

處長報告

Director-General's Review



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我很榮幸在二零一六年五月十九日獲委任為民航處處長。民航處一直肩負重責，使香港飛行情報區的航空交通安全有序和運作暢順，同時確保所有航機的運作符合安全水平，維持香港作為國際及區域頂尖航空中心的地位。服務民航處三十多年，我見證着飛機設計不斷推陳出新，務求令飛機更安全和環保。其實民航處全人的工作態度亦一致，一直與時並進，令服務更精益求精。日後，我和同事一定會同心合力，繼續為市民提供優質的服務。

It was my great honour to be appointed as Director-General of Civil Aviation on 19 May 2016. The Civil Aviation Department (CAD) assumes the mantle of maintaining a safe, orderly and expeditious flow of air traffic within the Hong Kong Flight Information Region (HKFIR) and ensuring all flight operations are conducted in conformity with safety standards, thereby maintaining Hong Kong's status as a leading international and regional aviation hub. Having served in the Department for over three decades, I have seen continuous improvement in aircraft design to make planes safer and more environmentally friendly. So does CAD. We always keep up with the times and strive for excellence at work. In future, I will work with my colleagues to continue to deliver quality service to the community.

回顧二零一五至一六年度，民航處在同事群策群力下，各方面都穩步進展。

新航空交通管制系統

民航處總部的航空網絡中心及航空情報管理中心分階段於二零一五年十月和十二月啟用。新航空網絡中心配備了最先進而又符合國際通訊標準的航空交通服務訊息處理系統和自動航空氣象廣播系統，提升民航處提供航空交通資訊及航空氣象情報的服務；新航空情報管理中心在新系統的支援下，優化了處理飛行計劃書和航行通告的程序，並能以電子方式展示及發放航空情報。

總括而言，兩個新中心配備多項新功能及先進科技，不僅提高民航處的航空情報管理工作效率，亦加強航空資訊的準確性和飛行安全，有助推動區內及國際航空業的發展，以應付持續增長的航空交通需求。隨着該兩個中心投入服務，更換航空交通管制系統的八項主要合約工程，已按計劃完成了七項。

Thanks to concerted efforts of CAD colleagues, the Department made steady progress in the year 2015-16.

NEW AIR TRAFFIC CONTROL (ATC) SYSTEM

The new Aeronautical Network Centre (ANC) and Aeronautical Information Management Centre (AIMC) at CAD Headquarters were commissioned in phases in October and December 2015 respectively. The new ANC installed a state-of-the-art Air Traffic Service Message Handling System, which fully complies with the international communications standards, and a new Automatic VOLMET Broadcast System, which can enhance CAD's efficiency in providing air traffic service and aeronautical meteorological information. The AIMC, with the support of a new system, has greatly enhanced its operational efficiency in progressing flight plans and NOTAM as well as graphical presentation of aeronautical information.

All in all, the new functions and advanced features of the two centres not only boost CAD's efficiency in aeronautical information management but also enhance the accuracy of aeronautical information and flight safety to better suit the regional and international development of the aviation industry, as well as to cope with the increasing air traffic demand. With the commissioning of ANC and AIMC, seven out of eight major system contracts of the new ATC System project have been completed.



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餘下的一項涉及新航空交通管理系統（航管系統）亦已準備就緒。為進一步確保新航管系統在運作上安全、可靠和穩定，運輸及房屋局（運房局）於二零一五年十一月委聘顧問，評估系統與操作人員的準備狀況，並向運房局提供獨立意見。根據顧問的評估，系統安全、穩定和可靠，與其他地區的空管中心的良好做法看齊。顧問並建議採用分階段的方式過渡至新系統。民航處在考慮過運房局顧問的建議，以及內部對整體運作準備狀況的評估後，已由二零一六年六月起逐步推行新航管系統。根據計劃，新航管系統將於二零一六年十一月全面投入運作。新航管系統採用多項自動化及先進的技術，將進一步提升航空交通管理的能力和效率。長遠而言，配合香港國際機場三跑道系統，將為香港各行各業帶來莫大裨益。

優化空管程序

年內，民航處處理了約41萬架次在香港國際機場升降的航班，並為近26萬架次飛越香港飛行情報區的航班提供空管服務。與上一年度比較，在香港國際機場升降的航班數目增加了3.6%，而飛越香港的航班數目更增加了超過10%。香港國際機場於二零一六年二月六日，處理了1 227架次航班升降，又再刷新單日航班升降紀錄。這些成績和紀錄，除了體現香港國際機場作為國際航空中心的地位外，亦代表了民航處全人努力不懈和不辭勞苦。

鑑於航空交通需求快速增長，民航處多年來一直致力促使香港國際機場達到最高跑道容量。通過進一步優化飛行程序和空管程序，香港國際機場雙跑道系統的最高容量已於年內提升至每小時68架次。

此外，為了全面落實《珠三角地區空中交通管理規劃與實施方案》內的優化措施，民航處一直透過三方工作組與國家民航局和澳門民航局保持緊密聯繫，商討分階段推展各項優化措施。年內，民航處與國家民航局達成協議，在香港和廣州兩個飛行情報區之間增設往來華東地區航路及一個名為「LELIM」的空管移交點，以供往來港澳及華東地區的航班使用。在各方不斷合作下，珠三角地區各機場將能

