



環境、社會及管治 報告

**ENVIRONMENTAL, SOCIAL
AND GOVERNANCE** Reporting

企業社會責任

土地註冊處十分重視社會責任，致力成為優秀的企業公民。我們的承諾可見於以下六個主要範疇：

復常之路

2019冠狀病毒病的疫情為土地註冊處提供的服務帶來重大挑戰。我們因應疫情的變化而實施防疫措施，以期在保障員工和市民安全的同時，亦能維持全方位的服務。本處於2022年4月恢復正常運作並提供全面的公共服務。隨著政府在2022年年底頒布各種放寬社交距離措施的指令，我們重新參與義工和企業活動，以體現我們對服務社會的承擔。

支持慈善及義工活動

在2019冠狀病毒病的疫情期間，本處員工參與協助社區抗疫的志願工作。其後，我們更積極支持慈善和義工活動。

除了參加由香港公益金舉辦的各項慈善活動，包括「綠色低碳日」、「公益金便服日」、「公益愛牙日」及公益行善「折」食日外，土地註冊處義工隊自2022年7月成立以來亦積極投入各種義工活動，包括在中秋節和農曆新年探訪長者家庭、為青少年舉辦羽毛球訓練班、杯子蛋糕烘焙坊和破冰遊戲活動，以及為需要食物援助的人士製作膳食餐盒和收集麵包。我們的員工致力為關愛共融的社會作出貢獻。

CORPORATE SOCIAL RESPONSIBILITY

The Land Registry attaches great importance to social responsibility and strives to uphold a high standard of corporate citizenship. Our commitment is demonstrated through our efforts in the following six main areas.

Road to Resuming Normalcy

The COVID-19 epidemic has posed big challenges to the Land Registry in delivering our services. We adapted to changing circumstances and implemented anti-epidemic measures to protect our staff and members of the public while maintaining a full range of services. The Land Registry has subsequently resumed normal operation and full scale public service provision in April 2022. Pursuant to the Government's directive of relaxing various social distancing measures in late 2022, we renewed our effort to participate in voluntary and corporate activities to show our commitment to serving the community.

Supporting Charity and Voluntary Activities

During the COVID-19 epidemic, our staff joined voluntary initiatives to help the community to fight the virus. Since then, we have stepped up our support for charity and voluntary activities.

Apart from joining various charity events organised by the Community Chest, including the Green Low Carbon Day, Dress Casual Day, Love Teeth Day and Skip Lunch Day, our volunteer team has been actively participating in a variety of voluntary services since its establishment in July 2022, including visiting elderly households during Mid-Autumn Festival and Lunar New Year; organising badminton training exercise, cupcake baking workshop and ice-breaking games for youngsters; as well as preparing meal boxes and collecting bread for people in need of food assistance. Our staff are dedicated to contributing to a caring and inclusive community.



慈善及義工活動
Charity and voluntary activities

促進平等機會及無障礙環境

我們樂於分擔社會責任，致力消除僱傭方面的歧視(包括基於性別、殘疾、家庭崗位及種族的歧視)，以及促進全體員工的平等機會。

在2022/23年度，我們共有27名殘疾員工，佔本處員工總人數的5%。我們會為有需要的殘疾員工提供輔助器材，以助他們履行職務。

我們也致力為市民提供無障礙設施，並委任無障礙主任和助理無障礙主任為有需要的人士提供協助。我們為無障礙主任、助理無障礙主任和駐場地的員工提供相關講座和所需培訓，並會定期作出檢討，以確保無障礙設施暢通易達。

為表揚我們的持續努力，香港社會服務聯會已將我們位於金鐘道政府合署19樓的客戶服務中心列入「無障礙友善企業／機構名單」。

Promoting Equal Opportunities and Accessibility

We share social responsibility to eliminate discrimination (including on the grounds of sex, disability, family status and race) in employment and promote equal opportunities for all staff members.

