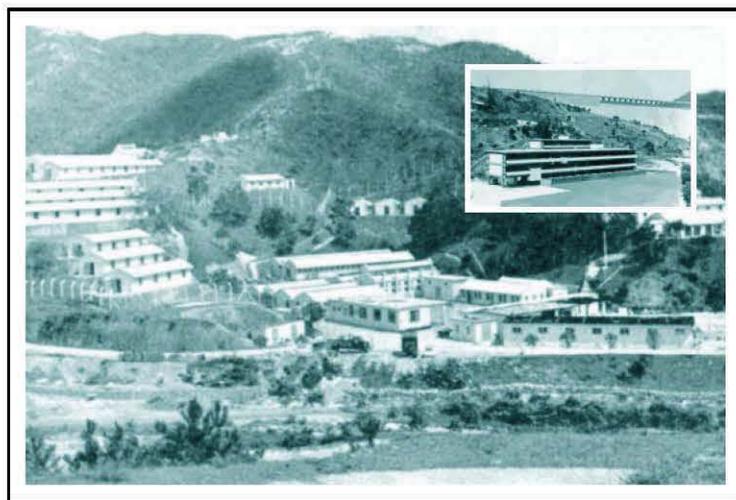
還可能出現更惡劣的情況嗎？完全是可能的。當時的監獄署署長施靈福在截至一九四八年春季的部門年報內，作了直接和坦率的記錄。當年的監獄署未能應付急速上升的囚犯人口，監獄內沒有足夠的地方，也根本不可能將犯人分門別類，整個監獄工業處於搖搖欲墜的狀態，十個職員中有八個未受過訓練，而其中一半更是不值得給予甚麼訓練的。部門唯一的成就，是把犯人關起來，可說是對社會提供短暫的保護。坐牢完全不能發揮阻嚇作用，也不能讓罪犯改過自新。在這情況下，更無法向公眾解釋為何部門要花龐大的開支來維持日常運作。

很少會有高級公務員如此正式地表達他的絕望感。職員質素是一個重大的問題。沒受訓的華人薪酬跟苦力的相差不遠。一批超過一百人的印度人在戰後從印度回來，部分因病得太嚴重而被馬上遣送回家。後來監獄職員的薪酬獲得調整，與警察的待遇看齊。到了一九四八年，職員名單看起來已較為合理，有五十六名歐洲人（包括監獄署署長及他的副手）和九十六名受過訓練的印度人。此外還有五十八

Despite all this, achievements were notable. A planned training centre would get all young offenders out of Stanley. Only one prisoner had been caned, showing a huge improvement in discipline, and there were two escapes, one by a woman. Prison industries were humming.

Above all, there were noticeable improvements in staff morale. They were alert and energetic, the report noted with pride. New recruits showed pride in learning their trade. For the first time, a Chinese and an Indian were promoted to Prison Officer Grade II, a cause of immense satisfaction. For the first time, Chinese dominated the roster. There were 62 Europeans, including the Commissioner and deputies, 62 Indians, 57 Portuguese, two Malays and 201 Chinese, for a full strength of 384.

Conditions were difficult, inside jails and in the community. The city's population in 1953 had swollen to 2.2 million as refugees crowded over the border. This was reflected by an average prison population of 3,527; 95% of convicts were liable for deportation, so it was not hard to guess where they had come from. The cost of convicts added to the general taxation burden. In 1954, Departmental expenditure was \$5.1 million; it cost \$1,354.6 a year to maintain each prisoner.



Tai Lam occupied a scenic site on a New Territories hillside. Dam sites and the infrastructure connected with them provided splendid ready-made basic facilities for new correctional institutions at times of need. These married quarters were built in 1962 as Tai Lam Chung dam was completed and the quarters occupied by engineers were turned into penal accommodation.

大鵬懲教所位處新界風光如畫的山丘之上。連接大鵬的水壩及有關的基礎建設，在有需要時為新的懲教機構提供現成和良好的基本設施。這些已婚職員宿舍於一九六二年興建，當時大鵬水壩已建成，而工程人員的宿舍已改作監獄。

Change was in the air as Hong Kong in 1956 began to face a brighter future. The trade embargo during the Korean War had hit hard, but had prompted new manufacturing industries. A dreadful fire on Christmas Eve, 1953, had razed thousands of squatters' homes; it had also sparked the government's vast public housing schemes. In prisons, too, there was progress as a former home for the disabled at Chi Ma Wan on Lantau was handed over, Staff Training School at Stanley was completed, and quarters at Victoria Prison were finally given approval. It was an era of frenzied new building, with prisons going up at Tai Lam and Tong Fuk; at one

名葡萄牙人及一百二十八名擔任臨時工作的華人；女性職員共有三十人；荔枝角監獄亦因此而能重新啟用，可容納

二百七十四名女囚犯。但總括來說，情況也不大樂觀。

從一九五零年署理監獄署署長柏特提交的部門年報中，我們可見監獄出現一些重大的變化。監獄仍有人滿之患，囚犯人數比可容納的名額多百分之五十。財政狀況也一如以往般困難；原定



Inside, every staff member had her own clean, spacious room.
員工宿舍內的房間潔淨寬敞。

在新界興建一所中度設防監獄的建議亦被押後，原因亦耳熟能詳：政府可以將金錢花在更好的用途上。

儘管如此，監獄工作的成績還是有目共睹的：有計劃興建一間教導所讓年輕的罪犯離開赤柱；只有一名囚犯被罰答刑，顯示監獄在紀律方面已有重大的改進；年內只有兩名逃犯，其中一人是女性；還有，監獄開始進行工業生產。

此外，職員士氣也有顯著的提升。報告書稱讚職員是一支具警覺性和精力充沛的隊伍。新招募的職員亦因工作而感自豪。這是首次有一位華人及一位印度人因為工作出色而獲晉升為二級監獄官。在這個時期，華人首次在職員中佔大多數。當時有六十二名歐洲人，包括監獄署署長與他的副手，六十二名印度人，五十七名葡國人，兩名馬來人及二百零一名華人，合共三百八十四人。

監獄跟當時的社會狀況一樣困苦。一九五三年有大批難民湧到香港的邊界，使人口上升至二百二十萬人。囚犯的人數也反映這個情況，監獄的平均人口為三千五百二十七人；百分之九十五的犯人都可被遞解出境，因此不難猜想他們從哪來。囚犯的支出加重了一般稅收的負擔。一九五四年部門的開支為五百一十萬，每年花在每名囚犯身上的費用為一千三百五十四元六角。

一九五六年的香港展現了較為光明的前景，社會情況也開始有所改變。韓戰時期的貿易禁運造成嚴重的損害，同時促成了新的製造業。一九五三年聖誕前夕，一場可怕的火災焚毀了數以千計的僑建木屋，也催生了政府龐大的公共房屋計劃。監獄的情況亦見改善，政府將一間位於大嶼山芝罘灣的傷殘人士宿舍移交給監獄署；赤柱職員訓練院經已完成；域多利監獄的職員宿舍最後獲得批准興建。那時候大鵬及塘福的監獄正如火如荼地興建。到了一九六零年，工務局承擔了最少七個興建監獄的計劃。可是不斷上升的罪案及罪犯數字仍然對整個監獄系統造成很大的負荷。囚犯的數字逐年上升。監獄興建得雖快，法庭卻判更多人入獄。經過一九五六年的政治暴亂與一九五八年警方清

stage, in 1960, Public Works were engaged on no fewer than seven prisons projects. But still, the rising tide of crime and convicts threatened to swamp the system. Every year, the number of prisoners rose. The faster new jails were built, the more people were convicted by courts. There were huge influxes of prisoners, thousands of them, after the violent political riots of 1956 and police clean-ups of the festering Kowloon Walled City in 1958. The pressure mounted.

Morale was high, however. In his 1961 report, Commissioner Norman praised staff. Nobody could hope for a more loyal and hard-working team, he said. The composition was changing. The 77 local officers outnumbered the 41 expatriates. There were 581 Chinese other ranks, compared to 22 from overseas. The opening of the Staff Training Institute in 1958 had made an enormous difference in outlook. It was commonly remarked that nobody could imagine how the prisons service had operated without a proper training wing.



Shek Pik Reservoir rose in a mighty wall to trap the waters rushing down from Lantau's highest peaks. The accommodation for construction workers facing the beach is still used today as rank and file quarters for staff at Shek Pik Prison and Sha Tsui Detention Centre. In the 1970s, before the top security prison was built, the old huts and storage houses were incorporated into a training centre.

石壁水塘宏偉的堤壩把大嶼山

群山洶湧而至的流水堵截。昔日面向海灘的建築工人宿舍，今天仍保留作石壁監獄及沙咀勞教中心的初級員工宿舍。在七十年代，高度設防的監獄尚未興建之前，古舊的小屋及儲物室用作教導所。

The 1960s were a period of dramatic growth and improvement, with new institutions, vastly expanded educational opportunities for inmates and staff, and a constant increase in levels of staff training. They were not easy, however. In 1966 there were youth riots, sparked off by the idiosyncracies of a lonely black-draped figure who protested at the Star Ferry against a five-cent rise in the first class fares. The reaction took Hong Kong by stunned surprise. Mobs took to the streets, smashing shop windows in Nathan Road. Thieves and looters were quick to join. Those arrested helped swell the crowded prison ranks.

The ferment that swept down from China and over Hong Kong in 1967 was a lot more frightening. The nation was rent by the Great Proletariat Cultural Revolution. Massive demonstrations brought the great cities of China to a standstill. In Hong Kong, protestors waved *The Thoughts of Chairman Mao*. Extremists planted bombs, threatened transport workers and rioted in the streets. The police combatted the mobs, strongly backed by the public. The wave of arrests sent more than 1,779 people convicted of events linked to the disturbances into the penal system. Many had strong, almost fanatical, political beliefs. Prisons Service staff faced great difficulty in coping with people who regarded themselves as "political" rather criminal prisoners. But cope they did, and with quiet confidence bolstered by discipline and training.

Commissioner G.R. Picket noted in his report of that memorable year that staff faced every situation calmly, unflinchingly and with responsibility. "I am proud to lead such a staff into the future," he added. The public, too, had much of which to be proud; the 1,107 disciplined staff of the Prisons Department had proved again that they could be relied upon in difficult times. ✨

理九龍城寨的行動後，監獄增加了數以千計的囚犯，因而面對日益沉重的壓力。

雖然如此，員工士氣仍然高昂。監獄署署長樂文在一九六一年部門年報內稱讚他的部屬為一支非常忠心和勤奮的團隊。職員的組合也在改變：本地監獄官有七十七人，外地的監獄官只有四十一人。其他級別的華人職員有五百八十一人，海外僱員只有二十二名。在一九五八年職員訓練院啟用後，監獄工作的發展也起了重大的改變。一般人都認為，監獄服務若缺乏適當的訓練，實在難以執行。

六十年代的懲教服務有顯著的進展和改善。隨著新懲教機構的出現，資源增加令囚犯有更多機會接受教育，職員訓練的水平亦不斷提高。雖然如此，前景仍是充滿挑戰。一九六六年的青年暴動，由一個憤世青年抗議天星小輪頭等船費加價五仙所引發。市民的反應使整個香港社會大感意外。人群走到街上，擊破彌敦道店舖的櫥窗；盜賊與搶掠者馬上加入行動，被捕者使本來擠迫的監獄負擔更大。

在一九六七年由中國大陸席捲至香港的騷動，情況更加可怕。中國掀起了一場規模龐大的無產階級文化大革命。全國的示威活動使許多大城市陷於癱瘓。在香港的示威者亦高舉毛主席思想的旗幟。極端分子到處放炸彈，威脅運輸工人並在街上暴動。不過，警方在市民大力支持下，致力打擊暴民。逮捕潮將超過一千七百七十九名涉嫌滋擾公眾安全的人送往監牢。這些人當中不少具有強烈以至狂熱的政治信仰。在應付那些自稱為「政治犯」而非一般罪犯的被捕者時，監獄署的職員面對嚴峻的考驗，但在嚴謹的紀律和培訓的支持下，他們都能成功應付挑戰。



The emphasis switched gradually from custodial sentences to making sure that offenders did not come back to jail. A case worker from the Discharged Prisoners' Aid Society counsels a former inmate during a home visit in the 1960s. It was the start of a drive towards rehabilitation that was to pick up steam in later years.

懲教服務的重點，已由拘留懲罰逐漸轉向確保罪犯不再犯事入獄。釋囚協助會（善導會的前稱）的個案工作者於六十年代對一名前度犯人進行家訪，可說是日後推動更生工作的先河。

監獄署署長白傑德在一九六七年的部門年報中指出：職員平靜、堅定和負責地面對每一個情況。他說：「帶領著這樣的一個隊伍邁向未來，我個人亦與有榮焉。」市民同樣也為這支優秀的隊伍感到驕傲。當時監獄署一千一百零七位紀律嚴明的職員再次向我們證明：在面對困難的挑戰時，他們是可予信賴的一群。 ✨

Era of the hangman

絞刑的年代

For decades, the daily occurrence book filled in by jailers at Victoria Prison and then by Superintendents at Stanley sometimes had brief and concise notations. "Prisoner executed as laid down by law." Legal execution was never very common in Hong Kong, but it was a regular sentence passed down by courts for murder, kidnapping leading to death, and piracy. Departmental staff were usually in charge of the procedure.

The hangings were normally carried out at dawn. The condemned man and other inmates in the six cells of the Condemned Block or "H" Block at Stanley knew what was coming. Chaplains were on hand to counsel the condemned man, almost invariably a convicted killer, during his last hours. He received a last meal, specially cooked, delivered to his cell.

When the scheduled hour arrived, the hangman came into the cell. For several days beforehand, an irregular heavy thumping sound had come from behind the closed door at the end of the corridor. The man about to die knew this was the executioner dropping well-filled sandbags of approximately the condemned man's weight through the trapdoor. This was to test the equipment and stretch the rope.

The final moments came quickly; into the cell would come the hangman, to shackle the condemned prisoner with leather thongs. He would be helped the few final steps into the execution chamber, where the knotted noose was placed around his neck, the heavy, rock-hard knot behind his ear. The canvas hood was then slipped over his head, the chaplain murmured a final few, hopefully consoling, words. The hangman pulled the lever, the trapdoor clanged open and the criminal dropped eight to 10 feet to eternity. The knot behind his ear was pulled sharply by the prisoner's weight at the end of the drop, breaking the neck and causing instant death.

A few minutes later, the prison doctor would examine the body and pronounce life extinct.

