



# 處長 報告

## Director-General's Review



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英國前首相邱吉爾曾經說過「欲求進，須求變。欲求完美，則須不斷求變」。本處同人秉持相同態度，於二零一四至一五年度迎接了不少改變，無懼挑戰，克服萬難，繼續精益求精、力臻完美，竭力為市民大眾提供安全、有效率及可持續發展的航空運輸系統。

Former British Prime Minister Sir Winston Churchill once said, "To improve is to change; to be perfect is to change often." My colleagues and I, sharing the same spirit, overcame many changes and took on many challenges in the year 2014-15. We have served with zeal and commitment in ensuring a safe, efficient and sustainable air transport system.



鑑於航空業的安全標準及營運需求不斷提升，本處於二零一四年四月一日成立了航班事務及安全管理部。該新分部將原有的航班事務部與原屬其他分部的航空交通管理標準組和培訓及發展組合併，負責監察航空公司的空運服務、就本地航空公司的空運牌照申請及民用航空運輸談判向有關當局提供資料、處理有關民航的立法事宜、編訂航空交通統計數字、制定和實施航空安全管理政策、為飛機意外及嚴重事故的調查工作提供行政支援，以及監管香港的空中導航服務。

在此之前，原屬舊有航班事務部的航班協調辦公室和負責監察飛機噪音的小組，已先後於過去兩年撥歸航空交通管理部和機場安全標準部。完成上述一系列重組工作後，不同的航空專業可以產生更大的協同效應，讓本處加強協調工作，更妥善地執行各項安全標準，並推廣安全管理和培訓，以及預防意外/事故發生。本處其他分部(即機場安全標準部、航空交通管理部、飛行標準及適航部和航空交通工程服務部)也能更為專注於其核心職能，繼續監管航空安全和提供空中導航服務。

除了成立新分部，本處更換航空交通管制(空管)系統的工作也進行得如火如荼。現時的空管系統於一九九八年香港國際機場啟用時投入運作，至今已使用超過15年。為應付未來的航空交通需求，本處會更換現有的系統。整個新空管系統分由八份主要合約落實，當中七份合約的工作已經大致如期完成。餘下的航空交通管理系統正進行最後階段的系統驗收測試。待完成系統整合、試行運作，並為工程和空管人員提供足夠的技術和操作培訓後，新的航空交通管制中心預計可於二零一六年投入服務。

In view of the ever increasing demand of the aviation industry in terms of safety standards and capacity, the former Air Services Division was re-structured and re-named Air Services and Safety Management Division on 1 April 2014. The re-structuring involved the amalgamation of the Air Traffic Management Standards Office and the Training and Development Office into the new Division, which is now responsible for monitoring air services provided by airlines, providing information to relevant authorities regarding air transport licence applications by local airlines and for air services negotiations, handling civil aviation legislative matters, producing air traffic statistics, developing and implementing safety policies to promote and enhance safety in the aviation system, providing administrative support to the investigation of aircraft accidents and serious incidents, and regulating Hong Kong's air navigation services.

Prior to this, the Schedule Coordination Office and the team responsible for aircraft noise monitoring of the former Air Services Division were transferred to the Air Traffic Management Division and the Airport Standards Division respectively in the past two years. This series of re-structuring helped to create more synergy amongst the aviation disciplines and enabled CAD to implement safety standards and promote safety management, training and accident/incident prevention in a more coordinated manner. At the same time, other CAD divisions, namely the Airport Standards Division, the Air Traffic Management Division, the Flight Standards and Airworthiness Division and the Air Traffic Engineering Services Division, can place more focus on their core functions as safety regulators and an air navigation services provider.

Apart from establishing a new division, the replacement of the air traffic control (ATC) systems is also in full swing. In order to meet the future air traffic demand, the existing ATC systems will be replaced as they have been in use for over 15 years since the opening of Hong Kong International Airport (HKIA) in 1998. The new ATC systems are implemented through eight major system contracts, of which seven have been substantially completed as scheduled. The remaining Air Traffic Management System is undergoing the final stage of system acceptance tests. Upon the successful completion of system integration, trial runs, as well as adequate technical and operational training for the engineering and ATC staff, the new Air Traffic Control Centre is planned to commence operation in 2016.

