AIRPORTS COUNCIL INTERNATIONAL

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APEX IN SECURITY

REFERENCE DOCUMENT

APEX AIRPORT EXCELLENCE IN SECURITY

The ACI programme designed for airports to achieve excellence in security

Airports Council International is the association of the world's airports. ACI is a non-profit organization, whose prime purpose is to advance the interests of airports and to promote professional excellence in airport management and operations. By fostering cooperation amongst airports, world aviation organizations and business partners, ACI makes a significant contribution to providing the travelling public with an air transport system that is safe, efficient and environmentally responsible.

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Table of Contents

1 Executive Summary ____ 3
2 About APEX in Security ____ 4
3 Participant Roles ____ Error! Bookmark not defined.
APEX Security Team ____ 5
Audience and Stakeholders ____ 5
Host Airport ____ 5
Security Partner ____ 6
Other Stakeholders ____ 6
4 The Review Process ____ 7
Timeline ____ 8
Cost of the Security Review ____ 9
Evaluation, Tracking and Follow-up ____ 9
How to Request a Security Review ____ 9
Confidentiality ____ 9
5 ACI Contact Information ____ 10

Executive Summary

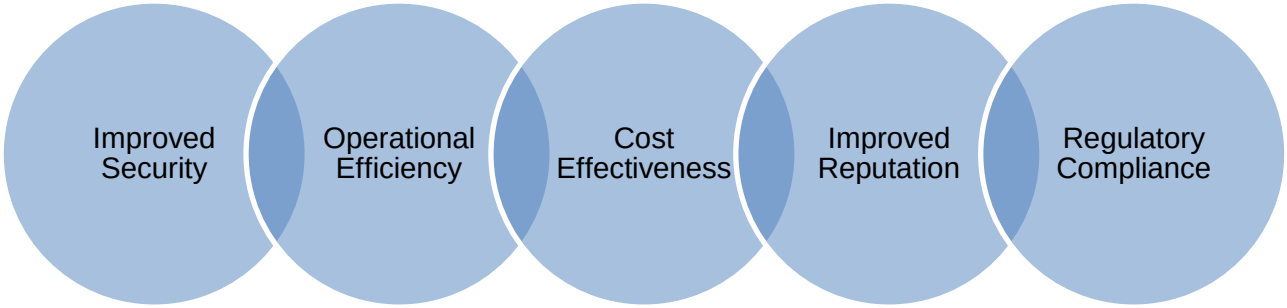
The mission of Airports Council International (ACI) is to promote the collective interest of the world's airports and the communities they serve and to promote professional excellence in airport operations and management. Safety and security are the top priorities.

Recent ACI forecasts indicate that there will be over 16 billion passengers and 126 million aircraft movements per annum by 2032, meaning that aside from other operational measures, the existing world airport capacity would need to expand significantly, resulting in a major infrastructure investments in order to accommodate this added demand for air transport.

The significant growth in the number of passengers, freight volume, and aircraft movements is expected to create additional burdens on a system under constant pressure to maintain security levels.

ACI has introduced the **Airport Excellence (APEX) in Security Programme**, in support of its mission to promote safer and more secure airport operations through international cooperation with the International Civil Aviation Organization (ICAO), aviation stakeholders and airports worldwide. The programme is based on **ICAO guidance**, **national requirements** and **ACI best practices**. APEX in Security combines the mandate for regulatory compliance with the actual day-to-day operational needs of airports to maximize operational efficiency while enhancing the security standards.

Moreover, APEX in Security provides several elements tailored to the individual needs of airports and proposes effective solutions which lead to an improvement in the security reputation of the airports participating in the programme.



Aims of APEX in Security

About APEX in Security

Vision:

- To be the leading enabler of airport security by fostering best practices in airport security and increasing the level of compliance with ICAO Standards and Recommended Practices (SARPS) through cooperation with industry stakeholders.

Mission:

- To assist airports in their efforts to improve their security measures; to identify areas where efficiency and effectiveness gains can be made.
- To implement quality management systems and to establish indicators and tools for the measurement and continuous improvement of security performance.
- To increase the level of compliance with applicable standards, recommended practices and national requirements and foster the sharing of best practices in security amongst the airport community.

