

## **Chapter 3**

# **Key bodies, persons and dates**

- A. Key bodies and persons
- B. Key dates

## A. Key bodies and persons

3.1 The Select Committee identified the following key bodies that are relevant to the inquiry:

- (a) Airport Development Steering Committee (ADSCOM)
- (b) New Airport Project Co-ordination Office (NAPCO)
- (c) Civil Aviation Department (CAD)
- (d) Airport Authority Board (AA Board)
- (e) Airport Authority Management (AA Management)
- (f) Hong Kong Air Cargo Terminals Limited (HACTL)

3.2 Set up in 1990, **ADSCOM** oversees the progress of the Airport Core Programme (ACP) and provides an overall steer on issues of significant policy or resources implications. Its terms of reference are to review the general progress of the new airport project and associated works, including the transport infrastructure, and to resolve problems referred to it by policy secretaries. It is chaired by Mrs Anson CHAN, Chief Secretary and in her absence, by Mr Donald TSANG, Financial Secretary (FS). The membership list of ADSCOM as at July 1998 is in **Table 3.1**. Some of its members also serve as members of the AA Board, Airport Authority Airport Operational Readiness Steering Committee and Project Committee.

3.3 Set up in 1991, **NAPCO** is the executive arm of ADSCOM responsible for overall management of project implementation and coordination of ACP. It is part of Works Bureau (formerly Works Branch) (WB), staffed by both government and specialist technical staff from Bechtel. NAPCO prepares weekly reports for ADSCOM on the updated position of the new airport projects. It also advises Secretary for Works (S for W) on technical and works matters on ACP.

3.4 **CAD** reports to the Economic Services Bureau and is responsible for civil aviation matters in Hong Kong. While the management and operation of the Hong Kong International Airport at Kai Tak was under CAD's purview, AA has assumed the responsibility for the management and operation of the new airport at Chek Lap Kok as regards all aspects of ground operations. CAD continues to be responsible for the air traffic control side of the new airport, including the design of flight paths, and the issue of an aerodrome licence to the licensee, i.e. AA.

3.5 The Airport Authority Ordinance (Cap. 483) which came into operation on 1 December 1995 provides for the reconstitution of the Provisional Airport Authority (PAA) as the Airport Authority (AA). The Ordinance also provides that the affairs of AA are to be under the care and management of the Board. The **AA Board** holds regular meetings to receive reports on progress from the AA Management. Important decisions on matters such as those related to the readiness for opening of the new airport and award of contracts are made by the Board. The membership list of AA Board as at July 1998 is in **Table 3.1**.

3.6 Under the same Ordinance, Chairman of AA (Chairman/AA) is to consider AA's management affairs, particularly its policy and external affairs, and with the approval of the Board, assign functions to Chief Executive Officer (CEO/AA). AA Board therefore has the responsibility for supervising the AA Management.

3.7 **AA Management** is responsible for the day-to-day operation of the new airport. In January 1998, AA went through an organisation restructuring based on the advice of its management consultants, Booz · Allen and Hamilton. The organisation structure of AA prior to the major restructuring in January 1998 is shown in **Chart 3.1**. The organisation structure of AA as at July 1998 is shown in **Chart 3.2**. Currently, there are seven divisions and one department under CEO/AA, namely, the Project Division, Finance & Commercial Division, Airport Management Division, Planning & Co-ordination Division, Legal Division, Corporate Development Division, Human Resources Division and the Information Technology Department. Members of the AA Management are regularly invited to attend ADSCOM Meetings.

3.8 **HACTL** was incorporated in 1971 and its commercial operation commenced in January 1976. Until 6 July 1998, the company operated two air cargo terminals, serving some 70 airlines at Hong Kong Kai Tak International Airport. On AOD, HACTL moved its operation to ST1.

