**INTERNATIONAL CIVIL AVIATION ORGANIZATION**

**FIFTH AFI SECFAL PLAN SC MEETING**

***(Thursday, 25 May 2017, Gaborone, Botswana)***

**SESSION 1: UPDATE ON AIRPORTS COUNCIL INTERNATIONAL (ACI) AIRPORT EXCELLENCE (APEX) IN SECURITY PROGRAMME**

*(Presented by Airports Council International)*

**SUMMARY**

This paper presents an update from Airports Council International regarding its Airport Excellence (APEX) in Security programme, and details regarding the skills needed for Security Assessors (as requested at the fourth meeting of the AFI SECFAL Plan Steering Committee).

## 1. INTRODUCTION

1.1 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. Security is a top priority. ACI in collaboration with aviation stakeholders and airports worldwide, has developed the Airport Excellence (APEX) in Security initiative, based on the highly successful APEX in Safety Programme.

1.2 APEX in Security provides a peer review tailored to the individual needs of airports and proposes effective solutions which will lead to improving the security standing of the airports who participate in the Programme.

1.3 The framework for the review is based on ICAO Annex 17 Standards and Recommended Practices (SARPS), guidance material from the ICAO Security Manual and ACI best practices and is used alongside national regulation. It combines the mandate for regulatory compliance with the actual day to day operational needs of airports to maximize operational efficiency while enhancing the standard of security.

1.4 The APEX in Security programme supports ACI's mission to promote more secure airport operations through international cooperation with aviation stakeholders and airports worldwide, ICAO policies related to aviation security, the aims of the GASeP and the UN Security Council Resolution 2309.

## 2. THE APEX PROGRAMME

2.1 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.

2.2 A review includes an 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.

2.3 The number of APEX Security Review Team members depends on the complexity of the assessment requested, but typically has six experts under the leadership of a project manager. The team, led by an ACI World representative or his designate, may include an ACI Regional Office Security representative, an ICAO-designated security expert, one or more Security Partners and other subject matter experts as required, under the supervision of an ACI Team Leader.

2.4 The Security Review is performed on a non-remunerative basis; the host airport covers only the cost of direct expenses. The host airport also receives ACI support to achieve the goals set in the resulting action plan. Various means of assistance are available, such as access to pools of experts, training, workshops, and seminars, working groups, at local, regional and international level.

2.5 Although the most obvious benefit is for the airport hosting the review, States also benefit from an increased level of compliance with national regulation and applicable SARPs.

2.6 The Programme also provides a valuable insight into trends in the security standing of airports to help identify global training and assistance needs, with goal of improving aviation security worldwide.

2.7 In addition, feedback from review teams indicates that taking part in an APEX as a reviewer is an incredibly good learning experience for all participants, and all find something valuable to take away from the process.

## 3. STATUS OF THE PROGRAMME

3.1 The first pilot programme review was completed from 28 March to 1 April 2016 at Sir Seewoosagur Ramgoolam International Airport in Mauritius. Participants providing the review included Airports Company of South Africa, Aeroports de Paris, Aeroports de Montreal, ICAO and the Greater Toronto Airports Authority.

3.2 Further pilot reviews were conducted at Ngurah Rai International Airport in Denpasar, Indonesia and Sultan Aji Muhammad Sulaiman Airport in Balikpapan, Indonesia. The Denpasar review was observed by the Office of Transport Security (OTS) of Australia.

3.3 The pilot reviews were extremely successful in not only identifying vulnerabilities for the airport and State to address but to highlight the collaborative effort between ACI and other states in conducting such peer reviews. Further reviews at Juanda International Airport in Surabaya, Indonesia and Sultan Hasanuddin International Airport in Makassar are planned for late summer 2017.

3.4 The APEX in Security programme is planning to conduct further pilot peer reviews with the airports in Tunis, Tunisia in June or July 2017 and with Montego Bay, Jamaica in July or August 2017.

3.5 ACI Plans to roll out the programme in October 2017 in conjunction with the Airports Council International World Annual General Assembly in Mauritius.

3.6 Airports from several other countries have approached Airports Council International to have an APEX in Security review completed once the programme is fully launched.

## 4. RESOURCES

4.1 The success of the programme relies on the support of many stakeholders, including:

a) airports for the provision of security expertise on review teams and advice on best practices;
b) states to support the reviews taking place, provide input and foster a collaborative approach;
c) appropriate authorities who may volunteer to be part of a review of an airport in another country;
d) ICAO for regional and headquarters support and participation; and
e) regional organizations for advice, input and to help identify airports in need of assistance.

