

**PART 14****LANDSIDE TRANSPORT EMERGENCIES****CONTENT**

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### GENERAL

#### 1. Introduction

- 1.1 Land transport is essential to maintain a normal traffic flow of air passengers, members of the public and airport staff between the urban area and Hong Kong International Airport (HKIA) at Chek Lap Kok Island. Generally the land transport involves two major land links:
  - **Airport Rail Link:** the Airport Express Line (AEL) services;
  - **Road Links:** the North Lantau Highway and Lantau Link (comprising Tsing Ma Bridge, Ma Wan Viaduct and Kap Shui Mun Bridge) connecting the urban area with Tsing Yi, North Lantau and the airport at CLK, and the Tuen Mun – Chek Lap Kok Tunnel Road connecting Tuen Mun with the Boundary Crossing Facilities (BCF), the North Lantau Highway and the airport at CLK.
- 1.2 This Part sets out the responsibilities and responses of parties concerned in dealing with a prolonged disruption to the land public passenger transport connecting the airport during which the normal airport operations has been seriously affected.
- 1.3 The rail link can be seriously disrupted as a result of the followings:
  - (a) Train immobilized and unable to be pushed out;
  - (b) Track defect;
  - (c) Power supply failure and damage to overhead line equipment;
  - (d) Adverse weather;
  - (e) Flooding;
  - (f) Obstruction on track;
  - (g) General strike;
  - (h) Terrorism; and
  - (i) Bridge hit by vessel etc.
- 1.4 Disruption to the road link for a prolonged period can be caused by serious traffic accidents or unforeseen circumstances (e.g. terrorism).

#### 2. Contingency Strategies

- 2.1 The Transport and Logistics Bureau of the HKSAR Government established in 1998 contingency strategies in dealing with major traffic disruption on the land links serving the North Lantau and the airport under the following 3 scenarios.
  - ◆ **Major Airport Railway Disruption with Normal Road Access**
  - ◆ **Major Road Disruption with Rail Links in Operation**
  - ◆ **Total Closure of Land Links (i.e. No Land Link)**

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- 2.2 The general approach is that when the airport rail link is disrupted, the road based transports will be strengthened to help clear the traffic. Conversely, when the road link is disrupted, the AEL (Airport Express Line) and TCL (Tung Chung Line) services will be enhanced to provide additional capacity to keep the traffic from and to the airport moving. In the unlikely event that both the road and rail links are disrupted, the ferry services will be mobilized or enhanced.
- 2.3 Based on the strategies established, the Transport Department (TD) has developed a procedure on "Action Checklist on Emergency Transport Arrangements for Land Links to / from North-West Lantau and the Airport" and "Action Checklist on Emergency Public Passenger Transport Services in case of No Land Link to/from Lantau Island and Chek Lap Kok". The procedures of this Part are to tie in with Transport Department's procedure and largely relates to the management and control of traffic and transport on public roads within the purview of the Airport Authority. Since the contingency arrangement, especially that for "No Land Link" scenario, may not be able to meet the normal traffic demand, special attention will be given to the contingency arrangement for passengers stranded in the airport.

### 2.4 **Scenario A: Major Airport Railway Disruption with Normal Road Access**

According to Transport Department's procedures when a common track of the rail line is blocked, priority will be given to minimizing the disruption to the airport-bound passengers using the AEL. Depending on the location and extent of the disruption, a partial or total closure of the AEL might be needed. Contingency measures by MTRC include:

- (a) If only section of the track is disrupted, available bypass tracks will be used to maintain services as far as possible;
- (b) Emergency bus services will be mobilized to provide relief services for affected railway sections;
- (c) Relevant franchised bus operators will be requested to strengthen their services covering the affected railway sections.
- (d) Arrange to truck and deliver the ITCI baggage to the Destuffing Hall at the Airport.

### 2.5 **Scenario B: Major Road Disruption with Rail Links in Operation**

Depending on the extent of the disruption at both road links in para 1.1 of this Section, the following contingency measures will be implemented as and when required:

- (a) The use of railway services will be encouraged by providing sufficient feeder bus services;

- (b) The railway services will be strengthened;
- (c) Ferry services between Tuen Mun and Tung Chung will be strengthened;
- (d) Emergency ferry service between Tsuen Wan and Tung Chung will be provided if considered necessary;
- (e) Make the best use of available road space.

### 2.6 Scenario C: Total Closure of Land Links (i.e. No Land Link)

2.6.1 In accordance with Transport Department's procedures, if the North Lantau Highway / Lantau Link including the rail services and the Tuen Mun – Chek Lap Kok Tunnel Road have to be completely closed for reasons other than weather, Police will make decisions in light of its operational experience. For example, if there is either a potential threat or a clear and immediate threat to lives and properties, Police may consider to close the land links under Police Force Ordinance. In case of a dispute on the contingency arrangement, Permanent Secretary for Transport and Logistics Bureau will be consulted for the final decision. The brief procedures for a total closure and re-opening of the land links are outlined in Appendix 14A of this Part. If decision is made for total closure of Land Links (No Land Link), the Government will set up a High-level Command Centre (HLCC) for No Land Link to Airport and its key role is to give commands in mobilizing and to co-ordinate resources on the implementation of contingency measures and recovery as well as making high level and/or cross parties decisions.

2.6.2 In the event of a total loss of land links, passengers possessing valid travel documents landing Mainland China/ Macau may travel back to Hong Kong In-town via Hong Kong-Zhuhai-Macao Bridge (HZMB), for passengers without such documents, the only means of transport will be by sea transport, depending on sea surface condition due to inclement weather, etc. Contingency measures will include:

- (a) Existing ferry service between the following ferry connection points will be enhanced subject to availability of resources (vessels and manpower) and mutual agreement:
  - Tuen Mun and Tung Chung / Sha Lo Wan / Tai O
  - Central and Mui Wo
  - Central and Discovery Bay

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- (b) The following emergency ferry service will be mobilized between: Tung Chung / Disney Resort Pier and Tsuen Wan; SkyPier Terminal and Central, Tuen Mun.
- (c) Bus services to and from ferry connection points at Tung Chung, Discovery Bay and Mui Wo will be enhanced subject to availability of resources;
- (d) Part of the airport bus services will be truncated at the ferry connection points at Tuen Mun, Tsuen Wan and Central.
- (e) Special coach services between Passenger Terminal Building and SkyPier Terminal will be mobilized.
- (f) A schematic diagram indicating contingency measures under No Land Link is shown in Appendix 14B of this Part.
- (g) The Ferry Procedures for passengers and Airport staff is outlined in Appendix 14C of this Part.
- (h) Vehicle ferries and flat top barges will be mobilized for transport of airport provisions and cargo. The Airport Provisions and Cargo Alternative Routeing Plan is outlined in Appendix 14D of this Part.

2.6.3 It is important to realize that the enhanced normal and emergency ferry services will be highly constrained by total no. of vessels readily available for mobilization, capacities of the pier facilities at the ferry piers concerned and availability of staff members. The emergency ferry service is estimated to take at least 2 hours to mobilize. There are also limited facilities to facilitate baggage handling for air passengers when using normal ferry services at Central, Tuen Mun, Tsuen Wan, Tung Chung, Mui Wo and Discovery Bay. With these constraints, aggregate capacity of emergency and normal ferry services for the airport users (air passengers, airport staff and members of the public) is likely to fall short of the capacity required to meet the peak hour demands.

- 2.6.4 The following will be arranged to prioritize usage of the ferry services:
- (a) SkyPier Terminal is primarily for air passengers and air crew.
  - (b) Airport Staff and Lantau residents to use ferry piers at Tung Chung, Discovery Bay and Mui Wo.
  - (c) Flight Rescheduling Control Regime may be implemented to streamline flight operations and to avoid overwhelming

the limited passenger and cargo capacities made available by the alternate transportation modes.

- 2.6.5 Airport-located business partners will be advised to implement special business continuity strategies such as staggered working hours, flexi-hours, work-from-home, activate their company off-Lantau Island fallback sites, etc. in order to help minimize the transportation requirement of non-front line staff needing to come to the Airport, as well as “flatten-down” peak rush hour spikes on transportation demands.

### **3. Preparation Prior to Activation of No Land Link Contingency Plans - Pre-NLL Actions**

- 3.1 In any of the above scenarios, disruption on airport operations would be encountered at the early stage upon occurrence of major transportation disorders. Immediate response measures are identified to reduce initial impact, and preparations to be in place to facilitate the possible activation of No-Land-Link contingency plan upon Government’s instruction. Based on initial assessment of the severity of situation, a two-stage approach may be adopted.

- 3.1.1 Stage one - Incident occurred e.g. alarm activated with unknown impact and checking time.

- (a) A direct link from the impact detection system for the Kap Shui Mun Bridge and the airport control centre has been installed at Integrated Airport Centre (IAC) for immediate alert upon crash incident.
- (b) AAHK to alert AOC/airlines and their GHA's at the first instance so that all concerned will be fully informed of the situation, while at the same time liaise with TD and/or MTRC to understand the situation and impact to the traffic to and from airport.
- (c) AOC, self-handled airlines and GHA to send representatives to Airport Emergency Centre (AEC) once activated to achieve integrated responses.
- (d) AAHK to notify subject cross-boundary vessel operators of the incident, and alert them on potential needs to mobilize high speed ferries as passenger transportation contingency.
- (e) If it is railway disruption, MTRC to mobilize feeder bus service to pick up passengers stranded in the train from the incident location to and from the nearby connection points.

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- (f) AAHK will contact bus operators on potential needs of shuttle services to convey arrival and departure passenger among Passenger Terminal Building (PTB), Asia World Expo (AWE) and SkyPier Terminal in case emergency passenger ferry services at SkyPier Terminal is activated.

3.1.2 Stage two – Closure is expected to last for over 2 hours.

- (a) AAHK to check with TD if they are going to mobilize ferry operators and bus operators for the following additional services as contingency arrangements:
- Enhance frequency of existing ferry service plying among Tuen Mun, Tung Chung, Sha Lo Wan and Tai O; and between Central and Discovery Bay.
  - Mobilize emergency ferry service between Tung Chung / Disneyland Resort Pier and Tsuen Wan.
  - Provide feeder bus service or truncated bus service to relieve traffic needs amongst airport and Tung Chung Pier, Mui Wo, Discovery Bay, and amongst Central Pier, Tuen Mun Pier and various MTR connection points in urban areas.
  - Confirm with TD their issuance of publicity about these contingency public passenger transport services including enhanced frequency of existing bus and ferry services, and operations of emergency bus and ferry services.
- (b) AAHK to check with MTRC the readiness of providing shuttle services between T1 and AWE.
- (c) AAHK will notify SkyPier Terminal Ferry Handling Agent (FHA) the possibility that SkyPier Terminal will be used for the transfer of passengers and air crew members as an emergency contingency arrangement. AAHK will also request cross-boundary ferry operators to prepare to suspend all cross boundary ferry services and mobilize high speed ferry to support emergency ferry service at SkyPier Terminal to and from Central and Tuen Mun.
- (d) AAHK to check with TD, MD the readiness of Tuen Mun Ferry Terminal and Central Piers in case of Government activation of No Land Link Contingency Plan.
- (e) Coordinate amongst AAHK, AOC, airlines, RHOs, GHAs on possible flight consolidation, delay and cancellation. Airlines to inform passengers on relevant updated information.

- (f) AAHK to coordinate with CAD for necessary flow control, diversion or check for start of regional flights before it is airborne to HKIA.

### 3.1.3 Stage three - HLCC activated the No Land Link (NLL) Contingency Plan

- (a) It might take up to 3 hours for HLCC and/or TD to reach a decision to activate the No Land Link contingency plan, after assessment of the situation, impact and chance of traffic services recovery.
- (b) HLCC to supervise and coordinate the transport contingency arrangements; to give command in order to mobilize resources; to report progress to Secretary for Transport and Logistics (STL) and other senior Government officials.
- (c) Upon HLCC's decision and activation of the No Land Link (NLL) Contingency Plan to provide additional emergency ferry services using SkyPier Terminal if required. **AAHK** and **TD** will arrange vessels respectively for services between SkyPier Terminal at HKIA and Central / Tuen Mun.
- (d) AAHK will closely coordinate with TLB and TD and observe directives and support of HLCC.
- (e) AAHK will also coordinate with TD – ETCC for latest transportation arrangement, public announcement and their mobilization of Central Piers operators and TMFP operator, and coordinate with MD for their mobilization of TMFT operator.
- (f) AAHK will liaise with the existing SkyPier Terminal ferry operators, via FHA to suspend all cross boundary ferry services and to mobilize emergency vessels for emergency ferry services, which TD will also mobilize MBTA to support the emergency ferry service.
- (g) AAHK will notify Immigration Department (ImmD) the activation of Contingency Plan, and request ferry operators to prepare required documents for submission to ImmD office at Terminal 1 HKIA, in order to obtain Permit-to-work i.e. No Objection Letter for crew. ImmD will issue no objection letter for Mainland ferry crew to work locally upon receipt of the documents required.
- (h) AAHK will run shuttles between SkyPier Terminal and terminals, set up emergency pick-up and drop-off points in

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| PTB, GTC, AWE and SkyPier Terminal; assist crowd control at these areas; and disseminate information to airport community.

- | (i) AAHK will assist berthing control at SkyPier Terminal

### 4. Communications and Coordination

- 4.1 A close communications and co-ordination are required amongst the parties concerned to ensure that concerned parties can respond to the emergency situation effectively and efficiently. At a strategic level, a close liaison amongst Transport and Logistics Bureau, Transport Department, MTRC and Airport Authority is important to decide on the contingency measures to be implemented. At an operational level, a close liaison is required amongst Transport Department, Highways Department, Police, Information Services Department, Fire Services Department, Airport Authority, MTRC and TMCA operator, TM-CLKT operator, bus and ferry operators concerned to implement the contingency plans, coordinate on the recovery and disseminate the information to the public.
- 4.2 In the event of a serious disruption to the airport railway (i.e. the AEL services), MTRC Chief Controller at the Operations Control Centre will initiate the emergency alert to parties concerned including Transport Department, Airport Authority, Police, TMCA operator, TM-CLKT operator and other transport operators.
- 4.3 In the event of a total disruption of the road link, Transport Department will initiate the emergency alert to parties concerned including the Airport Authority, Police, Fire Services Department, MTRC and transport operators concerned. Transport Department will decide to activate the Emergency Transport Co-ordination Centre (ETCC) to closely monitor and co-ordinate on the recovery and contingency measures, develop the emergency transport arrangements with the Airport Authority, MTRC and transport operators where necessary and keep the public informed of the latest transport arrangements and development.
- 4.4 In the event of a total closure of all land links (i.e. No Land Link), apart from activation of Emergency Transport Co-ordination Centre (ETCC) by Transport Department, the Transport and Logistics Bureau will decide to activate a committee chaired by the Permanent Secretary for the Transport and Logistics Bureau, Transport Department to overall monitor and co-ordinate on the implementation of contingency measures and the recovery.

### 5. Airport Authority Airport Emergency Centre (AEC)

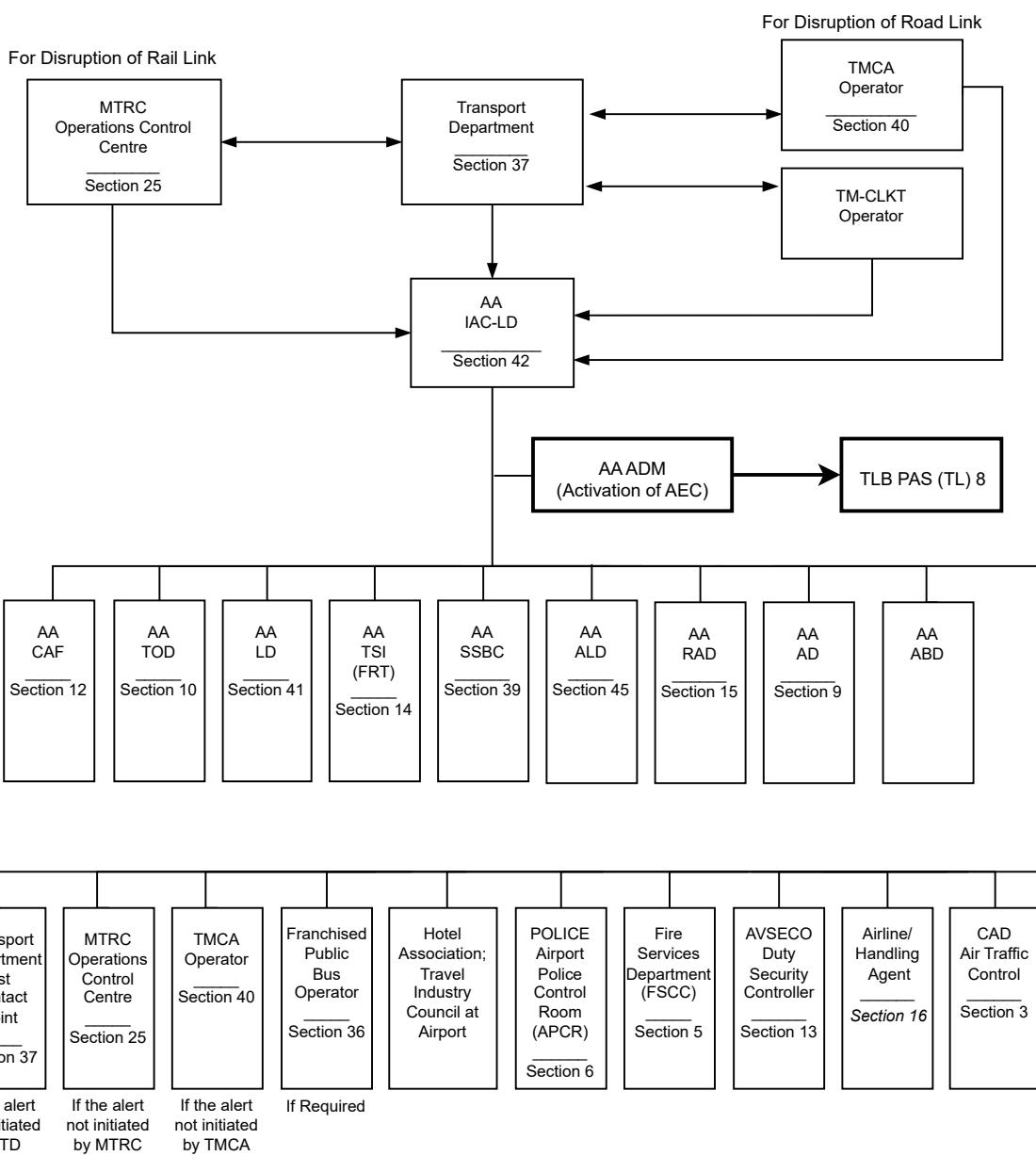
- 5.1. The Airport Emergency Centre will be activated by AA Airport Duty Manager after consulting with AA Airport Management, for coordination of responses, and communicate with the Transport & Logistics Bureau (TLB) and the Transport Department (TD) on status update.
- 5.2. Upon the notification by TD ETCC of the traffic condition, AEC will coordinate with ETCC; in parallel, ADM will alert PAS(TL)8 of TLB.
- 5.3. The Airport Emergency Centre, connected to the Integrated Airport Centre and located adjacent to Airport Gate 1 (Grid reference K30 on page 2-3 in Section 2 of Part 10A), will be activated to function as central point of command and coordination for Airport Authority, airlines, Government Departments and airport operators to minimize the airport disruption, facilitate the emergency responses and rapid restoration of the airport back to normal operations.
- 5.4. The Airport Emergency Centre will be staffed by AA Airport Duty Manager, who will take on the role as AEC Manager. He will be responsible for management, staffing and communications of the Airport Emergency Centre (*see Section 39 of this Part*). The AA Executive Director, Airport Operations (or his deputy) will report to Airport Emergency Centre for an initial briefing and subsequently be based there as overall charge for the airport operations recovery. He will brief and maintain contact with the AA Chief Executive Officer (CEO) and Chief Operating Officer (COO). AA General Manager – Terminal Operations Department, will report to the Airport Emergency Centre for an initial briefing and subsequently oversee activities under Section 10. Operations of the Airport Emergency Centre will be supported as necessary by representatives of AVSECO, Police, Airline Operators Committee (AOC), Hong Kong Airline Service Providers Association (HASPA), AA Corporate Affairs Department, AA Technical Services Infrastructure Department, AA Terminal Operations Department, AA Landside Department and AA Airfield Department, AA APM & Baggage Department, AA Aviation Logistics Department, AA Retail and Advertising Department.
- 5.5. The Airport Emergency Centre is equipped with following systems:
  - Personal Computers with AA network access / internet / Email
  - Hotline to key Government Departments
  - Telephones / Facsimile
  - Wi-Fi wireless internet access
  - Terrestrial Trunked Radio system
  - Audio Conferencing System
  - Multimedia Video Wall Display
  - Closed Circuit Television System Monitors

- Flight Re-scheduling Control System display
  - Landing Sequence Display
  - Television
  - Photocopier / Printer
  - Airport Grid Maps
  - Emergency Procedures Manuals
  - HKIA Contact Directory
- 5.6 In the event the AEC could not perform its function, a backup AEC may be designated at an available location during emergencies by the Airport Duty Manager. Instead of full provision of AEC facilities, a mobile equipment kit would be deployed as far as possible including a laptop, telephone, a set of EPM to facilitate the communication and command.