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	ADSCOM	AA Board	AA AOR Steering Committee	AA Project Committee	AA Senior Management Meeting on AOR Issues
Mrs Anson CHAN Chief Secretary for Administration (CS)	C	-	-	-	-
Mr Donald TSANG Financial Secretary (FS)	M	-	-	-	-
Mr Nicholas NG Secretary for Transport (S for T)	M	-	-	-	-
Mr Bowen LEUNG Secretary for Planning, Environment & Lands (SPEL)	M	-	-	-	-
Mr Stephen IP Secretary for Economic Services (SES)	M	M	M	-	-
Mr KWONG Hon-sang Secretary for Works (S for W)	M	M	M	C	-
Miss Denise YUE Secretary for the Treasury (S for Tsy) Δ (Since 9 April 1998)	M	M	-	M	-
Mr KWOK Ka-keung Director, NAPCO (D/NAPCO) (Since 5 January 1998)	M	M	M	M	-
Mr Peter CHEUNG Deputy Director, NAPCO (DD/NAPCO)	A	-	-	-	-
Mr Tudor WALTERS Consultant Project Manager, NAPCO	A	-	-	-	-
Mr Martin GLASS Deputy Secretary for the Treasury (2)	A	-	-	-	-
Mr R A SIEGEL Director of Civil Aviation (DCA)	A	M	M	-	-
Mr WONG Po-yan	-	C	-	-	-
Mr LO Chung-hing	-	VC	C	M	-
Hon HO Sai-chu	-	M	-	M	-
Hon Antony LEUNG Kam-chung	-	M	-	-	-
Mr Vincent LO Hong-sui	-	M	-	-	-
Miss Maria TAM Wai-chu	-	M	-	M	-
Dr Peter WONG King-keung	-	M	M	M	-
Dr Hon Philip WONG Yu-hong	-	M	M	M	-
Mr Joseph YAM Chi-kwong Chief Executive Hong Kong Monetary Authority	-	M	-	-	-

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	ADSCOM	AA Board	AA AOR Steering Committee	AA Project Committee	AA Senior Management Meeting on AOR Issues
Dr Henry TOWNSEND Chief Executive Officer/AA	I	M	M	M	-
Mr Billy LAM Chung-lun* Deputy Chief Executive Officer/AA	I	A	-	-	C
Mr Douglas OAKERVEE Project Director/AA	I	A	M	-	M
Mr Chern HEED Airport Management Director/AA	I	A	M	-	M
Mrs Elizabeth BOSHER Planning & Co-ordination Director/AA	I	A	M	-	M
Mr Raymond LAI Wing-cheung Finance & Commercial Director/AA	-	A	-	-	M
Mr Clinton LEEKS Corporate Development Director/AA	I	A	-	-	M
Ms Sophia KAO Human Resources Director/AA	-	A	-	-	M
Mr Josiah KWOK Legal Director	-	A	-	-	M
Mr Kiron CHATTERJEE Head of Information Technology/AA	I	A	-	-	M
AVSECO representatives	-	A	-	-	M

**Table 3.1 Membership of ADSCOM, AA Board, AA Project Committee and AA Senior Management Meeting on AOR Issues as at July 1998 and AA AOR Steering Committee as at June 1998 #**