Once common and passed by judges almost as a matter of course, the death penalty gradually lapsed into disuse. In the two decades from 1946 to 1966, 122 convicted murderers made the short walk to the gallows in Stanley Prison. Many of these in the early years were Japanese war criminals and collaborators who had committed atrocities. The numbers fluctuated, but there was a persistent dwindling trend as public opinion and world perceptions changed. Although still on the law books until 1993 as a punishment for murder, treason and other heinous crimes, the noose had long passed out of use. In part, this was political. British governments made it plain that they would permit any appeal against the death penalty, so in practice, successive Governors commuted executions. It was a slightly ridiculous situation. A person would

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年以來，域多利監獄獄官和赤柱監獄監督的工作日誌上時有出現「犯人依法處決」的簡短按語。在過去在香港，死刑並非常見，只有在懲處謀殺犯、海盜和觸犯嚴重綁架罪的犯人時，才由部門職員根據法庭的判決執行。

昔日，被判死刑的犯人是被安置在赤柱監獄的「H」座囚倉或稱死囚倉的六間囚室。

在行刑前數天，囚倉走廊末端的大門後往往傳來隆隆巨響。等待處決的犯人都知道，這是絞刑執行者為了測試刑具和拉緊繩子，投下重量相當於犯人體重的沙包時發出的聲音。

在行刑前數小時，司鐸會到來為犯人提供輔導。死囚在飽嚼一頓特別泡製的最後晚餐後，一般會在破曉時分被處決。

行刑的時刻終於來臨，絞刑執行者來到囚室，用皮繩將犯人捆綁。其後在職員的協助下，死囚進入處決室，職員把打了繩結的絞索套在他的頸上，又把沉重如石頭般的繩結置放於他的耳背，再用粗帆布袋套在頭上。司鐸為他低聲禱告和作最後的告解。然後，絞刑執行者拉動槓杆，活板門嘩地打開，犯人便會墮下八呎至十呎的深淵，在跌至底部時，他的體重對耳背的繩結造成強烈的壓力，因而拉斷頸骨，即時喪命。

數分鐘後，監獄醫官會檢查屍體，並宣告犯人身亡。

死刑在昔日的香港時有執行，但隨著時代的變遷，已漸遭摒棄。在一九四六年至六六年間，共有一百二十二名謀殺犯在赤柱監獄的絞台上斷送生命，早年的死囚多是曾殘殺無辜的日本戰犯和幫凶。由於公眾的反對和國際觀念的改變，執行死刑次數有持續下降的趨勢。直至一九九三年止，觸犯謀殺、叛國和其他滔天大罪者，會根據本港的法律依例判處絞刑，但實際上鮮有執行。這部分是基於政治理由。英國政府坦然表示接受犯人對死刑進行上訴，因此歷任總督一直把死刑減判為終身監禁，具諷刺意味的是每一個人都知道絞刑不會實行，但法官依然在庭上宣判殺人犯死刑。一九六二年，署方向四名殺人犯執行絞刑。直至四年後，署方再向兩名謀殺犯執行絞刑。

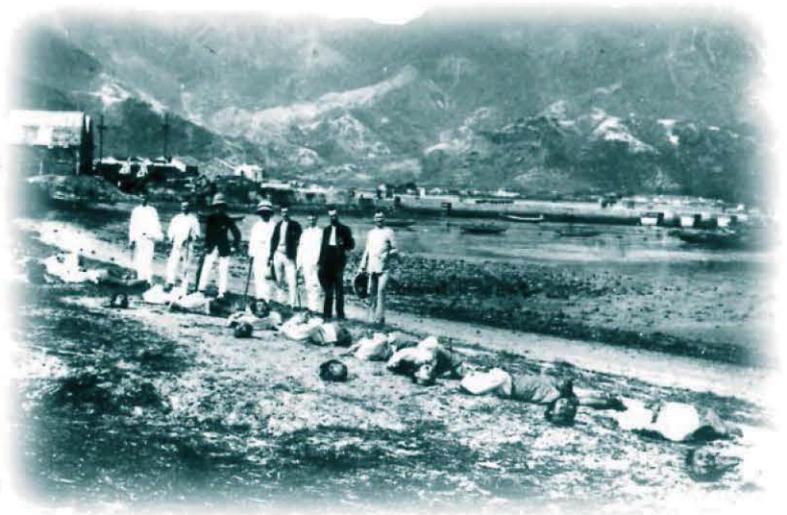
be convicted of murder and a judge would soberly sentence him to hang, although everyone knew this would never be carried out. Four men, all killers, were hanged in 1962. There were no other executions until 1966, when two other murderers were hanged.

For many years, the condemned cells and the execution room in Stanley were cleaned every day and were technically ready for use. Finally, the law was changed to reflect reality. One of the first questions the new Chief Executive of the Special Administrative Region was asked when the new Government was formed was whether the death penalty would be introduced. His answer were a firm negative. The condemned block and execution chamber were demolished in 1996 to make way for the new Stanley Prison hospital.

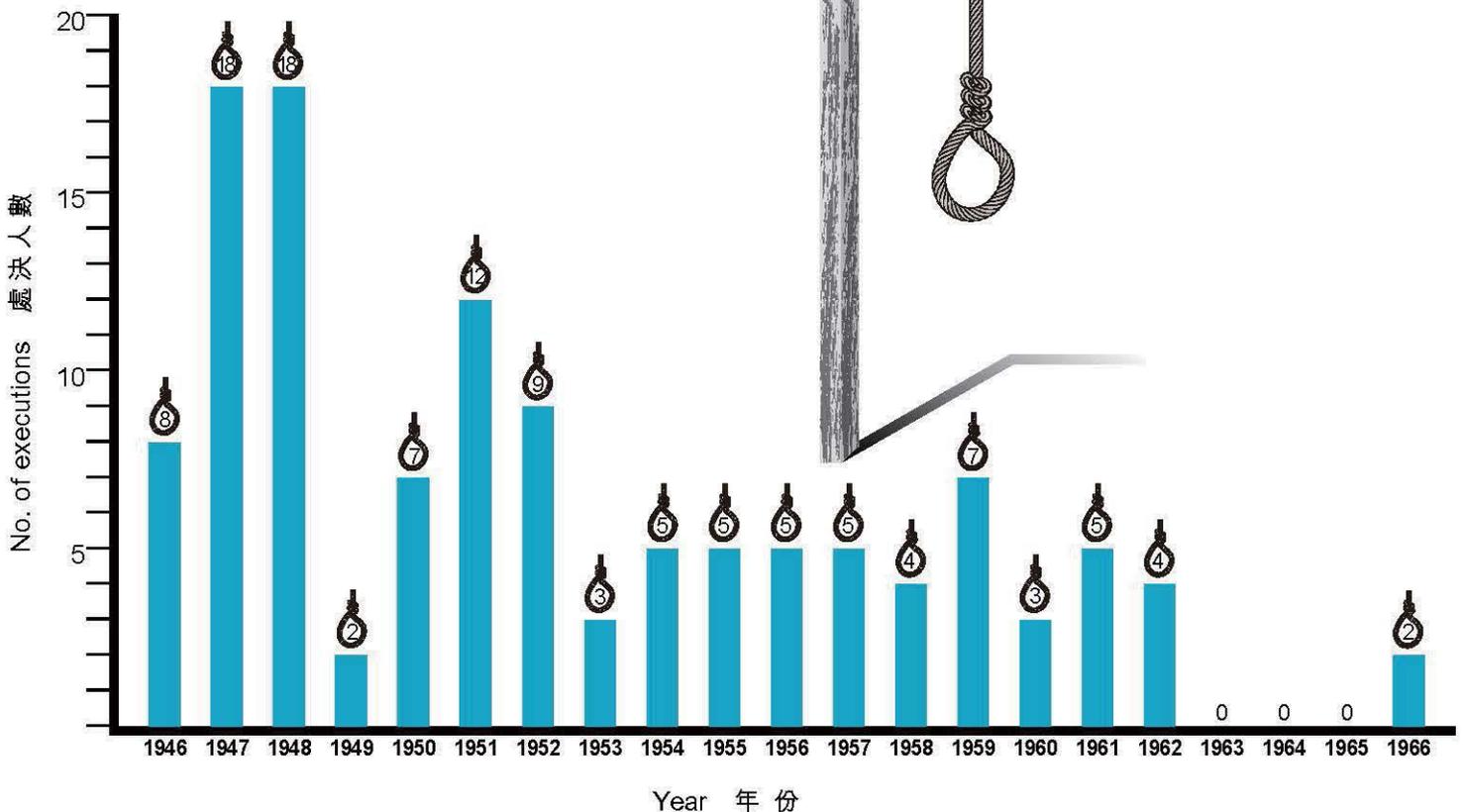
多年以來，懲教署員工每天均清理赤柱監獄的死囚室和處決室，以便在需要時使用。其後，政府立例廢除死刑，以配合轉變的社會情況。一九九七年，特別行政區首任行政長官董建華上任時曾被詢及，新政府在成立後會否恢復執行死刑，他斷然否定。其實在一九九六年，赤柱監獄的死囚室和處決室已被拆卸，改建為新的赤柱監獄醫院。

There was prompt attention given to piracy suspects captured in China. The practice of Hong Kong courts or police of sending alleged pirates over the harbour to Chinese territory caused many rows. The Qing Dynasty representative at the Kowloon Walled City customarily had pirates publicly beheaded. It was not uncommon for Hong Kong residents to catch boats across the harbour to watch the spectacle. In the same era, convicted murderers, pirates and others were publicly hanged on Hollywood Road, outside Victoria Prison.

在中國境內落網的海盜嫌疑犯會被迅速審理。當時，香港法庭及警隊將逮捕的海盜趕往海峽對岸——由中國人管治的地方，引起不少爭議。九龍城寨的清廷代表會公開處決海盜，把他們的首級砍下來。居住在港島的市民，往往會坐船過對岸，觀看行刑的過程。同一時期，殺人犯、海盜及其他惡行者，會於域多利監獄外的荷里活道，公開問吊。



Executions in Hong Kong, 1946 - 1966 由一九四六至一九六六年被處決的人數



Chapter Eleven

Upheaval: the 1973 riots

一九七三年的監獄騷亂

During the Easter weekend in 1973, the wail of sirens floated over Stanley. Staff living in nearby quarters dropped whatever they were doing, swiftly donned uniforms and ran to emergency report stations. A half-mile away in Stanley Village, police also knew the siren was the signal for serious trouble in the lynchpin of Hong Kong's prison system. It was the first time since 1967 that the alarm had sounded. It could mean only one thing, escape or riot.

Trouble had been developing inside the big jail for some time. Instead of the 1,578 inmates it was supposed to house, the prison held 2,300 inmates. Many of them were a new breed of criminal, tough young gangsters sentenced to lengthy terms for violent offences. But that was only one of the problems behind the 20ft walls. Senior officers knew that illegal drugs were flooding into the prison, and suspected some staff were involved in the trafficking. Triad bosses who controlled the narcotics supply also largely controlled the lives of the inmates. Trustees also helped run routine matters inside the jail; the staff shortage was critical.

時 為一九七三年復活節週末，警報器的尖嘯聲響遍赤柱。住在赤柱監獄鄰近宿舍的職員立即拋開當前所有事務，披上制服，飛奔至緊急集合點。在半英里以外的赤柱村，警員亦聽到警報，隨意識到香港監獄制度的中樞正面臨嚴峻的考驗。自一九六七年以來，這是警報器首次作響，表示如非囚犯逃走，便是發生騷亂。

在這所偌大的監獄裏，騷亂已醞釀多時。監獄按設計可容納一千五百七十八名囚犯，實際上卻收納了二千三百名囚犯。其中很多是新一代的犯罪分子，年輕但性情兇狠，囚犯上嚴重暴力罪行而需長期服刑。然而，這只是二十呎高牆後所存問題的冰山一角。高級懲教職員知道有毒品流入監獄，更懷疑一些職員同流合污，參與偷運。控制著毒品供應的三合會頭目，亦在很大程度上控制著囚犯的生活。此外，亦有犯人挑選在獄中協助處理日常事務，可見職員人手嚴重不足。



The sirens that sounded at 8am on April 20, 1973, signalled not only serious trouble in Cell Block A, where violent inmates had seized control, but also a malaise that had spread throughout the system. The Prisons Department was under-funded, understaffed and had low morale. There were corrupt and friendly business dealings between convicts, their relatives and some staff. Training had lagged. Prisons were crowded and over-populated. The Commissioner of Prisons, Tom Garner, was determined to confront and conquer these many shortcomings. But first, the immediate challenge to authority had to be crushed.

The prison was on the brink of riot. Warders were taking breakfast to prisoners in Cell Block A when a group of convicts armed with home-made daggers grabbed Principal Officer Lau Sze-chiu. Using his keys, they ran shouting through the three-tier block, opening all 82 cells on each floor.

The alarm was raised immediately by staff in the dining room, who locked-in the troubled block. Two other staff, Tang Kam-chai and Lai Wing-yiu, were also seized and held hostage. Inside Cell Block A, the gang ran wild, smashing equipment and doing their best to set the stone and brickwork alight. They forced the Principal Officer to an entrance of Block A, held a knife at his throat and threatened to kill him if tear gas were used.

Emergency procedures swung into action, with Prisons staff surrounding Cell Block A. Outside the jail walls, units of the police anti-riot units stood ready in case they were needed. Acting swiftly with well-practised procedures, staff locked inmates into their cells in other blocks so the trouble could not spread. Meanwhile, in Cell Block A, the rioters used seized keys to lock doors and barricaded themselves inside, trying to turn the seized building into a fortress.

Tom Garner, a stalwart former Royal Artillery (Battery Sgt. Major) regular, called out to the prisoners. Guards tried to force their way into the block, but were fought-off by convicts armed with makeshift clubs. Finally, tear gas was lobbed through windows. Then Tom Garner spoke to them again, calling through a loud hailer for them to negotiate. Six ringleaders came hesitantly out of the block. From barred windows, prisoners yelled threats and insults.

The talks continued for a tense hour. Garner, a tough, no-nonsense man, listened to the complaints, but would make no promises. Finally, the inmates backed down. The locked and barricaded doors were open, and out came Principal Officer Lau, eyes red from tear gas. He marched smartly to the Commissioner, saluted and reported for duty. He was then taken away for medical treatment. Apart from scratches and bruises, the three officers were uninjured.

The prisoners were escorted out of the cell block, sat on the lawns and were given a meal. Meanwhile, teams of searchers went through Cell Block A hunting for weapons, drugs and other contraband. The prisoners were then forced to start cleaning and repairing the battered block before being locked up for the night.

All Stanley prisoners were to be confined to their cells for three days as Tom Garner and his senior staff launched an immediate investigation. They also had to answer close questioning from the Governor, Sir Murray MacLehose and other government officials. What had gone wrong? As always, the central authorities of the colony took notice of the Prisons Department only when bad news was in the headlines.

警報在一九七三年四月二十日上午八時響起，不僅顯示A座囚倉發生嚴重騷亂，被兇悍的囚犯奪去控制權，還帶出了監獄制度內的隱憂。當時監獄署經費不足，缺乏人手，兼且士氣低落。一些職員貪污渥職，夥同囚犯及其親屬私下進行非法交易。此外，職員訓練方式落後，監獄人口稠密，過份擠迫。監獄署署長簡能矢志正視和克服這種缺點。但當前的急務是平息迫在眉睫的騷亂。

騷亂一觸即發。當獄吏為A座囚倉的犯人送上早餐時，一群囚犯手持自製匕首挾持高級懲教主任劉士超。犯人一邊高聲大叫，一邊迅速地用奪來的鑰匙把三層每層共八十二間囚室全部打開。

在飯堂的職員迅即按警報並鎖上肇事的囚倉。另外兩位職員鄧錦齊和黎榮耀亦被抓起來作人質。在A座囚倉裏，這些囚犯失去理性，到處大肆破壞，更設法將牆上的石頭和磚塊焚燒。他們把該名高級懲教主任帶到A座的入口，用刀指向他的咽喉，並揚言若職員發射催淚氣體，便將他殺死。

緊急事故應變程序立刻實施，監獄職員按指示包圍A座囚倉，全面實施緊急布防。在監獄牆外，多隊警方防暴隊齊集候命，準備隨時出動。職員訓練有素，迅速將其他囚倉的囚犯關進囚室，使騷亂不會蔓延。同時，A座囚倉的暴徒使用奪來的鑰匙將門鎖上，並在室內設置屏障，企圖將佔據的囚倉變成堡壘。

英勇的前皇家炮兵團軍仕長簡能向犯人作出呼籲。守衛企圖強行闖入肇事囚倉，但遭犯人用臨時製造的棍棒擊退。最後，職員向窗口施放催淚氣。然後，簡能使用手提擴音器再與囚犯談判。六名頭目猶豫地步出囚倉，其他犯人在鐵窗後面高聲恐嚇，出言侮辱。

談判長達一小時，氣氛緊張。決斷英明的簡能聆聽囚犯的投訴，但沒有許下任何承諾。囚犯終於讓步，移走屏障，打開倉門，讓雙眼被催淚氣薰得通紅的高級懲教主任劉士超離開。他昂首操向監獄署署長，敬禮、匯報情況，然後便被送去接受身體檢查。三名職員除了一些皮外傷外，並無大礙。

犯人押解出來，坐在草地上，並獲派發餐膳。同時，多隊搜查人員在A座囚倉內搜索武器、毒品和其他違禁品。犯人強令清理弄得一團糟的囚倉，修補破壞了的公物，然後在入夜前被關回囚室。

簡能及屬下高級職員即時展開調查，將所有赤柱犯人的活動範圍限於各自的囚室三天。他們亦須回答總督麥理浩及其他政府人員的質詢。究竟有甚麼地方出錯呢？一如既往，殖民地中央政府只在壞消息登上報章頭條時，才注意到監獄署的情況。

犯人的不滿主要在三方面：他們希望看電視的時間長些，膳食好一點，但癥結是要求署方將新施行阻截毒品偷運進

The prisoners' grievances had focused on three areas. They wanted longer access to watch television, and an improvement in food. But the crux was a demand that the Department stop a new search system aimed at stopping narcotics being smuggled into prisons. Here was the root cause of the trouble, the eternal cancer of drugs.

A Departmental Enquiry was set up under Deputy Commissioner Tom Ecob. The complaint about food was spurious. There was some justification about recreation; there were simply not sufficient staff (the department was 300 men under-strength) to monitor TV sessions. But the real reason for the trouble was the new search system which had begun 10 days before the riot. Ecob did a thorough job. Two experts from the Home Office in Britain were invited to Hong Kong to survey the entire structure and administration of the Prisons Department, an initiative that came from Garner.

The results of the twin enquiry and sweeping examination were to be far reaching. The riot of 1973 was to be the spark that set the prisons system in Hong Kong ablaze. From that flurry of violence, there were to spring enormous changes, many recognisable a quarter-century later.