In 2022/23, we had a total of 27 staff members with disabilities, representing 5% of the total strength of the Land Registry. We provided technical aids, where necessary, for staff members with disabilities to facilitate their performance of duties.

We are also committed to providing barrier-free facilities to members of the public. Designated Access Officers and Assistant Access Officers would provide assistance to people in need. Relevant seminars and necessary trainings were arranged for our Access Officers, Assistant Access Officers and venue-based staff members while regular reviews were conducted to ensure the accessibility of our facilities.

Given our continuous efforts, the Hong Kong Council of Social Service has included our Customer Centre on 19/F of the Queensway Government Offices (QGO) in the List of Barrier-free Companies/Organisations.



本處安排了外展經驗分享講座，以提升員工對殘疾人士需求的認知和理解。

Outreaching experience sharing session was arranged for staff to enhance their awareness and understanding of the needs of persons with disabilities.

在2022年，我們繼續參與公務員事務局「殘疾學生實習計劃」，為有需要人士提供培訓實習的機會。我們共安排四位實習生在查冊及部門服務部和常務部工作，為部門提供一般的行政及文書支援，並為實習生安排導師以提供適時的工作協助和指導。

We continued to provide placement opportunities for people in need through participating in the Civil Service Bureau's Internship Scheme for Students with Disabilities in 2022. Four interns were recruited to help in the Search and Departmental Services Division and General Support Services Division to provide general administrative and clerical support to the offices. Mentors were appointed to ensure timely assistance and guidance to the interns in undertaking their work.



我們邀請社會企業競投本處辦公室的清潔服務合約，以促進弱勢社群的就業機會。

To promote job opportunities for the socially disadvantaged groups, we invited social enterprises to bid for our office cleansing service contracts.

關注僱員的職業健康

我們十分重視僱員的職業安全與健康。自1997年起，我們成立部門安全管理委員會，負責為部門制定及推行職業安全與健康的政策。我們已頒布周全的職業安全指引和程序，並為員工提供符合人體工程學的辦公室家具和設施，以促進員工的職業健康。此外，我們定期進行巡查，以確保工作間的安全。

Upholding Occupational Health Care for Employees

We attach great importance to the occupational safety and health of our employees. We have set up a departmental Safety Management Committee since 1997 to formulate and implement departmental policy on occupational safety and health. We have promulgated comprehensive guidelines and procedures on occupational safety and provided our staff with ergonomic office furniture and equipment to promote occupational health. Besides, regular inspections are conducted to ensure that the workplace is free from safety hazards.

在2022/23年度，我們為員工舉辦28個講座／工作坊，相關課題包括急救訓練、預防筋肌勞損、預防滑倒、絆倒和跌倒的意外，以及壓力管理等。我們亦透過外界的專業人士為員工提供輔導服務，協助他們面對與工作相關或其個人的問題。

為提高員工對工作安全與身心健康的認知，我們定期透過《員工通訊》提供實用的資訊和貼士。此外，員工康樂會資助同事參與各類體育活動，以推廣身心健康。在2023年1月及2月，我們的同事分別參與了由建造業議會舉辦的「建造業開心跑2023」及第25屆「渣打香港馬拉松」。鑒於所有社交距離限制均已取消，員工康樂會計劃為員工舉辦多元化的康樂活動。

我們致力為員工提供舒適及安全的工作環境。在2022/23年度，我們致力透過增加綠化元素和為辦公室進行必要的裝修工作，以營造一個愉快舒適的工作環境。

此外，我們自2003年起參與由環境保護署舉辦的「室內空氣質素檢定計劃」。我們位於九龍灣「一號九龍」的辦事處及其他所有辦事處在2022年分別獲得「卓越級」和「良好級」證書。為提供餵哺母乳的友善環境，我們提供哺乳設施，供產假後返回工作崗位並希望繼續授乳的女性員工使用。

In 2022/23, a total of 28 seminars/workshops on relevant subjects such as first aid, prevention of musculoskeletal disorders, prevention of slip, trip and fall accidents, and stress management were provided to our staff. We also provided counseling services through external specialists to assist staff facing work-related or personal issues.

