

總經理報告 GENERAL MANAGER'S STATEMENT



公司註冊處渡過了以營運基金形式運作的第五年，其間香港在一九九七年末季開始經濟不景。此經濟狀況無可避免地影響了公眾對本處的服務需求，從而亦影響了本處的收入。本處最受此次不景氣影響的主要服務是公司的註冊成立。與一九九六至九七年度比較，在一九九七至九八年度註冊成立的本地公司減少了百分之三十三，以致本處在公司註冊方面的收入大幅下降。不過，有關業務雖然是減少了，但也未見完全停頓。在一九九七至九八年度的最後六個月內，成立的新公司平均每月超逾二千五百間。由於基本上有公眾人士為營商而仍需成立公司，本處又極力控制開支，兼且周年申報表的收入亦因本處廣泛宣傳有關遞交此表格的法例規定而有所增加，本處在一九九七至九八年度因而獲得五千六百萬港元盈餘，較上個財政年度僅減少百分之十六。

本處的工作量在很大程度上取決於商業市況，本處因此必須依照市場需求的變動情況而靈活地分配資源。在一九九七至九八年度，本處既要因應需求下降而削減人手，亦要顧及維持服務水平。在兩者平衡之下，本處實現了服務承諾的大多數目標。為了更有效地監察服務水平，本處在年內定出以可達致服務目標的百分比作為新的服務指標。本處亦重新定出了關鍵成績範圍及關鍵表現指標，以改善管理匯報制度。經改善後

The Companies Registry completed its fifth year as a trading fund against the background of the economic downturn which has been affecting Hong Kong increasingly since the last quarter of 1997. Inevitably, this has had an impact on the demand for the Registry's services and, consequently, its revenue. The core service most affected by the downturn has been company incorporations where the number of local companies incorporated in 1997-98 dropped by 33% from the level in 1996-97 causing a significant loss in revenue from incorporation fees. However, while there has been a drop in activity, there has not been a complete stoppage, and people are still forming companies, with the monthly average being over 2,500 companies per month in the last six months of 1997-98. As a result of the basic commercial need for people to form companies, stringent efforts by the Registry to control expenditure, and increased revenue from annual returns, consequent to the extensive publicity regarding the statutory requirement to file such documents, the Registry achieved a surplus of \$56 million for 1997-98 which was only 16% lower than that of the previous financial year.

As the Registry's workload is determined to a considerable degree by the business market, it is imperative that the department has the flexibility to allocate resources according to fluctuations in demand. Throughout 1997-98, the Registry succeeded in maintaining a proper balance between reductions in manpower to reflect a downturn in demand and the maintenance of service delivery levels and was able to meet its performance pledge targets in most areas. In order to better monitor performance standards, new targets showing the percentages achieved against target response times were introduced during the year. We have also redefined key results areas and key performance indicators to improve our management reporting system. The data obtained from this improved system, which was implemented in January 1998, has provided informative and meaningful records for the Registry's management to monitor the department's performance and productivity. In this respect, I am pleased to report that the Registry recorded an overall productivity gain of 8% in 1997-98.

的報告制度於一九九八年一月實施，提供具資料性和有意義的紀錄予本處的管理階層，以便他們監察本處的服務表現及生產力。在這方面，本人很高興地作出報告，本處的整體生產力在一九九七至九八年度提高了百分之八。

一如過往數年，一九九七至九八年度提供予客戶的服務續見改善。有關檢討及重新設計用以申報法例規定的資料給本處的指明表格，本處已於一九九八年四月初完成工作。因此，繼一九九七年二月推出十三款表格後，本處再在一九九八年五月一日推出了二十六款新表格。自一九九八年五月一日開始，整套三十九款表格可以以合訂本、磁碟或表格單張形式在本處購買。年內，其他改善服務包括延長部份服務時間及由一九九七年七月起，透過國際電腦網絡推出聯線查閱公司名稱索引及文件索引的查冊服務。擴充本處電腦化資料庫的主要工作現仍繼續進行，在一九九八年年年底前可望完成。至於設立範圍包括擴充資料庫的新聯線查冊服務方面，本處已公開招標，預計於一九九八年下半年內可委聘有關承辦商進行籌備工作。

