



ICAO

# COVID RESTART RISK ASSESSMENT



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# PREAMBLE

The aviation industry has faced unprecedented challenges in the midst and wake of the COVID-19 pandemic. The advent of vaccines, coupled with an improved understanding of how transmission of the coronavirus (also referred to as 'severe acute respiratory syndrome coronavirus 2', or SARS-CoV-2), has facilitated the resumption and scaling up of civil aviation operations across the globe. However, the aviation industry is now facing challenges inherent in resuming operation from a near standstill situation. A significant amount of change has occurred over the course of the pandemic. Indeed, some sites and equipment may have been inactive for extended periods, key staff may have left, workforces may have dwindled in numbers and teams may have been structured differently, skills and knowledge may have faded and security processes may have changed. The threat against civil aviation remains high and may have evolved. States and industry should therefore consider the impact of those changes, and address any associated risks, so that a high level of security is maintained as operations re-escalate.

More specifically, States should consider whether alleviations that have been authorized due to the pandemic should be removed or amended, whether new risks have emerged that need to be mitigated, and how oversight activities might be adjusted as the number of flights increases. Industry entities should be encouraged to make their own individual assessments of how changes within their businesses could impact security.

To assist stakeholders in those aforementioned efforts, this checklist is provided as guidance material, with the goal of providing a useful starting point for industry considerations. It addresses areas pertaining to personnel security, training, equipment, screening processes, and the implementation of a wide range of aviation security measures, as mandated by ICAO Annex 17 – *Security* and relevant national requirements, to be carried out by all concerned stakeholders (e.g. aircraft operators, airport operators, all-cargo operators).

## GENERAL (applicable to all)

Has a risk assessment been conducted to assess the impact of post-COVID changes on the operations?

Has this been reviewed and signed off at a senior level within the organization?

Have there been changes in the governance of security matters within your organization, and if so are post-holders fully inducted and briefed on security risks and responsibilities?

Have all extant changes to previous security operating procedures been documented, disseminated and considered as part of the risk assessment?

Have recent changes in security regulation or guidance from the appropriate authority been considered and factored in?

## GENERAL (applicable to all)

Have any changes in security measures, procedures or organizational structures been reflected in an updated version of your Security Programme?

Are there sufficient deployable and appropriately trained staff available to carry out the security functions based on the scale of operations envisaged?

Are there sufficient deployable and appropriately trained staff available to carry out supervisory, oversight and quality assurance roles based on the scale of operations envisaged?

Have incident response and contingency plans been updated to reflect any changes in key personnel and/or loss of capability or corporate knowledge?



## GENERAL (applicable to all)

Have any changes in security arrangements been communicated publicly, whether through signage, on websites or via social media, and if so, has this been done in a way which reinforces the message that security will not be compromised?

Do you have an awareness of the current security culture within your organization and whether there has been a negative impact?

## PERSONNEL SECURITY (applicable to all)

Have background check and security vetting requirements been factored in to your organization's restart planning?

Do you have existing staff whose background checks and / or security clearances have lapsed and will require renewal before they are able to operate? Is there a plan to recover any backlog?

Have you assessed whether any new or existing roles / functions may now need security clearances as a result of changes in responsibilities?

Do your in-house teams and any external service providers have the capacity and capability to deliver the required volumes of background checks / apply for security clearances at the right times?

Do public health requirements necessitate changes in the way that background checks / security clearances are processed?

## PERSONNEL SECURITY (applicable to all)

Have you assessed the possible change in insider threat as a result of COVID-19 impacts, for example due to financial issues, redundancies, mental health issues or reduced oversight?

Have you taken any measures to address and mitigate any increase in insider risks?

Where employees have left the business or moved to non-Security roles, has their access (physical or online) to sensitive areas and materials been revoked? And are their security clearances being cancelled where applicable?

Where there has been a significant restructure within the business, have distribution lists for security information or meetings been updated?

Where there have been substantial staff changes, have access codes for secure areas, secure storage or systems been changed?



## TRAINING (applicable to all)

Have training requirements been factored in to your organization's restart planning?

Consider your security workforce and whether groups with different training requirements will create a shortage of resource and/or capacity?