Benefits:

APEX in Security Benefits
Tailored approach
Measures that can be immediately implemented
Access to global network of security experts
Practical application
Creation of Action Plan
Effective results within reach
Appropriate solutions based on specific operational and risk environments
ICAO and national regulatory framework aspects covered
Access to knowledge data base
Access to documentation
Guidance material provided
Training, workshops, and further assistance available

Participant Roles

Following the request of an airport for assistance, an APEX security review is carried out by a team of experts, ensuring the confidentiality of data at all stages. The security review is built upon results of a self-assessment questionnaire, aiming to understand the airport's legal, managerial and operational environment, in order to prepare the on-site assessment. The review includes assessment of current practices, a gap analysis against internationally recognized best practices, identification of recommended solutions and the design of an action plan to help the airport optimize its security performance.

APEX Security Team

The number of ACI Security Review Team members depends on the complexity of the assessment requested. The team led by an ACI World representative or his designate may include:

- An ACI Regional Office Security representative,
- An ICAO-designated Security Officer,
- One or more Security Partners, under the supervision of an ACI Team Leader
- Other experts may be included in the team if the extent of the Security Review so demands.

Audience and Stakeholders

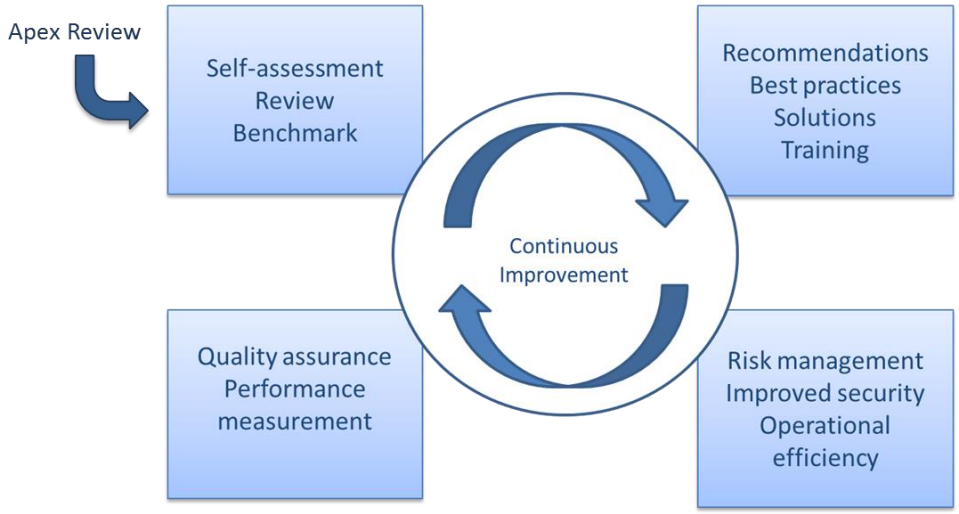
APEX in Security is based on **ICAO Annex 17 Standards and Recommended Practices (SARPS), national requirements** and **ACI best practices**. This initiative will bring together the host airport, national authorities, security experts and other relevant aviation security stakeholders to identify improvements and recommendations.

The review will benefit from the involvement of the State, including the authorities responsible for aviation security regulation, delivery of security services, customs and immigration, in a collaborative and cooperative environment.

Host Airport

The Host Airport is the airport that requests the Security Review. The host airport benefits from;

- An enhanced level of security through increased knowledge of ICAO guidance, national regulatory standards, best practices and training needs/options
- Thorough understanding of its own security performance
- Identifies areas for improved efficiency and better use of resources
- Access to a pool of expertise that will enable the Host Airport to mitigate any gaps in security as required by its specific operating environment
- The initiation of a cycle of continuous improvement



Security Partner

The **Security Partner is an airport** that has the required expertise and volunteers to provide the Host Airport with one or more experts for the purpose of performing the Security Review. The services of the Security Partner are provided without charge for the entire duration of the Security Review with the objective of assisting the Host Airport to improve their security standards.

ACI proudly acknowledges our Security Partners' contribution to fostering security and international cooperation through a variety of communication channels and at ACI events worldwide.

