

總經理報告

GENERAL MANAGER'S STATEMENT



公司註冊處在去年經歷了困難的一年。經濟持續不景，致令本處的業務情況不明朗，而對本處收費服務的需求亦出現縮減。在一九九八至九九年度，本處各項主要服務的需求量進一步下降，舉例說，公司註冊成立減少百分之二十一，押記登記減少百分之五十四，海外公司註冊則減少百分之十八。雖然營商環境欠佳，本處仍可維持健全的財政狀況。出現這特殊現象主要是因為自本處在一九九八年四月一日起加強了檢控政策後，本處來自公司遞交周年申報表方面的收入，包括為遲交的周年申報表而須繳付的遲交註冊費，大為增加。同時，本處亦不斷致力削減營運成本。結果，本處在得到這額外收入及極力控制開支的情況下，在一九九八至九九年度獲得七千三百萬元盈餘，較上個財政年度超出百分之二十九。此外，本處亦顧及到客戶受到經濟不景的不利影響，因此在一九九八至九九年度並未有調整服務收費。

一如其他政府部門，本處亦對涵蓋整體公共服務的資源增值計劃有所承擔。作為一個半商業性質運作的營運基金部門，本處自有一套激勵機制來增加生產力和提高服務水平。為了減輕成本，本處在年內不斷進行有關檢討，務求精簡運作，以及適當調配

The past year has been a difficult one for the Companies Registry with the continued economic downturn creating uncertainties in our business and depressing the levels of our revenue generating activities. In 1998-99, the demand for our core services dropped further with company incorporations down by 21%, charges registrations by 54%, and overseas company registrations by 18%, to name just a few. However, despite the unsatisfactory business environment, the Registry managed to maintain a healthy financial position. The most important factor contributing to this somewhat paradoxical result was the very substantial revenue generated by the filing of annual returns, attracting late filing fees, consequent to the expansion of the department's prosecution policy with effect from 1 April 1998. In addition, the Registry made continuous efforts throughout the year to reduce operating costs. As a result of the additional revenue and stringent efforts to control expenditure, the department achieved a surplus of \$73 million for 1998-99 which was 29% higher than that of the previous financial year. Furthermore, in recognition of the adverse impact of the economic downturn on our customers, there was no fee revision in 1998-99.

Like all other Government departments, the Registry is committed to the civil service-wide Enhanced Productivity Programme (EPP). As a trading fund department, operating on a quasi-commercial basis, it has a built-in incentive to realize productivity gains as well as improving service levels. In order to reduce costs, the Registry undertook many continuous reviews during the year to streamline operating practices and procedures and tailor resources to the reduction in workload. However, while some services were able to achieve specified productivity targets, others could not meet these targets due to the need to maintain core teams at a certain level to ensure the delivery of services according to the service level targets specified in the department's Performance Pledge. As a result, overall productivity in terms of average weighted output per man-day over the past year saw a reduction of 4% from that in 1997-98. In view of this, every effort is being made to achieve productivity gains in all of the Registry's activities and, given the strong commitment by all the department's staff to EPP, I am confident that improvements can and will be made in overall productivity in the coming year.

資源以切合下降的工作量。本處有些服務雖然能達到訂定的生產力指標，有某些服務卻由於需要維繫一定的基本隊伍以確保可以按照服務承諾的目標提供服務，引致生產力未能達到訂定指標。結果，與一九九七至九八年度比較，按每人每一工作日的平均加權生產力計算，過去一年的整體生產力下降百分之四。有鑑於此，本處會致力提升各項業務的生產力。眼見各位員工對資源增值計劃竭力承擔，本人深信來年的整體生產力定會有所增長。

誠如往年，本處在一九九八至九九年度亦不斷改善提供予客戶的服務。雖然在年內各項主要服務因收入減少而需要控制開支，但本處的服務仍可達到服務承諾訂定的服務水平，並且在某些方面更超越這水平。本處已於一九九八年七月設置互聯網中文版網頁，亦於同年十一月裝設了互動音頻電話查詢系統。另一主要項目，即擴充本處的電腦化資料庫亦於十二月完成，本處現正內部測試該系統，作出改善。與此同時，本處正繼續進行有關發展工作，讓公眾可透過公司註冊處的聯線公眾查冊系統，查閱該資料庫。這項聯線服務的投標建議書已於五月六日獲中央投標委員會批准。預料該服務會分兩期推行：第一階段在二零零零年一月中，而第二階段則於二零零零年三月中開始。在日後發展方面，本處已在一九九八年十月展開一個策略性改革計劃研究，目的是於二零零五年之前在本處設立一個全面電腦化系統，用以遞交、處理、登記及查閱資料。策略性改革計劃研究組的最後報告預計於二零零零年五月完成。如該報告獲得通過，電子存檔服務可望於二零零四至零五年開始分期推出。