眾所周知，香港國際機場是全球最繁忙的客運和貨運機場之一。年內，在香港國際機場升降和飛越香港的航班數目持續攀升：航班升降量較去年上升約5%至395 997架次，客運量上升約7%至6 426萬人次，貨運量則增加約5%至440萬公噸。進一步優化飛行程序，並在部分航線引進縮小縱向間隔標準之後，香港國際機場雙跑道的最高容量，已於年內遞增至每小時67架次。香港國際機場更於二零一五年二月十四日，錄得一共1 179架次的年度單日航班升降新紀錄。

要鞏固香港作為國際及區域航空樞紐的地位，我們必須未雨綢繆。二零一五年一月，我陪同運輸及房屋局局長前往北京拜會國家民航局的官員，討論珠江三角洲(珠三角)空域議題和簡介香港機場三跑道系統計劃工作的進展。國家民航局表示十分關注香港航空業的發展，更支持香港發展三跑道系統，並鼓勵內地空管部門與香港保持溝通和合作。本處會繼續透過三方工作組平台推動珠三角空域優化計劃內的各項措施，例如在香港與廣州飛行情報區之間再增加空管移交點，以及優化珠三角地區機場離場航班放行機制。

除了硬件，為應付不斷增加的航空交通需求和各種新挑戰，監管機構和航空業界都需要新的安全管理策略。本處根據國際民用航空組織(國際民航組織)最新的標準和指引，完成了安全方案的檢討和更新工作，於二零一四年十月推出《香港安全方案2014-17》，並已上載到本處網頁。新方案除了詳述香港現行的航空安全監督架構外，還闡述了落實安全方案的相關策略，以期提高安全意識，並促進跨專業範疇(包括持份者、服務提供者、本地與國際航空業界伙伴)的合作關係。

為達到提高安全水平的共同目標，本處與各界伙伴必須加強合作。為此，本處一直不遺餘力，舉辦大大小小的國際會議和研討會。年內，於民航處總部舉行的大型活動包括：亞太地區民航局局長第51次會議、亞太地區航行規劃和實施小組航空交通管理分組第二次會議、亞太地區航空保安協調論壇第二次會議、亞太地區區域航空安全小組第四次會議、國際民航組織亞太地區航空安全小組轄下意外調查小組第二次會議、國際民航組織民航局局長課程/工作坊等。未來，本處會繼續善用總部的會議設施，積極舉辦推廣航空安全、促進資訊交流和提供培訓研習的活動。

As we all know, HKIA is one of the world's busiest passenger and cargo airports. The number of aircraft movements at HKIA and overflights continued to increase in the year. It handled 395 997 flight movements, 64.3 million passenger throughput and 4.4 million tonnes of cargo throughput, representing a year-on-year increase of about 5%, 7% and 5% respectively. Further enhancements to flight procedures and the introduction of reduced longitudinal separation standards on some routes enabled the handling capacity for the two runways at HKIA to be increased to a maximum of 67 movements per hour within the year. On 14 February 2015, a total of 1 179 flight movements were handled at HKIA, setting a new single day record during the year.

To maintain our status as an international and regional aviation hub, we need to prepare for the future. In January 2015, I accompanied the Secretary for Transport and Housing to visit the Civil Aviation Administration of China (CAAC) in Beijing. We discussed issues related to the Pearl River Delta (PRD) airspace with the CAAC and briefed them on the progress of the Three-Runway System (3RS) project of HKIA. The CAAC expressed keen interest in the development of aviation in Hong Kong, and was supportive of the development of the 3RS. The CAAC also encouraged the air traffic control authorities of the Mainland to maintain liaison and cooperation with that of Hong Kong. Furthermore, CAD will continue to pursue via the Tripartite Working Group platform various enhancement measures in the PRD Air Traffic Management Plan, such as the establishment of more new transfer points between the Hong Kong and Guangzhou Flight Information Regions, and further enhancement to departure release mechanism for airports in the PRD Region.