To enhance staff's awareness of work safety, mental well-being and physical fitness, we have provided useful information and tips through our Staff Magazine on a regular basis. Besides, the Staff Recreation Club has subsidised our staff to participate in various sports activities to promote physical fitness and well-being. In January and February 2023, our staff participated in the Construction Industry Happy Run 2023 organised by Construction Industry Council and the 25th Standard Chartered Hong Kong Marathon respectively. In view that all social distancing restrictions are lifted, the Staff Recreation Club plans to organise a diverse range of recreational activities for our staff.

We are committed to providing a comfortable and safe working environment for our staff. In 2022/23, we remained dedicated to maintaining a pleasant office environment by adding greenery and carrying out necessary fitting out work for our offices.

In addition, since 2003, we have been participating in the Indoor Air Quality Certification Scheme organised by the Environmental Protection Department. Our office at One Kowloon, Kowloon Bay obtained the "Excellent" Class and all other offices achieved the "Good" Class in 2022. To offer a breastfeeding friendly environment, lactation facilities are provided for female staff members who wish to continue breastfeeding after returning to work from maternity leave.

凝聚團隊力量

員工資源是我們的重要資產。為加強管理層與員工之間的溝通及合作，「部門協商委員會」約每季度舉行一次會議，作為公開討論所有影響員工福祉事宜的平台。此外，「土地註冊處員工建議書審核委員會」為全體員工提供有效的途徑，就精簡部門運作及改善工作效率提出建議。員工之間體現了更好的團隊努力和合作，並提升了生產力。

Thriving for Team Work

Staff resources are an important asset to us. To enhance communication and co-operation between management and staff, Departmental Consultative Committee meetings were held about once every quarter as a platform for open discussions on all matters affecting the well-being of our staff. Besides, the Land Registry Staff Suggestions Committee provides an effective venue for all staff to submit suggestions for streamlining operation and improving work efficiency of the department. Better team effort and cooperation among staff was achieved and the productivity was enhanced.



另外，土地註冊處設有一個全面且易於使用的「知識管理系統」，供我們的員工在日常運作中使用，從而提升他們的工作效率，及促進部門有系統地管理和分享知識。

In addition, the Land Registry maintains a Knowledge Management System to facilitate systematic management and sharing of knowledge across the department. This serves as a comprehensive and easily accessible tool for our staff to use in daily operation, thus enhancing their work effectiveness.

我們的「工作表現獎勵計劃」促進和培育員工的客戶服務文化，並提高他們的生產力。本處也設立「最佳前線員工獎勵計劃」，以表揚前線員工的優秀表現。

Our Performance Incentive Scheme motivates and inculcates a customer service culture among our staff and raises their productivity. A Best Frontline Staff Award is also established to commend the exemplary performance of our frontline staff.

持守環保意識

為持續推動環保管理並確保部門各項業務和日常運作符合環保原則，我們已採取以下措施：

- * 制定清晰的環保政策，訂明須採取行動的主要範疇；
- * 公布環保管理指引；
- * 定期到各個辦公室進行環保審核和突擊巡查；
- * 繼續實行「減少使用」、「廢物利用」、「循環再造」及「替代使用」的環保政策，並有效使用能源和資源；
- * 使用環保採購，以及要求負責辦公室清潔的營辦商採取環保做法；
- * 透過定期的內部通訊，向員工推廣環保意識；
- * 在切實可行範圍內減少用紙及重用紙張；
- * 於辦公室安裝自動感應照明設備；
- * 把綠化概念融入辦公室的設計；以及
- * 籌備推行政府的電子檔案保管系統，引入以電子檔案取代紙本檔案的存檔方式。

