

Business Continuity Manual

Business Continuity Plan: C2

Cargo Operations Disruption Contingency Plan

		Signature	Revision	Effective Date
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BCP – C2. Cargo Operations Disruption Contingency Plan

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A. Introduction

To ensure that the impacts on air cargo community of Hong Kong including airlines, all-cargo carriers, express integrators, shippers, freight forwarders, truckers and relevant Government agencies due to service disruption is kept to the minimum, it is of paramount importance to ensure the contingency preparedness of air cargo operations at HKIA in managing operational disruptions resulted from incident(s) occurred at or outside HKIA.

Cargo flow disruption will be more effectively managed through collaborated actions of all concerned stakeholders, hence, the HKIA AEC-Cargo Group (Group) will be activated as required for facilitation and coordination of air cargo related contingency measures to mitigate operational impacts and ensure timely recovery of air cargo operations at HKIA.

This procedure outlines the roles and functions of the Group and the relevant contingency measures that will be initiated in the event of cargo operations disruption occurring at HKIA.

B. HKIA AEC - Cargo Group (Group)

The primary objectives of the Group is to act as a forum for effective communications and coordination among stakeholders including Airport Authority (AA), Carrier Liaison Group (CLG), Cargo Terminal Operators (CTOs) and Ramp Handling Operators (RHOs), in the event of incident(s) that has caused or is likely to cause major impacts on the cargo operations of HKIA.

Subject to real time situation and operational needs, the Group is normally convened at the AEC located in the IAC.

2.1 Primary functions of the Group includes

- 2.1.1 To ensure decisions on contingency measures and implementation of plans to address major cargo operation issues or disruption is made expeditiously;
- 2.1.2 To closely monitor implementation of contingency response plans of Group and CTOs' CRCs (Cargo Contingency Response Centers) to ensure timely and effective mitigation of impacts on air cargo and overall operations of HKIA;

2.1.3 To support on necessary pooling of apron resources to mitigate impacts on air cargo and overall operations at HKIA; and finally

2.1.4 To ensure expeditious recovery of cargo operations at HKIA.

2.2 The AEC – Cargo Group Members

2.2.1 The followings are standing members of the Group. Each organisation is required to send a representative who is obliged to represent, make and endorse decisions on behalf of its organisation at the Group:

- Airport Duty Manager (ADM);
- Aviation Logistics Department (ALD);
- Carrier Representative/Carrier Liaison Group (CLG);
- Cargo Terminal Operators and Express Cargo Terminal Operators (CTO/ECT); and
- Ramp Handling Operators (RHO).

2.2.2 For incident(s) with major operational impacts on other stakeholders eg. HAFFA (Hong Kong Association of Freight Forwarding Agents), or when support and coordination by Government agencies/ business partner(s) is required, further enhancement of membership shall be considered by the Group.

2.2.3 Individual CTO and ECT (Express Cargo Terminal) representative who reported to the Group is required to establish direct communication between their CRC/Crisis Management Centre and the AEC to facilitate real time reporting of the latest situations and status in the implementation of any contingency plans or measures initiated at their respective cargo facilities and operations to the AEC-Cargo Group.

2.3 Roles & Responsibilities

2.3.1 Airport Authority (AA)

- The ADM will take on the role of AEC Manager, responsible for the management, staffing and communications of the AEC;
- The Aviation Logistics Department representative will act on a supporting and liaison role in the AEC;
- The AEC will monitor the inventory of GSE supplies/dollies and demand on real time basis;

- The AEC will review and endorse on the provision of temporary GSE area in the apron / airfield area including vacation of specific freighter parking bays, for the staging of cargo / empty ULDs or as an extension of the “interface area” to facilitate units handover between RHOs and CTOs; and
- Under an extreme contingency situation, the AEC Manager will in consultation with the Aviation Logistics Department representative and the Group, consider to exercise enforcement of CTO/RHO franchisees on directives or contingency measures necessary for the expeditious recovery of HKIA cargo or airport operations.