4.2 APEX in Security requires a slightly different delivery model to APEX in Safety due to the wide-ranging models for the delivery of security services across airports globally. For example, in some states, the delivery of screening is covered entirely by the regulatory authority or the local police. Likewise, the airport may have no responsibility for guarding or patrolling. This means that;

a) The scope of an APEX review can be somewhat limited in some airports if it focuses only on the responsibilities of the airport.
b) If the scope is to include all aspects (for maximum value in terms of identifying improvements to the whole system), the local regulator must be completely engaged in the process.
c) The airport may not consider the expenses for a review to be value for money, since they may not have responsibility for delivery of all security measures.

4.3 To address these challenges, it has been recognized that in many cases, strengthening relationships with regulators and achieve buy-in prior to a review (with the agreement of the airport) is critical to the success of a review.

4.4 It has also been identified that high costs to cover international travel may present a barrier to participation for some airports, and it is therefore desirable for the team to comprise a mix of international and local experts.

4.5 At the 4th AFI-SECFAL Steering Committee meeting held on 1 December 2016 at ICAO Headquarters in Montreal, Airports Council International presented to the committee the APEX in Security Programme and under SC04/Rec 08, the Steering Committee a) *Urged ACI to share with the States the criteria for selecting the experts who conduct the reviews under the APEX Security Programme and to sensitise the States on the benefits derived from APEX with a view of increasing States participation in the APEX Initiative.*

4.6 The skills required for security partners will vary depending on the needs of the airport and its areas of emphasis. However, in general, three teams of experts are usually deployed, so participants broadly need skills and operational experience in one of three areas;

a) Management of Security - Regulatory knowledge, experience in developing and implementing security programmes and standard operating procedures, risk and vulnerability assessment, security culture, quality management and quality assurance and training;
b) Screening - Knowledge and experience of passenger and non-passenger screening processes, hold baggage screening and non-passenger vehicle screening and access; and/or
c) Physical Security – physical design and controls such as access control, perimeter protection, terminal and landside security, patrolling, surveillance and secure area protection.

4.7 Further details are provided in Appendix B.

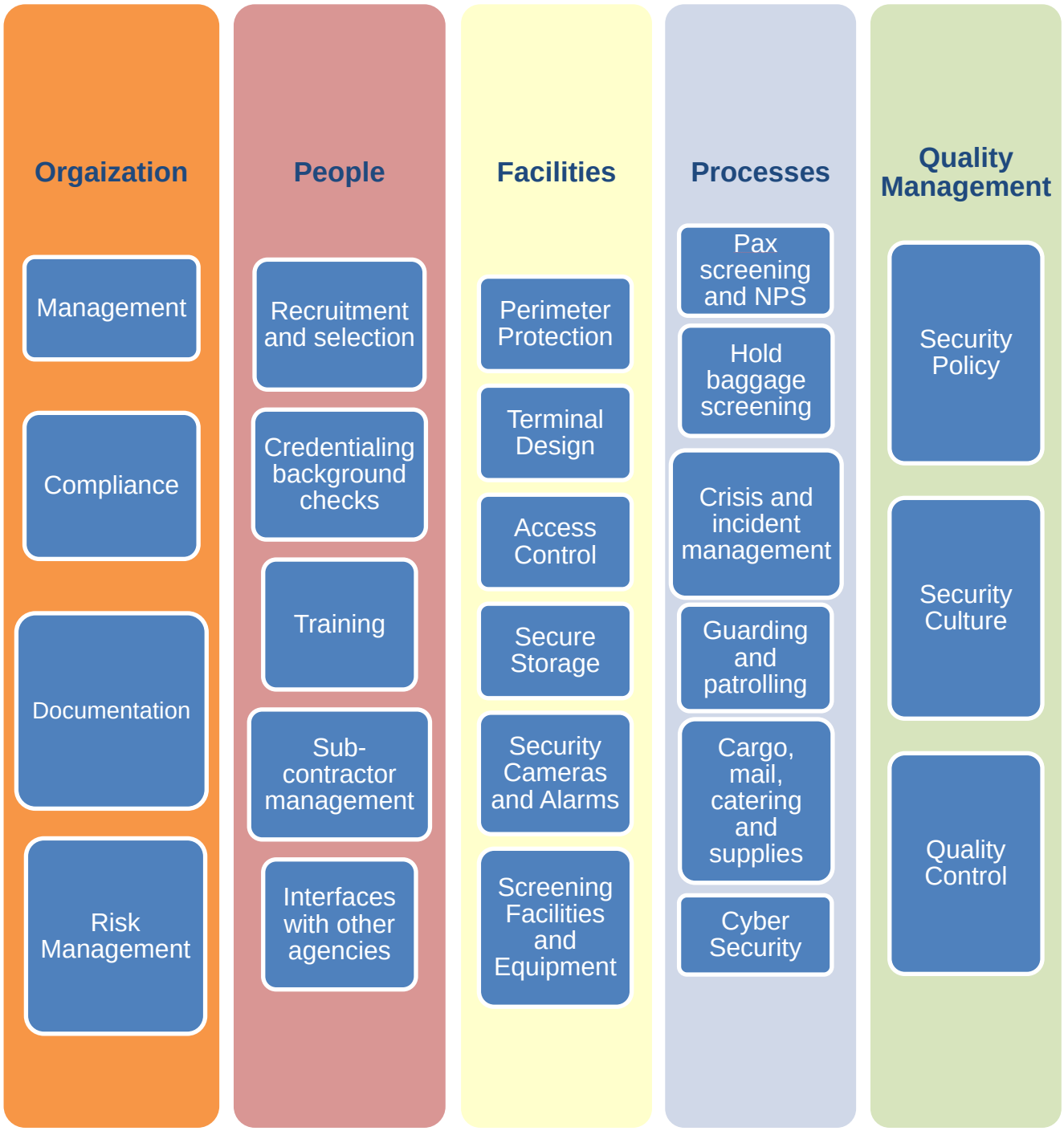
## 5. ACTION BY THE AFI-SECFAL STEERING COMMITTEE