- Newly recruited staff who require initial training and certification
- Staff returning from long term absence/furlough whose training and certification has lapsed
- Existing staff on routine training and certification validities, whose expiry dates may clash with other training commitments

Have training records been adapted to reflect any gaps and/or alleviations?

Have you assessed whether any new or existing staff may need training as a result of changes in their responsibilities or restructuring of roles (e.g. through a training needs analysis)?

## TRAINING (applicable to all)

Have you assessed the impact on security staff motivation and performance as a result of changes to their job roles?

Have you established that your training providers (in-house or external) have the capacity and capability to deliver the required levels of training at the right times, including on-the-job-training in the operation?

Have you assessed whether public health requirements may necessitate changes in the way that training is delivered, and the potential implications for training capacity or throughput?

## EQUIPMENT (applicable to all)

Has all security equipment been fully maintained in accordance with manufacturers' instructions whilst not in active use?

If not, have steps been taken to rectify this and fully test its functionality before use (with manufacturers' advice where appropriate)?

Has a revised servicing or preventative maintenance schedule been agreed with manufacturers where existing contracts could not be honoured?

Have recent events delayed the introduction of new equipment, and if so (a) what are the security implications of this; and (b) is the equipment now likely to become non-compliant or fall beyond its planned use life?

Have you considered the ability and revised lead times of suppliers to provide replacement parts, restocking of consumables and/or regular maintenance?

**EQUIPMENT** (applicable to all)

Are staff familiar with all revised processes where equipment is concerned?

Where Threat Image Projection is used, have the settings, parameters, and libraries been checked to ensure they are correct?

Has the appropriate authority been updated on any plans to resume equipment trials?

Have you considered the implications of following current national and local guidance on the use of personal protective equipment for security staff, including availability of sufficient stocks?

## AIRPORT SECURITY

### ACCESS PASSES (personnel and vehicles)

Have the passes of all personnel and vehicles that no longer need airside access (for example due to redundancy or extended furlough or disengagement of contractors) been removed from or suspended on the electronic pass system?

If not, what measures are being taken to address this (for example monitoring the use of suspended passes)?

Does your airport ID centre have the capacity to issue or restart passes at short notice as soon as they are needed?

Have you assessed the need to update lists of authorized signatories, and their capability to fulfil their role in an effective and timely manner?

Where vehicle access involves use of Automatic Number Plate Recognition, has this been updated?

## AIRPORT SECURITY

### PERIMETER SECURITY

Has there been any change in your perimeter security measures during the period of reduced activities?

Have you conducted an assessment of the integrity of your physical perimeter security measures, including intruder detection and alarm systems?

Have you changed the nature or frequency of your patrolling regime, and if so have you conducted a revised risk assessment as required?

Are you able to maintain the requisite staffing levels to operate all CP/Airside access points? If not, have appropriate measures been put in place to close access points and staff/stakeholders notified?

Has there been any change in the boundaries of the airside area during the period of reduced activities, and if so what measures have been taken to restore its security integrity on resumption?

## AIRPORT SECURITY

### LANDSIDE SECURITY

Have any public health or other measures led to an increase in time spent by passengers in landside areas and if so, has the risk of a landside attack been factored in to those decisions?

If landside security is managed by the Police, has there been liaison with the force to ensure an appropriate level of security coverage is maintained or restored?

Has new equipment (e.g. protective screens) been installed in landside areas, and if so has it been assessed against guidelines for the use of blast-proof materials, tethering etc?

## AIRPORT SECURITY

### SCREENING PROCESSES

Have there been any changes in the passenger or staff screening processes (for example, to reduce physical contact), and if so have the security implications been fully assessed?

Have you assessed the likely impact on processing time of any changes in the screening process, and the potential implications for throughput and/or staffing levels based on a range of possible demand scenarios?

Do you have appropriate policies and processes in place for screening passengers or staff who are wearing protective face coverings or gloves?<sup>1</sup>

Have any changes in screening processes been fully documented and communicated to screening staff, accompanied by appropriate training and supervision?

<sup>1</sup>NB These should take account of any relevant guidance issued by Government or health authorities



## AIRPORT SECURITY

Where local quality assurance and testing arrangements have been suspended, is there a plan in place to restart these?

Are consumables (e.g. swabs, liquid test strips) still in date?