2.3.2 Carrier Liaison Group (CLG)

- Representing the interests of the airlines community; and
- Maintaining a close communication with the Group on latest incident developments, situation reports (SITREP) and contingency measures implemented / to be implemented by the CRCs to contain and mitigate contingency situation of the respective CTOs.

2.3.3 Cargo Terminal Operators (CTOs), Express Cargo Terminal Operators (ECT)

Each CTO/ECT is required to:

- Update its situation and performance in the provision of air cargo services;
- Establish a direct telephone line to connect their CRC/Crisis Management Centre with the Group;
- Provide all necessary information to support CRC in coordinating and implementing contingency measures as directed by the Technical Working Group (TWG) the Group;
- Update the Group with latest inventory and utilisation of all cargo-related GSE; and
- Support the co-ordination, mobilisation and implementation of contingency measures as agreed by the Group.

2.3.4 Ramp Handling Operators (RHOs)

Each RHO is required to:

- Update its situation and performance in the provision of air cargo services;
- Update the Group with latest inventory and utilisation of all cargo related GSE;
- Provide necessary information to support the CRC in coordinating and implementing the contingency measures as directed by the TWG and the Group; and
- Support the co-ordination, mobilisation and implementation of contingency measures as agreed by the Group.

C. Activation and Stand Down Procedures

3.1 Activation

The Group will be activated under either of the following two scenarios:

(a) Major Operation Disruption / Incident of Specific CTO

If operations disruption at the specific CTO(s) could not be effectively contained and resolved in a short time, its operation impacts may likely be extended to other CTO(s) and / or airport operations of HKIA. Such operations disruption may arise due to major power outage, cargo management systems breakdown, material handling system failure, shortage in critical resources or unexpected surge in the service demands etc.

(b) AEC Activation with Impact on Cargo Operation

In the event of AEC activation in managing major incident at HKIA, which is likely to or has resulted in major impacts on air cargo operations, the Airport Duty Manager, ALD and CLG representative will jointly assess the need to activate the Group for contingency management to mitigate impacts on air cargo operations.

3.2 Stand Down

- 3.2.1 Stand down of the AEC-Cargo Group will be considered if the operational impacts on air cargo community and airport operations of HKIA have been effectively contained and recovered, and the impact on CTOs could be effectively mitigated by their own resources and operation recovery could be effective within a short period of time i.e. 2-3 hours.

3.3 The AEC – Cargo Group Activation and Stand Down Procedures are in Attachment A.

D. Contingency Measures

To mitigate the risks of operational impacts caused by the cargo operation irregularity and to minimise disruptions that may cause to airport operations, a contingency framework is in place to provide resilience. The framework forms the guidelines for a broad approach in dealing with abnormalities of cargo operations at HKIA.