### Landside Transport Emergencies Alerting

**Scenario A : Loss of Rail Links with Road Access Available**

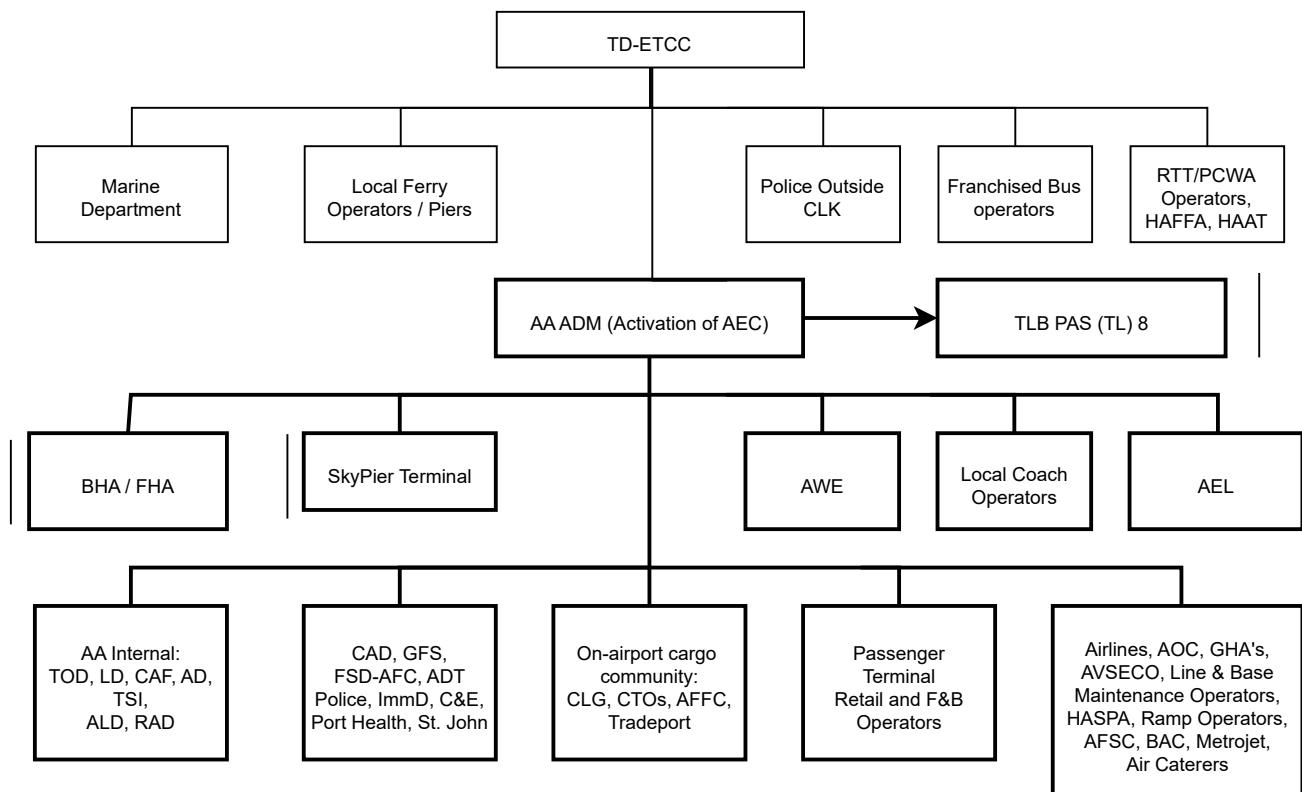
**Scenario B : Loss of Road Links with Rail Link Available**



**Scenario C : Stage One & Stage Two (Pre-NLL Plan)**

### Alert and Callout Chart

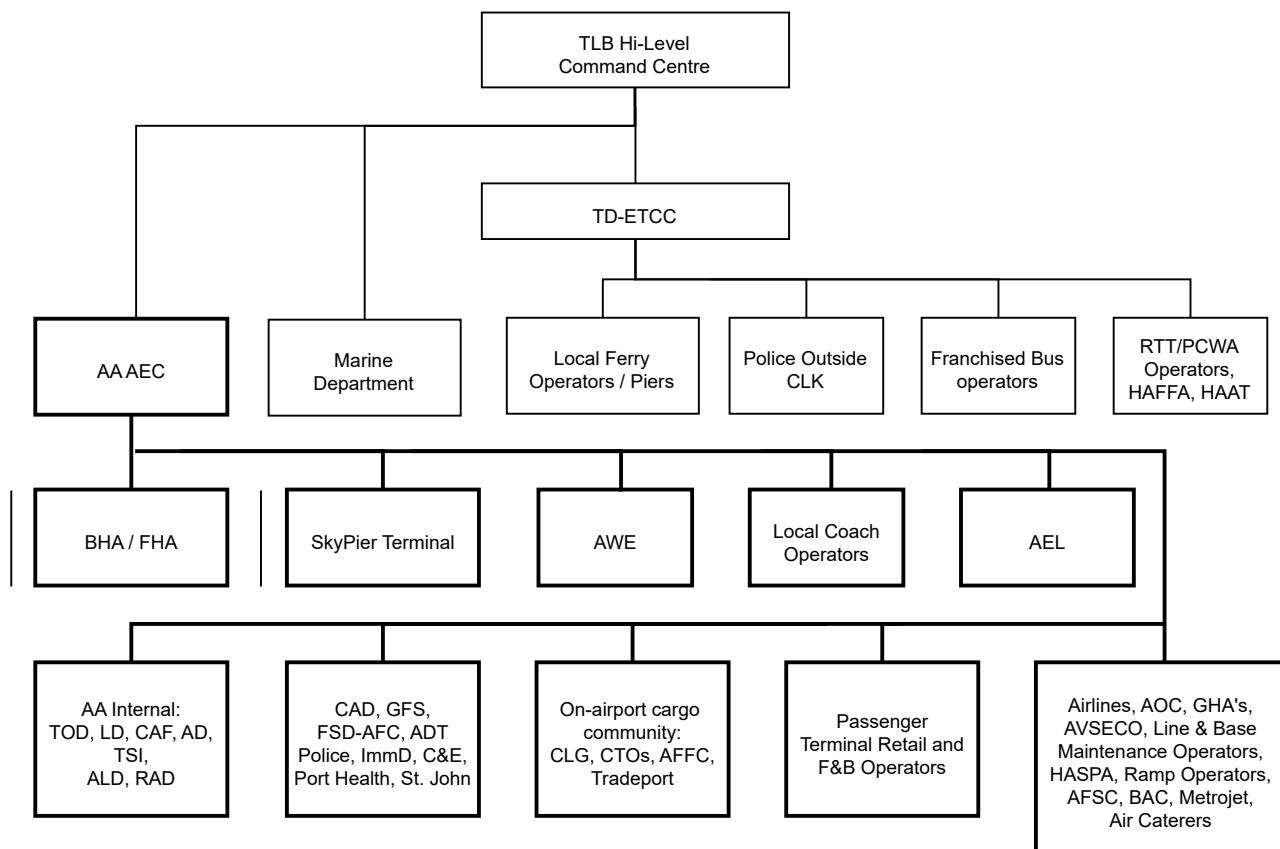
#### Pre-NLL Alerting Protocol



**Scenario C : Stage Three (HLCC activated the NLL Contingency Plan)**

## **Alert and Callout Chart**

### **Activation of NLL Plan**



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**CIVIL AVIATION DEPARTMENT  
(AIR TRAFFIC CONTROL)**

**RESPONSIBILITIES**

- Alerting inbound traffic

**Alerted by IAC-LD**

**Action by Air Traffic Control (ATC)**

1. Notify inbound flights of airport emergency status and any operational restrictions as advised by IAC-ACC, if applicable.
2. Upon notification from AA Airport Duty Manager that the Airport Emergency Centre (AEC) is activated, dispatch an officer to the AEC to act as liaison immediately.
3. Maintain close liaison with IAC-ACC on parking stands situation.

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## **FIRE SERVICES DEPARTMENT**

### **RESPONSIBILITIES**

- Rescue and fire fighting
- Ambulance services
- Co-ordination of casualty conveyance

**For an incident occurring on airport platform requiring the fire fighting and rescue services.**

**Alerted by IAC-LD**

**Action by Fire Services Department (FSD)**

1. Dispatch rescue and fire fighting resources to the scene.
2. Provide first-aid and pre-hospital treatment to casualties at the scene.
3. Convey medical team(s) to the scene as requested.
4. Convey casualties to hospitals.
5. Co-ordinate conveyance of casualties by helicopter / MTRC / sea vessels.

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## HONG KONG POLICE

### **RESPONSIBILITIES**

- Traffic management
- Crowd management
- Maintaining law and order
- Co-ordinating emergency services

#### **Alerted by IAC-LD**

#### **Action by Airport Police**

1. Dispatch duties to cordon and control access to any area(s) affected by the incident within the airport boundary.
2. Perform crowd management duties in the vicinity of any area(s) affected by the incident.
3. Perform crowd management duties at all transportation hubs and holding areas set up within the airport boundary.
4. Ensure the maintenance of law and order within the airport boundary.
5. In consultation with the AA and T NTS, implement the traffic control measures and road diversions if necessary.
6. Dispatch an officer to act as the Police Liaison Officer at the AEC.
7. Inform other Police formations which may be affected by the incident.
8. Maintain close liaison with the FSD concerning any rescue operations which may be necessary and the transportation of casualties if any to the hospital(s).

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**Section 9****AA AIRFIELD DEPARTMENT****RESPONSIBILITIES**

- Monitor the flight movement under NLL situations
- Liaise with the CAD and airlines' representatives on flight movement performance and recommend the activation of FRCS if necessary.

**Alerted by IAC-LD****1. Action by Airfield Duty Manager**

- 1.1 Upon notification from AA Airport Duty Manager that the Airport Emergency Centre (AEC) is activated, dispatch a representative to AEC to act as a liaison officer immediately (see Section 11 of this Part).
- 1.2 Access impact on flight movements and forecast the future hours impact under the total loss of land links scenario.
- 1.3 Coordinate with CAD and airlines' representatives on flight movement (including but not limited to the implementation of Air Traffic Flow Management procedures) and make recommendation on the activation of FRCS if deemed necessary.
- 1.4 Maintain a chronological log of events and actions taken.

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## AA TERMINAL OPERATIONS DEPARTMENT

### RESPONSIBILITIES

- Activate appropriate emergency plans
- Handling of stranded passengers

#### Altered by IAC-LD

#### Action by Assistant Manager – Terminal Operation

##### 1. Major Airport Railway Disruption with Normal Road Access

- 1.1 If the concerned railway incident occurs within airport island (due to an immobilised train, train fire, derailment, train collision, power failure, track defect etc), MTRC will dispatch emergency buses to serve the affected stations, and arrange for agent to truck and deliver the ITCI baggage to the Destuffing Hall via Departures Kerb and AEL platform (Ref. TLPM/028, TLPM/032). Proceed with the following actions:
  - 1.1.1 Assign check-in counters to MTRC for the reception of stranded ITCI baggage and co-ordinate with Operator of Baggage Handling System (BHS) and MTRC Operations Control Centre (OCC) to minimise disruption to terminal operations.
  - 1.1.2 Assign additional Terminal Operations Department duty staff at kerbside of PTB to facilitate the reception of passengers offloaded from taxis, coaches, private cars, public franchised buses and emergency shuttle buses deployed by MTRC.
  - 1.1.3 In the event of expected surge in the baggage volume due to increased demand in road based transports and suspension of ITCI services, liaise with landside trolley contractor for provision of additional trolleys at kerbside of PTB and retrieval of trolleys at designated MTRC emergency shuttle pick-up point(s).
  - 1.1.4 Relay messages received from Transport Department

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regarding the updated public transport emergency status (e.g. "Amber Alert" / "Red Alert") to concerned parties of the airport.

- 1.1.5 Make public announcements within PTB to keep airport users updated of the incident and the arrangement of emergency public passenger transports.
- 1.1.6 Establish bulletin boards (including LED display board at Arrivals Hall, etc) and signage in strategic locations within PTB to provide information and directional assistance to passengers and other airport users regarding the arrangement of emergency public passenger transports.

### 2. Major Road Disruption with Railways in Operation

- 2.1 Liaise with landside trolley contractor to provide additional trolleys at AEL Arrival Platform and designated public transport off-loading points especially for buses from Tung Chung MTR Station.
- 2.2 Relay messages received from Transport Department regarding the updated public transport emergency status (e.g. "Amber Alert" / "Red Alert") to concerned parties of the airport.
- 2.3 Make public announcements within PTB to keep airport users updated of the incident and the arrangement of emergency public passenger transports.
- 2.4 Establish bulletin boards (including LED display board at Arrivals Hall, etc) and signage in strategic locations within PTB to provide information and directional assistance to passengers and other airport users regarding the arrangement of emergency public passenger transports.

### 3. Total Closure of Land Links (i.e. No Land Link)

- 3.1 Activate Terminal Operations Department internal emergency plan for orderly evacuation of the stranded passengers in PTB.
- 3.2 Relay messages received from Transport Department regarding the updated public transport emergency status (e.g. "Amber Alert" / "Red Alert") to parties concerned of the airport.
- 3.3 Make public announcements within PTB to keep airport users updated of the incident and the arrangement of emergency public passenger transports.
- 3.4 Establish bulletin boards (including LED display board at Arrival

## Section 10

Hall, etc) and signage in strategic locations within PTB to provide information and directional assistance to passengers and other airport users regarding arrangement of emergency public passenger transports.

- 3.5 Look after the needs of stranded air passengers at PTB. Seek for crowd management assistance from the Police and AVSECO as and when required. Assess the need to activate “Passenger Care Team” (PCT) and advise General Manager – Terminal Operations accordingly.
- 3.6 Closely monitor the situation of flight movements. Liaise with airlines / handling agents on expected flight delays and other operational impacts likely to be developed due to traffic disruption. Implement contingency measures to minimise impacts on airport operations.

**Landside Transport  
Emergencies  
Section 10**

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**AA AIRPORT EMERGENCY CENTRE (AEC)**

(Tel : 2182 0088 Fax : 2182 9088)

**RESPONSIBILITIES**

- Off-scene airport command, control and communication centre
- Coordination and dissemination of information to and from all responders
- Coordination of welfare to passengers and other affected person(s)
- Coordination of joint Media Management Plan of responding parties
- Coordination of the airport's Business Continuity Plans

**Representatives Present**

- AA Executive Director, Airport Operations (or his deputy)
- AA Airport Duty Manager
- AA General Manager – Terminal Operations
- AA General Manager – Landside
- AVSECO
- Police
- Airline Operators Committee (AOC)
- AA Corporate Affairs Department
- Hong Kong Airline Service Providers Association (HASPA)
- AA Technical Services Infrastructure Department
- AA Airfield Department
- AA APM & Baggage Department
- AA Terminal Operations Department
- AA Landside Department
- AA Aviation Logistics Department
- AA Retail and Advertising Department

**1. General Functions of AEC**

**1.1 Collation and Dissemination of Information**

- 1.1.1 Collate the latest situation reports received from the AEC representatives for a full comprehension of the incident such that appropriate contingency measures can be implemented.
- 1.1.2 Disseminate relevant information to the affected parties and coordinate with them for any necessary resources required to facilitate emergency responses.

## **1.2 Transportation**

- 1.2.1 Maintain a close communication with IAC-TOD and co-ordinate with parties concerned on any necessary traffic control and diversion within the airport island.

## **1.3 Passenger Terminal Operations**

- 1.3.1 Liaise closely with AOC and advise airlines / handling agents on any likely impacts of the incident to the normal airport operations.
- 1.3.2 Coordinate with IAC-TOD to closely monitor if airside congestion is developed in Passenger Terminal Building and assess the need for implementing contingency measures as required.

## **1.4 Access Control of Airport Emergency Centre**

- 1.4.1 Top prevent unauthorised access to AEC and segregate AEC from IAC, AVSECO would set up cordon line for registration by AEC Support Team.

## **1.5 Welfare of AA and Other Staff at AEC**

- 1.5.1 Look after the well being of the staff deployed at the AEC including catering and relief staff etc.

# **2. Roles and Responsibilities of AEC Representatives**

## **2.1 AA Executive Director, Airport Operations (or his deputy)**

- Responsible for managing and recovering the airport operations around the incident
- Responsible for providing regular updates to AA Chief Executive Officer (CEO) and Chief Operating Officer (COO).

## **2.2 Airport Duty Manager**

- Responsible for activation, management and operations of the AEC
- Communicate with TD for impact to airport and obtain traffic impact analysis under total loss of land link.
- Take on the role as AEC Manager (as outlined in Section 39 of this Part).

# Landside Transport Emergencies

## Section 11

- Responsible for alerting responding parties to send a representative to the AEC with the assistance of Terminals and Landside Duty Manager
- Brief the Airport Management Director as and when required the latest situation report

### 2.3 AA General Manager – Terminal Operations (see Section 10)

- Oversees activities under Section 10 and ensures the minimal disruption to normal Passenger Terminal / Landside operations.
- As a result of the incident, should there be considerable no. of stranded passengers within the PTB, consider the need to:
  - Initiate mobilization of “**Passenger Care Team**” to provide care and support to stranded passengers.
  - Initiate mobilization of St. John Ambulance’s standby first-aid team to the airport to cater for medical needs of stranded passengers if required.
  - Activate contingency procedures to deal with Taiwan / China bound passengers if required.

### 2.4 AA General Manager – Landside

- Oversees landside activities and ensure minimal disruption to normal operations.
- Liaise with MTRC for possible service extension of the Airport Express trains services if required

### 2.5 AVSECO

- Act as liaison between AEC and AVSECO Duty Security Manager on the airport security situation updates
- In consultation with AA Terminals and Landside Duty Manager, implement and reinforce crowd control measures as required.

### 2.6 Police (See Section 6)

- Act as liaison between AEC, APCR and Police officers at scene on updates of the latest traffic situation on the airport island
- In consultation with AA Terminals and Landside Duty Manager, implement and reinforce crowd control measures as required.

### 2.7 Airline Operators Committee (AOC)

- Act as liaison between the AEC and AOC members including all airline operators and ground operators.
- Timely disseminate information posted at AEC to AOC members

# Landside Transport Emergencies

## Section 11

- Act as the authority to make decisions and co-ordinate on behalf of AOC members on factors affecting normal airport operations.
- Implement measures to minimize the disruption to normal airport operations.
- Ensure welfare of stranded passengers if any.

