



# 企业管治

## Corporate Governance

### 管治架构

本处以问责、诚信及透明度为基石，透过制定的服务标准，力求达致最佳的企业管治水平。

### 问责

本处须分别向发展局和财经事务及库务局负责及汇报部门的业绩和财务表现。我们每年会向两个决策局呈交中期企业计划暨年度业务计划，以供批核。企业计划订定本处未来五年的发展纲领，而业务计划则作为评核本处每年业绩的基准。我们定期与发展局开会，以检讨业务表现。发展局亦会为我们的工作给予政策指引。此外，我们亦与负责监督本处财务表现的财经事务及库务局定期联系。

### 诚信

根据《营运基金条例》(第430章)，本处可自主进行资本投资及运用资源，以灵活回应服务需求及提高营运效率。在灵活自主的基础下，我们执行职务时须履行恪守诚信的责任。本处全体人员均须遵守部门指引及相关的政府规则和规章，以妥善履行日常职责。土地注册处经理是本处的诚信事务主任，负责监督部门的诚信管理事宜。本处除为员工举办有关的培训课程及工作坊外，亦会定期公布及传阅有关诚信管理的指引和通告，以提升员工对诚信管理的认知。

## 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.

### Accountability

The Land Registry is accountable to the Development Bureau and the Financial Services and the Treasury Bureau for its business and financial performance respectively. We submit a medium range corporate-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 for our work. In addition, we maintain regular liaison with the Financial Services and the Treasury Bureau, which monitors our financial performance.

### 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 daily business in a proper manner in compliance with the departmental guidelines and the relevant Government rules and regulations. The Registry Manager is the Ethics Officer of the Land Registry overseeing 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 in this regard.



## 透明度

本处奉行以高透明度运作的原则。根据《营运基金条例》，我们每年须呈交营运基金的年报连同经审计署署长审核的财务报表予立法会省览。为让公众知悉部门业务和物业市场的情况，我们每月会发表土地注册和查册的统计数据。

此外，我们透过定期举行的客户联络小组会议，与私营及公营机构的客户保持紧密联系。由土地注册处处长担任主席的《土地业权条例》督导委员会是一个重要渠道，让主要持份者共同商议关于《土地业权条例》修订的主要事宜。

## 服务承诺

本处自1993年每年均会检讨「服务承诺」，以贯彻我们持续提升服务质素和效率的方针。在2012/13年度，我们超越了所有在服务承诺中订定的指标，并提升了一些指标。值得一提的是，我们把达到就复杂个案修订土地登记册资料的服务标准的百分比由90%提高至92%。附件I (a)列出本处于年内的服务承诺和表现。

为进一步提升本处来年的服务，我们会在2013年4月提升在柜位办理提供土地纪录认证本，以及就一般个案修订土地登记册资料的服务指标。2013/14年度的新服务承诺见附件I (b)。



## 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 apprised of our work and the situation in the property market, we publish statistics on land registration and search on a monthly basis.

We maintain close contact with our customers of the private and public sectors through our regular Customer Liaison Group meetings. The LTO Steering Committee chaired by the Land Registrar is as an important forum for major stakeholders to consider key issues regarding the amendments to the LTO.