Other Stakeholders

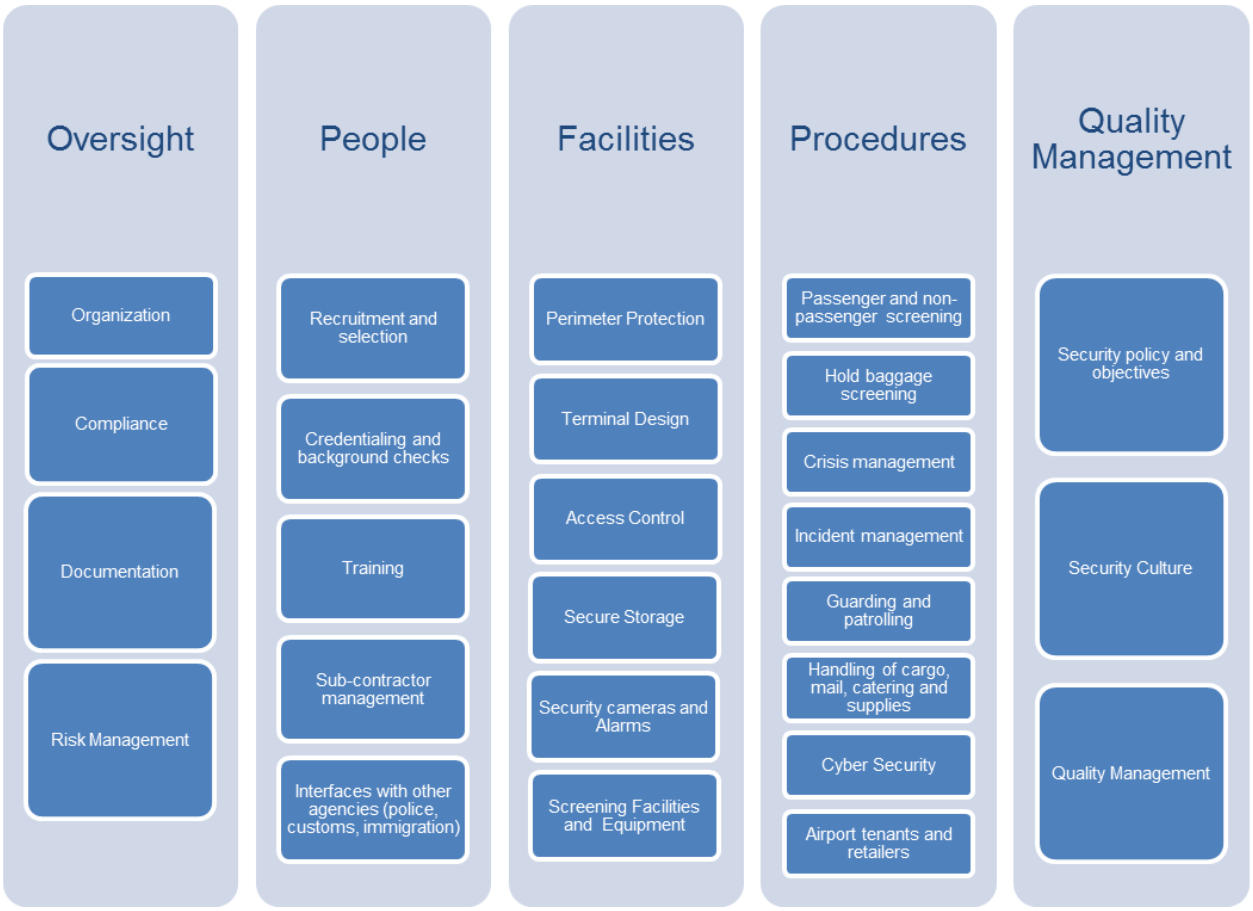
APEX in Security involves a number of stakeholders, including screening authorities, border agencies, ground handlers, police and regulators/oversight authorities. In some cases, national authorities are fully or partially responsible for the security of the airport; the host airport will need to inform the national authority before the on-site review. The security goals of these stakeholders are harmonized to the greatest extent possible during the Security Review and are given due consideration during the on-site visit at the Host Airport.

The Review Process

Prior to the Security Review, the Host Airport fills out and submits a self-assessment questionnaire to ACI called the **APEX Advance Questionnaire**; the aim of which is to identify key areas of focus for the ACI Security Review Team. When submitting the questionnaire, the Host Airport provides an electronic version of the relevant procedures and documentation requested in the **SEC Aerodrome Documentation.** This is an important step in the evaluation of the operational needs and the selection of the appropriate Security Partners. Any documents transmitted by email will be encrypted and signed to ensure the protection of security sensitive information.

Once this documentation has been received and the agreement has been signed, ACI coordinates and dispatches an **ACI Security Review Team of experts** to the Host Airport, with the goal of improving security in specific areas of interest.

Upon request from the Host Airport, APEX in Security can provide a review of any security area. A review will usually include a wide range of security key areas as listed below which could be tailored to the host airport's environment and needs. The review will also be tailored to the regulatory environment, depending on the areas for which the airport has responsibility.



A typical Security Review lasts **five days.** To optimize the time available for the on-site review, the Host Airport should identify and coordinate the programme with the relevant aviation and regulatory stakeholders.