### 2.8 AA Corporate Affairs Department (See Section 12)

- Act as liaison between Airport Authority, Information Services Department and the press media.
- Prepare and issue press statements.
- Handle and manage press enquiries.

### 2.9 Hong Kong Airline Service Providers Association (HASPA)

- Act as liaison between the AEC and HASPA members including Ramp Handling Licensee / Line Maintenance Franchisee / Into-plane Fueling Franchisee / Cargo Terminal Operators / Aircraft Caterers.

### 2.10 AA Technical Services Infrastructure Department

- Act as liaison between the AEC and Fault Response Team (FRT) on airport maintenance activities.

### 2.11 AA Airfield Department

- Act as liaison between the AEC, IAC-ACC and other airfield operational areas.

### 2.12 AA Terminal Operations Department

- Act as liaison between the AEC, IAC-TOD and other passenger terminal operational areas.

### 2.13 AA Landside Department

- Act as liaison between the AEC, IAC-LD and other passenger landside operational areas.

### 2.14 AA APM & Baggage Department

- Act as liaison between the AEC, IAC-ABD and other APM and Baggage operational areas.

**2.15 AA Aviation Logistics Department**

- Act as liaison between the AEC and On-airport cargo community, air caterers and other related aviation service operators on aviation logistics activities.

**2.16 AA Retail and Advertising Department**

- Act as liaison between the AEC and retailers/caterers on services and supplies in Passenger Terminal Building.

**Landside Transport  
Emergencies  
Section 11**

This page has nil content

**AA CORPORATE AFFAIRS DEPARTMENT**

**RESPONSIBILITIES**

- Handling media enquiries
- Preparation of press release

**Alerted by IAC-LD**

**Action taken by Assistant General Manager, Media & Communications**

1. Upon notification from AA Airport Duty Manager that the Airport Emergency Centre (AEC) is activated, dispatch a representative to the AEC to act as liaison immediately (*see Section 11 of this Part*).
2. Alert and liaise with Information Services Department on press releases to be issued.
3. Provide regular updates to the media with a copy to the Transport Department. All press statements must reflect an agreed position of the Government, the Airport Authority and involved organisations. They must be cleared with Chief Executive Officer (CEO) of the Airport Authority or the most senior AA representative present.
4. Answer all press enquiries.
5. Maintain a close liaison with airlines / handling agents. Arrange a timely dissemination of flight disruptions (if any) and relevant airport information to passengers and members of the public via AA corporate web-site.
6. Maintain a chronological log of events and actions taken.

**Landside Transport  
Emergencies  
Section 12**

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**AVIATION SECURITY COMPANY LTD.**

**RESPONSIBILITIES**

- **Liaison**
- **Crowd management and maintain order**
- **Control access to AEC**

**| Altered by:** IAC-LD

**Action by** AVSECO Duty Security Controller

1. Deploy an officer to the Airport Emergency Centre to act as liaison.
2. Instruct all duty staff to stand by.
3. Set up cordon line for registration to segregate AEC from IAC, and to prevent unauthorised access to the AEC.
4. Deploy personnel to the areas where crowds are developing to maintain order.
5. Maintain a chronological log of events and actions taken.

**Landside Transport  
Emergencies  
Section 13**

This page has nil content

**Section 14****AA TECHNICAL SERVICES INFRASTRUCTURE DEPARTMENT****RESPONSIBILITIES**

- Standby to support the activation of NLL Plan if necessary
- Provision of technical assistance as required

**Alerted by IAC-LD****1. Action by Fault Response Team (FRT)**

- 1.1 Record the alerting message.
- 1.2 Alert Assistant Manager, Fault Response and Superintendents, Fault Response.
- 1.3 Summon all duty shift staff to prepare for deployment as required.
- 1.4 Upon the activation of Airport Emergency Centre (AEC), dispatch a representative to AEC to act as liaison (see Section 11 of this Part).
- 1.5 Maintain a chronological log of events and actions taken.

**2. Action by Assistant Manager, Fault Response and Superintendents, Fault Response.**

- 2.1 Liaise with Maintenance Contractors and standby to provide technical assistance
- 2.2 Alert General Manager and Senior Managers of Technical Services Infrastructure Department
- 2.3 Maintain a chronological log of events and actions taken.

**Section 14**

This page has nil content

## **AA RETAIL AND ADVERTISING DEPARTMENT**

### **RESPONSIBILITIES**

- Coordination of retail and catering services and supplies in passenger terminals

**Alerted by** IAC-LD

**Action by** Assistant General Manager, Retail Portfolio

1. When the Airport Emergency Centre (AEC) is activated, deploy a representative to the AEC.
2. Liaise with terminals retailers and F&B operators on arrangement of available resources and extension of services.
3. Coordinate with terminals retailers and F&B operators when Cargo Alternative Routing Plan is activated.

**Landside Transport  
Emergencies  
Section 15**

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## **CARGO TERMINAL OPERATORS**

### **RESPONSIBILITIES**

- Coordination of airport cargo services with cargo operators in case of No Land Link

**Alerted by IAC-LD**

### **Action**

1. When the Airport Emergency Centre (AEC) is activated, deploy a representative to the AEC.
2. Coordinate with ALD when Cargo Alternative Routing Plan is activated.

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**Immigration Department**

**RESPONSIBILITIES**

- Immigration control
- Issue of No Objection Letter for vessels crew under NLL Contingency Plan

**Alerted by**      IAC-LD

**Action**

1. When the Airport Emergency Centre (AEC) is activated, deploy a representative to the AEC.
2. Coordinate with LD regarding the issue of No Objection Letter upon receipt of required documents, for Mainland ferry crew to work locally, for the additional emergency services to/from SkyPier Terminal after the activation of NLL Contingency Plan.

**Landside Transport  
Emergencies  
Section 23**

This page has nil content

**MASS TRANSIT RAILWAY CORPORATION**

**RESPONSIBILITIES**

- Alerting
- Activation and implementation of MTRC emergency plans
- Handle train incident with co-ordination of emergency services
- Disseminate information on level of services provided by MTRC
- Deployment of emergency bus services if required

**1. Major Airport Railway Disruption with Normal Road Access**

**Action by MTRC Chief Controller**

- 1.1 Immediately report the incident to FSD and Police if fire fighting and rescue services are required.
- 1.2 Alert the AA IAC-LD, Transport Department and Railways Branch of Electrical and Mechanical Services Department regarding:
  - Type and location of the incident;
  - Estimated number of affected train passengers;
  - Expected time of delay / suspension to the AEL services;
  - Whether or not ITCI operation is affected (for AA only).
- 1.3 Alert parties concerned of contingency measures implemented / to be implemented by MTRC.
- 1.4 Alert other public transport operators whose services are likely to be affected or whose relief services are likely to be required.
- 1.5 Initiate MTRC internal recovery plans and activation of emergency bus services with Public Omnibus Operators Association (POOA).
- 1.6 If the concerned railway incident occurs within airport island (due to immobilised train, train fire, derailment, train collision, power failure, track defect etc), take the following actions;
  - (a) Appoint a MTRC Incident Officer to deal with on-scene liaison and co-ordination with parties concerned.
  - (b) Co-ordinate with FSD, Police and AA Assistant Manager, Landside Services on necessary support to the rescue and fire fighting, conveyance of casualty, evacuation of train passengers

and service recovery as required.

(c) In the event that 'trackside emergency exit gate' will be used for evacuation of the train passengers on the airport island, arrange with AA Assistant Manager, Landside Services on followings:

- To agree a muster point outside railway reserve for the assembly of evacuees;
- To provide assistance at the muster point;
- To provide pick-up and drop-off points for MTRC emergency shuttle bus;
- To arrange a route for MTRC shuttle buses to run between the incident scene and GTC.

(d) Co-ordinate with Police and AA Assistant Manager, Landside Services to facilitate the access of MTRC personnel and vehicles to the incident scene for emergency repairs and incident investigation.

- 1.7 Provide signage or bulletin board at AEL Stations to advise train passengers of services affected, level of services maintained and arrangement of emergency transport if activated.
- 1.8 Inform the media of the incident and the emergency arrangements.
- 1.9 Inform all alerted parties when the incident is stood-down.
- 1.10 Maintain a chronological log of events and actions taken.

## **2. Major Road Disruption with Rail Links in Operation**

**Alerted by TMCA Operator or Transport Department**

**Action by MTRC Chief Controller**

- 2.1 Activate MTRC internal emergency and recovery plans.
- 2.2 Alert parties concerned of contingency measures implemented / to be implemented.
- 2.3 Upon request of Airport Duty Manager or the AEC (if it is activated), consider to enhance frequency/capacity of AEL services should large number of passengers and other airport users are stranded in the airport.
- 2.4 Upon request by Airport Duty Manager or the AEC (if it is activated), consider to extend AEL services beyond normal service hours.

MTRC will inform Transport Department of its decision on service extension.

- 2.5 Inform all alerted parties when the incident is stood-down.
- 2.6 Maintain a chronological log of events and actions taken.

### **3. Total Closure of Land Links (i.e. No Land Link)**

**Alerted by TMCA Operator or Transport Department**

**Action by MTRC Chief Controller**

- 3.1 Suspend AEL services and activate MTRC internal emergency and recovery plans.
- 3.2 Alert parties concerned of rail services suspension and contingency measures implemented / to be implemented.
- 3.3 Activate emergency bus services with Public Omnibus Operators Association (POOA) to transfer the stranded AEL passengers from Hong Kong Station to Central Ferry Pier for ferry services to Lantau.
- 3.4 If situation allows, continue to operate the rail services up to Tsing Yi Station from other stations.
- 3.5 Make public announcements and provide signages or bulletin boards at AEL Stations to advise the train passengers of services affected, level of services maintained and the arrangement of emergency transport if activated.
- 3.6 Coordinate with AA-LD if shuttle train services could be provided between T1 and AsiaWorld Expo (AWE).
- 3.7 Inform the media of the incident and the emergency arrangements.
- 3.8 Inform all alerted parties when the incident is stood-down.
- 3.9 Maintain a chronological log of events and actions taken.

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## PUBLIC BUS OPERATORS

### **RESPONSIBILITIES**

- Implementation of emergency plans
- Alerting parties concerned of bus service disruption / incident affecting normal operations
- Strengthening services to meet passenger needs as required
- Operate feed buses to rail stations as requested

### **1. Major Disruption of Airport Railway with Normal Road Access**

**Alerted by** MTRC or Transport Department

**Action by** Public Bus Operators

- 1.1 Activate internal emergency plan.
- 1.2 If Tung Chung Line (TCL) service remains operational, discuss with Transport Department and strengthen (if appropriate) bus services to meet additional demand of the passengers to transfer between Tung Chung MTR Station and the airport.
- 1.3 Discuss with Transport Department and strengthen (if appropriate) bus services covering the affected railway sections.
- 1.4 Maintain a chronological log of events and actions taken.

### **2. Major Road Disruption with Railways in Operation**

**Alerted by** TMCA Operator or Transport Department

**Action by** Public Bus Operators

- 2.1 Activate internal emergency and recovery plans (if appropriate).
- 2.2 Issue “Amber Alert” / “Red Alert” on bus services disruption to Transport Department, Airport Authority and other parties concerned regarding:
  - Nature of incident

- Location of incident
- Expected duration
- Services suspended
- Services maintained
- Relief transport services required

2.3 Maintain a chronological log of events and actions taken.

**Note:**

“Amber Alert” is an early warning in respect of an incident which can lead to a serious disruption of services. “Red Alert” is a warning to indicate that a serious disruption has continued or is expected to continue for over 20 minutes and emergency transport support services from other public passenger transport operators are required.

**3. Total Closure of Land Links (i.e. No Land Link)**

**Alerted by TMCA Operator or Transport Department**

**Action by Public Bus Operators**

- 3.1 Activate internal emergency and recovery plans (if appropriate).
- 3.2 In consultation with Transport Department, re-deploy airport buses (“A” & “E” routes) to truncate at the following ferry connection points:
  - Central Ferry Pier;
  - Tsuen Wan Ferry Pier;
  - Tuen Mun Ferry Pier or Tuen Mun Ferry Terminal;
- 3.3 Subject to availability of resources (buses and manpower), enhance services between the airport and following ferry connection points on Lantau:
  - Discovery Bay Ferry Pier;
  - Mui Wo Ferry Pier;
  - Tung Chung Ferry Pier;
- 3.4 Maintain a close liaison with the Transport Department and provide regular update of the latest services provided.
- 3.5 Upon advice of Transport Department or TMCA Operator that the road link resumes normal, re-deploy resources to resume the bus services and alert Transport Department, AA (via IAC-LD) and other parties concerned of services resumption.
- 3.6 Maintain a chronological log of events and actions taken.

**TRANSPORT DEPARTMENT /  
TRANSPORT & LOGISTICS BUREAU**

**RESPONSIBILITIES**

- Activating emergency plans
- Disseminating emergency messages / warnings.
- Co-ordinating emergency transport services with Government departments and transport operators concerned.
- Monitor adequacy / effectiveness of relief transport

**In the event of the following:**

- **Major Airport Rail Disruption with Normal Road Access**
- **Major Road Disruption with Railways in Operation**
- **Total Closure of Land Links (i.e. No Land Link)**

**Alerted by** TMCA Operator, TM-CLKT Operator, MTRC or Franchised Bus Operators

**1. Action by Transport Department**

- 1.1 Activate the Transport Department's internal emergency plans to handle the road traffic and public passenger transport emergencies.
- 1.2 Activate the Emergency Transport Co-ordination Centre (ETCC) to handle the road traffic and public passenger transport emergencies as and when required.
- 1.3 Disseminate the emergency messages / warnings and updated information to Airport Authority (via IAC-LD), Traffic Police, public transport, bridge and tunnel operators concerned.
- 1.4 Co-ordinate with the Police on road traffic and public passenger transport matters.
- 1.5 TD ETCC to closely liaise with the Police / TMCA operator / TM-CLKT operator / MTRCL, ferry, bus and RS operators and other relevant parties regarding the traffic situation
- 1.6 In conjunction with Police and Airport Authority, co-ordinate the implementation of emergency plans with public passenger

# Landside Transport Emergencies

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transport operators serving the airport including MTRC, buses and taxis as required.

- 1.7 Monitor overall adequacy and effectiveness of the relief transport services. Liaise with public passenger transport operators concerned to provide supplementary services as and when required.
- 1.8 Disseminate information to the public through Information Services Department (ISD) and Police Public Relations Branch (PPRB) on the road closures / traffic diversion / public passenger transport emergency measures.
- 1.9 In the event of a total closure of land links (i.e. no land link) :
  - (a) Liaise with ferry operators and transport operators concerned to strengthen existing ferry services concerned (subject to availability of resources), and activate if necessary emergency ferry services with truncation of bus services at the following ferry connection points :
    - Central Ferry Pier
    - Tuen Mun Ferry Pier
    - Tsuen Wan Ferry Pier
    - Mui Wo Ferry Pier
    - Discovery Bay Ferry Pier
    - Tung Chung Ferry Pier
  - (b) Closely monitor and co-ordinate with Police, ferry operators and bus operators on crowd control at designated ferry connection points if required.
- 1.10 Maintain a chronological log of events and actions taken.

### In the event of Total Closure of Land Links (i.e. No Land Link):

#### 2 Action by Transport and Logistics Bureau

- 2.1 Activate a committee chaired by the Permanent Secretary for the Transport and Logistics Bureau.
- 2.2 Arrange with parties concerned including Transport Department and TMCA Operator to resume Lantau Link as soon as possible.

**AA SAFETY, SECURITY AND BUSINESS CONTINUITY  
DEPARTMENT**

**RESPONSIBILITIES**

- Management & administrative support of Airport Emergency Centre

**Alerted by IAC-LD**

**Action by AEC Team Leader**

1. Proceed to the Airport Emergency Centre.
2. Alert respective AEC support staff to report to the AEC.
3. Activate the AA Safety, Security and Business Continuity Department's internal procedures on AEC operations.
4. Deploy the AEC support staff to perform duties in accordance with the AEC Operations Manual.

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**TSING MA MANAGEMENT LIMITED**

**RESPONSIBILITIES**

- Alerting
- Activating emergency plans
- Resuming traffic at TMCA as soon as possible

**In the event of the followings:**

- Major Airport Rail Disruption with Normal Road Access
- Major Road Disruption with Railways in Operation
- Total Closure of Land Links (i.e. No Land Link)

**Alerted by** Transport Department or MTRC

**Action by** TMCA Operator

1. Alert parties concerned of the traffic disruption.
2. Implement contingency traffic management measures in accordance with the contingency strategies and operating guidelines of variable message signs.
3. Arrange clearance of the incident scene and resumption of normal traffic at TMCA and on NLH as soon as possible.
4. Update the traffic situation at TMCA to Transport Department and Airport Authority (via IAC-LD).
5. Maintain a chronological log of events and actions taken.

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## AA LANDSIDE DEPARTMENT

### RESPONSIBILITIES

- Activate appropriate emergency plans
- Co-ordination of emergency services response
- Co-ordination of ground transport service providers
- Dissemination of information to airport community
- Handling of stranded passengers

**Alerted by** Mass Transit Railway Corporation (for disruption of the rail link);  
TMCA Operator (for disruption of the road link)  
TM-CLKT Operator (for disruption of the road link)  
TD – ETCC (for disruption of all land links in Pre-NLL Plan stage)  
IAC – LD

**Action by** Assistant Manager – Landside Services

#### 1. Major Airport Railway Disruption with Normal Road Access

- 1.1 If the concerned railway incident occurs within airport island, MTRC will dispatch emergency buses to serve the affected stations, and arrange for agent to truck and deliver the ITCI baggage to the Destuffing Hall via Departures Kerb and AEL platform (Ref. TLPM/028, TLPM032). Proceed with the following actions:
  - (a) AA Assistant Manager – Landside Services to act as AA Incident Co-ordinator for on-scene liaison and co-ordination with FSD, Police, and MTRC on fire fighting, rescue, evacuation of the train passengers and service recovery as required.
  - (b) If casualties are involved, provide assistance to facilitate the access and exit of emergency service personnel and vehicles to and from the accident scene and airport island.
  - (c) Facilitate the access of the MTRC emergency personnel and vehicles to the scene to effect emergency repairs and incident investigation as required.
- 1.2 In consultation with the MTRC Operations Control Centre (OCC), dispatch Landside Department duty staff to designated bus holding areas (i.e. at Car Park 1) to co-ordinate the reception of MTRC emergency shuttles and provide assistance to facilitate bus loading

/ unloading of the stranded train passengers. Control land traffic for facilitation if required.

- 1.3 Coordinate with TOD to assign check-in counters to MTRC for reception of stranded ITCI baggage and co-ordinate with Operator of Baggage Handling System (BHS) and MTRC Operations Control Centre (OCC) to minimise disruption to the terminal operations.
- 1.4 Deploy Landside Department duty staff at kerbside of PTB to facilitate the reception of passengers offloaded from taxis, coaches, private cars, public franchised buses and emergency shuttle buses deployed by MTRC.
- 1.5 If confirmed by MTRC Operations Control Centre (OCC) that Tung Chung Line (TCL) service remains operational, in consultation and agreement with Transport Department, liaise with franchised bus operators on provision of additional bus services to meet the demands of passengers requiring transfer between Tung Chung MTR Station and the airport.
- 1.6 Monitor closely the road traffic situation as demand for road based transports is expected to increase and use the Traffic Control Surveillance System (TCSS) to regulate traffic flow as necessary.
- 1.7 Relay messages received from Transport Department regarding updated public transport emergency status (e.g. "Amber Alert" / "Red Alert") to concerned parties of the airport.
- 1.8 Make public announcements within GTC to keep airport users updated of the incident and arrangement of emergency public passenger transports.
- 1.9 Establish bulletin boards and signage in strategic locations within GTC to provide information and directional assistance to passengers and other airport users regarding the arrangement of emergency public passenger transports.