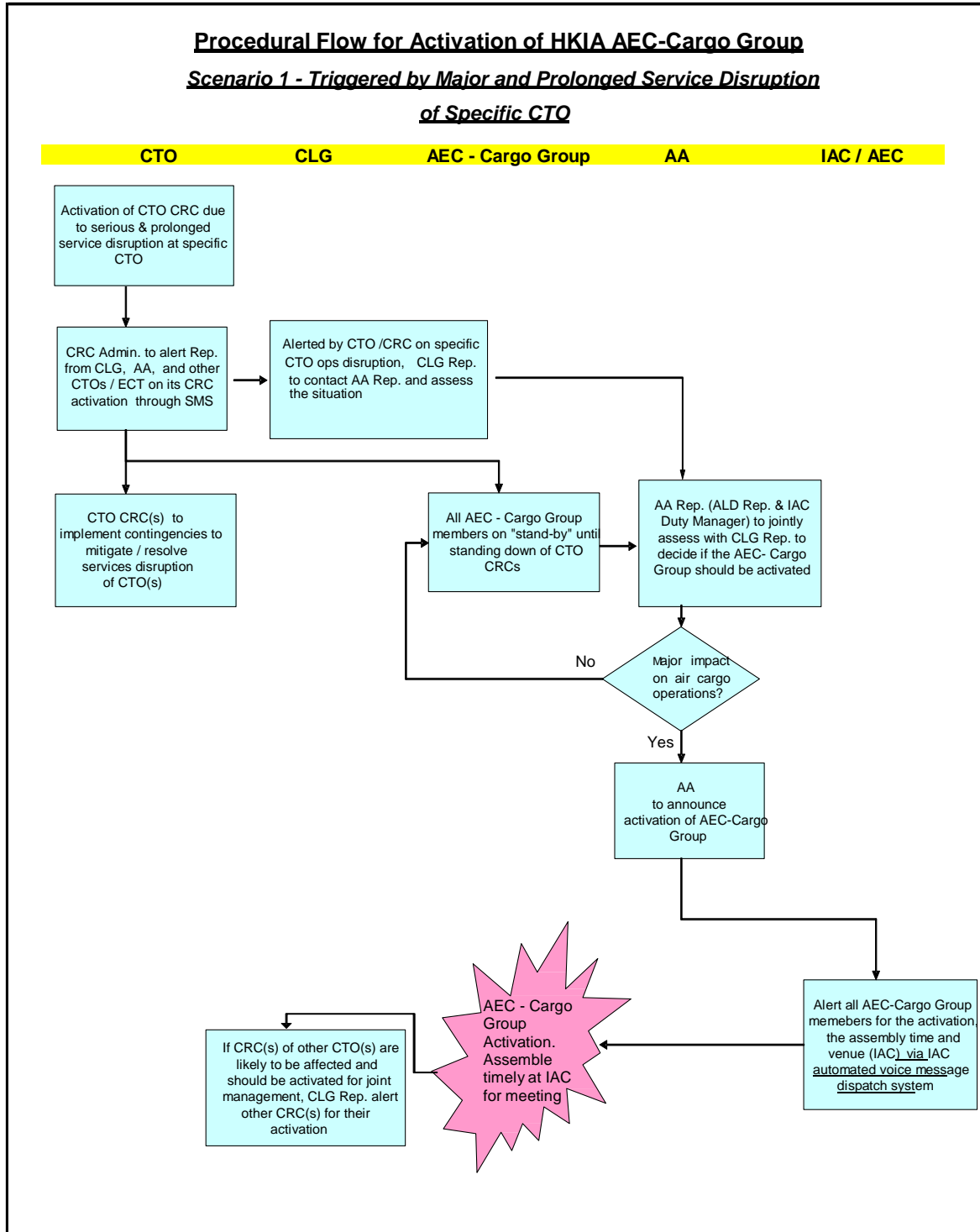
- 4.1** To mitigate and resolve impacts in cargo operations, the Group may mobilise contingency measures such as:
- (a) Activation of contingency area in the apron for temporary staging of non- urgent cargo / empty airline ULDs for RHOs/CTOs such as:
 - Designated GSE area in the cargo and passenger apron; or/and
 - Other airfield area designated by Airport Duty Manager;
 - (b) Vacation of designated freighter parking bay(s) at cargo apron if required and approved by AA Apron Control for:
 - Provision of additional area for contingency staging of cargo/empty ULDs;
 - Provision of contingency area for temporary extension of “interface” area to facilitate inbound/outbound units handover between CTOs and RHOs.