For a start, there was a need for house-cleaning. A dozen staff were sacked in August for failing to perform their duties properly during the riot. Garner and other senior officers were utterly determined to get rid of a core of corrupt staff they suspected were involved in smuggling drugs into the jails, especially into Stanley.

Security was tightened, with the hinges of cell doors being strengthened so the doors could not be removed. An internal fence was built inside the jail, creating a sterile area next to the main wall. One hall for potentially violent prisoners was segregated behind wire fencing. Kitchens were renovated and upgraded and, at last, there were plans to include toilets in cells, removing the odious and unhygienic slopping out discipline.

監獄的搜查制度廢除。毒品這個永恆的毒瘤，是釀成這次騷亂的罪魁禍首。

由副署長伊純領導的調查委員會成立。調查發現，關於食物的投訴純屬捏造。對於消閒的投訴，則有一些理據支持。由於當時監獄署欠缺三百名職員，因此缺乏足夠的人手來監管犯人看電視。然而，促成這次騷亂的真正原因，是在騷亂發生前十天開始實行新的搜查制度。伊純的調查深入詳盡。簡能亦邀請了英國內政部兩位專家來港，調查香港監獄署的整體架構和行政管理。

研訊與全面探究雙管齊下，所得結果影響深遠。一九七三年的騷亂可說將過去香港的監獄制度徹底清洗。在暴力過後，帶來了重大的改變，不少新建議在二十五年後得到豐碩的成果。

第一步需要清理門戶。在騷亂時失職的十二名職員於八月遭撤職。簡能和其他高級職員誓要將懷疑涉及偷運毒品，尤其是將毒品偷運進赤柱監獄的核心受賄職員清除。

接啱是加強保安，加固囚室的門絞，使門不能被拆下。在監獄內部加建圍網，將毗鄰主牆一帶劃為禁區，又把安置有暴力傾向的犯人的囚倉，用鐵絲圍網隔開。廚房經過翻新及增添設備。最後，署方計劃在囚室設置洗手間，棄用惡臭及不合衛生的便桶。

另一項大革新是犯人再不能與探監的親友有直接的身體接觸，以杜絕偷運毒品。調查報告對整件事作出總結，指出問題的癥結在於赤柱監獄本身。簡能對此亦深有同感。赤柱監獄在一九三七年可能是刑罰界的奇跡，但到一九七三



Just as significantly, open visits by friends and relatives came to an end. This stopped physical contact. It also stopped drug trafficking. But one major problem, the report concluded and Tom Garner concurred, was Stanley Prison itself. It may have been the wonder of the penology world in 1937, but in 1973 the design was outmoded and it was too small to hold the prisoners - and staff - crammed inside. The Secretary for Security was named to examine the Ecob Report and the findings of the visiting Britons. From this move were eventually to come recommendations for more prisons, more staff, a larger budget and an overall review of staff salaries and conditions of service.

Frightening as it was for a few days, and worrying as were the long-term weaknesses it revealed in both staff and buildings, the riot of 1973 had given birth to a new beginning for the prisons service in Hong Kong. ✦

年，監獄的設計已不合時宜，地方亦太小，犯人及職員均感到過於擠迫。保安司獲派審閱伊純的報告及英國專家的調查結果，因此而有建議增建監獄，增加職員人數，提高財政預算，及全面檢討職員的薪金及服務條件。

雖然只是短短數日的驚駭，但卻揭露了職員和監獄建築方面的長期積弊和隱憂。一九七三年的騷亂為香港的懲教服務揭開新的一頁。 ✦

A NEW BEGINNING

新的一頁

One direct result of the 1973 enquiries was a new system to place all prisoners into easily recognisable categories. It still exists today.

Category A - top-security

Given to a prisoner whose escape would be highly dangerous to the public or police or to the security of Hong Kong, and for whom the highest conditions of security are necessary.

Category B - high-security

Given to a prisoner for whom the highest conditions of security are not necessary but for whom escape must be made very difficult.

Category C - needing some form of security

Given to a prisoner who cannot be trusted in open conditions but who lacks any ability or resources to make a determined bid to escape.

Category D - minimum-security

Given to a prisoner who can reasonably be trusted to serve his sentence in open conditions.

At the same time, the Home Office Advisors recommended changes in the department's numbers and structure. They called for the appointment of an additional 47 senior staff - from Senior Superintendents to Principal Officers - and for the recruitment of 493 rank and file. An Inspector of Prisons was also needed; this position was to be filled by Senior Superintendent David Hampton. Senior management staff were needed to take charge of rehabilitation of drug addicts, vocational training, prisons industries, nursing and after-care.



David Hampton 韓本端

The major changes took place against the background of a vigorous recruitment campaign.

But the major cause of friction remained; jails were far too overcrowded. In March, 1974, almost a year after the riot, Stanley held 2,868 prisoners, 500 more than it had done the day the siren sounded.

一九七三年騷亂的調查結果直接促成建立一個嶄新的制度，就是將全部囚犯分為簡單易記的類別，沿用至今。

甲類——極度設防

此類犯人如越獄成功，將會對公眾、警方及本港社會構成嚴重危險，必須接受最嚴密的保安措施看守。

乙類——高度設防

此類犯人毋須接受最嚴密的保安措施看守，但保安程度須足以令他們極難越獄。

丙類——需要某種設防

此類犯人並無決心逃獄的能力或資源，但又不能放心讓他們在開放式院所內服刑。

丁類——低度設防

此類犯人可在開放式院所內服刑。

同時，英國內政部顧問建議改革部門人員的數目和架構。他們提議增設四十七名高級職員，級別由高級監督至高級懲教主任，並招聘四百九十三名初級職員。同時亦需設立監察長職位。這個職位由高級監督韓本端出任。又需增設高級管理階層人員負責戒毒服務、職業訓練、懲教工業、護理和善後輔導工作。

在龐大的招聘運動下，本港懲教制度起了重大的轉變。

不過，犯人磨擦的主要成因仍然存在，監獄實在過於擠迫。一九七四年三月，即騷亂後差不多一年，赤柱收納了二千八百六十八名犯人，較警報器響起當日還要多五百人。

Chapter Twelve

Handling a refugee influx 應付越南難民潮

In April, 1975, the victorious Viet Cong and North Vietnamese Army stormed into the heart of Saigon, bringing to an end the long agony of successive wars of liberation. For Hong Kong, years of heartbreak and desperation were about to begin. Almost within hours of the scarlet banner of a unified Vietnam rising above the presidential palace, the first Vietnamese refugees had landed in Hong Kong. They were to keep coming for 22 years. In that time, 203,000 of them hove into sight over the Pearl River, many in frail, dangerous craft. Not one was turned away. It was a proud chapter in Hong Kong history.

九七五年四月，越共和北越軍直搗西貢的心臟地帶，結束了長期戰爭所帶來的禍害，卻使香港陷入往後二十多年的困苦處境。當越南鮮紅色的旗幟在總統府飄揚之際，首批越南難民已登陸香江。隨後的二十二年，越南難民魚貫湧入。當時有二十萬零三千人在珠江一帶出現，他們大都乘坐簡陋而危險的船隻偷渡來港。港府全數收容這些難民，沒有一個遭到拒絕。這個政策為香港歷史寫下「光輝」的一頁。



The first Vietnamese came over the horizon in a flood of heartbreak, fleeing war in their homeland. Then came another surge in 1979 as anti-Chinese feeling prompted a desperate exodus over the South China Sea. These ethnic Chinese came on rotting fishing boats. They crammed by the thousands into waterfront godowns at the old government dockyards in Tsimshatsui, then were rehoused in emergency camps on Chatham Road and Shamshuipo.

最初來港的越南船民是因為逃避連年的戰火而離鄉別井。到了一九七九年，面對國內強烈的排華情緒，大批華僑擠在破舊的魚船飄越南中國海，偷渡來港。最初政府把他們收容於尖沙咀海傍的貨倉，其後把他們安置在漆咸街和深水埗營。

It was also a chapter of immense challenge. In surrounding countries, Vietnamese were refused entry as "compassion fatigue" set in. Finally, Hong Kong was the only refuge. It was a troubling moral problem for Hong Kong, a city itself largely composed of refugees and their children. At first, those fleeing the aftermath of war were welcomed warmly. In 1979, when Vietnam carried out brutal ethnic cleansing of many cities, a half-million Chinese, many of whom had lived in Vietnam for generations, were forced out to sea. They fell prey to vicious pirates, died of starvation or drowned; at least 250,000 died out on the South China Sea. Those who made it to Hong Kong found succour. They were held in camps, fed, and given medical care, clothes, and education for their children, until other countries accepted them as refugees and offered them a permanent home.

But by the 1980s, the picture had changed dramatically. Instead of educated, entrepreneurial ethnic Chinese, poor fisherfolk and farmers from the northern part of Vietnam were arriving. Many were illiterate, had no qualifications or work skills and spoke no English. Optimistically, they demanded entry into California, Australia, France or New Zealand. They were not wanted. The United Nations High Commission for Refugees knew these arrivals were not fleeing persecution but were merely seeking a better life. Understandable, but there was no room in crowded Hong Kong for economic migrants, especially when Cantonese who came without permission were sent back over the Shenzhen River the next day, or, as happened frequently to thousands, were imprisoned for 15 months if they were caught working.

Hong Kong's compassion began to turn to anger, especially when other countries demanded that we take all arrivals without question and, what's more, pay for their living. The bill mounted, and the Hong Kong taxpayer is now never likely to see the \$1.4 billion owed to the community by the United Nations. Expensive court procedures and legal safeguards were arranged for the Vietnamese, far outweighing anything that existed to help Chinese arrivals.

Gradually, policy changed. All new arrivals were declared to be unwanted economic migrants. Finally the world agreed, they had to go home. It was a long and expensive process.

其實這是香港面對重大挑戰的時刻。由於鄰近的國家均拒絕讓越南難民入境，免得「庸人自擾」，香港便成為越南難民的唯一收容所。香港本來就是一個大部分由難民和他們下一代所建立的城市，這使應否收納越南難民成為一個令人困擾的道德問題。最初，社會對這群戰後來港的難民表示歡迎。在一九七九年，越南多個城市大舉進行殘酷的種族清洗行動，近五十萬名在越南土生土長的華僑被迫漂洋過海，尋找棲身之所。在旅途上，他們飽受兇殘的海盜蹂躪，甚至因飢餓或遇溺身亡，估計最少有二十五萬名難民葬身南中國海。至於有幸抵港的難民，便仿如找到救星。他們獲安排在船民營內住宿，由港府提供食物、醫療護理和衣物，以及安排兒童接受教育，直至有其他國家收納他們為難民，提供永久的居所為止。

這個情況一直維持至八十年代，之後便出現了戲劇性的變化。這時湧入香港的不再是受過教育和積極進取的華僑，而是來自越南北部的貧困漁民和農民。他們大都是文盲，沒有學術資歷或工作技能，而且不懂英語。他們抱著樂觀的態度，希望以香港為踏腳石，申請到美國加州、澳洲、法國或紐西蘭去，但卻未能如願以償。聯合國難民事務高級專員公署了解這些船民並非因為受到政治迫害而離開越南，而是為了改善生活的質素。港府也明白他們的苦心，只可惜香港人煙稠密，根本無法再容納這批經濟船民。再者，港府對當時從廣東非法入境的人採取即捕即解的蠶一政策，逮捕翌日便把偷渡者遣返內地；若因來港非法工作被捕，他們更會被判入獄十五個月。

及後，香港對待船民的態度已由憐憫轉為憤怒，特別是當其他國家要求香港成為第一收容港，無條件安頓所有船民，並負責照顧他們的起居飲食時。此舉令政府墊支的金額不斷上升，直到今天聯合國還欠下本港十四億元巨債，相信能償還的機會亦非常渺茫。此外，港府要為越南船民

安排所費不菲的法庭程序和法律保障。他們所獲得的協助，遠超過來自內地的非法入境者。



The department's flag was lowered for the final time in a moving ceremony at High Island Detention Centre when the last migrant camp in Hong Kong was closed in 1998. The Deputy Secretary for Security, Sally Wong Pik-ye, inspected the parade for the closure of the High Island Detention Centre in the presence of other senior staff. Officials from the police, the United Nations, welfare agencies and others who helped care for the Vietnamese were also present to mark the end of an historic chapter in Hong Kong history.

一九九八年，部門旗幟在萬宜船民羈留中心徐徐降下，它正代表香港最後一個越南船民營正式關閉。在閉營儀式上，保安局副局長黃碧兒檢閱職員隊伍。當日，警務處、聯合國、各福利機構以及其他曾協助照顧越南船民的團體職員均獲邀出席，共同見證香港越南船民歷史結束的時刻。

On May 26, 1998, a soft breeze stirred over the remote but beautiful New Territories area of High Island, gently lifting the Correctional Services blue and gold flag. A trumpet sounded the mournful notes of the Last Post as the banner came down the flagpole for the last time. After nine years as one of Hong Kong's largest camps for Vietnamese, High Island camp was closed. As Commissioner Raymond Lai noted, it was the end of a long chapter in our history, a chapter of bitterness, anguish, hard work, courage and glory. The ceremony of the flag lowering closed the chapter.

It had been a turbulent era, but one of pride. CSD was called in with little warning to run the migrant detention centres. At one stage, in 1991, there were more than 34,200 people held in these camps. Caring for them and guarding them was a demanding job. For a start, the language gap was formidable. Life inside the crowded camps was inevitably uncomfortable. It was also dangerous. Violence flared as minor domestic disputes erupted into fights. Old clan and county feuds that had brewed for years in the Red River delta were resolved in battles between rival factions behind the barbed wire. Southerners fought northerners and vice versa. Criminals claiming to be political refugees raped and robbed their weaker fellow countrymen.

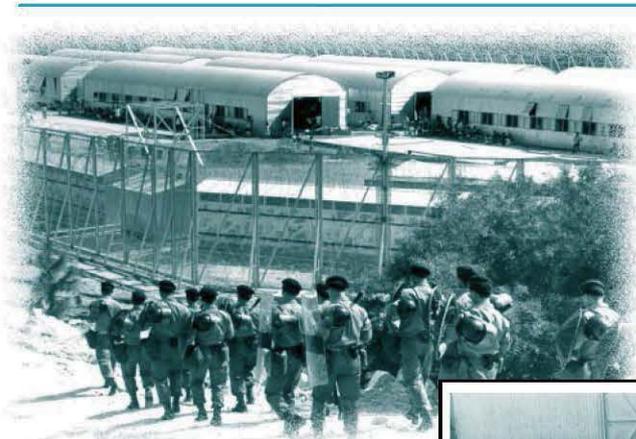
Trying to bring dignity, order and safety to the camp residents was no easy task. It was a job for which CSD officers were at first untrained; guarding convicted criminals in a cell block is a lot different from dealing with hysterical women and crying children in a large camp.

政府後來逐步改變政策，將所有新抵港的越南船民列為無國家收容的經濟船民。最後，各國同意將他們遣返越南。這其實是一個漫長而昂貴的過程。

一九九八年五月二十六日，微風吹拂著景緻怡人的萬宜水庫，懲教署金藍雙色的旗幟在空中飄揚。當小號吹奏起憂傷的《夜點名號》時，旗幟徐徐落下，象徵著本港規模最大的越南船民營之一——萬宜羈留中心——在服務九載後正式關閉。正如懲教署署長黎明基所言，這段歷史漫長而令人苦惱、充滿辛勞但有勇氣表現和光榮。降旗儀式正好標誌著這段歷史的完結。

管理船民是一項艱巨但值得引以為榮的工作。政府委任懲教署管理船民羈留中心時，並無預想到日後事態的發展。在一九九一年，船民營內共住了逾三萬四千二百名船民。照顧和看守難民是一項富挑戰性的任務。首先，語言是船民和職員之間一個難以克服的障礙；加上船民在擠迫的環境下生活，自然感到不大舒適，這亦構成一定的危險，因為一些小爭執往往可演變為打鬥。紅河三角洲船民之間積壓多年的世代仇怨，大多訴諸暴力；南、北越的船民亦經常互相戰鬥。正如其他社區一樣，營內亦偶爾發生搶劫和性侵犯等事件。

The Hong Kong government spent hundreds of millions erecting special camps to hold the Vietnamese, such as the sprawling complex of Whitehead Camp at Ma On Shan. As the composition of Vietnamese arrivals changed, they became more violent. When policies switched to treating new arrivals as illegal immigrants instead of as refugees and there were moves to send them home, riots erupted. The Emergency Support Group was called in on several occasions to provide back-up. With a fearsome armoury of weapons made in the camps, the threat was very real. 香港政府動用以億計的款項，為越南船民建造船民營，如馬鞍山的白石羈留中心。其後當湧入的難民多來自越南北部的漁民和農民，他們的行為表現亦較為激烈。後來，香港政府改變政策，將船民視為非法入境者而非難民，並計劃把他們遣返回國，船民遂在營中發動騷亂。懲教署的應急支援組曾數次奉召到場，協助應付這些緊急事故。船民在營中自製大量武器，對船民營的治安構成重大威脅。



It was an extraordinary job for CSD staff, but one with which they soon learned to cope.