## **2. Major Road Disruption with Railways in Operation**

- 2.1 Co-ordinate with MTRC Operations Control Centre (OCC) to increase in frequency and capacity of AEL services to cope with additional traffic demands if there is a large number of passengers stranded in the PTB / GTC.
- 2.2 In consultation with Transport Department, liaise with franchised bus operators for provision of additional bus services to meet with

expected surge in demand of transfer between Tung Chung MTR Station and the airport for passengers and airport staff.

- 2.3 Liaise with landside trolley contractor to provide additional trolleys at AEL Arrival Platform and designated public transport off-loading points especially for buses from Tung Chung MTR Station.
- 2.4 If required, dispatch Landside Department duty staff to designated bus and taxi drop off areas for management and traffic control of additional buses and taxis from Tung Chung MTR Station.
- 2.5 Relay messages received from Transport Department regarding the updated public transport emergency status (e.g. "Amber Alert" / "Red Alert") to parties concerned of the airport.
- 2.6 Make public announcements within GTC to keep airport users updated of the incident and arrangement of emergency public transports.
- 2.7 Establish bulletin boards (including LED display board at Arrivals Hall, etc) and signage in strategic locations within GTC to provide information and directional assistance to passengers and other airport users regarding the arrangement of emergency public transports.

### **3. Total Closure of Land Links (i.e. No Land Link)**

- 3.1 Upon the advice of Transport Department that emergency ferry service between Tung Chung / Disney Resort Pier and Tsuen Wan is to be activated and existing ferry services to Tung Chung, Sha Lo Wan, Tai O, Discovery Bay and Mui Wo are to be enhanced, liaise with public bus operators for provision of additional buses to transfer passengers between these ferry piers and the airport.
- 3.2 Co-ordinate with Police in the traffic control / diversion of affected landside areas on airport island to maintain an efficient traffic flow.
- 3.3 Liaise closely with landside trolley contractor to provide additional trolleys at the designated public transport drop-off points. Dispatch Landside Department duty staff there to monitor and regulate bus and taxi services.
- 3.4 Activate Landside Department internal emergency plan for orderly evacuation of the stranded passengers in public passenger transport termini to leave the airport.

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- 3.5 Relay messages received from Transport Department regarding the updated public transport emergency status (e.g. "Amber Alert" / "Red Alert") to parties concerned of the airport.
- 3.6 Make public announcements within GTC to keep airport users updated of the incident and arrangement of emergency public transports.
- 3.7 Establish bulletin boards and signage in strategic locations within GTC to provide information and directional assistance to passengers and other airport users regarding arrangement of emergency public transports.
4. Co-ordinate with Transport Department's Emergency Transport Coordination Centre (ETCC) (if it is activated under "No Road Link"), Tsing Ma Control Area (TMCA) Operator, Tuen Mun - Check Lap Kok Tunnel (TM-CLKT) Operator, MTRC Operations Control Centre (OCC/Tsing Yi) and TLB's committee chaired by the Permanent Secretary for Transport and Logistics (Transport) (if activated under "No Land Link") to closely monitor the latest situation on road traffic and public passenger transport services and contingency road traffic and public passenger transport measures implemented / to be implemented.
5. Closely monitor the situation of flight movements. Liaise with airlines / handling agents on expected flight delays and other operational impacts likely to be developed due to traffic disruption. Implement contingency measures to minimise impacts on airport operations as required.
6. Prepare the readiness of SkyPier Terminal and cross-boundary vessels, and arrange shuttle services among PTB, AWE and SkyPier Terminal. Liaise with MD and TD on their readiness of in town piers.
7. Maintain a chronological log of events and actions taken.

## AA INTEGRATED AIRPORT CENTRE

### RESPONSIBILITIES

- Alerting
- Dissemination of information to airport community
- Maintain an Incident Log

**Alerted by** Mass Transit Railway Corporation (for disruption of the rail link)  
TMCA Operator (for disruption of the road link)  
TM-CLKT Operator (for disruption of the road link)  
TD – ETCC (for disruption of all land links in Pre-NLL Plan stage)  
TLB – Hi-Level Command Centre (for NLL Contingency Plan activation)

#### 1. Action by IAC- LD

- 1.1 Alert organisations as per the alerting chart in Section 2.
- 1.2 Also notify the following AA management members:
  - Airport Duty Manager
  - Executive Director, Airport Operations
  - Deputy Director, Airport Operations
  - General Manager – Terminal Operations
  - General Manager – Landside
  - General Manager – Safety, Security & Business Continuity
  - General Manager – Airfield
  - General Manager – APM & Baggage
  - General Manager – Aviation Logistics
  - General Manager – Retail and Advising
  - Assistant General Manager – Terminal Operation & Government Facilitation
  - Assistant General Manager – Passenger Services
  - Assistant General Manager – Estate Management
  - Assistant General Manager – Customer Service
  - Assistant General Manager – Landside Services
  - Assistant General Manager – Intermodal Connectivity
  - Assistant General Manager – Land Transport & Landscape
  - Assistant General Manager – Landside Infrastructure Management

1.4 Inform all alerted parties when the incident is stood-down.

1.5 Maintain a chronological log of events and actions taken.

## **2. Action by IAC-TOD**

2.1 Assist Airport Duty Manager to alert the following organisations to send a representative to the Airport Emergency Centre (AEC) to act as liaison:

- AVSECO
- Police
- Airline Operators Committee (AOC)
- AA Corporate Affairs Department
- Hong Kong Airline Service Providers Association (HASPA)
- AA Technical Services Infrastructure Department
- AA Airfield Department
- AA APM & Baggage Department
- AA Terminal Operations Department
- AA Landside Department
- AA Aviation Logistics Department
- AA Retail and Advertising Department

2.2 Maintain a chronological log of events and actions taken.

## AA AVIATION LOGISTICS DEPARTMENT

### RESPONSIBILITIES

- Coordination and monitoring of necessary actions taken by related ALD franchisees in case of No Land Link

**Alerted by IAC - LD**

### Action

1. When the Airport Emergency Centre (AEC) is activated, deploy a representative to the AEC.
2. Coordinate with CTOs and Air Caterers when Cargo Alternative Routing Plan is activated.

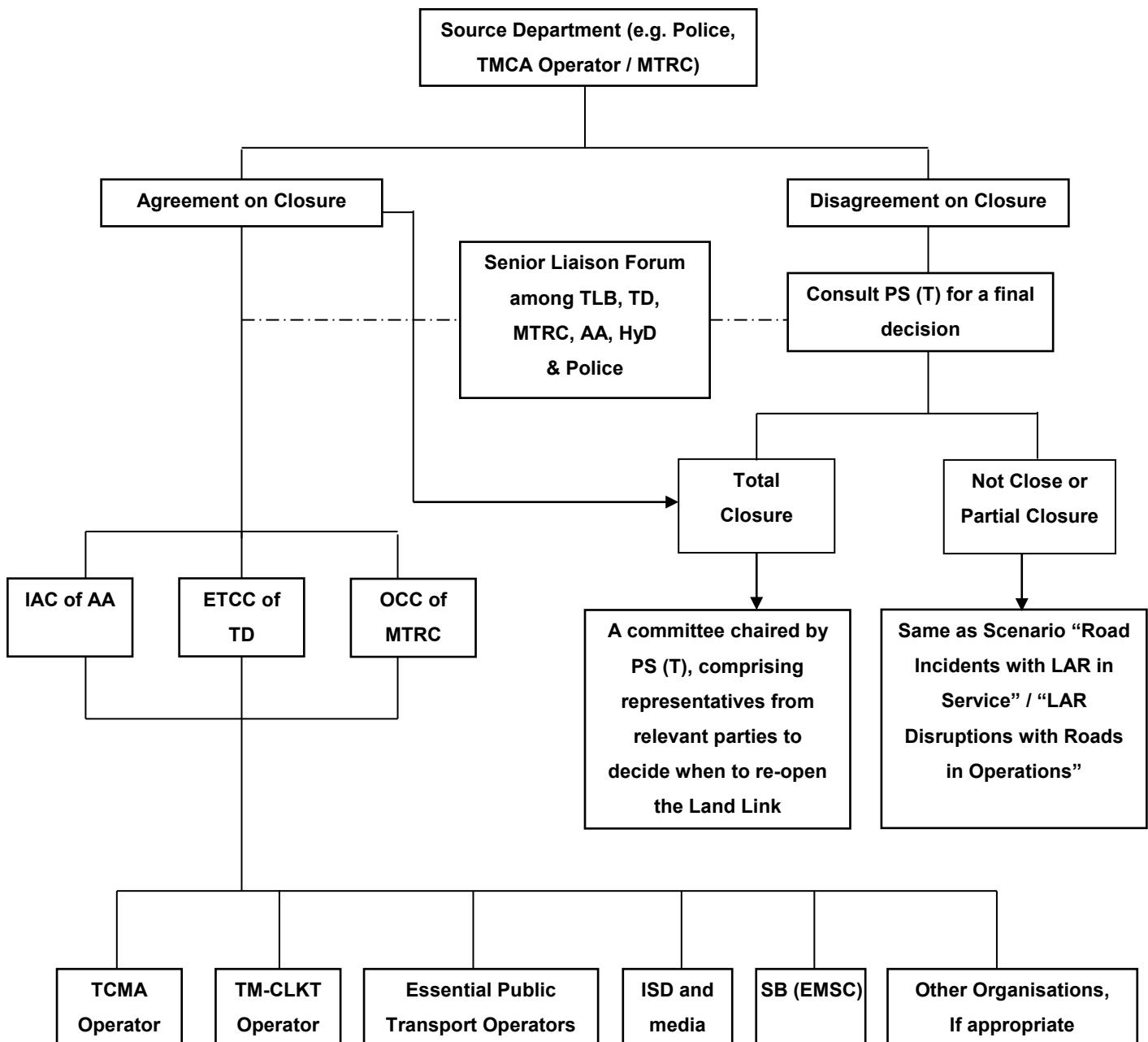
**Landside Transport  
Emergencies**  
**Section 45**

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# Landside Transport Emergencies

## Appendix 14A

### Co-ordination under Total Closure of Land Links (Not due to natural disaster or high wind)



Key:

|          |   |  |
|----------|---|--|
| OCC      | : | Operations Control Centre                                  |
| ETCC     | : | Emergency Transport Co-ordination Centre                   |
| IAC      | : | Integrated Airport Centre                                  |
| SB(EMSC) | : | Emergency Monitoring and Support Centre of Security Bureau |
| TMCA     | : | Tsing Ma Control Area                                      |
| TM-CLKT  | : | Tuen Mun – Chek Lap Kok Tunnel                             |
| ISD      | : | Information Services Department                            |
| HyD      | : | Highways Department  |

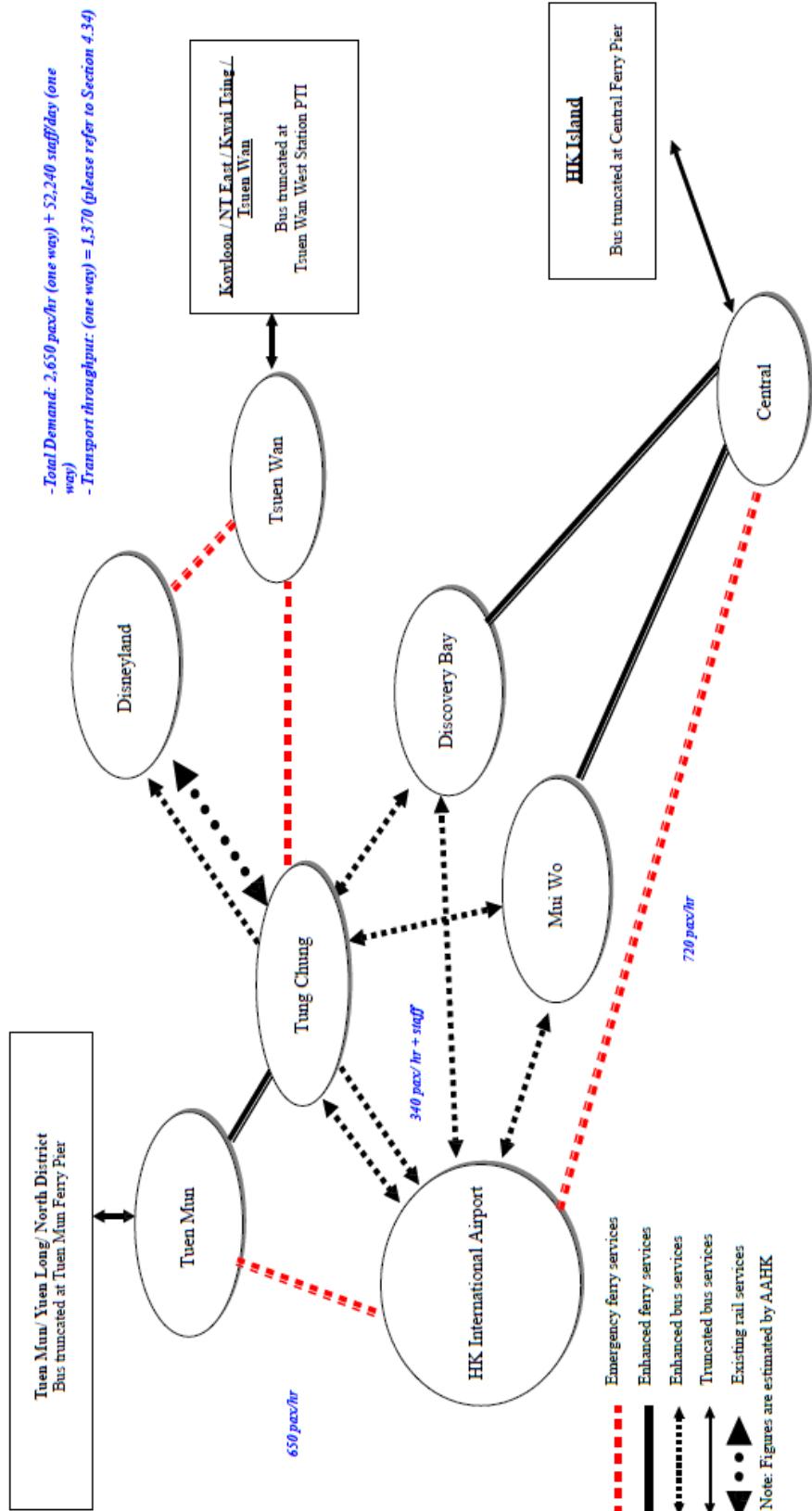
**Landside Transport  
Emergencies  
Appendix 14A**

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# Landside Transport Emergencies

## Appendix 14B

### Contingency Measures and Critical Transport Capacities under NLL Situation



**Landside Transport  
Emergencies  
Appendix 14B**

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## No Land Link Ferry Plan - Outline

### A. Introduction

#### 1.0 Background of the No Land Link Ferry Plan

1. The Government established in 1998 contingency strategies in dealing with major traffic disruption on the land links serving the North Lantau and the airport under the following 3 scenarios :
  - a. Major rail disruption with normal road access
  - b. Major road disruption with rail in operation
  - c. Total closure of land links - No Land Link (NLL)
2. Based upon the government strategies established, the Transport Department (TD) has developed a procedure on "Action Checklist on Emergency Transport Arrangements for Land Links to/ from North-West Lantau and the Airport" and "Action Checklist on Emergency Public Passenger Transport Services in case of No Land Link to/from Lantau Island and Chek Lap Kok".

#### 2.0 Aims of the No Land Link Ferry Plan

1. The HKIA no land link business continuity plans are to tie in with the TD's procedures and largely relates to the management and control of traffic and transport on public roads within the purview of the Airport Authority.
2. The no land link ferry plans are aimed at a total loss of land links between Lantau Island and the city, where the only means of transport will be by sea transport.

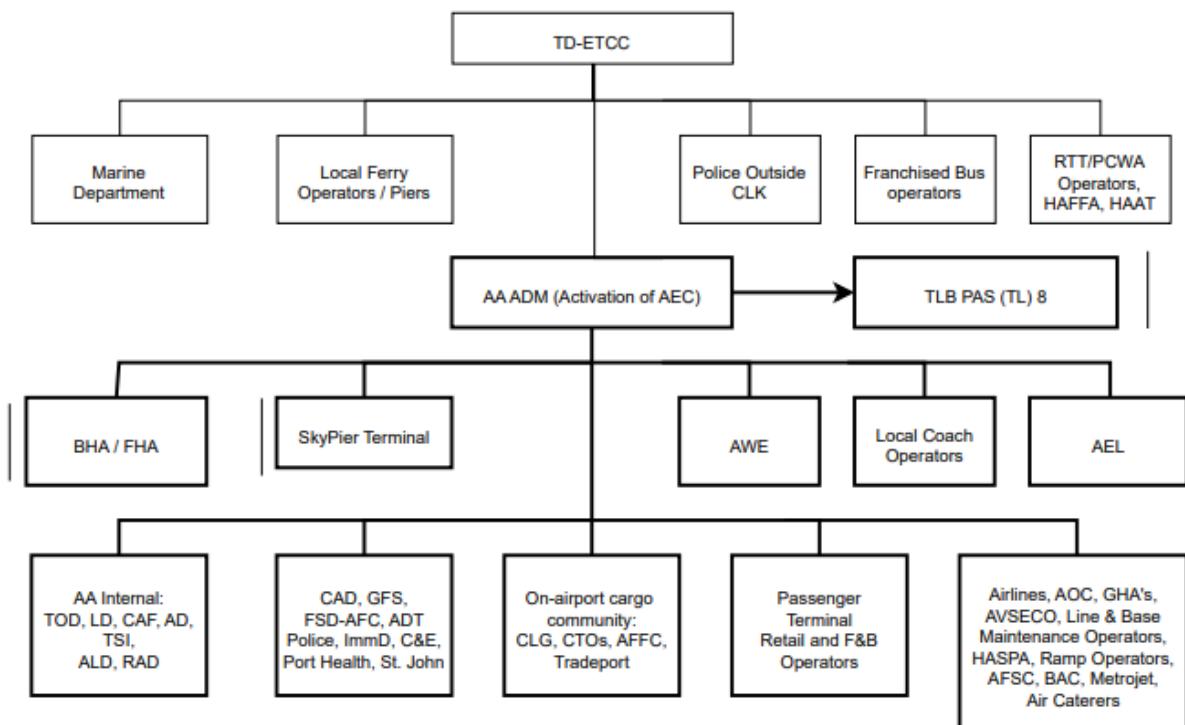
### B. Activation of the Ferry Plan and Piers Arrangement

- 1.0 Decision to activate the plan to be taken by the Government's High-level Command Centre (HLCC). HLCC will be led by Permanent Secretary (Transport) of TLB, with core membership including representatives from TLB, TD, MD, AA and MTRC. Its key role is to give command in order to mobilise resources. Discussions between TD and domestic ferry operators and MBTA indicate mobilization of domestic ferry services may take 2 hours at the soonest. Meanwhile mobilization of cross-boundary vessels and SkyPier Terminal readiness may take up to 3 hours.
- 2.0 The following will be arranged to handle passengers using vessels:
  1. SkyPier Terminal is primarily for air passengers and air crew members.

2. Staff and Tung Chung/Lantau residents to use Lantau ferries at Tung Chung, Discovery Bay and Mui Wo.
3. Cross-boundary type high-speed ferries (mobilized by AAHK) and Motor Boats & Tug Boats Association (MBTA) ferries (mobilized by Transport Department) will be used at the SkyPier Terminal.

### C. Alert and Callout Process

1. Upon decision to activate the no land link SkyPier Terminal ferry plan by HLCC, alerting procedures of relevant parties will be implemented as per the alert and callout chart below.
2. AA-AEC will be established and maintain coordination with HLCC and/or TD-ETCC.
3. AA-AEC/TD-ETCC/ HLCC to alert designated pier operators. AA-AEC alert and callout chart is as follow.