The remaining part, i.e. the Air Traffic Management System (ATMS), is also ready for use. As an additional check point in ensuring safety, reliability and stability of the new ATMS operations, the Transport and Housing Bureau (THB) has engaged a consultant in November 2015 to assess system and staff readiness and render independent advice to THB. According to their assessment, the ATMS was safe, stable and reliable, and on par with the best practice of ATC centres in other jurisdictions. They further recommended a phased transition approach of the new system. Taking into account the recommendation from the THB's consultant as well as CAD's own assessment on the overall operational readiness, we have launched the new ATMS incrementally from June 2016 onwards. According to the plan, the new ATMS will be fully commissioned and operated by November 2016. The new ATMS is equipped with advanced electronics technology, which will further enhance the capability and efficiency of air traffic management. In the long run, the new ATMS, coupled with the Three-Runway System (3RS) of Hong Kong International Airport (HKIA), will bring benefits to the whole community.

ATC PROCEDURES ENHANCEMENT

During the year, CAD handled some 410 000 aircraft movements at HKIA and about 260 000 flights overflying the HKFIR. Compared with the previous year, the number of aircraft movements at HKIA and overflights increased by 3.6% and over 10% respectively. On 6 February 2016, a total of 1 227 flight movements were handled at HKIA, setting another new single-day record. These statistics reflected HKIA's status as an international aviation centre and represented the great efforts of CAD's staff.

In view of the rapid growth in air traffic demand, CAD has been working towards achieving the maximum runway capacity of HKIA over the past few years. By further enhancing flight and ATC procedures, the maximum hourly runway capacity at HKIA, i.e. 68 movements per hour, was reached during the year.

Furthermore, with the aim of full implementation of the enhancement measures as stipulated in the Pearl River Delta (PRD) Region Air Traffic Management Planning and Implementation Plan, CAD has been maintaining close liaison with the Civil Aviation Administration of China (CAAC) and the Civil Aviation Authority of Macau through the Tripartite Working Group to discuss the phased implementation of enhancement measures. During the year, CAD reached an agreement with the CAAC in which new air routes transiting the eastern part of the Mainland and an associated additional handover point between the Hong Kong and Guangzhou FIRs known as



健康有序地發展，而香港國際機場三跑道系統落成啟用後亦能夠發揮最大效用，以期達至每小時處理102班航班的長遠目標。

加強管理

民航處在處理更換航空交通管制系統和優化空管程序這兩項重點工作的同時，我們在其他範疇的工作並沒有半點鬆懈。面對航空業的蓬勃發展和配合香港國際機場三跑道系統工程，民航處正籌劃多個重大工作項目和進行人力規劃以配合運作需要。因此，民航處在年內加強高層管理，增設一個副處長職位，並由首長級乙級政務官蔡傑銘先生出任。新的組織架構將加強民航處的行政、資源管理和規劃能力，而原有的副處長得以更專注民航處的專業職能，監督航空安全，協助業界發展。

展望未來

二零一六年是民航處成立七十周年。香港機場已由當初九龍灣北岸一小片填海地，發展至現今大嶼山赤鱗角的龐大規模，並躋身全球最佳機場之列。要繼續維持香港國際航空中心的地位，民航處的責任重大，亦會面對不少挑戰。我想借用被譽為「波音747之父」的已故美國飛機工程師Joe Sutter的說話勉勵自己：「要順利完成一項計劃，除了要奮發蹈厲，拼力朝着目標進發外，亦需要別人的襄助，大家通力合作，及不妨讓他們做認為值得實行的事情。」

民航處會繼續與業界持份者同心協力，維持香港國際航空中心的地位，為香港航空業開拓更廣闊的前景。

LELIM were established for flights operating between Hong Kong, Macau and the eastern part of the Mainland. Continued cooperation among the three sides would bring about healthy and orderly development of the airports in the PRD region and enable the 3RS of HKIA to maximise its potential and to achieve the target runway capacity of 102 movements per hour in the long run.

STRENGTHENED MANAGEMENT

The replacement of the new ATC System and the enhancement of ATC procedures have been the two major priorities of CAD in recent years. Nevertheless, CAD continues its endeavours to fulfil our duties in other aspects. To cope with the booming aviation market and the looming 3RS project, CAD has been undertaking a number of key projects and working on manpower planning. To this end, CAD strengthened its senior management during the year by creating a new Deputy Director post, which has been taken up by Mr Kevin Choi, an Administrative Officer Staff Grade B. The new organisational setup strengthens CAD's capacity in administration, resource management and project planning. The existing Deputy Director-General of Civil Aviation will concentrate on the professional work of CAD, oversee aviation safety and facilitate the development of aviation industry.

LOOKING FORWARD

The year 2016 marks the 70th anniversary of the establishment of CAD. Having evolved from its infancy located at a small piece of reclaimed land at Kowloon Bay to the ever-growing one at Chek Lap Kok, Hong Kong airport has become one of the best airports all over the world. To maintain our status as an international aviation centre, CAD is tasked with great responsibilities and will inevitably face challenges. I would share with all some remarks made by Mr Joe Sutter, an American engineer who was often known as "Father of the 747", "The best way to see a program through is simply to accept the help, cooperate, and let others do what they think is worthwhile. In the meantime, continue racing toward the finish line."

CAD will continue to work with all stakeholders in the aviation industry in order to uphold Hong Kong's status as an international aviation centre and to open up more opportunities for the local aviation industry.