涵蓋本處詳盡環保表現的《2022年管制人員環保報告》可在[土地註冊處的網站](#)瀏覽。

Sustaining Environmental Awareness

To continuously promote green management and to ensure that our business and daily operations are conducted in an environmentally responsible manner, the following measures have been put in place:

- * set out a clear environmental policy with key areas for actions;
- * promulgated green housekeeping guidelines;
- * conducted regular environmental audit and surprise inspections at our offices;
- * continued our drive in 4-Rs (i.e. reduce, reuse, recycle and replace) and efficient use of energy and resources;
- * adopted green procurement and required the adoption of environment conservation practices by office cleaning contractor;
- * promoted environmental awareness among staff through regular internal communication;
- * reduced and recycled the use of paper as far as practicable;
- * installed lighting motion sensors in office premises;
- * incorporated the greening concept in office design; and
- * prepared to implement the Government's Electronic Record Keeping System to introduce filing of electronic records, instead of paper-based records.

The Controlling Officer's Environmental Report 2022 with detailed environmental performance is available on the [Land Registry website](#).

企業管治

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。

問責

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工作給予政策指引。此外，我們與負責監督本處財務表現的財經事務及庫務局定期聯繫。

誠信

根據《營運基金條例》(第430章)，本處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，我們執行職務時須履行恪守誠信的責任。土地註冊處全體人員均須遵守部門指引及相關的政府規則和規章，以妥善履行日常職責。土地註冊處經理是本處的誠信管理事宜。本處除為員工舉辦有關的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。

CORPORATE GOVERNANCE

Governance Framework

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

Accountability

The Land Registry is accountable to the Development Bureau (DEVB) and the Financial Services and the Treasury Bureau (FSTB) 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 DEVB to review our business performance. The DEVB also provides policy steer for our work. In addition, we maintain regular liaison with the FSTB, which monitors our financial performance.

Integrity

Under the Trading Funds Ordinance (Cap. 430) (TFO), 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 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

本處奉行以高透明度運作的原則。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情況，我們每月會發表土地註冊和查冊的統計數據。

服務承諾

本處自1993年成立營運基金後，每年均會檢討「服務承諾」，以貫徹我們持續提升服務質素和效率的承諾。

本處大部份的服務均能達到2022/23年度承諾的目標，但在2022年第一季度本處為減低2019冠狀病毒病的傳播風險採取了特別上班安排，導致在十項服務中有兩項註冊服務未能達到承諾的目標。儘管本處已於2022年下半年全力清理積壓的註冊工作並趕上所有服務承諾的目標，該兩項註冊服務的整體表現仍未能達到2022/23年度的目標。附件I (a)列出本處於年內的服務承諾和實際表現。

本處將於來年提升「辦理土地文件註冊」及「為再交付註冊的中止註冊文書辦理註冊」的服務標準並修訂其服務指標。2023/24年度新的服務承諾載於附件I (b)。

Transparency

The Land Registry's operation is also guided by the principle of transparency. As provided under the TFO, the Trading Fund's annual report together with the financial statements audited by the Director of Audit is 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.

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 the establishment of the Trading Fund in 1993.

The performance of most services could achieve the targets pledged in 2022/23 except two types of registration services (out of a total of 10) due to the special work arrangement in the first quarter of 2022 for reducing the risk of the spread of the COVID-19. Although the Land Registry has endeavoured to clear the registration backlog and the targeted pledges of all services have been caught up in the second half of 2022, the overall performance of two types of registration services could not meet the targets set for 2022/23. Annex I (a) sets out the pledges and our actual performance for the year.

In the coming year, we will implement enhanced service standards with revised performance target on registration of land documents and registration of withheld instruments redelivered for registration. The new set of performance pledges for 2023/24 is at Annex I (b).