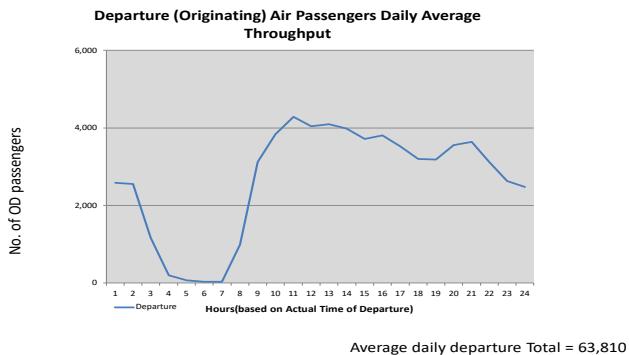


### D. Demands and Handling Capacity – Air Passengers and Air Crew Members

1. Some 1,370 pax/hr are expected to use SkyPier Terminal considering its coping capacity, and another about 330 passengers may take Lantau ferries.

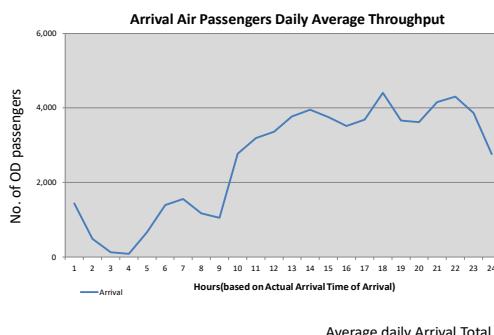
2. Arrival passengers will start to accumulate at a rate of approximately 3500/hr, assuming a 18-hour of busy time for a 24-hour operations. These numbers may be changed as passenger throughput increases.
3. Stranded passengers may reach up to 10,000 before sea operations can be fully implemented.
4. Departure passengers who are already at the Airport will not be affected whereas subsequent incoming passengers have to expect delay subject to implementation of the sea plan.
5. The following graphs show the passenger demand profiles over 24 hours on an average day for both passengers going to the airport and leaving the airport for downtown based on most recent throughput.

**Air Passengers Demand – Departure**



This air passenger demand profile will in all likelihood change upon a No Land Link situation. Passengers may choose to arrive onto the airport far in advance of their departure flight time which means the graph above may shift leftwards as passengers start their journey to the airport earlier.

**Air Passengers Demand – Arrival**

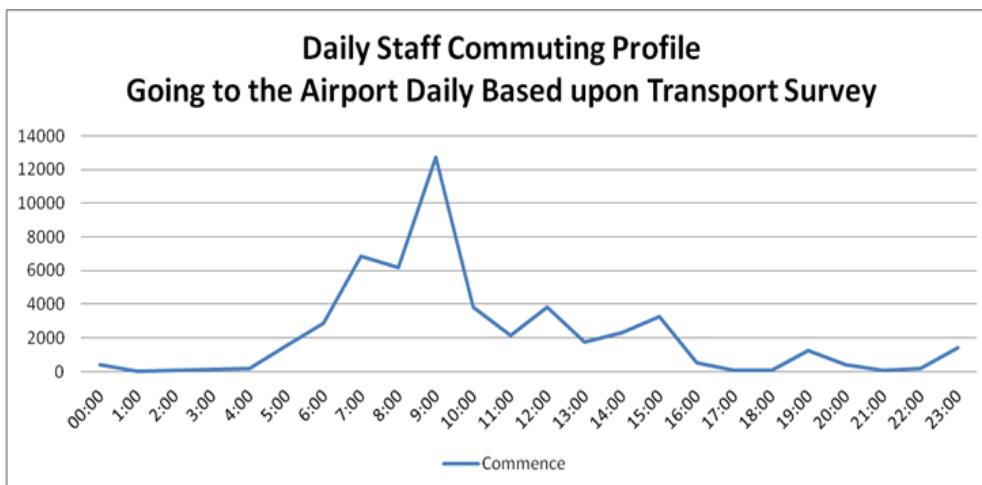


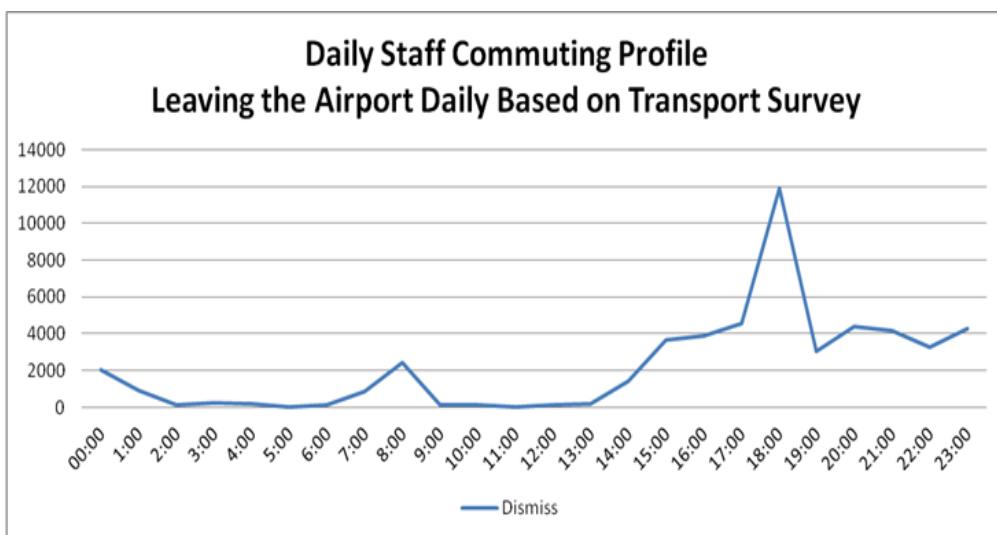
6. In addition, special attention needs to be focused on ensuring cockpit and cabin crews from the airlines are able to reach their designated hotels to start their mandatory rest periods as well as able to return to the airport in time to operate their subsequent flights.

7. Crews not able to report for duty on time will have a potential knock-on effect of increasing aircraft parking congestion with the finite number of parking stands.
8. If there is a significant number of aircraft without crew, then there will be a corresponding decrease in the availability of aircraft parking stands.
9. It may reach a point where arriving aircraft may be significantly delayed or diverted because of limited availability of aircraft parking.

#### **E. Demands- Airport Staff**

1. The Airport to remain operating normally has up to 65,300 airport workers commuting to and from their places of work on a daily basis.
2. These procedures will also address the approximately 65,300 staff working at the Airport; it is anticipated at least 52,240 trips (i.e. 104,480 for both ways) are commuted to / from the Airport per day. They are expected to take Lantau ferries thus enabling SkyPier Terminal to be dedicated for air passengers and air crew members only.
3. TD would work with local ferry operators to enhance Lantau ferry services to meet increased needs from airport staff.
4. The following graphs show the airport workers demand profiles over 24 hours of an average weekday for both coming to work and going off work; daily staff total (one way) 52,240 trips.





## F. Ferry Plan

### 1.0 Arrival Passenger / Staff Going Off-Airport Island Flow

1. SkyPier Terminal cross-boundary operations will be suspended after clearing the last sea-to-air/bridge-to-air and air-to-sea/air-to-bridge passenger at SkyPier Terminal and it will be converted to a local pier for No Land Link ferry operations.
2. With the berths available at SkyPier Terminal and an estimate of 10 nos. of vessels (each with capacity of around 220 to 300 passengers) including eight cross-boundary vessels and two local vessels to be arranged by AAHK and TD respectively to provide emergency ferry services, the anticipated throughput will be in the range of 1370 pax/hr, one way; see flow diagram below for each berth's routing.
3. AA and TD have an arrangement with Bonded Bus / Ferry Handling Agent (BHA / FHA) of SkyPier Terminal and the MBTA respectively for the following arrangement to ascertain the feasibility of the ferry plan execution:
  - a. AA mobilizes Turbojet, Chu Kong (CKS) and Cotai to deploy 8 vessels in total; and
  - b. TD mobilizes MBTA to deploy 2 vessels.
4. To enable cross-boundary vessels operators e.g. Chu Kong (CKS), TurboJet, Cotai etc. to provide the aforementioned service, the following are AA's action items:
  - a. Ensure those TurboJET, CKS and Cotai ferries mobilized for emergency use at the time are the cross-boundary vessels on the

# Landside Transport Emergencies

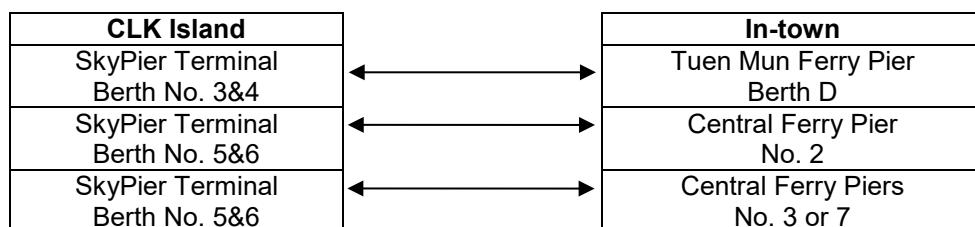
## Appendix 14C

Exemption Certificate granted by the HKSAR as stated in para B.7. of the NLL Plan – Overview; and

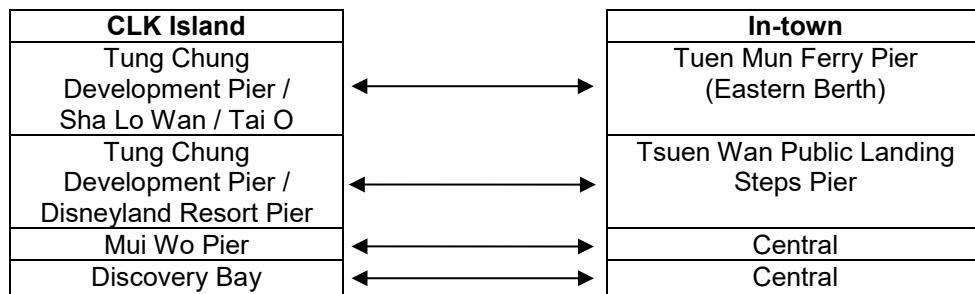
- b. Prepare required documents for submission to Duty Officer of ImmD for permit-to-work i.e. no objection letter (Annex 10 of the TD Action Checklist), for crew. Respective documents including but not limited to the following:

- Travel document of the crew;
- A list specify the particulars and posts of crew;
- A company letter from ferry operator that guarantee to ensure the crew on board will leave Hong Kong upon or before the departure of the ferry/ vessel in which they arrived in Hong Kong (Annex 10 of the enclosed TD Action Checklist).

- 5. To streamline the flow of people, SkyPier Terminal will primarily be used by air passengers and air crew members whereas other Lantau piers will be designated for staff and the community use.
- 6. Ferry routes designated primarily for air passenger and air crew members use:



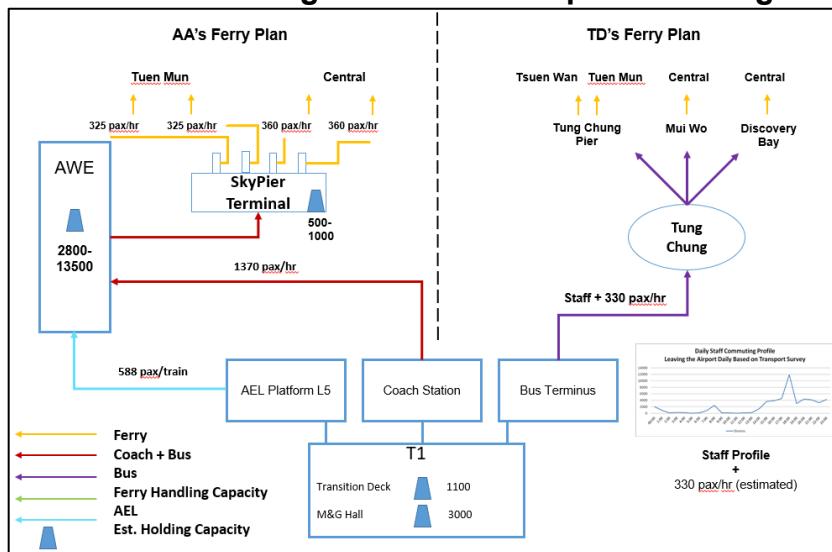
- 7. Ferry routes designated for staff and community use :



- 8. To handle the stranded passengers, AsiaWorld-Expo (AWE) is considered suitable for staging passengers since facilities and services such as space, seating, toilets and catering can be made available.
- 9. As a backup, the following areas can also hold limited amount of passengers :
  - a. T1 M&G Hall – about 3000
  - b. T1 Transition Deck – about 1100
  - c. SkyPier Terminal – about 500/1000

10. Flow diagram showing the Arrival Passenger / Staff Off-Airport Island Flow :

### Arrival Passengers/ Staff Off-Airport Handling

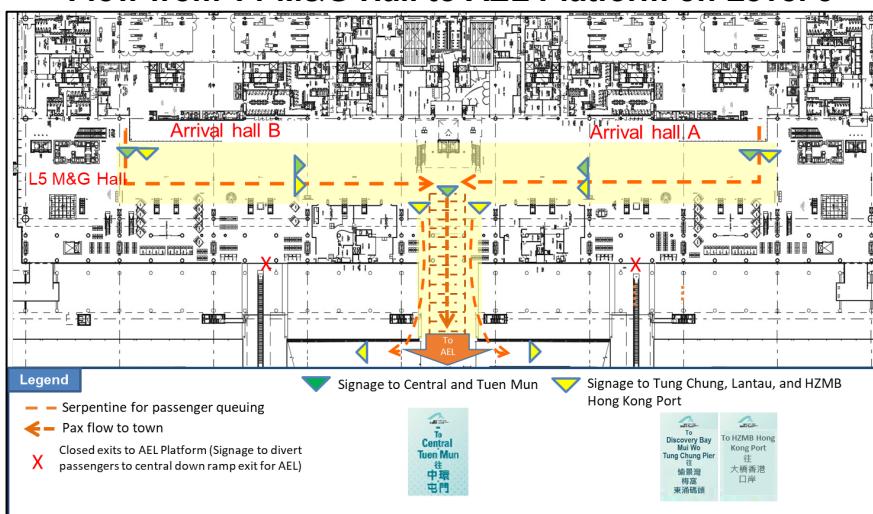


## 2.0 Airport Express Line (AEL)

1. Coordinate with MTR Corporation Ltd. (MTRC) to provide shuttle services from T1 to AWE.

Below diagram illustrates the operational flow and signage for the MTRC shuttle services at the T1 arrival hall:

### Flow from T1 M&G Hall to AEL Platform on Level 5



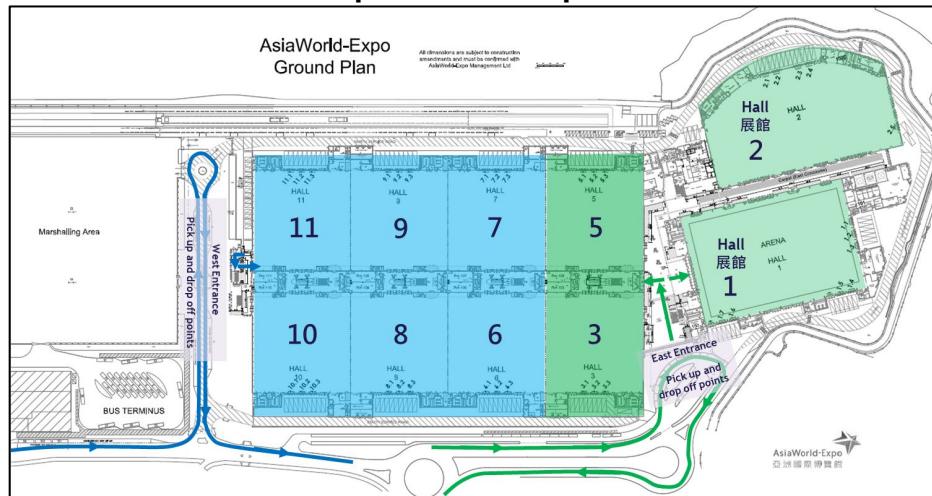
2. The maximum capacity of AEL is no more than 600 pax/train, with hourly throughput depending on train frequency during no land link scenario.

3. AVSECO, Police, AWE and T1D will coordinate together with MTRC to ensure crowd management provided at the platform for smooth and safe operation.
4. Crowd management set-up to follow that laid out for managing crowds during typhoons.

### 3.0 AsiaWorld Expo (AWE)

1. AWE will provide designated halls/ arenas for temporary staging of air passengers/ air crew members, subject to real time availability, with arrangement of crowd management set-up, seating, and other facilities.
2. Queues inside the designated halls/ arenas at AWE shall be separated by destinations to Tuen Mun and Central respectively.
3. The approximate capacity of each halls/ arenas are listed below:
  - a. Hall 1 – about 13,500 pax
  - b. Hall 2 – about 5,050 pax
  - c. Other Halls – about 2,800 pax
4. Air passengers and air crew members will disembark from Coaches at either the East or West side of AWE, queue up inside the designated halls/ arenas and wait to be further sent to SkyPier Terminal for sea transportation to Central/ Tuen Mun.
5. The coach drop-off and pick-up points at AWE are as follows, with coach drop-off/ pick-up taking place at East Entrance if Hall 1, 2, 3, and 5 are utilized during No Land Link Scenario; while West Entrance is used when crowd management set-up runs at Hall 6-11.