## PERFORMANCE PLEDGES

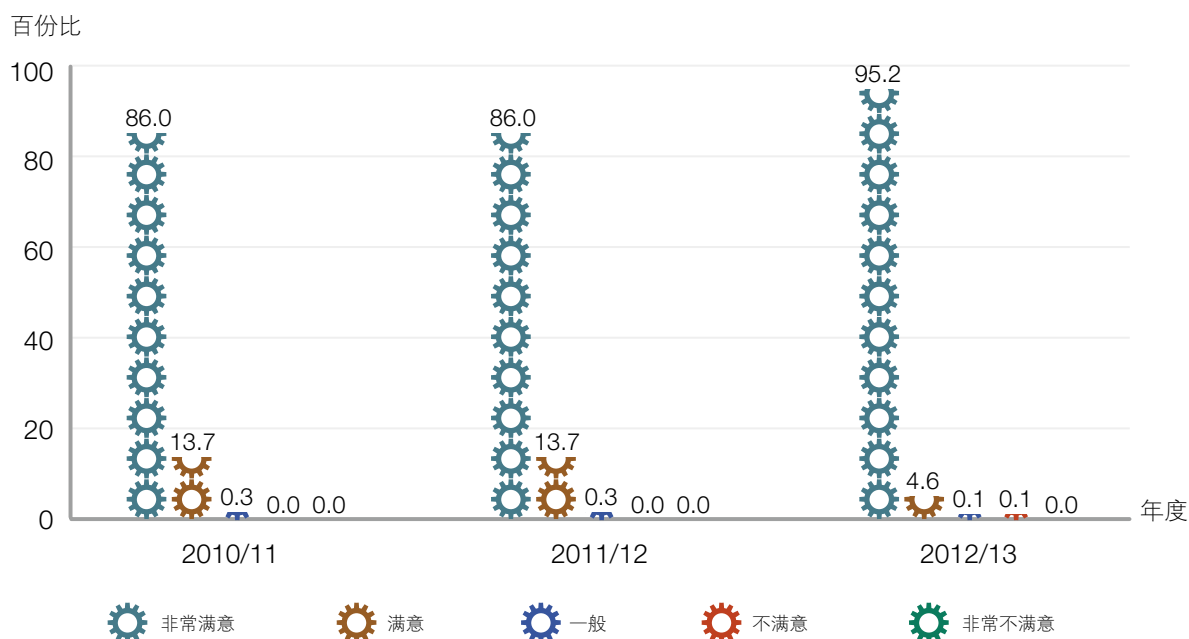
As part of our continuing commitment to improving the quality and efficiency of services, we have been conducting review of our performance pledges annually since 1993. In 2012/13, we exceeded all the targets set in our performance pledges and enhanced some of the targets. In particular, we enhanced the percentage of achieving the service standards for amendment of registered data of complicated cases from 90% to 92%. 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 supply of certified copies of land records over the counter and for amendment of registered data of simple cases in April 2013. The new set of performance pledges for 2013/14 is at Annex I (b).

## 客户意见

在2012/13年度，本处透过客户服务热线、部门网页、客户意见卡、来信和电邮等不同渠道接获264个客户表扬及11项建议。

### 客户满意程度

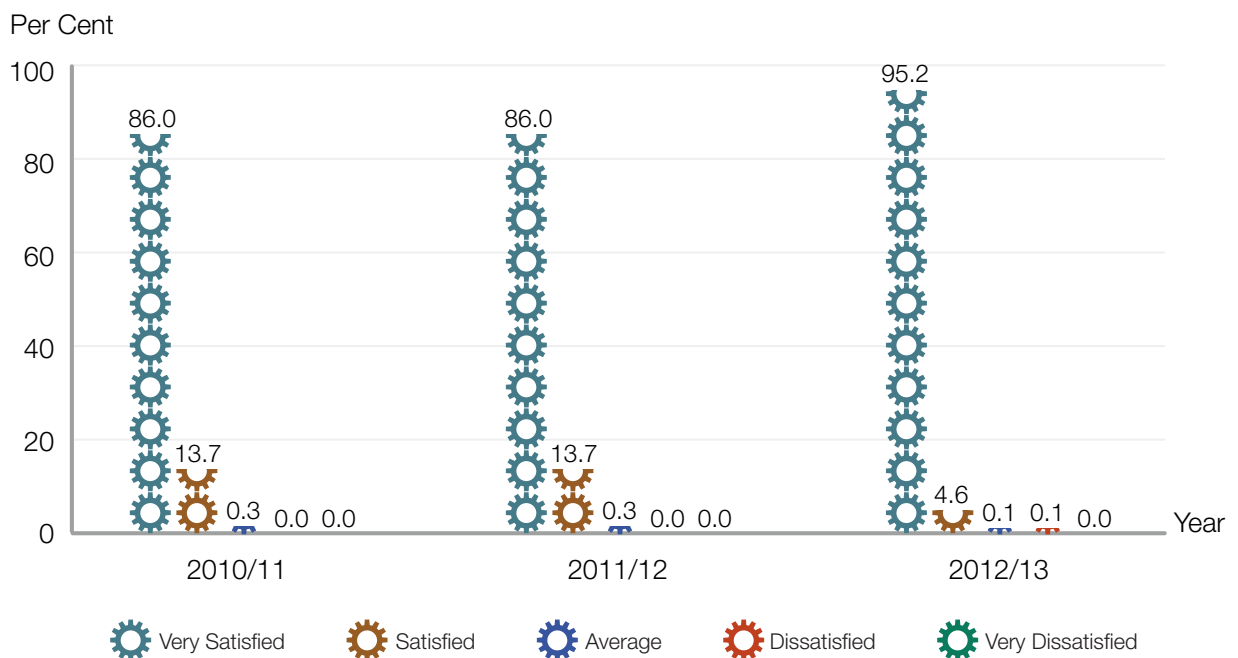


此外，我们亦收到由本处接获或是经由其他政府部门或立法会秘书处转介的20项投诉。所有建议和投诉均已获迅速回应及圆满处理。

## CUSTOMER FEEDBACK

In 2012/13, the Land Registry received 264 commendations and 11 suggestions through various channels, including our customer service hotline, the Land Registry's homepage, comment cards, letters and emails.