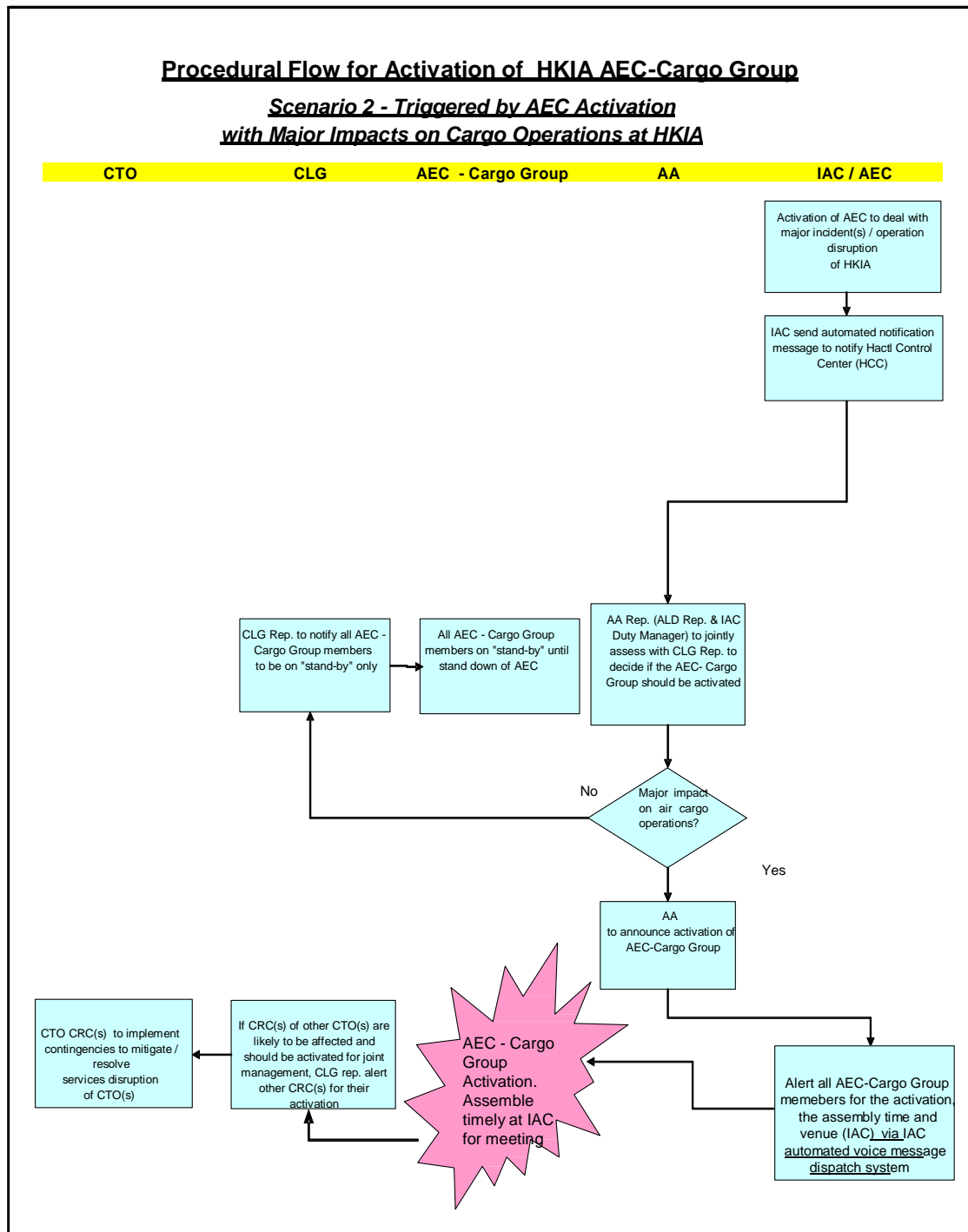
- (c) To optimise utilization of airside staging area / GSE, RHOs/CTOs are required to jointly implement “just-in-time” inbound/outbound units transfer as below:
- Export cargo units for freighters (except for 1st batch of 8 ULDs in accordance with loading plan) is not to be dispatched from CTOs until concerned aircraft of short turnaround flight has touched down;
 - Export cargo units for passenger flights will be dispatched from CTOs only for flights with ETD;
 - CTOs shall obtain the most updated flight information (e.g. ETA/ETD) through the Flight Information Display System (FIDS) or AEC via CTO representative at AEC. For long-stay aircraft e.g. aircraft staying overnight at HKIA, or those without confirmation by the concerned airline whether it's active and operational, cargo units regardless of passenger flight or freighter shall not be dispatched from CTOs.
 - Inbound ULDs shall be transferred into the cargo terminal immediately.
 - In the case that CTOs could not transfer the ULDs into the terminal immediately, import cargo/ULDs should not be staged at airside for more than a specified period after flight arrival as agreed at AEC - Cargo Group to avoid over-staging. Inbound cargo / ULD exceeding such standard from flight arrival must be immediately transferred into CTO to release the dolly resources.