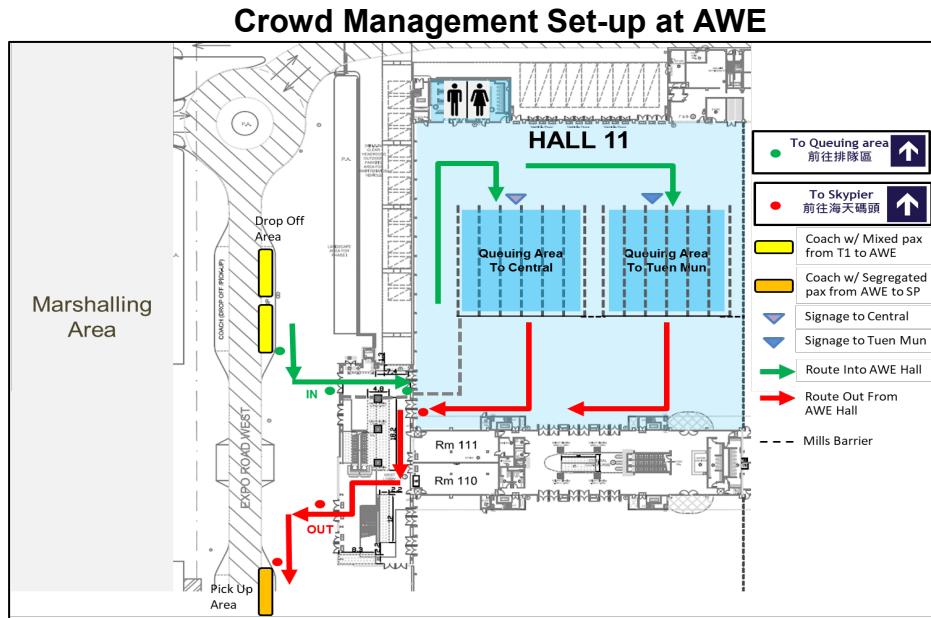
**Coach Drop-off & Pick-up Points at AWE**



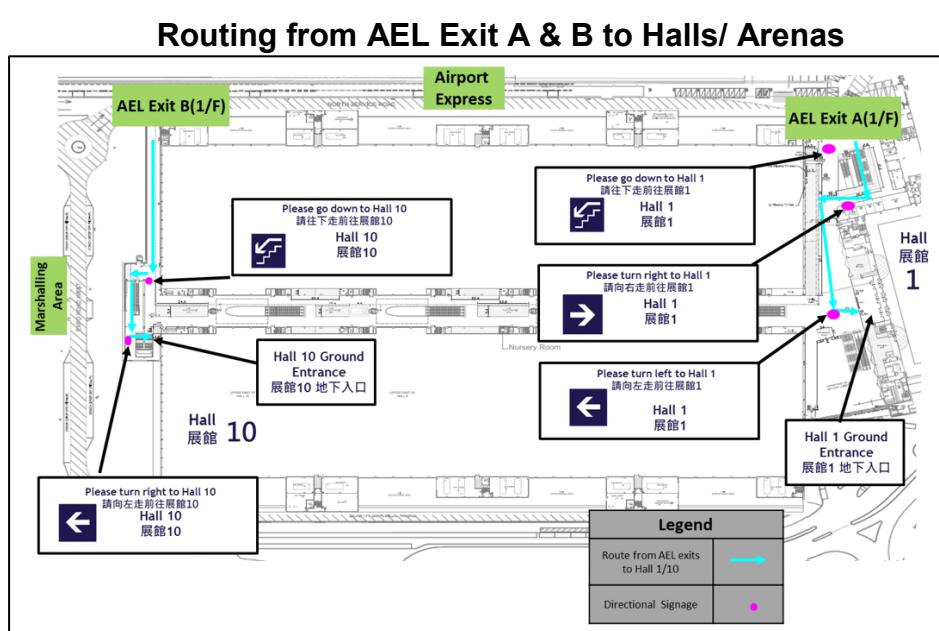
# Landside Transport Emergencies

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6. The crowd management set-up at AWE is as follows:



7. Alternatively air passengers and air crew members may take AEL to AWE, assuming AEL service availability, then queue up inside the designated halls/ arenas and wait to be further sent to SkyPier Terminal for sea transportation to Central/ Tuen Mun.
8. The routings from AEL Exits to halls/ arenas at AWE are as follows:

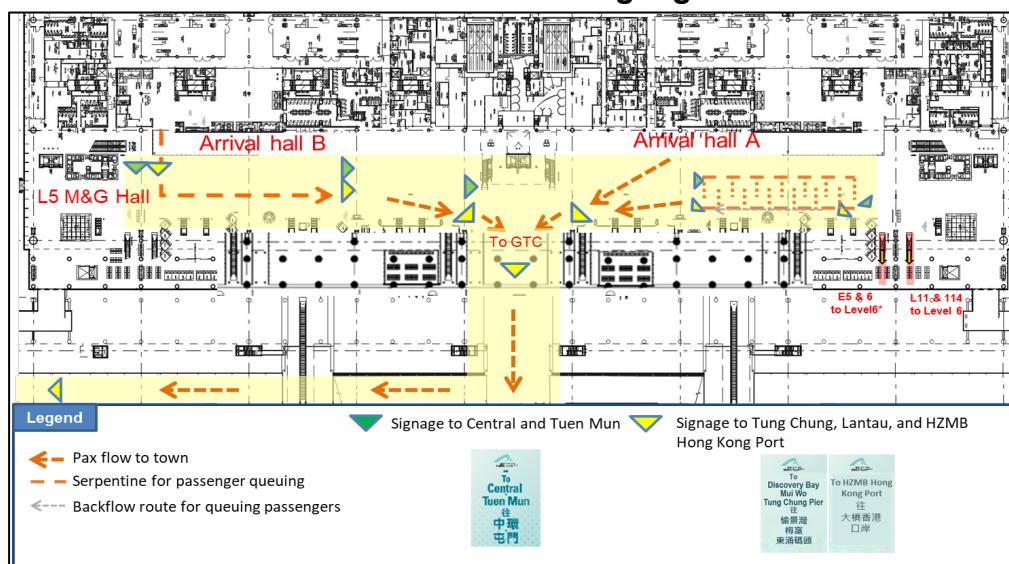


9. Coaches will be deployed by AA to carry passengers from the AWE to SkyPier Terminal and it is estimated that 20 coaches will be required.

### 4.0 Ground Transportation Centre (GTC) Bus Terminus

1. Bus companies shall make available buses for shuttling between the terminus and Tung Chung City.
2. TD will coordinate with franchised bus operators to provider feeder services to Tung Chung Development Pier or Disneyland Resort Pier, the Airport Passenger Terminal Building and Tung Chung new town, if appropriate, as far as resources permit, using the buses that are trapped on Lantau Island and Chek Lap Kok.
3. TD will also maintain the existing feeder franchise bus service between HZMB Hong Kong Port and the Airport for passengers travelling to Zhuhai, Macau, or back to Hong Kong In-town via HZMB. It should be noted that passengers shall possess valid travel documents landing Mainland China/ Macau to travel back to Hong Kong In-town via HZMB.
4. LD shall coordinate with Police and AVSECO on crowd management.
5. Route information shall be provided at the terminus and regularly updated.
6. Advisory information shall be given such that air passengers and air crew members should take SkyPier Terminal as much as possible since Tung Chung pier is to be used primarily for staff and members of the Tung Chung / Lantau community.
7. Diagram below illustrates the operation flow and signage plan at GTC:

**Flow to GTC and Relevant Signage Plan**



## 5.0 Police and Crowd Management

1. The Airport Authority will be working closely with AVSECO and the Police as well as the owner of the respective locations (e.g. MTRC at AEL Station, the operator of AWE) in crowd management at various places on the CLK Island including :
  - a. T1
  - b. AEL Station
  - c. SkyPier Terminal
  - d. AWE
  - e. GTC
2. TD will need to coordinate with the Police for crowd management at sites outside the purview of the Airport Authority.

## 6.0 SkyPier Terminal

1. SkyPier Terminal will become a domestic ferry pier with passenger access through the SkyPier Terminal controlled by AA/ AVSECO to comply with the access control requirements of a RA.
2. Crowd management and passenger assistance shall be provided to facilitate the loading process.
3. The estimated throughput (outbound from SkyPier Terminal) will be about 325-360 pax/hr for each of the four piers and likewise for inbound to SkyPier Terminal.
4. It is estimated that at least 10 vessels are needed to provide the required capacity.
5. AA is working with Turbojet, Chu Kong and Cotai to provide and operate 8 cross-boundary vessels for the service and TD's arrangement with MBTA for another 2 vessels is needed.
6. TD will coordinate with local operators such as New World First Ferry Services Ltd. (NWFF) and Park Island ferries for additional vessels.
  - a. 1 vessel could be provided during peak hours by Tsui Wah Ferry
  - b. 8 vessels could be provided during non-peak hours by Tsui Wah Ferry (1 no.), Discovery Bay Transportation (1 no.), Park Island Transport (1 no.), NWFF (5 nos.) respectively
7. To avoid overcrowding in SkyPier Terminal (estimated holding capacity is around 500 to 1000), flow control from AWE to SkyPier Terminal shall be implemented. Queuing arrangement inside AWE can be

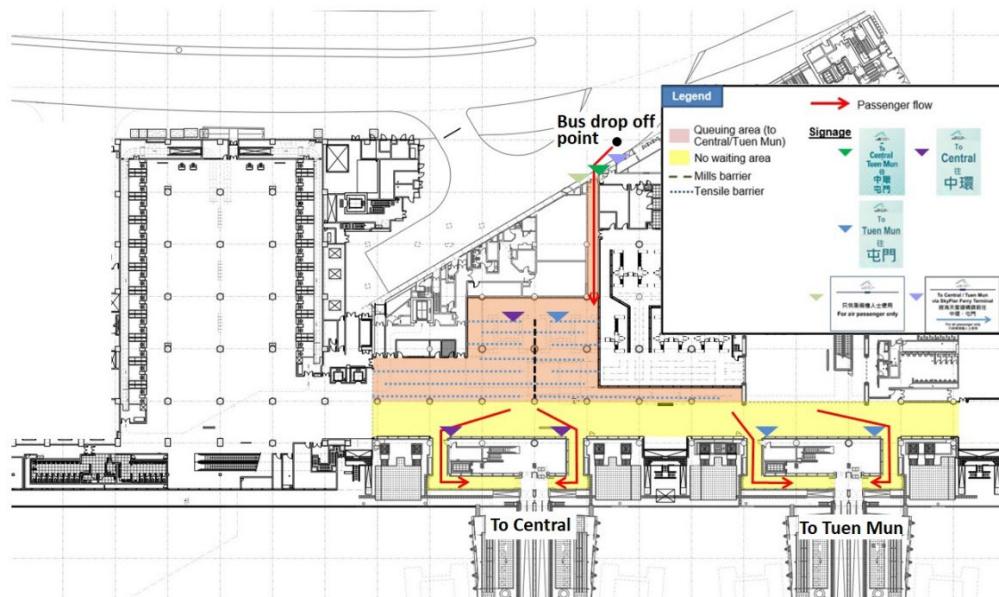
# Landside Transport Emergencies

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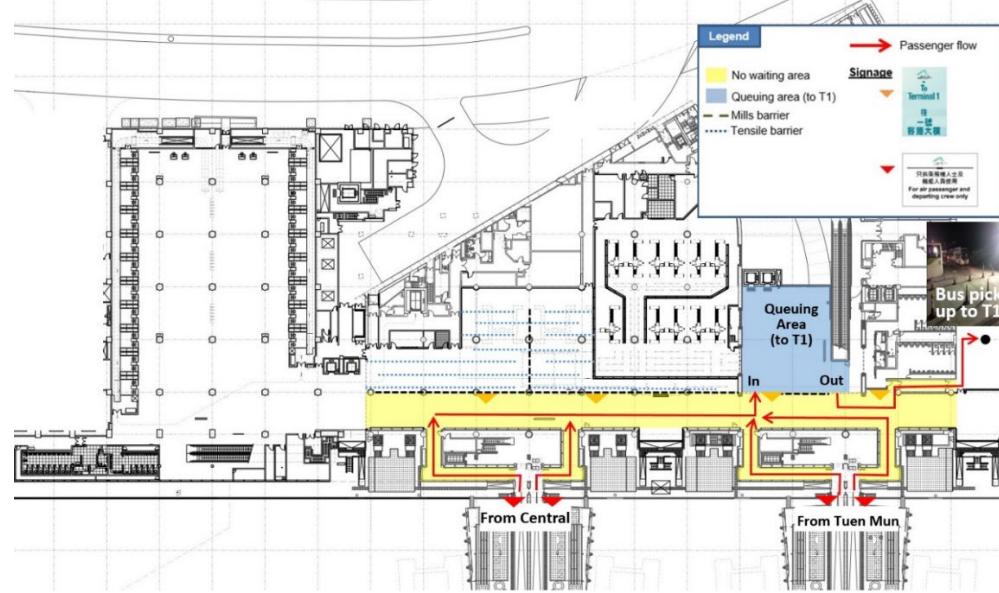
provided by AWE whereas the passenger flow into/out of AWE shall be managed by AA.

8. Illustration of SkyPier Terminal Operation Flow to/ from city are as below:

### SkyPier Terminal Operation Flow and Signage Plan (To city)



### SkyPier Terminal Operation Flow and Signage Plan (From city)



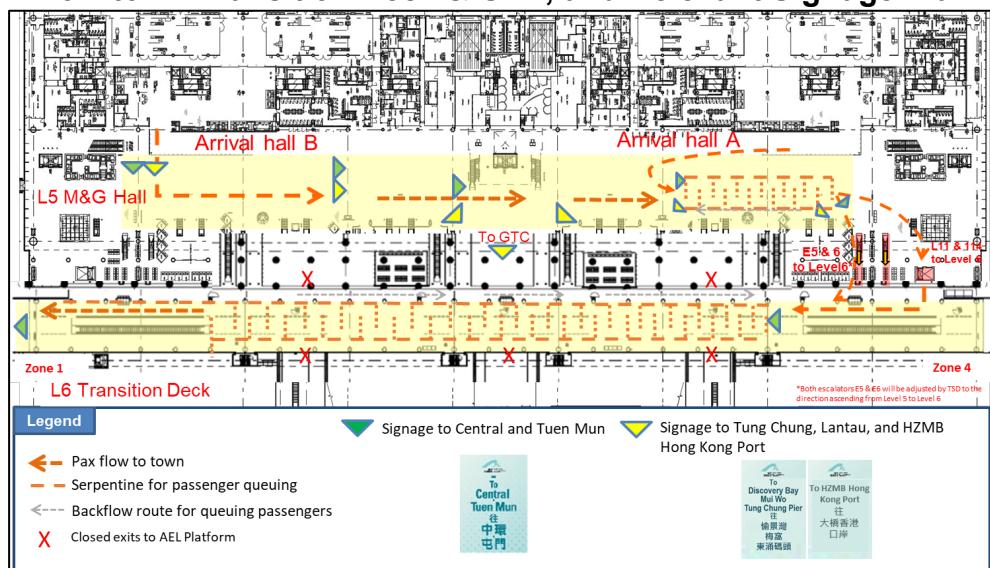
## 7.0 T1 Meeters and Greeters Hall & T1 Transition Deck

# Landside Transport Emergencies

## Appendix 14C

- Crowd management at Meeters and Greeters Hall A and B for the flow to T1 Transition Deck on Level 6 (primarily for air passengers destined for Central and Tuen Mun) and to GTC bus terminus (primarily for staff, crew members and passengers destined for Tung Chung and other destinations within Lantau Island and HZMB Hong Kong Port) will be in place. Below diagram illustrated operation flow and signage plan at T1 Meeters and Greeters Hall and T1 Transition Deck.

**Flow to T1 Transition Deck & GTC, and Relevant Signage Plan**

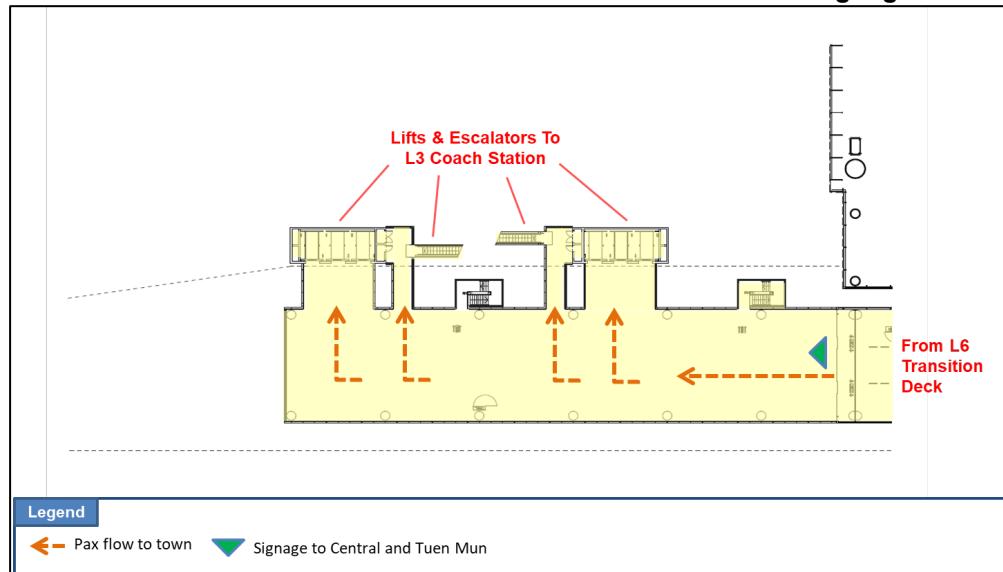


- PA announcement, directional signage and guidance shall be given to passengers.

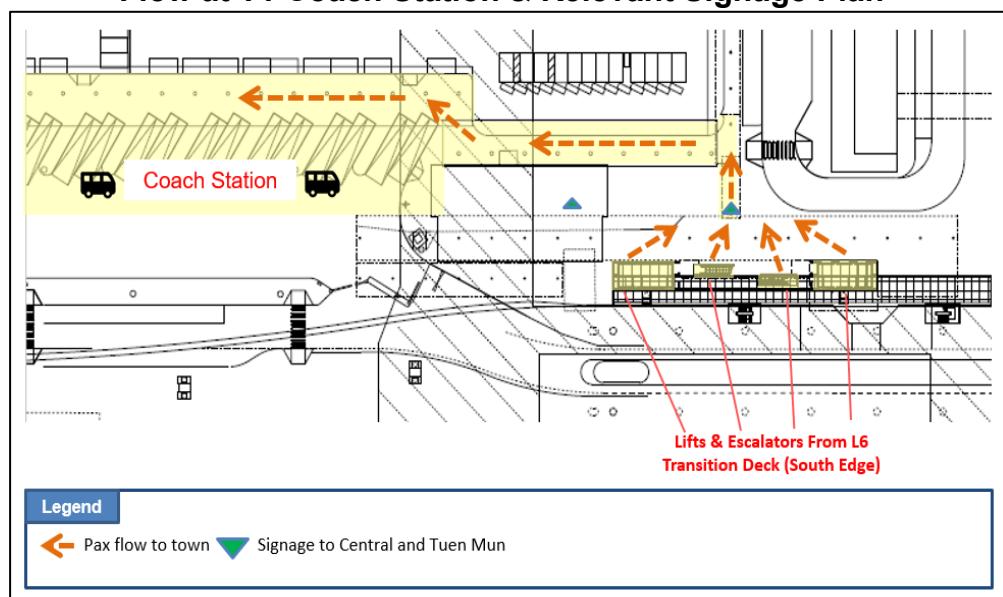
## 8.0 Coach Station

- Apart from AEL providing shuttle service between T1 and AWE, coaches will be deployed at the Coach Station for the transport of arrival passengers from T1 to AWE. It is estimated that about 20 coaches are needed in order to maintain a smooth flow of passengers.
- Crowd management and traffic management at the Coach Station will be provided to ensure smooth operations. Below diagram illustrated operation flow and signage plan at Coach Station.

### Flow from T1 Transition Deck to T1 Coach Station & Relevant Signage Plan



### Flow at T1 Coach Station & Relevant Signage Plan



## 9.0 Tung Chung City

1. Traffic and crowd management shall be provided at Tung Chung by Police for handling the influx of passengers.
2. TD will coordinate with bus operators to strengthen the existing bus services between ferry piers at Mui Wo / Discovery Bay and the Airport / Tung Chung as far as resources permit.

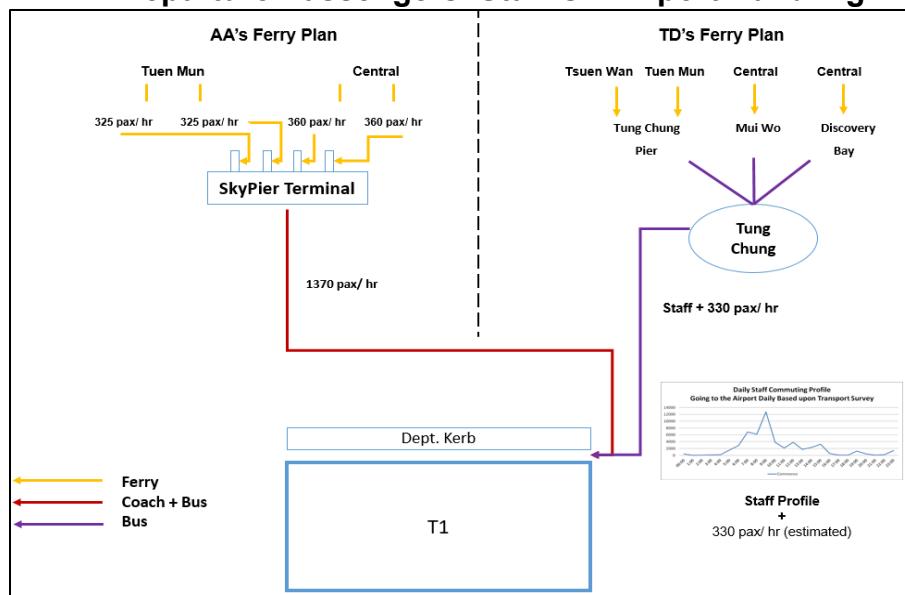
## 10.0 Departure Passenger / Staff Coming Onto-Airport Island Flow

# Landside Transport Emergencies

## Appendix 14C

1. TD will coordinate with franchised bus operators to provide feeder services to Tung Chung Development Pier or Disneyland Resort Pier, the Airport Passenger Terminal Building and Tung Chung new town, if appropriate, as far as resources permit, using the buses that are trapped on Lantau Island and Chek Lap Kok.
2. From SkyPier Terminal, coaches will be deployed by AA to take passengers exiting SkyPier Terminal to T1 Departures Kerb. It is estimated that about 20 coaches are required to be arranged by AA.
3. Flow diagram showing the Passenger / Staff to Airport flow:

**Departure Passengers/ Staff On-Airport Handling**



## G. Land Transport Plan

### 1.0 To and From SkyPier Terminal

AA will coordinate the following land transportation:

1. Coaches will be deployed for shuttling passengers between "Coach Station and AWE", "AWE and SkyPier Terminal", and "SkyPier Terminal and T1 Departures Kerb".
2. AEL can also transfer passengers from T1 to AWE.