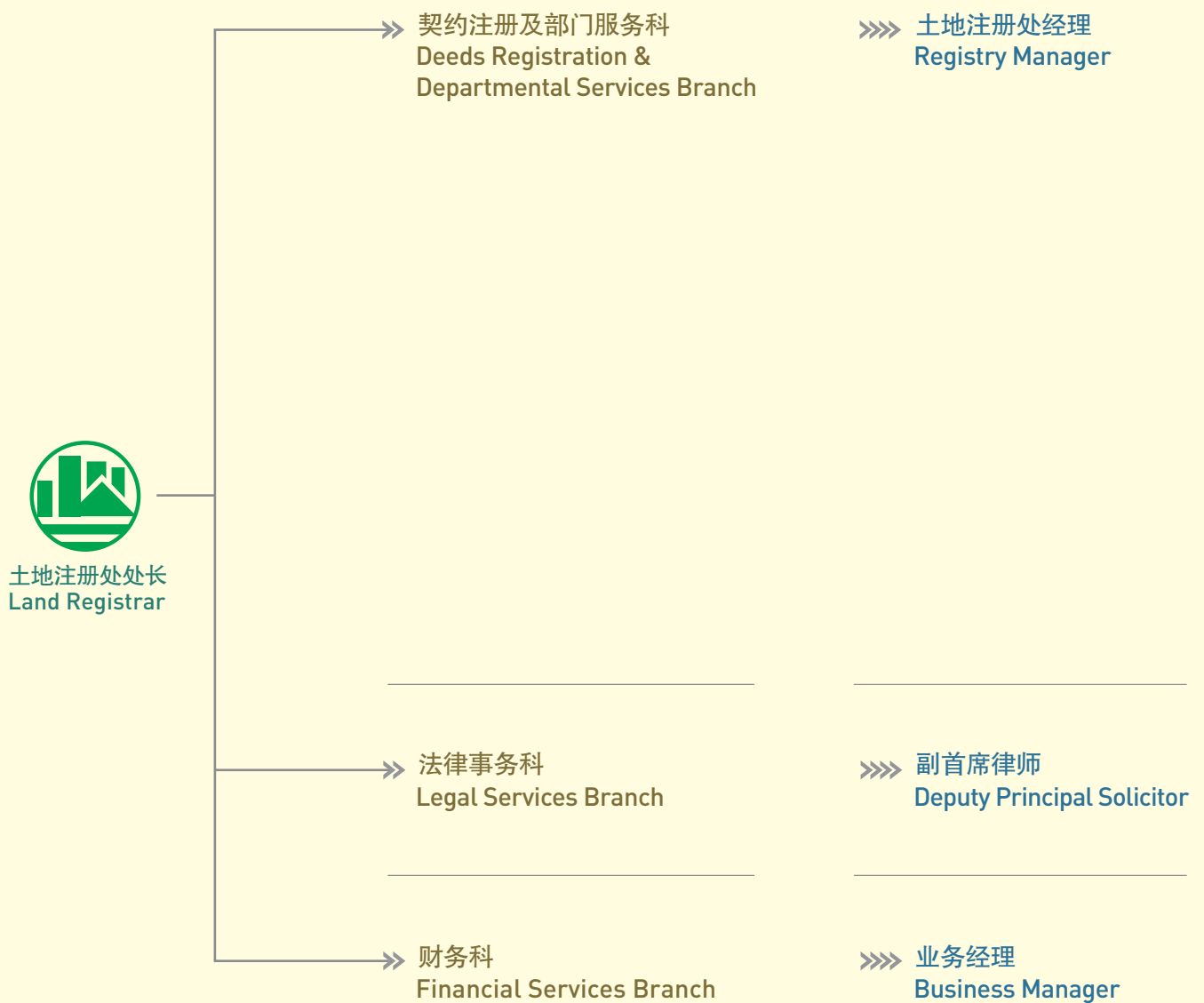
### Customer Satisfaction Rate



There were also 20 complaints received by us or referred to us by other Government offices or the Legislative Council Secretariat. All the suggestions and complaints were promptly addressed and fully responded to.