In November, 1978, what was then an addiction treatment centre at Tong Fuk was declared to be a holding camp for Vietnamese refugees. It was staffed by CSD. The sudden strain imposed enormous demands as staff were rostered from normal duties to cope with the continuing influx. Every dawn, more boats crammed with men, women and children were rounded up by police patrol launches on the eastern edges of Hong Kong waters. Where were these unwanted people to go? Hong Kong had to care for them; someone had to come up with answers. New camps opened, all run by department staff quickly switched from other duties. Cape Collinson, Pik Uk, Tai Lam, Chi Ma Wan... prisons and training centres and drug addiction institutions were all emptied of inmates, to be replaced by Vietnamese. There were refugee camps, all crowded, at Argyle Street and Ma Tau Wai and Kai Tak and in all of them, CSD men and women had suddenly to take on new responsibilities.

As the unprecedented conditions gradually became the accepted norm, government policies changed. CSD strategies changed to reflect the new reality. In 1982 when Hong Kong finally decided that all new arrivals from Vietnam would be held in closed camps, rather than open institutions, the department was prepared. Overnight, Chi Ma Wan was converted from a prison to a closed centre. The department was charged with looking after all closed camps; the establishment of a formal Refugee Unit was an obvious necessity.

要保障營內船民的尊嚴、秩序和安全，殊非易事。初期，懲教署人員並未接受有關的訓練，畢竟在囚倉內看管犯人，與在大型船民中心處理情緒激動的婦孺，是兩項截然不同的工作。

對他們來說，這是一項異於平常的任務，但卻能迅速學習和應付。

一九七八年十一月，港府宣布將位於塘福的戒毒中心改為越南難民營。這是首個由懲教署負責看管的難民營。突如其來的負擔，令懲教署的人手需求大增，必須從日常職務中抽調職員，處理不斷湧入的難民潮。每至黎明時分，水警輪都會在香港水域的東面截獲滿載男女老幼的偷渡船隻。這群無國家收容的人士應何去何從？香港必須照顧他們，為他們尋找出路。因此，政府開設新的營房，懲教署也迅速抽調職員負責看管。原來的監獄、教導所和戒毒機構，如歌連臣角、壁屋、大樓及芝蔴灣等都不再用作囚禁犯人，而是住滿了越南船民。此外，亞皆老街、馬頭圍和啟德難民營亦擠滿了船民，懲教署職員需要承擔突如其來的新任務。

當這個史無前例的情況已逐漸為人所接受之際，政府便修訂有關政策。懲教署亦須改變策略，以應付新的情況。在一九八二年，當香港決定將所有剛抵港的越南船民安置於禁閉營而非開放營時，懲教署方面已準備就緒。在一夜之間，芝蔴灣便由監獄改為禁閉營。港府亦委任懲教署管理所有禁閉營。在這情況下，懲教署便正式成立了難民組。



Extra staff were needed, and from the autumn of 1982, recruitment began for temporary staff. Employed on a month-to-month basis, these welcome additions to the regular staff were not permanent CSD members. The Staff Training Institute created special two-week courses. The instructions were not meant to turn newcomers into skilled penologists, but to provide a core of urgently needed temporary staff to cope with the unique problem. Instructions focused on immigration rules, the Closed Camps Standing Orders, basic drill and how to handle problems. Once in the camps, there were anti-riot drills and Vietnamese language programmes for the 1,813 staff employed at various times from 1982 until the end of the Vietnamese refugee era.

It was an ideal solution for a short-term problem. Some camps, such as Chi Ma Wan, held thousands of Vietnamese over 14 years. Others, pressed into action in times of desperation, lasted only two years, such as the high-rise San Yick Closed Centre in a disused factory building in Tuen Mun. Others, such as the huge purpose-built camps for Vietnamese at High Island and Whitehead, held up to 20,000 men, women and children at one time, small cities behind the wire. The 10 centres cost Hong Kong taxpayers an enormous financial contribution. They also cost the department a significant sum and posed a long-lasting challenge, one that was met with determination and professional pride.

Working in the camps was not easy. Cynical agitators and criminals inside camps run by both police and CSD attempted constantly to stir up trouble. Inmates spent

由於需要額外人手，懲教署自一九八二年秋季開始，以按月僱用的合約形式聘請臨時職員，他們與正規職員的不同之處，就是並非懲教署的永久職員。職員訓練院為他們舉辦為期兩週的特別課程，目的不是要這群因急需而聘用的職員成為熟練的監獄管理專家，而是要讓他們學會應付各種船民營內的獨特問題和挑戰。他們接受的訓練範圍包括人民入境規例、禁閉營常規、基本步操和處理問題的技巧。從一九八二年起至越南難民時代結束，懲教署共聘請了一千八百一十三名臨時職員，他們在營內還要進行反暴亂的演習和學習越南語。

這是一個解決短期問題的理想良方。部分船民營如芝蔴灣，十四年來一直聚居了數以千計的越南船民。另一些因情況緊急而臨時設置的船民營，只維持了兩年便告關閉，例如，新益禁閉中心便是設於屯門區一所棄置工廠大廈之內。至於萬宜和白石等特別興建的越南船民營，則可同時收容二萬名船民，儼如一個小社群。當時香港的納稅人要為這十個船民中心付出巨款，而懲教署更要負上極重的擔子，以決心和專業精神面對持久的挑戰。

在船民營工作殊非易事。由警方或懲教署管理的船民營內，常有一些憤世嫉俗的滋事者和犯罪分子，企圖引發騷



Risking their lives to save Vietnamese, CSD officers carry two young inmates to safety from the flaming ruins of a camp set ablaze during riots. Caring for the uninvited flood of refugees was often a torment, but empathy for those in need was a feature of CSD control of the camps.

在一次營房騷亂中，懲教署職員冒著生命危險，勇救兩名被困火場的年輕越南船民。要照顧不斷湧入的難民，是一項極富挑戰性的任務，但負責看管船民營的懲教署職員都體恤船民的處境，以人道的方式對待他們。

long hours sharpening stolen pieces of equipment or material stripped from their barracks into deadly weapons, usually meant for use on other Vietnamese.

As the world wearied of a situation that seemed to have no end, the international community finally worked out an agreement with Hanoi in 1989 to send back those who had fled and who had been classified as non-refugees. They began to be sent back, at first voluntarily. Later, others were returned under a scheme designed to send back all Vietnamese economic migrants in a responsible manner. They flew on aircraft chartered by Hong Kong; it was yet another heavy financial burden for the community. Under these programmes 69,000 went back to their homeland.

The population began to fall sharply as these plans went into effect. Many of the smaller camps which had been desperately created to hold the Vietnamese were closed or, like Chi Ma Wan and Lo Wu, were converted into facilities for the mainstream prisons system. By 1997, only the two big camps at Whitehead and High Island remained. Still more Vietnamese departed on chartered flights from Kai Tak so that only one camp, High Island, could adequately hold them all. And then even that final holding ground was no longer required. But still, Vietnamese kept coming. By 1998, there was no hope for them in Hong Kong or the rest of the world. They were held until they were sent home.

It had been a decade of strain and tension for CSD staff in the camps and for planners at headquarters. The duty was a mixture of security work - seeing the inmates stayed inside the wire and did not kill, maim or harass each other - and social work. Many were women and children who had to be protected from their fellow inmates. In 1997 alone, when the tide of numbers was falling and most of the dangerous men had been repatriated, almost 2,000 home-made weapons were found.

Most Vietnamese, of course, were decent, worthy people who sought a new life for themselves and their families. But crammed into accommodation that was by necessity hastily constructed and mixing with people who disliked or hated each other, there were inevitable conflicts. Despite these problems, the policy of allowing Vietnamese to live in the camps as a community, rather than holding them segregated by sex and age, was maintained until the end. It was more humane. Other government departments and voluntary organisations aided; social workers and medical staff, priests and teachers, counsellors and Immigration staff were all involved.

At first, the emergency was a problem shouldered largely by the police. But it soon became obvious that it was going to be a long-term burden. The government needed a long-term solution. As CSD was experienced in managing detainees, it turned to the CSD. It was a task of excruciating complexity. The Vietnamese came from many different ethnic, cultural, social and political backgrounds. Some were once members of the South Vietnamese armed forces; others were northern peasants who had fought them. They came to Hong Kong with different hopes and expectations. They had conflicting beliefs and frequently hated each other. Confined inside crowded camps, animosity flared into feuds and fights, many deadly and terrifying in their ferocity. The character of the Vietnamese flight had changed and amid this developing scenario, CSD was called in to cope. They were dealing with a global problem that the world wanted to forget.

It was a difficult and sometimes heartbreaking job for CSD officers posted to the camps. Over the years, thousands of CSD staff served in one or more of the ten camps run by the Department. 

亂。他們將偷來的物件或從營房取得的材料削尖，用作致命的武器，對付其他船民。

在一九八九年，當各國為這個無止境的情況感到不耐煩時，國際社會終於與河內政府達成協議，將逃離越南而又甄別為非難民的船民遣送回國。最初，他們都以自願方式遣返。其後港府實施新政策，有秩序遣返所有越南經濟船民。他們乘搭香港專機回國，對港府構成另一個沉重的負擔。在這個計畫下，共有六萬九千名船民被遣返家鄉。

由於計畫成效顯著，越南船民的人口急劇下降，多個規模細小的船民營便告關閉，如芝蔴灣和羅湖等羈留中心，它們都被改建為監獄。在一九九七年，僅餘下規模較大的白石和萬宜羈留中心如常運作。隨後，從啟德機場乘坐專機離港的越南人數日增，單是萬宜羈留中心已足夠容納所有滯港船民。時至今日，就連這個羈留中心亦無用武之地。然而，越南船民仍不斷來港。到了一九九八年，他們定居香港或前往海外的希望已徹底幻滅，只有徒然面對被當局扣留和等候遣返的命運。

對駐守船民營的總教署職員及總部的決策者來說，這十年充滿壓力。他們不僅要擔任保安工作，看管營內船民，以免出現逃走、互相仇殺、殘害或騷擾的事件，同時還要充當社會工作者。他們也要保護婦孺，使他們免受其他船民的侵擾。單在一九九七年，當船民來港浪潮顯著減退，而大部分被列為危險分子的船民均已遭遣返時，總教署職員在營內仍搜出近二千件自製武器。

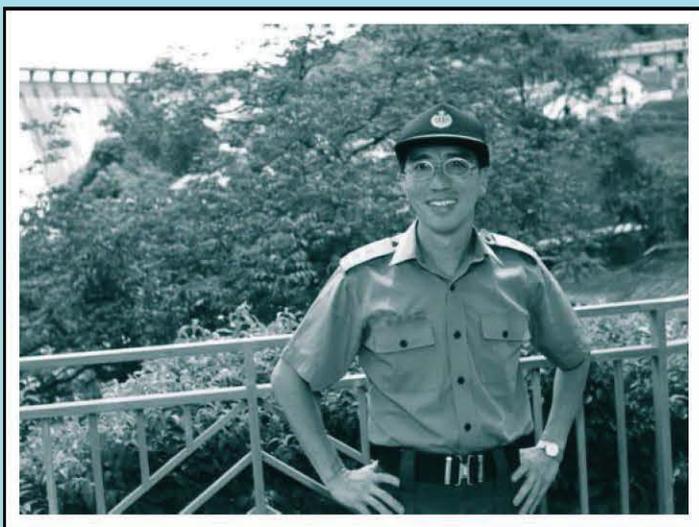
事實上，大部分越南船民都本性善良，他們只是希望為自己和家人尋求新生活。但政府當時為了解決燃眉之急，匆忙搭建船民營，營內環境因而非常擠迫，船民要與不喜歡甚至互相憎恨的人共處一室，衝突在所難免。儘管產生一連串的問題，但總教署並沒有以性別和年齡來劃分營房，更讓所有船民共同生活，如同一個小社區。這是一個較為人道的政策，並一直維持至所有船民營關閉為止。除了總教署外，為船民營提供協助的計有其他政府部門、志願組織、社會工作者、醫護人員、牧師、教師、輔導員及入境處職員等。

初期，船民問題是緊急事件，由警方負責處理。但政府旋即發現，這是一個長遠的重擔，必須尋求長久的解決方法。由於總教署精於管理拘留者，因此，港府便將船民事宜交予其處理。這委實是一項複雜的任務，因為越南船民各有不同的種族、文化、社會和政治背景——有些來自南越軍隊；有些來自曾攻擊他們的北部農民。他們抱著不同的希望來港，不單在信念上互有衝突，而且經常互相敵視。船民被安置在擠迫的營房內，那份敵意便逐漸演變為爭吵和打鬥，引發很多致命和驚人的暴行。隨著來港的越南船民性質的改變，以及情況日益嚴重，總教署便奉命接管，他們所處理的正是國際社會意欲遺忘的共同問題。

駐守船民營的工作艱巨，有時給職員帶來精神負擔。這些年來，部門共管理十間船民營，數以千計的總教署職員都曾在一個或以上的船民營駐守過。 

When Tong Shui-kwong was first posted to the sprawling, swiftly-built camp built on the Wu Kwai Sha Tsui headland in Tolo Harbour, Whitehead Detention Centre was unknown. It was soon to feature in headlines around the world. Within days of being handed over to CSD, the extensive purpose-built facility behind high barbed-wire fences saw the first consignments of Vietnamese begin to arrive. Some came from Erskine Camp, which had been run by police. Others arrived from Argyle Camp, which the Civil Aid Services had administered.

It was October, 1990, and Correctional Services were bearing the brunt of the world's Vietnamese refugee burden. "I suddenly realised that I had to run the camp like a small, poor community," Senior Superintendent Tong was to recall, long after the last Vietnamese camp had closed. The Department introduced an election system. Each hut of 100-300 people picked its own hut leaders who served as a bridge between the camp management and their fellows. They also assisted in collecting and distributing food and necessities. Various committees were set up with elected representatives working with CSD staff to organize cultural and religious activities. It was a system designed to create harmony and stability in the cramped environment behind the wire.



To try to avoid hostilities between rival groups, northerners were kept in camps separate from their cousins from South Vietnam. This followed a fearful Lunar New Year, 1991, and mass murder in the police-administered camp at Sek Kong, when 24 North Vietnamese died when they were barricaded inside their hut. The building was deliberately set ablaze by enraged southerners. Among the dead were women and children. It was a brutal lesson to Hong Kong authorities that compelled them to keep factions separated.

Like other senior camp officials, Tong Shui-kwong was well aware of this necessity. In 1984, he had been one of the first groups of CSD officers ordered to Hei Ling Chau, where 3,000 Vietnamese were housed in what is now the island's Correctional Institution. As one of the two Chief Officers at the camp, he was part of the newly-formed Refugee Unit, which would later become the Vietnamese Migrants Division.

當唐瑞光首次派駐建於吐露港烏龜沙咀的白石船民羈留中心時，這所不求規劃，只求迅速建成的船民營仍未為人所熟悉，但隨後卻引起世界各地的廣泛報道。在懲教署接管白石羈留中心後，首批越南船民便陸續抵達，入住這所由牢固的鐵絲網包圍的特意建造船民營。這批船民有的來自警方管理的高希馬羈留中心，其餘則來自民眾安全服務隊管理的亞皆老街船民營。

一九九零年十月，懲教署正肩負起看守越南難民的沉重擔子。懲教事務高級監督唐瑞光在多年後憶述：「我忽然醒悟到在管理船民營時，必須把它看做一個規模細小、生活窮困的社會。」當時，署方將選舉制度引進船民營內，在每所營房（約有一百至三百人）設立倉長及副倉長職位，由船民自己推選，作為管理層與船民間的橋樑，並負責收集及分發食物和日用品。船民營內又成立多個委員會，推行各項文娛宗教活動，各委員會主席與懲教署合作，並定期舉行會議。設立這個制度的目的，是要船民在擠迫的環境下，仍能維持營內融洽和穩定的氣氛。

After the last Vietnamese camp was closed, Senior Superintendent Tong Shui-kwong returned to his career. One posting was as officer in charge at Tai Lam Correctional Institution.