### 2.0 To and From Tung Chung, Mui Wo & Discovery Bay piers

1. TD will coordinate with bus operators to strengthen the existing bus services between ferry piers at Mui Wo /Discovery Bay and the Airport / Tung Chung as far as resources permit.
2. Details can be found in the TD Action Checklist on Emergency Public Passenger Transport Services in case of No land Link to/from Lantau Island and Chek Lap Kok.

### **3.0 To and From HZMB Hong Kong Port**

1. TD will coordinate with franchised bus operators to maintain the existing bus services between HZMB Hong Kong Port and the Airport.

## No Land Link

### Airport Provisions and Cargo Alternative Routeing Plan - Outline

#### 1.0 Introduction

1. The Government established in 1998 contingency strategies in dealing with major traffic disruption on the land links serving the North Lantau and the airport under the following 3 scenarios :
  - a. Major rail disruption with normal road access
  - b. Major road disruption with rail in operation
  - c. Total closure of land links ("No Land Link")
2. Based upon the government strategies established, the Transport Department (TD) has issued "Action Checklist on Emergency Transport Arrangements for Land Links to/ from North-West Lantau and the Airport" and the "Action Checklist on Emergency Public Passenger Transport Services in case of No Land Link to/from Lantau Island and Chek Lap Kok".
3. The HKIA Airport Provisions and Cargo Alternative Routeing Plan ("Alternative Routeing Plan") is to tie in with the TD's procedures and largely relates to the management and control of traffic and transport on public roads within the purview of the Airport Authority.
4. The Alternative Routeing Plan works to comply with the findings and recommendations of the government appointed Task Force to study and enhance emergency transport coordination and its published "Report of the Task Force on Emergency Transport Coordination, June 2005", in particular, a coordinated crisis management mechanism whereby responding organizations fall under the direction and coordination of TLB-led High Level Command Centre ("HLCC") and Police's Regional Command & Control Centre (RCCC).

#### 2.0 Objectives

1. Lay down the HKIA communication, coordination and operating processes needed by which airport provisions and air cargo may be transported into and off HKIA during No Land Link.
2. The freight forwarders, logistics services providers and truckers may liaise independently with Chu Kong (CKS) Tuen Mun Terminal or other barging services providers to procure separate services to transport cargo between CKS Tuen Mun Terminal (CKS-TMT) and South East Quay (SEQ) at HKIA which are independent of the plans contained herein.

### 3.0 Projected Recovery Capacity

1. The following are critical planning factors to the contingency plans:
  - a. Full support from CKS has been confirmed to provide their terminal services at Tuen Mun facility provided that CKS can timely reschedule their normal commercial services to other landing points in town and/or River Trade Terminal (RTT).
  - b. On the licensing of CKS vessels under No Land Link, Marine Department (MD) agreed to come up with the best way to deal with the matter when situation arises, in an expeditious manner having regard to safety and other pertinent factors, to facilitate Chu Kong's vessels to provide the said cargo services.
  - c. Other key factors include the availability of vessels/trucks at the time of emergency.
  - d. The actual availability (or time of availability) of different types of barges / vessels during emergency would have direct impact on the vessels schedule and cargo carrying capacity per vessel.
2. If the above planning criteria are met, then projected cargo-only (excluding airport provisions) recovery capacities would be about 56%.
3. The following table summarizes the cargo-only (excluding airport provisions) recovery capacity.

| Cargo vessels for No Land Link                        |   |                          | % Capacity / Demand<br>(average daily export demand in 2014 = 6,216 tonnes) | % Capacity / Demand<br>(average daily import demand in 2014 = 2,890 tonnes) |
|---|---|--------------------------|---|---|
| Vehicular Ferry (1)<br>(Kwun Tong- Mui Wo)<br>(tonne) | Flat-top Barge (2)<br>(CKS TMT to South East Quay at HKIA)<br>(tonne) | Total Capacity (1) + (2) |   |   |
| 324 (9.3%)  | 3,168 (90.7%)   | 3,492                    | 56.18%  | 120.83%   |

As there is height constraint for vehicles using vehicular ferry and restriction on trucks using the Tung Chung Road, the cargo industry has reviewed that the vehicular ferry would not be suitable for transporting palletized air cargo. Nevertheless, the vehicular ferry could be maintained as an option for transporting smaller volume of airport supply and provisions as well as an option for industry to deliver a small volume bulk cargo.

4. Airport provisions have a daily average of 154 tonnes; their inclusion into the above figures give approximate projected recovery capacities of about 53.7% for export cargo.

The estimated daily import cargo demand is about 2,890 tonnes whilst the projected daily recovery capacity per direction is about 3,492 tonnes, hence it is expected that the daily import cargo demands can be completely fulfilled.

#### 4.0 Modes of Alternate Transportation

There are two basic modes of transporting airport provisions and air cargo under the No Land Link:

1. Vehicular ferry between Kwun Tong and Mui Wo vehicular ferry piers.
2. Flat top barge roll-on/roll-off operation between CKS Tuen Mun Terminal and South East Quay at HKIA.

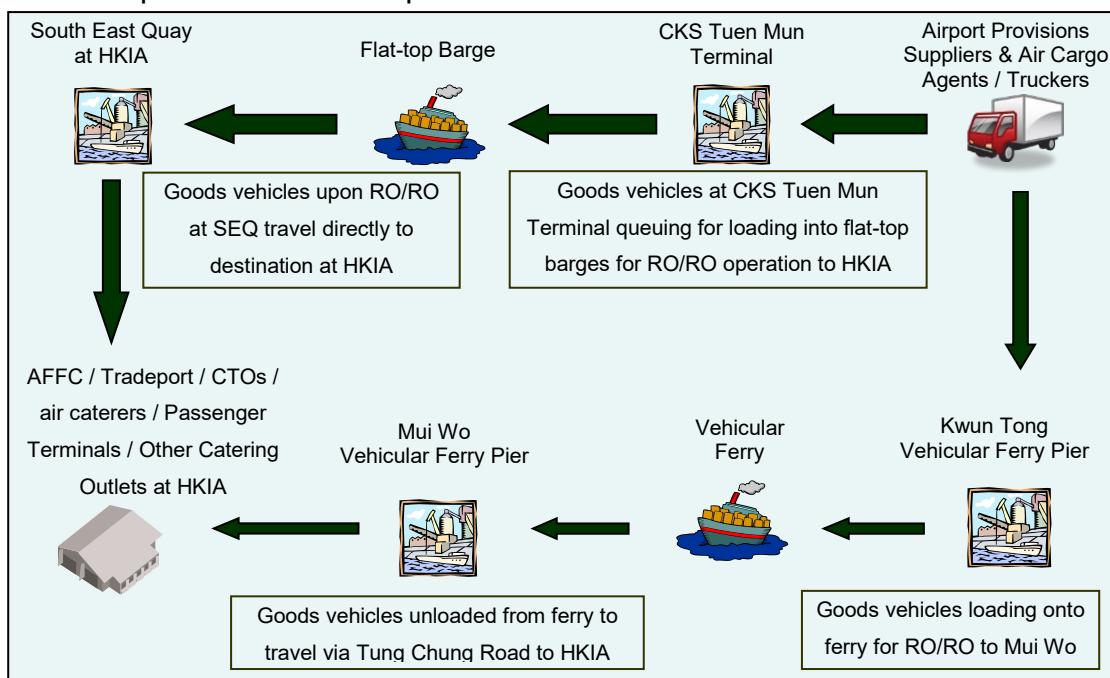
#### 5.0 Operational Process: Vehicular Ferry

1. Upon activation of the No Land Link contingency plans, the TLB-led High-level Command Centre, at its discretion and direction, will mobilize the emergency service between Kwun Tong and Mui Wo vehicular ferry piers.
2. The High-level Command Centre to publicize sailing schedules and keep transportation industry stakeholders including Hongkong Association of Freight Forwarding and Logistics Ltd (HAFFA) and Hong Kong Association of Air Truckers Ltd (HAAT) informed.
3. The High-level Command Centre will oversee coordination with the Police to facilitate movement of goods vehicles to and from Mui Wo and Tung Chung along the Tung Chung Road where special vehicle permits are required.
4. AA to alert all on-airport parties.

#### 6.0 Operational Process: Flat-Top Barge

1. Any event resulting in a No Land Link situation will bring about the activation of the Airport Emergency Center (AEC).
2. The High-level Command Centre will activate the Alternative Routeing Plan in consultation with AA on the projected No Land Link affected time durations.
3. Costs of the Emergency Barging Services will be settled by users.
4. The High-level Command Centre will activate CKS Tuen Mun Terminal and mobilize flat-top barges with barging companies while AA will activate South East Quay (SEQ) as landing pier at HKIA.
5. AA Aviation Logistics Department (ALD) will coordinate within the airport cargo community on the activation of various cargo business continuity plans as well as coordinate with air caterers on the activation of contingency plans to maintain air catering services.

6. The Alternative Routeing Plan may involve two types of vessels :
  - a. Flat top barge
  - b. Vehicular ferry
7. Flat top barge is for roll-on/roll-off (RO/RO) vehicle operations:
  - a. Can carry 10-12 goods vehicles
  - b. Speed of around 4 knots.
  - c. Air caterers can also make use of the flat top barge for supply of airport provisions in full truck load.
  - d. Approximately 10 flat top barge licensed in Hong Kong (as of 2010).
8. Vehicular ferries are for roll-on/roll-off (RO/RO) vehicle operations similar to but of slightly lower capacity than flat top barges.
  - a. It can carry about 8-10 heavy goods vehicles per vessel (for vehicles of about 11m in length).
  - b. With a speed of around 10knots.
  - c. Unlike flat-top barge, it requires the piers with designated ramp facility (e.g. Mui Wo, North Point, Kwun Tong) to facilitate the roll-on/roll-off operation.
9. Actual deployment under the Alternative Routeing Plan will consist of a combination of the aforementioned two types of vessels as there are no guarantee as to how many of which type of vessels may be available on any given day; however, it is fairly certain that availability of vehicular ferries and flat-top barges are in limited supply.
10. Process map airport provisions and air cargo going to the Airport, getting off the Airport is the reverse process.



11. Upon notification by AEC on the activation of Alternate Routeing Plan,
  - a. ALD will liaise with air caterers, AEC-Cargo team and HAAT to prepare for the operations at the airport.
  - b. AA Corporate Affairs Department (CAF) assists with press releases and general information dissemination and coordination with TD and Government Information Department (ISD).
  - c. Police and AA Landside Department (LD) will assist with landside traffic flows, etc.
12. Transporting air cargo to the airport
  - a. Upon activation of the Alternate Routeing Plan, freight forwarders or their appointed truckers and suppliers will drive their trucks carrying air cargo to CKS Tuen Mun Terminal.
  - b. Trucks with cargo will queue at CKS Tuen Mun Terminal for loading onto flat-top barges for traveling to HKIA
  - c. Flat top barges will travel from CKS Tuen Mun Terminal to South East Quay at HKIA (for about 60-70mins).
  - d. Upon arrival of the flat-top barge at South East Quay at HKIA, trucks will drive off barge to deliver cargo directly to CTOs/AFFC/Tradeport.
13. Transporting air cargo/returning empty trucks from airport to town.
  - a. Upon activation of the Alternate Routeing Plan, freight forwarders or their appointed truckers will drive their trucks carrying air cargo to South East Quay at HKIA from CTOs/AFFC/Tradeport.
  - b. Trucks with cargo/returning empty trucks will load onto flat top barge at South East Quay for traveling to CKS Tuen Mun Terminal.
  - c. Upon arrival of the flat top barge at CKS Tuen Mun Terminal, trucks will drive off the barge to deliver cargo to their warehouses or customers.
14. Airport provisions barging operations use same process as that for air cargo; ALD and AA Retail and Advertising Department (RAD) will coordinate amongst the air caterers and the terminal food and beverage outlets respectively.
15. In the event of serious congestions and such other issues at the vehicle loading piers, representatives of Government departments, AA, CLG, HAFFA, HAAT, CTOs, air caterers, catering/convenience stores outlets of passenger terminals and CKS will form a working group under the High-Level Command Centre to review the situation and decide on appropriate remedial actions to facilitate a smooth flow of airport provisions and air cargo to and from the airport under the No Land Link.

## 7.0 Trigger Mechanism and Mobilization

1. Contingency measures should be triggered if the prolonged disruption of NLH is confirmed to be of greater than 24-48 hours in duration.

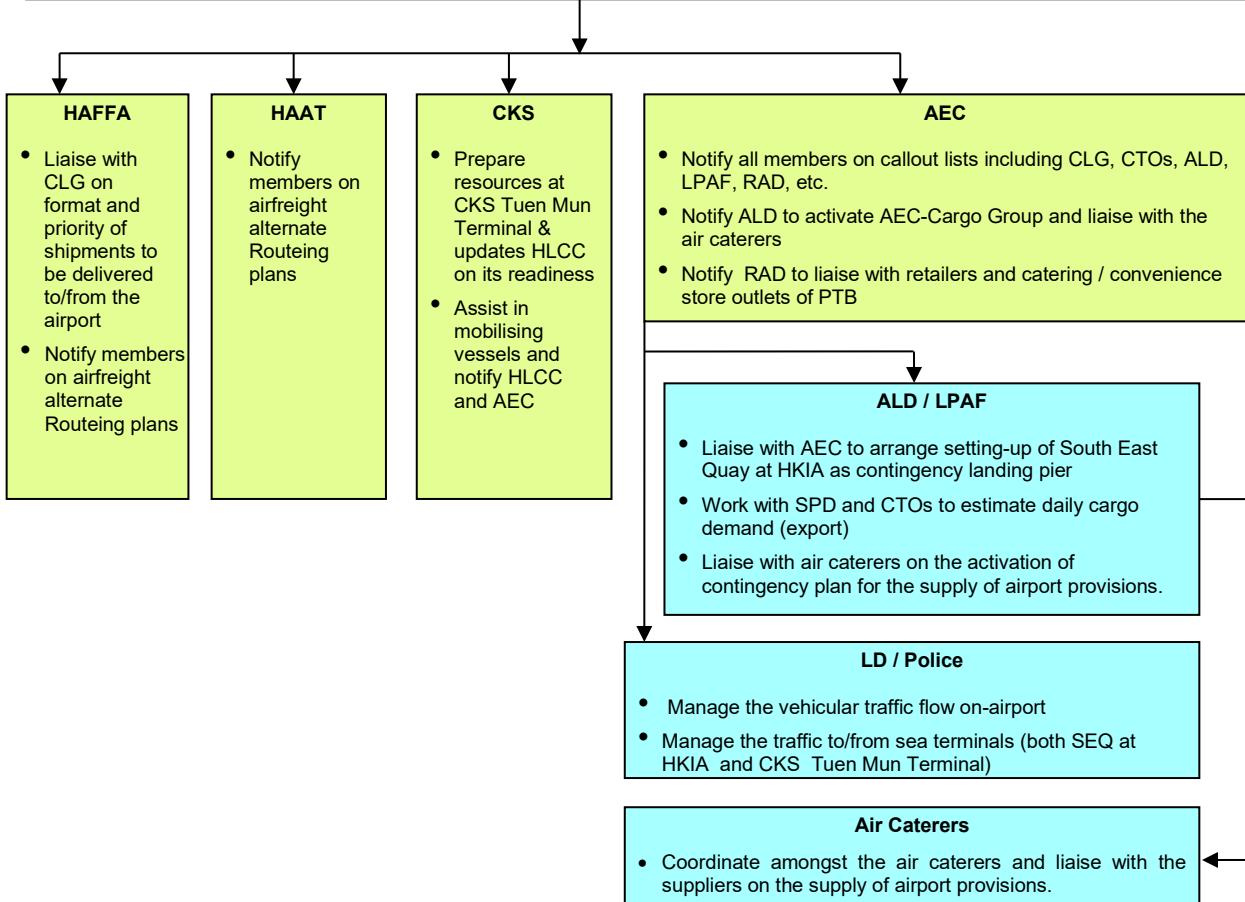
**Appendix 14D**

2. Decision to activate the plan will be undertaken by Transport and Logistics Bureau (TLB)/AA with the advice of the parties concerned.
  - a. Permanent Secretary (Transport) of TLB will lead High-level Command Centre for No Land Link to Airport for this purpose.
  - b. Its core membership would include representatives from AA, TD and MD.
  - c. Its key role is to give command in order to mobilise necessary resources.
3. Upon successful solicitation of support from CKS and barge companies, it is estimated that it would take at least 6 hours to mobilize the barge services between CKS Tuen Mun Terminal and South East Quay.

**8.0 Roles and Responsibilities****1. Overview showing proposed relationship between various responding parties****High-level Command Centre (HLCC)**

Co-ordinate with relevant government departments (e.g. TD, HyD, Police, MD, etc.) in support of the airfreight alternate routeing plans

- Notify callout lists of "No Land Link" and activation of airfreight alternate routeing plans
- Manage overall cargo supply & demand profiles
- Determine off-airport transport plan
- Establish resource mobilization mechanism (e.g. vessel, off airport trucks, etc.)



## 2. High-level Command Centre

- a. The challenge lies first in the mobilization of transport services and facilities for the carriage of what would become marine cargoes that require both vessels and landing facilities as “downtown” locations and second in the organization of these resources for the logistics sector that requires emergency freight services to the airport.
  - i. The operation is complex with the participation of many players over different interfaces.
  - ii. This requires careful prior planning and engagement of service providers and other stakeholders.
  - iii. While the essential operating details are being fleshed out and refined, the High-level Command Centre with the support of all parties concerned will *pro tempore* coordinate and deal with these aspects of an emergency situation as they arise.
- b. Steer, coordinate and monitor traffic and transport situation and implement traffic diversion plan in the event of natural disaster emergencies viz the prolonged closure of North Lantau Highway (NLH).
- c. Undertake a proactive co-ordination role with all associated government departments which include but not limited to the following units under the no land link situation :
  - i. Highways Department
  - ii. Drainage Services Department
  - iii. Police
  - iv. Marine Department
  - v. Information Services Department
- d. When necessary, make available senior officers of other supporting departments to station at the High-level Command Centre to facilitate decision making process.
- e. Establish an efficient notification mechanism within each department for senior officers to deploy resources, monitor the developments and give timely directives for the transport / diversion plan to and from the airport.
- f. Enhance the judgement and assessment by officers at the scene, and make them aware of the macro-picture when handling the land link closure incident.
- g. Coordinate all off-airport resources arrangement and define prior resource mobilization plan in addition to coordination with the Hong Kong Cargo Vessel Traders' Association as well as with CKS to

# Landside Transport Emergencies

## Appendix 14D

provide contingency transportation of goods trucks between CKS Tuen Mun Terminal and the South East Quay at the airport.

