



# Business Continuity Manual

## Business Continuity Plan: B4 Major Airport Disruption Preparedness Plan

		Signature	Revision	Effective Date
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## **BCP – B4. Major Airport Disruption Preparedness Plan**

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## **A. Introduction**

1. The purpose of this document is to provide a systematic airport disruption planning process by which major airport functions are listed out so that coordinated actions can be taken by the airport community in the event of adverse weather conditions like a typhoon or other major airport disruption scenarios like an industrial action or any other incidents that may affect the operations of the airport.
2. Detailed procedures under each airport functions will not be reproduced here; instead, references will be made back to their source documents as held by each responsible department, e.g. :
  - a. FIDS Contingency Procedure for System Failure refers to TOD document TLPM/064.
  - b. Airside Crowd Management Plan refers to TOD document TLPM/073.
3. This document will be updated regularly during the exercising of the various contingency procedures as well as when lessons are learned during actual activations.

## **B. Dissemination of Emergency Information**

1. In the event that major incident happens and causes or may cause disruptions to HKIA, it is of paramount importance to provide useful information to the airport community, airport users and the general public in an efficient manner.
2. The HKIA Emergency Message Broadcast (EMB, Procedure No. TLPM/092) embodied in the Terminal & Landside Procedures Manual describes the system and the arrangement for disseminating HKIA disruption and crisis related information.
3. The procedure details the various means and channels in accordance with the different alert levels to reinforce the practices of information dissemination and communications.
4. Messages to airport users and operators are broadcasted through public announcements and screen/poster displays, while SMS is also used in delivering information to parties concerned in the airport community.
5. Dissemination of the same to the off-airport public is done through the AA website and mobile app.
6. IAC-ADM is responsible to activate the HKIA EMB, as and when required, to provide useful, timely and comprehensive information to airport users and the general public, as well as to notify various airport stakeholders allowing them to prepare and take corresponding actions in accordance with their operational contingency plans.

## **C. Command & Control – AEC**

### **1. Adverse Weather Scenarios e.g. Typhoons**

- a. Plan for and conduct Weather Briefings & Coordination Meetings
  - i. Establish contacts with HKO and obtain latest weather forecasts.
  - ii. Establish initial and subsequent weather briefings and coordination meetings with IAC duty teams and the airport community.
- b. Salient points to be covered in these meetings include :
  - i. Weather forecasts in the next few hours and coming days
  - ii. Establish AEC activation timings
  - iii. Ascertain activations of other command centers e.g. airlines', GHA's, CTO's, etc.
  - iv. Confirm AEC manning levels; e.g. Standby manning levels during the typhoon; full manning levels during recovery of airport operations after passage of the typhoon
  - v. Land transport services arrangements
  - vi. Cross boundary ferry services arrangements
  - vii. Bonded bus services arrangements
  - viii. Airline temporary boarding suspension of transfer passengers on inbound flights
  - ix. Landside crowd management plans
  - x. Airside crowd management plans
  - xi. Activations of airline/GHA care teams
  - xii. Transfer points and service counters contingency plans
  - xiii. Baggage contingency plans
  - xiv. FIDS, PA and other communication contingency plans
  - xv. F&B contingency arrangements
  - xvi. Aircraft mitigation parking arrangements
  - xvii. Departure Holding Procedure
  - xviii. FRCS arrangements
- c. Detailed procedures for planning and conducting these weather briefings and coordination meetings can be found in ADM Typhoon Checklist (H:IAC).

### **2. Industrial Actions and Other Protests Scenarios**

- a. Establish the incident's "person-in-charge" and his / her contact information from each relevant external organization as well as from AA internal departments.
- b. Other decisions concerning the AEC includes :
  - i. Specify the AEC activation time and date if possible.
  - ii. Parties and representatives that need to man the AEC.
  - iii. AEC roster pattern should be decided.
  - iv. Dissemination of the AEC activation plan.
  - v. Activation or standby responses specific to the incident, i.e. Flight Rescheduling Control System Team on standby, or, concurrent activations of other command centers from CTO's/GHA's/Police, etc.

- vi. Anticipated duration of incident, hence, of AEC activation so that relevant parties can plan for manpower deployment especially for extended AEC activations.