隨著最後一所越南船民營關閉，懲教事務高級監督唐瑞光返回本來的工作崗位。他擔任大欖懲教所的主管。

為消弭南、北越船民之間的敵意，港府將兩批船民分別安置於不同的營房內，以免血腥事件重演。在一九九一年農曆新年期間，由警方管理的石崗船民營發生屠殺事件，一羣憤怒的南越船民在營內放火，結果導致二十四名被關閉在營房內的北越船民死亡，其中包括婦孺。政府當局汲取了這次慘痛的教訓後，決定將他們分別安置。

正如船民營的其他高級官員般，唐瑞光很熟悉船民的需要。於一九八四年，他成為首批奉命駐守喜靈洲船民營的懲教署人員。當時，喜靈洲共容納了三千名越南船民，目前曾收容船民的建築物已改作懲教機構。他和營內的另一位總懲教主任一樣，剛加入新成立的難民組，這個組後來易名為越南船民事務科。

當政府決定將看管船民的責任交託給懲教署以便統一管理後，懲教署的反應極為迅速。他們自然需要更多人員和用地。當時沒有人預知越南船民危機將持續多久，也沒有人想到這個問題竟往後困擾香港十四個痛苦的年頭！因此，

The Department reacted swiftly when the government decided to largely amalgamate responsibility for looking after the bulk of Vietnamese to the CSD, to bring the camps under one umbrella. It was obvious staff were needed, as well as premises. Nobody knew how long the Vietnamese crisis would last - few expected it to drag on for another 14 painful years! - so temporary staff were engaged. Qualifications for recruits were the same as for regular CSD staff, but training was specialised.

When Tong Shui-kwong arrived at Hei Ling Chau, there were 200 such staff to cope with 3,000 Vietnamese. The atmosphere was totally unlike working in a prison. There were men, women and children. There was the complex screening process to decide on status; was a person a refugee or an illegal immigrant? There was a constant presence in the camp of voluntary workers from all sorts of local welfare and overseas voluntary agencies. Above all, policy changes caused wild rumours among the camp population. Foreign governments and the United Nations made demands of Hong Kong while accepting no responsibility and offering no aid. "It was ever-changing," Tong recalls. "It was frustrating and difficult."

Above all, it was sensitive. Refugees - whatever they may have been officially called - had to be treated with compassion and care, according to the Department's guidelines to staff. But there also had to be discipline inside the camp, or chaos would reign. While tendering care to the detainees, CSD staff were charged also with preventing those refugees from raping, stabbing, robbing or extorting each other.

As Whitehead's population grew to 25,000, Tong carefully sub-divided the population. They were in separate compounds, with religious and ethnic groups carefully kept apart. Hong Kong was paying a heavy price to obey the dictates of the world and to carry the international burden. We got little thanks. Tong remembers how foreign politicians and VIPs would visit the camp where he and others worked so hard for the Vietnamese; the visitors would condemn Hong Kong for not doing enough, demanding more comfortable conditions for the unwanted guests. They were largely ignorant of the realities of life that had swept the Vietnamese onto our shores.

Everyone in Hong Kong knew there was only one answer to the problem. The great bulk of the Vietnamese had to go back to their homeland. In 1993, finally, the United States agreed to the Comprehensive Plan of Action, which called for forcible repatriation to be added to voluntary return. The aircraft heading for Hanoi laden with Vietnamese began to take off more regularly.

As the numbers dwindled, CSD could farewell with gratitude the "temporary" staff who had been recruited 15 years earlier. Regular CSD officers could return to the careers for which they had been trained. Looking back on that long period of strain, Tong Shui-kwong and many hundreds of other CSD professionals could view the experience with pride. Despite riots, violence, crime, intense personal involvement and risk, the Vietnamese had almost invariably been handled with care and concern. "It was a human problem," Tong mused thoughtfully after the last camp closed. "We dealt with it humanely."

他們需要聘請臨時職員。受聘者的資歷須與正規職員看齊，並需要接受特別的訓練。

當唐瑞光抵達喜靈洲時，該處共有二百名臨時職員，負責看守三千名越南船民。島上的氣氛與監獄中截然不同，男女老幼均居於同一營房內。當時，港府實施了一個複雜的甄別程序，以決定各船民的身分——是難民還是非法入境者？另一方面，各個本地福利團體及海外志願機構亦定期派義工到營內探訪。有關越南船民政策的修訂使營內謠言四起。海外政府和聯合國對香港作出多番要求，但卻不願承擔責任或提供援助。「船民政策不斷轉變。」唐瑞光憶述：「這是一項令人困擾而艱巨的任務。」

船民是極為敏感的一羣。懲教署指示職員必須以憐憫和關懷的態度對待難民（不論他們的正式名稱為何），但同時亦要維持營內的紀律，否則便會造成混亂。懲教署的職員除了以關懷態度照顧船民外，還要防止營內發生性侵犯、打鬥、搶劫或勒索的事件。

當白石營的人口增至二萬五千人時，唐瑞光實行了一個謹慎的措施，根據船民的宗教信仰和籍貫，把他們分隔於不同的營地。為遵守國際的規定和背負這個國際社會的擔子，香港付出了沉重的代價，但換來的只是零星的致謝。唐瑞光還記得當他和同事為越南船民埋頭苦幹時，海外政治家和貴賓們卻要到船民營探訪，更譴責香港辦事不力，要求港府為這些無國家收容的「來賓」提供更舒適的生活環境。這些外國政治家根本漠視這些船民來港前的生活實況。

所有市民都知道，要根治船民問題，答案只有一個——將不計其數的越南船民遣返故土。在一九九三年，美國同意本港實行綜合行動計劃，即在自願遣返計劃上加設強迫遣返措施。在計劃實施後，越南船民便逐步被遣返回河內。

由於船民人數減少，懲教署開始辭退在十五年前開始聘用的“臨時”職員，而正規職員也可返回原來的工作崗位。回顧這段費盡心神的悠長日子，唐瑞光和其他數以百計的懲教署專業人員都引以自豪。儘管營內不時發生騷亂、暴力事件、各種罪案、人際之間的衝突和危險的情況，但他們仍能以愛護和關懷的心去對待這些船民。在最後一個船民營關閉後，唐瑞光若有所思地說：「這是關乎人的問題，我們以人道的方式來處理這個問題。」

The great transformation

監獄制度的變革



Many CSD staff of all ranks continue academic and professional studies throughout their careers. It is a worthy ambition and one that is supported and endorsed by the Department. Superintendent Poon King-lai, who was in charge of Tai Lam Centre for Women in the late 1990s, turned his attention to the modern history of prisons in Hong Kong. The work earned him a Master of Arts degree. Much of the information on developments since the 1960s is based on the academic research of Mr Poon.

不同職級的懲教署職員致力進修學術和專業課程，以助發展事業。他們的抱負令人讚許，部門亦甚表支持。在九十年代末期，懲教事務監督潘景瀟負責管理大欖女懲教所。他專門研究香港監獄的現代史，更因而取得文學碩士學位。本書有關六十年代以來香港監獄的發展資料，很多取材自潘先生的學術研究。

In 1982, the Prisons Department changed its name to the Correctional Services Department. It was not a cosmetic move, but signified a basic change in the philosophy of penology as practised in Hong Kong. Instead of being just a custodial service - locking people up and making sure they stayed locked up - the new name also recognised a change in emphasis. The mission statement of the department sums up the thrust of Correctional Services philosophy as it enters the 21st century:

Commissioner Tom Garner and other senior officers were absolutely implacable in their resolve to rid prisons of the twin evils of drugs and triads. Stringent checks on all new arrivals, stricter discipline for staff and special internal security and intelligence would be used to stem the flow of drugs into institutions. When the Lai Chi Kok Reception Centre was opened in 1977, part of its role was to act as a dam; no new inmate was released from the Centre until officers there were certain he was "clean". This was to stop any chance of narcotics being leaked into the main prison system. They were all to be trapped at Lai Chi Kok, where every prisoner was rigorously searched and given a medical examination. If necessary, they were detained there until their bowels had voided any narcotics hidden inside their bodies.

Breaking the power of triad gangsters was an equally difficult task, but one that Garner and his staff were equally determined to achieve. Like narcotics, the secret societies had been a curse of Hong Kong since the first days of British settlement. The comparatively benign British system of crime and punishment made Hong Kong a haven for triad members, who hid their gangsterism under a cloak of patriotism. The mumbo-jumbo of their rites and initiation ceremonies mixed pledges to fight for

九八二年，監獄署重新命名為懲教署。這絕非門面粉飾的工夫，而是象徵著香港刑罰制度的根本變革。新的名稱反映了部門的工作不單是鎖上犯人和確保犯人不能逃走，同時亦顯示其工作方針的重大轉變。懲教署的使命宣言總結了它在踏入二十一世紀之際的主要目標。

在堅決打擊獄中毒品和黑社會這兩項問題下，監獄署署長簡能和其他高級職員均不遺餘力。所有新到的犯人都經過縝密的檢查，署方對職員操守亦有嚴格的要求，以配合特別的內部保安和情報架構，從而禁止毒品流入懲教機構。荔枝角收押所在一九七七年啟用後，其中一個角色就是作為一個堤壩——新所員在未得職員確定他們「身無毒品」前，不得離開收押所。此舉可以杜絕毒品流入其他監獄。所有收押在荔枝角的犯人，均要接受搜身及身體檢查。如有需要，犯人會被拘留，直至藏在體內的毒品全被清掉。

粉碎三合會組織的工作亦異常艱巨，但簡能和他的部屬矢志達成這個目標。跟毒品一樣，自英國登陸香港的首天開始，黑社會的問題一直困擾著香港。相對來說，英國的刑罰制度較為寬鬆，使香港成為三合會成員的天堂，他們打響愛國的旗號來掩飾各種惡行。晦澀難懂的拜祭禮儀和入會儀式、為中國內地的革命而奮鬥的誓言與種種神話、傳說和民間信念混為一談。事實上，一旦參與三合會，若不默默服從這些犯罪宣言，便只有死路一條。

Chinese rule in the Mainland with a jumbled mixture of myths, legends, folk beliefs and fairy tales. In reality, it was a criminal oath that required silent obedience - or death.

In Hong Kong society, triads had proliferated. There were societies based on clan loyalties, on county origins in China, on political persuasion and on jobs. Because triads were criminals, many members of the societies tended to end up in prison. There, they banded together, posing a constant threat to security and to other prisoners. To combat this threat, Tom Garner ordered anti-triad units set up in every institution.

Later renamed the Security Intelligence and Illicit Activities Surveillance Unit, members came from all ranks. Their task was to keep known triad members under close scrutiny, to prevent them ganging together and victimising other prisoners, to stamp out bullying and blackmail. Every new inmate was questioned closely about membership of illegal organisations. Most admitted they belonged to one of the brotherhoods of terror. Those comparative few who were not tainted with triad links were kept apart, partly for their own protection and partly to prevent their recruitment in a gang.

三合會的勢力在香港社會不斷擴散。這些組織按氏族、中國省籍、政治取向及工作而分據不同地區。由於三合會是犯罪組織，很多會員最終都被關進牢獄。他們在那裏聯群結黨，經常對監獄保安和其他犯人造成威脅。為了打擊這股黑勢力，簡能下令在每個懲教機構設立反黑組。

反黑組後來改名為保安情報及不法活動監察小組，成員來自各個職級。他們的任務是嚴密監察三合會成員的一舉一動，防止他們在獄內聯群結黨或對其他犯人不利，以及清除惡霸和勒索行為。署方職員會盤問每名新的犯人是否非法組織成員，大部分承認屬於某個三合會。少數並未沾染黑道的所員會被分隔，一方面是為他的安全著想，另一方面是防止黑社會招攬新血。

由平民騷亂和政治動盪所引發的六十年代大暴動過後，社會出現一浪接一浪和日益嚴重的暴力違法事件。街頭搶掠、爆竊、入屋行劫、性侵犯及偷竊等罪行均告上升。部門非常重視監獄內的保安和維持有效的秩序，雖然並無放棄協助囚犯自新的方針，但早期強調改革的動力減慢，而轉

Vision, Mission and Values of Correctional Services Department

Vision

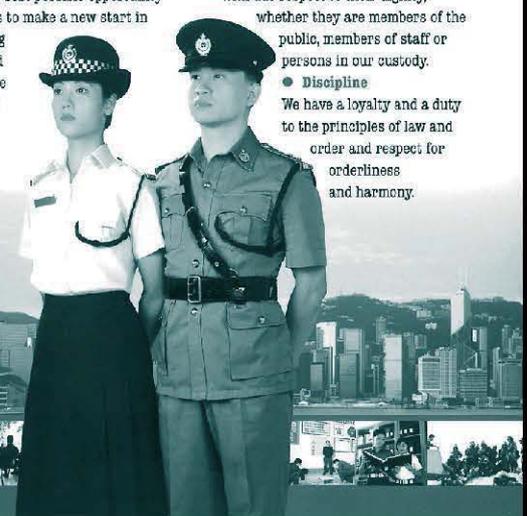
- To serve the community by providing quality custodial and rehabilitative services in which the public can be confident and the staff take pride.

Mission

- To detain persons committed to our custody in a manner which is secure to the public, safe for inmates and compatible with human dignity.
- To provide the best possible opportunity for all inmates to make a new start in life, by offering timely, apt and comprehensive rehabilitation programmes.

Values

- **Integrity**
We value personal honesty and frankness.
- **Dedication**
We are committed to our work and together strive for efficiency, competence and quality of service.
- **Humanity**
We recognize that all persons have the right to be treated correctly, fairly and with due respect to their dignity, whether they are members of the public, members of staff or persons in our custody.
- **Discipline**
We have a loyalty and a duty to the principles of law and order and respect for orderliness and harmony.



Correctional Services Department

懲教署的宗旨、任務及價值標準

宗旨

- 提供市民信賴和職員引以自豪的優質羈押及康復服務，藉以服務社會。

任務

- 以保障公眾和犯人安全及合乎人類尊嚴的方式，拘留交由本署羈押的人士。
- 為所有犯人提供適時和全面性的康復計劃，給予他們最佳的機會重建新生。

價值標準

- **誠信**
我們重視個人的誠實坦率。
- **悉心盡力**
我們全情投入工作，致力促進效率、效能和服務質素。
- **人道**
我們認識到所有人士均有權受到正確、公平和顧及尊嚴的對待，不論他們是市民、職員或由本署羈押的人士。
- **紀律**
我們忠於恪守法治原則，注重秩序及和諧。



懲教署

A charter for the 21st century, the vision, mission and values of the Department were stated clearly in this 1997 poster. 懲教署二十一世紀的約章。這幅一九九七年的海報說明了懲教署的宗旨、任務和價值標準。

The riots of the 1960s, sparked by both civil unrest and political agitation, had been followed by a wave of increasingly violent lawlessness. Street robberies were more common, and burglaries, home invasions, sex crimes and theft all increased. There was a strong emphasis on security and control inside prisons to maintain discipline. Earlier moves towards a greater stress on reform wavered, and although the move towards greater rehabilitation was not abandoned, the stress was on protection of the public and keeping conditions stable behind prison walls. The 1973 trouble inside Stanley Prison boosted the moves towards a tougher regime inside prisons. Rehabilitation continued, but the stress was on security first.

It is one of the ironies of Hong Kong's unique political situation that although Hong Kong has never been a member of the United Nations, it has always sought to comply with the highest standards of international practice in everything from labour laws to medical standards. The same rules applied to law enforcement and penal systems. The UN has a Standard Minimum Rules for the Treatment of Offenders. This demands respect for the culture and religion of inmates, requires medical care, recreational facilities and other basic rights, and calls for the humane treatment of prisoners. Hong Kong in the modern era has largely been well in front of any UN demands, but in the 1980s, what was done in practice was translated into law.