- h. Establish a resource mobilization mechanism with the Hong Kong Cargo Vessel Traders' Association (香港貨船業總商會) to ensure timely pooling of vessels and equipments under no land link scenario – process similar to the mechanism currently operating between TD and the Hong Kong & Kowloon Motor Boats & Tug Boats Association (港九電船拖輪商會) on passenger ferry mobilization under an emergency.
  - i. Disseminate information on land link disruption status, associated transport arrangements to and from airport and latest development to AA-AEC, and off-airport parties i.e. Hongkong Association of Freight Forwarding and Logistics Ltd (HAFFA), Hong Kong Association of Air Truckers Ltd (HAAT), CKS Tuen Mun Terminal.
  - j. Closely monitor and co-ordinate on the recovery and contingency measures, develop the emergency transport arrangements with the support from the Airport Authority.
  - k. Coordination with TD, Police, ISD and other involved government departments to ensure consistency of information to be disseminated to the mass media and the public.
  - l. Advise on the duration for recovery of NLH.
  - m. Upon completion of the clearing and repairing blocked NLH, report on the recovery of NLH.
3. Air Caterers
- a. Coordinate amongst themselves to consolidate requirements for the supply of airport provisions.
  - b. Liaise with suppliers on the supply of airport provisions.
4. Aviation Logistics Department (ALD)
- a. Activate the AEC – Cargo Group
  - b. Liaise with AEC and AA Strategic Planning and Development Department (SPD) to estimate the daily demand profile for the High-level Command Centre to determine the requirement of airport provisions/cargo vessel sailing frequencies.

- c. Participate at AEC to facilitate collaborative decision making for all on-airport and cargo related resources arrangement which include but not limited to the setting up of South East Quay at HKIA as the contingency landing pier.
  - d. Upon notification from AEC on the High-level Command Centre's updates of all off-airport transport arrangement and traffic management plan, notify AEC – Cargo Group and the air caterers.
  - e. Liaise with the air caterers on the activation of contingency plans under the No Land Link scenario and keep AEC posted of the development.
  - f. Assist in critical data collection.
  - g. Keep event log and actions taken on any special issues and matters arising during the AEC – Cargo Group meeting.
5. Airport Emergency Centre (AEC)
- a. Act as the on-airport command centre to ensure on-airport operations.
  - b. Upon notification from the High-level Command Centre on activation of the Alternate Routeing Plan, liaise with ALD to activate AEC-Cargo Group and liaise with RAD on the replenishment of supplies for passenger terminals' catering and convenience outlets.
  - c. Timely communicate with ALD, all on-airport cargo communities (i.e. AEC – Cargo Group Members, AFFC, Tradeport) and RAD on the updated notifications / instructions from the High-level Command Centre.
  - d. Deploy necessary on-airport resources (e.g. Airfield, LD) to facilitate the transportation arrangement of the Alternate Routeing Plan.
  - e. Facilitate decision making with ALD and the AEC-Cargo Group on key issues / processes including but not limited to review the utilisation of dollies and ensure effective dolly management
  - f. Ensure effective on-airport landside traffic management.
  - g. If required, arrange temporary staging area for goods vehicles to await for flat top barges.
6. Airfield Department

# Landside Transport Emergencies

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- a. Monitor the utilization of dollies and ramp handling operators' (RHOs) operations.
  - b. Liaise with AEC to manage the dolly deployment.
  - c. Keep record log of events and actions taken on airside traffic management as appropriate.
7. Carriers Liaison Group (CLG)
- a. Act as Deputy Chairperson of AEC – Cargo Group and chairperson of respective CRC.
  - b. Communicate with each CRC chairman to ensure effective resource management within respective CTO to handle the cargo demand.
  - c. Review priority and format of shipments to be delivered to/from the airport and liaise with their forwarding agents/HAFFA .
  - d. Timely communication with other AEC – Cargo Group members, ALD, CRC chairman of respective CTO on the latest incident developments and mitigation measures including but not limited to :
    - i. Temporary airside dolly management plan
    - ii. On-CLK Island truck availability for cargo transfer between CTO, AFFC, etc.
  - e. Upon notification by the High-level Command Centre on stood down of the Alternate Routeing Plan, timely disseminate information to its members.
8. Cargo Terminal Operators (CTOs)
- a. A CTO representative to participate at AEC to disseminate information to all CTOs.
  - b. Each CTO to timely provide the daily forecast of the cargo profile (i.e. anticipated volume) and report this to AEC-Cargo Group.
  - c. As a key member of the AEC – Cargo Group, each CTO to provide necessary resources to meet its cargo demand include but not limited to the followings :
    - i. Truck Docks
    - ii. Warehouse space for handling bulk goods
    - iii. Manpower
    - iv. Forklifts
    - v. Dolly

- d. Each CTO to update its latest inventory and utilisation of critical resources to AEC-Cargo Group including but not limited to the followings :
- i. Truck Docks
  - ii. Warehouse space for handling bulk goods
  - iii. Manpower
  - iv. Forklifts
  - v. Dolly
- e. Review the need for :
- i. Temporary airside dolly staging and management plan
  - ii. Temporary contingency build-up area at the landside
  - iii. On-CLK Island truck availability for cargo transfer between CTO, AFFC, etc.
9. Hong Kong Association of Aircargo Truckers Ltd. (HAAT)
- a. Upon notification of the High-level Command Centre on the activation of the Alternate Routeing Plan, timely disseminate information to its members.
  - b. Maintain a close communication with the High-level Command Centre on the transportation arrangement plan, loading points for loaded trucks and bulk cargo (e.g. CKS Tuen Mun Terminal) and timely notify its members on the High-level Command Centre's updates.
  - c. Upon notification by the High-level Command Centre on stood down of the Alternate Routeing Plan, timely disseminate information to its members.
  - d. Review the process and advise enhancement on the contingency plan at the post-incident critique meeting.
  - e. Representing the interests of the air cargo truckers, communicate their operational concerns on resources / infrastructure arrangement to the High-level Command Centre / AA-AEC to enhance the contingency plan.
10. Hongkong Association of Freight Forwarding and Logistics Ltd. (HAFFA)
- a. Upon notification by the High-level Command Centre on activation of the Alternate Routeing Plan, timely disseminate information to its members.
  - b. Maintain a close communication with the High-level Command Centre on the transportation arrangement plan, loading points for loaded trucks and bulk cargo (e.g. CKS Tuen Mun Terminal) and timely notify

its members on the High-level Command Centre's updates on the sailing schedule of barges between CKS Tuen Mun Terminal and South East Quay at HKIA.

- c. Upon notification by the High-level Command Centre on stood down of the Alternate Routeing Plan, timely disseminate information to its members.
- d. Representing the interests of the freight forwarders, communicate their operational concerns on resources / infrastructure arrangement to the High-level Command Centre to enhance the contingency plans.
- e. Liaise with their airlines to review priority and format of shipments to be delivered to/from the airport and notify AEC.
- f. For outbound palletised cargo using landing barge, the agents are to arrange their trucks with palletised cargo to arrive at CKS Tuen Mun Terminal in accordance with the assigned schedule.

**11. Marine Department (MD)**

- a. Work with CKS Tuen Mun Terminal and vessels/barges operators to ensure the vessel operations conform to applicable marine regulations and safety requirements.
- b. Advise the industries for any technical requirements on marine operational matter.

**12. Retail & Advertisement Department (RAD)**

- a. Send departmental staff to man the AEC as its representative.
- b. Alert all relevant business partners on the activation of barge plans.
- c. Keep partners updated on barge sailing schedules.
- d. Coordinate on extraordinary issues between AEC and relevant parties.

**13. Ramp Handling Operators (RHOs)**

- a. Act as a member of the AEC-Cargo Group.
- b. Update its situation and performance in the provision of air cargo services (e.g. units' intake time, outbound units hand-over time, etc.).

- c. Co-ordination, mobilisation and implementation of contingency measures as agreed at the AEC – Cargo Group.
14. Chu Kong Shipping Ltd. (CKS)
- a. Upon the activation of the Alternate Routeing Plan, closely communicate with the High-level Command Centre and AEC on resources availability (e.g. warehouse space, number of berthing positions) for the deployed barges.
  - b. Liaise with the High-level Command Centre and work out the sailing schedule of the flat-top barges at CKS Tuen Mun Terminal.
  - c. Facilitate the Roll-On/Roll-Off of trucks to/from landing barges at CKS Tuen Mun Terminal.
  - d. Liaise with Police on road traffic management at its vicinity and neighboring area.
  - e. Escalate major operation issues (if any) to the High-level Command Centre for central planning.
  - f. Communicate their operational concerns on resources / infrastructure arrangement to the High-level Command Centre for follow up actions to enhance the contingency plan.
15. Landside Department (LD)
- a. Liaise with Police to ensure landside traffic management on-airport.
  - b. Keep record log of events and actions taken on landside traffic management.

## **9.0 Stand-down**

Stand-down process will be the reverse of the activation process.

## **10.0 Vehicular Ferry Operational Parameters**

1. Working assumptions :
  - a. Able to mobilize three vehicle ferries.
  - b. The frequency of the vehicular ferry is maintained at 70 minutes.

# Landside Transport Emergencies

## Appendix 14D

- c. Mui Wo Pier and Kwun Tong Pier, each with one vehicular ferry berth, will act as the 2 terminus for the vehicular ferry service.
  - d. No oversized goods vehicles to use the vehicular ferries (height restriction of goods vehicle is 3.5m).
  - e. Movements of goods vehicles on the Tung Chung Road between Mui Wo and Tung Chung to be facilitated by TD and Police (maximum gross weight of a loaded truck is 24 tonnes and not to exceed 11m in length).
2. Basic characteristics of the vehicular ferries :
- |  | <b>Vehicular Ferry</b> |
|--|------------------------|
| Inventory in HK (as of March 2010)                                   | 5                      |
| Available in HK (as of March 2010)                                   | 3                      |
| Operation mode   | RO/RO                  |
| Capacity per single trip   | 8 – 10 vehicles        |
| Vessel carrying capacity   | ~48 tonnes             |
| Total time for one single trip (including vehicle loading/unloading) | ~2 hrs                 |
| Total time for one round trip (including vehicle loading/unloading)  | ~4 hrs                 |
3. Operational flows
- a. Mui Wo :
    - i. When the vehicular ferry arrives at the Mui Wo Pier, the trucks (with export cargo) will roll off the ferry.
    - ii. Once all the trucks finish the roll-off operation, the trucks (with import cargo) will roll on the vehicular ferry and the vessel will depart to Kwun Tong Pier.
  - b. Kwun Tong :
    - i. When the vehicular ferry arrives at the Kwun Tong Pier, the trucks (with import cargo) will roll off the ferry.
    - ii. Once all the trucks finish the roll-off operation, the trucks (with export cargo) will roll on the vehicular ferry and the vessel will depart to Mui Wo Pier.
4. Sample of the Proposed Vehicular Ferry Sailing Schedule is depicted in Attachment 1 for references only.

## **11.0 CKS Tuen Mun Terminal & South East Quay HKIA Operational Parameters**

1. Working assumptions :
  - a. There are at least two berthing positions available at CKS Tuen Mun Terminal for RO/RO operations.
  - b. There are two berths at SEQ for two barges to operate simultaneously.
2. Operational flows : Flat top barges
  - a. The frequency of the flat-top barge is maintained at 30 minutes for the assumed availability of 6 flat-top barges.
  - b. The flat-top barge would handle both import and export cargo.
  - c. When the flat-top barge arrives at CKS Tuen Mun Terminal from SEQ, the trucks (with import cargo) will roll off the barge.
  - d. Once all the trucks finish the roll-off operation, the trucks (with export cargo) will roll on the flat-top barge and the vessel will depart to SEQ.
3. Example of the Proposed Flat Top Barge Sailing Schedule
  - a. A sample of the proposed flat top barge sailing schedule is depicted in Attachment 1 for reference only.
  - b. The actual schedule would be subject to the availability of the barges, CKS Tuen Mun Terminal, the weather and sea voyage conditions and cruising times between the SEQ at HKIA and CKS Tuen Mun Terminal.
  - c. Flat-top barge (L1) will berth at Berth 1 at hour 0000 and start the roll-on-roll-off operation.
  - d. After all the trucks have rolled on the flat-top barge, it will depart to SEQ at HKIA.
  - e. Assume the round-trip time is about 3 hours, including the berthing time, steaming time and the roll-on-roll-off operation time.
  - f. L1 will sail back to CKS Tuen Mun Terminal Berth 1 at hour 0300 and start the roll-on-roll-off operation again.
  - g. For L4 will berth at Berth 2 at hour 0000 (same time with L1) and start the roll-on-roll-off operation.
  - h. L4 will sail back to CKS Tuen Mun Terminal Berth 1 at hour 0300 and start the roll-on-roll-off operation again.

**Attachment 1****1. Designed Schedule of Vehicular Ferry**

| No of trip | Arrival Time | Departure Time | <u>Berth at Kwun Tong Pier</u> |    |    |
|------------|--------------|----------------|--------------------------------|----|----|
|            |              |                | V1                             | V2 | V3 |
| 1          | 0000         | 0030           | V1                             |    |    |
|            | 0110         | 0140           |                                | V2 |    |
|            | 0210         | 0240           |                                |    | V3 |
| 2          | 0400         | 0430           | V1                             |    |    |
|            | 0510         | 0540           |                                | V2 |    |
|            | 0620         | 0650           |                                |    | V3 |
| 3          | 0800         | 0830           | V1                             |    |    |
|            | 0920         | 0950           |                                | V2 |    |
|            | 1040         | 1110           |                                |    | V3 |
| 4          | 1200         | 1230           | V1                             |    |    |
|            | 1320         | 1350           |                                | V2 |    |
|            | 1440         | 1510           |                                |    | V3 |
| 5          | 1600         | 1630           | V1                             |    |    |
|            | 1720         | 1750           |                                | V2 |    |
|            | 1840         | 1910           |                                |    | V3 |
| 6          | 2000         | 2030           | V1                             |    |    |
|            | 2120         | 2150           |                                | V2 |    |
|            | 2240         | 2310           |                                |    | V3 |

| No of trip | Arrival Time | Departure Time | <u>Berth at Mui Wo Pier</u> |    |    |
|------------|--------------|----------------|-----------------------------|----|----|
|            |              |                | V1                          | V2 | V3 |
| 1          | 0200         | 0230           | V1                          |    |    |
|            | 0310         | 0340           |                             | V2 |    |
|            | 0420         | 0450           |                             |    | V3 |
| 2          | 0600         | 0630           | V1                          |    |    |
|            | 0710         | 0740           |                             | V2 |    |
|            | 0820         | 0850           |                             |    | V3 |
| 3          | 1000         | 1030           | V1                          |    |    |
|            | 1110         | 1140           |                             | V2 |    |
|            | 1220         | 1250           |                             |    | V3 |
| 4          | 1400         | 1430           | V1                          |    |    |
|            | 1510         | 1540           |                             | V2 |    |
|            | 1620         | 1650           |                             |    | V3 |
| 5          | 1800         | 1830           | V1                          |    |    |
|            | 1910         | 1940           |                             | V2 |    |
|            | 2020         | 2050           |                             |    | V3 |
| 6          | 2200         | 2230           | V1                          |    |    |
|            | 2310         | 2340           |                             | V2 |    |
|            | 0020         | 0050           |                             |    | V3 |

## 2. Designed Schedule of Flat-Top Barge

| No of trip | Arrival Time | Departure Time | Berth 1 at CKS TMT |    |    | Berth 2 at CKS TMT |    |    |
|------------|--------------|----------------|--------------------|----|----|--------------------|----|----|
|            |              |                | L1                 | L2 | L3 | L4                 | L5 | L6 |
| 1          | 0000         | 0030           | L1                 |    |    | L4                 |    |    |
|            | 0030         | 0100           |                    | L2 |    |                    | L5 |    |
|            | 0100         | 0130           |                    |    | L3 |                    |    | L6 |
| 2          | 0300         | 0330           | L1                 |    |    | L4                 |    |    |
|            | 0330         | 0400           |                    | L2 |    |                    | L5 |    |
|            | 0430         | 0500           |                    |    | L3 |                    |    | L6 |
| 3          | 0600         | 0630           | L1                 |    |    | L4                 |    |    |
|            | 0630         | 0700           |                    | L2 |    |                    | L5 |    |
|            | 0700         | 0730           |                    |    | L3 |                    |    | L6 |
| 4          | 0900         | 0930           | L1                 |    |    | L4                 |    |    |
|            | 0930         | 1000           |                    | L2 |    |                    | L5 |    |
|            | 1000         | 1030           |                    |    | L3 |                    |    | L6 |
| 5          | 1200         | 1230           | L1                 |    |    | L4                 |    |    |
|            | 1230         | 1300           |                    | L2 |    |                    | L5 |    |
|            | 1300         | 1330           |                    |    | L3 |                    |    | L6 |
| 6          | 1500         | 1530           | L1                 |    |    | L4                 |    |    |
|            | 1530         | 1600           |                    | L2 |    |                    | L5 |    |
|            | 1600         | 1630           |                    |    | L3 |                    |    | L6 |
| 7          | 1800         | 1830           | L1                 |    |    | L4                 |    |    |
|            | 1830         | 1900           |                    | L2 |    |                    | L5 |    |
|            | 1900         | 1930           |                    |    | L3 |                    |    | L6 |
| 8          | 2100         | 2130           | L1                 |    |    | L4                 |    |    |
|            | 2130         | 2200           |                    | L2 |    |                    | L5 |    |
|            | 2200         | 2230           |                    |    | L3 |                    |    | L6 |

| No of trip | Arrival Time | Departure Time | Berth 1 at HKIA South East Quay |    |    | Berth 2 at HKIA South East Quay |    |    |
|------------|--------------|----------------|---------------------------------|----|----|---------------------------------|----|----|
|            |              |                | L1                              | L2 | L3 | L4                              | L5 | L6 |
| 1          | 0130         | 0200           | L1                              |    |    | L4                              |    |    |
|            | 0200         | 0230           |                                 | L2 |    |                                 | L5 |    |
|            | 0230         | 0300           |                                 |    | L3 |                                 |    | L6 |
| 2          | 0430         | 0500           | L1                              |    |    | L4                              |    |    |
|            | 0500         | 0530           |                                 | L2 |    |                                 | L5 |    |
|            | 0530         | 0600           |                                 |    | L3 |                                 |    | L6 |
| 3          | 0730         | 0750           | L1                              |    |    | L4                              |    |    |
|            | 0750         | 0810           |                                 | L2 |    |                                 | L5 |    |
|            | 0810         | 0830           |                                 |    | L3 |                                 |    | L6 |
| 4          | 1030         | 1100           | L1                              |    |    | L4                              |    |    |
|            | 1100         | 1130           |                                 | L2 |    |                                 | L5 |    |
|            | 1130         | 1200           |                                 |    | L3 |                                 |    | L6 |
| 5          | 1330         | 1400           | L1                              |    |    | L4                              |    |    |
|            | 1400         | 1430           |                                 | L2 |    |                                 | L5 |    |
|            | 1430         | 1500           |                                 |    | L3 |                                 |    | L6 |
| 6          | 1630         | 1700           | L1                              |    |    | L4                              |    |    |
|            | 1700         | 1730           |                                 | L2 |    |                                 | L5 |    |
|            | 1730         | 1800           |                                 |    | L3 |                                 |    | L6 |
| 7          | 1930         | 2000           | L1                              |    |    | L4                              |    |    |
|            | 2000         | 2030           |                                 | L2 |    |                                 | L5 |    |
|            | 2100         | 2130           |                                 |    | L3 |                                 |    | L6 |
| 8          | 2230         | 2300           | L1                              |    |    | L4                              |    |    |
|            | 2300         | 2330           |                                 | L2 |    |                                 | L5 |    |
|            | 2330         | 2400           |                                 |    | L3 |                                 |    | L6 |

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