## INTEGRITY AND PROTECTION OF SECURITY RESTRICTED AREA

Where terminals or parts of terminals have been closed, do you have an established and effective procedure for “sterilizing” the security restricted area on reopening?

Where terminals or checkpoints may be partially open, has an assessment been made to ensure that unused areas are adequately protected, whether by physical means, presence of security staff or alarms?

Have any changes to circulation routes and segregation measures been evaluated and checked?

## AIRPORT SECURITY

Have there been any changes in the boundaries of the security restricted areas or demarcated areas, and if so, are all relevant staff fully aware of the revised arrangements, and are these changes reflected in the Airport Security Programme?

Are there sufficient trained threat assessors available in the event of an incident?

## AIRPORT SUPPLIES

Are Known Supplier validations in date?

Are plans in place to revalidate any suppliers that were issued a temporary extension?



## AIRPORT SECURITY

Has Known Supplier information (including authorized signatory information) been updated to reflect supplier or personnel changes at all posts where supplies are received?

## OTHER PARTIES

Have you checked that other airport stakeholders with a potential impact on the airport's security (e.g. tenants, contractors, ground handling companies, FBOs, control authorities) continue to have effective security arrangements in place and that their own restart plans are fully developed?

## AIRCRAFT SECURITY

Have you engaged with airports to ensure that both operational and regulatory requirements can be met at the planned level of operation?

Do you have detailed plans in place to ensure that all applicable security controls are applied prior to bringing remotely parked aircraft back into service?

Have you verified that all contractors with security-related functions (e.g. ground handling agents, in-flight supplies providers, aircraft cleaners, maintenance contractors) continue to have effective security arrangements, including appropriately trained and vetted staff, in place and that their own restart plans are fully developed?

Have any changes in security processes been fully documented and communicated to relevant staff or contractors, accompanied by appropriate training and supervision?

## AIRCRAFT SECURITY

Where operations have moved to a different part of the airport, have relevant staff been familiarized with new locations in terms of e.g. arrivals procedures, circulation and segregation arrangements, and baggage reconciliation systems?

Where local quality assurance and testing arrangements have been suspended, is there a plan in place to restart these?

Are there sufficient trained threat assessors available in the event of an incident?

## CARGO SECURITY

Where activity has been suspended, are there plans to undertake a thorough search of the premises before reopening to check that prohibited articles are not present on site?

Have you conducted an assessment of the integrity of your physical perimeter security measures, including intruder detection and alarm systems?

Have the passes of all personnel and vehicles that no longer need access to the site (for example due to redundancy or extended furlough or disengagement of contractors) been removed from or suspended?

Have there been any changes in the screening processes or other security controls applied (for example, to reduce physical contact with cargo), and if so have the security implications been fully assessed?

## CARGO SECURITY

Are consumables for screening equipment (e.g. swabs) still in date?

Where local quality assurance and testing arrangements have been suspended, is there a plan in place to restart these?

Have any changes in arrangements for the acceptance, storage or transportation of secure cargo been subject to appropriate verification, documented and notified to relevant staff?

## IN-FLIGHT SUPPLIES SECURITY

Where activity has been suspended, are there plans to undertake a thorough search of the premises, including stored supplies, before reopening to check that prohibited articles are not present?

Have you conducted an assessment of the integrity of your physical perimeter security measures, including intruder detection and alarm systems?

Have the passes of all personnel and vehicles that no longer need access to the site (for example due to redundancy or extended furlough or disengagement of contractors) been removed from or suspended?

Have there been any changes in the screening processes or security controls applied (for example, to reduce physical contact with supplies), and if so have the security implications been fully assessed?

Are consumables for screening equipment (e.g. swabs) still in date?



## IN-FLIGHT SUPPLIES SECURITY

Where local quality assurance and testing arrangements have been suspended, is there a plan in place to restart these?

Are Known Supplier validations in date?

Are plans in place to revalidate those suppliers that were issued a temporary extension?

Has Known Supplier information (including authorized signatory information) been updated to reflect supplier or personnel changes?

Have any changes in arrangements for the acceptance, storage and transportation of secure supplies been subject to appropriate verification, documented and notified to relevant staff?



## IN-FLIGHT SUPPLIES SECURITY

Are Airside Vehicle Passes in date?

Have Authorized Signatory and driver lists been updated and forwarded as appropriate?