

企業管治

Corporate Governance

摘要

- 本處透過確立的架構，致力實施具問責性、誠信及透明度的有效企業管治。
- 在2010/11年度，我們超越所有的服務指標，並進一步提升服務承諾。
- 年內，我們就部門服務及員工表現共收到379個客戶表揚及14項建議。

(a) 管治架構

本處以問責、誠信及透明度為基石，透過制定的服務標準，力求達致最佳的企業管治水平。

(i) 問責性

本處須分別向發展局和財經事務及庫務局負責及匯報部門的業績和財務表現。我們每年會向兩個決策局呈交中期企業計劃暨年度業務計劃以供批核。企業計劃訂定本處未來五年的發展綱領，而業務計劃則作為評核本處每年業績的基準。我們定期與發展局開會，以檢討業務表現。發展局亦會為我們的新措施給予政策指引。此外，我們亦與負責監督本處財務表現的財經事務及庫務局定期聯繫。



(ii) 誠信

根據《營運基金條例》(第430章)，我們可自主進行資本投資及運用資源，以靈活回應服務需求及提高營運效率。在靈活自主的基礎下，我們執行職務時更需要履行恪守誠信的責任。本處全體人員均須遵守部門指引及相關政府規則和程序，以妥善履行日常職責。土地註冊處經理是本處的誠信事務主任，負責監管部門的誠信管理事宜。本處除了為員工舉辦培訓課程及工作坊外，亦會定期公布及傳閱有關誠信管理的指引和通告，以提升員工對誠信管理的認知。

Highlight

- The Land Registry is committed to effective corporate governance through an established framework for accountability, integrity and transparency.
- In 2010/11, we exceeded all the performance pledges and introduced further enhancements.
- We received 379 commendations and 14 suggestions on our provision of services and staff performance for 2010/11.

(a) Governance Framework

The Land Registry strives to achieve the best in corporate governance. To this end, we have established performance standards based on the cornerstones of accountability, integrity and transparency.

(i) Accountability

The Land Registry is accountable to the Development Bureau and the Financial Services and the Treasury Bureau on its business and financial performance respectively. We submit a Medium Range Corporate Plan-cum-Annual Business Plan to the two Bureaux for approval each year. The Corporate Plan sets out the blueprint for the department's development in the next five years, while the Business plan serves as the basis against which our annual performance is evaluated. We meet regularly with the Development Bureau to review our business performance. The Development Bureau also provides policy steer on our new initiatives. In addition, we maintain regular liaison with the Financial Services and the Treasury Bureau, which monitors our financial performance.

(ii) Integrity

Under the Trading Funds Ordinance (Cap. 430), we have the flexibility to respond to service needs and enhance operational efficiency through autonomy in capital investment and the use of resources. Underpinning this flexibility is the duty to uphold integrity in discharging our responsibilities. All Land Registry staff conduct their daily business in a proper manner by complying with the departmental guidelines and the relevant Government rules and procedures. The Registry Manager is the Ethics Officer of the Land Registry overseeing the integrity management work in the department. Apart from organising training courses and workshops, relevant guidelines and circulars on integrity management are promulgated and re-circulated to staff regularly to raise their awareness.

(iii) 透明度

本處亦奉行以高透明度運作。根據《營運基金條例》，我們每年須呈交營運基金的年報連同經審計署署長審核的財務報表予立法會省覽。為讓公眾知悉部門業務和物業市場的最新情況，我們亦會每月發表土地註冊和查冊的統計數據。

此外，我們透過定期進行的客戶聯絡小組會議，與私營及公營機構的客戶保持緊密聯繫。由土地註冊處處長召集的《土地業權條例》督導委員會則是一個重要渠道，讓主要持份者共同研究準備實施土地業權註冊制度的重要事項。