客戶溝通

高效的客戶支援服務

我們致力提供卓越和專業的客戶服務。為促進以客為本的服務文化，我們透過不同渠道提供互動的客戶支援服務，例如與效率促進辦公室轄下的1823電話中心合作，以提供24小時的客戶服務熱線，並於金鐘道政府合署的客戶服務中心和位於大埔、元朗和荃灣的新界查冊中心設立一站式的客戶服務櫃位。

特設的客戶聯絡平台

我們亦會透過特設的客戶聯絡平台與業務夥伴(包括香港律師會及其他私營和公營機構客戶)保持緊密聯繫，以收集他們對本處服務的意見。

土地註冊處聯合常務委員會成立已久，成員包括土地註冊處處長、其下的高級管理團隊及香港律師會的代表。委員會定期舉行會議，就土地註冊事宜及本處向法律界人士所提供的服務進行商討和交流意見。

Customer Engagement

Efficient Customer Support Services

We strive for excellence and professionalism in providing customer service. To foster a customer-centric culture in service delivery, we provide interactive customer support services through various channels such as a round-the-clock customer service hotline in collaboration with the Efficiency Office's 1823 call centre, as well as a one-stop customer service counter at our Customer Centre at the QGO and the New Territories Search Offices (NTSOs) in Tai Po, Yuen Long and Tsuen Wan.

Dedicated Customer Liaison Platforms

We also maintain close liaison with our business partners, including the Law Society of Hong Kong, as well as other private and public sector customers, to collect their views on our services through dedicated customer liaison platforms.

The long-established Land Registry Joint Standing Committee (LRJSC), comprising the Land Registrar, her senior management team and representatives of the Law Society of Hong Kong, meets regularly to discuss and exchange views on land registration matters and our services provided to legal practitioners.

土地註冊處聯合常務委員會
Land Registry Joint Standing
Committee



本處也透過設立兩個客戶聯絡小組(私營機構和公營機構)，讓客戶了解本處的最新計劃、服務和工作程序，在業務運作和服務提供事宜上促進意見交流，以及就客戶的意見作出回應。私營機構客戶聯絡小組的成員來自法律界、專業機構及工商團體；公營機構客戶聯絡小組的成員則來自政府部門及公營機構。

The Land Registry also maintains two Customer Liaison Groups (CLGs) (private and public sectors) to update customers on the department's latest initiatives, services and procedures, to facilitate exchange of views on operational and service delivery issues, and to respond to customers' feedback. The private sector group comprises representatives from the legal community, professional bodies and trade associations while the public sector group comprises representatives from the Government departments and public bodies.



客戶聯絡小組(私營機構) Customer Liaison Group (Private Sector)



客戶聯絡小組(公營機構) Customer Liaison Group (Public Sector)

土地註冊處聯合常務委員會和客戶聯絡小組的成員名單分別見附件II (a)、(b)及(c)。

The membership lists of the LRJSC and CLGs are at Annexes II (a), (b) and (c) respectively.

迅速回應客戶的意見

本處經常透過各種渠道聽取客戶的意見，以提升各項服務。我們於2022年5月至8月期間委聘顧問公司進行了客戶滿意度意見調查，以了解客戶對我們服務的滿意程度，並收集其意見以不斷優化服務。

客戶對本處的客戶服務中心／新界查冊中心的服務、櫃位查冊服務、遞交契約服務、客戶服務熱線，以及「綜合註冊資訊系統」網上服務的整體滿意度(包括「非常滿意」和「頗滿意」評分)為91%。

我們十分重視收集到的所有意見和建議，並會作出跟進，以繼續提升服務質素。

Responsive to Customer Feedback

We always listen to our customers through various channels for service enhancements. With a view to gauging the level of customer satisfaction with the Land Registry's services and collecting customers' feedback for continuous improvement, we commissioned a consultant to conduct a customer satisfaction survey from May to August 2022.

The overall satisfaction level (including ratings of "Very satisfied" and "Quite Satisfied") of our services, including services at Customer Centre/NTSOs, Counter Search Services, Deeds Lodgement Services, Customer Service Hotline and Integrated Registration Information System Online Services, is 91%.