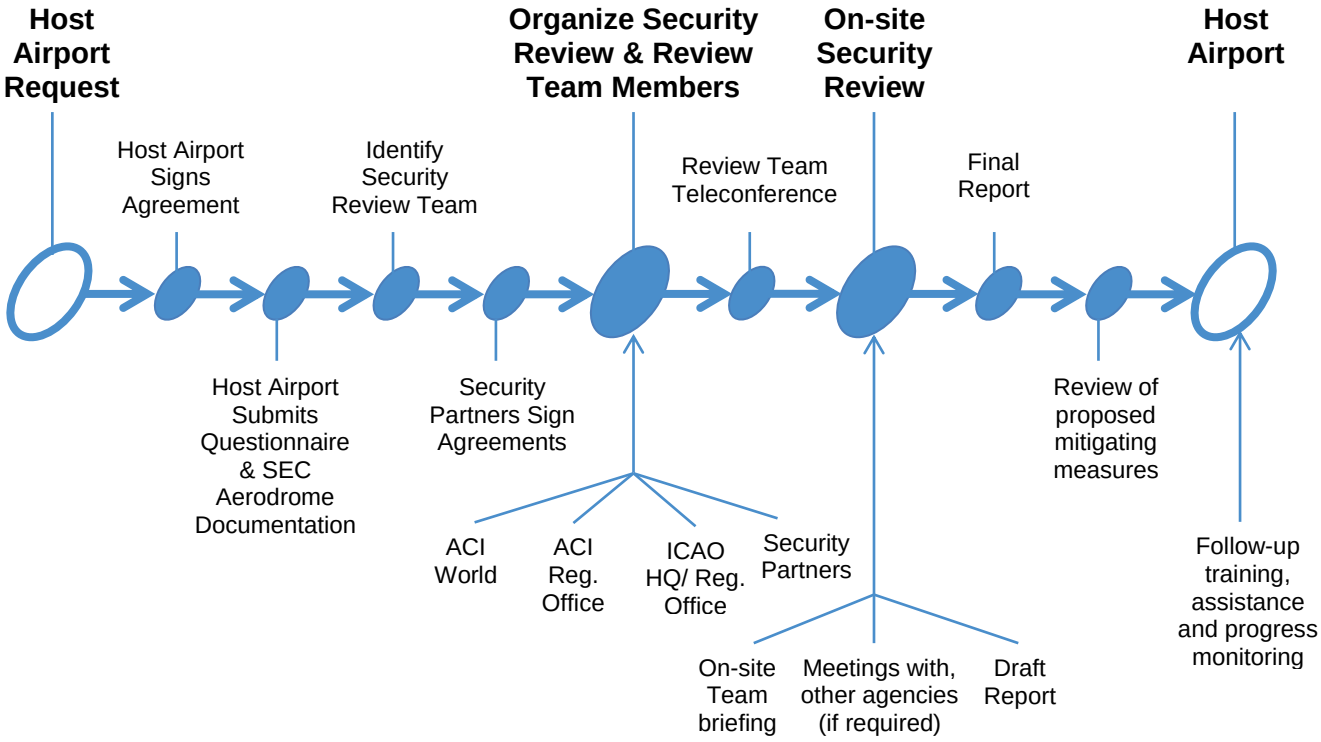
The ACI Security Review Team conducts an assessment of the security measures in place based on international guidance and best practices and national regulation, focusing on the areas of emphasis selected by the Host Airport. The team leader provides a **preliminary (draft) report** within four (4) weeks from the end of the visit. A **final report** with recommendations is forwarded to the Host Airport Senior Management within eight (8) weeks from the end of the visit, containing the observations made by the ACI Security Review Team. The Final Report emphasizes the solutions that could be adopted by the Host Airport to enhance the level of security.

Based on the conclusions from the Final Report, the ACI will guide the Host Airport in drafting an **action plan** which contains its short, medium, and long-term security improvement goals, as well as the means and actions that are deemed most appropriate to achieve these results.

The overarching APEX in Security goal of improving security is reached when the Host Airport acts upon the proposed mitigating measures. An ACI support team will provide advice to the Host Airport in the implementation of the most appropriate measures.

Timeline

The estimated time required to complete the entire process, from the time the agreement is signed with the Host Airport until the final report is issued, is on average **16 weeks**.



Under the APEX in Security Programme, the Host Airport directly benefits from dedicated ACI support staff to achieve the goals set in the Action Plan. Various means of assistance are available, such as access to: **pools of experts, training, workshops, seminars, and working groups at local, regional and international levels**.