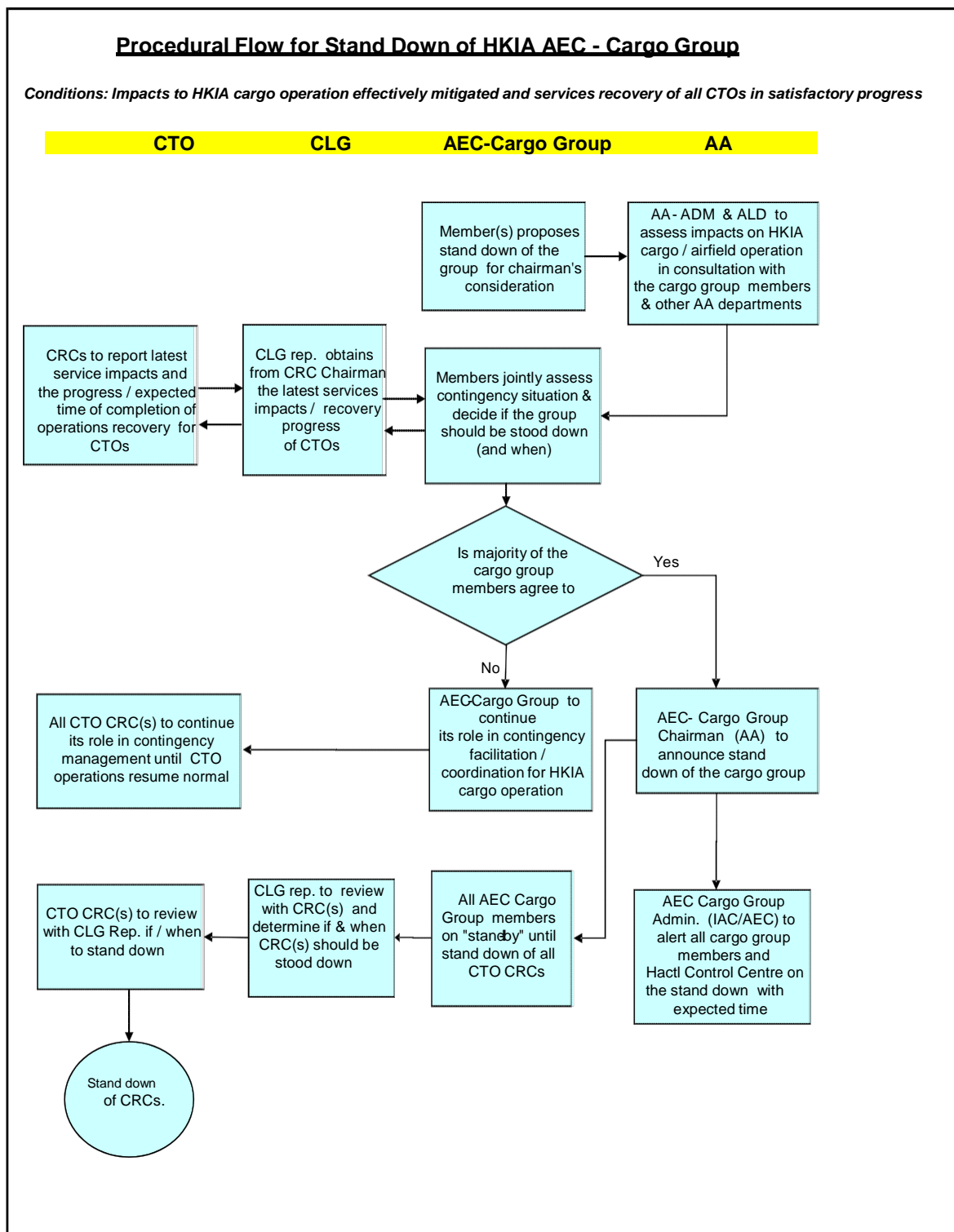
4.2 The activation of one or more of the above contingency measures is based upon the incident development and operation needs and to be jointly agreed by all members of the Group.