#### **D. Demonstration Designated Areas: Industrial Actions & Protests**

1. Discussions with demonstrators should be carried out in partnership with the Police, the discussion may include:
  - a. The agreed designated area/ routes for their sit in/ procession request.
  - b. The Do's and Don't's during their sit in/ processions activities.
  - c. Reminder to the organizer that the code of activities and any unlawful activities may cause potential breach of the AA bylaw.
2. Discussions internally with the Police and AVSECO should include facilitation of reporters and press members that will be covering the demonstrations; facilitation may include:
  - a. Designating specific areas for the reporters and press members.
  - b. Designating CAF media relations officers that will be at the sites.
3. Agreed plan should be documented and circulated amongst involved parties, including AA CAF.
4. Duty managers and relevant staff deployed to manage the incident in real time needs to be briefed prior to their coming on shift/arriving on site.
5. Major designated demonstration areas include:
  - a. T1 Level 5 Meeters and Greeters Hall
    - Designated Area 1 – Transition Deck (South/North)
    - Designated Area 2 – Adjacent to the glass wall at Hall B between the binnacle and the directional signage
    - Designated Area 3 – Adjacent to the miniature garden at Hall A
  - b. Landside Areas
    - Car Park 1 – Adjacent to the open area of Limousine Lounge
    - HKIA Tower LG/F – near Visitor Drop-off and Pick-up Area

#### **E. Coordinated Media Communication Plan**

1. Adverse Weather Scenarios
  - a. Actively engage with the media throughout and together with the home-based airlines arrange for media briefings on site.
2. Industrial Actions & Protests
  - a. Implement a coordinated media communications plan :

- i. Agree with the involved parties / companies on implementation of a coordinated media communications plan.
  - ii. Major stakeholders should include the company involved in the dispute, its parent company if applicable, Police and other government departments as necessary.
  - iii. Confirm that the AEC will be the primary conduit for information exchanges and updates.
  - iv. Designate liaison persons and spokespersons from each party.
  - v. Start working together on various possible scenarios with corresponding key messages as well as stocking up on press kits and lists of potential Q&A's.
  - vi. AA CAF should be driving the coordination process during the development of communication plan and reach out to the involved parties.
- b. Discuss and agree on work processes as well as liaison persons in order to prepare contents and implementation details. For example:
- i. In-Terminal announcements
    - Pre-recorded announcements to be made during incident in English, Cantonese and Mandarin;
    - Electronic emergency notices to be broadcasted via FIDS/baggage reclaim hall/etc. in order to inform arrival passengers of possible impact from the industrial action as well as other important information.
  - ii. In-flight announcements
    - In-flight announcement of incident to prior to landing to inform passengers of special arrangements, etc.
  - iii. Website management
    - Who will alert others of developing situation,
    - What messages should be uploaded,
    - When it should be uploaded,
    - What messages should be deleted and when to delete, etc.
  - iv. Media enquiries e.g. Emergency notices / information / press releases / enquiry numbers to be communicated to media, etc.

## **F. Security**

### **1. Adverse Weather Scenario**

- a. As per existing procedures.

### **2. Industrial Actions & Protests**

- a. Establish coordination meetings with Police and AVSECO to plan for any additional measures required in addition to normal operations e.g. :
  - i. Step up airside vehicle patrols to ensure ramp safety and security is not compromised;
  - ii. Increase its landside patrols to monitor the approaches to the Airport Restricted Area Gate Houses;
  - iii. Reinforce manpower at the Departures and Transfer Screening Points as necessary;
  - iv. Re-deploy (upon request of AA through AEC) additional manpower to assist passengers at T1 (e.g. at the Baggage Reclaim Hall with up to 40 security personnel);



- v. Reinforce manpower at the Level 2 Baggage Hall (by means of shift extension) in order to handle anticipated large numbers of short shipped bags.
- b. Review Police coverage on the Airport Island platform and their protocol in the intervention of any potential breach of the peace.
- c. Discuss and ascertain any additional resources police may be deploying onto the Airport Island platform e.g. a platoon from NTS Emergency Unit to reinforce the airport police deployment.
- d. Establish if any external guarding companies are to be employed, especially by the company involved in the dispute and ensure their command and operational leaders are made known to AEC / Police / AVSECO.

## **G. Airfield Readiness**

### **1. Adverse Weather Scenarios**

- a. Ramp Operations
  - i. Review weather forecasts and anticipated scale of impacts with relevant parties.
  - ii. Salient points to be covered include :
    - Vehicle protective screens
    - Worksite inspections against FODs
    - RHO's and LMO's secure equipment, loose objects, secure/reposition aircraft, coordinate with LMO / BAC to arrange aircraft ballasting etc.
    - Coordinate with TSI on storm drains, oil traps, runway facilities, etc.
    - Review airbridge operations against measured wind speeds
    - Coordinate with RHO's and CTO's on dolly recirculation arrangements
    - Detailed procedures in IAC-Airfield typhoon checklist and other relevant Airfield Department documents.
- b. Mitigation Parking Arrangement
  - i. Review weather forecasts and anticipated scale of impacts with CAD-ATMD, RHO's, CTO's and LM franchisees.
  - ii. Review agreed upon contingency procedures and communication channels.
  - iii. Detailed procedures in relevant Airfield Department documents.
- c. Departure Holding Procedure (DHP)
  - i. According to the parking stand availability and the number of arrivals / departures of the next hour, the stand allocation staff at ACC should be able to predict the criticality of the parking stand situation of the next hour. If full apron situation is expected, inform ATC to activate DHP immediately. It is agreed with airlines and ATC that when full apron situation occurs, aircraft that is expecting to take-off within 60 minutes can be pushed back and lining up at taxiway rather than waiting at parking stand.
  - ii. Departure Holding Procedure refers to Airfield Department Full Apron Contingency Procedures (Manual No.: ACC-1003-R)

