

處長報告

Director-General's Review



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二〇一六至一七年度對民航處而言是意義重大的一年，不僅是民航處成立七十周年，亦見證民航處邁進多個新里程，包括航空交通管制系統(空管系統)順利完成更換，以及原於機場禁區航空交通管制大樓內工作的同事，亦搬進民航處總部新空管中心辦公，有效提升運作效率。此外，擴建香港國際機場成為三跑道系統的工程，亦於年內正式啓動。各項發展計劃均全速發展，以提升香港作為國際航空樞紐的競爭力。

The year 2016-17 was of momentous importance to the Civil Aviation Department (CAD). It marked not only the 70th anniversary of CAD, but also the new milestones in the history of CAD, such as the successful replacement of the Air Traffic Control (ATC) System. Colleague who used to work at the ATC Complex in the airport restricted area moved to new ATC Centre in CAD Headquarters, which enhanced the operation efficiency. Besides, construction for expanding the Hong Kong International Airport (HKIA) into a Three-runway System (3RS) also commenced in the year. All development projects are making good progress to sharpen Hong Kong's competitive edge as an international aviation hub.

回顧過去一年的工作，感受最深的是推出新空管系統的最後一個部分——航空交通管理系統(航管系統)。該系統自二〇一六年十一月十四日全面投入服務以來，不論節日假期的航空交通流量高峰期或惡劣天氣，均表現良好，處理的航機數量更屢創新高，刷出多項新紀錄。本地和海外航空公司的管理層和機師，以至國際民用航空組織(國際民航組織)的代表在新系統投入運作後，對香港的空管服務給予高度評價，並讚揚香港不論使用新舊航管系統，一直都提供安全、快捷和高質素的航空交通管理服務。

這些紀錄和讚賞實在得來不易。眾所周知，航管系統是一套相當大型而複雜的綜合性電腦系統，正如外國專家所指，即使盡了最大努力，新系統全面運行初期仍有機會出現一些特殊的情況。我十分慶幸自己有一班專業而盡責的同事，上下一心，為新航管系統的全面運作做好一切所需準備，包括對新航管系統進行了一系列的嚴格驗收測試，確保系統的運作符合合約條款和安全管理規定；制訂全面的培訓計劃，為所有空管人員和相關員工提供有系統的訓練環節，確保空管人員在通過嚴格的客觀考核後，才開始操作新航管系統。我為民航處全體人員能夠發揮專業幹練和團隊精神，順利完成這項必須慎密籌劃和同心協力的艱巨工作，感到自豪。

In reviewing our work in the year, what impressed me most was the launch of the remaining part of the ATC System, i.e. the Air Traffic Management System (ATMS). The system has performed well during the peak air traffic flow of festive periods and under severe weather conditions since its full commissioning on 14 November 2016. The flight movements handled by the new ATMS has scaled new heights. Local and overseas airlines' management and pilots as well as representatives of the International Civil Aviation Organization (ICAO) commended CAD highly for the safe, efficient and quality air traffic management services, irrespective of whether the new or old ATMS was in use.

These records and achievements were not easy to come by. As everyone knows, the ATMS is a large-scale, complicated and comprehensive computer system. According to the overseas experts, even with all reasonable efforts and endeavours, there could still be possibilities of setbacks during the introduction of a new system. Despite all the challenges, with high level of professionalism, dedication and concerted efforts, staff of CAD made all the necessary arrangements for the full implementation of the new ATMS, which included conducting a series of stringent acceptance tests on the new ATMS to ensure that the system operation was in compliance with the contract conditions and safety management requirements; and formulating a comprehensive training plan to provide a range of systematic training modules for all air traffic control officers (ATCOs) and relevant staff so as to ensure that all the ATCOs had undergone rigorous objective assessment before they were allowed to operate the new ATMS. I am proud of the professionalism and esprit de corps manifested by all members of CAD in accomplishing this arduous task which required careful and prudent planning as well as intensive cooperation.

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成功推行新系統，亦有賴航管系統專家小組的貢獻。鑑於新航管系統複雜，民航處於二零一六年十二月成立了專家小組，就新航管系統投入運作後所遇到的問題和所須進行的優化工作，向民航處提供客觀和專業的意見，並就新航管系統的長遠優化工作，與民航處分享國際經驗和最佳做法。

專家小組在二〇一七年四月發表中期評估報告，確認新航管系統自全面啓用以來，截至二〇一七年二月底，一直按照國際安全標準為進出香港飛行情報區的航班提供安全、可靠和總體暢順的航空交通管理服務。報告指出，新航管系統在磨合期確曾出現一些不暢順的情況，但民航處人員憑藉專業訓練，按既定程序有效妥善地處理有關情況，沒有影響航空安全。專責小組認為民航處已有一套有效的既定機制，處理新系統投入運作後出現的不同情況，並符合國際最佳做法和國際民航組織的安全管理系統程序。