(b) 服務承諾

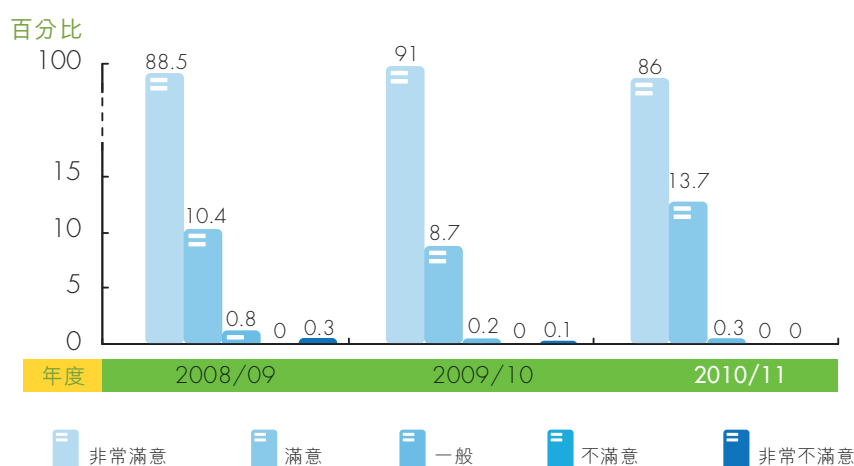
本處自1993年起每年檢討「服務承諾」，以貫徹我們持續提升服務質素和效率的方針。在2010/11年度，我們超越所有訂定的服務指標，並進一步提升服務承諾。值得一提的是我們把土地文件註冊的時間由16個工作天縮減至15個工作天，以提升土地文件註冊的服務標準。附件I(q)列出我們於年內的服務承諾和表現。

我們會在2011年4月進一步提升服務指標，包括電話查詢服務、修訂土地登記冊的一般個案資料，以及為再交付註冊的中止註冊契約辦理註冊。2011/12年度的新服務承諾見附件I(b)。

(c) 客戶意見

在2010/11年度，本處透過客戶服務熱線、部門網頁、客戶意見卡、來信和電郵等途徑收到379個客戶表揚。

客戶滿意程度



我們亦在2010/11年度內收到14項建議及22項投訴。所有建議和投訴均已迅速回應及圓滿處理。

(iii) Transparency

The Land Registry's operation is also guided by the principle of transparency. As provided under the Trading Funds Ordinance, the Trading Fund's annual report together with the financial statements audited by the Director of Audit are required to be tabled in the Legislative Council each year. To help keep the public abreast of our work and the latest situation in the property market, we also publish statistics on land registration and search on a monthly basis.

We maintain close contact with our private and public sector customers through our regular Customer Liaison Group meetings. The Land Titles Ordinance Steering Committee convened by the Land Registrar serves as an important forum for major stakeholders to consider key issues in preparation for the implementation of our land titles system.

(b) Performance Pledges

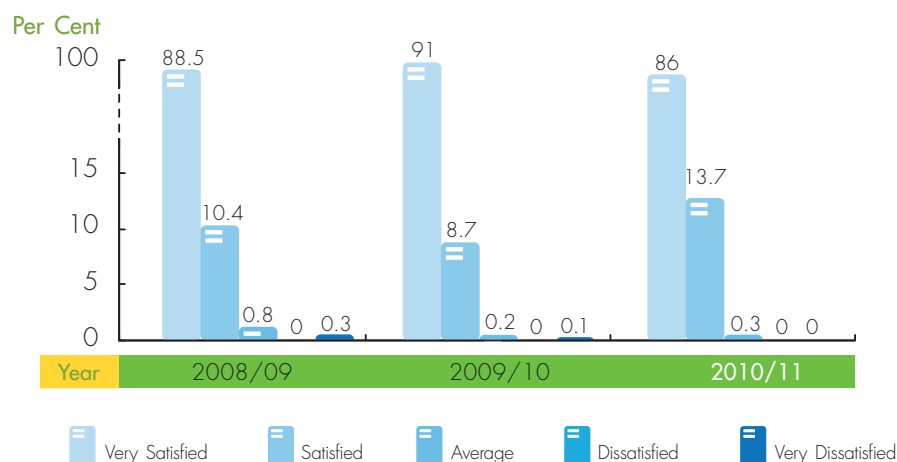
As part of our continuing commitment to improve the quality and efficiency of services, we have been conducting review of our performance pledges annually since 1993. In 2010/11, we exceeded all the performance pledges and introduced further enhancements. In particular, we upgraded the service standard of registration of land documents by reducing the time span from 16 to 15 working days. Annex I (a) sets out the pledges and our performance for the year.