- d. Acceptance of Arrival Traffic
  - i. When significant reduction of runway capacity and/or shortage of aircraft stands occur or expected, cease accepting arrival traffic from nearby ports can be considered in consultation with CAD-ATMD.
- e. Flight Rescheduling Control System
  - i. Review weather forecasts and anticipated scale of impacts with CAD-ATMD, AOC and GHA's.
  - ii. If deemed necessary, standby AA, HK base carriers and GHA's FRCS teams.
  - iii. Detailed procedures refer to EPM FRCS contingency procedures.

## 2. Industrial Actions & Protests

- a. Airlines / GHA's coordination – Discuss and agree upon any additional manpower deployment and / or specific work processes aimed at mitigating anticipated passenger, baggage, cargo or aircraft congestions e.g. :
  - i. Deploy additional and sufficient airline and GHA staff at baggage reclaim area to assist passengers.
  - ii. Make in-flight announcements concerning the industrial action before aircraft lands at HKIA to ensure passengers are given latest developing information as well as to start managing their expectations with possible service disruptions / delays.
  - iii. Airlines to activate its own office support team to assist passengers at baggage reclaim area, departing gates, arrival gates, transfer desks, check-in counters and any other areas where passengers may need the airline's assistance.
  - iv. Additional manpower from GHAs, other airlines, RHOs, CTOs, AA and / or external parties to assist in anticipated congestion areas.
- b. Ramp Operations – Discuss and agree upon any additional manpower deployment and / or specific work processes aimed at mitigating aircraft handling issues that may impact upon passenger, baggage, cargo or aircraft congestions e.g.:
  - i. Prior coordination arrangement made amongst RHOs for possible cross and / or pool handling.
  - ii. Discuss and agree upon special communication processes that may be used during the disruption.
  - iii. If necessary, distribution of personal mobile phones and / or Tetra units.
  - iv. Review and agree upon addition ramp manpower deployment with special attention to multiple capabilities e.g. airbridge operations by RHO's / AA staff, aircraft door opening by qualified ramp and catering staff, refueling operations, cabin cleaning operations, etc.
  - v. Review needs for additional cargo staging areas at cargo apron and L-stands.

## H. Baggage Readiness

### 1. Adverse Weather Scenarios

- a. Review weather forecasts and anticipated scale of impacts with AOC, GHAs, RHOs, AVSECO and other relevant baggage handling parties.
  - b. Detailed procedures refer to relevant APM and Baggage Department baggage handling contingency procedures.
2. Industrial Actions & Protests
- a. Review additional staging areas (e.g. ITCI destuffing area) to handle overflow bags.
  - b. Review and agree upon priority with RHO/ airlines to handle baggage among arrival flights, departure flights and transfer flights.
  - c. Review and if necessary, arrange for additional manpower from other on-airport and external contractors.
  - d. Discuss, agree and circulate amongst relevant stakeholders a manpower deployment plan showing deployment of additional staff to locations such as the problem/late areas and problem carousels to handle overflow and dieback baggage. Deploy manpower to monitor lateral and problem carousel full situation. Offload overflow bags from departure laterals and problem carousels to assigned staging areas if necessary.
  - e. Review and organize, if necessary, additional ABD staff will be added from the office and duty to keep the baggage handling system running in full capacity.

#### **I. FIDS Readiness**

1. Review weather forecasts and anticipated scale of impacts with AOC, GHA's, RHO's and other relevant parties.
2. Review agreed upon contingency procedures and communication channels.
3. Detailed procedures can be found in TOD documents :
  - a. TLPM/064 FIDS Contingency Procedure For System Failure

#### **J. F&B Readiness**

1. Review weather forecasts and anticipated scale of impacts with AOC, RAD and terminal F&B outlets.
2. Discuss and agree upon extension of F&B operational hours, if necessary.
3. Ensure sufficient supplies delivery to relevant F&B outlets.