在一九九八至九九年度，本處的另一項十分重要的服務擴展，就是引入法定程序，將不營運但有償債能力的已註冊私人公司註銷。該程序已納入於一九九九年六月三十日制定的《1999年公司(修訂)條例》。多年以來，有關公司的東主可首次以簡單、迅速、廉宜的方法將其已註冊公司註銷，毋須再以極為耗費的公司成員自動清盤辦法將公司清盤，亦毋須濫用《公司條例》第291條所載的剔除公司名稱規定

As in previous years, 1998-99 has seen a continuous enhancement of the services offered to our customers. Notwithstanding the reduction in revenue in various core services and the consequential need to control expenditure during the year, the Registry was able to achieve and, in some cases, to exceed all the service level targets specified in the Performance Pledge. The Chinese version of the Registry's home page was launched in July 1998 and an interactive telephone enquiry hotline (IVRS) in November 1998. The major task of expanding the department's computerized database was also completed in December 1998 and the system is currently being refined and improved through internal checking and use. In parallel with this, work has continued on making this database available for on-line public search through the development of the Companies Registry On-line Public Search System (CROPS). The tender recommendation regarding the provision of this service was approved by the Central Tender Board on 6 May. It is anticipated that Phase I of CROPS will be launched in mid-January 2000 with Phase II following in mid-March 2000. Looking further into the future, a Strategic Change Plan (SCP) Study commenced in October 1998 with the object of establishing by, 2005, a fully computerized system in the Registry to file, process and register, and search information. Subject to endorsement of the SCP Team's Final Report, which is scheduled for completion in May 2000, it is hoped that electronic filing can be introduced in phases beginning in 2004-05.

Another very important service enhancement which was formulated in the course of 1998-99 was the statutory procedure to deregister defunct solvent private companies contained in the Companies (Amendment) Ordinance 1999 which was enacted on 30 June 1999. For the first time ever, the owners of such companies will have a simple, fast and inexpensive means of deregistering these companies without having recourse to the very expensive option of a members' voluntary winding-up on the one hand or abusing the striking-off provisions under section 291 of the Companies Ordinance on the other. The same ordinance also contains a number of other major improvements which will make company law more business and user-friendly such as the introduction of merger relief and abolishing a number of the more onerous

將公司名稱剔除。該條例亦一併載有其他重要的公司法改革建議，更為方便營商及服務使用者，例如引入合併寬免措施，以及廢除某些對董事，尤其是上市公司董事，較為嚴苛的申報規定。

商界一向極為關注本處各項服務的質素。將於一九九至二零零零年度內推出的公司註冊處聯線公眾查冊系統及註銷已註冊公司的法定程序，是本處為服務商界所作的重大改善。在服務質素方面，本處透過全年定期舉行會議的客戶聯絡小組，獲得各專業團體及主要客戶定期提供意見。此外，本處的周年客戶調查、客戶訪問以及與有關小組的定期會議，均為極寶貴的意見來源。一如過往數年，本人在此感謝客戶聯絡小組全體成員整年內的服務及貢獻。

最後，本人要對本處最重要的資源，即本部門的員工，作出稱許。他們的忠誠、熱忱和專業精神令本處服務的質素得以在一個業務不穩之年維持高水平，而各種主要新服務措施亦可以在來年付諸實行。不論任何職級，他們均對部門的運作起着重要作用。最近完成的人力資源管理研究會顧及將來新推出的主要服務計劃，在策劃員工招聘、培訓及職業前途發展方面，提供一個健全的體制。本人謹此感謝部門各員工在過去六年來給予的貢獻，令本處成為一個以客戶和高效率為本的部門。本人明白，本人可依賴員工的鼎力協助及支持，應付未來的挑戰。



鍾悟思太平紳士

公司註冊處處長

暨公司註冊處營運基金總經理

reporting requirements for directors, particularly the directors of listed companies.

The introduction of CROPS and the statutory deregistration procedure in the course of 1999-2000 will be very important enhancements of the Registry's services to the business community which takes a close interest in the quality of these services. In this respect, the department obtains regular advice from professional bodies and major customers through the Customer Liaison Group which meets at regular intervals throughout the year. In addition, the annual customer survey, customer visits and regular meetings with subject groups provide a very valuable source of ideas and views from many other sources. As in previous years, I would like to record my gratitude to all members of the Customer Liaison Group for their service and contributions in the course of the year.

Finally, I must pay tribute to the Registry's most important resource, namely the department's staff. Their dedication, enthusiasm and professionalism have made possible the maintenance of high service standards during a very uncertain year and will make possible the realization of the major new service initiatives in the coming year. All of them, irrespective of rank, play a vital role in the department's operation and the recently finalized Human Resources Management Study will provide a sound framework to plan staff recruitment, training and career development, taking account of the major new future initiatives. I would like to thank all of them for helping to make the Registry such a customer-friendly and efficient department over the past six years, and know that I can count on their total help and support in meeting future challenges.

G W E Jones, J.P.

Registrar of Companies and General Manager

Companies Registry Trading Fund