To further improve our service in the coming year, we will implement enhanced performance targets for telephone enquiry services, amendment of registered data of simple cases and registration of withheld deeds re-delivered for registration in April 2011. The new set of performance pledges for 2011/12 is at Annex I (b).

(c) Customer Feedback

In 2010/11, the Land Registry received 379 commendations through the customer service hotline, Land Registry's homepage, comment cards, letters and emails.

Customer Satisfaction Rate

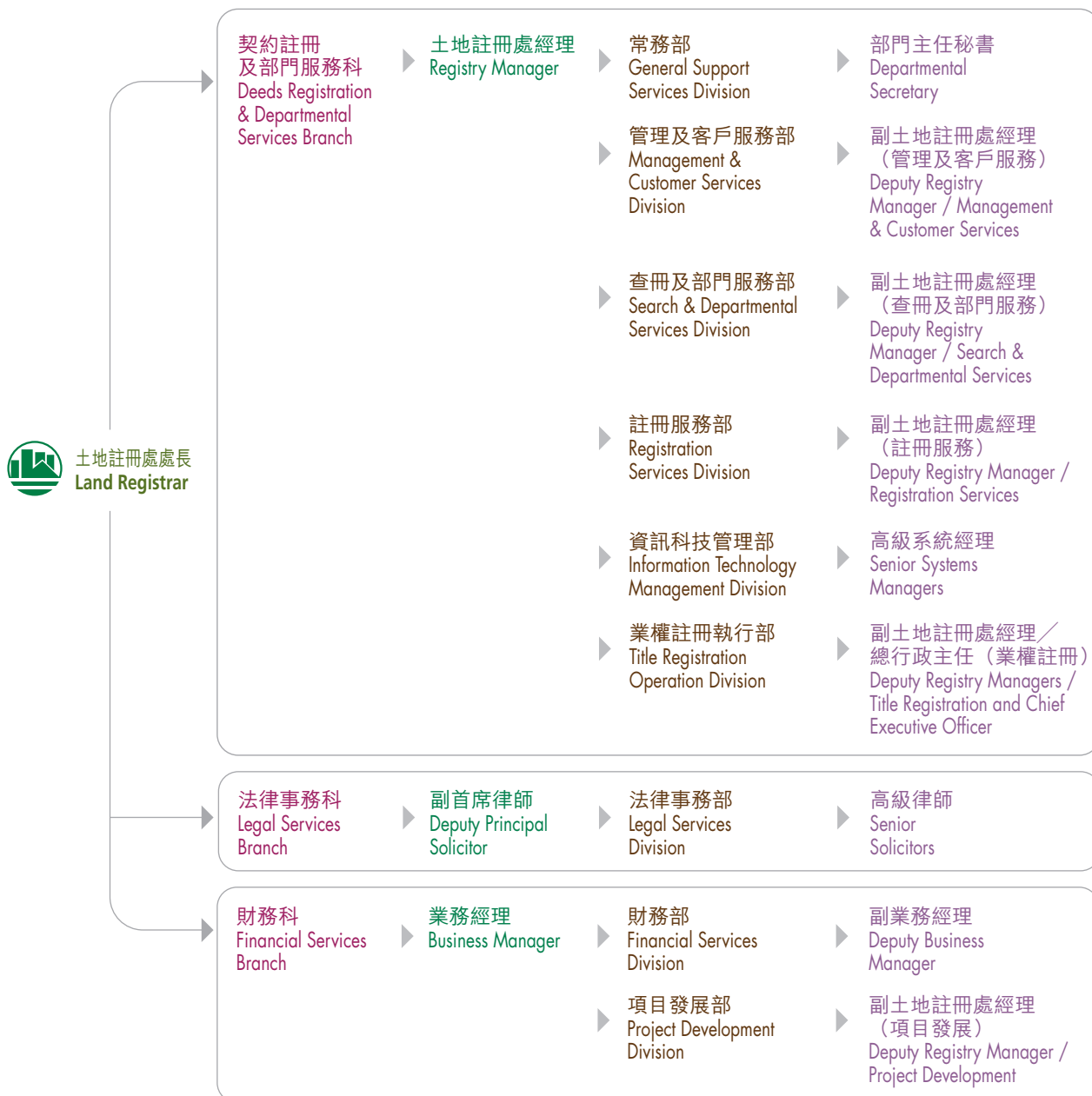


We also received 14 suggestions and 22 complaints in 2010/11. All the suggestions and complaints were promptly addressed and fully responded.