Prison rules banned corporal punishment in 1981. At the same time, they outlawed formally the cutting of rations as a form of discipline; the old days of plain rice and water were over. There was liberalisation of restrictions on how many letters an inmate could send and receive, a trend that has continued to the present, when a prisoner can write and read as many letters as he or she likes. It was the realisation that the penal system was not just to punish and detain offenders, but also to seek

向加強保障市民的安全和維持監獄狀況的穩定。赤柱監獄在一九七三年發生騷亂後，有關當局對監獄實施更嚴厲的規則。部門繼續協助犯人改過自新，但仍以保安為大前提。

香港獨特的政治地位形成了一個頗具諷刺意味的情況：雖然本港從不是聯合國的成員，但由勞工法例以至醫學水平，均致力在各方面符合國際慣例的最高標準，在執法和刑罰制度方面亦然。聯合國制訂了一套對待罪犯的最低標準守則，要求尊重囚犯的文化和宗教信仰、提供醫療護理、康樂設施及其他基本權利，並強調以人道方式對待犯人。現代香港大致上均超越聯合國的各項規定，但自八十年代起，政府開始將實際的做法制訂為法律。

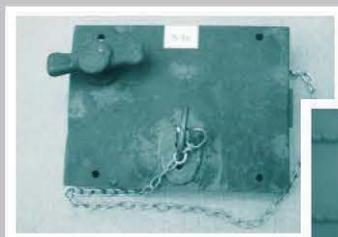
一九八一年，部門廢除了笞刑，同時正式取消禁食正餐的懲罰，過去只提供白飯和水的日子終於告一段落。囚犯的書信往來限制亦被放寬，這個趨勢維持至今。刑罰制度不單懲罰和羈押罪犯，還著重協助他們改過自新，部門的名稱改為懲教署，便可見一斑。在這期間，監獄署的社會工作範圍已非常廣泛，包括戒毒、中途宿舍、勞教中心及其他監獄改革措施，這更使舊名稱顯得名不副實。到了一九八二年，囚犯的更生已成為部門的工作重點，然而部門內任何一位職員都不會忽視其基本責任——將危險的犯人嚴密羈押。

懲與教可否獲得平衡呢？懲教署可以一方面有效維持監獄的秩序，使社會不受暴力犯人的騷擾，同時又可確保罪犯改過自新，重返社會嗎？當時的新任署長陳樺碩認為可以達到這個目標。他在一九八五年獲委任為懲教署署長，是首位本地華人領導懲教服務。他認為懲教署有責任嚴密地羈押罪犯，免大眾市民受威脅。他亦相信紀律，若犯人在安全穩定的環境中囚禁，便能順利推行自新計劃。他的目標是將少數反社會和激進的罪犯與大多數犯人隔離，防止他們對較弱小的囚犯和監獄制度的運作造成威脅。此外，他致力防止監獄淪為弱小犯人受到虐待和傷害的「石屎森林」。這位華人署長承諾要創造一個安全的環境，讓囚犯和睦共處，杜絕暴力。這個紀律制度就如他所說，是以「中國人的性格」為基礎。

陳樺碩表示，在中國文化裏，個人較容易服從紀律，這有助行為端正。香港百分之九十五的人口屬華人，再加上由華人領導，這個強調紀律的監獄制度在邏輯上適用於香港。在儒家的道德背景下，階級觀念獲得尊重和遵從，華人較容易接受政府權威和官員的指導、控制和告誡。這個「人道囚禁」的文化背景，為教育、工作、心理服務及自新制度奠定穩固的架構，而以嚴守紀律作為囚犯重獲新生的基礎，亦是八十年代懲教制度的主要精神。

When it comes to locks, technology has not changed greatly in the past century. The oldest locks in Victoria Prison are basically similar in design to the most modern locks, although sophisticated tooling and steel alloys have made locks far stronger and keys more foolproof and difficult to copy.

在過去一個世紀以來，鎖具的技術並無出現重大的轉變。儘管精密的工具與鋼合金能使鎖具更趨堅固、使鑰匙更難以仿製和安全可靠，但域多利監獄所採用最古舊的鎖具，與現代最先進的鎖具比較，設計仍十分相似。



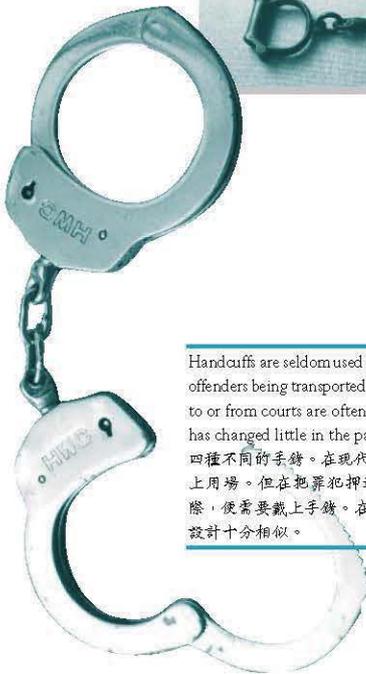
The old-style locks (top) were sturdy, and were used in Victoria Prison until modern times. The middle lock was the type installed in Stanley Prison when it was built in 1936. A modern lock (bottom) is the type used in prisons today.

域多利監獄一直採用至今的舊式鎖具(上)非常堅固耐用。中間的鎖具為一九三六年赤柱監獄落成時所採用的款式。今天監獄所採用的現代式鎖具(下)。

their rehabilitation, that the change of name was introduced at this time. The wide scope of social work aspects of the Department, including drug treatment, half-way houses, detention centres and many other initiatives towards prisoner reform, made the old title both inaccurate and unfair. By 1982, rehabilitation was the major thrust, although nobody in the CSD, as it was now called, lost sight of the basic responsibility of keeping dangerous prisoners under secure custody.

Could both needs be balanced? Could discipline be maintained in prisons and society protected from violent criminals while the Department strived at the same time to make sure that an offender could return as a worthwhile member to society? The new Commissioner, Chan Wa-shek, thought so. Appointed in 1985, he was the first local officer to head the penal service in Hong Kong. He believed the CSD had a duty to the public to detain offenders securely. He believed in discipline, and that if prisoners were held in a stable, safe environment, then rehabilitation programmes could proceed. His aim was to separate the minority of anti-social and aggressive psychopaths who could intimidate weaker inmates and pose a threat to the safe running of a jail from the bulk of the prison population. He vowed to prevent prisons becoming "concrete jungles" where the weak were not safe from abuse and harm. He promised a climate where inmates were safe from each other and where violence was rare. This regime of discipline was to be based on what he described as "the Chinese personality".

The Commissioner held that in Chinese culture, individuals were easily subject to discipline and this helped lead to proper behaviour. With 95 percent of the population of Hong Kong and the prison system being Chinese, it was logical that this would be appropriate for Hong Kong. Combined with a Confucian ethical background that respected and obeyed hierarchy, Chinese people were prepared to accept authority and to expect officials to guide, control and admonish them. This cultural backdrop - "humane confinement" - provided the solid framework for a system of education, work, psychological services and rehabilitation. It was the philosophy that was to guide the penal system through the 1980s; strict discipline as the basis for rehabilitation.



Handcuffs are seldom used inside modern institutions, but offenders being transported between prisons or being taken to or from courts are often handcuffed. The basic design has changed little in the past 100 years.

四種不同的手鐐。在現代的懲教機構裏，手鐐絕少派上用場。但在把罪犯押送於監獄之間或來往法院之際，便需要戴上手鐐。在過去百年以來，手鐐的基本設計十分相似。



Victoria Prison staff in the 1980s.
八十年代域多利監獄的懲教人員。



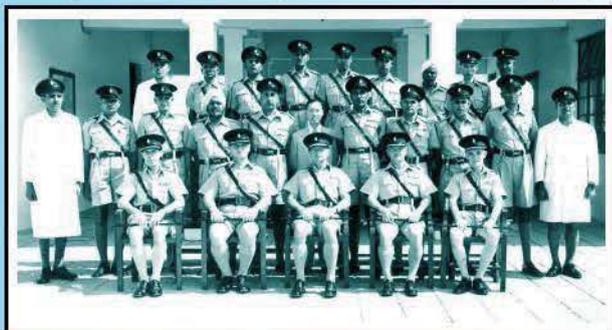
Indians - a lasting contribution

印籍員工的貢獻

From the very earliest days of the Prisons Service in Hong Kong, indeed, long before that Service existed and when Victoria Prison was administered by police, Indians provided a stalwart sector of the staff. As the 21st century dawned, that proud presence remained; the Hong Kong-born Indian community still serves the penal system. For some families, it is a tradition handed down over three generations. In early colonial times, Indian staff were specifically recruited for police and prison service. British administrators felt comfortable with people who had served so loyally in the army, who better to serve in a colonial penal system, they asked? Early recruits came from Bengal, the Punjab and Sind provinces of British India. There were Muslims, Sikhs and Hindus.

In 1845, the year after the Hong Kong Police was formally founded, there were 46 Indians on the strength, with 74 Europeans and 51 Chinese. Corruption within the police was a major problem, as it was to be for well over a century. In attempts to recruit an efficient and incorruptible police - and prisons - staff Captain-Superintendent Charles May looked abroad. Indians were hired in Madras and Bombay; they soon proved as corrupt as the men they were supposed to replace. Veterans from the Bombay Native Infantry were little better. May found their corruption was exceeded only by their laziness. The answer lay in the Punjab. In 1865, 50 Sikhs and Muslims were recruited. To his relief, May found these veterans of the Indian Mutiny and the Crimean War to be tough, reliable and, for the times, honest. Some of the descendants of the penal staff of last century remain among the sizeable Indian community of Hong Kong. Among them are some CSD staff, now in their third generation of service. They range in rank from Assistant Officer to Chief Superintendent. All have grown up speaking Cantonese. Many have grown up living in service quarters; their lives are intertwined with the department.

In 1853, when the total staff at Victoria Prison was 21, there were six Indian constables and eight Indian guards. (The "Gaoler" was British, as was his assistant. There was a European "headman", one Chinese guard and a sole female turnkey.) The policy of hiring Indians was caused by several social factors. First, they were available.



Stanley Prison Indian staff in late 1950s.
五十年代赤柱監獄印籍職員。

Second, they were trusted. Third, they would do a job that Chinese at the time shunned, even if they

香港監獄署成立時，或者可說遠在該署成立之前，當域多利監獄仍由警方管理的時候，印籍人員已是職員隊伍裏的中堅分子。隨著二十一世紀的來臨，不少在本港出生的印籍職員仍在懲教署服務，有些甚至三代任職懲教署，秉承家族的光榮傳統。在殖民統治初期，政府特別僱用一些印籍人士，在警隊和監獄裏任職。來自英國的官員都有這個想法：他們曾忠心耿耿地在軍隊服役，若安排在殖民地的監獄制度裏任職一定會很合適。結果，早期僱用的職員來自孟加拉、旁遮普邦及英屬印度的信德省，包括回教、錫克教及印度教徒。

一八四五年，即香港警隊正式成立翌年，警隊共有四十六名印籍、七十四名歐籍及五十一名華籍警員。當時警隊內的貪污問題嚴重，這個問題其後持續超過一百年。警察總監查理士·梅理遂嘗試向海外招聘有效率兼廉潔的警員和監獄職員。梅理聘用了一些來自馬德拉斯和孟買印度人，但很快發現他們跟其他警員一樣的腐敗。後來，孟買本地步兵團的退役軍人亦同樣令人失望，他們除有貪污問題外，工作態度亦異常懶散。最後，梅理唯有往旁遮普邦尋找合適人選。一八六五年，香港警隊聘用了五十名錫克教和回教徒。幸然，梅理發現這批曾參與印度反英暴動和克里米亞戰爭的退役軍人不但刻苦耐勞、忠心可靠，更重要的是正直誠實。上一世紀服務香港監獄的印籍職員後代，在至今已成為香港社會印籍群的一分子，當中有些家庭更是三代都任職懲教署。他們均能操流利的廣東話，任職懲教助理以至總監督等不同職級。許多印籍職員更是在職員宿舍長大，可說是與懲教署一起成長。

一八五三年，當時域多利監獄的職員人數共二十一，當中包括六名印籍警員和八名印籍守衛（監獄長及其助理均為英籍人士，一名歐洲籍「領班」，另有一名華籍守衛及一名唯一的女獄卒）。聘用印籍人士是基於多個社會因素：第一，他們可供招募；第二，他們可以信賴；第三，縱使英國政府有意聘用華籍人員，但當時的華籍人士並不願意任職監獄。不過，事實也非全然如是，當時亦有若干華籍的初級警員。

獄中的囚犯大多是廣東人，而唯一的華籍職員卻是毋須看管囚犯的文員。我們可以想像，當時監獄內的溝通必然困難重重。此外，職員編制亦受財政開支的影響。最初級的英籍職員的薪金為每月三十七鎊半；印籍職員是英籍的一半，唯一的華籍職員的薪金就更加少。

had been asked by the British authorities. That was not the case; there were few Chinese police at the time, and they were of the lowest rank.

Most prisoners, of course, were Cantonese and the only Chinese person on the staff was a clerk whose duties did not place him in charge of prisoners. The communications gap must have been awesome. Staffing was also a matter of finance. The most junior English staff were paid £37.50 a month; the Indians earned half as much and the sole Chinese even less.

When the Japanese invaded in December, 1941, a significant percentage of staff at both Victoria and Stanley Prisons were Indians. The new power in Hong Kong was anxious to keep them in their posts, both as an efficiency measure to avoid having to use their own manpower, and because the military occupation did not trust Chinese. Indians largely operated Stanley Prison, while their former senior British officers lived in the civilian internment camp outside the walls, in what had been built as staff quarters.

With the Japanese surrender, the Union flag was raised again at the entrance to Stanley Prison. The vast majority of Indian staff had proven loyal to the British throughout the three years and eight months of occupation. With peace, all staff, including the Indians, were sent back to their homelands. They began to arrive back and report for duty in 1946, ending a difficult period for the penal service, when most guards had been inexperienced civilians. By 1947, there were 577 male staff in the department, 217 of them Indians. There were 70 Europeans and 281 Chinese, of whom 133 were temporary staff. "The return of the experienced Indian staff will undoubtedly have a good effect and improve prison discipline," Acting Commissioner Burdett noted in his annual report. That same year, 103 of the pre-war Indian staff were invited to return to their old jobs.

The result was not the instant success that had been hoped for. Sickness was high and the pre-war professionalism was lacking, senior officers complained. Many were invalided out of service. By 1948, there were 99 Indian staff, and this number dropped to 62 by 1951. ✦



The family of Kludeep Singh has contributed significantly to the penal service since 1933, the year his father was recruited. In addition to Kludeep Singh, who was a Principal Officer in Pik Uk Correctional Institution in 1998, his father, two brothers and a nephew were all in prison uniform. His grandfather was a policeman. "I grew up in the Prison Service environment," he explains, proud of both a family tradition and

the department he serves. One major strength of Indians in the service has been their ability to communicate with inmates of all nationalities. (Insert: His father, Surjan Singh with other senior staff in Stanley Officers' Club).

Kludeep Singh's father at 1933 was recruited in Hong Kong Prison Service, from which his family has made a significant contribution. In 1998, Kludeep Singh was a Principal Officer in Pik Uk Correctional Institution. In addition to Kludeep Singh, his father, two brothers and a nephew were all in prison uniform. His grandfather was a policeman. "I grew up in the Prison Service environment," he explains, proud of both a family tradition and

一九四一年十二月，香港淪陷。當時看守域多利和赤柱監獄的大多是印籍職員。日軍極力安排他們擔任原有職位，因為這是相當有效的措施——毋須動用日軍本身的人員，最重要的是日軍並不信任中國人。印籍職員主要負責看管赤柱監獄，而他們的前任英籍高級職員則全部被關在 前身是監獄職員宿舍的平民集中營裏。

隨著日本宣布投降，英國國旗再次在赤柱監獄的大門升起。在三年零八個月的淪陷歲月裏，絕大部分的印籍職員仍表現效忠英國。香港重光後，所有的監獄職員包括印籍員工，均被送返家鄉。由於新一批的監獄守衛大多是毫無看管囚犯經驗的文官，以致當時整個監獄服務陷於困境。一九四六年，印籍職員開始返回香港，並陸續向所屬部門報到，結束了一段艱難的日子。一九四七年，部門共僱用了五百七十七名男職員，包括二百一十七名印籍、七十名歐籍及二百八十一名華籍職員，當中一百三十三名是臨時職員。當時的署理監獄署署長柏特在年報內寫道：「富經驗的印籍職員重返本署，肯定有助監獄的管理，改善獄中秩序。」同年，一百零三名戰前印籍職員獲邀重返工作崗位。

這次邀請並未如期般立即取得成果。由於戰亂令印籍職員健康日差，戰前所見的專業精神不能復見，引致高級職員頻頻投訴。於是，許多印籍職員遭解僱。一九四八年，印籍職員人數降至九十九名，到一九五一年更降至六十二名。 ✦



Snapping smartly to attention inside Victoria Prison, Hardip Singh stands in the footsteps of history. When he joined in 1994, he followed his father, Gurdev Singh, who retired after a 37-year career in the penal service. Working in Hong Kong's oldest institution, Hardip Singh says time spent with illegal immigrants had honed his sense of responsibility and discipline. "You can feel the many years of tradition when you walk through the courtyards under the old stone walls of Victoria," he says. Insert: For many years, Gurdev Singh was stationed in Stanley, where this picture was taken in 1993.