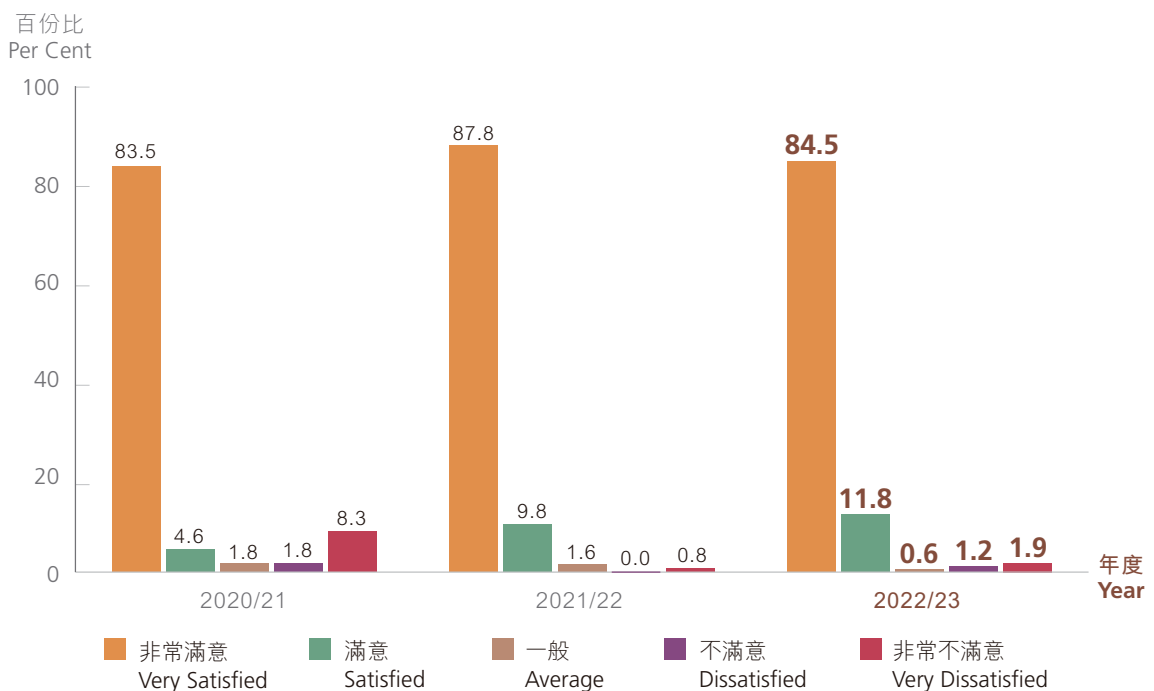
We treasure all the views and suggestions received and will follow up for continuous service improvements.



在2022/23年度，我們從意見卡收到客戶對本處服務的滿意度維持高水平（「非常滿意」和「滿意」程度達96.3%），並透過客戶服務熱線、部門網站、意見卡、來信和電郵渠道接獲40個客戶表揚。

In 2022/23, the customer satisfaction rate of the Land Registry's services received from comment cards remained high ("Very Satisfied" and "Satisfied" ratings amount to 96.3%). We received 40 commendations through our customer service hotline, the Land Registry's website, comment cards, letters and emails.

客戶滿意程度 CUSTOMER SATISFACTION RATE



註：由於「四捨五入」關係，個別項目的百分率數字總和可能不等於100%。

Note: Figures in percentage for individual items may not add up to 100% due to rounding.

完善的投訴管理制度

本處擁有完善的投訴管理制度以供公眾監督和處理投訴。由本處接獲或是經由其他政府部門轉介的投訴共有12項，所有個案均已獲迅速回應及圓滿處理。

Established Complaint Management System

We operate a well-established complaint management system for public scrutiny and addressing complaints. There were 12 complaints received by us or referred to us by other Government offices. All the relevant complaints were promptly addressed and fully responded to.