(d) 架構及管理 Structure and Management

土地註冊處組織架構圖(截至2011年3月31日)

Organisation Chart of the Land Registry (as at 31 March 2011)





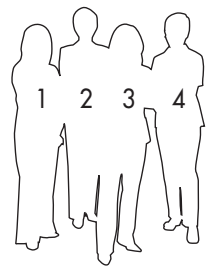
土地註冊處處長及各科主管
The Land Registrar and Branch Heads

1 李婉兒女士 **Ms. Angel LI**
副首席律師 Deputy Principal Solicitor

2 方吳淑儀女士 **Mrs. Amy FONG**
土地註冊處經理 Registry Manager

3 聶世蘭女士 **Ms. Olivia NIP, J.P.**
土地註冊處處長 Land Registrar

4 植張玉華女士 **Mrs. Emily CHIK**
業務經理 Business Manager





契約註冊及部門服務科
Deeds Registration & Departmental Services Branch

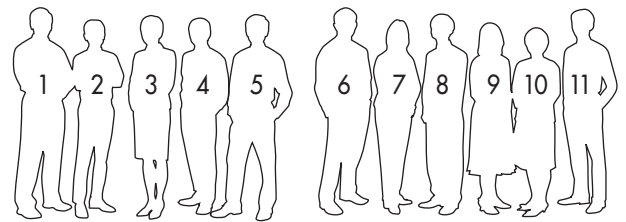
1 伍仲良先生
Mr. Albert NG
高級系統經理
Senior Systems Manager

2 李冠殷先生
Mr. Alfred LEE
政務主任(政策)
Assistant Secretary (Policy)

3 方吳淑儀女士
Mrs. Amy FONG
土地註冊處經理
Registry Manager

4 潘錦鴻先生
Mr. K. H. POON
高級系統經理
Senior Systems Manager

5 陳錦全先生
Mr. Steve CHAN
部門主任秘書
Departmental Secretary



6 衛超雄先生
Mr. John WAI
副土地註冊處經理
Deputy Registry Manager

7 吳楚玲女士
Ms. Michelle NG
總行政主任
Chief Executive Officer

8 彭嘉輝先生
Mr. K. F. PANG
副土地註冊處經理
Deputy Registry Manager

9 李芳群女士
Miss Fion LI
副土地註冊處經理
Deputy Registry Manager

10 陳碧瑜女士
Ms. Peggy CHAN
副土地註冊處經理
Deputy Registry Manager

11 溫錫麟先生
Mr. Francis WAN
副土地註冊處經理
Deputy Registry Manager



法律事務科
Legal Services Branch



1 楊茜女士
Ms. Majestic YEUNG
高級律師
Senior Solicitor

3 李婉兒女士
Ms. Angel LI
副首席律師
Deputy Principal Solicitor

5 袁淑玲女士
Ms. Lisa YUEN
高級律師
Senior Solicitor

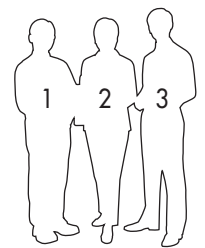
2 蔡恒璇女士
Ms. Christina CHOI
高級律師
Senior Solicitor