英氣勃勃的 Hardip Singh，在域多利監獄內立正敬禮。父親 Gurdev Singh 在懲教署服務了三十七年，現已退休，Hardip Singh 繼承家族的傳統，於一九九四年起任職懲教署。身處香港最古老懲教機構工作，Hardip 認為在看守非法入境者的一段日子裏，使他培養強烈的責任感和紀律意識。他亦表示：「當你走過域多利監獄，看見四面高牆環抱的庭院，便可感受到那種建基多年的傳統。」父親 Gurdev Singh 曾駐守赤柱監獄多年，小圖攝於一九九三年。

Where patience is needed 不可或缺的耐性



Senior Superintendent Wong Wai-man and Chief Officer Tse Kwok-yiu inspect the rain-swept grounds of Siu Lam Psychiatric Centre. Since the 20-ft-high concrete wall was constructed in 1990, there have been no escapes from the maximum-security psychiatric institution. The institution currently accommodates 280 prisoners, some are serving life sentences for murder. Staff in the observation towers are armed with Remington shotguns; they have never opened fire. On fine days, clinical psychologists as well as nursing



staff sometimes use the rose garden pagoda as a site for open-air counselling sessions.

高級監督黃偉民與總巡欽主任謝國耀檢視小樓中心被大雨沖刷過的地面。自從一九九零年興建了二十呎高的混凝土牆壁後，這所高度設防的精神科監獄並沒有發生過地獄事件。監獄內現有二百八十名囚犯，其中有部分因謀殺罪而被判終身

監禁。在瞭望塔上的職員配備有雷明登長槍，但從沒使用過。在天氣清的日子，臨床心理學家及護士們有時會使用玫瑰園內的涼亭進行戶外輔導。

Unique in many ways, Siu Lam Psychiatric Centre occupies a dominant hillside slope overlooking Lantau Island and the airport at Chek Lap Kok. Behind the 20-ft-high concrete walls and barred guard towers are some of the most dangerous men and women in Hong Kong, their behaviour made even more unpredictable and hazardous because of their unstable mental conditions. To cope with the special needs and uncommon challenges presented by many of the 280 prisoners, the 220-strong staff have special qualifications; 64 are registered nurses, many with psychiatric training. Their knowledge and skills are needed to cope with mental patients who may without warning become unstable or violent. Before transfer to Siu Lam, all staff go through an intensive two-month training course at the Staff Training Institute.

小

樓精神病治療中心位處山坡上，這眺大嶼山和赤鱗角機場。這所樓構別具一格，在二十呎高的混凝土圍牆和禁閉式瞭望塔背後，住了一些極度危險的犯人。他們的心理狀態不穩，行為難以預料，對社會的危害很大。為了應付這二百八十名犯人的特別需要，以及由此而產生的不尋常挑戰，二百二十位職員各具獨特的資格，其中六十四位是註冊護士，而且泰半均曾接受精神科的訓練。他們具備有關的知識和技巧，以應付在沒有先兆下情緒變得不穩或有暴力傾向的精神病人。所有員工在調派小樓之前，都會在職員訓練院接受為期兩個月的緊密訓練。

Grey-haired grandmothers serving sentences for simple larceny are among 20 women prisoners in Siu Lam Psychiatric Centre. Like many staff there, Principal Officer Chan Ching-sze is a registered psychiatric nurse, whose specialised training helps her understand the special needs of prisoners under her care.

小樓精神病治療中心內有二十名女犯人，其中有白髮蒼蒼的老婦，因輕微的偷竊罪而服刑。跟這裏其他的職員一樣，具有註冊精神科護士資格的高級巡欽主任陳靜思的專業訓練讓她了解犯人的特殊需要。



The result is an institution where staff are on constant alert. Nothing is left to chance. Security is paramount. There has never been an escape attempt since the high concrete walls went up in 1990.

Psychiatrists, clinical psychologists and other medical specialists play prominent roles in working with staff to treat prisoners. Some inmates are serving life for murder and many are serving long sentences for other violent crimes. Typically, 100 prisoners are in Siu Lam at any one time for mental assessment or psychiatric reports, ordered by courts waiting to decide on sentencing. The same number of convicted prisoners are there either serving fixed terms or for unspecified periods under the Mental Health Ordinance. The detention of people under such orders is constantly reviewed by a panel headed by a Supreme Court Judge and including psychiatrists, psychologists, welfare officers and senior staff.



As a maximum-security institution, all entry doors at Siu Lam are under constant surveillance through an extensive television system. Assistant Officer Lui Siu-wu is on duty at the entrance to the women's section, where 20 prisoners are accommodated.

小欖是一所高度設防的監獄，所有入口都由嚴密的電視系統經常監察。懲教助理呂少湖正在女犯組囚室的入口執勤，裏面住有二十名囚犯。

嚴格的訓練使治療中心的職員經常保持戒備狀態。他們不存僥倖心態，務求安全至上。自從高聳的混凝土牆於一九九零年建成以後，從未發生越柵事件。



精神科醫生、臨床心理學家和其他專業醫護人員與懲教人員緊密合作，在管理犯人方面擔當重要的角色。部分囚犯因犯謀殺罪而被判終身監禁，很多則因觸犯其他暴力罪行而被判長期徒刑。該處通常有一百多名犯人是被法院頒令還押以作精神評估，然後根據評估報告判刑。同樣數目的定罪犯人在小欖服有期徒刑，或根據《精神健康條例》服不定期徒刑。以最高法院法官為首的小組，成員包括精神科醫生、臨床心理學家、高級懲教職員和犯人福利主任。他們會定期檢討根據《精神健康條例》羈留的犯人的刑期。



From the sophisticated control room, staff constantly monitor activities throughout the institution. The closed circuit television system is a silent eye in every dining room, work area and in the protective cells where disturbed prisoners are kept for their own safety.

Principal Officer Wong Wai-fan and Assistant Officer Yau Chun-sang check the latest communication devices carried by staff throughout the institution, as life inside Siu Lam is displayed on a large bank of television screens.

職員在設計精密的控制室內，持續監察整個監獄內的各項活動。在飯堂、工場及為精神受困擾犯人而設的保護囚室內，閉路電視系統就如一只默默監察的眼睛。

高級懲教主任黃慧芬與懲教助理丘春生檢查最新的通訊器材。在他們背後，多部閉路電視正顯示小欖中心內的日常活動。

Modern technology helps Siu Lam's 220 staff members to keep a constant watch on prisoners, especially those who may harm themselves or others. Assistant Officer Fu Chiu-kwan spends a concentrated shift scanning the monitors and operating communications systems linked to a central computer. If an officer is attacked or needs help, one press on the button of his or her radio flashes an urgent message on the computer control screen and sounds an alarm. The response is immediate.

現代科技讓小欖的二百二十位職員可以對囚犯進行不斷的監察，尤其是那些可能會傷害自己或別人的囚犯。懲教助理傅超群當值時，全神貫注各個閉路電視螢幕，並操作連接中央電腦的通訊系統。如果有職員被襲擊或需要協助，可以按無線電通訊器上的按鈕，電腦控制螢幕就發出緊急的訊息並響起警號，其他職員便會立刻作出反應。

Highly focused psychiatric programmes such as the Behaviour Adjustment Unit seek to change a prisoner's attitude and make life easier for the prisoner and fellow inmates. The Psychological Care Unit attempts to cure men with a history of sexually molesting children. The Vulnerable Patients Unit has to guard transvestites; they are usually imprisoned for theft or other minor charges.

In the heart of the jail, the Security Unit houses 26 men. Here, security is total. Prisoners, numbering up to 30, are guarded by staff who have been tightly vetted by both internal departmental security and by the Independent Commission Against Corruption. These prisoners are informers who have unveiled secrets of the underworld to police and who have often given evidence in court that has sent criminal masterminds to prison. They must be protected from revenge attacks.

Unlike in other institutions, prisoners at Siu Lam are not obliged to work. If they refuse to carry out the simple tasks assigned to them, staff do not put them on a report, but merely ask them why. A common answer is: "I don't feel right". Rather than prison industries, the workshops at Siu Lam are craft-oriented rooms where Occupational Therapy assistants preside over activities such as picture framing, pottery and rug-making. On fine days, prisoners tend the lawns and rose gardens.

Even in Siu Lam, the quest for self-improvement is encouraged, with long term prisoners sitting for distance learning university degrees. ✦



Working clay is therapeutic and creative work that prisoners carry out with interest and pride. Principal Officer Chan Ching-sze, a registered psychiatric nurse, gives some advice.

黏土製作既可發揮治療的作用，也是一種創作，囚犯對此充滿興趣，並以自己的作品為榮。具有註冊精神科護士資格的高級懲教主任陳靜恩向囚犯提供意見。

A prisoner takes pride in his handiwork in a pottery workshop as Chief Officer Tse Kwok-yiu and Occupational Therapy Assistant Lau Pak-ming look on. 總懲教主任謝國輝與職業治療助理劉柏明在陶藝工場內檢視一位囚犯的作品。囚犯對自己的手藝感到非常滿意。



治療中心有特別的精神病治療計劃：行為適應組致力改變犯人的態度，以減輕個人和其他犯人的生活壓力；心理治療組負責醫治有變童癖紀錄的男犯；特別照顧組則負責看管性取向有問題的囚犯，例如異裝癖者。這些人通常因偷竊及其他輕微罪行而入獄。

在機構的中心部分，保安組囚禁了二十六名男子，他們都是為警方提供線報的線人。他們會在法庭指證罪案幕後首腦的罪行，使其定罪入獄。為了保護這些犯人免遭報復，保安組的保安非常周密，職員均曾接受署方內部和廉政公署的嚴格審查，看守犯人最高達三十名。

跟其他懲教機構不同，囚禁於小欖的犯人毋須從事生產工作。若他們拒絕執行被指派的簡單工作，職員通常不會採取紀律處分，只會詢問原因。一般的答案是：「我有點不舒服。」小欖的工場不同於其他監獄工場，職業治療助理會在工藝室指導犯人鑲嵌畫架、製作陶瓷和地毯等手藝。在天朗氣清的日子，犯人會修剪草地和玫瑰園。

即使在小欖，懲教人員同樣鼓勵長期服刑的犯人進修遙距大學學位課程，從自學過程中，力求自我改進。 ✦

A killer serving a life sentence in Stanley Prison was sent to Siu Lam after he murdered another prisoner. The Special Unit at the psychiatric centre was needed to protect staff and other prisoners from a man of exceptional violence. After years of counselling, the prisoner turned his attention to art; Senior Superintendent Henry Wong Wai-man stands in front of one of the prisoner's works in a Centre dining hall. The man was cured, served his long sentence, and was eventually released.

一名被判終身監禁及在赤柱監獄服刑的殺人犯，在獄中殺害另一名囚犯後，被轉送往小欖。精神病治療中心保護室的目的是保護職員及其他囚犯，免其受有高度暴力傾向的囚犯所擾。經過多年的輔導後，這位囚犯對藝術產生濃厚的興趣，他的一幅作品懸掛於中心的飯堂內。高級監督黃偉民正在駐足欣賞。這名囚犯後來痊癒了，並於長期服刑後獲釋。



Making picture frames is among the skills taught in one of Siu Lam's four occupational therapy workshops. Officer Yu Shing-yui, who is an Enrolled Nurse (Psychiatric), and Occupational Therapy Assistant Ng Hin-wah discuss prisoner progress as they examine a work of art that will go on sale at the Departmental Autumn fair.

小欖設有四個職業治療工場，其中一個工場教授製作畫框的技術。具有登記護士（精神科）資格的懲教主任余承喬與職業治療助理吳顯華在檢視一件作品時，討論囚犯接受治療的進展。這件作品將在部門的秋季賣物會內展銷。

Counting the cost of a prison system 署方每年花費在犯人的支出

Year 年份	Average Daily Population 監獄平均每日人數	The gross cost of maintaining a prisoner (HK\$) 維持每名犯人生活的總開支	Average cost of food per prisoner (HK\$) 為每名犯人提供日常食物的開支	Year 年份	Average Daily Population 監獄平均每日人數	The gross cost of maintaining a prisoner (HK\$) 維持每名犯人生活的總開支	Average cost of food per prisoner (HK\$) 為每名犯人提供日常食物的開支
1949	3,361	798.50	385.86	1960	5,428	1,326.56	340.04
1950	2,832	1,018.36	429.52	1962	5,435	2,056.28	420.91
1951	3,156	896.10	400.78	1963	5,665	2,150.11	478.06
1952	3,431	1,048.47	438.03	1964	5,612	2,183.98	481.06
1953	3,527	1,277.20	525.38	1965	5,927	2,405.95	493.59
1954	3,636	1,354.60	505.84	1966	6,075	2,593.31	602.25
1955	2,766	1,610.48	460.57	1967	6,051	2,780.47	616.85
1956	2,851	1,593.12	412.03	1968	5,852	3,028.83	666.12
1957	3,617	1,460.58	411.91	1969	6,677	3,116.21	706.16
1959	4,377	1,400.02	369.35	1970	6,030	3,460.91	751.90

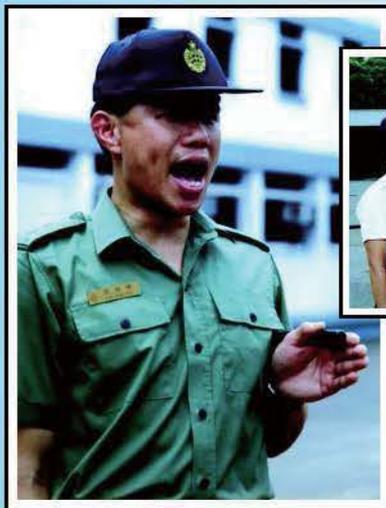
Chapter Sixteen

Striving for professionalism

致力邁向專業化

Into a sprawling series of buildings on the perimeter of Stanley Prison file a group of young men and women. Propelled by idealism and in search of a meaningful career, these 23 Hong Kongers have opted for a vocation in a job as old as their city. They are fresh recruits into a government agency with a long history and, they believe, a proud future.

隊年青的男女正在列隊步向赤柱監獄外圍的一大群建築物內。在理想的驅動和為尋覓一份有意義的工作，這二十三位青年人選擇了一份自香港開埠以來便與這個城市同步成長的職業。他們剛好加入懲教署，這個歷史悠久的政府部門。他們相信，這個部門會有一個驕人的未來。



When Officer Yan Kam-piu shouts an order, a platoon of recruits wheels instantly to obey. With a crash of heels, the squad snaps to attention and marches proudly towards a new career. There's more to drill work than merely looking smart; the parade ground exercises instil discipline and teamwork. 當懲教主任甄錫標發出口令，學員立即變換步操方向。他們的步伐一致，隨著堅定的踏步聲，昂首邁向新的崗位。步操練習有助鍛煉學員的儀表，同時培育他們的紀律意識和團隊精神。

Ramrod straight and with a voice that echoes off the drill field walls, Officer Yan Kam-piu rules the parade ground. His marching orders help turn recruits into disciplined members of a team. Throughout the 23-week training course, recruits march 90 minutes a day, learning the basic teamwork of a disciplined service. Institute Principal Doris Chow and Deputy Principal Sin Yat-kin and Chief Officer Miu Yin-man discuss the next step for a group of recruits halfway through their training.



懲教主任甄錫標筆直地站在步操場上，以雄渾的聲線指揮學員進行步操，訓練他們成為紀律部隊的精英分子。在為期二十三週的訓練課程中，學員每天均要進行九十分鐘的步操練習，以培養部保基本的團隊精神。職員訓練院院長周欣欣、副院長單日堅及總懲教主任（入職訓練）苗延民正在討論新學員訓練課程的進展。

That future is grounded firmly on solid training. The first day at work for a new recruit is the start of a regimen of education that continues through his or her career. The basic 23-week course for a newly recruited Assistant Officer is merely an introduction to series of studies which will see him return time and again to the Staff Training Institute. As technology, systems and procedures change, qualified staff at the Institute constantly amend and adapt training systems. New courses are introduced to bring the latest international procedures in penology to CSD staff.

令人感到驕傲的未來乃植根於紮實的訓練。第一天到懲教署上班的同事，便會開始接受一連串訓練。在職訓練一直延續至整個在懲教署的事業。為新入職的懲教助理提供的二十三星期訓練課程，只是一系列學習生活的序幕，日後他們還得不斷地回到職員訓練院受訓。由於科技、各種系統與程序不斷變更，職員訓練院的專業人員亦時常修訂及更新訓練的內容，向懲教署的職員介紹監獄管理學在國際的最新發展。

Running the Institute is one of the most prestigious and important jobs in the Department. Here, the intellectual brickwork is laid for the future. In the late 1990s, Senior Superintendent Doris Chow Yan-yan was Principal, heading 94 staff who at any one time commonly had 375 staff going through a variety of courses.