*Remark:*

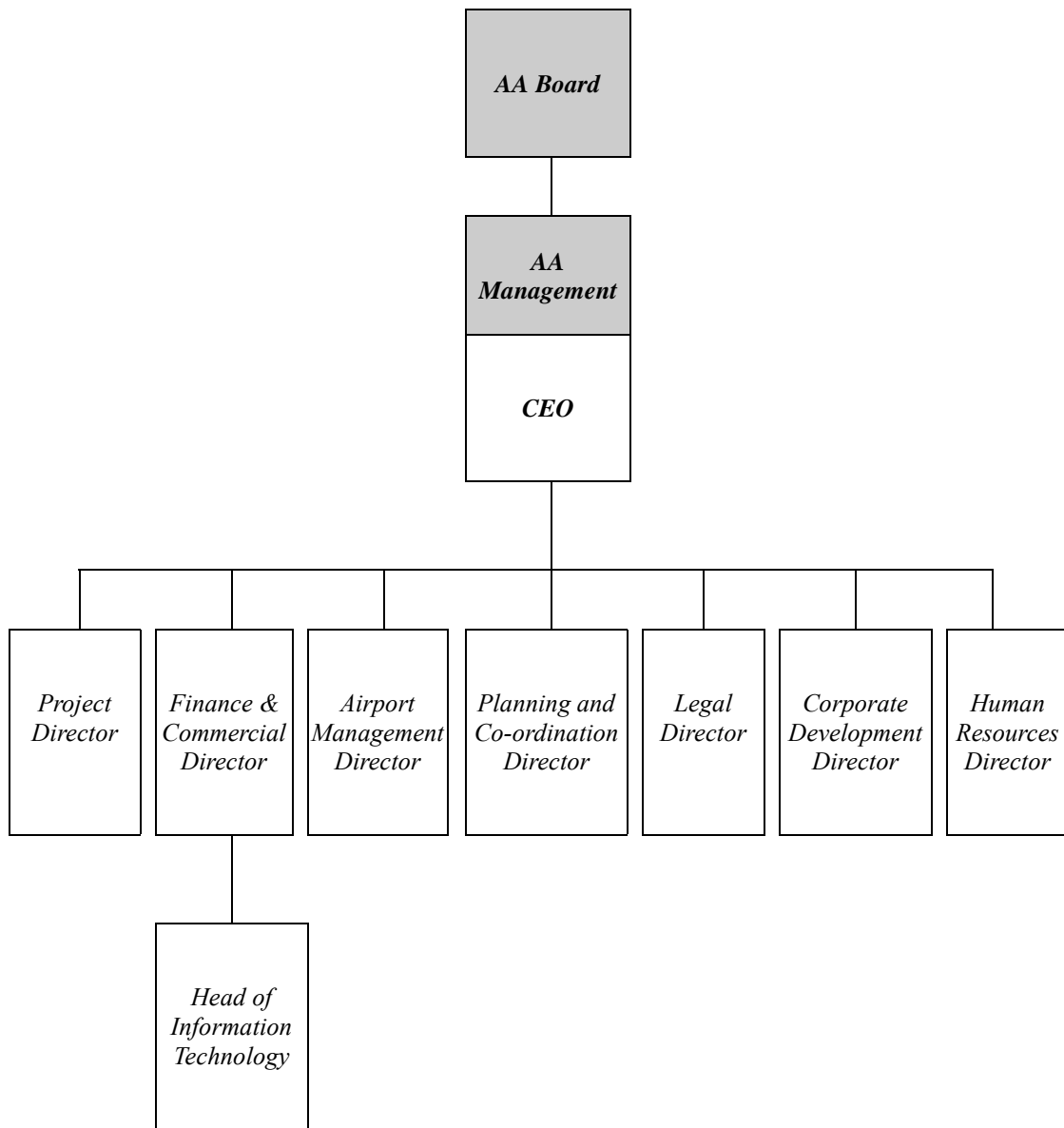
- C - Chairman  
VC - Vice-Chairman  
M - Member  
A - in Attendance  
I - by Invitation

*Other members of the AA Management may also be invited to attend ADSCOM meetings.*

△ Miss Denise YUE has been S for Tsy since 9 April 1998. Before that, Mr KWONG Ki-chi had been S for Tsy from 1 April 1995 to 8 April 1998.

\* Mr Billy LAM had been D/NAPCO from 22 March 1993 to 4 January 1998, DCEO/AA from 5 January 1998 to 30 November 1998 and has been CEO/AA since 1 December 1998.

# AA AOR Steering Committee was disbanded on 27 June 1998.



**Chart 3.1 Organisation structure of Airport Authority prior to its restructuring in January 1998**

Source:

“Building A World-Class Organisation – Airport Authority Hong Kong”, Final Report to the Board, Booz·Allen and Hamilton, 20 October 1997, page IV-4.





## B. Key dates

3.9 The key dates and events are highlighted as follows:

Date	Events
11 Oct 1989	Sir David WILSON, the then Governor of Hong Kong, announced the Government's decisions to build a new Hong Kong International Airport at Chek Lap Kok and provide the necessary infrastructural facilities for servicing the new airport.
Feb 1990	The Airport Development Steering Committee (ADSCOM) was established.
4 April 1990	The Provisional Airport Authority (PAA) was established.
3 Sept 1991	The Chinese and British Governments signed the "Memorandum of Understanding Concerning the Construction of the New Airport in Hong Kong and Related Questions"(MOU). According to the MOU, between 3 September 1991 and 30 June 1997, the Hong Kong Government would complete the Airport Core Programme (ACP) projects to the maximum extent possible, including the first runway and associated facilities of the new airport.
30 June 1995	The Airport Committee of the Sino-British Joint Liaison Group (JLG) reached the Financial Support Agreements (FSAs) for the new airport and Airport Railway (AR). According to the FSAs, PAA would substantially complete the physical works at Chek Lap Kok by mid-1997. The new airport and AR were scheduled to open in April and June 1998 respectively.

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<b>Date</b>	<b>Events</b>
1 Dec 1995	The Airport Authority (AA) was established.
13 Jan 1998	The Government announced that the new airport at Chek Lap Kok would be open for operation on <b>6 July 1998</b> .
2 July 1998	Ceremonial opening of the new airport by President JIANG Zemin.
6 July 1998	Functional opening of the new airport.