架构及管理  
STRUCTURE AND MANAGEMENT

土地注册处组织架构图(截至2013年3月31日)  
Organisation Chart of the Land Registry (as at 31 March 2013)



- »»» 常务部  
General Support  
Services Division
- »»» 管理及客户服务部  
Management & Customer  
Services Division
- »»» 查册及部门服务部  
Search & Departmental  
Services Division
- »»» 注册服务部  
Registration Services Division
- »»» 资讯科技管理部  
Information Technology  
Management Division
- »»» 业权注册执行部  
Title Registration  
Operation Division

- 
- »»» 法律事务部  
Legal Services Division

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- »»» 财务部  
Financial Services Division
  - »»» 项目发展部  
Project Development Division

- »»» 部门主任秘书  
Departmental Secretary
- »»» 副土地注册处经理（管理及客户服务）  
Deputy Registry Manager/  
Management & Customer Services
- »»» 副土地注册处经理（查册及部门服务）  
Deputy Registry Manager/Search &  
Departmental Services
- »»» 副土地注册处经理（注册服务）  
Deputy Registry Manager/  
Registration Services
- »»» 高级系统经理  
Senior Systems Managers
- »»» 副土地注册处经理／总行政主任（业权注册）  
Deputy Registry Managers/  
Chief Executive Officer (Title Registration)

- 
- »»» 高级律师  
Senior Solicitors

- 
- »»» 副业务经理  
Deputy Business Manager
  - »»» 副土地注册处经理（项目发展）  
Deputy Registry Manager/  
Project Development



### 管理架构

- 土地注册处由土地注册处处长领导，下设三个科，分别由首长级人员主管。
- 土地注册主任职系人员是土地注册处的骨干人员，负责监督各项营运职能及提供公共服务。
- 法律、财务和资讯科技的专业人员及一般职系人员则为土地注册处提供支援。

### 分科和分部

#### 契约注册及部门服务科

##### 注册服务部

- 按照《土地注册条例》(第128章)为影响土地的文件提供注册服务。

##### 查册及部门服务部

- 提供查册服务、处理业主立案法团的注册申请，以及向政府部门提供业权报告。



## MANAGEMENT STRUCTURE

- Headed by the Land Registrar, the Land Registry is organised into three functional branches each led by a directorate officer.
- The departmental grade of Land Registration Officer (LRO) forms the backbone of the Land Registry overseeing various operational functions and the 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; to handle applications for registration of owners' corporations; and to provide reports-on-title to Government departments.

### 管理及客户服务部

- 管理和发展土地注册主任职系；策划及提供客户服务并回应客户需要；以及透过培训及发展课程发展人力资源，以配合土地注册处的业务需要。

### 业权注册执行部

- 为业权注册制定运作流程、程序及表格，以及筹划和推行有关宣传及教育计划。
- 为实施业权注册制度的准备工作提供行政支援，并为与《土地业权条例》相关的主要委员会提供秘书支援服务。

### 资讯科技管理部

- 策划及管理资讯科技系统及服务(包括「综合注册资讯系统」)；开发电脑系统，以支援业权注册制度及其他新计划；并为部门提供资讯科技支援。

### 常务部

- 筹划、管理和检讨人力资源、办公室设施和行政制度，并为部门提供一般支援服务。

### 法律事务科

#### 法律事务部

- 就《土地注册条例》及部门的工作提供法律意见及支援服务。
- 就实施《土地业权条例》的准备工作提供法律意见及支援服务；检讨《土地业权条例》以及拟备《土地业权(修订)条例草案》。

### 财务科

#### 财务部

- 拟备和管控财政预算、管理财务会计、评估成本及各项收费、检讨会计程序及财务制度；以及负责部门的物料供应事宜。

### 项目发展部

- 策划及推行新措施，以提升部门服务。

#### Management & Customer Services Division

- To manage and develop the LRO Grade; to plan and deliver customer services and respond to their needs; and to develop human resources through training and development programmes to meet the business needs of the Land Registry.

#### Title Registration Operation Division

- To design operational processes, procedures and forms for the Title Registration System (TRS); and to plan and implement publicity and education programmes.
- To provide administrative support in the preparation for the implementation of the TRS and secretariat support to major committees concerning the LTO.

#### Information Technology Management Division

- To plan and manage IT systems and services (including the IRIS); to develop computer systems to support the TRS and other initiatives; and to provide IT support for the department.

#### 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.

#### Legal Services Branch

##### Legal Services Division

- To provide legal advisory and support services relating to the Land Registration Ordinance and the work of the department.
- To provide legal advisory and support services in the preparation for implementation of the LTO; to conduct review of the LTO and to prepare the Land Titles (Amendment) Bill (LT(A)B).

#### 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 initiatives for service improvement.