## **K. PCT Readiness**

1. Ascertain if AA PCT teams are to be deployed; if yes, ensure :
  - a. PCT team leaders are briefed on the overall situation.
  - b. PCT Leaders to contact CAF members upon PCT activation so that CAF can include them in the information distribution, to keep abreast of developing situation and able to brief their team members of the latest updates.
  - c. Activation date and time are disseminated to all teams.
  - d. Supplies of bottled water, snacks (if necessary) & blankets are available and not time-expired.
2. Ascertain if other care teams e.g. from airlines, are to be deployed and if so, ensure:
  - a. Roles and responsibilities of each party
  - b. Areas of operations
  - c. Communication channels
  - d. Liaison contacts / chain of command
  - e. Distribution of water & snacks to be coordinated with distribution of meal vouchers & lounge invitations

## **L. Crowd Management – Airside**

1. Review weather forecasts and anticipated scale of impacts with AOC, GHA's, Police, AVSECO and ADM.
2. Review and confirm on contingency arrangements including :
  - a. Airline to suspend uplifting of transfer passengers on inbound flights
  - b. E1, E2 and West Hall transfer area contingency set-up and management
  - c. L6 Airline Services Desks contingency set-up and management
  - d. If necessary, Transit Advice Card distribution, use and management
  - e. If necessary, Pre-planned L6 Designated Zoning Plan activation and management
  - f. WIDS and FIDS (Way Finding) contingency activation and updates
  - g. Deployment and coordination of AA / airlines' care teams

- h. Step up cleaning frequencies / staffing
  - i. Actions to take upon a medical emergency
  - j. On-site liaison as well as AEC coordination
  - k. Ascertain if other care teams are to be deployed e.g. from airlines, Civil Aid Service, Auxiliary Medical Service, St John, Red Cross, etc.
  - l. If there is a multi-agency response, establish :
    - i. Roles and responsibilities of each organization
    - ii. Areas of operations
    - iii. Communication channels
    - iv. Chain of command
    - v. Coordination and liaison
3. Detailed procedures refer to TOD documents :
- a. TLPM/073 Airside Crowd Management Plan
  - b. TLPM/031 Ambulance Case Handling
  - c. TLPM/033 Passenger Care Team Mobilization, Operations and Communications
  - d. Cleaning Services Contracts at T1
4. In the occasion of full apron and a large number of departure flights are not assigned with boarding gates, departure flights of airlines operating at the T1 Midfield Concourse will be assigned to Gate 209. Airlines and Ground Handling Agents concerned will provide assistance to their passengers at the Airline Service Counter right next to Gate 209.

## **M. Crowd Management – Landside**

- 1. Review weather forecasts and anticipated scale of impacts with AOC, GHA's, Police, AVSECO and ADM.
- 2. Review and confirm T1 contingency arrangements including :
  - a. L7 Departure Level check-in aisles at T1
  - b. L7 Departure Level up-ramp areas at T1
  - c. L6 transition decks at T1
  - d. AEL platform lobby
  - e. Location and posting of directional signage at all relevant areas

- f. FIDS contingency procedures and updates
  - g. Deployment and coordination of AA / airlines' care teams
  - h. Maximize landside trolley recirculation
  - i. Step up cleaning frequencies / staffing
  - j. Actions to take upon a medical emergency
  - k. On-site liaison as well as AEC coordination
  - l. Ascertain if other care teams are to be deployed e.g. from airlines, Civil Aid Service, Auxiliary Medical Service, St John, Red Cross, etc
  - m. If there is a multi-agency response, establish :
    - i. Roles and responsibilities of each organization
    - ii. Areas of operations
    - iii. Communication channels
    - iv. Chain of command
    - v. Coordination and liaison
3. Detailed procedures refer to TOD and LD documents :
- a. TLPM/081 Landside Crowd Management Procedure
  - b. TLPM/031 Ambulance Case Handling
  - c. TLPM/033 Passenger Care Team Mobilization, Operations and Communications
  - d. TLPM/025 Landside Baggage Trolley Re-circulation
  - e. Cleaning Services Contracts at T1

## **N. Transportation Readiness**

1. Review weather forecasts and anticipated scale of impacts with Police, MTR, bus franchisees, taxi associations, coach operators, roadside management operator and other relevant parties.
2. Review and confirm transportation arrangements including :
  - a. Routes and services prior to typhoon reaching HKG
  - b. Routes and services during typhoon
  - c. Post – typhoon resumption of routes and services
  - d. Extension of services beyond regular operating hours
  - e. No Land Link contingency plans for passengers, workers & cargo
3. Detailed procedures can be found in following documents :
  - a. TLPM/028 Landside Transport Emergencies
  - b. TLPM/045 Taxi Operation Procedures

**End of BCP – B4**