Cost of the Security Review

The Host Airport is responsible for covering the **direct costs** for the ACI Security Review Team for the duration of the Security Review adhering to ACI World travel policy where flights under 8 hours will be booked in Economy Class.

No consultancy fees will be charged by ACI. Also, the project management cost is provided at cost to the Host Airport by ACI World.

The Security Review is performed on a **non-remunerative basis**. When scheduling and setting up the ACI Security Review Team, ACI makes every effort to keep **costs to the minimum**.

Evaluation, Tracking and Follow-up

An important part of the APEX in Security Programme is to ensure that effective assistance is provided to the Host Airport for continuing quality assurance. As the Host Airport implements mitigating measures, a periodic evaluation of the airport's security performance is highly recommended.

As a follow up action, the ACI team can additionally assist in the setting up of a Security Management System which aims to ensure a culture of security throughout the organization and a cycle of performance review and improvement.

How to Request a Security Review

ACI delivers the APEX in Security Programme **to every member airport** interested in achieving excellence in security.

To request a Security Review, a letter signed by the **Senior Executive of the Host Airport** should be sent to the **ACI Regional Office**, with a copy forwarded to **ACI World.**

The following aspects must be included in the letter by the Host Airport:

1. The commitment by the Host Airport Senior Management to engage in the APEX in Security Programme with the aim to improve the security standing at the airport concerned
2. The name of the airport for which the Security Review is requested
3. The tentative dates requested for the ACI Security Review Team visit

Please find attached/enclosed a Request Letter template for your reference.

Confidentiality

The results from the Security Review are **confidential**. The ACI Security Review Team ensures that any documentation or information received by the host airport before or through the visit on-site remain confidential unless consent has been obtained from the party concerned. Benefits may be gained from sharing or discussing part or all of the review results with the national regulator or ICAO, but this will be at the discretion of the airport.

ACI Contact Information

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ACI North America

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President & Chief Executive Officer
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Email: kburke@aci-na.org

Mr. Chris Bidwell
Vice President, Security and Facilitation
Phone: +1 202 293 8500
email: cbidwell@aci-na.org

<Host Airport Letterhead>

<Host Airport Reference Number: APEX SCR [YEAR] - AIRPORT IATA CODE >

<Date and Place>

Attn.: <Name of the ACI Regional Office Head>

Cc: Ms. Angela Gittens, Director General, ACI World
Mr. Kevin Caron, Director, Capacity Building Programmes, ACI World

Subject: APEX Security Review for **<NAME OF THE HOST AIRPORT>**

Dear **<Name of the ACI Regional Office Head>**,

The **<Host Airport>** is committed to implementing a process to enhance security and to reach a higher degree of conformity with the applicable standards. We aim to improve the airport operations, in general, and the level of security, in particular.

To this end, we would like to invite ACI to conduct an **Airport Excellence (APEX) in Security Review** at **<Name of the airport>**.

We ask ACI to schedule the Security Review during **<specify year>**, taking into account the availability of the expert assessors required to perform this activity. The tentative month proposed for the Review is **<specify the month>**.

As the Host Airport, we will provide all the necessary security and other related documentation available and coordinate meetings with the relevant civil aviation authorities and stakeholders operating at the airport, as required. We will also cover all costs related to the organization of the Security Review and the dispatch of experts for the purpose of the Security Review.

We have identified our top priorities in the attached sheet, understanding that all areas will be covered by the review.

For the purpose of organizing the Security Review, the person empowered as the Primary Contact for all communications and coordination of the Security Review will be **<Name of the person>**. The contact details are: phone **<Telephone number>**, email **<Email of the Primary Contact>**.

With best regards,

<Name & signature of the Airport CEO>

Areas of Emphasis:

All of the areas below will be covered during the Security Review (as applicable at your airport). Please select the top 2 areas you would like us to emphasize. We ask for the Security Review to focus in particular on:

Organization		Security cameras and lighting	
Compliance		Screening equipment	
Documentation / Security programme		Secure storage	
Quality assurance		Passenger and non-passenger screening	
Risk Assessment and management		Hold baggage screening	
Security Policy		Crisis management and emergency response	
Staff recruitment and selection		Incident management	
Credentialing and background checks		Guarding and patrolling	
Training		Cargo, mail, catering and supplies	
Sub-contractor management		Cyber security	
Interfaces with other Agencies (police, immigration, customs)		Airport tenants and retailers	
Perimeter protection		Supply chain	
Terminal design		Other	
Airside/landside access and control			

Are there any particular issues that you would like to highlight?

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