自從本處成立為營運基金以來，本處視為最優先的事項就是為客戶大大改善設施的質素及服務的水平。現今服務改善方面已上了軌道，本處因此在一九九七至九八年度開始更加着眼於執行法規方面的任務。一如世界上其他公司註冊處，本處在執行法規方面有兩個不同但相輔相成的任務。其一是促進業務經營，提供一個機制辦理公司註冊成立及文件登記事宜，並讓公眾查閱有關文件。另一項任務則是執行公司條例的規定，尤其是有關遞交文件的法例。本處於一九九七年十二月一日展開了主要的宣傳活動，公佈本處由一九九八年四月一日起加強檢控政策。根據此政策，凡公司及其董事未有在指明法定期限內遞交周年申報表，均可能遭受檢控。本人很高興指出，展開該宣傳活動及發出催辦函給失責公司及其董事後所取得的初步反應令人鼓舞，因為不少失責公司均補遞回欠交的周年

Like previous years, 1997-98 has seen a continuous enhancement of the services offered to our customers. The programme to review and redesign the specified forms used to file statutorily required information with the Registry was completed in early April 1998. As a result, a total of 26 new forms were introduced with effect from 1 May 1998 to supplement the 13 forms already introduced in February 1997. All 39 forms have been available for sale in the form of booklet, diskette or individual copies at the Registry's offices since 1 May 1998. Other service level improvements which took place during the year include the introduction of an on-line search service of the company names and document indices through the Internet, which was implemented in July 1997, and the extension of office hours. The major task of expanding the Registry's computerized database is continuing and work on this should be completed before the end of 1998. Tenders have been invited for the implementation of an enhanced on-line search service covering the expanded database, and a contractor to provide this service will be appointed in the second half of 1998.

Since the establishment of the Registry as a trading fund, the department's first priority has been - as it must - to improve substantially the level of facilities and services offered to our customers. However, now that service enhancement is well under way, the Registry started to focus more on its enforcement role in the course of 1997-98. In this respect, the Registry, like any Companies Registry in the world, has two different, but complementary, roles. One is to facilitate business through providing a mechanism for the incorporation of companies, the registration of documents, and making these documents available for public search. However, the other is to enforce the regulatory provisions of the Companies Ordinance, in particular the statutory requirements regarding the filing of documents. On 1 December 1997, the Registry launched a major publicity campaign regarding the expansion of its prosecution policy with effect from 1 April 1998 under which companies and their directors which failed to file annual returns within the specified statutory period were liable to be prosecuted. I am pleased to say that the initial results of this publicity campaign and individual reminder letters

申報表。不遵從遞交周年申報表規定的主要原因似乎是公司及其董事不懂法律而非藐視有關法律條文。本處會竭盡所能，確保設立公司的人士知悉其法定責任。更多人士遵從法例規定亦有助客戶及商界取得準確及最新的公司資料。

對於一個服務宗旨以客為尊的部門來說，定期接觸客戶繼續是本處極重視的事項。公司註冊處客戶聯絡小組提供了一個正式溝通的渠道，讓本處與各主要專業機構的代表及各主要客戶磋商。另外，訪問客戶、定期與有關小組會談及每年進行客戶調查均可確保雙方可以不斷地交換意見。本人感謝客戶聯絡小組全體成員在年內的服務及作出的貢獻。

公司註冊處的員工來自不同的專業背景。本處的成績實有賴他們對工作熱誠，盡忠職守和群策群力。過去一年，他們的優良工作表現拉近了本處要實現的理想——成為卓越的公司註冊處，為社會提供優質服務。本人在此衷心讚賞及感謝他們，並深信此一理想會持續驅動我們在來年取得更佳的成绩。



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to defaulting companies and their directors have proved encouraging with a significant percentage of defaulters filing outstanding returns. Ignorance of the law rather than wilful flouting of the relevant statutory provisions seems to be one of the main reasons for non-compliance, and the Registry will do its best to ensure that those people who form companies are aware of their statutory obligations. Improved compliance will also assist our customers and the business community who need to obtain accurate and up-to-date information on companies.

Regular contact with our customers continues to be a high priority for a department which has a customer-driven service culture. The Companies Registry Customer Liaison Group provides a formal forum for discussion with the representatives of key professional organizations and major customers, while customer visits, regular meetings with subject groups, and the annual customer survey ensure that ideas and views are exchanged throughout the year. In this respect, I would like to record my gratitude to all members of the Customer Liaison Group for their service and contributions throughout 1997-98.

The Registry's achievements would not be possible without the dedication, loyalty and team-work of all my staff who come from a variety of professional backgrounds. To them, as always, I extend my deep appreciation and gratitude for all their fine work over the past year which has gone much to realizing the Companies Registry's vision of being an excellent Companies Registry giving the community a quality service. I am confident that this vision will sustain us and drive us to greater achievements in the year ahead.

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