除了航管系統處理的航機數量(包括在香港國際機場升降的航班和飛越香港飛行情報區的航班)迭創新高外，香港國際機場的客運量亦首度突破7 000萬人次；貨運量增加6.7%至460萬公噸，連續第七年成為全球最繁忙的貨運機場；香港民用航空器登記冊登記的民用飛機亦增加至接近330架，其中包括最新的A350型及A320(Neo)型號飛機。這些數字，一方面代表了民航處人員和航空業界的努力，另一方面亦標誌着全球航空業的急速發展。

面對全球航空業的發展和競爭，香港必須加強與珠江三角洲(珠三角)地區機場的協同效應，達到互利共贏。就此，內地、香港和澳門民航當局年內於香港簽署了強化合作交流機制協議，透過訂立定期會面機制，加強三方在珠三角地區空中交通管理規劃與實施的合作交流，讓香港國際機場三跑道系統能夠發揮最大效用，以期達至每小時處理102班航班的長遠目標。

The success was also attributed to the ATMS Expert Panel (Expert Panel), which was set up in December 2016 in view of the complexity of the new ATMS. The Expert Panel members provided objective and expert advice to CAD on teething issues arising from the commissioning of the new ATMS and the necessary optimisation work; and shared with CAD the international experience and best practices in relation to the long-term optimisation of new ATMS.

The Expert Panel published an interim report in April 2017, which confirmed that, up till the end of February, the new ATMS had been providing safe, reliable and generally smooth air traffic services within the Hong Kong Flight Information Region and had been compliant with the international safety standard since its full commissioning. Although the new ATMS experienced some operational hindrances during the run-in period, the interim report stated that CAD's staff had handled those occurrences professionally and properly, as per standing practice, and minimised potential safety risks. The Expert Panel considered that CAD had in place an effective and established mechanism for responding to different situations occurring after the full commissioning of the new ATMS, which was on par with international best practices and the ICAO's safety management system process.

Apart from a record-high number of aircraft handled (including flight movements at the HKIA and overflights), passenger traffic at the HKIA exceeded the 70-million mark for the first time and cargo volume expanded 6.7% to 4.6 million tonnes, securing HKIA as the world's busiest cargo airport for the seventh consecutive year. The total number of civil aircraft in the Hong Kong Civil Aircraft Register went to close to 330, including the latest A350 and A320(Neo) aircraft. These figures represent, on the one hand, the efforts of CAD staff and the aviation industry, and on the other, the rapid development of the global aviation industry.

Facing the development and competition of the global aviation industry, Hong Kong must enhance partnership among the airports in the Pearl River Delta (PRD) region to strengthen synergies and bring mutual benefits, thus achieving a win-win situation. To this end, the civil aviation authorities of the Mainland, Hong Kong and Macau signed an agreement in Hong Kong during the year on establishing a strengthened liaison mechanism, which put in place a regular meeting mechanism, to enhance cooperation and exchange among the three parties on air traffic management planning and implementation in the PRD region. This would enable the 3RS of HKIA to maximise its potential and to achieve the target runway capacity of 102 air traffic movements per hour in the long run.

展望未來，民航處將繼續面對不少挑戰和機遇，例如提升香港處理航空客貨運的能力、增加人手以應付航空交通增長、規管急速發展的無人駕駛飛機系統等等。民航處全人會秉承七十年的優良傳統，繼往開來，堅守崗位，精益求精，不斷提升設備和適時完善相關規例，致力確保航空安全，提供卓越的航空交通管理服務，鞏固香港國際航空交通樞紐的地位。

Looking ahead, CAD will face many challenges and opportunities, for instance, to enhance Hong Kong's capacity to handle air passengers and cargo traffic, to increase manpower to cope with the growth in air traffic, to regulate the use of the Unmanned Aircraft Systems (UAS), etc. Building on 70 years of legacy, CAD staff will continue to perform our duties faithfully and strive to constantly improve our services. We will enhance our facilities and improve the rules and regulations as appropriate so as to safeguard aviation safety and provide quality air traffic management services, reinforcing Hong Kong's status as an international aviation hub.

民航處成立的航空交通管理系统专家小组，成员包括詹永年(左一)、Marc Houalla(左二)、林光宇(左三)、柯冠名(右二)及文劭忠教授(右一)。
Members of the Air Traffic Management System Expert Panel set up by the Civil Aviation Department include Mr Warren Chim (first left), Mr Marc Houalla (second left), Mr Albert Lam (third left), Mr Kuah Kong Beng (second right) and Professor Man Hau-chung (first right).