4 陳佩冰女士
Ms. Sally CHAN
高級律師
Senior Solicitor

6 談文錦先生
Mr. M. K. TAM
高級律師
Senior Solicitor



財務科
Financial Services Branch



1 陳國開先生
Mr. Albert CHAN
副業務經理
Deputy Business Manager

2 植張玉華女士
Mrs. Emily CHIK
業務經理
Business Manager

3 原偉銓先生
Mr. W. C. YUEN
副土地註冊處經理
Deputy Registry Manager

管理架構

- 土地註冊處由土地註冊處處長領導，下設三個科，分別由首長級人員主管。
- 土地註冊主任職系人員是土地註冊處的骨幹人員，負責監督各項運作職能及提供公共服務。
- 法律、財務、資訊科技專業人員，以及一般職系人員則為土地註冊處提供支援。

分科和分部

契約註冊及部門服務科

註冊服務部

- 按《土地註冊條例》(第128章)為影響香港土地的文件提供註冊服務。

查冊及部門服務部

- 提供查冊服務；提供業權報告予政府部門，以及處理成立業主立案法團的申請。

管理及客戶服務部

- 管理和發展土地註冊主任職系；提供客戶服務、預計和回應客戶的需要；以及因應土地註冊處的營運需要制定全面培訓計劃以發展人力資源。

業權註冊執行部

- 為業權註冊制度制定運作模式和設計新的註冊程序；籌劃和推行相關的宣傳及教育計劃。
- 為實施業權註冊制度提供行政支援，並為與《土地業權條例》相關的主要委員會提供秘書支援服務。

資訊科技管理部

- 管理及監察「綜合註冊資訊系統」及新查冊系統的日常運作及持續的系統提升工作；開發電腦系統，以支援業權註冊制度；以及為土地註冊處的各项服務提供資訊科技支援。

常務部

- 籌劃、管理和檢討人力資源、辦公室用地和行政制度，以及為部門提供一般支援服務。



Management Structure

- Headed by the Land Registrar, the Land Registry is organised into three functional branches each led by a directorate staff.
- The departmental grade of Land Registration Officer (LRO) forms the backbone of the Land Registry overseeing various operational functions and provision of public services.
- The Land Registry is also supported by legal, financial and IT professionals, and general grades staff.

Branch and Division

Deeds Registration and Departmental Services Branch

Registration Services Division

- To provide services for the registration of documents affecting land under the Land Registration Ordinance (Cap. 128).

Search & Departmental Services Division

- To provide search services, reports-on-title to Government departments and to handle applications for registration of owners' corporations.

Management & Customer Services Division

- To manage and develop the LRO Grade; to provide customer services, anticipate and respond to their needs; and to develop human resources through comprehensive training programmes to meet the business needs of the Land Registry.

Title Registration Operation Division

- To develop operational practices and design new registration processes for the Title Registration System (TRS) and to plan and implement related publicity and education programmes.
- To provide administrative support to the implementation of the TRS and secretariat support to major committees concerning the Land Titles Ordinance (LTO).

Information Technology Management Division

- To manage and oversee the daily operation and on-going enhancements of the Integrated Registration Information System and the new search system; to develop computer systems to support the TRS; and to provide IT support for various services in the Land Registry.

General Support Services Division

- To plan, manage and review human resources, office accommodation and administrative systems and to provide general support services to the department.

法律事務科

法律事務部

- 就部門的職能提供法律意見和支援服務，以及負責所有與契約註冊制度有關的法律工作。
- 就準備實施《土地業權條例》提供法律意見和支援服務；檢討《土地業權條例》；擬備規例、法定表格，以及向執業人士提供專業指引。

財務科

財務部

- 擬備和管控財政預算、管理財務會計、評估成本及各項收費、檢討會計程序及財務制度；以及負責部門的物料供應事宜。

項目發展部

- 策劃及推行部門的新措施，以提升土地註冊處的服務質素。

Legal Services Branch

Legal Services Division

- To provide legal advisory and support services on departmental functions and undertake all legal work relating to the Deeds Registration System.
- To provide legal advisory and support services in the preparation for implementation of the LTO; to conduct review of the LTO; to prepare regulations, statutory forms; and to provide professional guidance to practitioners.

Financial Services Branch

Financial Services Division

- To prepare and control budgets and manage financial accounts; to evaluate costing, fees and charges; to review accounting procedures and financial systems; and to manage departmental supplies and stores.

Project Development Division

- To plan and implement new management initiatives for improvement of service quality of the Land Registry.