管理訓練學院是懲教署最受尊敬和最重要的工作之一。學院是為同事的未來打下知識基礎的地方。在九十年代末擔任院長的高級監督周欣欣，領導九十四位職員在同一時期

All new recruits go through highly structured courses, 23 weeks for Assistant Officers and 26 weeks for Officers. The scope of basic training embraces topics from social sciences and management to physical education, first aid, adventure training, laws, operations and self-defence. Operational knowledge is gained both in classrooms and on attachment to institutions where the nuts and bolts details of the security and care of inmates are learned.

The sophisticated training that takes place in classrooms, a mock court, computer rooms, nursing training rooms, a firearms range and a library aims to produce recruits with the skills and knowledge they need to successfully carry out a demanding, sometimes difficult and occasionally dangerous job. It prepares them for the reality of guarding people whom society has decided must be detained for the protection of the community.

Throughout their career, staff return to the classrooms at Stanley for a series of advanced courses that help them climb the ladder of rank. Every recruit who enters the Institute knows that conscientious work and commitment holds out prospects of promotion to the highest rank. In-service development training is available in many fields.

Additionally, the quest for improved professional and personal standards sees many CSD staff undergoing courses at universities and colleges in Hong Kong and abroad. Such advancement is encouraged. Men and women who join as young officers with qualifications in nursing, social work, criminology or similar fields commonly raise their standards with extra-mural studies. They may continue in their own disciplines, or branch out to seek higher qualifications in fields such as computers, penology, law, psychology or public administration. ✦



Principal Officer So Chun-kong, who has a degree in criminology, plays the role of prosecutor in this mock courtroom, where recruits sit on the bench, act as the jury, perform as witnesses and make up the audience. Under the Bauhinia emblem of the SAR, realistic courtroom dramas are played out. There is a twin aim: CSD staff have to guard defendants in courtrooms, and they must also have a basic understanding of the laws of Hong Kong.

在這個模擬法庭內，考取了犯罪學學位的高級懲教主任蘇振光扮演主控官，學員則分別扮演法官、陪審員、證人及旁聽者。在特別行政區洋紫荊區徽之下，他們正在模擬法庭的實況，目的是了解懲教署人員在法庭看守被告的職責，並對香港的法律有基本的認識。

為三百七十五位懲教署職員提供各種不同的培訓課程。

所有新入職的人員均須接受嚴格的訓練：懲教助理須接受二十三星期的訓練，懲教主任則接受二十六星期的訓練。基本訓練的範圍包括社會科學、管理學、體育、急救學、歷險訓練、法律、執勤與自衛術等。有關執勤的知識來自課堂學習，也來自監獄內的實況分析，讓學員認識照顧囚犯及保安的各項詳情。

在課室、模擬法庭、電腦室、護理訓練室、練靶場與圖書館等地方進行的訓練，旨在讓新加入的人員獲得所需的技能和知識，以便能順利執行一份要求嚴格、時或困難並且偶有危險的工作。這些課程讓學員作好充份的準備，監管那些須被囚禁的犯人，以保障公眾的安全。

在整個事業生涯裏，懲教署的人員必須回到位於赤柱的職員訓練院，接受一系列的進階訓練，以協助他們晉升。懲教署亦提供各方面的在職訓練。

此外，不少懲教署的職員為了在事業或個人方面力求進步，紛紛修讀香港和海外大學或專上學院的課程。署方非常鼓勵員工進修。不少加入懲教署的青年人都有護理學、社會工作學、犯罪學或類似的專業資格，他們也經常參加校外的課程以提高自己的學歷。有些在自己的專業內繼續進修，亦有在其他學科如電腦、監獄管理學、法律、心理學或公共行政學等方面獲取更高的學歷。 ✦



Running a modern prison calls for more than locking steel doors at night. In this control room course, recruits learn how to use the sophisticated communications and security systems that keep Hong Kong prisons safe and running smoothly.

要有效管理一所現代化的監獄，並非在晚間鎖上鎖門便成。在控制室職務訓練課程中，學員學習使用精密的通訊及保安系統，以維持香港監獄的保安，確保妥善管理。

The Staff Training Institute plans and puts into effect the Department's training programmes, from the most basic to the most advanced. An important aspect is the refresher courses, development courses and specialist training that throughout their careers helps CSD staff to aim for improvement. "People can always learn more," says Doris Chow. "In the CSD, staff are always able to study to get promotion or to learn new aspects of their career."

Training starts with recruitment. Working in the CSD is more than a job. The old pre-war culture when prison warders were mere turnkeys who locked up convicts has long disappeared. Correctional Services is now a well paid, highly regarded career. Those who wish to follow it must be highly motivated by a sense of mission, not just seeking a well paid and secure job.

Only qualified people with the right outlook need apply. The first step towards training is to pass the selection boards, which query new recruits about what they see as their future. The basis for any job within the Department is discipline, and anyone wishing to join has to understand that the career involves more than sitting behind a comfortable government desk in an air-conditioned office.

Once recruited, comprehensive training begins immediately, in modern techniques of management and operations. But the basic discipline comes on the parade square at the Staff Training Institute, where drills and exercises instil the necessary mental training and physical fitness needed to carry out a demanding but rewarding career.

Throughout that career, CSD staff can opt or be nominated for continuous training that elevates them to higher levels. Coupled with appraisal of their performance, these studies enhance the chances of officers who seek self-improvement.

職員訓練院為懲教署設計和教授所有訓練課程，從最基本的訓練以至最高級的進階課程。訓練院一個重要的功能是提供複習進修課程、發展訓練課程和專科訓練，使懲教署職員在工作生涯中精益求精。周欣欣說：「人可以不斷學習更多東西。在懲教署，職員可以藉進修獲得晉升，亦可學習工作上的新知識。」

署方在招聘時便已展開訓練。懲教署的工作十分有意義。戰前監獄職員只負責將囚犯關起來的舊式文化早已消失，今日的懲教服務是一份薪酬高而且備受尊重的職業。但有意在部門發展個人事業的人，必須懷著一份使命感，而非光是尋找一份高薪和穩定的優差。

只有具備適當資格和正確觀念的人，才適宜申請這份工作。接受訓練前的第一步是通過遴選委員的面試。遴選委員通常會詢問應徵者對他們前途的看法。懲教署內任何工作都是以紀律為基礎，任何想加入的人都必須明白，這項工作絕不止於在空調的辦公室內，坐在舒適的政府辦公桌後的一份差事。

在獲得聘用後，職員便馬上接受有關現代管理技巧與執勤的全面訓練。但基本的紀律來自職員訓練院的操場，那裏經常進行各種演習與鍛煉，為職員提供所需的精神及體能訓練，以便執行要求嚴格但為他們帶來成就感的任務。

在工作生涯中，懲教署人員可自願選擇或由上司提名接受持續的訓練，使他們在專業上獲得晉升。這些學習課程配合工作績效的評估，為致力尋求自我改善的職員提供了廣闊的發展機會。



In a prison corridor or work room, a spark can set off a human explosion. Staff are trained to protect themselves with a multi-disciplinary form of basic self-defence. The aim is not to be a kung fu master, but to be able to fend off any sudden attack.

在監獄的通道或工作間內，囚犯可能因一點磨擦而激起打鬥。因此，懲教署職員均接受多項基本的自衛訓練，目的並非要他們成為功夫能手，而是懂得如何抵擋囚犯的突襲。



With 12 exercise machine stands, the Physical Conditioning Room looks like a five-star hotel fitness centre. The specialised equipment is well used, both by recruits going through rigorous workouts and by veteran staff members seeking to tone up or pass the annual fitness test.

體能訓練室設備齊全，設有十二部健身器械，可媲美五星級酒店的健身中心。懲教署的人員經常使用這些專業設備。新入職的學員需要接受嚴格的體能訓練，而現職人員亦藉此鍛煉體格，或為每年的體能測驗作好準備。



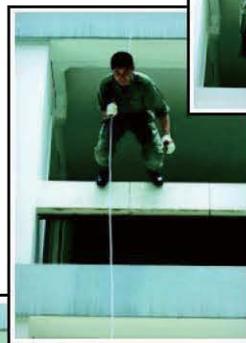
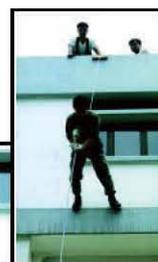
Used only as a last resort, weapons are seldom needed in Hong Kong's prisons. But all recruits are trained to fire the standard Smith and Wesson revolver and the Remington shotgun, basic issue in most institutions. During their first training course, these recruits will fire 108 rounds from the revolvers, selected for their reliability. Principal Officer Cheng Kwok-tai, in charge of indoor firearms training, went to specialised courses in the US to study armory techniques. Firearms are a last resort, seldom needed, seldom used.

雖然香港的監獄只在別無他法的情況下才使用武器，但槍械訓練仍是基本課程之一，所有新學員均須學習使用標準史密斯威信手槍及雷明登散彈槍。在首期訓練中，學員學習利用可靠的左輪手槍，發射一百零八發子彈。專責室內槍械訓練的高級懲教主任鄭國泰曾往美國學習軍械訓練技術。不過，對懲教署來說，槍械只是最後一著，鮮有需要使用。



A violent prisoner blockades his cell door and refuses to leave. Armed with a home-made knife, he threatens harm to himself and others. All staff are trained to deal with such emergencies, which can explode suddenly. Protected with thick padded shields and helmets with neck coverings, recruits press forward into a mock cell at the Training Institute to subdue an unruly rioter, played with forceful vigour by another recruit. Tactics call for three staff to deal with one inmate; such odds usually mean he or she can be overpowered with a minimum of force and injury. Techniques include the careful use of pressure point subjugation, which makes the prisoner powerless while not causing serious injury. There are endless drills aimed at removing an angry, violent prisoner from a cell or placing an enraged inmate in a cell. The doctrine of minimum force is always applied.

一名有暴力傾向的囚犯堵塞囚室的出口，拒絕離去。他手持小刀，恐嚇傷害自己及他人。所有的懲教署職員均須接受訓練，應付類似的突發事件。學員手持盾牌，戴上可護頸的頭盔，闖進職員訓練院的模擬囚室內，制服一名由學員扮演的囚犯。一般的策略是由三名職員來對付一名囚犯，好能以最少的武力制服反抗者。制服囚犯的技巧包括使用壓點抑制法，使囚犯失去滋事的能力，同時不會造成嚴重的傷害。學員需不斷進行練習，將憤怒和有暴力傾向的囚犯帶離囚室，或把情緒激動囚犯關進囚室內。處理這些事件的基本原則是動用最少的武力。



Dangling from a lifeline as he abseils down the face of the training institute, the head of training, Chief Officer Kwong Kwan-ming, demonstrates the military training behind emergency plans. Scaling sheer walls with ropes gives teams the capability of surveillance into cells and enables them to gain entry in a riot situation. "Teamwork is the secret," Kwong says.

在應急支援訓練課程中，總懲教主任（發展訓練）鄭均明示範如何利用繩索，在職員訓練院的外牆游繩下降。隊員借助繩索在陡直的牆壁上下降，藉此監視囚室內的情況，以及在需要時進入騷亂的現場。鄭均明透露：「團隊精神是我們的秘密武器。」

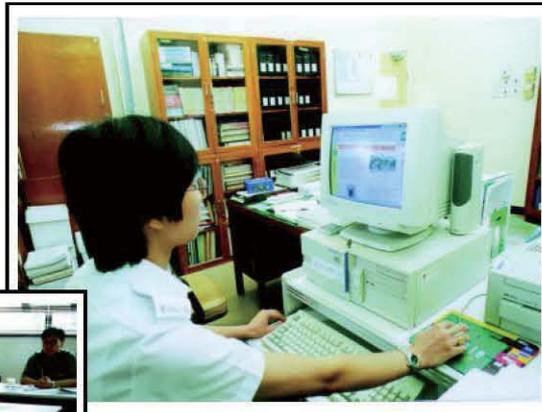
Principal Officer and registered nurse Billy Kwok Man-yau, one of a number of staff with British degrees in nursing, presides over a hospital care course in which staff learn how to give the kiss of life to a dying man. The plastic model is well used by staff learning resuscitation techniques.

也是註冊護士的高級懲教主任郭文佑是眾多持有英國護理學學位之懲教署職員之一，他正在主持一項醫院護理課程，指導學員如何向垂死的人進行人工呼吸。學員利用塑膠模型進行心肺復甦法的練習。



Like the scene of a major disaster, this classroom at the Institute is turned into a first aid ward as a registered nurse shows staff from different institutions how to skillfully bandage broken limbs. A core of staff at all institutions must know first aid, skills which are regularly updated and certified at such in-service training courses organised in conjunction with the Auxiliary Medical Services.

猶如嚴重災難的現場，訓練院的課堂變成了一個急救室，一名註冊護士正為來自不同懲教機構的職員示範包紮斷肢的技巧。每個懲教機構均設有一支急救隊伍，而訓練院與醫療輔助隊緊密合作，定期為他們舉辦在職訓練。



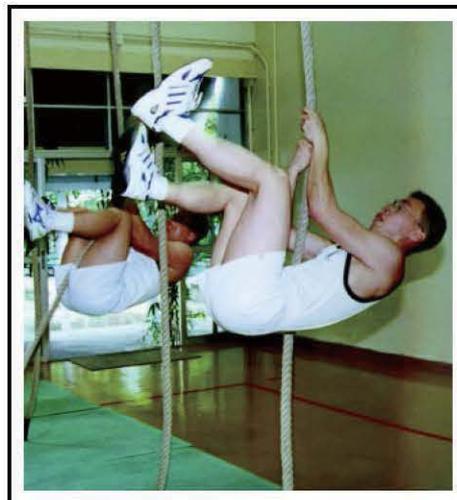
Shelves contain books on training and education, administration, psychology, social problems, narcotics and law as well as magazines on correctional services from other countries in the busy library. Librarian Yick Wing-suet surfs the internet for information.

圖書館為職員提供豐富的參考資源，藏書範圍甚廣，包括培訓及教育、行政管理、心理學、社會問題、毒品及法律等。圖書館管理員易詠雲正在互聯網上查詢資料。



In one of the Training Institute's nine busy classrooms, equipped with the latest audio-visual aids, 16 veterans with an average of 10 years' service attend a lecture to learn about different aspects of CSD policy. Chief Officer Lam Kwai-sun discusses new trends in human resources management, one of 14 day-long lectures in the intermediate command course, spread over three months.

職員訓練院設有九間配備先進視聽器材的課堂，這是其中一間。十六位經驗豐富及平均有十年服務年資的職員正在專心學習各項懲教署的政策。在為期三個月的中級指揮課程裏，總懲教主任林季新與學員討論人力資源管理的最新發展，這部分的講課為期十四天。



Physical fitness trainers do not aim to produce bulging muscles, but aim at boosting the general level of fitness of recruits. Daily physical training during the 23-week induction course includes bracing work-outs in the well-equipped gym.

體能訓練的主要目的並非使新學員鍛煉一身健碩的肌肉，而是提升他們基本的體能水平。學員在為期二十三週的入職訓練課程中，每天均要接受體能訓練，包括在設備完善的健身室內進行器械練習。



An impenetrable wall of plastic protects an advancing squad from the highly-trained Emergency Support Group. Bricks, burning spirits and home-made spears are deflected by the stout transparent shields, which lock together to form a see-through wall. Endless training by the group guarantees CSD headquarters can call for an instant strong response to any riot situation. Evolved from the Escort Unit which was formed after riots in Stanley in 1973, the Group has never been needed. But it is superb insurance, there in case of a threat to security behind prison walls. The cost of eternal vigilance is endless training, and on the parade ground squads form and reform in flying wedge patterns aimed at penetrating the most ferocious barricades of notorious prisoners. Behind the protective plastic shields and their stout shin armour, staff with rattan shields are trained as snatch squads, who dash into a crowd to grab ringleaders and troublemakers. Others are armed with gas guns to fire tear gas. Endlessly, the drills continue so the Emergency Support Group is totally prepared for a crisis that everyone hopes will never erupt.

應急支援組正以塑膠視盾築起一度透明的圍牆，用以抵擋磚塊、燃燒彈及自製長矛的襲擊。應急支援組是由一九七三年赤柱監獄發生騷亂後成立的押解組演化而成，組員經常接受訓練，確保您敬著炮能即時和有效地應付任何騷亂。應急支援組是維持監獄保安不可或缺的力量，組員要經常保持高度警覺和反覆操練。他們在步操場上練習以楔形推進的方式，深入騷亂囚犯的陣地。在塑膠視盾的掩護下，手持藤製視盾和戴上堅固裝甲的組員正在訓練成為搜捕行動隊，以深入人群，捉拿騷亂頭目及滋事分子。其他職員則配備催淚氣槍。應急支援組定期進行演習，使組員有充足的訓練，隨時應付沒有人希望爆發的危機。