4.3 The HKIA Cargo Contingency Management Structure is in Attachment B.

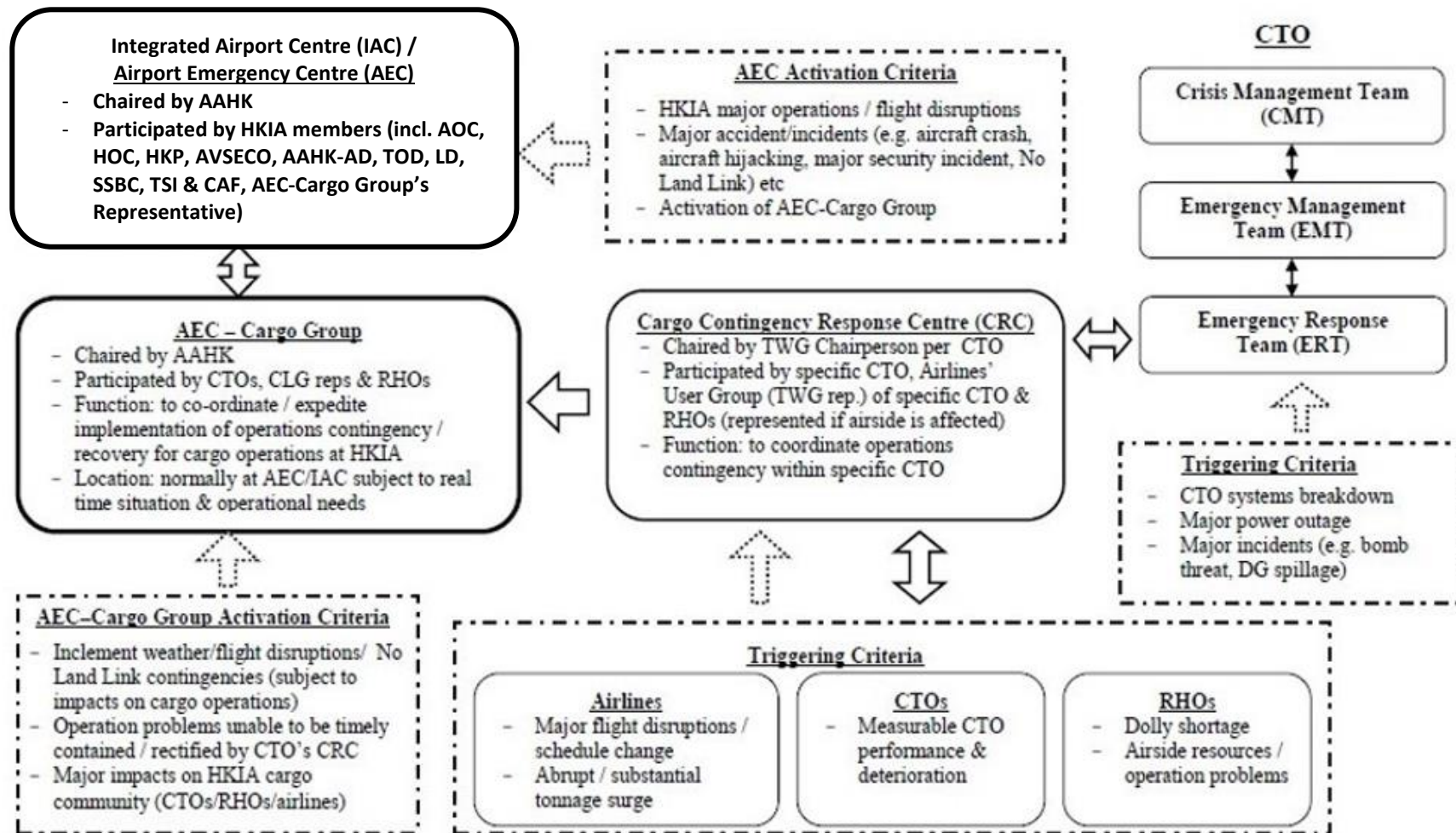
Attachment A – Flow Chart of AEC – Cargo Group Activation/ Stand Down







Attachment B – HKIA Cargo Contingency Management Structure



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