5.1 **The AFI-SECFAL Steering Committee is invited to:**

**a) note that the APEX in Security programme can help airports to improve the implementation of security measures;**
**b) support the APEX programme by encouraging participation by airports in the region; and,**
**c) encourage States and airports to provide expertise to support the APEX in Security programme based on the criteria presented.**

## APPENDIX A

## SCOPE OF AIRPORT EXELLENCE (APEX) IN SECURITY REVIEW




Reviews are tailored to the individual airport's needs. The diagram above shows the components that are usually included in a review.

## APPENDIX B

Potential Security Partners complete a matrix starting with proficiency rating from 0 - no knowledge to 3 - excellent professional knowledge on each of the areas above.

In this context, excellent professional knowledge would require at least three year's operational experience either in an airport security operation or in a regulatory capacity. Verbal and written communication skills are also critical in order to be able to articulate recommendations and assist in report and action plan writing. Experience in more than one airport or State is also highly desirable.

Given a pool of resources, the best match for the airport's needs will be selected, ensuring a mix of regional and international experience is included. Because a team is usually divided into three areas, focusing on management, screening and physical security, it is necessary for an assessor to have deep knowledge in one or more of these areas, but not necessarily all of them.

The competencies Airports Council International is seeking in APEX in Security Partners are as follows:

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| **Skill Set A – Management** |
| a) Knowledge of the regulatory framework for aviation security, ICAO Annex 17 and the ICAO Aviation Security Manual and understanding of the current risk environment globally; |
| b) Knowledge and development of airport security programmes and policy; |
| c) Ability to perform risk and vulnerability assessments; |
| d) Knowledge and experience in working with security management systems, quality assurance and reporting measures; |
| e) Understanding of the elements of security culture; |
| f) Experience in providing security training to staff; |
| g) Understanding of development and implementation of standard operating procedures ; |
| h) Understanding of crisis and incident management procedures and best practices |
| **Skill Set B – Physical Security** |
| a) Knowledge and procedure development with regards to access control and access control points; |
| b) Experience in conducting operational perimeter security, surveillance and patrol; |
| c) Expertise in building security including protection of landside areas; |
| d) Knowledge and experience in cargo security, security of catering supplies, retailers and affected supply chain; and |
| **Skill Set C – Screening** |
| a) Knowledge and experience of passenger and non-passenger screening processes, including best practices, technology requirements, configuration and maintenance and other technologies deployed globally; |
| b) Knowledge and experience of hold baggage screening including equipment and procedures; and |
| c) Knowledge and experience of vehicle screening and access control |