Hardware aside, it is equally important for the regulatory authority and aviation industry to implement new safety management strategies to cope with the growing traffic demand and new challenges. By referring to the International Civil Aviation Organization (ICAO)'s latest requirements and guidance, CAD completed the review and updating of the State Safety Programme (SSP) document for Hong Kong, and published the "Hong Kong Safety Programme 2014-17" in October 2014. It has also been uploaded to CAD's website. This newly updated SSP document not only describes the safety oversight framework currently in place in Hong Kong, but also sets out the strategies which Hong Kong has adopted for the implementation of the SSP. It helps to promote safety awareness and to foster safety partnership across disciplines, including the stakeholders, service providers, industry partners and the international aviation community.

To achieve our common goal of safety improvement, CAD, together with the aviation industry, must collaborate and work more closely together. To this end, CAD has been actively organising international conferences and meetings of various scales. During the year, major events held at CAD Headquarters included the 51<sup>st</sup> Conference of Directors General of Civil Aviation, Asia and Pacific Regions; Second Meeting of the Air Traffic Management Sub-group of the Asia Pacific Air Navigation Planning and Implementation Regional Group; Second Regional Aviation Security Coordination Forum; Fourth Meeting of the Regional Aviation Safety Group, Asia and Pacific Regions; ICAO Asia Pacific Regional Aviation Safety Team – Second Meeting of the Asia Pacific Accident Investigation Group; ICAO Director General Course/Workshop, etc. In future, we will continue to make good use of the conference facilities at our Headquarters and to organise safety promotion, information sharing and training events.



最後，行政長官在二零一四年《施政報告》中提到，為本地和區內航空業界培養人才，促進交流，並致力提升航空運輸的安全水平和效率，政府會研究成立民航訓練學院。可行性研究已於二零一四年六月展開，預計於二零一五年完成。研究範圍包括：評估本港和區內/ 主要經濟體系的航空業現時和未來的人手情況及培訓需求；成立民航訓練學院的可行性及相關事宜，例如學院的規模、所提供培訓的類型和水平、師資，以及與持份者(包括現有培訓機構)的相互合作等。待可行性研究完成後，政府會考慮和跟進研究結果。

總括而言，二零一四至一五年度對民航處來說是充滿挑戰的一年。飛機起飛和着陸一般都會逆風而行，民航處人員與飛機為伴，同樣敢於迎難而上。肩負着保障航空安全的重責，我們定必克盡己任，勵精圖強，不斷改進我們的航空運輸系統，以鞏固香港作為國際及區域航空中心的地位。



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Last but not least, the Chief Executive announced in his Policy Address 2014 that the Government would consider the feasibility of setting up a civil aviation training institute to develop human capital for both the local and regional aviation industries, promote exchanges and enhance the safety and efficiency of air services. A feasibility study has commenced in June 2014 and is targeted for completion in 2015. The scope includes an assessment of the current and future manpower situation in Hong Kong's aviation industry and in the region/key economies, vis-à-vis the demand for training; and the feasibility of establishing a civil aviation training institute in Hong Kong and related issues, such as the scale of the institute, types and level of training to be offered, trainers, and interaction and collaboration with the stakeholders (including those existing training institutes). The Government will review and follow up on the findings of the consultancy study as appropriate.

In summing up, it was indeed a very challenging year for CAD in 2014/15. Like aircraft which normally take off and land into the wind, CAD colleagues will take on the challenges ahead bravely. As we are tasked with the mission to safeguard aviation safety, we will continue our drive and efforts to achieve excellence and work solidly for the improvement of our air transport system, and to maintain our status as an international and regional aviation hub.